

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. application	re: EIN number [Personally Identifiable Information] [partial] (1 page)	04/14/1994	b(6)

COLLECTION:

Clinton Presidential Records
AmeriCorps
General Files
OA/Box Number: 24234

FOLDER TITLE:

Forest Service [1]

2013-0661-F
rc3047

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
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b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

FOIA MARKER

**This is not a textual record. This is used as an
administrative marker by the William J. Clinton
Presidential Library Staff.**

Collection/Record Group: Clinton Presidential Records

Subgroup/Office of Origin: Americorps

Series/Staff Member: General Files

Subseries:

OA/ID Number: 24234

FolderID:

Folder Title:

Forest Service [1]

Stack:

S

Row:

66

Section:

1

Shelf:

2

Position:

2

How to make Public Lands Corps
Programs National Service.

Copy of 11 Master Memorandum of Understanding
No 93-SMU-035" between FS
and National Forest Foundation would be helpful



Human Resource Programs

The "Heart" of the Forest Service • Building a Better Tomorrow

FAX TRANSMITTAL COVER SHEET

DATE: 4/13 NUMBER OF PAGES: 14 + COVER

RECEIVER: JOEL BERG

AGENCY NAME: _____

OFFICE PHONE: _____

FAX NUMBER: (202) 690-1139

REMARKS: VERMOUTH YCC

SENDER NAME: KATHERINE ALLEN

AGENCY NAME: _____

OFFICE PHONE: _____

FAX NUMBER: (703) 235-1597

APR 11 1994 17:06 FORESTS PARKS & REC

P.1/14

YOUTH CORPS

Vermont Youth Conservation Corps

Sunday, April 10, 1994

Mr. Joel Berg
United States Department of Agriculture
Washington, D.C.

Dear Joel,

The Vermont Youth Conservation Corps respectfully requests a Public Lands & Environment grant for \$1,222,286. This grant will help to expand our program from a six month to twelve month program. It will allow us to enroll 48 Public Lands & Environment Corps Members for twelve months.

We propose to build on an already strong partnership with the Green Mountain National Forest (GMNF) as well as on our own nationally respected program. Finally, this proposal will allow us to meet two crushing demands: the tremendous backlog of high priority natural resource projects in the GMNF and the demand for our program by young people.

Our mission is to teach young people to take personal responsibility for all of their actions, in whatever environment they are in. This could be at work, at school, at home or in the car with their friends. Our experience shows us this is an important lesson young people often have not learned. However, once understood and practiced, it becomes critical to their success.

We can't always control our emotions or how we feel, but we do control what comes out of our mouths. It is what we do that counts. In the Youth Corps we get so many young people who have incredible disadvantages. One young woman was the only person in her family who could read -- and that was at a fourth grade level! Was our daily reading program a big deal for her? You bet. Was it scary for her? Of course it was. Did it excuse her in anyway from participating? Definitely not.

Our small crews, excellent leaders, quality work projects, comprehensive education program and high standards are a unique mix. A job with the Youth Corps is physically very hard and mentally a big challenge.

Most adults just can't imagine young people working so hard and following our strict rules. For example, in all our residential programs, there are no T.V.'s or radios and youths are up at 6:00 AM and to bed by 9:30 PM. Never-the-less, more than 750 youths applied this past summer. Although we grew by over forty percent,

103 South Main Street, Waterbury, VT 05671-0606
TEL: 802-241-3699 FAX: 802-244-1481 TDD: 800-253-0191

printed on chlorine-free recycled paper

YOUTH CORPS

Vermont Youth Conservation Corps

we still were able to enroll only 140 of those youths. This year we expect more than 1000 applications!

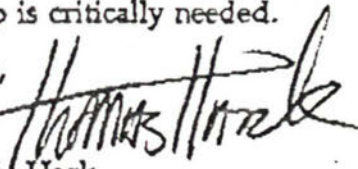
Over the past eight years the quality of our programs has consistently risen. Today our reading & writing program (WRD) is used nationally and our Wilderness and Parks programs are in the process of being duplicated in other states. While these are wonderful statements as to what others think of our work, they do not help us meet our most critical need -- enrolling the crush of youths wanting this type of experience.

At the same time, the GMNF's needs have risen with recreation sky-rocketing. Tremendous demands by ever increasing visitors to the Forest have put an incredible strain on the resources. The GMNF has created many partnerships and has significantly expanded the number of Vermont Youth Conservation Corps Crews. However, the significant backlog of high priority projects is rapidly becoming unmanageable to the pressures from public use.

We propose to meet both the needs of the GMNF and our youths with this proposal. As one of the nation's leading conservation corps, with a long and successful track record, we feel we are ideally suited to help the USDA launch a highly visible and successful Public Lands & Environment Corps.

Your help is critically needed.

Sincerely,


Thomas L. Hark
Executive Director

cc Senator Patrick Leahy
Governor Dean, State of Vermont
Terry Hoffman, Forest Supervisor, GMNF
Conrad Motyka, Commissioner, Department Forests, Parks & Recreation
Ed Koenemann, Director, Department of Forests, Parks & Recreation

103 South Main Street, Waterbury, VT 05671-0606
TEL: 802-241-3699 FAX: 802-244-1481 TDD: 800-263-0191

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Vermont Youth Conservation Corps Summary

The Vermont Youth Conservation Corps (The Youth Corps) respectfully requests a grant of \$1,222,286 from the USDA to operate a national Public Lands & Environment demonstration program. The grant will help expand its program by seventy youths in 1995 and support an additional 120 Vermont youths in its other programs. The Youth Corps has a compelling need to add more crews as they received over 750 applications for the 140 positions they offered in 1993. In addition, the crushing backlog of priority conservation work is critical on the Green Mountain National Forest and for its many tens of thousands of annual visitors.

Background and Mission

"To educate youths to take personal responsibility for all of their actions in whatever environment they find themselves."

Youth Corps Mission

The Youth Corps is a state-wide conservation, education, and service organization. They hire teams of teenagers who work and study under excellent adult leadership to complete high priority conservation projects. Last year, the program grew by over 45%. An emphasis is placed on serving disadvantaged and "at-risk" youths. The standards are very high and the program is rigorous; but for those youths who make it, it changes their lives.

There are four distinct programs: Parks, Wilderness, Residential, and Greenways. All programs share a common approach to education in which each day is an integrated cycle of reading, work, discussion, writing, and team building. Their curriculum, "WRD" is now a national model and is used in 15 other states. The Public Lands & Environment Corps will become an important fifth program of the Youth Corps.

The Youth Corps has been recognized by numerous organizations, and has received the "Program of the Year" and the "Take Pride" awards. They also provide adults with service opportunities through their annual celebration of community service.

The Youth Corps fills a vital need in Vermont and particularly in the Green Mountain National Forest and there is a tremendous demand for its services. The goal of the Youth Corps is to provide every Vermont youth with the opportunity to participate in their programs. Public Lands and Environment volunteers will lead twelve youth teams in the Youth Corps regular summer program, affecting 120 additional youths. It could also, quite possibly, change their lives.

Vermont Youth Conservation Corps Request

The Vermont Youth Conservation Corps (The Youth Corps) respectfully requests a grant of \$1,222,286 from the United States Department of Agriculture to operate a Public Lands & Environment Corps (PLEC).

Grant Objectives

- I The grant will pay the full costs for one residential center in the Green Mountain National Forest in order to complete high priority backlogged conservation projects. This camp will house 48 Corps Members year round.
- II From June through August, twenty-four of the enrollees will transfer to the Vermont Youth Conservation Corps' other programs to lead twelve teams of teenagers (120 youths) in similar work.

The Demand for Enrollment

The Youth Corps has an immediate need to enroll more youths. In 1993 we received over 750 applications for the 140 positions we offered. This year the number of applicants is expected to reach 1000. This ratio of enrollment to demand is far below the Youth Corps goal of giving every youth the opportunity to participate in its program.

Demand for the program will increase even further in 1994. To help reach illiterate and rural audiences, the local media have donated air-time. WCAX television and WNCS radio have donated nearly \$10,000 worth of recruitment announcements. To help increase enrollment from rural and financially disadvantaged youth, Long Distance North has donated a 1-800 number. These campaigns will reach illiterate and disadvantaged audiences that are traditionally difficult to reach. Specifically, they will increase the demand for enrollment in the wilderness and other residential programs.

The Public Lands & Environment Corps Program

Applications for enrollment will come from across the state of Vermont as well as from the national enrollment pool.

These youths will become part of a team of young people who work and study under excellent adult leadership to complete high priority conservation

projects. An emphasis will be placed on serving disadvantaged and "at-risk" youths. Our standards will be very high and the program rigorous; but for those who accept the challenge, it will change their lives.

One of the keys to the Youth Corps experience is crew diversity. In a group of ten, one can expect to see two college bound youths, two high school drop-outs, three or four financially disadvantaged youths, and two learning disabled youths. There is an equal mix of male and female Corps Members in each crew. This extraordinary diversity helps break down traditional social and economic barriers.

I learned the word 'Respect' and how it applies to others and I learned how to cooperate with others no matter how large the differences in opinions.

Mike McGowan, Corps Member

All of the crews will be residential. Youths will live, study, and work together for the entire year. It will be an intense learning environment that requires respect, responsibility, and maturity. Corps Members in the Public Lands & Environment Corps will rise at 6:00 a.m. and be to bed by 10:00 p.m. There will be no televisions, stereos or walkmans. It will be a healthy, clean, and safe environment.

All Corps Members will live at the Brandon Training Center, located in Brandon, Vermont. This site is ideally suited as it sits on the edge of the GMNF. Corps Members will live at this center for nine months and camp out at more remote project sites during the summer.

Projects will include timber stand improvement, fisheries work, erosion control, hiking trail stabilization, user information development, public project oversight research, permit and project development.

All these crews will share a common approach to education where each day is an integrated cycle of reading, work, discussion, writing, and team building. The Youth Corps curriculum, "WRD" is now a national model and is used in 15 other states.

A unique feature of this project will be for half of the Corps Members to actually lead their own crews, using the leadership skills they developed over the course of nine months. These enrollees will be interviewed, further trained and then given the responsibility of a leadership position. Up to twelve crews from our regular summer program will be involved. These crews of sixteen to twenty-one year olds will do similar types of conservation work and have a special opportunity to meet, work and exchange ideas with Public Lands &

APR 11 94 17:09 FORESTS PARKS & REC

P.6/14

Environment/National Service volunteers. This will produce a rich mix of idealism, hard work and learning.

