

NORTHERN BEDROCK HISTORIC PRESERVATION CORPS

BUILDING A FOUNDATION FOR LIFE.

BUSINESS PLAN

JUNE 2014

Cover Photo: Stonework at the CCC Woodenfrog Refectory
in Kabetogama State Forest. Photo by Rolf Hagberg
Photography.



This collaboration is made possible by the Arts and Cultural Heritage Fund through the vote of Minnesotans on November 4, 2008. Administered by the Minnesota Historical Society.

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Prepared by:
**PRESERVATION
DESIGN WORKS, LLC**

ACKNOWLEDGEMENTS

The completion of this project would not have been possible without the assistance of many individuals and organizations who generously shared their time and expertise with the project team.

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I. EXECUTIVE SUMMARY



Photo courtesy of Northern Bedrock Historic Preservation Corps.

NORTHERN BEDROCK HISTORIC PRESERVATION CORPS (NORTHERN BEDROCK) WAS CREATED TO SERVICE TWO CONVERGING TRENDS IN MINNESOTA: THE GROWING NEED FOR JOB TRAINING FOR YOUNG ADULTS AND THE AGING STOCK OF HISTORIC RESOURCES. Northern Bedrock trains the future stewards of the state's historic structures ensuring the legacy of our built environment while adding to the state's skilled work force. Northern Bedrock's mission is to develop lifelong workforce skills by connecting young people to the earth, cultures, and traditions through historic preservation work and outdoor service. Northern

Bedrock was established in 2011 to integrate historic preservation services into the proven conservation corps service model.

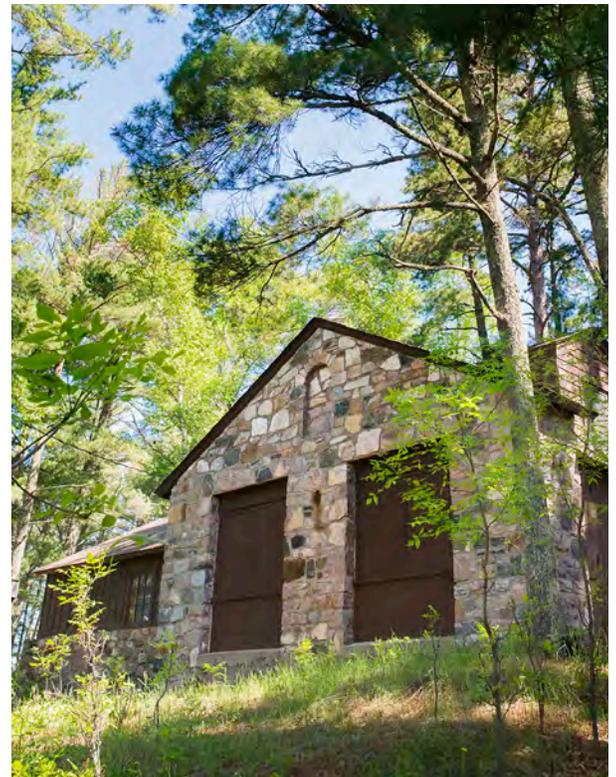
Over a half million young adults are navigating a job market demanding skills and credentialing beyond a high school diploma. The state's economy, known for its high-quality workforce, stands to be further strengthened by effective expansion of the number of young adult residents with marketable, transferrable skills. Among these are skills involved in the myriad of historic preservation related fields. Furthermore, while population and economic growth are projected to remain stable in the coming 30 years, the rate at which young residents pursue work in the construction trades is declining. Opportunities for young people to experience work in the trades will increase potential for them to choose careers in the building trades, preservation and historic rehabilitation fields.

Today across Minnesota, communities are exploring new ways to harness the cultural and economic value of historic structures and sites. These resources comprise a broad range of historic assets, including 7,000 locations listed on the National Register of Historic Places as well as over 50,000 historic structures and 16,500 archaeological sites identified by Minnesota's statewide historic survey program.¹ Stakeholders including federal, state and local elected officials, and leaders of historic organizations each recognize the substantial economic impact and cultural importance of historic sites and programs. However, governments and nonprofit organizations in many Minnesota communities are struggling to provide the ongoing stewardship and maintenance required to realize the full potential of historic resources. Of historic organizations surveyed in a market scan for the Northern Bedrock business plan, 71% indicated a project backlog. Among 41 respondents, the estimated backlog totaled \$135 million.

Northern Bedrock emerged from the conservation corps movement that began with the New Deal programs of the 1930s, and is part of a network of conservation corps organizations working to share best practices in the delivery of programs. Unlike most other corps organizations and unique in Minnesota, Northern Bedrock is focused specifically on the specialized needs and skill development opportunities particular to historic preservation. Using the corps model, Northern Bedrock's organizational structure is formed around crews that typically include four Corpsmembers, a Crew Leader, and (depending on project need) a Technical Specialist. Crews work with project hosts, which are historic organizations partnering with Northern Bedrock to address historic preservation needs. To support the work and experience of the Corpsmembers, Northern Bedrock will be managed by an Executive Director and an Operations Director, and governed by an established Board of Directors.

Northern Bedrock was conceptualized in 2010 and established as a nonprofit in 2011. This business plan provides an analysis of the marketplace, a definition of the product and service types that will be provided by the organization, an overview of the management and operations, a proposed marketing plan, as well as a financing plan and proforma. The financing plan and proforma chart a path through the first seven seasons of field operations for the corps – a Start-Up season (Year 0), a Pilot Year (Year 1) and then five years of full operations (Years 2-6). The Start-Up season is planned to begin July 1, 2014, with the Pilot Year in 2015. The plan concludes with an actionable list of high priority next steps to prepare the organization for a successful request for funding appropriation by the Minnesota state legislature at the earliest opportunity. Next steps include establishing strategic relationships for funding, projects, and

training, as well as institutionalizing historic preservation into the traditional conservation corps model, implementing one or more demonstration projects, and completing recommended operational Start-Up tasks.



Woodenfrog Refectory, located at Woodenfrog State Campground, is the only dining/concessioner facility built by the CCC in Minnesota. Photo courtesy of Northern Bedrock Historic Preservation Corps.

II. ANALYSIS OF MARKET LANDSCAPE



Photo courtesy of www.nps.gov

NORTHERN BEDROCK'S LAUNCH WILL REPRESENT ENTRY INTO TWO DISTINCT MARKETPLACES: THE MARKET FOR YOUNG ADULT WORKFORCE DEVELOPMENT AND OUTDOOR SERVICE OPPORTUNITIES, AND THE MARKET FOR HISTORIC PRESERVATION SERVICES. The organization's business plan features distinct strategies for effective entry into each market.

DEMAND FOR YOUNG ADULT WORKFORCE DEVELOPMENT AND OUTDOOR SERVICE OPPORTUNITIES

Northern Bedrock will enter a competitive landscape for the engagement of young adult Corpsmembers, who are typically ages 18-25 and in exploratory and formative phases of their work lives. Roughly 525,000 Minnesota residents are currently ages 18-24.² Multiple demographic and workforce current trends inform the entry of Northern Bedrock into the marketplace:

- › **Demand for skilled labor.** Demand is increasing for younger workers with credentialing beyond a high school degree; experiences and programs that channel younger people into tracks of skill development will strengthen their prospects and solidify the state's labor pool.³
- › **Decline in preservation trades.** While population and economic growth are projected to remain stable in the coming 30 years, the rate at which young residents pursue work in the construction trades is declining. Opportunities for young people to experience work in the trades will increase potential for them to choose careers in the building trades, preservation and historic rehabilitation fields.

Potential Corpsmembers are likely to evaluate opportunities based on some combination of factors:

- › **Perceived value of skills development.** By 2018, 70 percent of jobs in Minnesota are expected to demand post-secondary training and credentialing. Prospective Corpsmembers are likely to consider the value of training and skills developed during seasonal experiences, and Corpsmembers have been shown to develop valued and marketable skills, including preservation trades, through the service.⁴ Staff interviewed from

Rocky Mountain Youth Corps indicated typical response by 500 applicants nationally for 100-130 position openings.

- › **Service opportunity.** Young adults engaged in conservation corps organizations are attracted by the potential to contribute to the public good. Some proportion of prospective Corpsmembers are likely to recognize and value the public service and future stewardship elements of a historic preservation role.
- › **Schedule.** Most Corpsmembers are expected to seek a service term that is compatible with their current life goals but allows them opportunities for skill development and monetary benefits. For instance, if they are attending college, a three month service term during the summer may fit, but a young adult seeking employment may be looking for a longer term. Development of a seasonal schedule that provides opportunities for both long and short term seekers is a priority activity for Northern Bedrock, which will begin in the fall prior to a work season.
- › **Compensation.** Prospective Corpsmembers will earn work stipends for their service, consistent with comparable programs. When possible, Northern Bedrock expects to partner with AmeriCorps, a program which combines a fixed stipend level with access to health insurance, and an opportunity to participate in loan forgiveness programs.⁵ Corpsmembers contributing through AmeriCorps service also have the opportunity to receive the Segal AmeriCorps Education Award upon successful completion of their term.

DEMAND FOR HISTORIC PRESERVATION SERVICES

An overview of historic resources in Minnesota reveals thousands of properties and sites designated as historically significant; in addition, many aging properties in public and nonprofit hands represent opportunities for conservation corps involvement. Sites and structures fall into one of four categories, characterized by level of historic designation and which regulatory body (if any) governs its preservation. Northern Bedrock will pursue project opportunities in each category, and is prepared to comply with the U.S. Secretary of the Interior's Standards for the Treatment of Historic Properties when appropriate:

1. **National Register listed properties (NRHP).** Over 7,000 properties or districts are currently listed in the National Register of Historic Places in the State of Minnesota. On such properties, preservation efforts are often regulated by the State Historic Preservation Office (SHPO) and/or the Minnesota Historical Society (MNHS), requiring highly experienced work and fluency with the process of gaining approval for work scopes and methods.
2. **Potential historic resources.** SHPO has also recorded more than 50,000 historic structures and roughly 16,500 archeological sites statewide. While the majority of these resources have not been fully inventoried and assessed for historic significance, they do generally represent opportunities for preservation if owned by a willing party.⁶
3. **Locally designated sites and structures.** Forty-two municipalities have a Heritage or Historic Preservation Commission (HPC), preservation ordinance, and method for local designation. These buildings and sites

have a variety of ownership, but are typically subject to local oversight for proposed work. Historical organizations, often organized at a city or county level, are involved in work in each of Minnesota’s 87 counties.

4. **Older properties.** Communities in Minnesota contain a large pool of older structures and sites that while not designated at any level, require attention and represent opportunities as prospective corps projects. Age data for housing, while not a project type targeted by Northern Bedrock, presents a snapshot of the quantity of older structures in Minnesota. Statewide, for example, over 19% of housing units date to 1939 or earlier.⁷ Beyond housing, many structures across Minnesota are of an age requiring maintenance, repair, and eventually renovation and rehabilitation.

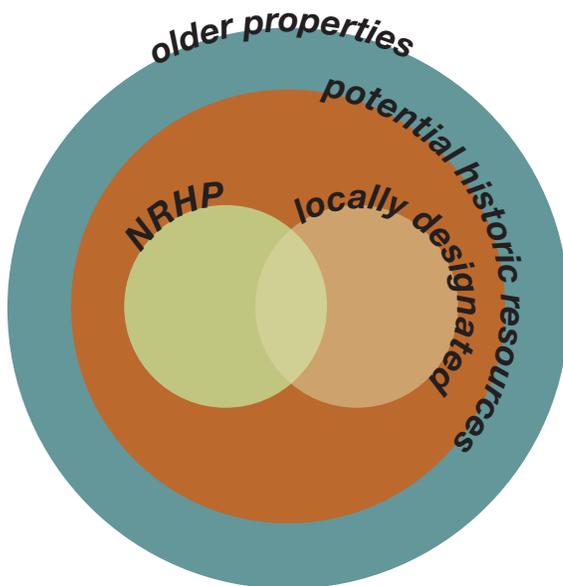
The responsibility of applying for and complying with historic designations of resources generally remains with project hosts, and Northern Bedrock will pursue opportunities across the continuum of designation. The Services section of this plan describes three levels of services, which each have application to the four categories outlined here. Northern Bedrock will pursue opportunities based on financial feasibility and potential for Corpsmembers to develop both hard and soft skills.

In addition to age and the nature of their historic status, older structures and sites also vary by the associated record of maintenance and care. Factors including financial capacity, human resources, aging ownership or management, diminishing public support, scarce inventory of replacement materials, and changing land use may contribute to lack of maintenance and upkeep of older structures. Sites and structures may transition between the four levels of historic designation over time.

Northern Bedrock will offer historic preservation services to project host organizations in the public and nonprofit sectors. Through its operations, Northern Bedrock will provide project-based work at predictable cost. In the process, the organization will advance workforce development, stewardship of the natural and cultural environment, and a preservation ethic that will benefit the public.

Northern Bedrock will engage project hosts within the public and nonprofit sectors including:

- › **Statewide agencies.** Multiple state agencies need preservation services. The three most significant are:
 - **Minnesota Historical Society (MNHS)** is a primary steward of Minnesota history and owner of historic sites, and manages the Historical and Cultural Heritage



Properties fall into four categories, characterized by level of historic designation and which (if any) regulatory body governs its preservation. Northern Bedrock will pursue project opportunities in each category.

Grants program under the state's Legacy Amendment funding mechanism. As the manager of this funding source, MNHS has granted \$12.4 million to 374 historic preservation projects across the state, providing stable support for projects undertaken statewide. Additionally, MNHS operates 26 historic sites and museums throughout the state.

- **Minnesota Department of Transportation (MnDOT)** is another state agency with significant historic preservation needs. For example, MnDOT's network of wayside rest areas includes 180 characterized as "Class 5" sites located on up to five acres and often include historical markers, interpretive information and points of interest. Some of these facilities were constructed by the Works Progress Administration (WPA) and are historically significant.
- **The Minnesota Department of Natural Resources (DNR)** represents a substantial presence in the market for historic preservation services. The DNR has ongoing needs for maintenance and preservation of structures and other historic resources within State parks, forests, and wildlife management areas. Many of these structures and resources were originally constructed by the Civilian Conservation Corps (CCC).
- › **Local historical organizations.** County historical societies, city historical societies, local museums and other organizations⁸ comprise a segment of the marketplace for historic preservation to which Northern Bedrock is suited. The specific historic resources, level of maintenance, and continuity of needs vary widely, but opportunities for preservation corps projects are likely to be found statewide. Opportunities



Photo credit: www.historiccorps.org.

through local historical organizations vary by region as well, including activities such as tugboat restoration on Lake Superior or rural town hall restoration in southwest Minnesota.

