



**Civilian Conservation Corps,
USA**

Transforming lives, communities, and country

**Philanthropic Investment
Proposal**

Created by Thomas Hark, President

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OUR VISION

1.1 Urgent Problems

Our nation is being tested today like never before.

Our society is polarized and losing sight of values critical to a healthy Democracy

Civil discourse – the ability to share, listen, and compromise in a respectful manner – is being replaced by ideological tribalism, contempt, and a me-first mindset.

Today, it is far too easy to slip into the comfort of our own opinions, regardless of facts, perpetuated by inadvertently created “silos” of information and networks consisting of like-minded peers. This has led us to become polarized, in every sense – political, social and demographic.

“At times, it can seem that the forces pulling us apart are stronger than the forces binding us together. Argument turns too easily into animosity. Disagreement escalates into dehumanization. Too often, we judge other groups by their worst examples while judging ourselves by our best intentions...To renew our country, we only need to remember our values”

– G.W. Bush. October 19, 2017 *

We believe the very essence of America may be hanging in the balance.

This is a critical issue for the next generation as many, regardless of income, education, race, class, or background, do not have adequate opportunities to learn and internalize the values that are vital for a civil society — values that are the foundation of a thriving democracy; values that should guide our political leaders; values that provide the essential building blocks of dynamic and healthy communities: **service to their community, valuing education, pride in their work, conservation, self-reliance, and personal responsibility.**

After all, it is individuals who create successful communities, and together, a successful nation.

Veterans are struggling to reintegrate into civilian life

We are inadequately serving those who have served for us. Across the nation, Veterans are facing tremendous hurdles in an effort to reintegrate back into society post-service.

While there are numerous Veterans programs, most civilian work available today does not mirror the professional desires of Veterans, nor are work opportunities taking full-advantage of the tremendous soft skills and purpose centered dedication that Veterans offer. Studies show Veterans overwhelmingly want to continue to give back to their country, they want to work with other Vets in team based environments, and many want to work with young people.

Overwhelming need for public and natural infrastructure improvements against a national trade labor shortage

Our country's infrastructure has grown older and more fragile. The Department of Interior alone has documented more than 18 billion dollars of projects currently in deferment.

Our current administration has indicated a desire for trillion-dollar infrastructure improvements, and at the same time has been proposing significant reductions in federal agency management and advocating for private-sector job creation.

Meanwhile, we are facing a national shortage of trained labor, which delays our ability to execute infrastructure improvements or recover from increasingly common natural disasters.

“Right now, the largest construction companies in America are turning away hundreds of millions of dollars in work every quarter because they don't have enough bodies on their crews. The National Association of Homebuilders reports that 77 percent of U.S. builders can't find enough people for their framing teams. This country doesn't have enough people to manufacture and build things. Corporate America, meanwhile, is sitting on \$2.3 trillion in cash — more than ever.”

– Todd Hitt, Chief Executive, Kiddar Capital **

Young people seek to have a real impact on their nation's future but are struggling to find opportunities

Two-thirds of young people say they want to have an impact on the world, but more than half don't envision a brighter future ahead. Many young adults struggle to find gainful employment as older generations need to work longer. Furthermore, young generations have a preference for a line of work that can fulfill both their financial goals and their social goals, without having to compromise.

Most significantly, the trends and spread of polarization in our country as illuminated above will impact our youngest generations immeasurably. They are the most at risk to fall into the comfort of polarized “silos” and will suffer the greatest consequences of such sharp contrasts.

We believe Corps are the answer to these challenges and we have a plan of action.

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*Alana Abramson, “Bigotry Seems Emboldened Speech,” Time

<http://time.com/4989764/george-w-bush-bigotry-seems-emboldened-speech-transcript/>

** Todd Hitt, “We Won't Be Rebuilding Houston Anytime Soon,” The Washington Post

https://www.washingtonpost.com/opinions/we-wont-be-rebuilding-houston-any-time-soon/2017/10/09/6a225260-ad25-11e7-a908-a3470754bbb9_story.html

OUR VISION

1.2 A Powerful Solution

A Proven Plan for Transformation

We have reimagined the federal Civilian Conservation Corps as a locally governed, public-private, national social franchise. Our plan and success does not require any additional federal line-item nor will there be any need for additional federal employees.

Our mission is to dramatically accelerate the expansion of new and established local conservation corps across the country while retaining a national brand, creating significant public cost-savings, and assuring the highest quality outcomes for countless communities.

“Conservation corps” are individual development organizations made up of small diverse teams of members, 16 to 30 years of age, who perform fee-for-service work projects for their communities under highly trained leaders. Members gain skills ranging from job training and readiness, to literacy, to leadership, to an appreciation of civil values: Personal Responsibility, Self-Reliance, Education, Service and Conservation

This historically successful model, effective in both rural and urban areas, dates back to the 1930’s when Franklin D. Roosevelt created the Civilian Conservation Corps (CCC) as part of the New Deal Plan. The CCC would go on to be one of the most successful and impactful federal programs our country has ever witnessed. Our goal is to have the same level of impact nationally.

The impacts we envision will be to...

- Enroll a million-young people annually
- Instill & strengthen values needed for a civil society
- Employ thousands of Veterans in civil service leadership roles
- Mobilize on an unprecedented scale in times of disasters
- Complete critical public and natural infrastructure work

Ambitious New Thinking

The framework of CCCUSA is based on a social franchise model, a combination of a nonprofit mission with best private sector practices.

Our entrepreneurial design is fiscally efficient, ensures high standards will be met, and benefits from the fact that new local corps franchises will be locally “governed” and led.

CCCUSA will train and support leaders/entrepreneurs (Executive Directors) in building their own local corps enterprise. Executive Directors will be trained in all levels of leadership, master the CCCUSA operating model, and receive initial startup assistance, in addition to on-going support from CCCUSA, the national resource center.

Executive Directors will be seen as “owners”, which is intentional as our hope is to instill a sense of drive, passion, and responsibility that comes from being an owner. The overarching goal is for these new corps organizations to prosper for the long-term.

This model has not been used before in the corps industry. However, it has proven successful for non-profit organizations such as the YMCA, the Boys and Girls Club, and the Special Olympics. It will create maximum impact, allow the program to scale nationally, create efficiencies, and assure uniform quality leadership and training, whether it is a two-crew program in a small town or a multi-state effort.

Our goal is to build a national brand that is consistent, transparent, inclusive, adaptable, and efficient, that earns the respect of local citizens to every level and member of the government. CCCUSA will be an employer that is valued by young people and a community partner that is embraced by the public.

Our plan is designed to enroll and employ thousands, and eventually millions of young people from every gender, race, economic background, and political stripe to work hard, side by side, to leave behind a tangible body of important community work — though it will be the values they acquire that will be long-lasting.

The Time is Now

The current administration has implemented a hiring freeze for new federal employees and is implementing major budget cuts to federal agency management. However, there remains an enormous amount of annual work let alone the billions in backlogged priorities.

Both parties and the President have strongly indicated the need for improvements to our nation’s infrastructure, and the President has made private-sector job creation, particularly for urban populations, a cornerstone of his agenda. It is the perfect time to launch this national initiative, as federal, state, and local governments will need cost-effective solutions to meet the public demand for services.