What will make the program unique is the audience it will serve. One of the special features is that it will provide residential programs for rural youths. These youths have little, or no, access to quality programs. Yet these are the youths who need the programs the most. According to *Children and Poverty in Vermont* (The Vermont Children's Forum, August 1993) Vermont's rural counties are its poorest. In Orleans county 18.7%, in Essex county 15.9%, and in Caledonia county 15.7% of the youth live in poverty. Many of these rural youths simply can not join in good programs because they need to work at paying jobs. Youths are drawn to the Corps because it provides a stipend, end of program scholarship and the opportunity to work in a small group on high priority conservation and national service work.

Public Lands & Environment Corps crews will provide these youths with quality programs, exceptional team building and leadership experience, and a superb learning curriculum. These lessons of respect, hard work and community service will last a life-time. In addition, it will provide leadership to expand the regular summer Youth Corps programs.

The Public Lands & Environment Crews

The USDA is asked to sponsor this national demonstration project for seventy-two volunteers. This will allow the Youth Corps to enroll additional youths in the summer. These summer months are a time when youths frequently have very little to do: no jobs, school, sports, or activities. As importantly, high priority conservation work which has been backlogged will be completed. Finally, this very visible program will have a significant impact on the lives of the volunteers enrolled.

One of the crews, for part of their service, will be stationed on the Catamount trail in Southern Vermont. Specifically, this trail segment runs from the Massachusetts border up along the east side of the Deerfield River to the Harriman Reservoir. It continues north to the Canadian border. Two major tributaries need sturdy bridges that can withstand heavy snows and high water during the spring runoff. This section also needs considerable trail improvement including grading and clearing. Other trail projects include the Long Trail and the Appalachian Trail. The GMNF has hundreds of miles of trails which are less known but which have as high or higher impact from rising use.

Often, volunteers will camp or live in GMNF shelters near there project sites. These projects are called "spikes". This remote group living provides an immensely challenging environment rich in learning opportunities. They will

be tucked away in the woods—away from their families and friends. They will be forced to deal with each other and the job at hand. If they want to eat, they have to cook; if there are conflicts, they can't run away from them. The opportunities for personal development are tremendous.

When at the residential center, Corps Members will be personally responsible for cooking their meals (as a large group), doing their own laundry, and cleaning their rooms. The standards will be very high in all aspects of Corps life.

Finally, each crew will have two laptop computers assigned to them. They will be linked to the "information super highway" either through GOV/NET or a commercial vendor such as American on Line (AOL). Daily communication with other crews, weekly assignments, journals, payroll records and array of administrative work will be completed on these machines thus combining the latest technology with environment and education all at the same time. It is expected that volunteers will be in touch with other USDA crews whether they are Public Lands & Environment, Anti-Hunger or Rural Development crews through these as well. More than any other aspect, these laptops will have the ability to make this very rural program from a very small state known to the country, its press, government officials and peers!

Staff will be hired to develop and manage both the work and education program. These staff persons will come with much related experience and go through a proven and intensive training program in preparation for the program. A program manager along with an administrative coordinator will manage the numerous day to day details of the operation. Finally, a part-time position will be hired to manage the fiscal responsibilities.

The wonderful thing about this program is that it forces Corps Members to take personal responsibility for all of their actions. It is a rare person who can have this type of experience and not have their life changed. This grant will help enroll forty-eight youths who might otherwise not get the opportunity to serve their country.

Budget			
48 Corps Member, Twelve Month Residential Program			
Public Lands & Environment Corps			
Youth Corps & Green Mountain National Forest			
Prepared By Thomas L. Hawk			
6-Apr-04			
Line	Line Item:		
1	Forty Corps Members	\$300,000	40 CM x \$7500 Stipend
2	Eight Corps Member (Leader Positions)	\$60,000	8 x \$7500 Stipend
3	Four Recreation & Education Specialists	\$125,000	4 x \$25000 x 25% fringe
4	One Program Manager	\$37,500	1 x 30000 x 25% fringe
5	One Administrative Coordinator	\$31,250	1 x \$25000 x 25% fringe
6	60% FTE Budget Finance Manager	\$22,500	.5 x \$36000 x 25% fringe
7	End of Program Scholarships	\$204,000	48 x \$4250
8	Food, cleaning materials, miscellaneous supplies	\$73,710	64 People x 21 meals a week x 62 weeks x 1.25 per meal
9	Ten 6-Passenger Pickup Trucks	\$60,000	Lease to buy: \$6,000 per year per vehicle
10	One Small Camp Truck	\$4,800	Lease to buy: \$400 per month x 12 months
11	Vehicle Gasoline, Insurance & Repair	\$49,685	11 vehicles x 10 MPG x 100 miles average per day x \$1.10 per gallon + \$500 per repair & insurance
12	Education Materials	\$24,000	48 Corps Members x \$500
13	Utilities:		
14	Phone	\$6,000	Guestimate
15	Electrical	\$6,000	Guestimate
16	Heat	\$6,000	Guestimate
17	Gas	\$1,500	Guestimate
18	Water	\$1,500	Guestimate
19	Trash	\$1,200	Guestimate
20	Plowing	\$800	Guestimate
21	Start-up		
22	Work Tools	\$13,500	\$250 per person safety tools, hardhats etc.
23	Spill Gear	\$13,500	\$250 per person tents, packs, stoves, water filters etc.
24	Kitchen	\$5,400	\$100 per person, stove, fridge, freezer, pots, pans etc.
25	Education	\$5,400	\$100 per person, classes, tuition, Books, etc.
26	Recreation	\$5,400	\$100 per person, field trips, equipment etc.
27	Living	\$5,400	\$100 per person, beds, dressers, etc.
28	Administration	\$2,700	\$50 per person, desks, chairs, cabinets, etc.
29	Computers	\$60,000	23 laptops, two per crew, one for each staff, software, internet connection, modems, printer etc.
30	CMRP Project Start-up	\$26,000	75% FTE to get projects through administrative & legal hoops, first year only
31	Administrative Costs	\$50,761	Paper, pencils, xerox, payroll, liability insurance, etc.
Total Proposed Budget		\$1,222,286	

APR 11 '94 17:11 FORESTS PARKS & REC

P.9/14

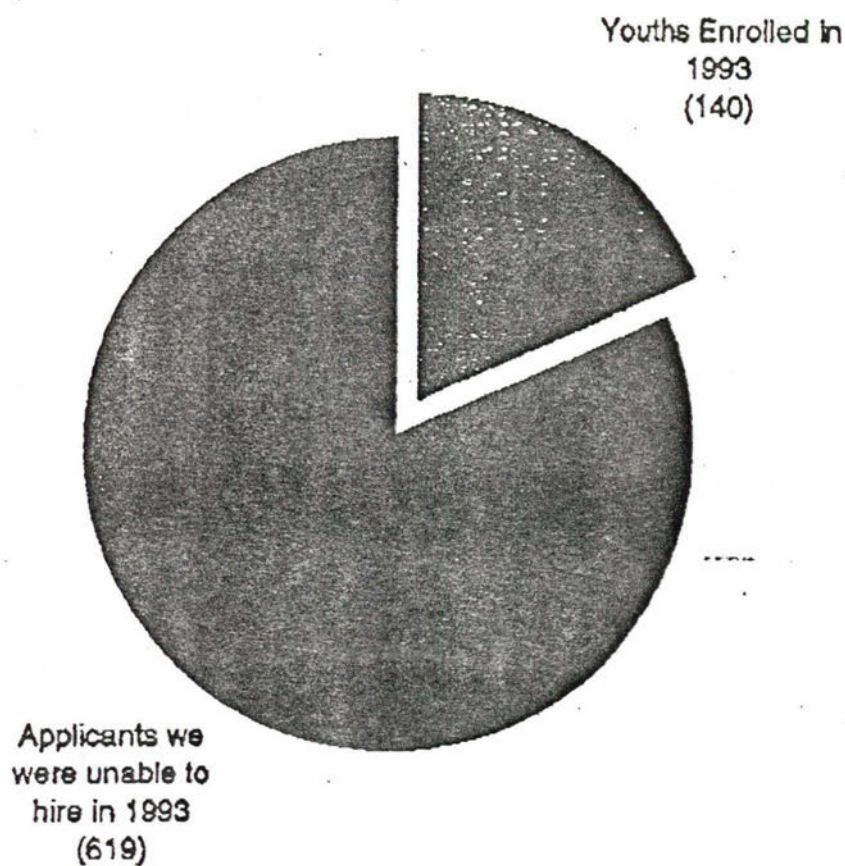
Vermont Youth Conservation Corps Appendices

- I Chart Showing Demand for Enrollment
- II Chart Showing Growth in Enrollment
- III Youth Quotes
- IV Alternate Budget for smaller program