- › **Counties and cities.** Minnesota's 87 counties and 853 cities also maintain inventories of historic resources that comprise an opportunity for Northern Bedrock projects. Given the emphasis on skills development and capacity building for young people in all corners of the state, partnering with cities and counties (including county cemetery associations) as hosts represents an additional market segment for Northern Bedrock.
- › **Abandoned, neglected, and/or unregistered cemeteries.** A statewide study in 2011 identified 2,542 unrecorded cemeteries or burial sites ranging from a single burial to hundreds.⁹ The ownership, current condition and ongoing maintenance of unrecorded cemeteries varies substantially. Recent prioritization by the Minnesota Legislature of the preservation and maintenance of such sites suggests an opportunity for Northern Bedrock projects.

- › **Federal agencies.** An array of federal agencies own and maintain historic resources in Minnesota. The United States Forest Service has identified needs for preservation services both in Chippewa National Forest and Superior National Forest.

These market segments and potential project hosts represent the primary targets for Northern Bedrock marketing and outreach activities during the Start-Up and early operation phases.

A survey distributed by MNHS in early 2014 presents a profile of projects undertaken in recent years for organizations across several of these segments, as well as a glimpse of the magnitude of opportunities for Northern Bedrock activity.¹⁰ Key findings include:

- › **63%** of respondents own or manage a historic building, while **45%** own or manage historic structures, sites or objects.
- › The **five types of project needs** most cited by respondents are site work (clearing, brushing, planting, fencing), window sash repair, masonry work, painting, and general maintenance.
- › **76%** indicated recent hiring of a contractor or other professional to complete maintenance and repair projects on historic properties.
- › The median person-hours estimated to complete a project backlog is **300 hours**, and the median estimated cost of completing the backlog was **\$100,000**.
- › **41 respondents** representing historic organizations provided estimated project backlogs of **\$135 million** in prospective projects.
- › **71%** of survey participants indicated a project backlog.¹¹

Previous survey work by Northern Bedrock was completed in late 2012. While this earlier

survey is not perfectly analogous, as it asked about the need for natural resource work as well as preservation work, it produced consistent results with a smaller sample size. For example, 23 respondents indicated a project backlog of 311 projects estimated to demand 437 crew weeks, suggesting an opportunity for a provider of preservation services such as the Northern Bedrock Historic Preservation Corps in Minnesota.

COMPETITIVE ANALYSIS

In each of the two marketplaces, Northern Bedrock will engage in some competition with existing providers. However, competition for both young adult participants and for historic preservation projects, is characterized by high demand and comparatively low supply – there are both sites in need of preservation, as well as young adults interested in preserving them. These conditions persist in each case because market prices do not accurately reflect the costs and benefits involved. As a result, public sector participants are the key drivers of these competitive marketplaces. Taken from theory to practice, this dynamic plays out differently in the two areas where Northern Bedrock is involved. In each case, the nature of the market underscores a ripe opportunity for Northern Bedrock to enter.

CORPSMEMBERS

Northern Bedrock will compete with other conservation corps organizations and historic preservation volunteer service opportunities for the involvement of prospective Corpsmembers. As mentioned previously in this plan, leaders of multiple similar organizations operating elsewhere in the country described overwhelming response to service opportunities for Corpsmembers, suggesting a large pool of candidates interested in a historic preservation corps experience. Northern Bedrock will continue developing relationships with sister organizations such as the Conservation

Corps of Minnesota and Iowa (CCMI) on multiple fronts, including supporting each other's recruiting goals.

Northern Bedrock will also compete for Corpsmembers with community and technical colleges as sources of technical and vocational development. However, the seasonal nature of Northern Bedrock involvement, and the fact that Corpsmembers earn stipends, create opportunities for young adults to pursue corps service in the same pathway as enrollment in technical and vocational college. In economic terms, Northern Bedrock corps service and vocational and technical education are complements and do not represent substitutes for each other.

HISTORIC PRESERVATION PROJECTS

Northern Bedrock, in its entry to the market for performing historic preservation services, will interact with a separate set of competitive dynamics in this area. The most immediate competition for project volume is posed by project hosts' internal staff and volunteer resources. However, among survey responses, the four most commonly cited reasons that historical organizations choose to bring in outside parties are:

- › **Skill level (60%)**
- › **Size of project (10%)**
- › **Time to completion (10%)**
- › **Other (13%)**

The structure of Northern Bedrock's service levels, outlined in the next section, will allow the organization to assist project hosts with needs requiring highly skilled technical specialists. Northern Bedrock, by providing crews of Corpsmembers, will assist project hosts in addressing larger projects that may go beyond the commitment of time that hosts can devote to specific needs.

Northern Bedrock may be perceived to compete with private contractors

for preservation projects. However, the backlog for historic preservation projects demonstrates the opportunity for Northern Bedrock to use public and foundation partnerships and funding to undertake projects that would otherwise remain unfunded and not implemented. Additionally, Northern Bedrock has the opportunity to partner with appropriate trades to assist with highly technical work, thus giving the Corpsmembers exposure to various potential career paths.

As a corps organization specifically focused on historic preservation, Northern Bedrock will provide similar but distinct services from those currently available through corps organizations such as the Conservation Corps of Minnesota and Iowa (CCMI). Northern Bedrock is focused on identifying and securing funding for historic preservation projects, which may comprise part of larger projects that include roles for natural resource-focused corps such as CCMI. Due to Northern Bedrock's specialization and interest in collaboration, Northern Bedrock is approaching fellow corps organizations as collaborators in growing overall project volume, and focusing efforts on the historic preservation opportunities.



Photo credit: www.historiccorps.org.

III. PRODUCTS AND SERVICES/ SERVICE LINE DESCRIPTION



Photo credit: www.historicorps.org.

NORTHERN BEDROCK'S MARKET ENTRY IS BASED ON ITS MISSION TO DEVELOP LIFELONG WORKFORCE SKILLS BY CONNECTING YOUNG PEOPLE TO THE EARTH, CULTURES, AND TRADITIONS THROUGH HISTORIC PRESERVATION WORK AND OUTDOOR SERVICE. The public service opportunity for young adult participants is intended to be inherent in the activities, management and communication of Northern Bedrock. Moreover, the focus on historic preservation will provide both capacity for in-demand projects statewide, and represent a pathway for young adults to reach employment in preservation trades.

The performance of three service levels is the primary vehicle that Northern Bedrock will use to produce these benefits through a basic national conservation corps crew structure including a Crew Leader, Corpsmembers, and Technical Specialists as needed.

Services of Northern Bedrock can be categorized into three levels, with multiple and specific tasks in each category. Work undertaken on each project, in many cases, will comprise a blend of these service levels. When appropriate, Northern Bedrock's work will comply with the U.S. Secretary of the Interior's Standards for the Treatment of Historic Properties.

LEVEL 1: BASIC. Corpsmember labor that has received a minimum of two weeks of training in safety procedures, basic skills, and tool maintenance along with how to work as a team and conflict resolution techniques. Corpsmembers are supervised at all times by a Crew Leader. For Level 1 project tasks, crews will complete labor-intensive projects characterized by relatively simple processes and goals. Tasks will likely include:

- › Preservation work on historic sites including historic landscape recovery and maintenance, historic trail preservation, site re-grading, cleaning and maintenance of cemetery assets other than grave markers, and similar activities
- › Cultural landscape maintenance and restoration growth on historic sites for aesthetic and fire proofing purposes
- › Painting in areas with limited historical sensitivity

LEVEL 2: ADVANCED. Corpsmember labor requiring additional training beyond Level 1 and/or additional supervision. Level 2 project elements typically require advanced training about safety, materials and techniques. The intent of the additional supervisory role is to provide project specific training and skills development to ensure that Corpsmembers are adequately



John P. Speweik, CSI of Speweik Preservation Consultants, Inc. conducting masonry restoration training. Photos courtesy of Northern Bedrock Historic Preservation Corps.

prepared to handle working on advanced projects at historic sites. Tasks will likely include:

- › General building maintenance (including log structures and wood-framed structures)
- › Capital projects that require project specific training about safety, materials, and techniques such as painting, restoration of flagstone pathways or historic retaining walls
- › Restoration and re-setting of cemetery grave markers
- › Restoration or reconstruction of historic landscapes
- › Archeological support, including screening, sieving and sifting

LEVEL 3: MASTER. Corpsmember labor requiring specialized skills and training, as well as engagement of specialized professionals to provide job training in preservation trades. Level 3 services will be rendered by crews with more experience, skills and training in historic preservation, and include on-site technical expertise. These Technical Specialists will guide crews in completion of projects with more complexity or sensitivity to historic resources. Tasks will likely include:

- › Masonry repair or reconstruction, repointing of masonry joints
- › Windows maintenance and restoration including sash repair and re-glazing
- › Restoration of interiors, including plaster and woodwork

Each of the three service levels are associated with a cost structure, based on a combination of fixed costs for operating a crew (typically expressed on a per work week basis), plus the variable costs added due to equipment needs or specialized expertise required. Hosts will involve Northern Bedrock crews in projects that may require one, or more than one, level of service. By identifying these needs in advance, Northern Bedrock will use the three-tiered approach to estimate costs, prepare project bids, and allocate crews to locations.

Northern Bedrock will likely identify additional tasks that hosts require, which will need to be categorized into one of the service levels. Over time, measurement of project costs for each of these tasks will continue to sharpen which tasks belong in which service level. Ongoing growth in the types of tasks completed will strengthen Northern Bedrock's brand and build institutional knowledge deployed on future projects.

IV. MANAGEMENT AND OPERATIONS



The Ranger Dwelling at Halfway Ranger Station in Ely, MN built by the CCC in 1934. This National Register of Historic Places listed site is a potential training site for Northern Bedrock. Photo by Rolf Hagberg.

NORTHERN BEDROCK HAS ESTABLISHED ITSELF AS A CORPS UTILIZING HISTORIC PRESERVATION TO MEET MARKET DEMAND DESCRIBED IN THIS PLAN. Initial field seasons will begin with limited scope, and increase in scale over time to take advantage of opportunities in multiple sites, a variety of project types, and across several regions of the state. The organization is building a management team, Board of Directors, Technical Specialists, and physical assets that will facilitate growth by matching crews of Corpsmembers to organizations with historic preservation needs.

Established in May 2011, Northern Bedrock is organized and operates exclusively for tax-exempt purposes that include young adult education and training, as well as maintenance of public property, monuments and works. As a conservation corps organization, Northern Bedrock intends to gain accreditation through The Corps Network and reflects the definition of its member organizations as a “comprehensive youth development and service program that engages young people in service to their community while improving their own lives.” Northern Bedrock’s program is also consistent with more specific elements The Corps Network cites as characteristic of public and nonprofit corps organizations:

- › Engage Corpsmembers between the ages of 18 to 25.
- › Organize their Corpsmembers in crews or teams and assign a supervisor to serve as a mentor and role model.
- › Have a defined program model that provides growth opportunities to Corpsmembers through a combination of intentional development activities that include education/training, career readiness, and supportive services.
- › Have a defined period of full-time service for their Corpsmembers that is either paid or provides a stipend/living allowance and is tied to developmental goals.
- › Have a goal of providing service to the communities they serve as a central element of their missions.

GOVERNANCE

Northern Bedrock is currently governed by a Board of five active directors elected to two-year terms, drawing together expertise in conservation corps, ecology, education, and business operations. The organization's leaders are in the process of adding further historic preservation expertise, and continuing to build the Board's fundraising capacity. The Board structure includes an Executive Committee and a Finance Committee as standing bodies to handle oversight, management and ongoing sustainability. The Board meets monthly to conduct formal business of the organization. The Board has developed, approved, and is guided by adopted documents including articles of incorporation, bylaws, a Board of Director agreement, and a conflict of interest policy. Several advisers also interact with the Board to augment expertise.

STAFF CAPACITY AND DESIGN

During Start-Up and the first two years, Northern Bedrock staff will be comprised of an Executive Director, Operations Director, limited administration and development staff, Crew Leaders, Corpsmembers, Preservation Consultant, and Technical Specialists. As the organization grows, an Operations Manager (or Managers) and administrative, finance, and development capacity will be added, as well as larger numbers of Crew Leaders and Corpsmembers.

Executive Director: Under Board direction, senior staff members are responsible for operation of the organization, led by an Executive Director. The Executive Director is accountable for the advancement of the mission, promotion and development of key partnerships with hosts, sponsors, foundations, and local, state and federal agencies. This is a 70% salaried position during the Start-Up season, and will transition to a full-time salaried position beginning in the Pilot Year.



Source: <http://www.rockymountainyouthcorps.org/>

PRECEDENT ORGANIZATION DESCRIPTION

ROCKY MOUNTAIN YOUTH CORPS -

HISTORIC PRESERVATION CORPS. Rocky Mountain Youth Corps (RMYC) was founded in 1993, through a partnership with the City of Steamboat Springs, CO. The organization's mission is to "Engage youth in the outdoors, inspiring them to use their strengths and potential to lead healthy productive lives. RMYC teaches responsibility for self, community, and environment through teamwork, service and experiential education." Over the last 20 years, RMYC has transitioned to 501(c)3 non-profit status, and expanded to include programs directed at youth, young adults, and veterans. In 2013, RMYC's earned revenue was just over \$1.5 million. Of this revenue, 70% came from earned income, 16% from government grants (including AmeriCorps stipends), 10% from foundations and individuals, and 2% from tuition and fees.

2010 marked the inaugural season for RMYC's Historic Preservation Corps program, which engages young adults in historic preservation projects throughout northwest Colorado and in Grand Teton National Park. The Historic Preservation Corps has completed multiple projects involving historic log structures. Work on these structures has included deconstruction, relocation, and reconstruction, stabilization, rethinking, and site maintenance.