Our plan is to launch local corps programs as quickly as possible to take advantage of this great opportunity. By acting quickly, we will build a unique national corps organization that will stand the test of time, change lives, represent and instill civil values, strengthen our communities, and develops leaders at every level of society for generations to come.

Interested in being a part of history?

OUR PLAN

2.1 Corps Accelerator Model

We are building a national corps organization designed to accelerate the creation of successful, high quality, cost efficient corps organizations in every corner of our nation.

Page Summary

- “Accelerator” operating model + “Franchise” expansion model
 - Provide efficient, cost-effective administrative, programmatic services to franchises
 - Certify Executive Directors to start & lead local corps Enterprises
 - Credential Crew Leaders – vital leadership roles for successful work crews
 - CCC Enterprises will have local governance and pay royalty fees to CCCUSA
-

CCCUSA is a registered non-profit organization that will act as a startup accelerator for corps, helping spawn and scale new and established corps nationally that represent the CCC. Our expansion framework is based on a social franchise model, a well-established corporate structure that has proven itself in the national non-profit environment (i.e. YMCA), and its nonprofit adoption is one that more industry experts are calling for.

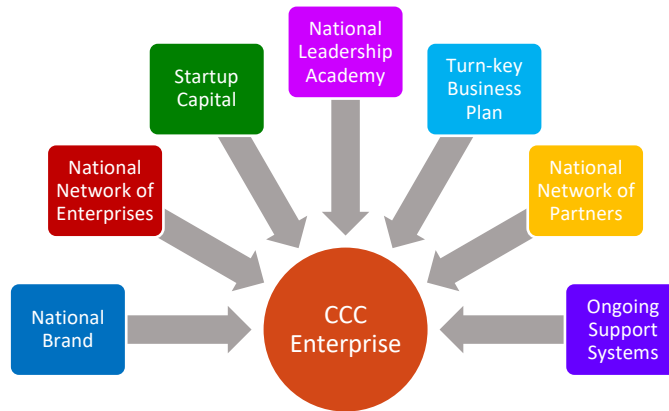
An accelerator provides guidance, mentorship, resources, and networks to startups in an effort to help them successfully launch and scale.

The Social Franchise Strategy

As with a traditional franchise model, a local individual or organization will apply for a license to implement and manage a CCCUSA-affiliated corps (Enterprise). If accepted, the CCCUSA national office will provide a host of services, trainings, and products; in exchange, the franchisee corps will pay an annual royalty fee.

CCCUSA will provide Enterprises with a *turn-key* operating model, two years’ salary for new Executive Directors, guidance through incorporation, payroll & HR, budget, marketing, IT & web presence, federal and other philanthropic networks & resources, Executive Director and crew Team Leader training, national brand & franchisee network, and ongoing support.

Providing this comprehensive suite of start-up, training, and ongoing administrative services, will allow local entrepreneurial leaders — mission-motivated people who are passionate about the work of their communities and regions — to thrive. By removing the typical organizational impediments that often cause nonprofits and businesses to fail, we will unleash our leaders’ entrepreneurial energy and local knowledge, allowing them to start local corps designed around the needs and culture of their communities, while building a high-quality organization that will be recognizable and highly sought after across America.



The Value Proposition to Franchisees

New local CCC Enterprises will be provided a host of services in exchange for their royalty fee. Examples of the value CCCUSA will provide are as follows:

- ✓ Startup turn-key business plan
- ✓ Proven program model
- ✓ Incorporation/legal structure support
- ✓ Trained Crew Leaders
- ✓ Cash management system
- ✓ Budgeting, finance & payroll guidance
- ✓ HR start-up materials & ongoing support
- ✓ State agency contract support
- ✓ Donor development training & support
- ✓ National brand
- ✓ Experienced corps professionals
- ✓ Business plan development
- ✓ Executive director training
- ✓ IT infrastructure, systems & support
- ✓ Executive Director training
- ✓ Federal contracts & agreements
- ✓ National philanthropic resources
- ✓ Multi-state partnerships for funding
- ✓ National partner & franchisee network
- ✓ Ongoing seminars, training, and support

The CCCUSA National Service Leadership Academy

A critical element to our success will be to provide the highest standards of competency-based leadership training for those in charge of Enterprises and those leading crews on the ground. This will be done through what we call the **National Service Leadership Academy** and the **CCCUSA National Service Leadership Certification**.

The National Service Leadership Academy will train and credential crew team leaders and new executive directors. The curriculum — the first of its kind — will be intensive and comprehensive. It will teach the CCCUSA model, operating systems, best-leadership practices, and values, as well as train individuals in skills based on the needs of their communities. Nationally-certified leaders and directors are a critical component to ensuring our initial and ongoing success. For more detail on the National Service Leadership Academy, visit the section - What Sets Us Apart.

Responsibilities of Local Franchises

Local CCC Enterprises will be a part of the national CCCUSA organization, while acting as their own 501(c)(3) organizations (or in some cases, reside as a part of a larger partner organization). Enterprises will primarily focus on obtaining work projects in their regions while recruiting staff

and crew members. While all Enterprises will need to share the same vision, mission and operate on the same protocols and systems in order to maintain a level of CCC brand consistency across the country, each Enterprise will be given some freedom to create their own unique culture, embodying the dynamics of their community. By doing so, we envision local CCC corps that will radiate a feeling of authenticity, helping to create a sense of trust and embeddedness with the community.

Each Enterprise will be overseen by its own Board of Directors and be responsible for its own success or failure. The annual royalty fee for each franchise will be 15% of its annual budget. This fee will decrease as the organization grows, creating additional motivation to increase the quantity of fee-for-service projects, leading to greater numbers of locally enrolled young adults.

OUR PLAN

2.2 Timeline

To succeed and take advantage of the strong market opportunities, we need to move quickly. There will be five stages in the process of going to market.

Stage 1	Hire Senior Staff
Stage 2	Run Pilots with Existing Programs
Stage 3	Launch National Leadership Academy
Stage 4	Launch New Programs
Stage 5	Expand Nationally

Stage 1 Hire Senior Staff

Start: Spring/Summer 2018

We will hire 6-8 senior staff, who will create detailed written materials, systems, and the organizational infrastructure. This core group of executives will be hired with a promise of two years' compensation. Funds will also cover travel, marketing, and necessary IT structure, including a national web site, franchise materials and agreements, legal fees, and office rental.

Stage 2 Run Pilots with Existing Corps Programs

Estimated Start: Fall 2018

We will bring on existing small corps organizations to test systems, procedures, and administrative structures. Additionally, we will refine our process to incorporate existing corps organizations into the CCCUSA culture. This is important, as it is expected that AmeriCorps may be reduced or eliminated in near future, and as many as 20 existing corps programs will be desperate for a lifeline. CCCUSA will be there to offer these federally-funded programs an alternative structure. These programs may include:

- ✓ Northern Bedrock Historic Preservation Corps, Duluth, MN
- ✓ Climate Corps, MI
- ✓ Great Lakes Corps, MI

Stage 3 **Launch National Service Leadership Academy**

Estimated Start: Winter 2018 / Spring 2019

CCCUSA will launch the National Service Leadership Academy, with crew Team Leader credentialing and the Executive Director training program. The goal will be to have a small initial class of graduates be ready to staff new sites in Stage 4, along with assisting established partners corps in Stage 2. The site of the Academy is yet to be determined.