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REC

1995
1995

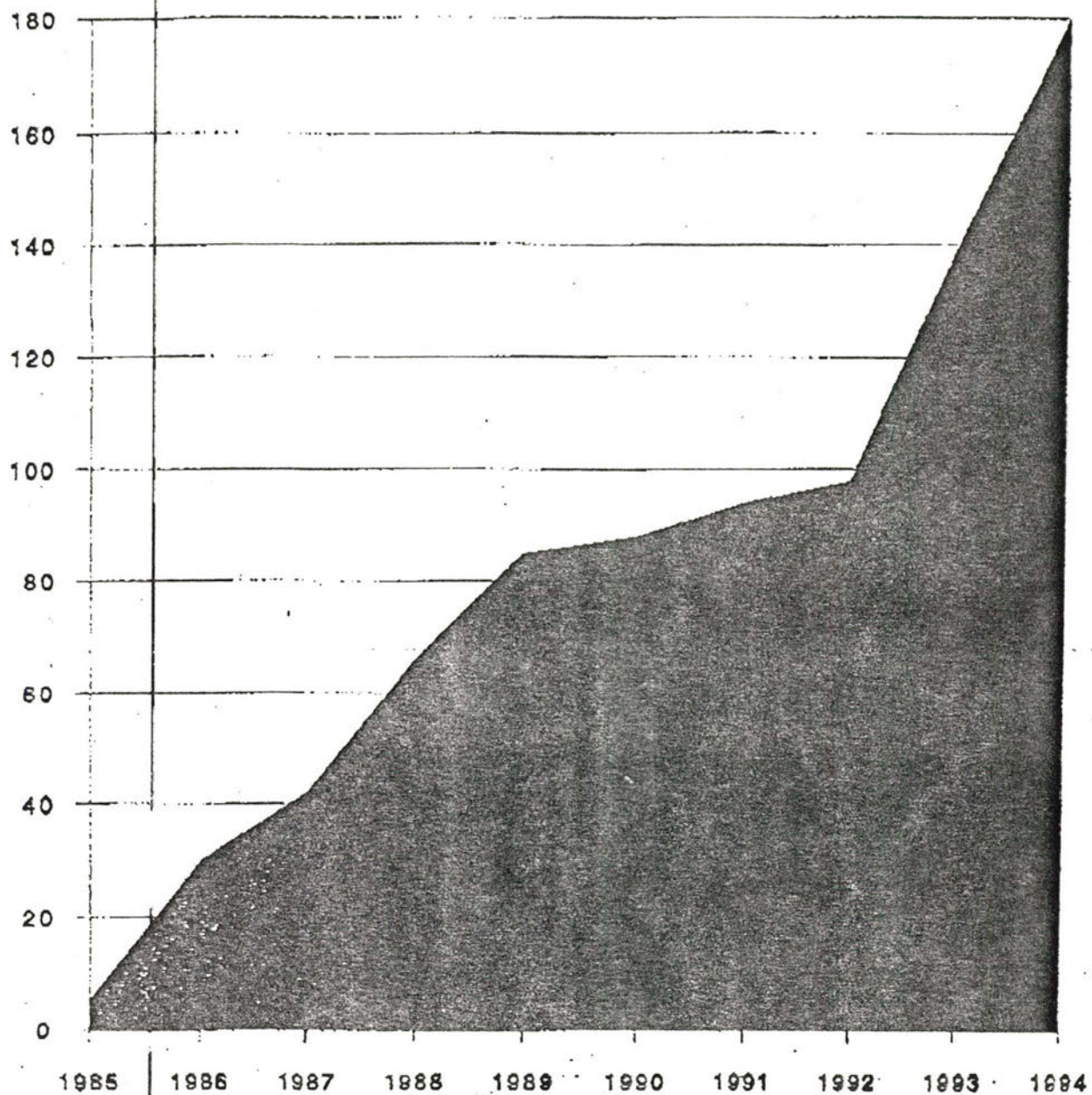
Youth Corps Enrollment to Application Ratio



APR 11 '94 17:11 FORESTS PARKS & REC

P.11/14

Youth Corps Growth in Enrollment



APR 11 '94 17:12 FORESTS PARKS & REC

P.12/14

Vermont Youth Conservation Corps Quotes from the 1993 Season

It was a cold rainy day when I stepped off the white Youth Corps van. I strolled over, met my leader, and my new family. The rain beaded off my shiny green helmet with the Youth Corps sticker glowing from the center. I grasped the sides of my helmet, looking at the sticker and knew I was part of the Corps.

Eric McDonald

My crew came together like a peanut butter and jelly sandwich.

Kelly Benoit

Expectations of sacrifice, turned to never ending smiles and laughter. New friends made will last longer than the job, longer than the summer. Diverse backgrounds brought into one community - living, working, smiling, laughing, as one unit, one family. The job, it doesn't begin, it doesn't end you are the job, the job is you.

Bernie Maher

I learned the word 'Respect' and how it applies to others and I learned how to cooperate with others no matter how large the differences in opinions.

Mike McGowan

I'm glad we kept this journal. Otherwise, we might go back into our lives and pick up where we left off, and it might seem as if we were never here. Even if that was the case, everyone would still carry these new things: new knowledge, new wisdom, experience, new ideas, new friends. Everyone has learned something whether they realize it or not. And those things will be carried with us the rest of our lives.

Daryl Cronin

It was an incredibly challenging mentally and physically, and an unforgettable but valuable experience.

Rebecca Turner

This was my best summer and I spent my time wisely. The work was worth the effort and I would definitely sign up next year. I learned about issues, but most of all I learned about myself.

Stephanie Pfau

Budget			
36 Corps Member, Twelve Month, Residential Program			
Public Lands & Environment Corps			
Youth Corps & Green Mountain National Forest			
Prepared By Thomas L. Hart			
6-Apr-94			
149	Line Items:		
1	Thirty Corps Members	\$225,000	30 CM x \$7500 Stipend
2	Six Corps Member (Leader Positions)	\$45,000	6 x \$7500 Stipend
3	Three Recreation & Education Specialists	\$93,750	4 x \$26000 x 25% fringe
4	One Program Manager	\$37,500	1 x 30000 x 25% fringe
5	One Administrative Coordinator	\$31,250	1 x \$26000 x 25% fringe
6	50% FTE Budget Finance Manager	\$22,500	.5 x \$36000 x 25% fringe
7	End of Program Scholarships	\$204,000	48 x \$4250
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9	Six 6-Passenger Pickup trucks	\$38,000	Lease to buy: \$8,000 per year per vehicle
10	One Small Camp Truck	\$4,800	Lease to buy: \$400 per month x 12 months
11	Vehicle Gasoline, Insurance & Repair	\$31,605	7 vehicles x 10 MPG x 100 miles average per day x \$1.10 per gallon + \$500 per repair & insurance
12	Education Materials	\$18,000	36 Corps Members x \$500
13	Utilities:		
14	Phone	\$5,000	Guestimate
15	Electrical	\$5,000	Guestimate
16	Heat	\$5,000	Guestimate
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22	Work Tools	\$9,000	\$250 per person safety tools, handhubs etc.
23	Spike Gear	\$9,000	\$250 per person tents, packs, stoves, water filters etc.
24	Kitchen	\$9,600	\$100 per person, stove, fridge, freezer, pots, pans etc.
25	Education	\$3,600	\$100 per person, classes, tuition, books, etc.
26	Recreation	\$9,600	\$100 per person, field trips, equipment etc.
27	Living	\$3,600	\$100 per person, beds, dressers, etc.
28	Administration	\$1,800	\$50 per person, desks, chairs, cabinets, etc.
29	Computers	\$54,000	18 laptops, two per crew, one for each staff, software, internet connection, modems, printer etc.
30	GMNF Project Start-up	\$24,000	50% FTE to get projects through administrative & legal hoops, first year only
31	Administrative Costs	\$41,207	Paper, pencils, xerox, payroll, liability insurance, etc.
Total Proposed Budget		\$979,222	

APR 11 '94 17:13 FORESTS PARKS & REC

P.14/14

USDA
Forest ServiceGreen Mountain & Finger Lakes National Forests
231 North Main Street, Rutland, VT 05701
(802)747-6700 • (802)747-6765 TTY • (802)747-6766 FAX

Reply to: 1810

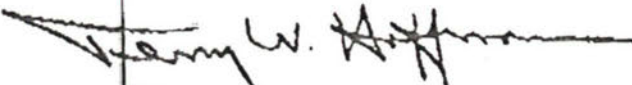
Date: April 4, 1994

Vermont Youth Conservation Corps
Attn: Tom Hark
103 South Main Street
Waterbury, Vermont 05671-0606

Dear Tom:

I was very pleased to hear about your opportunity to submit a grant proposal for the "Americorps" program. The Green Mountain National Forest and the Vermont Youth Conservation Corps (VYCC) currently enjoy a very successful partnership. Your work in managing the Hapgood Pond Recreation Area and in assisting the Forest with the trails program is a good example of what a true partnership can accomplish. This grant proposal is a chance to strengthen this relationship while providing many benefits to the youth of Vermont. I fully support a VYCC proposal for the "Americorps" and welcome the challenges and opportunities presented by this new program.

Sincerely,


TERRY W. HOFFMAN
Forest Supervisor

Withdrawal/Redaction Marker

Clinton Library

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- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

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- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

4/14/94
Can't do because it
is not a 1 year program

TITLE PAGE - AMERICORPS NATIONAL DIRECT APPLICATION

For Internal Use
Only

1. APPLICATION TITLE: SAN LUIS VALLEY-SOUTHERN COLORADO

☒ Single-Site ☐ Multi-Site

2. LEGAL APPLICANT:

Contact Person's Name: _____
Address: _____
City/State, Zip: _____
Telephone No/FAX No: _____
Applicant's
Congressional District: _____

3. INSTITUTIONAL
INFORMATION:

☒ Federal Agency ☐ National Non-Profit Organization

Employer's ID Number: (b)(6) 50013

4. PROJECT DIRECTOR:

Director to be selected internally
Organization's Name: USDA, Forest Service- Rio Grande National Forest
Address: 1803 West Hwy 160
City, State, Zip: Monte Vista, Co. 81144
Telephone No/FAX No: (719) 852-5841 FAX (719) 852-6250

5. GRANT TYPE:

☐ Planning or ☒ Operating or ☐ Educational Awards Only

6. ISSUE AREA
AND NATIONAL PRIORITIES:

☐ Education	☒ Environment
☐ School Readiness	☐ Neighborhood
☐ School Success	☒ Natural
☒ Human Needs	☐ Public Safety
☐ Independent Living	☐ Violence
☒ Community Revitalization	☐ Prevention
	☐ Crime Control

7. AREA(S) TO BE SERVED:

State-wide all Congressional Districts
☐ Urban ☒ Rural ☐ Other

Congressional District of primary area served: Congressman Scott McInnis Dst 3
Congressional Districts of secondary areas served: Other districts in the state of Colorado which includes urban areas of Denver, Colorado Springs.

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TITLE PAGE - AMERICORPS NATIONAL DIRECT APPLICATION (continuation)

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8. PARTICIPANTS:

# of Full-time Participants	<u>0</u>	# of Full-time Participants Needing Educational Awards	<u>0</u>
# of Part-time Participants	<u>52</u>	# of Part-time Participants Needing Educational Awards	<u>52</u>
# of Participants Needing Child Care	<u>0</u>		
# of their Children Needing Child Care	<u>0</u>		
# of Unfunded Participants	<u>0</u>	# of Expected National Recruitment Participants	<u>0</u>

9. BUDGET:

Corp Funds Requested	Year 1 <u>377,958</u>	Year 2 <u>377,958</u>	Year 3 <u>377,958</u>
Total Budget Amount	Year 1 <u>634,480</u>	Year 2 <u>634,480</u>	Year 3 <u>634,480</u>

10. PROGRAM OPERATES in an area of need as identified by the Corporation?

☒ Yes or ☐ No

Which one? Unemployment rate exceeds national average; seasonal
highs often greater than 20%; 1991 unemployment = 8.8%

11. PROJECT DURATION:

Start Date May 1, 1995 End Date October 31, 1995

Number of Program Terms 3 (3 fiscal years)

12. CERTIFICATION: The applicant certifies to the best of his/her knowledge and belief that the data in this application are true and correct and that the filing of the application has been duly authorized by the governing body of the applicant and that the applicant will comply with the assurances required of applicants if the assistance is approved.