RMYC's Historic Preservation Corps crews are composed of four Corpsmembers and one crew leader. All historic preservation work is completed under the supervision of the crew leader as well as a professional contractor with historic preservation expertise. The Historic Preservation Corps crews complete work projects using the corps-week model. RMYC's fee for service price is \$5500 per crew week. Project hosts are expected to finance the cost of the professional contractor and any necessary project materials separately.

Operations Director: Reporting to the Executive Director, the Operations Director is responsible for coordination of the range of functions key to the success of Northern Bedrock, including project planning with hosts, management of current projects, recruitment of Corpsmembers, and communications and marketing efforts. This is a 70% salaried position during the Start-Up season, and will transition to a full-time salaried position beginning in the Pilot Year.

Operations Manager(s): Operations Managers will work under the Operations Director, assisting with the Operations Director's responsibilities of coordinating the range of functions key to the success of Northern Bedrock, including project planning with hosts, management of current projects, and recruitment of Corpsmembers. Operations Manager(s) will be added to staff as the number of crews in the field increases.

Development Associate: Also reporting to the Executive Director, the Development Associate will be responsible for resource development, including grant writing and securing of project-specific support. The Development Associate will also manage construction and implementation of the communications and marketing plans, reporting activities and public relations. The Development Associate will maintain and create content for Northern Bedrock's website and all social media platforms. Until such time as the Development Associate is added to staff, the Executive Director and Operations Director will share these responsibilities.

Finance and Administrative Support: As Northern Bedrock grows, full or part-time Finance and Administrative Support will become necessary to oversee day-to-day office operations as well as the organization's strategic financial plan. Northern Bedrock recognizes that the exact role and responsibilities of this position or positions will need to grow with the organization. Until

such time as Finance and Administrative Support is added to staff, the Executive Director and Operations Director will share these responsibilities.

Technical Specialists: Technical Specialists also comprise a critical resource for corps crews, providing training, oversight and skills development on projects to assure high-quality historic preservation outcomes. Technical Specialists will join crews undertaking projects requiring service Levels 2 and 3, which require additional supervision and training for Corpsmembers. Qualified Technical Specialists might include certified masons, or carpenters with preservation experience; this position represents Northern Bedrock's link to the craft of preservation. Technical Specialist positions will be contracted as needed on a per project basis.

Preservation Consultant: A Preservation Consultant will be a critical resource for Northern Bedrock. The Preservation Consultant will be needed to identify appropriate scopes of work, preservation skills, and regulatory compliance requirements for work projects. They will work in collaboration with the project hosts and report to the Operations Director. The role of the Preservation Consultant may not be necessary for all projects and the position will likely be retained on a contract basis. The position may be part-time or seasonal.

Crew Leaders: Working under the Operations Director are members of on-the-ground corps crews. Crew Leaders manage the direct interface with project hosts, assessing needs, establishing priorities and implementing work plans for projects. Crew Leaders are also charged with handling Corpsmembers' experience and work quality, their skill and overall development, and the connection to the conservation corps ethic.

Corpsmembers: The contributions and experience of Corpsmembers are among the highest priorities of Northern Bedrock as

an organization. Typically, Corpsmembers are AmeriCorps Service volunteers, working in crews of four along with a Crew Leader to carry out preservation projects for hosts. Depending on the current grant agreement between Northern Bedrock and AmeriCorps, these positions are funded either by AmeriCorps providing position stipends and benefits or by Northern Bedrock providing position stipends and AmeriCorps providing benefits. In either case, the stipend level is set by AmeriCorps. Corpsmembers may return to Northern Bedrock service after an initial season and be offered opportunities to contribute as Crew Leaders.

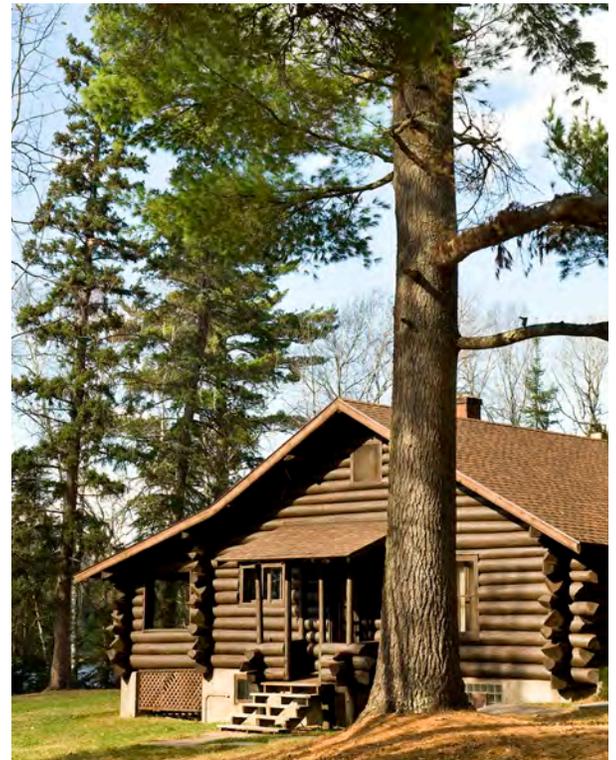
FACILITIES

Northern Bedrock is headquartered in Duluth, MN, but may lease office space in other areas of the state as necessary. Board members and staff have also explored leasing or ownership of project-related facilities. In particular, Northern Bedrock has engaged the U.S. Forest Service as a potential partner, with the goal of adaptively reusing the Halfway Ranger Station and property in Superior National Forest as a base for the organization's training and storage needs. The U.S. Forest Service has drafted a Participating Agreement that would transfer use of the property to Northern Bedrock, and the Board and staff intend to use the station both as an early corps project and as a base camp for crew operations. The primary impediment is funding support to implement the rehabilitation and operation of the station by Northern Bedrock.

MEASUREMENT PLAN

Northern Bedrock will implement a process of measuring outcomes of its operations, in both quantitative and qualitative terms. Collecting these data will over time provide the organization's board and staff with insights on which to base future allocations of resources, including costs of providing Levels

1, 2 and 3 services in a range of settings, and costs of procuring host agreements and projects. The measurement plan will also include collection of Corpsmember and host experiences and statements, which can be used to improve internal process and project management by Northern Bedrock. As a post-service, qualitative measure, Northern Bedrock will hold follow-up interviews with alumni to identify the impact of their service.



Halfway Ranger Station was listed in the National Register of Historic Places in 2011. Northern Bedrock has engaged the U.S. Forest Service as a potential partner, with the goal of adaptively reusing the site as a base for the organization's training and storage needs. Photo by Rolf Hagberg.

V. MARKETING PLAN



Corpsmember working with project host. Photo courtesy of Northern Bedrock Historic Preservation Corps.

MANAGEMENT IS FOCUSED ON REACHING MULTIPLE KEY AUDIENCES TO DEMONSTRATE VALUE THROUGH A VARIETY OF CHANNELS AND USING TAILORED MESSAGING. Three audiences comprise the most important groups on which Northern Bedrock will focus, and each requires a custom approach for communication and marketing: Corpsmembers, project hosts, and prospective and engaged funders.

Effective communication with prospective **Corpsmembers** is essential for young adult participants to become involved and benefit.

Communication with prospective Corpsmembers should be focused on the benefits of participation: development of skills, leadership, camaraderie of service, and opportunities to explore trades in the context of historic preservation. Younger Americans in the “Millennial” generation, the demographic of prospective Corpsmembers, are much more than users of social media: they are the most ethnically diverse generation, and beginning work lives in what remains a challenging job market.¹² Channels to reach prospective Corpsmembers include direct outreach through print and digital newsletters and social media, as well as outreach through conservation corps network members in Minnesota, AmeriCorps, Minnesota school districts and community and technical colleges.

Effective marketing to **project hosts** is also a top communication priority for Northern Bedrock. Survey results suggest the three most common ways that hosts identify service providers is by issuing an RFP (69%), through direct solicitation (54%) or through word of mouth (29%); each process requires that Northern Bedrock communicate with and remain highly visible to hosts. Marketing the organization’s services to hosts will focus on documenting examples of projects planned, underway and complete, highlighting the breadth of service lines and types. Initial marketing will include the description and outcome of at least one demonstration project. Communication will provide an opportunity to consistently articulate the value that Northern Bedrock and conservation corps deliver to host organizations. The highest value channels to reach project hosts include relationships and partnerships with MNHS and other state agencies, the Preservation Alliance of Minnesota, consulting firms that provide planning services for potential projects, direct outreach via print and digital newsletters and social media.

Ongoing demonstration of value to **prospective and engaged funders** represents another communication priority for Northern Bedrock. The organization is focused on continuing

to develop funding support from public, foundation, individual philanthropy, and private-sector sponsorship sources.

- Elected leaders of the State of Minnesota comprise a crucial audience in ongoing partnership potentially taking at least four forms:
 - The Legislature governs Legacy Amendment sales tax collection and allocation, including the Arts and Cultural Heritage Fund appropriated to MNHS.
 - As part of the State’s capital investment program typically determined and funded biennially, the Legislature directs the issuance of State general obligation bonds to fund publicly-owned construction and renovation projects.
 - The Legislature makes discretionary appropriations to a broad range of programs and projects, including historic preservation and job training.
 - In its 2013 session, the Legislature adopted a provision explicitly directing recipients of Legacy Parks and Trails grants that require historic preservation services, to “give consideration to the Northern Bedrock Conservation Corps for possible use of the corps’ services.”
- Federal programs within the Departments of Agriculture, Interior, Education and Labor may align with Northern Bedrock objectives and provide funding support for its launch and operation.
- AmeriCorps, which provides stipends and other benefits for Corpsmembers positions in other corps around the country, is likely to fund positions for Northern Bedrock’s Corpsmembers as well.



Source: www.conservationlegacy.org/

PRECEDENT ORGANIZATION DESCRIPTION

CONSERVATION LEGACY. Conservation Legacy is a national organization dedicated to supporting locally based conservation service programs that empower individuals to positively impact their lives, their communities and the environment while also protecting communities’ natural and cultural resources. Conservation Legacy was founded in 1998 and currently operates programs throughout the desert southwest, Colorado, and Tennessee. Conservation Legacy’s overall revenue for 2013 was \$7.6 million, with 78% earned through fee-for-service and 20% coming from grants.

Conservation Legacy primarily runs natural resource focused corps, however their New Mexico Youth Conservation Corps has completed a number of historic preservation projects at Acoma Pueblo in New Mexico. Work at Acoma Pueblo consists of mortar repair and replacement. Conservation Legacy has occasionally completed work on historic properties that require back-country access. This work includes scraping and painting structures and rough stabilization.

Conservation Legacy operates on a crew-week fee for service model. Field crews generally consist of 6-10 people. When completing a historic preservation project, Conservation Legacy charges the same crew-week fee for service amount, but crews only consist of 3 people.

“Conservation Legacy Annual Report 2013” available at <http://www.conservationlegacy.org/about/impact/>.



Itasca State Park entrance sign constructed by the CCC. Source: mnhs.org

- › Federal leaders including members of Minnesota’s Congressional delegation.
- › Foundations focused on community development, workforce development and historic preservation, or particular geographies, merit marketing and communications efforts to establish additional partnerships focused on corps-related outcomes. A list of prospective foundation partners active in historic preservation is available at http://www.mnhs.org/shpo/grants/achh_funders.htm. Other foundations committed to investments in workforce development, stewardship of natural resources, or other funding priorities are also a priority for outreach.
- › Known for its relative strength in Minnesota, individual and family philanthropy represents a funding source with potential to underwrite Northern Bedrock projects in many communities. In 2011, individuals in Minnesota donated \$3.8 billion, with 47% of these contributions made to Minnesota organizations. Education

and training comprise the largest grant-making category, exceeding 28% in 2011. Northern Bedrock will identify a tier of individuals with an established record of philanthropy, in regions where the organization expects to be active, and in the subject areas best suited to the conservation corps.¹³

In addition to using direct outreach via print and digital newsletters, Northern Bedrock will focus further resources on communication with prospective and current funders. The organization’s leadership has demonstrated ability to leverage relationships that influence these funding and policy resources, and Northern Bedrock’s Start-Up phase will include coordinated, ongoing contact with funders.

Lastly, formal reporting to funders represents a significant opportunity to communicate the mission, social outcomes, and highlights of Northern Bedrock projects. Annual reporting for Legacy Arts and Culture Heritage Fund grants, for example, offers a high-value opportunity to write and present these messages. Regular, scheduled reporting to hosts, funders, and sponsors fulfills the same communication objective, enriching prospects for future partnership.

Northern Bedrock will concentrate resources on building a sustainable program and on the Corpsmember experience. Maximizing the effectiveness of marketing and communication efforts is an important way to advance these goals. Evaluating the productivity of each marketing and outreach strategy will be incorporated into the management of the organization. Northern Bedrock will collect and measure data to distribute via the following:

- › Newsletters and Media
 - Electronic mailing list participation, readership and engagement

- Communications by partners that feature or mention Northern Bedrock
- Social media metrics including followers and mentions
- › In-Person Outreach
 - Direct outreach to prospective Corpsmembers
 - Board member and staff contacts of partners, hosts, and prospective funders
 - Staff presentations to Legislature, at conferences, schools, or other group venues
 - Engagement of past Corpsmembers through a Northern Bedrock Alumni Association

Routine reporting of these results, in a format that allows staff and board members to evaluate effectiveness, will require an investment of staff resources that yields two valuable outcomes. First, the results will inform which specific strategies are most effective for an organization seeking to communicate with multiple, distinct key audiences. Second, over time the results will demonstrate board and staff commitment to efficient use of resources, and focus on outstanding Corpsmember experience and project implementation.



Source: <http://www.conservationcorps.org/>

PRECEDENT ORGANIZATION DESCRIPTION

CONSERVATION CORPS MINNESOTA AND IOWA. Conservation Corps Minnesota and Iowa (formerly known as Minnesota Conservation Corps) provides hands-on environmental stewardship and service-learning opportunities to youth and young adults while accomplishing conservation, natural resource management and emergency response work.

In 1981, the Minnesota Legislature created Minnesota Conservation Corps (MCC) as a program of the Minnesota DNR. In 2003, MCC moved out of the DNR and transitioned to 501(c)3 status. In 2010, MCC changed their organization's name to Conservation Corps Minnesota and Iowa (CCMI).