Stage 4 **Launch New CCC Enterprises**

Estimated Start: Winter 2019 / Spring 2020

New sites have not yet been selected, although conversations have begun, and there is definite interest within the corps community. These new programs will beta test our start up program and may include:

- ✓ CCC – Windham County, VT
- ✓ CCC – Farm Corps, VT

Stage 5 **Expand Nationally**

Estimated Start: Winter 2020 / Spring 2021

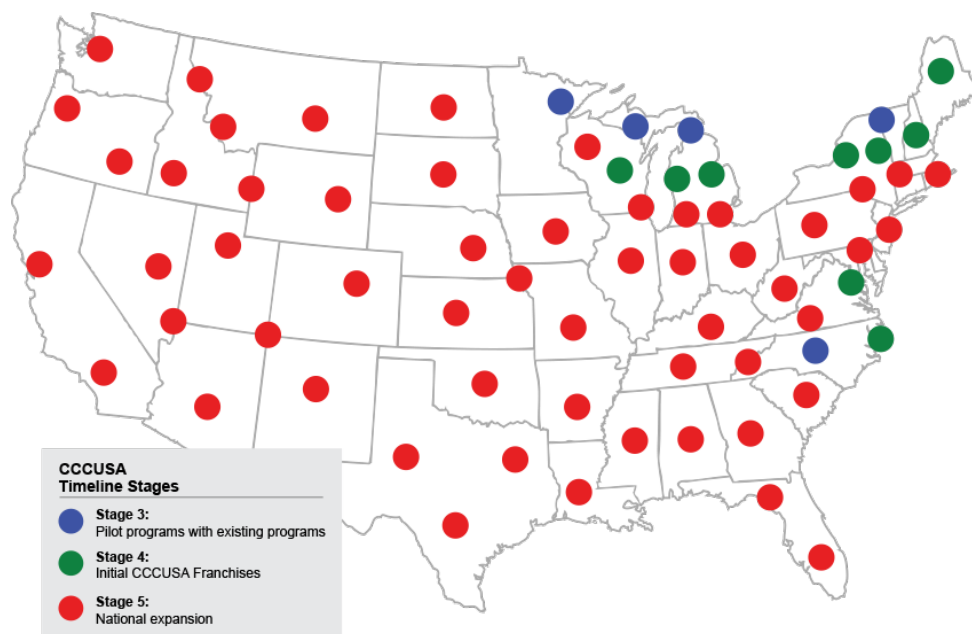
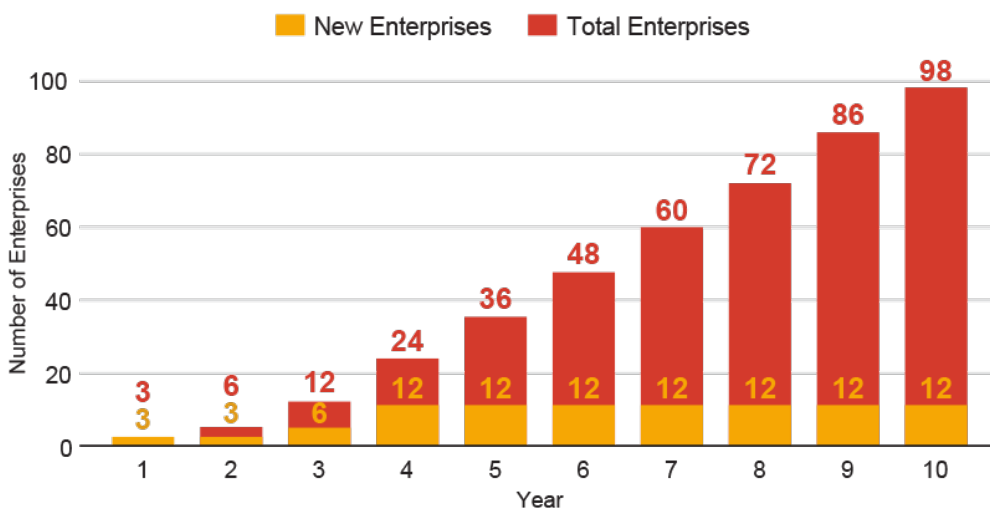
CCCUSA will begin a strategic annual expansion nationally.

By this stage, CCCUSA will have had three years under its belt - perfecting systems, guidelines, and communicating our national mission. Our aim by this point in time is to have a national brand that warrants community excitement and engagement, resulting in an influx of desired entrepreneurial leaders and eager national and local partners ready to join the cause. To date, heavily-connected community members in Michigan, Minnesota, and Vermont have expressed strong enthusiasm for CCCUSA over the last two years. Each state has strong community organizational support, and they are eager to get started.

CCCUSA will train and help new executive directors incorporate and develop a startup plan. In addition, CCCUSA will provide intense ongoing support services. In some cases, new sites may have the advantage of state or federal agency contracts, which CCCUSA will also help develop. However, it will be up to each new Executive Director to develop his or her own fee-for-service work sites and projects.

All local Enterprises will start with a minimum of four crews the first season, with the goal to double in size in each of the following three years. The ideal size will be 32 crews; however, some may be much larger and some smaller. A standard crew will be made up of eight young adults and two credentialed crew leaders. Thus, a startup would enroll 40 individuals the first year, 80 the second, 160 the third, and 320 in year four.

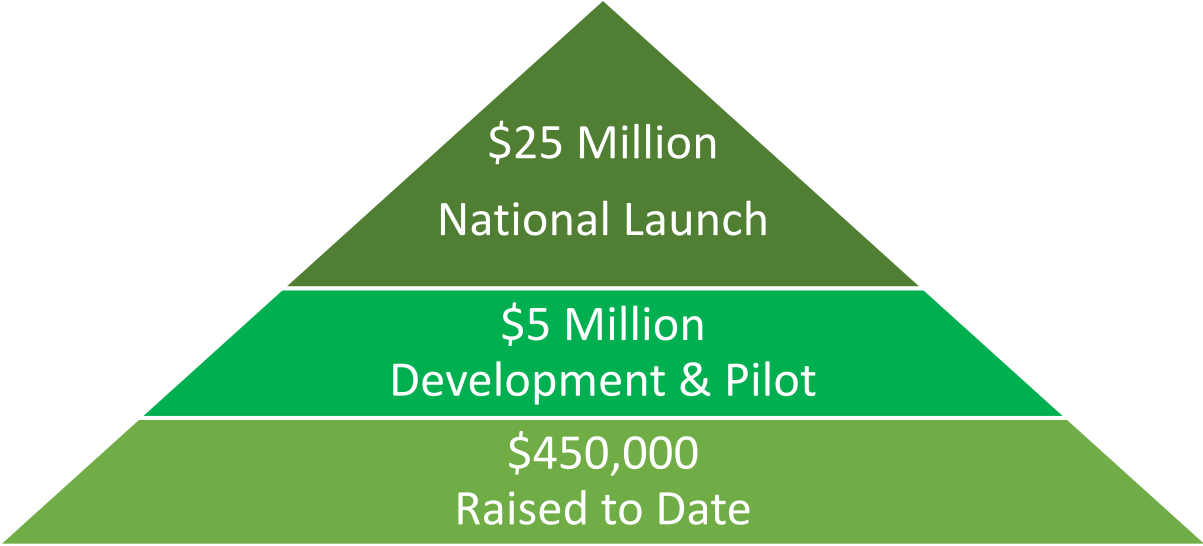
Total CCCUSA Enterprises by Year



OUR PLAN

2.3 Financials

Required Capital



Initial Investments

To launch operationally, CCCUSA will require startup funds of \$4,836,433 over the first six years, with the lion’s share, \$3,404,833, needed over the first three years.