Date: April 14, 1994 Name: James B. Webb Title: Forest Supervisor

=====

BUDGET FORM - AMERICORPS NATIONAL DIRECT APPLICATION

Applicant Name: USDA, Forest Service, Rio Grande ForestProgram Name: San Luis Valley Americorps Program
☐ Aggregate
 ☒ Program (if applicable)

	Corporation Share (CNCS) Funds Requested from the Corp	Grantee Share Other Federal /State/Local/ Private Funds	Total Total Program Funding
A. PARTICIPANT SUPPORT COSTS			
Training and Education	4,875.	+ 1,625	= 6,500.
Uniforms	9,750.	3,250.	13,000.
*Other	11,250	3,750.	15,000. 1/
* Pls specify in Budget Narrative.			
Subtotal	25,875.	8,625.	34,500.
B. STAFF			
Salaries	75,500.	59,500.	135,000. 2/
Benefits	15,000.	5,000.	20,000.
Training	4,500.	1,500.	6,000.
*Other			
*Pls specify in Budget Narrative.			
Subtotal	95,000.	66,000.	161,000.
C. OPERATIONAL			
Travel	13,500.	4,500.	18,000.
Transportation	13,500.	4,500.	18,000.
Supplies	0.	127,000.	127,400. 3/
Equipment	15,000.	5,000.	20,000.
*Other			
*Pls specify in Budget Narrative.			
Subtotal	42,000.	141,000.	183,000.
D. INTERNAL EVAL/MONITORING	3,750.	1,250.	5,000.
E. ADMINISTRATION	15,000.	5,000.	20,000.
(May not exceed 5% of Corp funds: A-F)			
(In dollar amounts) Total A-E	181,625.	+ 221,875.	= 403,500.
Percentages	45 %	+ 55 %	= 100%

(Corporation maximum 75% + Grantee minimum 25% = 100%)

BUDGET FORM - AMERICORPS NATIONAL DIRECT APPLICATION (continuation)

F. OTHER PARTICIPANT SUPPORT COSTS	Number of Partici- pants	Corporation Share (Maximum 85%)	Grantee Share (Minimum 15%)	Total 100%
Living Allowance	52	179,010.	31,590.	210,600.
FICA and Workers' Compensation		17,323.	3,057.	20,380. 4/
Health Care*				
Alternative Health Care**				
(\$1,200 per eligible participant)				

Total (F) | 196,333. | + | 34,647. | = | 230,980. |

Total (A-F) | 377,958. | | 256,522. | | 634,480. |

5/

G. CHILD CARE

Estimated No. of Children	Estimated No. of Eligible Participants	Corp Share (Maximum 100%)	Grantee Share	Total

Number of Participants	Amount per Participant	Total
---------------------------	---------------------------	-------

H. EDUCATION AWARDS

Full-time Participants		\$4725
Part-time Participants	52	\$2363

Total H | 52 | x | 2,363. | = | 122,876. |

* If grantee is utilizing current policy meeting minimum benefits for eligible participants.

** If grantee is utilizing alternative health care policy to be made available.

BUDGET FOOTNOTES

1/--Field per diem costs of camping out crews on trail projects.

2/--Includes in kind salary costs of other agencies as follows:

BLM----\$25,000.

NPS-----10,000.

F&WS---- 5,000.

Total= 40,000.

3/--Supplies furnished by agencies as in kind contribution as follows:

Forest Service-----\$31,000.

F&WS ----- 15,000.

NPS----- 25,000.

BLM----- 36,000.

Town of Del Norte----- 20,000.

Total 127,000.

3/--Includes \$4,000. for Workers' Compensation costs.

4/--Agency contributions to total costs as follows:

Other Agencies \$ 96,000.

Forest Service 125,875.

SCA 34,647.

Total 256,522.

=====

MISSION STATEMENT AND ANNUAL OBJECTIVES - AMERICORPS NATIONAL DIRECT APPLICATION

=====

Applicant Name: USDA - RIO GRANDE NATIONAL FOREST

Program Name: SAN LUIS VALLEY, SOUTHERN COLORADO

=====

1. WHAT IS YOUR PROGRAM'S MISSION STATEMENT? A COMMITMENT TO EXCELLENCE!

This six-month program would provide 52 participants from the community and national recruitment base, ages 16-25, opportunities to learn valuable technical, team-building, leadership, and educational skills that will contribute to the productivity of the community and the individual potential of participants. A variety of useful projects will be carried out in cooperation with four federal agencies and most communities in the San Luis Valley that will directly benefit the community and address critical environmental, community revitalization, education, and recreational needs. Successful completion of the program will leave behind tangible, measureable products, as well as prepare participants to secure and keep meaningful employment during changing economic conditions.

Each application must include statements of primary objectives in three areas:

- Community Service
- Community Building
- Participant Development

Please use a separate copy of this form to describe your objectives in each area (i.e., Community Service, Community Building, Participant Development).

In the case of community service, also use a separate form for each priority area, if you are working one more than one (i.e. education, environment, etc.)

=====

2. THIS PAGE APPLIES TO:

☒ Community
Service

☒ Participant
Development

☒ Community
Building

- ☒ Education
 - ☐ Public Safety
 - ☒ Human Needs
 - ☒ Environment
- =====

3. WHAT ARE YOUR ANNUAL OBJECTIVES IN THE AREA CHECKED ABOVE?

List your three primary objectives.

- A. Through partnerships with key agencies and community programs provide a multi-perspective experience for participants in managing public lands and providing quality customer services
- B. Provide a positive environment and hands-on opportunities to learn technical, leadership, and communication skills necessary to becoming responsible citizens and academic achievers.
- C. Provide the community with more recreational, educational, and environmental awareness and opportunities. Make recreation safe and accessible to a variety of users.

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ASSURANCES & CERTIFICATION FORM - AMERICORPS NATIONAL DIRECT APPLICATION

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CERTIFICATION SIGNATURE

Note: This form must be signed and included in the application. Before You Start. Before completing certification, please read Certification Instructions, page 30, of AMERICORPS - NATIONAL DIRECT APPLICATION booklet.

SIGNATURE. By signing this Certification page, the applicant certifies that it will agree to perform all actions and support all intentions stated in the Certification sections in part III of this application. The three Certifications are:

X Certification: Debarment, Suspension, and Other Responsibility Matters.

X Certification: Drug-Free Workplace.

X Certification: Lobbying Activities.

Organization Name: USDA - RIO GRANDE NATIONAL FOREST

Project Name: SAN LUIS VALLEY, SOUTHERN COLORADO

Name and Title
of Authorized

Representative: JAMES B. WEBB, FOREST SUPERVISOR

Signature: _____

Date: _____

=====

ASSURANCES SIGNATURE

Note: This form must be signed and included in the application. By signing this assurance page, the applicant certifies that it will agree to perform all actions and support all intentions stated in the Assurances on page 28 of the AMERICORPS - NATIONAL DIRECT APPLICATION booklet.

Organization Name: USDA - RIO GRANDE NATIONAL FOREST

Project Name: SAN LUIS VALLEY, SOUTHERN COLORADO

Name and Title
of Authorized

Representative: JAMES B. WEBB, FOREST SUPERVISOR

Signature: _____

Date: _____

=====

	Crew No.	May	June	July	August	September	October
1	1	Del Norte	FOREST	SERVICE	FOREST	SERVICE	FS
2		Trail	Trail	Constructr	Trail	Maintenance	Creede/Del
3		0.5 mi	2.25 mi	non-wildern	54 mi	non-wildern	Norte Distr
4	~	~	~	~	~	~	Facilities
5	~	~	~	~	~	~	~
6	~	~	~	~	~	~	~
7	2	Del Norte	FOREST	SERVICE	FOREST	SERVICE	FS
8		Trail	Trail	Maintenance	Trail	Constructr	Conejos Peak
9		0.5 mi	40.5 mi	wilderness	1.3 mi	wilderness	District
10	~	~	~	~	~	~	Facilities
11	~	~	~	~	~	~	~
12	~	~	~	~	~	~	~
13	3	FS	FOREST	SERVICE	FOREST	SERVICE	FS
14		Saguache	Trail	Constructr	Trail	Maintenance	Saguache
15		District	1.3 mi	wilderness	40.5 mi	wilderness	District
16		Fence Repair	~	~	~	~	Facilities
17	~	~	~	~	~	~	~
18	~	~	~	~	~	~	~
19	4	FISH & WILD	LIFE SERVICE	FOREST	SERVICE	FISH & WILD	LIFE SERVICE
20		~	~	Trail	Maintenance	~	~
21		~	~	54 mi	non-wildern	~	~
22	~	~	~	~	~	~	~
23	~	~	~	~	~	~	~
24	5	NATIONAL	PARK SERVICE	FOREST	SERVICE	NATIONAL	PARK SERVICE
25		~	~	Trail	Constructr	~	~
26		~	~	2.25 mi	non-wildern	~	~
27	~	~	~	~	~	~	~
28	~	~	~	~	~	~	~
29	6	FOREST	SERVICE	ENVIRON-	MENTAL	EDUCATION	CREW
30		~	~	~	~	~	~
31	~	~	~	~	~	~	~
32	7	BUREAU	OF	LAND	MANAGE-	MENT	CREW
33		~	~	~	~	~	~
34		~	~	~	~	~	~

4/14/94 per Vertis Stovall
4 FS, SAGA
does NOT

have the
funds to
pursue
this
project.
for

USDA AMERICORPS
FOREST SERVICE
PUBLIC LANDS CORPS
PROPOSAL

SPONSOR:
SOUTHEAST ALASKA GUIDANCE ASSOC.