CCMI represents the only conservation corps based in Minnesota although two national conservation corps, Student Conservation Association and AmeriCorps NCCC also operate in Minnesota. In 2012, CCMI employed over 500 Corpsmembers. In general, CCMI completes projects that involve natural resource management, disaster response, and energy conservation. CCMI doesn't actively seek out historic preservation projects, but will undertake historic preservation projects if they don't require an advanced or specialized skill set – past projects that fall into this category include landscaping on historic properties, general cleaning, and painting in areas with little historic sensitivity.

CCMI undertakes projects using the crew-week model, and its fee for service cost to project hosts is \$6,000 per crew-week. In 2012, CCMI's earned revenue was over \$7.5 million. Of that revenue, 55% came from fee-for-service, 18% from Legacy Funding, 6% from Minnesota State Natural Resource Funds, 4% from Minnesota State General Operating Funds, 8% from AmeriCorps funding, 7% from American Recovery and Reinvestment Act funding, and 2% from charitable gifts.

VI. FINANCING PLAN



Photo credit: www.historiccorps.org.

IN ORDER TO PROVIDE HISTORIC PRESERVATION SERVICES TO HOSTS, AND TO CREATE A CORPSMEMBER EXPERIENCE THAT INCLUDES SKILL AND LEADERSHIP DEVELOPMENT, NORTHERN BEDROCK IS DEVELOPING A PROGRAM THAT IS GROUNDED IN ONGOING FINANCIAL SUSTAINABILITY. As Northern Bedrock commits to a plan for one or more demonstration projects during the Start-Up season followed by full program launch, board and staff members are exploring multiple sources of revenue including legislative appropriation, earned income, grant support, and individual giving. Given the seasonality of Northern Bedrock corps operations, management will also build operating reserves.

REVENUE OVERVIEW

As is typical of nonprofit businesses following a corps model, Northern Bedrock's financial model will include a mix of revenue streams. For Northern Bedrock, the anticipated revenue streams are as follows:

- › **Public Sources:** Northern Bedrock anticipates the potential for funding through the Minnesota State Legislature. This would be similar to the appropriation currently received by Conservation Corps Minnesota and Iowa (CCMI). Northern Bedrock expects that over time this appropriation would remain in place, but become a smaller percentage of the organization's overall revenue stream.
- › **AmeriCorps Support:** Northern Bedrock anticipates receiving AmeriCorps support in the form of grants for Corpsmember stipends. AmeriCorps tends to give grants to organizations that can prove their effectiveness, so Northern Bedrock does not anticipate AmeriCorps support during the Start-Up season or during the Pilot Year.
- › **Project Partner Support/Fee-for-Service:** Northern Bedrock will generate earned income through project partners for fee-for-service. The organization hopes to continually raise the percentage of their overall revenue that comes from fee-for-service, with a goal of reaching 55% by Year 6. Project-specific Legacy grant funding that was applied for and received by a Project Partner is accounted for in this revenue stream. Project Partners can be the same entity as Project Hosts, but more specifically act as the project funder.

- › **Foundation and Grant Support:** This includes all non-government grants. Northern Bedrock anticipates being able to apply for grant money related to historic preservation as well as grant money related to job training and workforce development. The organization hopes to increase its grant-related revenue over time.
- › **Individual Philanthropy:** Money generated through donations by private individuals; Northern Bedrock anticipates that this will be a small yet significant proportion of the organization's revenue.

Earned income is projected to comprise a substantial portion of Northern Bedrock's annual revenue, joined by a concerted program of establishing funding partnerships with public agencies and foundations. Among respondents to the survey conducted by MNHS in 2014, 81% identified insufficient budget as the most common reason for lack of completion of needed projects. Constraints for public and nonprofit hosts have grown in recent years, reducing funding available for needs such as maintenance and preservation of sites and structures. At the same time, many historical organizations are not involved in long-term fundraising; 80% of the survey respondents had not conducted a capital campaign within the last five years, suggesting limited interest in or bandwidth for doing so. The identified need for preservation projects, coupled with the limited internal resources available for many hosts, highlight the importance of Northern Bedrock's partnership with public and foundation funders.

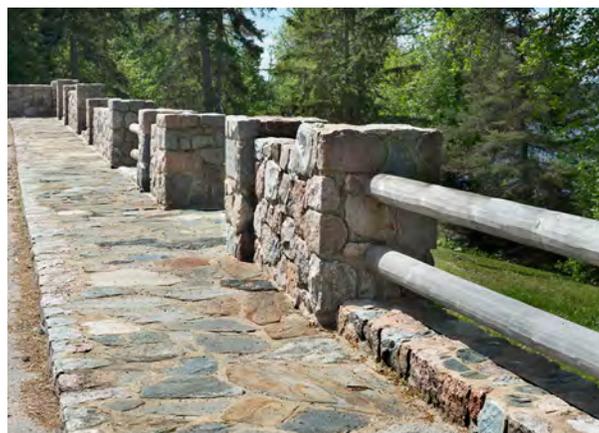
EXPENSE OVERVIEW

Operating and capital expenses required for the historic preservation corps to function, can be categorized as follows:

- › **Staff:** The Executive Director and Operations Director are engaged throughout the year. These positions also carry benefits. Crew Leaders and Corpsmembers are paid separately, through stipends or wages. Northern Bedrock also retains a Technical Specialist on a contract basis, at a ratio of one to every two Corpsmember crews. Additionally, a Preservation Consultant will be retained on a contract basis as needed. As the organization grows, it is anticipated that an Operations Manager, Development Associate, and Finance and Administrative Support will be added as salaried positions.
- › **Equipment:** Each corps crew utilizes a "traveling unit," which provides for transportation of the crew, tools, building materials and supplies, and many of their immediate needs at the host site. A traveling unit is comprised of a truck, cargo trailer, tools and camping equipment including full camp kitchen. Required equipment also includes office needs such as laptop computers, hardware and software for Northern Bedrock's base location.
- › **Supplies:** Particularly during the field season, Northern Bedrock will provide supplies to corps crews such as fuel for vehicles, food and material to meet basic needs of crews.
- › **Business Expenses:** Northern Bedrock will incur ongoing expenses in the course of operating such as equipment servicing, insurance, communication and outreach costs, office rent, legal advisory costs, Corpsmember awards and training costs for staff.

As a whole, project partner support for crews performing Level 1 services are expected to cost \$6,000 per week. Corps crews undertaking Levels 2 or 3 services are expected to cost \$8,000 per week. These figures appear consistent with comparable organizations' costs; for example, Rocky Mountain Youth Corps bills clients \$5,500 per crew week, and contributes \$2,000, reflecting an internal total crew week cost of \$7,500.

The levels of these costs vary by individual project. Variables such as location and accessibility of project site will influence these expense categories, in ways comparable to competitors. More significantly, the mix of levels of service to be performed on the project, and requirements for equipment and Technical Specialist staffing, will result in lower or higher expenses attributable to a project.



CCC rock wall wayside built in 1938 on Pelican Lake. Photo courtesy of Northern Bedrock Historic Preservation Corps.

PROFORMA REVENUE

This content intentionally omitted at the request of Northern Bedrock Historic Preservation Corps

PROFORMA EXPENSES

This content intentionally omitted at the request of
Northern Bedrock Historic Preservation Corps

VII. CONCLUSION AND NEXT STEPS



Photo credit: www.historiccorps.org.

NORTHERN BEDROCK HISTORIC PRESERVATION CORPS HAS IDENTIFIED A RICH MARKET OPPORTUNITY FOR YOUNG ADULT CORPS EXPERIENCES THAT PROVIDE SKILL DEVELOPMENT FOR PARTICIPANTS THROUGH HISTORIC PRESERVATION AND STEWARDSHIP FOR MINNESOTA RESOURCES. By following the approach outlined in this business plan, Northern Bedrock is entering the marketplace with strategic focus and a clearly articulated mission: Develop lifelong workforce skills by connecting young people to the earth, cultures, and traditions through historic preservation work and outdoor service.

The Northern Bedrock Historic Preservation Corps has evolved from a concept to an organization. This business plan concludes with a guide to program implementation through the first seven seasons of field operations for the corps – a Start-Up season (Year 0), a Pilot Year (Year 1) and then five years of full operations (Years 2-6). Priority next steps for the Start-Up season and Pilot Year are outlined below, and focus on defining partnerships, integrating historic preservation into the corps model, completing one or more demonstration projects, and some operational tasks. Ultimately, the goal of the Start-Up season and Pilot Year is to position the organization for a successful request for legislative appropriation.

- a. **STRATEGIC RELATIONSHIPS.** This business plan identifies opportunities for Northern Bedrock to develop strategic relationships with four important categories of organizations – funders, project hosts, other corps, and the preservation trades. By engaging each of these groups, Northern Bedrock will be able to clarify its position in the marketplace and begin to define the terms, expectations, and anticipated benefits that each entity will derive from these relationships. Cultivating these relationships is a priority for Northern Bedrock and is expected to be an ongoing effort over the life of the organization.
 - i. **Funders (Project Partners).** Northern Bedrock expects to engage a diverse set of funders, as is typical of corps organizations. Key members of this group include the Minnesota State Legislature, the Minnesota Historical Society, AmeriCorps, private foundations, and project hosts.
 - ii. **Project Hosts.** Throughout its life as an organization, Northern Bedrock will work with many project hosts. If projects are anticipated to last between two and three weeks, then 10-15 projects will need to be identified for the Pilot Year alone. Large state and federal agencies with the potential to provide multiple or repeat projects are among

the priority relationships for Northern Bedrock to pursue.

- iii. **Other Corps.** Northern Bedrock will maintain relationships with the network of other corps throughout the United States. Locally, Conservation Corps of Minnesota and Iowa (CCMI) has a strong and successful presence doing natural resource management work. In the future, there may be opportunities for Northern Bedrock and CCMI to partner on projects requiring both preservation and natural resource management expertise. HistoriCorps also represents an important relationship for Northern Bedrock, as HistoriCorps may be an appropriate source for filling Technical Specialists positions or providing preservation skills training to Northern Bedrock staff or Corpsmembers.
 - iv. **Preservation Trades.** By providing job and preservation skills training to Corpsmembers, Northern Bedrock is positioning itself as a pathway into the longstanding apprenticeship model used by the various preservation trades. The trades may also represent an important source for filling Technical Specialists positions or providing preservation skills training to Northern Bedrock staff or Corpsmembers.
- b. **INSTITUTIONAL INTEGRATION OF HISTORIC PRESERVATION INTO THE CORPS MODEL.** In general, conservation corps are rooted in a legacy of natural resource management and conservation. While some organizations, like Rocky Mountain Youth Corps, have created small programs or sub-programs to provide some preservation services, Northern Bedrock will be the only and first organization of its kind to translate the corps model to focus solely on historic resources. One of the concerns repeated by potential project hosts and funders is the need for a high level of training and experience within the crew in order to insure a level of quality and compliance.
- i. **Operations Director.** It is highly recommended that the Operations Director have preservation education, training, and/or experience. A minimum level of historic preservation qualifications should be established and obtained.
 - ii. **Board Members.** A minimum of one Board member should have education, training, and/or professional experience in historic preservation.
 - iii. **Preservation Consultant.** A professional Preservation Consultant will be needed to identify appropriate scopes of work, preservation skills, and regulatory compliance requirements in collaboration with the project hosts and Operations Director. The role of the Preservation Consultant may not be necessary for all projects and the position will likely be retained on a contract basis.
 - iv. **Technical Specialists.** Along with a Preservation Consultant, Technical Specialists are a unique and differentiating component of Northern Bedrock, and may also present an opportunity to develop stronger relationships with historic preservation trades. While the Preservation Consultant will be responsible for the logistical and regulatory aspects of projects, the Technical Specialists will represent Northern Bedrock's attention to preservation craft and a high level of project execution. The role of Technical Specialists may not be necessary for all projects and the position(s) will likely be retained on a contract basis per project.



Source: <http://historicorps.org/>

PRECEDENT ORGANIZATION DESCRIPTION

HISTORICORPS. HistoriCorps is a national initiative engaging volunteer workforces in historic preservation projects on public and publicly accessible lands. The organization was founded in 2009 with help from funding provided through the American Recovery and Reinvestment Act. Initially, HistoriCorps was a program administered through Colorado Preservation Inc., a preservation advocacy organization; in 2012 HistoriCorps incorporated as an independent 501(c)3.

Since 2009, HistoriCorps has completed work on nearly 100 historic structures, partnering with 40 organizations across 10 states. Project scope has ranged from masonry stabilization, to window restoration, to rethinking log structures.

Unlike the other organizations profiled here, HistoriCorps does not have Corpsmembers. Instead, it relies on volunteer labor with oversight provided by staff members with historic preservation expertise who serve in crew leader and project supervisor positions. HistoriCorps operates on a fee-for-service model. All projects are executed under cooperating agreements and fees are projected based on project completion rather than the corps-week model. In 2013, HistoriCorps generated all its revenue through its fee-for-service program.¹

¹ Interview between Townsend Anderson, Executive Director of HistoriCorps and Preservation Design Works, March 18, 2014.

- c. **DEMONSTRATION PROJECT.** One or more demonstration projects will be used to illustrate the effectiveness of the corps model for providing historic preservation services. An initial demonstration project opportunity has been identified through the Office of the State Archaeologist (OSA) for abandoned and neglected cemetery recovery. The demonstration project can provide training for Northern Bedrock staff and future Crew Leaders, build the relationship with the OSA, develop a “Manual of Practice for Cemetery Recovery Projects,” and recover one of the state’s abandoned cemeteries.
- i. **Identification of site(s).** The site for the demonstration project will be identified by the project host. The site(s) will be available for work immediately.
 - ii. **Project execution.** The project will be completed by Northern Bedrock staff and a short term demonstration crew.
 - iii. **Project relevance.** The project will meet Northern Bedrock’s stated mission to “develop lifelong workforce skills by connecting young people to the earth, cultures, and traditions through historic preservation work and outdoor service” and also fall within the parameters of their stated products and services (see Products and Services/Service Line Description). After completing the demonstration project, Northern Bedrock will then be qualified to lead similar projects in the future.
 - iv. **Communications and Marketing.** A successful demonstration project will provide materials, testimonies, and an example of the corps model for use in developing future work.