Additionally, \$19,677,341 will be needed to fund the CCCUSA Programmatic Loan Fund. These are funds that will be loaned to start-up programs to pay for the first two years of the Executive Directors’ salary and other very basic supports such as local travel and office expenses. These funds will be paid back to this loan fund.

Return on Investment

The overall rate of return on philanthropic investment is estimated at 9.40%.

After year five, individual components of the national CCCUSA are projected to begin to cover expenses, with significant overall surpluses beginning in year eight. These surpluses will go toward funding additional sites, be added to the national CCCUSA endowment, or can be used to reimburse investors.

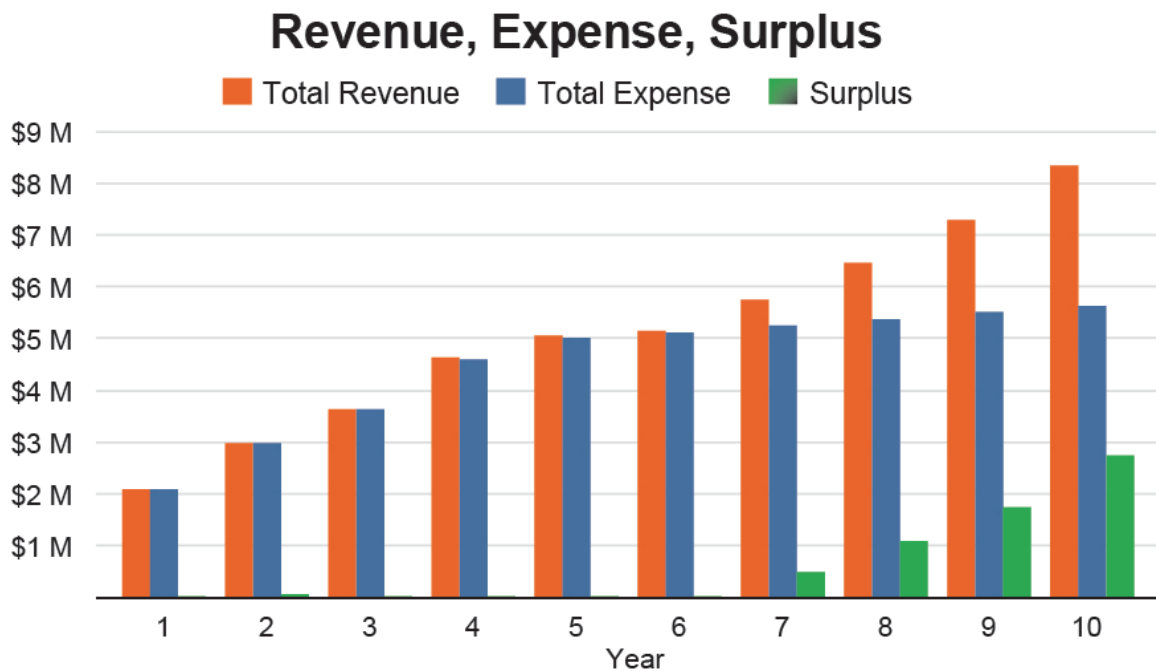
National Community Foundation

The National Community Foundation (NCF) is the development arm of CCCUSA.

The NCFs primary objective is to raise funds nationally to fully support and fund CCCUSA’s National Service Academy.

NCFs secondary mission will be to raise funds nationally to support both startup and established local CCC Enterprises. Additionally, the NCF will coordinate nationwide development efforts for local enterprises. This will be as simple as maintaining an up to date database of known support from individuals and foundations, to bringing interested people and organizations together to seek support.

Finally, CCCUSA will require each local CCC Enterprise create an endowment investing 1-5% of its overall budget each year. These local endowments will be held and professionally managed by the NCF. Up to 5% of each fund may be sent back to the local corps to use as they see fit each year or may be held to build their fund. Likewise, CCCUSA will do the same, building a national CCC endowment to ensure future resiliency.



CCCUSA Pro forma

	Year #1	Year #2	Year #3	Year #5	Year #10	Total
Revenue	2017	2018	2019	2021	2026	---
Franchisee Royalty Fees	1,318,761	1,533,896	2,035,257	3,195,386	5,666,986	32,322,741
NLA – Executive Director Fees	174,200	182,200	263,400	382,200	684,000	4,060,400
NLA – Crew Leader Fees	375,294	1,152,000	1,152,000	1,162,000	1,173,000	10,841,294
National Community Foundation	74,000	74,780	93,330	152,161	516,531	2,235,866
Franchisee WWW & IT Services	151,000	66,000	96,000	177,600	326,400	1,964,200
National Training & HQ Facilities	0	0	0	0	0	0
Total Revenue	2,093,255	3,008,877	3,639,987	5,069,346	8,366,917	51,424,501
Expense	2017	2018	2019	2021	2026	Total
CCCUSA Operations & Franchisee Support	1,318,760	1,533,896	2,035,257	3,195,386	3,257,386	27,045,341
NLA – Executive Director Training	174,200	182,200	263,400	382,200	382,200	3,295,200
NLA – Crew Leader Training	375,294	1,112,200	1,134,200	1,135,700	1,137,350	10,575,794
National Community Foundation	74,000	76,000	96,000	158,501	572,103	2,498,353
WWW & IT Infrastructure	151,000	66,000	96,000	168,000	290,000	1,827,000
National Training & HQ Facilities	0	0	0	0	0	0
Total Expense	2,093,255	2,970,296	3,624,857	5,039,786	5,639,039	45,241,688
Total Revenue	2,093,255	3,008,877	3,639,987	5,069,346	8,366,917	51,424,501
Total Expense	2,093,255	2,970,296	3,624,857	5,039,786	5,639,039	45,241,688
Profit (Loss)	0	38,580	15,130	29,560	2,727,878	6,182,813
	Year #1	Year #2	Year #3	Year #5	Year #10	Total
Driver Cells	2017	2018	2019	2021	2026	---
Total Existing Franchisees	3	3	6	24	86	---
Total New Franchisees	0	3	6	12	12	---
Total Franchise Sites	3	6	12	36	98	98
Notes						
Rate of Return @ Ten Years	9.40%					