LOCATION:
TONGASS NATIONAL FOREST

NUMBER OF PARTICIPANTS:
20

TOTAL COST:
\$1,029,674

AMOUNT REQUESTED FROM AMERICORPS:
\$5772,255

Southeast Alaska Guidance Association
P.O. Box 35063
Juneau, Alaska 99803
907-789-6172
FAX 907-789-3118

**Southeast Alaska Guidance Association**

P.O. BOX 35063 • JUNEAU, ALASKA 99803
TELEPHONE (907) 789-6172
FAX NO. (907) 789-3118

Vertis Stovall
USDA/US Forest Service
Washington Human Resource Programs Office
Washington DC

April 9, 1994

Dear Vertis,

It is the intent of this letter to outline how the Western Regions Rural Development Proposal can be expanded to serve twenty youth by incorporating it into the existing infrastructure created by SAGA's year-round youth corps program, and its partnership with the Forest Service, and other land and human service agencies. Enclosed is SAGA's 1993 Serve Alaska Youth Corps grant to the Corporation for National and Community Service that we are currently operating under. It represents the evolution of the 1991 Western Regions Rural Development Proposal that was forwarded to you in response to the deadline for Forest Service Public Lands Corps Proposals.

In brief, it describes how the Serve Alaska Youth Corps (SAYC) serves forty corpsmembers, ages 16-24, from around the state (primarily from Southeast Alaska) in a year-round program. Corpsmembers work together in crews, ranging in size from 6-10 people, and make a 9-12 month commitment to serve their communities through identifying and completing natural resource and human service projects that improve the quality of life in the community.

In return for their commitment, corpsmembers receive a living stipend, education and training, and post service benefits that can be used for further education/training after graduating from SAYC.

The 1993 SAYC grant also describes projects that crews have completed. In general, 75% of the projects that crews work on are on the Tongass National Forest, 15% of the projects are on state land, and 10% are projects done in conjunction with cities/villages/tribes and other nonprofit organizations.

SAGA has been cooperating with the Forest Service since 1985 through partnership and volunteer agreements. In 1991, SAGA entered into a five year Regional Agreement (included in this transmission) in response to SAGA crews working in all three Areas (Chatham, Stikine, Ketchikan) of the Tongass.

SAGA crews, including SAGA's Summer Youth Corps Program that serves 20-30 youth, represents the largest available workforce on the Tongass National Forest. For the last nine years the Forest Service/SAGA partnership has served over 600 youth from the villages and communities located within the Tongass by involving them in meaningful projects on National Forest land.



OUTLINE OF PROGRAM

EXPANDED TO SERVE TWENTY

Four crews of five corpsmembers each, under the direct supervision of a full-time professional crewleader, would begin their service in the fall as part of the Serve Alaska Youth Corps program. The twenty corpsmembers would be identified from villages and communities within the Tongass and reflect the diversity of cultures, and backgrounds found there. Two crews would be from the Chatham Area, one from the Stikine Area, and one from the Ketchikan Area (the three Forest Service "Areas" found inside the Tongass N.F.). Corpsmembers would commit to serving in the program for a minimum of nine months.

JANUARY-FEBRUARY

All twenty corpsmembers would begin their service by spending the first two months of the program in Juneau (SAGA's base of operations). During that time the Corpsmembers would participate in an intensive orientation and training period that includes:

- Fire fighting training/certification
- First aid, CPR
- Bear safety, rifle safety/certification
- Helicopter, fixed wing, boat safety training
- Power tool/chainsaw safety training/certification
- Extensive life and social skills development training

During this time the four crews would also be involved in service projects in the area to develop a working relationship with each other and the community and increase their understanding of stewardship/citizenship.

Upon completion of the first two months, the crews report to their respective Areas for the remainder of their service. One of the two Chatham Area crews would be based in Juneau, the other in Sitka. The Stikine Area crew would be based out of Petersburg. Ketchikan would be the base for the Ketchikan Area crew. The local Ranger Districts would house crewmembers that are not residents of the community.

MARCH-MAY

During this period, each crew (in conjunction with the F.S. and other local agencies) would take the lead in facilitating a process in at least two communities/villages inside their Area (and home to at least one crewmember), that would involve local residents in identifying and prioritizing needed projects on public lands (i.e. trails, recreation areas, community gardens, etc.). The end result would be a local plan that lists these projects in priority along with any available resources, needed resources, and a strategy for pursuing them. This plan could provide a blueprint for future projects in the area and empower residents and crewmember(s) to stay active in their completion.

It is estimated that this process would represent a third of the crews time during this period. The remaining two thirds of their time would be spent on projects (some could be from the local plans) with eight hours per week dedicated to education and training.

JUNE-SEPTEMBER

This is the heart of "field season." Crews would be engaged in challenging, outdoor projects that meet both the needs of the Forest Service and the corpsmembers. These needs include reducing the backlog of work on national forest land while having the corpsmembers engaged in activities that are going to enhance their ability to transition from the program with salable skills and experience.

At the end of September, the four crews plus all the other SAYC and Summer Youth Corps participants come together again in Juneau for an end of the season celebration/graduation ceremony.

NOVEMBER-DECEMBER

Wrap-up. Continue to facilitate the transition of corpsmembers into schools, training programs, or jobs. Also be available to assist other crews (Forest Service, SAGA, or other volunteer crews) doing fall projects.

This period is also recruiting time for the next SAYC group to start in January. Graduating corpsmembers will be encouraged to act as ambassadors of the program back in their home communities and involved with the recruiting process when possible.

SUMMARY

After being back in DC recently to read grants for the Corporation for National and Community Service, I better appreciate the value of brevity and clarity in a proposal. I hope the above outline has been helpful. The enclosed ten page narrative of the SAYC program, funded by the Corporation, is offered as the framework that SAGA's 1991 Western Regions Rural Development proposal could be expanded into.

CC: [illegible]
[illegible]
[illegible]
[illegible]

[illegible]
[illegible]

USDA AMERICORPS -- FOREST SERVICE/REGION 10 -- SAGA BUDGET

	Funds Requested From Americorps	Other + Federal	Total = Federal	State/ Local/ Private + Funds	Total Program = Funding
<u>YEAR-ROUND CORPS</u>					
• Living allowances and benefits	210,830.	30,500.	241,330.	23,110.	264,440.
• Staff personnel and benefits	351,269.	48000.	399,269.	30,165.	429,434.
• Health insurance - participants only	9,138.		9,138.		9,138.
• Post-service benefits	5,000.	11,000.	16,000.	20,000.	36,000.
• Training & education	77,225.	25,000.	102,225.	30,203.	132,428.
• Capital expenditures	44,000.		44,000.		44,000.
• Evaluation	3,800.	700.	4,500.	900.	5,400.
• Administration	38,613.	2,000.	40,613.	3,021.	43,634.
• Other (specified in budget narrative)	32,380.	13,820.	46,200.	19,000.	65,200.
TOTAL	<u>\$772,255.</u>	<u>131,020.</u>	<u>903,275.</u>	<u>126,399.</u>	<u>1,029,674.</u>

BUDGET NARRATIVE

LIVING ALLOWANCES AND BENEFITS**Living Allowances**

Corpsmembers are paid a living allowance of \$5.00/hour of service.

Jan. - Sept. :	20 C.M. x \$6. x 8 hr. x	200 days =	192000.
Oct. - Dec. :	5 C.M. x \$6. x 8 hr. x	30 days =	7200.
+ Social Security and Medicare tax @ 7.65%			<u>15240.</u>

Total Living Allowance = \$214440.

Uniform Benefit

100 dollars per Corpsmember is budgeted for uniforms.

\$100 x 20 new corpsmembers = \$2000.

Food Benefit

Food will be provided to youth as a commodity whenever the student is in a field camp setting. This is consistent with established SAGA policy. The average food cost per student based on our experience is \$12./day. Approximately 2500 Corpsmember/field days are anticipated this year.

\$12. x 4000 Corpsmember field days = \$48000.

SUBTOTAL, LIVING ALLOWANCES AND BENEFITS =	\$264,440.
<i>Other Federal:</i>	30,500
<i>State, Local and Private Funds:</i>	23,110.
Funds requested from Americorps:	\$210,830.

STAFF PERSONNEL AND BENEFITS

Executive Director - This position is responsible for the overall management and administration of the agency, including staff supervision, fiscal management and bookkeeping, planning and evaluation, maintaining program and agency compliance with all applicable standards, public and community relations, and a portion of direct services. Direct services include conducting portions of the pre-season orientation and training as well as ongoing guidance and skills training with corpsmembers. The current Executive Director has served in this position since December 1985.

SALARY: Twelve months x \$4000./month = \$48000.

PER CENT TIME CHARGED TO THIS PROJECT: Total = 50% (35% Direct service, 65% of time administering this project as described above.)

Direct services salary charged to this project: \$8400.

Program Director - This position is responsible for the overall development and implementation of the program goals outlined in this proposal. The current SAGA Program Director has served in this position since December 1985.

SALARY: Twelve months x \$3750./month = \$45000.

PER CENT TIME CHARGED TO THIS PROJECT: Total = 50% (65% Direct service, 35% of time in program administration as described in that section.)

Direct services salary charged to this project: \$14625.

Project Coordinator - The Coordinator is responsible for the day to day management of the work experience crews and community service projects. Duties include project planning, logistics, purchasing, inter-agency coordination and direct supervision of the Crew Supervisors. The Coordinator was hired September 1, 1992.

SALARY: Twelve months x \$3450./month = \$41400

PER CENT TIME CHARGED TO THIS PROJECT: 75%

Salary charged to this project:

\$31050.

Crewleaders - Each Crewleader directly supervises a crew of corpsmembers performing conservation and human service projects and assists in delivery of the Service Learning Curriculum. Four Crewleaders will be identified for this program.

SALARY: 12 months x \$2500. x 4 staff = \$120000.

PER CENT TIME CHARGED TO THIS PROJECT: 100%

Salary charged to this project:

\$120000.

Recruitment and Placement Coordinator - This position is responsible for the ongoing identification of a representative pool of participants. Will monitor hiring needs, schedule interviews, and assist corpsmembers on orientation to the program and it's services including post program opportunities.

SALARY: 12 months x \$2200./month = \$26400.

PER CENT TIME CHARGED TO THIS PROJECT: 75%

\$19800.

Employer Fringe -

1. Clerical fringe: Exec. Director, Program Director, Recruitment Coordinator.

Workers Compensation @ .47%; Social Security @ 6.20%; Medicare @ 1.45%;

Health and Life Insurance @ 14.9%; AK Employment Tax @ 3.67%

@ 26.69% x \$42825 =

\$11430.