- d. **OPERATIONAL TASKS.** Additional work items need to be accomplished to continue to develop the foundation for a sustainable nonprofit business.
- i. **Verification of start-up and operating expenses.** The current budget is based on operating expenses of similar organizations. Expenses should be updated and verified for this specific organization, state, and time.
 - ii. **Establishment of measurement plan and outcome success.** Funding partners will expect measurable outcomes to demonstrate success. Parameters for measuring success in both job training and preservation need to be established. Measurement should begin with the demonstration project.



Northern Bedrock volunteer event with Flute Reed Partnership in Hovland, MN. Photo courtesy of Northern Bedrock Historic Preservation Corps.

ENDNOTES

1. Listing available at: <http://www.mnhs.org/shpo/survey/inventories.php>.
2. American Community Survey, 2012.
3. Pathways to Prosperity, Harvard University, 2011.
4. Jayne Smith, "A Consensual Qualitative Research Study of the Transformation from High School Dropout to Graduate: Corpsmember Outcomes and Influencing Factors," Old Dominion University, 2010. Prepared for Urban Corps of San Diego County.
5. These may include the federal Public Service Loan Forgiveness program and Income-Based Repayment Plan.
6. Minnesota Historical Society, State Historic Properties Office (SHPO)
7. American Community Survey, 2012.
8. Listing available at <http://www.mnhs.org/localhistory/mho/chsclo.html>.
9. "An Investigation of Unrecorded Historical Cemeteries in Minnesota," Minnesota Historical Society and the Oversight Board of the Statewide Historical and Archeological Survey, prepared by Two Pines Resource Group LLC, 2011.
10. Minnesota Historical Society conducted an online survey of 82 managers of Minnesota historical organizations in February and March, 2014. The survey included 31 questions regarding respondent organizations' operations and project backlog, barriers to project completion, and perceptions of preservation corps work.
11. If the labor was free, half of survey respondents would assign the crew to at least three quarters of the projects. If required to pay 25%, 29% of survey respondents would assign the crew to complete at least three quarters of the projects. If required to pay 50% of the labor cost, 11% of survey respondents would assign crews to perform at least three quarters of the projects.
12. Pew Research Center.
13. Minnesota Council on Foundations, 2014. Most recent data available.

VIII. APPENDICES

APPENDIX A: RESUMES OF NORTHERN BEDROCK HISTORIC
PRESERVATION CORPS KEY PERSONNEL

APPENDIX B: RESULTS OF 2014 MARKET SURVEY

APPENDIX C: GLOSSARY OF ACRONYMS

APPENDIX A: RESUMES OF NORTHERN BEDROCK HISTORIC PRESERVATION CORPS KEY PERSONNEL

ROLF HAGBERG, EXECUTIVE DIRECTOR

Rolf Hagberg has been involved in conservation corps for over 35 years starting as a Youth Conservation Corps camp director in 1976 and Young Adult Conservation Corps director in 1978. Over the years, he has served on a state-wide Governor appointed citizens advisory group, Youth Corps Advisory Committee mid 1990's, Minnesota Conservation Corps (MCC) board member, Friends of MCC Transition Coordinator (2002) and as Development Director for Minnesota Conservation Corps (2003-2007).

Rolf lead the legislative effort in 2002 that moved MCC out of the MN DNR after 20yrs, to a successful non-profit. His leadership in starting the new MCC non-profit proves his skills and passion to create and build conservation corps. He has experience leading advisory groups and boards, working with the State Legislature and fundraising.

Rolf is a passionate advocate or conservation corps that get young people outside and teach them lifelong work skills, while creating opportunities for life changing experiences.

Rolf has also been a commercial photographer for over 25 years and brings a wealth of private business, photography and marketing skills to creating the Historic Preservation Corps. www.rolfhagberg.com

ROLF R. HAGBERG

CONSERVATION CORPS EXPERIENCE

- › **Northern Bedrock Conservation Corps Executive Director**—August 2011 to present.
- › **Minnesota Conservation Corps (MCC) Development Director**—July 1st 2003 until Dec. 2007.
- › **Friends of MCC Transition Coordinator**—Fall 2002. Duties include working with MN legislature and MCC board members to create legislation to move MCC from the state DNR to FMCC-Non profit, rather than terminate MCC entirely. Efforts were successful and July 1st 2003, MCC ceased to be part of the state government and moved to the Friends of Minnesota Conservation Corps Non Profit.
- › **Friends of Minnesota Conservation Corps (FMCC)**—1998, Non-Profit formed for MCC fundraising and future expansion of MCC outside of state government. One of the founding board members.
- › **Youth Corps Advisory Committee (YCAC)**—mid 1990's. Governor appointed citizens advisory group to advise the Commissioner of DNR on Youth Programs. One of the initial board members of the YCAC.
- › **Young Adult Conservation Corps (YACC, DNR)**—September 1978-October 1981. Residential, year-round camp Director, Swan Lake YACC.
- › **Youth Conservation Corps (YCC)**—summers 1976, 1977, 1978. Camp Director for MN DNR, 5 month positions.

WORK EXPERIENCE

- › **Rolf Hagberg Photography (RHP)** started in 1988, creating photographs for commercial business in west central MN and the Dakotas. Made images, brochures and trade show displays. Clients included manufacturing, restaurants, hotels, and all types of agricultural related business. Currently RHP is based in Duluth serving a multi state area. www.rolfhagberg.com
- › Photographer for **Jeff Frey and Associates**, Duluth—1999. Moved to Duluth, sold Greater Visions.
- › **Greater Visions Photography**, Belgrade MN—1992. Main street full service portrait and commercial studio.
- › **Insurance and Investment representative** for BMA of Kansas City—1982-1989. Worked exclusively with dairy farmers in Central MN. Services included: health, life, disability, investments and estate planning.

EDUCATION & OUTDOOR EXPERIENCE

- › **St Cloud State University**, Bachelors Degree in Photography, Manager of Outdoor Rec Center—1976
- › Canoeed and photographed entire **Mississippi River**, 2,300 miles—summer 1975. A documentary project for the USA Bicentennial Commission – Horizons Panel, and St. Cloud State University. Booklet, images and newspaper stories on file in the National Archives, Washington DC.

BROOKE TAPP, OPERATIONS DIRECTOR

Brooke Tapp received a BS in Resource, Recreation and Tourism from the University of Idaho, Moscow. She has held a variety of conservation corps positions since 2005, starting with the Student Conservation Association as project leader. She most recently held the position of Assistant Program Manager for Conservation Corps MN for four seasons. She has held seasonal positions with the United States Forest Service, Minnesota Department of Natural Resources, and the Bureau of Land Management.

She is skilled in conservation corps crew leadership and management, budget management, planning, prioritizing and training. She was instrumental in starting the Trails Program for the Conservation Corps MN. She managed the administrative responsibilities for the Trails Program including timesheets, work accomplished data, injury and accident reporting, photo archives and end of year reporting. She secured shop facilities, hired and supervised over 180 positions, obtained equipment for 9 crews, 12 vehicles, planned 5 weeks of technical and soft skill trainings and managed over 96 work projects.

BROOKE TAPP

EMPLOYMENT HISTORY

Cofounder/Operations Director 2/2010 to present

Northern Bedrock Historic Preservation Corps | Duluth, MN

- › Write grants and secure funding
- › Develop relationships with funders and project hosts
- › Office administration; Develop proposals and budgets
- › Payroll and finance

Stream Corps Program Manager/Office Assistant 5/2013 to present

Community Action Duluth | Duluth, MN

- › Administer grant funding, track expenses, and bill and receive payments
- › Write grants; Record and report program's accomplishments
- › Locate, plan, and schedule projects via phone, email, and in person correspondence
- › Recruit, interview, hire, and supervise crew

Administrative Manager & Photo Assistant 9/2009 to present

Rolf Hagberg Photography | Duluth, MN

- › Office administration; create and implement filing system; maintain client files
- › Invoicing and collect funds; Payroll
- › Install new software and troubleshoot technology issues

Assistant Program Manager, Superior National Forest Trails 4/2009 to 9/2012

Conservation Corps MN | St. Paul, MN

- › Recruit, interview, hire, and supervise forty 18-25 year old young adults
- › Plan, coordinate, and facilitate corpsmember trainings
- › Coordinate and schedule projects and develop scope of work
- › Responsible for development and start-up of Trails Program
- › Record and report program's accomplishments, policies, and safety procedures

EDUCATION

University of Wisconsin, Superior, WI October 2013

Nonprofit Administration and Fund Development Certificate - completion of 100 hours

University of Idaho, Moscow, ID May 2005

B.S. Resource, Recreation & Tourism - GPA 3.29

Minors: Outdoor Recreation Leadership and Parks & Wilderness Conservation

Vermilion Community College, Ely, MN May 2003

A.S. Wilderness Management; A.A.S. Parks & Recreation Management; Backcountry Guide Certificate - Graduated with Honors, GPA 3.26

Riverland Community College, Austin, MN May 2001

Associate of Arts - Graduated with Distinction, Phi Theta Kappa Society, GPA 3.33

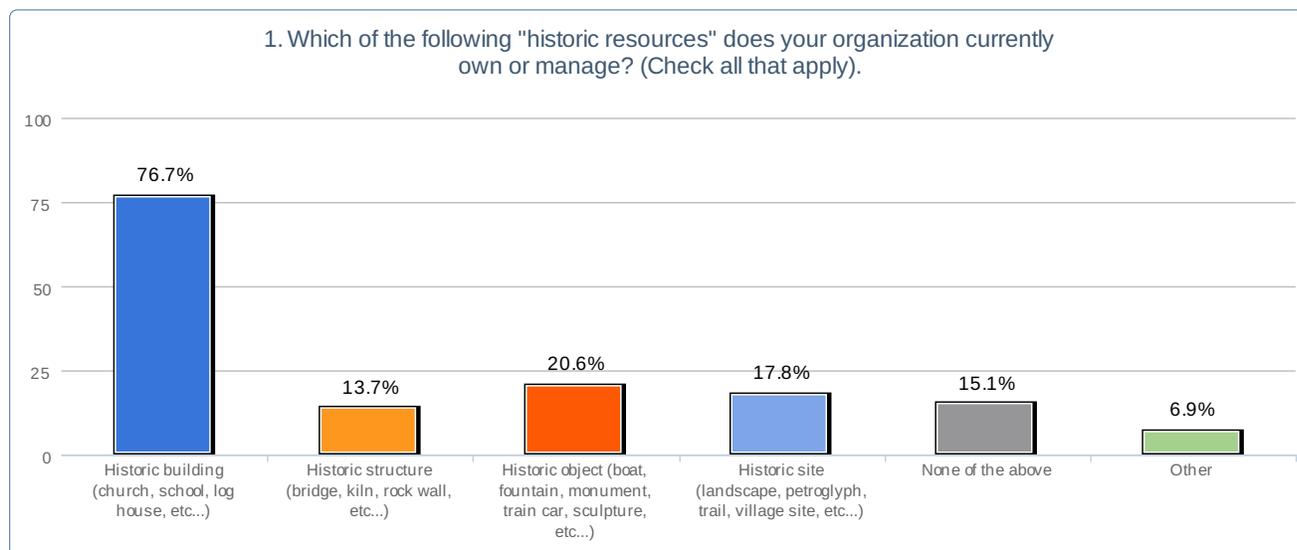
APPENDIX B: RESULTS OF 2014 MARKET SURVEY



Online Surveys, Data Collection and Integration
www.SurveyGizmo.com

Summary Report - Mar 6, 2014

Survey: Historic Resources Backlog Survey

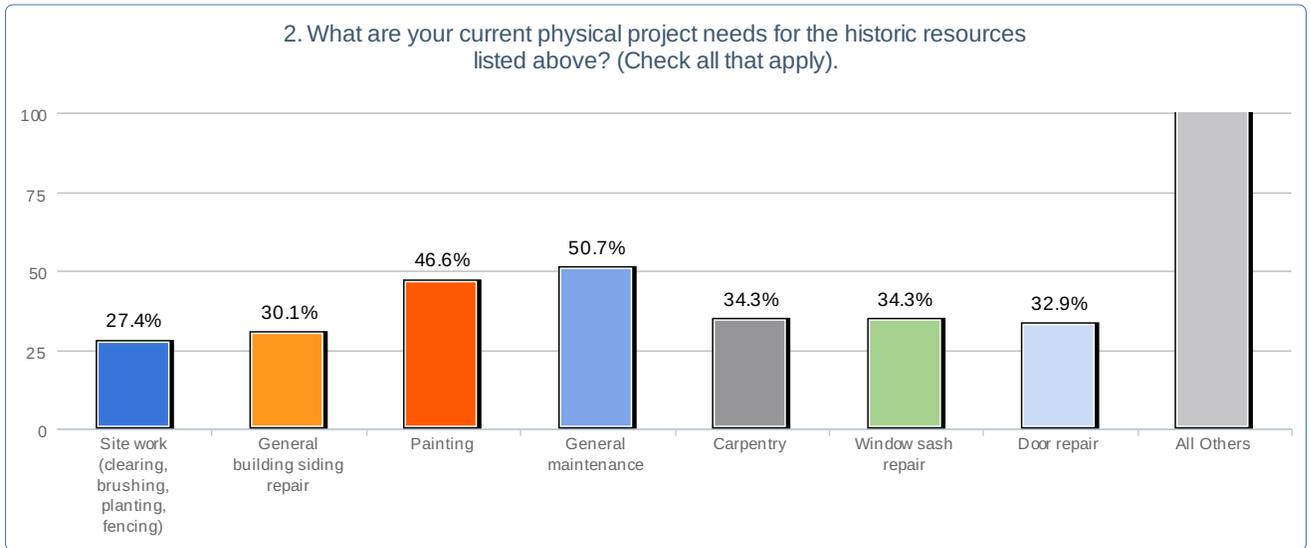


1. Which of the following "historic resources" does your organization currently own or manage? (Check all that apply).

Value	Count	Percent %
Historic building (church, school, log house, etc...)	56	76.7%
Historic structure (bridge, kiln, rock wall, etc...)	10	13.7%
Historic object (boat, fountain, monument, train car, sculpture, etc...)	15	20.6%
Historic site (landscape, petroglyph, trail, village site, etc...)	13	17.8%
None of the above	11	15.1%
Other	5	6.9%

Statistics	
Total Responses	73

Open-Text Response Breakdown for "Other"	Count
Left Blank	70
Personally owned home	1
member of St. Paul Heritage Preservation Commission	1
more than one building	1
museum	1
work with possible sites	1



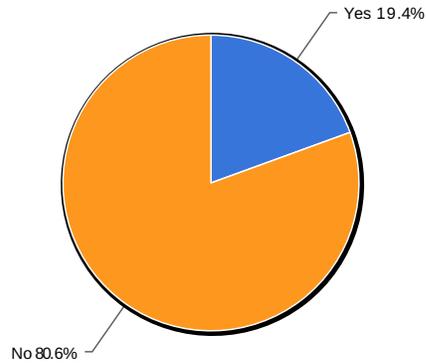
2. What are your current physical project needs for the historic resources listed above? (Check all that apply).