CCCUSA - Required Investment Summary

	Year #1	Year #2	Year #3	Year #5	Year #10	Total
Revenue	2017	2018	2019	2021	2026	---
CCCUSA Operations & Franchisee Support	881,400	881,400	915,400	471,400	0	4,020,400
Franchisee Startup Loan Fund	437,360	628,496	1,065,857	2,183,986	2,183,986	17,037,341
NLA – Executive Director Training	91,700	99,700	98,400	37,200	0	379,200
Crew Leader Interest Free Load Fund	82,500	82,500	165,000	330,000	330,000	2,640,000
NLA – Crew Leader Training	87,294	0	0	0	0	87,294
National Community Foundation	73,773	53,736	50,630	0	0	178,139
WWW & IT Infrastructure	121,000	28,800	21,600	0	0	171,400
National Training & HQ Facilities	0	0	0	0	0	0
Capital Required – Operations & Training	1,255,167	1,063,636	1,086,030	508,600	0	4,836,433
Capital Required – Loan Funds	519,860	710,996	1,230,857	2,513,986	2,513,986	19,677,341
Total Capital Required	1,775,027	1,774,632	2,316,887	3,022,586	2,513,986	24,513,774
Cumulative by Year – Total Capital Required	1,775,027	3,549,660	5,866,547	11,892,446	24,513,774	24,513,774

	Year #1	Year #2	Year #3	Year #5	Year #10	Total
Driver Cells	2017	2018	2019	2021	2026	---
Total Existing Franchisees	3	3	6	24	86	---
Total New Franchisees	0	3	6	12	12	---
Total Franchise Sites	3	6	12	36	98	98

Notes

24.5M to launch first 98 Programs nationally
 (25,000 Enrollees)
 \$960 startup per enrollee

19.7M program loans, paid back by Franchisees
 (\$680 per loaned dollar)

4.8M Philanthropic Startup, and only in first five years
 (\$280 per philanthropic dollar)

OUR PLAN

2.4 Building the Brand

The “brand” is one of the most valuable assets an organization has. A brand’s price is limitless while its affects can be timeless. We at CCCUSA understand the seriousness of brand creation and maintenance, and see the great value and potential in our brand, from both a visual and perceived point of view.

Page Summary

- CCCUSA is not a typical corps organization – we are a corps accelerator – focused on local corps creation, nationally
 - Brand identity will be consistent across organization, from gear to systems to expectations
 - We will be continuously mindful and strategic regarding perceived brand identity – it is of utmost importance
-

Differentiating the Brand

In a nation-wide sea of independent corps organizations, a key element to building our brand will be to emphasize our uniqueness within the field. **We are not a typical corps organization – we are a corps accelerator.** While a typical corps focuses on regional crew expansion, we focus on national corps creation. While a typical corps strives to complete public work in their area, we strive to complete public work across the nation. While a typical corps operates as a single entity with individualistic features, we operate as a network of corps designed in a similar manner.

Visual Brand Identity

Creating CCCUSA’s visual brand identity will be the first tangible step toward building the brand. This includes items such as our logo, name and acronym, color choices, work uniforms, organization vehicles, etc. — any operational element that represents to the public.

As part of our startup campaign goal, we plan to collaborate with branding experts to strategically perfect our visual brand game plan, keeping our key target audiences in mind. The visual branding that you see today are our efforts to convey our nation-changing proposal in an appealing way but understand that our visual branding is open to change.

Once our visual brand identity is established, it will be implemented consistently across the organization. CCC-crews from coast to coast will wear the same uniform, drive the same make vans, and operate the same in the field. To the casual observer on a day hike in Montana, or a commuter headed to work in Atlanta, CCC-crews will be highly recognizable.

Perceived Brand Identity

Nevertheless, we ultimately know and understand that a brand is NOT limited to just visuals. A brand is the perceived image any one individual has of an organization, much of which is based on actions and outcomes. We envision CCCUSA’s image to represent the following qualities in the eyes of the public: transparent, integrity, inclusive, hard-working, prepared, inviting, and dependable. Such marks will be a result of strong leadership and well-defined communication and policy systems.

Internally, we will build systems and set expectations for each Enterprise. Each CCCUSA representative, Executive Directors to crew members will understand that being affiliated with CCC means to strive to deliver the highest quality of work ahead of schedule, be a committed partner to the community, and exemplify strong leadership, in and out of CCC uniform.

Finally, a can-do ‘spirit de corps’ will permeate the interactions of those on each crew. It will be clear that the crew is having fun, working well together, highly interested and engaged, and motivated to do the best possible job. Project clients will greatly enjoy the interactions with the crews, as will members of the public.

Brand Influence

It will be all three attributes — highly recognizable teams, the quality of the work, and the hard-charging, passionate attitudes that are exhibited — that will drive additional fee-for-service work to existing and startup franchises.

We also foresee our brand playing an essential role in driving admissions for members and recruitment of passionate candidates to the Crew Leader Credential and entrepreneurial leaders to the Executive Director curriculum at the National Leadership Academy.

OUR PLAN

2.5 Target Audiences

Attracting the right audiences to our brand is critical to our cause and organizational success.

Executive Directors

The first audience we must attract to the CCCUSA brand is the team of Executive Directors that we will recruit, train, and support as they build their local organizations.

Veterans: While our doors will be open to all interested in becoming a CCC Executive Director, our primary target demographic will be veterans. Veterans offers strong leadership skills and a dedication to public service. Most importantly, continuing research has shown that corps work has significant positive effects on the rehabilitation of veterans with PTS. We believe CCCUSA can offer many veterans an ideal work environment and a long-term profession while empowering our Corps with some of the most well-trained leaders in all the land!

For more information on how CCCUSA plans to work with veterans, visit [Investing in Veterans](#).

CASE STUDIES

WisCorps: A past staff member of Vermont Youth Conservation Corps (VYCC), Matthew Brantner, expressed his desire to start his own corps program. He jumped at the opportunity to be trained at the VYCC. A year later, he went back to his home state of Wisconsin and started WisCorps. To do this, he waited tables and took other part-time work as he slowly built his program. WisCorps launched in 2009, and now has 8 crews. This kind of success story is rare, but it need not be.

NCYCC: The North Carolina Youth Conservation Corps (NCYCC) was started four years ago by the VYCC, in partnership with a local land trust. NCYCC still lacks an Executive Director, and after four years, it continues to run just four crews. This is an ideal program to fold into CCCUSA, because they need the kind of leadership and infrastructure that we can provide.

The Opportunity: Young, passionate entrepreneurs with a dream of starting their own corps do exist. Virtually every year the Vermont Youth Conservation Corps operated (Thomas Hark's previous organization), there were smart, experienced crew leaders who expressed a burning desire to start their own programs, like Matt. There are literally dozens of crew leaders who have come up through the ranks at other programs and are also hungry to start their very own organizations. However, to do this from scratch is virtually impossible. It is the rare exception, like Matt Brantner, who is able to make it happen on his own.

Having proper structure and training behind entrepreneurial corps leaders is critical. CCCUSA will capture the best of these entrepreneurs, train them, give them a proven business model, offer financial stability, help them launch their own local CCC Enterprise, and then provide ongoing support.

Young Adults/Gen 'Z'

Once our Executive Directors are in place, they will reach out to individuals aged 16-26, from every demographic and background, to fill positions as crew team leaders and crew members in their new enterprise.

Crew Acquisition Strategy: CCC Enterprises will attract crew candidates by advertising paid crew positions in their local areas. As we've seen over 30 years of experience, young people in search of jobs, meaningful work, and unique experiences will be readily drawn to these advertised positions. In depressed areas, CCC jobs could easily be the only work opportunities available for young people looking for an income outlet.