2. Field Staff fringe: Crewleaders

Workers Compensation @ 5.86%; Social Security @ 6.20%; Medicare @ 1.45%;

Health and Life Insurance @ 14.9%; AK Employment Tax @ 3.67%

@ 32.08% x \$120000. =

\$38496.

3. Travel/Office Staff fringe: Project Coordinator

Workers Compensation @ .94%; Social Security @ 6.20%; Medicare @ 1.45%;

Health and Life Insurance @ 14.9%; AK Employment Tax @ 3.67%

@ 27.16% x \$31050. =

\$8433.

SUBTOTAL, STAFF WAGES AND BENEFITS =	\$429,434.
Other Federal:	48000.
State, Local and Private Funds:	30165.
Funds requested from Americorps:	\$351,269.

PARTICIPANT HEALTH INSURANCE

Rates for student premiums are averaged based on the National Association of Service and Conservation Corps' (NASCC) group policy.

20 corpsmembers x \$42.5/month x 10 mo. =	8500.
5 students x \$42.5/month x 3 mo. =	538.
Total participant premium	\$9138.

SUBTOTAL, PARTICIPANT HEALTH INSURANCE =	\$9,138.
Other Federal:	
State, Local and Private Funds:	
Funds requested from Americorps:	\$9,138.

POST SERVICE BENEFITS

A post service scholarship of \$1800/student is budgeted for students enrolling in the new program year.

20 students x \$1800 = \$36000.

SUBTOTAL, POST SERVICE BENEFITS =	\$36,000.
Other Federal :	11000.
State, Local and Private Funds:	\$20000.
Funds requested from Americorps:	\$5,000.

TRAINING AND EDUCATION (>10%)

A. Lead Instructor- The Instructor is responsible for coordinating educational services for Corpsmember participants. This includes creating Individual Development Plans with each youth, monitoring, supervising and delivering of the Service Learning Curriculum, and providing resources and developing strategies to assist corpsmembers to achieve their educational goals. This position is arranged as a contract with the Juneau School District.

SALARY: Twelve months x \$3700./month = \$44400.

PER CENT TIME CHARGED TO THIS PROJECT: 50%

FRINGE at Juneau School Rate: .37 x \$ 22200 = \$8214.

Salary charged to this project: \$30414.

B. Consultants/tuition 4000.
(C.P.R. training, Driver Ed., Univ. classes, etc.)

C. Corpsmember Counselor/Developer.

Provides individual and group counseling, referral to community agencies, develops health promotion/ problem prevention programs and coordinates family outreach activities on contractual basis with the Juneau School District.

SALARY: Twelve months x \$3700./month = \$44400.

PER CENT TIME CHARGED TO THIS PROJECT: 50%

FRINGE at Juneau School Rate: .37 x \$ 22200 = \$8214.

Salary charged to this project: \$30414.

D. School facility rental/utilities

12 months x \$3000./mo = 36000.

E. Teaching supplies	2500.
(Textbooks, equipment, media, software, pencils etc.)	
F. Ropes Course/Adventure Programming	15500.
(Training for all corpsmembers and staff, Curriculum, and contractual services.)	
G. Student recruitment	2000.
(Travel/advertising)	
H. Field trips/Service projects	4000.
I. Communications	2800.
(postage/phone)	
J. Travel/tuition for training events	4000.
K. Subscriptions, dues and fees	800.

SUBTOTAL, TRAINING AND EDUCATION	\$132,428.
<i>Other Federal:</i>	25000.
<i>State, Local and Private Funds:</i>	30203.
Funds requested from Americorps:	\$77,225.

CAPITAL EXPENSES (< 10%)

A. Facility improvements	\$2000.
B. Multi-passenger vehicles	25000.
C. Field equipment:	10000.
(Tools, radio's, safety equipment, etc.)	
D. Office equipment (Copier lease, fax, computers).	5000.
E. Ropes Course elements	2000.

SUBTOTAL, CAPITAL =	\$44,000.
<i>Other Federal:</i>	
<i>State, Local and Private Funds:</i>	
Funds requested from Americorps:	\$44,000.

EVALUATION

A. Supplies (Forms development)	\$800.
B. Communications (Phone, postage)	800.
C. EIS Data Entry portion of Project Assistant	
(see admin. section for detail)	
25 % of salary	3000.
Fringe @ 26.69%	800.

SUBTOTAL, EVALUATION =	\$5400.
Other Federal:	700.
State, Local and Private Funds:	900.
Funds requested from Americorps:	\$3,800.

ADMINISTRATION (<5%)

- A. Exec. Director (Description at Personnel)**
 SALARY: Twelve months x \$4000./month = \$48000.
 PER CENT ADMIN. TIME CHARGED TO THIS PROJECT: 65% (of the 50% total)
 Admin. salary charged to this project: \$15600.
 FRINGE at 26.69% x \$15600. = \$ 4164.
 Total admin. salary charged to this project \$19764.
- B Program Director (Description at Personnel)**
 SALARY: Twelve months x \$3750./month = \$45000.
 PER CENT ADMIN. TIME CHARGED TO THIS PROJECT: 35% (of the 50% total)
 Admin. salary charged to this project: \$7875.
 FRINGE at 26.69% x \$7875. = \$2102.
 Total admin. salary charged to this project \$9977.
- C. Project Assistant - Processing living allowances, maintaining records, purchasing, greeting callers, providing information to the public, typing, filing, clerical support, accounts payable and receivable, and assistance and support to Program Staff as needed. Also responsible for inputting EIS data.**
 SALARY: Twelve months x \$2000./month = \$24000.
 PER CENT TIME CHARGED TO THIS PROJECT: 50% (75% charged to admin., 25% charged to Evaluation)
 Admin. portion of salary \$9000.
 Fringe @ 26.69% 2402.
- D. Insurance. Additional property, and general liability**
 necessary to cover this project. \$7000.
- E. Office Supplies/equipment.**
 The amount of general office supplies/equipment needed to accomplish this project which are not addressed elsewhere in this budget are estimated at: \$2500.

SUBTOTAL, ADMINISTRATION =	\$43,634.
Other Federal:	2000.
State, Local and Private Funds:	3021.
Funds requested from Americorps:	\$38,613.

OTHER

A. Transportation. Local travel (\$900.); Training and travel costs (\$5000.); Fuel, oil, routine maintenance and vehicle insurance (\$8000.); Project travel (\$5000.). Conference event travel (\$2100.) Travel costs are based on published fares for Wings of Alaska float-plane fleet, Alaska Marine Highway (ferry), and Alaska Airlines. (*Note that travel costs in Alaska are considerably higher than in the 48 contiguous states.)

Total = \$21000.

B. Project Supplies. 12000.

C. First aid supplies/safety equipment. 2000.

D. Communications: Postage (\$800.);
Local phone (\$800.); Advertising (\$1000.);
Long distance telephone (\$1400). 4000.

E. Staff training and development. 4000.

F. Work project headquarters rent/utilities
12 mos x \$1000./mo. 12000.

F. Auditing expense. 10200.

SUBTOTAL, OTHER COSTS =	\$65,200.
Other Federal:	13820.
State, Local and Private Funds:	19000.
Funds requested from the Commission:	\$32,380.

Grand total of Project Costs	=	\$1,029,674.
Total of Other Federal Funds	=	131,020.
Total of Non Federal Funds	=	126,399.

Total AMERICORPS Funds Requested = \$772,255.

PARTICIPATING AGREEMENT

BETWEEN

SOUTHEAST ALASKA GUIDANCE ASSOCIATION

AND

U.S. DEPARTMENT OF AGRICULTURE, FOREST SERVICE

ALASKA REGION

FOR

PROVISION OF SERVICES

This agreement is between the Forest Service, Alaska Region (hereinafter referred to as the Forest Service), an agency of the United States Department of Agriculture, acting through the Regional Forester, Alaska Region, or his/her designee, and the Southeast Alaska Guidance Association (hereinafter referred to as SAGA), a not-for-profit partnership working in adventure-based education with youth at risk, acting through the Executive Director or the Administrative Director.

Witnesseth:

Whereas, the Forest Service is responsible for the management of the National Forest lands and is authorized by law to accept cooperation from public and private sources in the protection and improvement of the National Forests, as provided in the Cooperative Funds and Deposits Act of December 12, 1975 - P.L. 94-148 - 16 U.S.C. 565a-1a3; and

Whereas, it is in the public interest to provide job training and environmental/developmental education to youth at risk which will assist them in adjusting to normal work and social attitudes; and

Whereas, SAGA is interested in the conservation of the natural resources of the National Forests and desires to lend aid and support to the protection, development and improvement of the Tongass National Forest; and

Whereas, SAGA desires to use the National Forest to provide healthful, wholesome, and educational outdoor activities for youth at risk;

Now therefore, the parties agree as follows:

A. The Forest Service shall:

1. Make appropriate Ranger District work projects available to SAGA.
2. Provide standards and specifications for projects and a designated Project Manager to answer technical questions.

3. Provide timely project inspections to insure all work meets minimum acceptable standards as stated in the annual Operating Plan.
4. Provide coverage for SAGA enrollees for injury compensation and tort claims within the scope of their duties during their scheduled tour-of-duty (i.e., 0800 to 1630 excluding lunch), as provided by Chapter 171 of Title 28, United States Code, and Chapter 81 of Title 5, United States Code.
5. Reimburse SAGA for services provided as described in the District's annual Operating Plan.

B. SAGA shall:

1. Provide 24 hour supervision of enrollees.
2. Provide the designated Project Manager a list of employees and enrollees in advance of scheduled work projects, and an updated roster of each crew in the field.
3. Be in compliance with State and Federal Labor Laws and maintain documentation of compliance, to include written parental and/or guardian consent. The SAGA employees and/or partners over the age of 18 may operate power equipment upon successful completion of the required Forest Service safety/operations training. Enrollees shall not operate power equipment unless they meet Forest Service regulations.
4. Provide personal gear and other training as required for enrollees.
5. Provide complete liability and injury insurance coverage for SAGA staff members. Send documentation of insurance coverage to the address stated in B.6.
6. Provide liability and injury insurance coverage for enrollees on non-work hours. Insurance policy shall name the USDA Forest Service, Attn: R.O. Contracting, P. O. Box 21628, Juneau, Alaska 99802-1628 as additionally insured.
7. Report all accidents immediately to the designated Project Manager or Safety Officer on the affected Ranger District and complete the required Forest Service paperwork within 72 hours of the accident.
8. Ensure that enrollees do not operate Forest Service vehicles or boats unless they meet Forest Service regulations; are over 18 years of age and have completed SAGA staff training.
9. Submit billings to the Forest Service as agreed upon in the Ranger District's annual Operating Plan.