Value	Count	Percent %
Site work (clearing, brushing, planting, fencing)	20	27.4%
General building siding repair	22	30.1%
Painting	34	46.6%
General maintenance	37	50.7%
Carpentry	25	34.3%
Window sash repair	25	34.3%
Door repair	24	32.9%
Masonry work	30	41.1%
Foundation work	22	30.1%
Log repair	7	9.6%
Cemetery work	9	12.3%
Viewshed restoration	4	5.5%
Interior work (plaster work, carpentry)	23	31.5%
None	11	15.1%
Other	14	19.2%

Statistics	
Total Responses	73

Open-Text Response Breakdown for "Other"		Count
<i>Left Blank</i>		61
Eaves repair		1
Electrical rewiring		1
Exterior reconstruction		1
Roof maintenance		1
Specifically, work on historic markers		1
WINDOWS		1
a new roof		1
basement floor and air conditioning		1
foundation repair		1
pin tucking		1
restoring depot to 1950 interior look		1
roof replacement from storm damage		1
systems		1
temperature control		1

3. For the purposes of this survey, a capital campaign is a time-limited effort to raise significant dollars for a specific project. Have you undertaken a capital campaign related to your historic properties in the last 5 years?

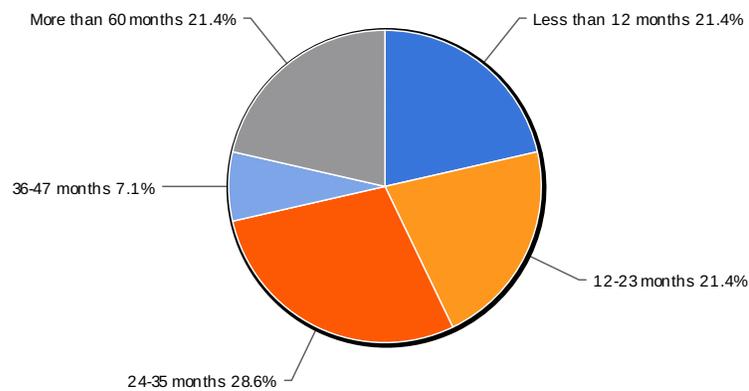


3. For the purposes of this survey, a capital campaign is a time-limited effort to raise significant dollars for a specific project. Have you undertaken a capital campaign related to your historic properties in the last 5 years?

Value	Count	Percent %
Yes	14	19.4%
No	58	80.6%

Statistics	
Total Responses	72

4. How long did the capital campaign last from the initial ask until the beginning of construction?



4. How long did the capital campaign last from the initial ask until the beginning of construction?

Value	Count	Percent %
Less than 12 months	3	21.4%
12-23 months	3	21.4%
24-35 months	4	28.6%
36-47 months	1	7.1%
48-59 months	0	0.0%
More than 60 months	3	21.4%

Statistics	
Total Responses	14
Sum	168.0
Avg.	21.0
StdDev	7.9
Max	36.0

5. What percentage of funding for all projects you've completed on your historic properties in the last five years came from the following funding sources? (Total cannot exceed 100%)

Item	Min	Max	StdDev	Avg.	Sum	#Responses
Budget reserves	0.00	80.00	21.08	23.00	667	29
Capital campaigns	0.00	60.00	21.56	26.33	395	15
Donations	0.00	100.00	24.78	30.43	1278.1	42
Foundation grants	0.00	90.00	21.31	19.58	509.15	26
Government appropriations	0.00	100.00	34.02	40.90	1022.5	25
Government bonds	0.00	65.00	26.00	13.00	65	5
Government grants	0.00	95.00	29.89	41.59	1289.25	31
Membership Revenue	0.00	50.00	12.21	14.65	249	17
Other	0.00	100.00	30.28	42.50	595	14

6. What other funding sources do you use to care for your historic property, if not listed above?

Count	Response
1	0
1	Corporate donation
1	Endowment
1	Endowment and insurance
1	Grants
1	Legacy fund from member
1	Local support
1	Membership dues & recycling aluminum cans
1	Memorials
1	Mn State Historical society
1	Money "leftover" at end of fiscal year due to road and bridge projects not complete.
1	NA
1	Not Applicable
1	Other: Admissions
1	Partnerships with universities, non-profits, and volunteers.
1	Savings from dedicated endowment fund
1	Small Cities Development Program
1	Special DonationsDon't budget
1	Targeted donations
1	Tax Credits, TIF
1	The City owns & maintains the property
1	Visitor donations
1	Wedding rentals & dividends
1	bake sales
1	county government appropriations
1	fundraising events
1	gift shop sales
1	grants
1	membership & fund raisers
1	n/a
1	na
3	none
1	owner funding
1	pro-bono labor

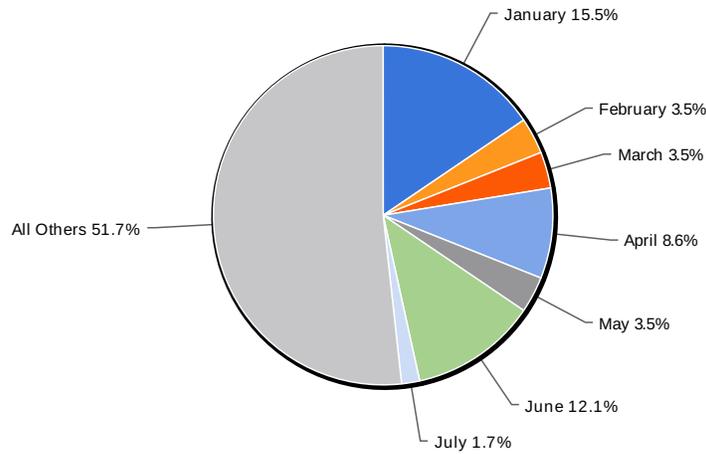
7. How much do you budget annually for care of your historic properties?

Count	Response
1	\$30,000
11	0
2	1000
3	10000
1	10500
1	12000
1	15000
1	18000
3	2000
2	20000
1	25000
4	3000
1	32000
1	350
1	35000
1	50
2	500
6	5000
2	50000
1	5500
1	6562
2	8000
1	85000
1	90000

8. How much do you budget annually for total expenses?

Count	Response
9	0
1	10
1	100
2	1000
3	10000
3	100000
1	130000
1	140000
1	16000
1	200000
1	21800
1	21839
1	220000
1	23900
1	280000
2	3000
3	30000
1	37000
1	39500
2	40000
1	400000
1	450000
1	55000
1	580215
1	6000
1	60000
1	65000
1	7000
1	75000
1	77795
1	780000
1	8000
1	80000
1	900000

9. In what month do you typically finalize your annual budget?



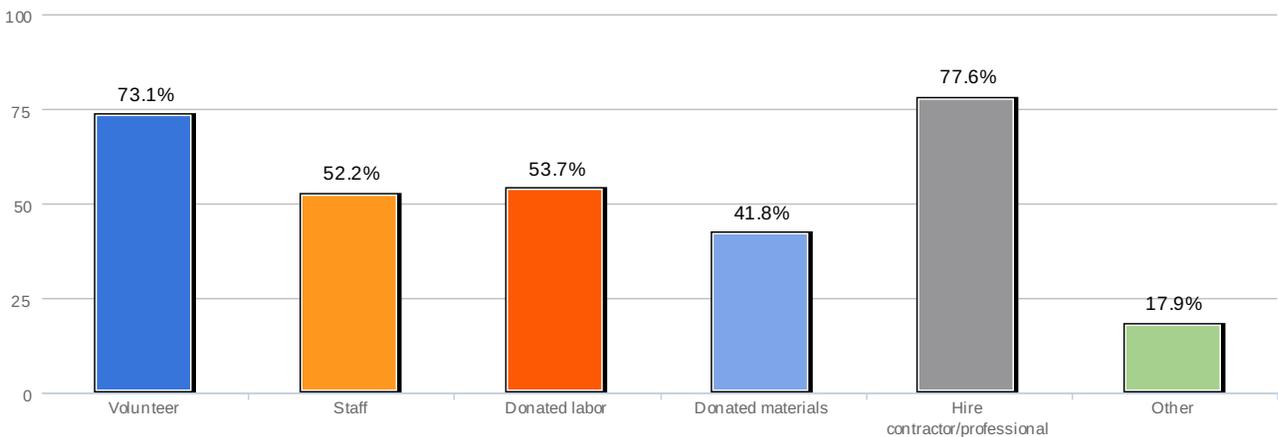
9. In what month do you typically finalize your annual budget?

Value	Count	Percent %
January	9	15.5%
February	2	3.5%
March	2	3.5%
April	5	8.6%
May	2	3.5%
June	7	12.1%
July	1	1.7%
August	2	3.5%
September	4	6.9%
October	2	3.5%
November	9	15.5%
December	13	22.4%

Statistics

Total Responses	58
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10. How do you currently complete maintenance and repair projects on your historic properties? (Check all that apply).

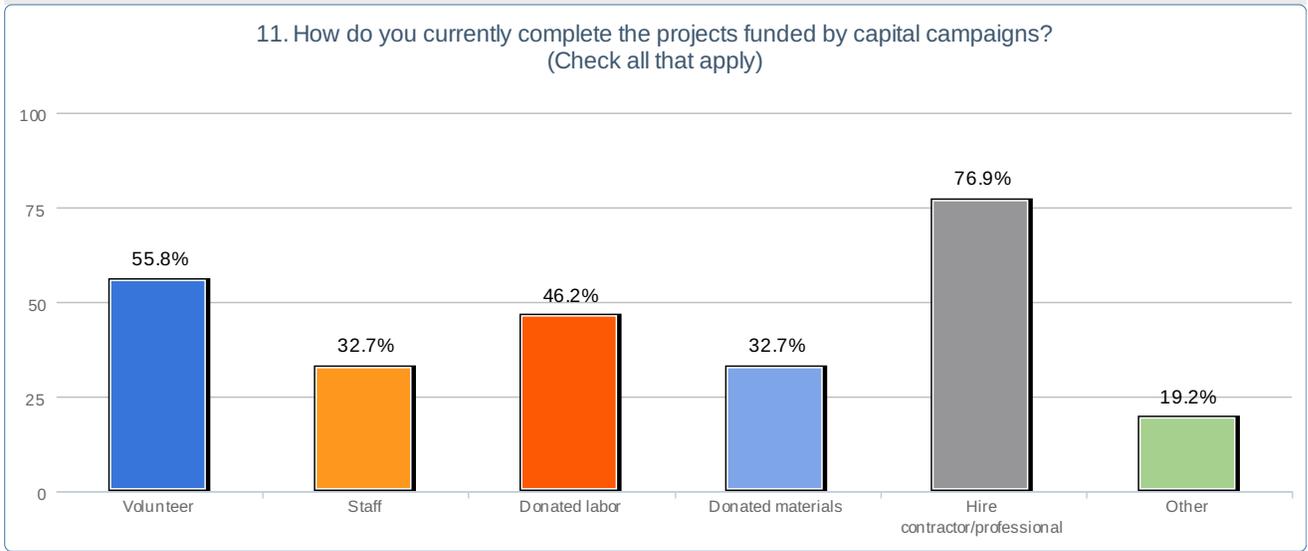


**10. How do you currently complete maintenance and repair projects on your historic properties?
(Check all that apply).**

Value	Count	Percent %
Volunteer	49	73.1%
Staff	35	52.2%
Donated labor	36	53.7%
Donated materials	28	41.8%
Hire contractor/professional	52	77.6%
Other	12	17.9%

Statistics	
Total Responses	67

Open-Text Response Breakdown for "Other"	Count
<i>Left Blank</i>	64
City	1
City maintains yard, etc.	1
Funded by recycling aluminum profits.	1
Historic Architect	1
Not Applicable	1
Partnerships	1
city workers	1
myself	1
owner	1
watch it rot, there's no interest in preserving headstones in the community	1
we do not own historic properties	1

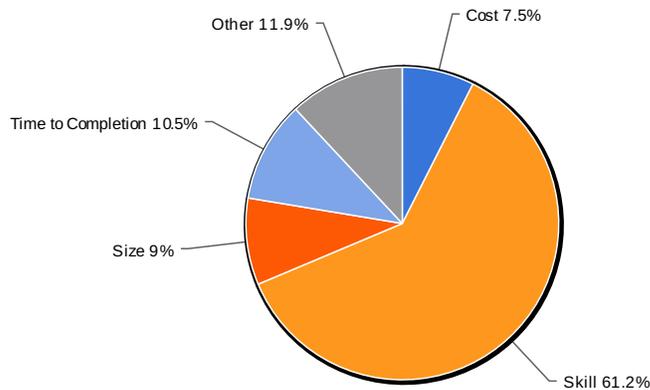


11. How do you currently complete the projects funded by capital campaigns? (Check all that apply)

Value	Count	Percent %	Statistics	
Volunteer	29	55.8%	Total Responses	52
Staff	17	32.7%		
Donated labor	24	46.2%		
Donated materials	17	32.7%		
Hire contractor/professional	40	76.9%		
Other	10	19.2%		

Open-Text Response Breakdown for "Other"	Count
<i>Left Blank</i>	65
Does not apply	1
NA	2
No Capital Campaign	1
Not applicable	1
We are all voluntary.	1
haven't done a capital campaign	1
my pocket	1
no capitol campaigns	1
no funded capital campaign	1