In addition, the CCCUSA brand will be designed using best branding practices to be attractive and relatable to a diverse, young demographic — or what we call "Generation Z". Regardless of education, family wealth, or limits of their home-community, or a host of other factors generation Z is made up of purpose-driven individuals who will see CCCUSA as the perfect opportunity to make their initial mark on the world.

Most adults find it hard to believe that young people would be willing to wear a uniform, give up their smart phones, and put in a hard day of work again and again. However, this is exactly what happens when mission is married to hard work.

Demonstration of demand by young people for this kind of experience will be an important driver for communities, public agencies, and philanthropists who will need to make the initial investment to launch a local CCC Enterprise.

Benefits to participants: Individuals who are accepted onto local CCC-crews receive far more than a wage. They receive in-depth training, education, real-world job skills, discipline, and a positive peer community. Some local Enterprises will incorporate camping together in small diverse groups — an experience that’s been shown to form strong bonds and teach valuable life skills. Across the board, crew members have reported that the nature and structure of corps programs have provided them with life-changing improvements in confidence, self-reliance, personal responsibility, and job readiness.

Rural & Urban American Communities

The support of communities across the country will be crucial to the success and expansion of CCCUSA from coast to coast. We anticipate local communities, when given the opportunity to rebuild and enhance their physical community, while providing a life changing opportunities for their young people, will drive the growth of CCCUSA.

Gaining Community Support Strategy: Initially, different communities will have different goals. In urban areas where unemployment is very high for young people, the overriding objective may be to simply get young people off the streets doing something worthwhile and productive. In other communities, they may see a CCC Enterprise as a value-added option relating to education.

Communities will be measuring support against outcomes of the enrollees but even more so whether each public dollar spent is producing tangible results. Often public dollars are spent on one initiative or another. Rarely are their initiatives that meet multiple priorities with each dollar spent. For example, young people will have a paid job, get job training, rebuild a local park, and the list goes continue. Demand will grow as each community begins to see the enormous value of the multiple outcomes generated.

Supplying consistency, empowering individuals and families, being transparent, engaging and supporting communities, delivering unique and enjoyable experiences; these are all aspects of our work and our mission that we will provide.

We know that obtaining such great heights of trust is no small feat, particularly as every community in this great nation is unique, offering their own strengths as well as battling their own challenges. The task of CCCUSA and our Enterprises will be to create and offer a committed partner to communities - rural, urban, large, and small, that represents operational consistency while also molding to the needs of community. Such strategic efforts will be a key focus of our training programs through the National Leadership Academy.

Fee-for-Service Payers

Ultimately, the audience of customers we must attract are the public agencies, businesses, foundations and individuals that will fund our programs locally through fee-for-service projects.

Customer Acquisition Strategy: CCCUSA national directors will find, develop, and build initial relationships with state and federal officials and agencies in each state, which they will share with local CCC Enterprises.

CCCUSA will also find, develop, and build initial relationships with philanthropic investors, as they tend to have a different calculus. Like federal and state agencies, they will likely have a significant interest in the outcomes for young people. However, they will also want to see a return on their program-related investment. It will be absolutely critical that their investment only be used for startup and launch purposes and that all ongoing operational expenses be generated through the fee-for-service projects, educational programs, and local philanthropic initiatives.

Once a new CCC Enterprise launches, these local philanthropic and fee-for-service relationships will be nurtured and maintained by the new Executive Director. However, in the startup and launch phase for new local Enterprises, they will be developed by CCCUSA national office staff.

Customer Retention Strategy: While the goals and values of our organization can help open doors, it will only be through completing actual work projects on time or ahead of schedule, and with the highest quality work, that we build long-term local partnerships. The intensity of our training, the support of the national office, and the regimented nature of day-to-day corps operations will together build a solid foundation for our local programs to produce consistently high-quality work.

OUR PLAN

2.6 Investing in Veterans

Our veterans today are struggling more than ever, despite the immeasurable sacrifices they've made and the rare, well-disciplined work ethic they offer. We at CCCUSA plan to utilize the great talents of veterans, providing meaningful careers and opportunities that are most related to the needs and desires to some of our country's greatest heroes.

Page Summary

- Millions of veterans are struggling to cope with reintegration back into civilian life
- Veterans are the target audience for leadership positions in CCCUSA, and for good reasons
- CCCUSA offers Veterans fulfilling careers that match their personal needs and professional desires
- Collaboration with Civic Assets, discussion underway, opening doors to vetted Veteran leaders with corps experience

Veterans and CCCUSA...the Perfect Match

As of 2016, 3.9 million Veterans had served in the Gulf War era II (September 2001 to present day).* Many of whom have and continue to face tremendous hurdles in an effort to reintegrate back into civilian life. Homelessness and poverty, suicide, substance abuse – all are troubles that too many veterans today endure.

While many organizations and programs do exist that are dedicated to the future employment of Veterans, most seem to fall short of providing opportunities that fulfill the professional interests most Veterans strive for – a career they can be proud of and dedicate themselves to. A career where they are a part of a team and must accomplish meaningful goals together. Service means something to those who have served, and for most, they want to continue to serve their community, their state or their country.

CCCUSA is designed to give Veterans the opportunity to do just this.

The CCCUSA operating and expansion models are based on skilled leadership, particularly in two specific forms: Executive Directors and Crew Team Leaders. Executive Directors are leaders who will oversee the start and growth of local community CCC Enterprises, while Crew Team Leaders are leaders who have direct oversight of enrolled crew members, supervising work projects on the ground. Both roles, fostered through CCCUSA's National Service Leadership Academy, require individuals with previous leadership experience, a desire for team camaraderie and a craving for accomplishments. Hence why Veterans are at the top of our wish list.

What CCCUSA and the Corps Experience Offers Veterans

Continued sense of purpose and service:

- CCC Corps and their members will complete work projects around the country, improving the very lands and communities Veterans enlisted into the military to fight for and protect.

A team-oriented work environment:

- Corps operate in crews and teams, working together for an entire term of service and/or until a particular project is finished, all while emphasizing that “the whole is greater than the sum of its parts.” This defining principle and team structure is very similar to that of military, giving Veterans a familiar environment that they were trained to excel in.

An affiliation with a group of peers that share similar interests and goals:

- Like the military, the corps experience is a peer to peer relationship builder, designed around specific projects and goals. Veterans will gain new found groups of peers, other service women and men, as well as civilians, all who have shared similar experiences and interests.

A professional career as a civilian that fits their skill set

- Veterans are masters of discipline, structure, punctuality, teamwork, hard work and dedication – all areas that must exist in corps crew in order to be successful. Veterans will easily come to master such corps leadership positions, and as a result of CCCUSA national scale, Veterans will have a network of ideal career opportunities available to them.

Health and rehabilitation benefits

- Based on scientific research, working outdoors can assist in improving one's physical and mental health, serving as a place of healing for those dealing with post-traumatic stress or other combat-related injuries.