C. It is Mutually Agreed and Understood By and Between the Said Parties That:

1. This Agreement shall be effective upon the last date signed and will be in effect for 5 years from that date. The parties reserve the right to terminate the Agreement upon 30 days written notice. The parties agree to meet prior to the termination notice setting forth the reasons for such action.

2. Each Ranger District and the SAGA Executive Director will develop an annual Operating Plan by April 1. As a minimum, each plan shall include:

- a. Anticipated projects to be completed and timelines for completion.
- b. Work standards and specifications for each anticipated work project.
- c. Supplies and equipment.
- d. Transportation, subsistence and housing.
- e. Safety requirements and Job Hazard Analysis.
- f. Procedures and schedules for payment.
- g. Designated Project Manager by name.

3. Forest Service will provide SAGA staff members with basic safety training at the beginning of the field season. Each staff member will be issued a certification card listing training completed. SAGA staff members brought on the rolls after the initial field season will be required to obtain this training through the joint efforts of SAGA and the Forest Service. Individual Ranger Districts will provide additional specific safety training unique to that District.

4. Forest Service accountable property will be transferred to the designated SAGA representative at the beginning of the field season/project on Form AD-107, Report of Transfer or Other Disposition or Construction of Property. Accountable property will be transferred back to the respective District at the end of the field season/project. Loss or damage to property (other than normal wear and tear) will be paid for by SAGA.

5. SAGA agrees to make all records, books, papers, or documents related to this agreement available to the Forest Service or the Comptroller General through any authorized representative for the purpose of verifying any specific item on the itemized statement of expenditures, or any other examination.

6. Advance of funds to SAGA will be based on the approved District annual Operating Plan. The request for advance of funds will be submitted by SAGA on Standard Form 270, and in accordance with procedures established in FSH 6509.31 NFC Procedures Title II, Chapter 6, Section 5, Payment Code 06-A for processing request for advances.

7. That any monies payable or that may become payable from the United States under this agreement to any person or legal entity not an agency or subdivision of a State or local government may be subject to administrative offset for the collection of a delinquent debt the person or legal entity owes to the United States. Information on the person's or legal entity's responsibility for a commercial debt or delinquent consumer debt owed the United States shall be disclosed to consumer or commercial credit reporting agencies.

8. The following officers are designated to act for SAGA and for the Forest Service, in approving and signing the annual Operating Plan:

For SAGA: Executive Director or Administrative Director

For Forest Service: Forest Supervisor

9. All improvements constructed in whole or in part under this agreement shall be and will remain the property of the United States.

10. Nothing herein shall be construed as obligating the Forest Service to expend or as involving the United States in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for this work.

11. No member of, or delegate to, Congress or Resident Commissioner shall be admitted to share any part of this agreement, or to any benefit that may arise therefrom; but this provision shall not be construed to extend to this agreement if made with a corporation for its general benefit.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the dates shown herein.

For the Southeast Alaska
Guidance Association



JOE PARRISH
Executive Director

5-1-91
Date

For the Forest Service-Region 10,
U.S. Department of Agriculture



MICHAEL A. BARTON
Regional Forester

5-21-91
Date

Approved: _____
By: _____
Date: _____

4-10-94P.S.

TO FAX SENT TO VERTIS STOUAL, FROM JOE HARRISH

The FAX didn't like page 17 and was unable to send. Page 17 was only a cover page to the SAYC grant and had no info on it.

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P. 17

SERVE ALASKA YOUTH CORPS OPERATIONAL PLAN--1993

TABLE OF CONTENTS

Brief Overview	pg 1
Program Goals	pg 1
Program Objectives	pg 2
Description of Service Activities	pg 3
Incorporating Service Learning	pg 7
Staff Training	pg 8
Developing Corpsmember Leadership Skills	pg 9
Evaluation	pg 10
Budget Form	pg 11
Budget Narrative	pg 12
Budget Form (for additional funding)	pg 18

ATTACHMENTS SECTION

Project Information

- Sample of *Juneau Community Service Action Plan*
- Individual Project Summaries
- Long Term and Summer Project Summaries

Project Work Sheets

- Project Planning Guide
- Skills Acquired Sheet
- Project Evaluation

Sample of Weekly Schedule

Corpsmember Thoughts

Support Letters

Program Recognition

SERVE ALASKA YOUTH CORPS OPERATIONAL PLAN-YEAR TWO**Brief Overview**

The Commission's second round of funding will find Serve Alaska Youth Corps (SAYC) participants involved in an intensive summer project season that closely interfaces with SAGA's established Summer Youth Conservation Corps program. SAYC corpsmembers will be working in crews on projects selected and organized by them (often involving summer crews), or serving in leadership roles in the Summer Corps.

In September, most project activity will come to a close as the Summer Corps youth return to school and the first group of SAYC corpsmembers graduate and transition from the program after nine to twelve months of service. Corpsmembers will transition into jobs, schools, or additional training opportunities as identified by them in their Individual Development Plans.

For October, November, and December, four priority activities are planned: 1) Program evaluation, 2) Participant recruitment and core group development, 3) Implementation of three fee-for-service pilot training retreats, and 4) Crewleader training.

In January, 1994, a second group of Serve Alaska Youth Corps corpsmembers will begin a nine to twelve month Service Learning curriculum. The state capital's local school district has recognized the curriculum as a viable option for youth and provides a full-time accredited teacher and academic credit for participation in Service Learning activities. Through their efforts, corpsmembers can earn a high school diploma, GED, or post-secondary education credits/training/certifications.

This second group of forty to forty-five corpsmembers will represent a diverse group from a variety of locations and cultures from around the state. Through the natural and human resource projects that they identify and develop, corpsmembers will involve over two hundred non-participants in meaningful community activities that promote the spirit of service.

Program Goals

The Serve Alaska Youth Corps is dedicated to being a model program that can effectively promote and demonstrate Service Learning in communities and school districts throughout Alaska and beyond.

This goal is consistent with the Southeast Alaska Guidance Association's overall mission to help youth acquire the education, skills, and positive attitudes towards self and others that will enable them to be productive, functioning, self-supporting, contributing members of the community.

Program Objectives

In order for corpsmembers to participate in and promote Service Learning, they need to understand and practice the concept of citizenship. As a service corps, the SAYC will continue to expose young people to the adult world through projects and activities that give them a sense of the obligations of citizenship. Several strategies are used to accomplish this:

- Increase the awareness of community issues, needs, and opportunities through corps activities and programs. For example, SAYC Corpsmembers organize and host an annual community needs assessment workshop, known as Round Table Discussions, that involves them with social and environmental issues, cultural activities, and other community needs. They learn about the importance of being aware of issues and participating in the community, and they come to understand how community resources can provide support to them and their families. The skills and attitudes corpsmembers develop locally through this process enables them to organize and coordinate with other communities to provide Service Learning activities.

- Encourage social responsibility through training, reinforcement and staff example.

Through ongoing life skills training, role-modeling by staff and other adults, and reinforcing the lessons inherent in Service Learning projects, corpsmembers begin to understand that even individually, they can make a difference—in themselves and in others.

Citizenship means being part of a community. The sense of community creates the framework within which the program performs service work and promotes corpsmember development. This development begins by establishing the SAYC itself as a community for corpsmembers. This "corps community" has the following important elements:

- Diversity that reflects the larger community as a whole and fosters understanding and development among young people who otherwise might not interact;

- A crew concept that brings corpsmembers together as a team to accomplish community service work resulting in tolerance, respect, understanding, and a developed sense of responsibility for one another and the group as a whole;
- A sense of camaraderie and fellowship that comes from belonging to a group that they feel proud to be identified with;
- Reflection time to consider the connections between what they learn and how they live.

In the corps community, youth learn to accept and give support, to follow and lead, to respect others and themselves. The emphasis on community is reinforced in crew meetings and community meetings where corpsmembers translate their relationships and responsibilities within their work crews to the corps as a whole and to the larger community and communities in their non-corps lives.

As the SAYC grows and develops as a model year-round program, SAGA's established Summer Corps program will continue providing training and technical assistance to support efforts by communities to develop outdoor summer youth employment/training programs. SAGA sponsors an annual grants and agreements workshop to provide agencies and individuals with information about JTPA and other funding sources, and developing cooperative agreements. This effort by SAGA to promote expanded services around the state is supported by the Alaska State Community And Regional Affairs Office by describing SAGA as a model program in agency newsletters and releases and inviting SAGA staff to present at statewide conferences. SAGA uses every opportunity to describe the values of Service Learning and how the SAYC is available to promote and demonstrate them.

Description of Service Activities

Each fall, as mentioned earlier, SAYC staff and corpsmembers organize and host an annual community needs assessment called "Round Table Discussions." A broad range of individuals and public and non-profit organizations are invited to participate in discussion focused on identifying opportunities for service projects.

The format provides an opportunity for potential sponsors/supporters to learn more about the program first hand and a forum where corpsmembers are on equal footing with caring, knowledgeable

and civic minded adults (community leaders, program directors, land agency personnel, etc.).

The event generates a wide range of potential activities and projects that offer a variety of experiences. Corpsmembers and staff work to develop this information into a Community Service Action Plan (sample included under "Project Information" in the Attachments Section) and make it available to the community as a working list of potential service projects. Corpsmembers track and update the list on a quarterly basis and distribute the information through a community newsletter. This process helps corpsmembers clarify their own values regarding social responsibility and makes them more aware of the various opportunities available to demonstrate them.

Between January and September, each crew is responsible for identifying and completing, from start to finish, at least three service projects; a short term, long term, and summer project. In addition, corpsmembers plan and organize individual projects. With the exception of the summer project, the Community Service Action Plan serves as the template from which the other projects are developed.

Short term project: Completed by the end of January, the intent of this project is largely to introduce corpsmembers to the process of developing and completing a project as a team. Each crew is carefully guided through the steps of identifying, planning, organizing, coordinating, directing, implementing and evaluating their project. Projects can be natural or human resource related. For example, one crew's short term project (completed January 1993) involved two weeks of painting the interior of the Juneau Recovery Hospital. This hospital is a city operated, in-patient, drug/alcohol rehabilitation and recovery facility. Beyond learning the process of completing a project, developing teamwork and painting skills, this crew was exposed to a variety of critical social issues. Through interaction, training, and reflection, they became more aware of what role drugs play in their own life, warning signs of addiction, and how to get involved with prevention activities in the community.