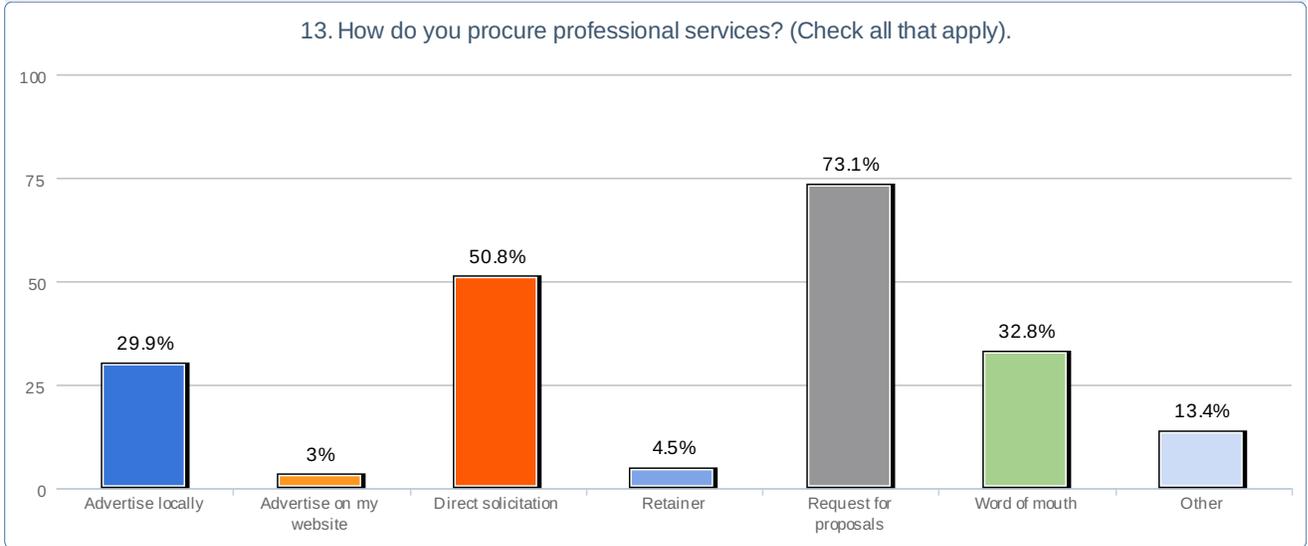
12. What is the primary factor in deciding to hire a professional to undertake work versus completing it with staff (volunteer or paid) labor?



12. What is the primary factor in deciding to hire a professional to undertake work versus completing it with staff (volunteer or paid) labor?

Value	Count	Percent %	Statistics	
Cost	5	7.5%	Total Responses	67
Skill	41	61.2%		
Size	6	9.0%		
Time to Completion	7	10.5%		
Other	8	11.9%		

Open-Text Response Breakdown for "Other"	Count
Granta available	1
If we can raise the money, which is rare.	1
Need specialty contractors in order to meet standards	1
Not applicable	1
Owned by city	1
Successful experience with historic properties, buildings on the national register	1
available funding (grants)	1
i learn from professionals or I don't do anything. I'm not able to do something if I'm not properly trained/equipped with historic structures; the community doesn't see preservation the same way. To them, "it's art."	1



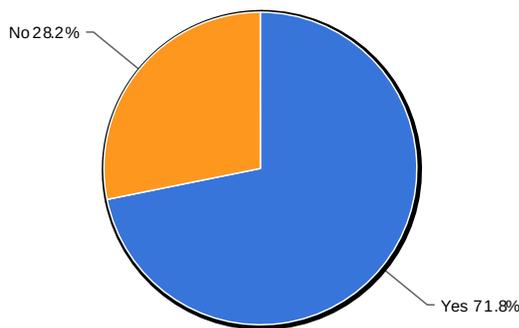
13. How do you procure professional services? (Check all that apply).

Value	Count	Percent %
Advertise locally	20	29.9%
Advertise on my website	2	3.0%
Direct solicitation	34	50.8%
Retainer	3	4.5%
Request for proposals	49	73.1%
Word of mouth	22	32.8%
Other	9	13.4%

Statistics	
Total Responses	67

Open-Text Response Breakdown for "Other"	Count
<i>Left Blank</i>	66
Certified Government Contractor pools	1
Contract-government	1
I seek training	1
Not Applicable	1
Try for voluntary or deeply discounted.	1
Two-step bid process for specialty contractors	1
advice from MNHS	1
county preferred vendors	1
work for a general contractor	1

14. Do you have projects on your historic properties that you need completed, but are unable to get done?



14. Do you have projects on your historic properties that you need completed, but are unable to get done?

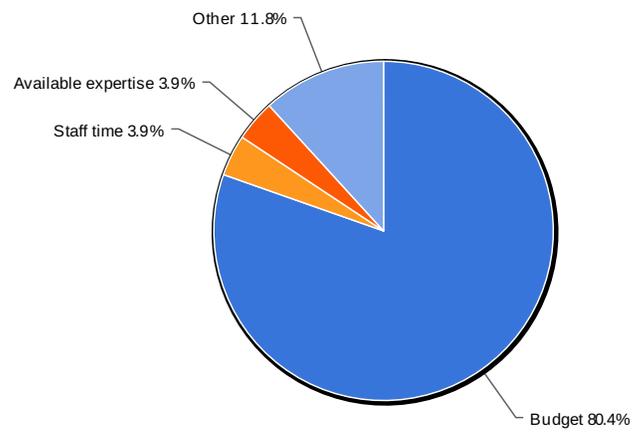
Value	Count	Percent %
Yes	51	71.8%
No	20	28.2%

Statistics	
Total Responses	71

15. How many projects relating to your historic properties do you currently need done, but cannot accomplish?

Count	Response
6	1
4	10
2	12
14	2
1	20
1	23
1	25
1	26
4	3
1	4
4	5
2	50
1	6
1	75
1	8

16. What is the most common reason for being unable to complete these projects?



16. What is the most common reason for being unable to complete these projects?

Value	Count	Percent %	Statistics	
Budget	41	80.4%	Total Responses	51
Staff time	2	3.9%		
Available expertise	2	3.9%		
Other	6	11.8%		

Open-Text Response Breakdown for "Other"		Count
A mix of all the above, each project has different challenges		1
Budget and staff time		1
all of above		1
funding		1
lack of funding, lack of support by SHPO		1
management		1

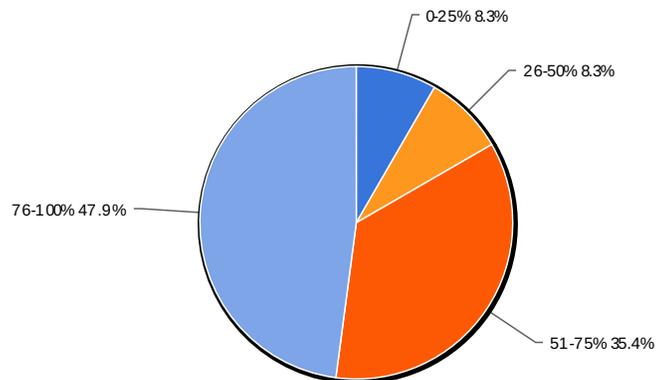
17. How many person-hours would you estimate you currently need to complete the project backlog?

Count	Response
5	100
5	1000
2	10000
1	1040
1	120
1	16
5	200
4	2000
1	250000
4	300
1	3500
1	360
2	400
2	50
1	500
1	640
4	80

18. What would you estimate is the total cost to complete the project backlog?

Count	Response
1	\$75,000
1	0
1	1000
2	10000
5	100000
5	1000000
1	10000000
1	100000000
1	1200000
1	150000
1	16000
1	180000
1	2000
1	20000
2	200000
1	2000000
1	20000000
1	25000
2	30000
1	5000
1	50000
2	500000
2	60000
1	7000
2	75000
1	80000
1	900015000

19. In considering your current project backlog, how much of that work would you contract for if the labor was free?

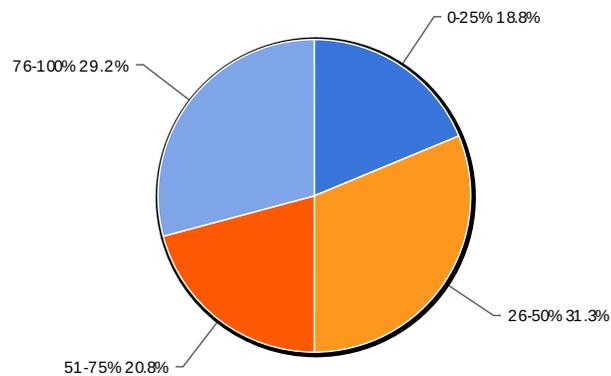


19. In considering your current project backlog, how much of that work would you contract for if the labor was free?

Value	Count	Percent %
0-25%	4	8.3%
26-50%	4	8.3%
51-75%	17	35.4%
76-100%	23	47.9%

Statistics	
Total Responses	48
Sum	2,719.0
Avg.	61.8
StdDev	16.3
Max	76.0

20. In considering your current project backlog, how much of that work would you contract for if you paid for 25% of the labor?

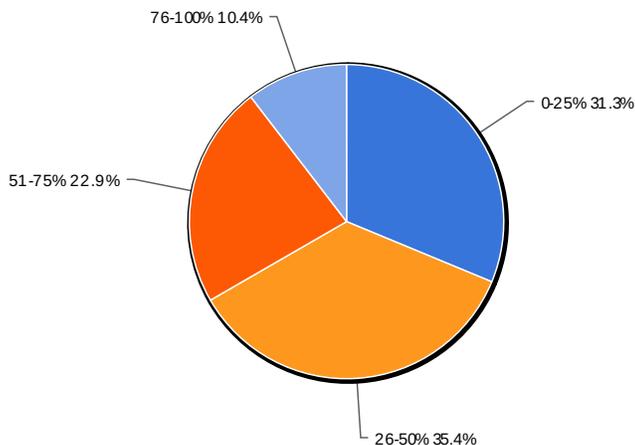


20. In considering your current project backlog, how much of that work would you contract for if you paid for 25% of the labor?

Value	Count	Percent %
0-25%	9	18.8%
26-50%	15	31.3%
51-75%	10	20.8%
76-100%	14	29.2%

Statistics	
Total Responses	48
Sum	1,964.0
Avg.	50.4
StdDev	21.5
Max	76.0

21. In considering your current project backlog, how much of the work would you contract for if you paid for 50% of the labor?

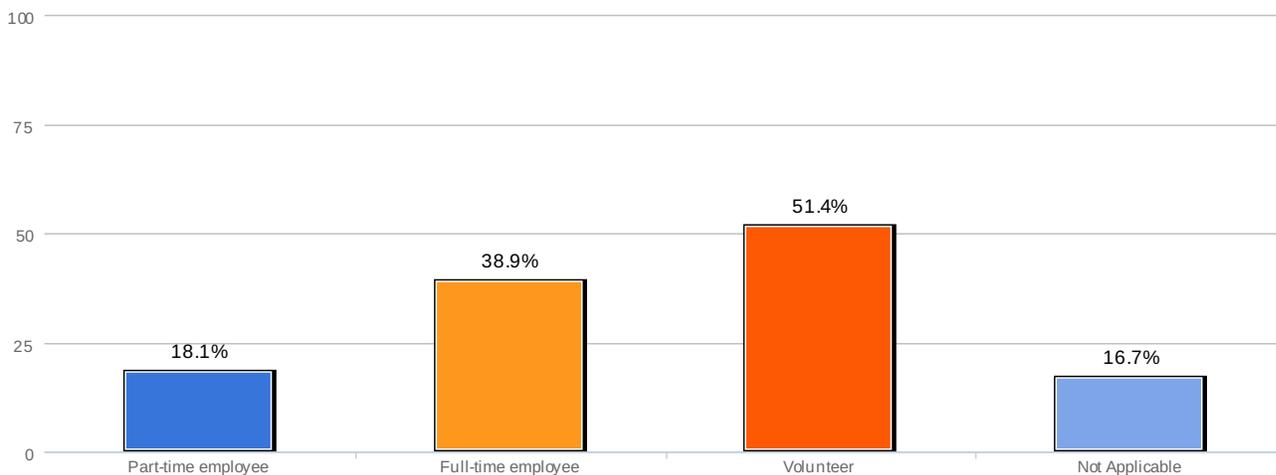


21. In considering your current project backlog, how much of the work would you contract for if you paid for 50% of the labor?