CCCUSA is not the first corps organization to pursue Veterans. The CCC of the 1930's enlisted over 25,000 veterans during its nine years of existence. More recently, since 2009, over 1,600 veterans have been engaged in a conservation corps, with a handful of Veteran specific corps existing today. In 2016, a survey conducted by the 21st Century Conservation Service Corps discovered that 90 percent of Veteran Corps alumni indicated that the corps experience has helped them transition from military to civilian life.** Given CCCUSA's national scale and vision, the lives of tens of thousands of Veterans could be changed for the better.

Marketing Ourselves to Veterans

Building relationships with Veteran related agencies and organizations such as the Department of Veterans Affairs (VA), Iraq and Afghanistan Veterans of America (IAVA), American Wants You and the American Legion will be an ongoing and ideal method of gaining traction with Veterans to join the CCCUSA family.

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* Bureau of Labor Statistics, "Employment Situation of Veterans Summary," Department of Labor <https://www.bls.gov/news.release/vet.nr0.htm>

** "Veteran Conservation Corps," The Corps Network <https://www.corpsnetwork.org/impact/conservation/veterans-conservation-corps>

WHY CORPS?

3.1 The Corps Experience

Most young people join a corps because it's a job and they can earn some money, and it's also a chance to get away from home, in search for something different...what they gain is much, much more.

Page Summary

- Corps members get paid, learn applicable hard/soft skills, but the real take away is civil interaction
 - Confidence is strengthened; leadership roles are typical; reinforced sense of community and service
 - Various corps member stories provided
-

What Members Walk Away With

First, they get paid. Typically, minimum wage but opportunities for greater earnings exist.

Second, they serve on a crew with other individuals who could not be more different than themselves – individuals they would never imagine to have very much in common with. They are in uniform. There are no phones. Work is outdoors rain or shine and members walk away with a sense of “hard work.” As a result, members walk away with both a wide range of applicable hard skills and soft skills (i.e. dedication, punctuality, time management, etc.) that are critical for success in any professional career.

Third and finally, they read articles every day and talk about them – article topics may range from bear habitat to abortion – with diversity of members comes diversity in opinions. This is where the real work and gains come into play. While the work is important, and constantly learning new skills prepares members for ongoing job opportunities, the real gain is civil interaction. Guided by well-trained Team Leaders, members come to find ground with one another, building friendships and new-found memories they may never have dreamed of making with people who share entirely different beliefs or background. A corps experience gives members a refined sense of respect for others.

Corps Members also come home with a new or renewed sense of confidence in themselves. They are physically and mentally stronger. They own their own words and actions and even when they get it wrong, this come naturally now.

While most would not consider themselves leaders in the classic sense, most members who “graduate” the corps are more comfortable sharing their opinions as well as jumping in to help, teach, or demonstrated a particular skill to others when needed. Seeking out opportunities to lead come more naturally to most after their experience.

Parents say again and again their kids are now “picking up their own messes”, jump in to help with family chores, and in general have a feeling that their child left but has returned

a young confident adult with good habits. Members understand they are part of a community and that they have an important role to play, indeed, a vital role.

In short, members walk with a strengthened sense of values around education, conservation, and becoming more self-reliant individuals. They understand more than ever before the idea of being personally responsible for what they say and do.

These are the young women and men who through these newly strengthened values and actions will become the fabric for a more civil society, stronger communities, and a unified nation.

Corps Member Stories

A student from Harwood High School knocked on my office door. She was dressed in black with a great deal of face jewelry. She had served on a four-week residential crew in the Vermont Youth Conservation Corps. She said she was under impression there would be no one else from her home town on crew. There was. The head cheerleader. The two could not be more different. She said the two of them hated each other and had gotten into fights at school. Not only were they assigned to the same crew but they had to share a tent!

She went on to say that while they are not best of friends, they regularly have lunch together at school. They learned from their experience that while they outwardly could not be more different, they actually had a lot more in common.

— *Shared by Thomas Hark, VYCC President Emeritus, CCCUSA President & Chair*

As Assistant Crew Leader during the 2016 GLCC field season, David enhanced his GPS skills and leadership capability in a team environment. Working in remote areas without cell service forced him to make important decisions on the fly, which is a skill he will use his entire career. Working alongside US Forest Service employees in the Ottawa NF gave him a better understanding how National Forests are managed. David is currently working at Western Land Services as a GIS Analyst.

— *Shared by David Failing, Great Lakes Conservation Corps, Superior Watershed Partnership, Michigan*

The Corps experience has shaped who Emily is today. In 2013, she began as a crew member working on a Piping Plover Habitat Restoration project. During the 2014 Season she was a crew leader for a Tribal Youth Crew at the Keweenaw Bay Indian Community, gaining valuable leadership skills. Since then, Emily has led multiple Great Lakes Conservation Corps (GLCC) field crews working across the Upper Peninsula of Michigan on high priority restoration and educational projects. Today, Emily has a full time job with benefits as the Program Director for the GLCC.

— *Shared by Emily Leach, Great Lakes Conservation Corps, Superior Watershed Partnership, Michigan*

3.2 The Critical Work of Corps

Page Summary

- Small diverse teams, trained leaders, projects that matter, education, standards, discipline
 - Personal responsibility, self-resiliency, education, service-leadership, conservation
 - Corps create multiple outcomes per \$1 spent!
 - Billions of dollars in deferred public land maintenance, devastating disasters, and unemployment of young adults are just a few reasons to bet on the future of corps
-

What Do Corps Do, Exactly?

Corps Members work in small teams called crews, which are typically six to eight members, led by two trained crew leaders. The crews are diverse by design, uniting individuals of different backgrounds, ethnicities, social status, heritage, and gender – in other words, they reflect the diversity of our society. Crew members are paid for their work, and they use both traditional and modern tools to complete their work projects. They serve for a designated amount of time ranging from a summer to an entire year or beyond.

The highly-trained crew leader is typically a college graduate. For CCCUSA, they will have completed a stint at the CCC National Leadership Academy to become a “credentialed” crew leader. This certifies that they have the technical, educational, and crew management experience and skills to successfully lead.

The cost of the crew is primarily paid for by charging a fee for the work completed. In addition to paying a lion’s share of the local Enterprise’s cost, charging a fee assures the work projects are a priority for the community, and is work that truly needs to be completed. Work is often labor intensive (verses machinery or high skilled) and requires a high degree of teamwork verses technical skill.

Traditional conservation corps work projects, particularly where there are federal lands, will center around natural resource projects such as trail maintenance, small bridge building, fire suppression, tree planting, water quality, and just about anything else that needs to be done related to land, forests, and water.

However, a majority of CCCUSA crews will be located in urban areas. The work here will also include city parks, urban forestry, but will also include recycling centers, reclamation and cleanup of property, restoration of historical buildings, installation of rain gardens, urban agricultural, and of course national and natural disaster work from floods, tornados, and hurricanes.

We anticipate our crews will be in hospitals, schools, emergency centers, and wherever there are important projects needed to be completed by a small, well led, and highly efficient team.

A new concept we plan to study further is to develop ReUse stores similar to what Habitat for Humanity has created. Ours would be called “Conservation Closets” and would accept used household goods, organize them on a retail floor, and resale them to community – think large scale seven days a week garage sale. Similar to H4H sites, the Conservation Closets are expected to net as much one million annually. Enough to fully pay for more than ten local CCCUSA crews.