Another crew chose to provide winter cabin and trail maintenance on some popular State Parks land and to assist with an owl habitat improvement effort (completed January 1993). The crew had helped construct the new State Parks log cabin and a portion of the three mile trail earlier in the fall.

For their short term project, they returned to the cabin and camped on site for one week to cut firewood and complete facility and trail maintenance projects. A Forest Service Fish and Wildlife biologist joined them and provided education/training regarding the area's unique owl population and guided them in the placement of twenty owl boxes (nests) aimed at enhancing the bird's habitat. Over the years, this type of project has proven effective in increasing young people's sense of ownership for public lands and facilities and pride in providing high quality care and maintenance.

Long term project: Crews must identify these projects by the end of February, and complete them by the end of May. These projects provide a sustained effort that allows time for 1)the development of a weekly routine that includes other important corps activities, 2)full corpsmember participation in each stage of the project, and 3)the development of activities that meet the following project criteria:

- Addresses an important community need, resulting in visible, lasting beneficial effects;
- Allows for establishing measurable goals for project stages with definable beginnings/endings;
- Provides opportunities for corpsmembers to learn or reinforce basic and workplace skills and to increase their participation in the community;
- Attracts community participation and support;
- Consists of work that accommodates a crew of up to ten corpsmembers working 5-8 hours per day, lasting 2-8 weeks, and provides opportunities for volunteer involvement;
- Provides potential to earn income for the corps.

One crew's long term project involves the restoration of a Civilian Conservation Corps (CCC) log shelter. The shelter is part of a nature trail at the Mendenhall Glacier Visitor Center. The nature trail provides viewing and access to the glacier for over 200,000 tourists and local residents each year. The crew will be replacing the roof, rotted logs, and the foundation using the same native materials used by the CCC. In addition, the crew will research the history of the CCC, the cabin/trail and glacier, then design and build a permanent on-site exhibit to display the information. This high visibility project offers tremendous benefits to corpsmembers, residents, and visitors. The project is in cooperation with the U.S. Forest Service which provides some reimbursement for the corps

efforts. Long Term Project Summaries are included in the Attachment Section under "Project Information".

Summer project: Identified by April and completed by mid-September, this project embodies much of the same rationale and criteria as the long term activities. One notable difference is that these projects will involve other Alaska communities. One such project will address a serious community problem in Kake, Alaska. The community of Kake has the highest incidence rate of diabetes in Alaska. Regular exercise has proven effective against the disease, so the community began developing a diabetes fitness trail. Residents strongly endorse the half mile trail as a means to promote fitness, but after two years it stands half completed with funding nearly exhausted. SAYC corpsmembers and staff propose to provide the overall coordination, on-the-ground expertise, and supervision to finish the trail during the summer of 1993. In addition, the SAYC will work closely with the Native Health Corporation and residents to educate the community about diabetes and encourage trail use. The project will involve local youth working as a crew and encourage volunteerism to promote a feeling of ownership for the trail. Major funding from ARCO is likely. This is an exciting "Signature Project" that will involve the efforts of many. Summer Project Summaries are provided in the Attachments Section under "Project Information".

Individual project: These projects offer the chance for corpsmembers to be involved in activities that specifically relate to their individual interests. Corpsmembers with similar interests are encouraged to work together on a project, but each individual must have separate tasks that provide the experience of organizing a project from start to finish. For example, two corpsmembers interested in the field of Substance Abuse Prevention will work together to prepare a three day peer support training for two middle schools where each corpsmember will be responsible for organizing the event in one of the schools.

The timeframe and criteria for these projects is kept flexible to be responsive to their individual nature, but the project itself must adhere to three guidelines--the work must be 1) consistent with the corpsmembers stated goals, 2) a benefit to the community, and 3) realistic given the timeframe and resources available. Samples of Individual Project Summaries are provided in the Attachment

Section under "Project Information".

In summary, the value of these service activities lie as much in the *process* of accomplishing them as in the accomplishments themselves. The process is the framework from which corpsmembers begin to clarify their values regarding social responsibility and increase their awareness of ways to demonstrate them. It provides graduated levels of opportunity to learn and demonstrate new skills, behaviors, and attitudes in a supportive environment that is alive and real. This process is a "rite of passage" into the adult world that is earned by understanding, demonstrating, and believing in the obligations of citizenship. Utilizing the process guarantees that the SAYC program will accomplish work of value to the community, will benefit the community at large, and will fill an unmet, but expressed, community need.

SAYC PROGRAM ACTIVITY CALANDER, 1993

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Orientation/training	←→											
Short term project	←→											
Long term project		←→	←→	←→	←→	←→	←→	←→	←→	←→	←→	←→
Summer project					←→	←→	←→	←→	←→	←→	←→	←→
Individual project	←→	←→	←→	←→	←→	←→	←→	←→	←→	←→	←→	←→
Grad./transition								←→	←→	←→	←→	←→
Program evaluation									←→	←→	←→	←→
Pilot programs									←→	←→	←→	←→
Core group development									←→	←→	←→	←→
Red Table Discussions										←→	←→	←→
Recruitment									←→	←→	←→	←→
Crewleader training									←→	←→	←→	←→

Incorporating Service Learning Into the Corps Experience

With its Summer Youth Corps, SAGA has fought the "battle" for over seven years to change traditional perceptions of youth corps from *work programs that involve youth*, to *youth programs that involve work*. Integrating education time into the daily project schedule can be difficult, especially with task-oriented land agencies. The lessons learned in this effort and the progress made

has helped tremendously in establishing the SAYC as a learner-centered program.

Whereas the summer program integrates education into pre-arranged work projects, the SAYC integrates service learning projects into pre-arranged corpsmember goals and education plans. These plans, called Individual Development Plans (IDPs), are developed with the full participation of the corpsmembers. The IDPs reflect the corpsmembers' goals and the methods they will use to reach those goals. Service Learning activities are incorporated that will support these plans, support SAYC program goals, and prepare corpsmembers for a future beyond the corps.

As part of the incorporation process, every effort is made to educate sponsoring agencies as to the philosophy of Service Learning and to encourage them to participate in its implementation. This effort is paying off as a wide range of city, state, federal and private sponsors are becoming actively involved. By involving supervisors who recognize the "teachable moments," work and education appear as a "seamless whole" creating an environment in which corpsmembers enjoy learning and gain confidence as learners. To emphasize learning, the daily and weekly routine allows structured time for reflection and stays far away from anything resembling traditional education. A sample schedule is included in the Attachments Section under "Weekly Schedule".

With all these factors working together to incorporate Service Learning into the program, the goal is to create an environment in which:

- Learning is woven into the context of a corpsmember's life in the corps and beyond;
- Learning is immediately relevant to corpsmembers' work/lives;
- Learning helps create meaning from experience and promotes positive attitudes towards self, community service, and citizenship.

Staff Training Plan

As the SAYC develops, the need to modify the "Staff Orientation and Training Plan" has become obvious especially as it relates to the new year-round crewleader positions. SAGA has always understood the critical role that initial orientation and training plays in preparing its crewleaders for the awesome responsibilities of running a youth crew for the summer. These dedicated

Individuals persevere through the summer season using their personal talents and the skills and training provided through a three week pre-season orientation. But for permanent SAYC crewleaders, and other staff, ongoing training is needed.

In order to respond to the need for ongoing training, the SAYC staff has been working to develop strategies for professional growth. The work continues, so that next year's Personnel Manual will reflect a well thought-out, ongoing training policy. We have not waited though to implement the strategies developed thus far. They are:

- ① - Individual Training Plans developed by each staff member and updated annually to identify gaps in their training. With this information, relevant training can be planned and organized,
- Weekly meetings that address immediate issues, occasionally using outside experts,
- Half day workshops organized by a different staff member each month,
- Full day in-service trainings each quarter.

In addition, because of the broad range of skills and responsibilities required of each crewleader and the heavy demands of the position, a special training opportunity is proposed. During the transition months of October, November, and December, SAYC offers to help pay for crewleaders to attend a conference, or workshop, or to visit a model youth program to further develop their abilities as supervisors and Service Learning providers. NOTE: SAYC "Crewleaders" are actually called "Project Leaders" and are staff members much like Crew Supervisors in other Corps.

Developing Corpsmember Leadership skills

At the SAYC, it is understood that involving corpsmembers in service activities helps many create new images of themselves, envisioning futures in which they rise above previous self-expectations. Corpsmembers often begin the program with the self-expectation that they "can't make a difference." When they begin doing something for others, that perception changes and they see themselves as givers rather than victims. The idea that they can truly make a difference however, is not internalized until they experience the capacity for leadership.

The SAYC program provides a range of opportunities for youth to experience both formal and

informal leadership roles. For example, within the corps community, youth may serve as peer tutors, lead activities and discussions, and/or represent the program at community meetings and conferences. Corpsmembers can also serve on the Board of Directors and/or various committees that are responsible for making decisions which affect the program (i.e. Curriculum Advisory Team, staff and corpsmember Selection Committee, etc.). All of these opportunities can empower corpsmembers to see themselves in new and sometimes surprising roles.

Formal leadership opportunities exist for all corpsmembers as they become involved in their individual projects and see them to completion. In addition, corpsmembers can be nominated each quarter for the Leadership Training Program through a process that recognizes their progress in personal/academic development, and a strong attendance, punctuality, dependability, and safety record. Successful completion of this program earns them added benefits and responsibility, a "Leader" jacket, and the potential to be selected and trained as an Assistant Crewleader.

Our goal is to develop everyone's capacity to lead by providing opportunities to demonstrate, experience, and believe in their personal authority. I have always been taken with the response given by a youth to the over-used line, "today's youth are tomorrow's leaders." Her response was, "I don't want to be a leader tomorrow, I want you to teach me to be one today."

Evaluation

SAYC's first year has been planned so that most corpsmembers will graduate and transition from the corps in September 1993. Our goal is to create a period before the next group starts, in January 1994, to evaluate the effectiveness of the first year's efforts, and to make necessary adjustments.

The SAYC is fortunate to have been selected as part of a special technical assistance program provided by the National Association of Service and Conservation Corps. They are working with us to provide effective measuring and tracking tools that can be used to evaluate both the process and outcomes of our first year. This information, along with the time to implement changes, promises a second year that will benefit corpsmembers, staff, the community, state, and beyond.