Value	Count	Percent %
0-25%	15	31.3%
26-50%	17	35.4%
51-75%	11	22.9%
76-100%	5	10.4%

Statistics	
Total Responses	48
Sum	1,383.0
Avg.	41.9
StdDev	18.3
Max	76.0

22. Who helps coordinate projects work? (Check all that apply).

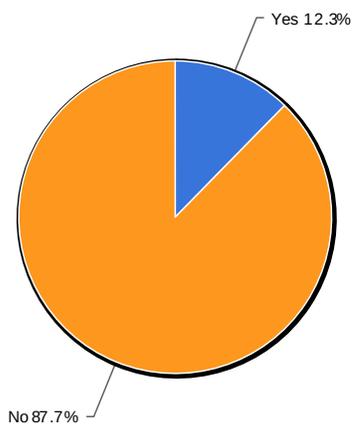


22. Who helps coordinate projects work? (Check all that apply).

Value	Count	Percent %
Part-time employee	13	18.1%
Full-time employee	28	38.9%
Volunteer	37	51.4%
Not Applicable	12	16.7%

Statistics	
Total Responses	72

23. Have you used a conservation corps or similar service-based group for projects in the past?

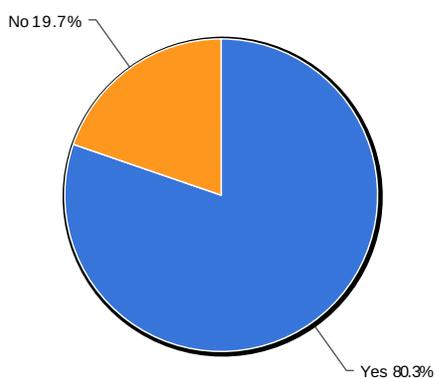


23. Have you used a conservation corps or similar service-based group for projects in the past?

Value	Count	Percent %
Yes	9	12.3%
No	64	87.7%

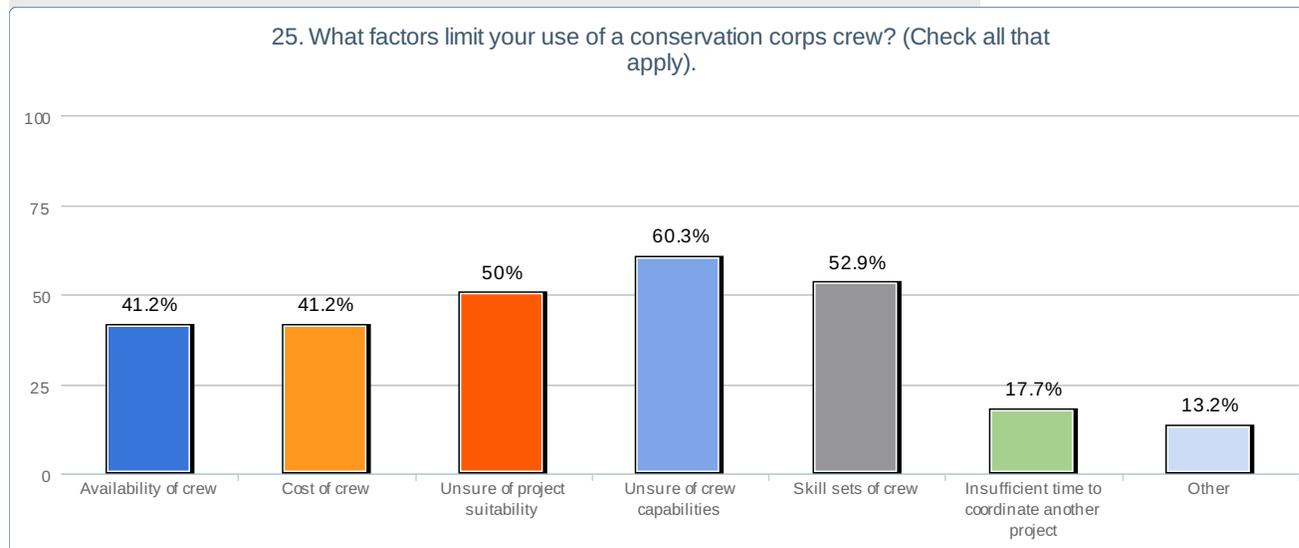
Statistics	
Total Responses	73

24. Would you consider hiring a conservation corps-type service organization for projects?



24. Would you consider hiring a conservation corps-type service organization for projects?

Value	Count	Percent %	Statistics	
Yes	57	80.3%	Total Responses	71
No	14	19.7%		

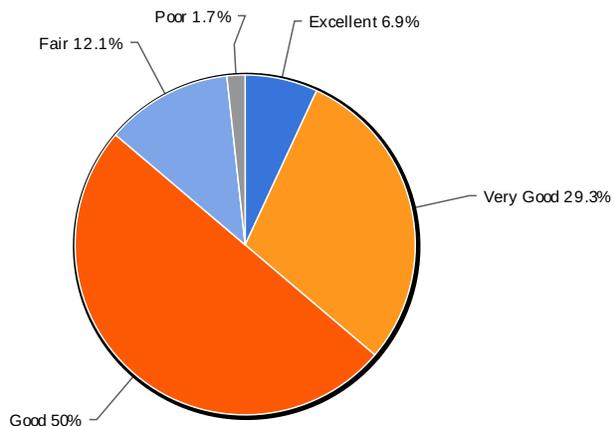


25. What factors limit your use of a conservation corps crew? (Check all that apply).

Value	Count	Percent %	Statistics	
Availability of crew	28	41.2%	Total Responses	68
Cost of crew	28	41.2%		
Unsure of project suitability	34	50.0%		
Unsure of crew capabilities	41	60.3%		
Skill sets of crew	36	52.9%		
Insufficient time to coordinate another project	12	17.7%		
Other	9	13.2%		

Open-Text Response Breakdown for "Other"		Count
<i>Left Blank</i>		66
Do not own property		1
Had no idea		1
Need for specialty supervision		1
Not applicable		1
We have no budget.		1
coordinate with owner		1
don't know what it is		1
unsure if they are available for personal residences		1
we aren't aware of this possibility		1

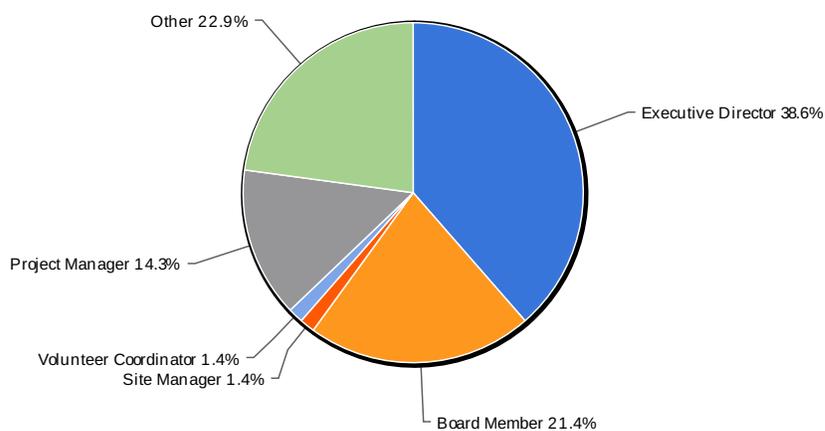
26. What is your overall impression of conservation corp-type organizations?



26. What is your overall impression of conservation corp-type organizations?

Value	Count	Percent %	Statistics	
Excellent	4	6.9%	Total Responses	58
Very Good	17	29.3%		
Good	29	50.0%		
Fair	7	12.1%		
Poor	1	1.7%		

27. What is your role within your organization?



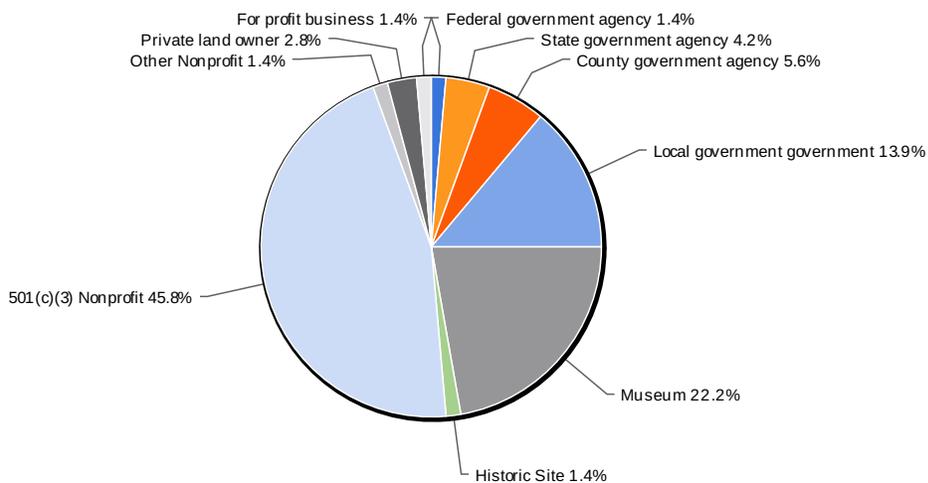
27. What is your role within your organization?

Value	Count	Percent %
Executive Director	27	38.6%
Board Member	15	21.4%
Site Manager	1	1.4%
Volunteer Coordinator	1	1.4%
Project Manager	10	14.3%
Facilities Manager	0	0.0%
Other	16	22.9%

Statistics	
Total Responses	70

Open-Text Response Breakdown for "Other"	Count
5 of the 6	1
Board chair	1
City Clerk	1
Coordinator	1
Department Director	1
Department headH	1
Mayor	1
Member	1
Owner	1
Program Manager	1
city council	1
consultant	1
grant writer and exhibits projects manager	1
owner	2
sole person	1

28. How would you categorize your organization?



28. How would you categorize your organization?

Value	Count	Percent %
Federal government agency	1	1.4%
State government agency	3	4.2%
County government agency	4	5.6%
Local government government	10	13.9%
Tribal government agency	0	0.0%
Museum	16	22.2%
Historic Site	1	1.4%
501(c)(3) Nonprofit	33	45.8%
Other Nonprofit	1	1.4%
Private land owner	2	2.8%
For profit business	1	1.4%

Statistics	
Total Responses	72
Sum	16,533.0
Avg.	501.0
Max	501.0

29. What is your organization's zip code?

Count	Response
1	52302
1	55021
2	55046
1	55053
2	55057
1	55082
2	55101
3	55102
1	55112
1	55125
1	55155
1	55307
1	55316
1	55321
1	55345
1	55350
1	55355
1	55401
1	55405
1	55407
1	55415
1	55416
1	55419
1	55425
1	55613
1	55732
1	55733
1	55767
1	55792
1	55802
2	55812
2	55902
1	55912
1	55951
1	55959
1	55968
1	55975
1	56057
1	56068
1	56082
1	56097
1	56143
1	56156
2	56172
1	56175

1	56208
1	56219
1	56256
1	56258
1	56278
1	56334
1	56401
1	56431
1	56441
1	56537
1	56560
1	56601
1	56623
1	56650

30. What are the zip codes of locations where you need projects to be completed?:Location 1

Count	Response
1	52302
1	55021
2	55046
1	55053
1	55057
1	55082
2	55102
1	55111
1	55112
1	55125
1	55316
1	55321
1	55345
1	55355
1	55401
1	55403
1	55419
1	55613
1	55732
1	55733
1	55767
1	55792
1	55802
2	55902
1	55912
1	55923
1	55951
1	55959
1	55968
1	55975
1	56058
1	56068
1	56143
1	56156
1	56172
1	56175
1	56208
1	56219-9600
1	56256
1	56278
1	56334
1	56431
1	56441
1	56537
1	56560

1	56601
1	56623
1	56650

30. What are the zip codes of locations where you need projects to be completed?:Location 2

Count	Response
1	55021
1	55732
1	55936
1	56028
1	56276
1	56431
1	56450
1	56601

30. What are the zip codes of locations where you need projects to be completed?:Location 3

Count	Response
1	55732
1	56017
1	56225
1	56431

30. What are the zip codes of locations where you need projects to be completed?:Location 4

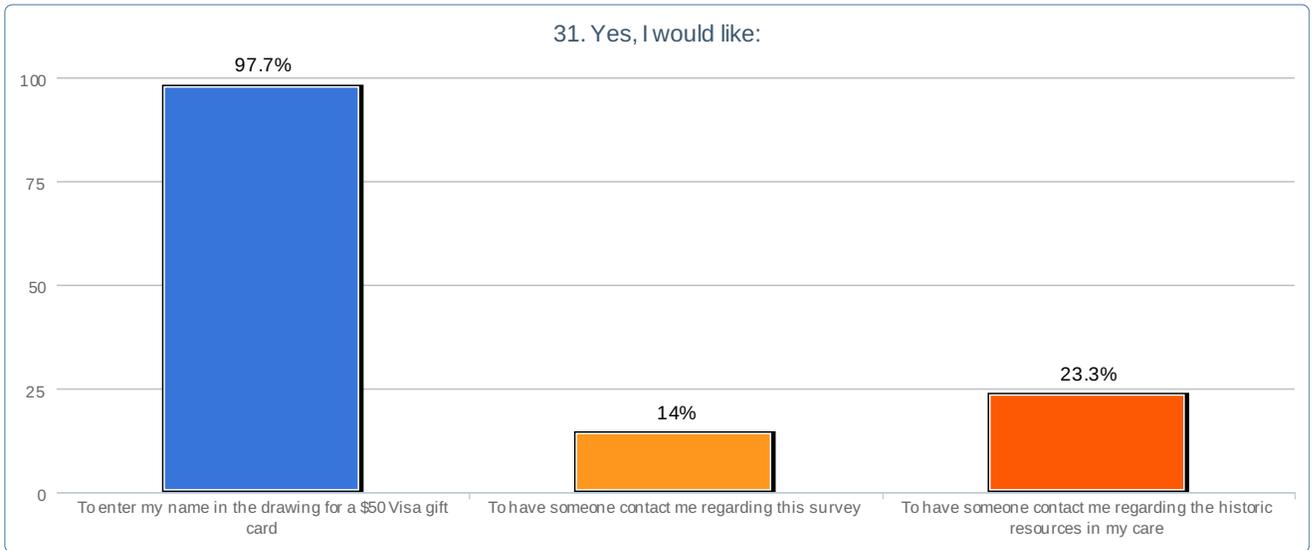
Count	Response
1	55732
1	56240

30. What are the zip codes of locations where you need projects to be completed?:Location 5

Count	Response
1	56114

30. What are the zip codes of locations where you need projects to be completed?:Additional locations

Count	Response
1	56450, and others
1	McLeod county



31. Yes, I would like:

Value	Count	Percent %
To enter my name in the drawing for a \$50 Visa gift card	42	97.7%
To have someone contact me regarding this survey	6	14.0%
To have someone contact me regarding the historic resources in my care	10	23.3%

Statistics	
Total Responses	43

APPENDIX C: GLOSSARY OF ACRONYMS

CCC – Civilian Conservation Corps; New Deal Era conservation corps

CCMI – Conservation Corps Minnesota and Iowa, formerly Minnesota Conservation Corps

DNR – Minnesota Department of Natural Resources

Donjek – Donjek, Inc.; Project Consultants

HPC – Heritage Preservation Commission; General acronym for a local regulatory body

LHB – LHB; Project Consultants

MCC – See “CCMI”

MNDOT – Minnesota Department of Transportation

MNHS – Minnesota Historical Society

Northern Bedrock – Northern Bedrock Historic Preservation Corps

NRHP – National Register of Historic Places

PVN – Preservation Design Works, LLC; Project Consultants

RMYC – Rocky Mountain Youth Corps

SHPO – State Historic Preservation Office

NORTHERN BEDROCK HISTORIC PRESERVATION CORPS

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This collaboration is made possible by the Arts and Cultural Heritage Fund through the vote of Minnesotans on November 4, 2008. Administered by the Minnesota Historical Society.