Corps are dynamic, life-changing individual development organizations that provide cost-effective labor for our nation's public lands and communities while instilling values such as hard work, service, education, leadership, and self-reliance in their enrolled members. Currently, corps around the country are performing mission-critical work for our nation's communities, natural resources, and infrastructure by harnessing the power and enthusiasm of America's young adults.

Typical Corps Projects

Some examples of community corps projects include:

Environmental: Trail building and maintenance, tree planting, park improvements, erosion control, watershed restoration, wildlife habitat restoration, invasive species control, water quality monitoring

Facilities: Light construction, historic preservation, solar panel installation, energy-efficiency retrofits for low-income homes, fence building, bridge building and maintenance, rain garden installation

Waste Management: Recycling operations, waste disposal, cleanup

Disaster Response: Cleanup and disposal, aid and supply distribution, logistical assistance, home and structure rebuilding, fire prevention

Community Service: Youth education, office work

Reasons to Bet on the Future of Corps

FACT: Federal Public Land Management Agencies have reported that backlogged maintenance needs total more than \$25 billion...and this is only one corps crew project market.

- Corps have proven to be a cost-effective way to complete important public work. Often times, corps are the only workforce option that public agencies can find, or can afford, for certain work that the public demands.
- Each dollar spent achieves multiple goals and creates numerous societal impacts. High-valued public work is able to be completed on time, be of high quality, and be economically attractive, all while young Americans have a safe environment to learn, develop skills, socialize, serve their community and earn income. It's an ideal scenario for federal and state agencies and municipalities, and the reason why they have historically been in favor of funding local corps. At the end of the day, corps are a public policy winner.

FACT: Natural disasters, resource shortages, mass migration and homelessness have seen an uptick over the last few decades. With CO₂ levels at their highest in 650,000 years, ongoing catastrophes are expected ([Nasa](#))

- Corps are nimble and flexible. Their on-the-ground operational model is applicable to nearly any project an imagination could uncover.

- Corps operating under consistent and united operational guidelines can join forces to operate as one large entity to tackle any challenge, no matter the size, including helping communities prepare for, and react to, the challenging realities of our time.

FACT: Americans ages 16-24 are currently experiencing unemployment rates over twice the national average ([Bureau of Labor Statistics](#)) and roughly a million young Americans, 5.9%, drop out of high school every year — with 65,000 dropouts annually in NYC alone! ([National Center for Education Statistics](#))

- Corps are wildly popular with young adults, as the corps model is unique in how it combines real-work and earnings, leadership, skill development, and community service.
- Corps are praised by families who often see firsthand the life-changing results of members after a stint in a corps crew.

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* Earth Observatory, “The Rising Cost of Climate Change on Natural Disasters,” NASA
https://earthobservatory.nasa.gov/Features/RisingCost/rising_cost5.php

** “Employment and Unemployment Among Youth Summary,” Bureau of Labor Statistics
<https://www.bls.gov/news.release/youth.nr0.htm>

*** “The Condition of Educations: Status Dropout Rates,” National Center for Educational Statistics
https://nces.ed.gov/programs/coe/indicator_coj.asp

WHY CORPS?

3.2 Inspired by History

“I propose to create a civilian conservation corps to be used in simple work...more important, however, than the material gains will be the moral and spiritual value of such work”

– President Franklin Roosevelt

Page Summary

- The CCC, a 12-year federal program during the Great Depression still stands as America's most honored work, education, and conservation program
- Education was a core focus of the CCC, from literacy to construction
- 1970's, the federal Youth Conservation Corps enrolled hundreds of thousands of youth
- CCCUSA will be a on a scale that is aligned with the original CCC

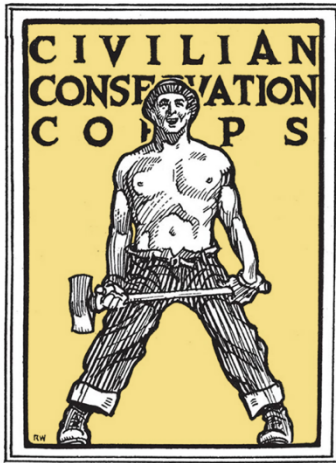
The time-tested model of the original Civilian Conservation Corps is our inspiration and our guide. By understanding this history and evolving the model, we can unleash its potential to address the challenges of today.

For the past 85 years, our nation has benefitted from the lasting work of the Civilian Conservation Corps (CCC), a federal program that gave three million unemployed young men valuable work and an exceptional educational experience during the height of the great depression, lasting from 1930 to 1942. It was a major component of President Franklin Roosevelt's New Deal, and quickly became the most popular of all the New Deal programs.



The Civilian Conservation Corps left behind an untold number of parks, trails, forests, and recreation areas on public lands across the country. More importantly, the CCC offered a sense of purpose and provided opportunities to millions of Americans during one of our country's most challenging times. In the end, the CCC instilled within a generation of young Americans a set of personal values — education, service to their community, conservation, self-reliance, and personal responsibility — values that guided them the rest of their lives.

A Model Developed by Chance



President Roosevelt needed to employ millions quickly. The question was how to organize such an effort? There was a logical choice: the U.S. Army. The military took in hundreds of thousands of “enrollees” and provided shelter, meals, and all the other necessary non-work needs. While in camp, enrollees were expected to follow most military customs, which resulted in a clear structure, hierarchy, and sense of discipline.

Outside of the camps, enrollees performed work in our parks, forests, and other natural areas.

A commonality was education. In the camps, enrollees were expected to work on and obtain their high school diploma (at the time, the law only required an 8th-grade education). Many CCC enrollees went on to college, with some receiving advanced degrees — which helped shape their lives and their immediate families, as well as the generations that followed.

In the field, education was also present and all-encompassing. They learned how to run machinery and construct foundations. They built roads, ski areas, dams of all sizes, planted over a billion trees, and the list goes on. In the process, they developed deeply-held conservation values that informed their lives and opened up the “environment” to millions of American citizens for the first time — effectively creating the foundation for the recreation industry we have today.

Other values such as self-reliance, personal responsibility, and practical leadership skills — critical qualities needed to get the work done — also played an important role for the rest of their lives.

Despite its popular support, the CCC was never meant to be a permanent agency. By 1942, with World War II underway, priorities shifted and Congress voted to end the program.

Resurrection in the 1970s

In the seventies, a new federal Youth Conservation Corps (YCC) program was created, enrolling hundreds of thousands of teenagers every summer for a decade.

While there were some significant differences from the original CCC, the basic and most important elements remained: small diverse teams doing important conservation work, under highly-trained leaders, with a comprehensive educational component. Young people walked away changed. They took with them strengthened values like the CCC alumni before them.

Unlike their counterparts from the 1930's, which were in highly segregated camps, the YCC crews integrated our American demographics. Enrolled members learned, many for the first time, that although we may have different color skin, levels of education, wealth, and more, we have much more in common. Lifelong friends developed from those that previously would have never shared even a school lunch.

Modern Era Corps

In 1979, a new US President ended the federal YCC program. However, many young passionate alumni individually created the current corps field what we have today: corps that are organized as independent non-profits. These corps share some similarities: basic program model, value sets, and work project organizational structures. However, unlike their predecessors, most modern era corps are located in urban areas, and the kinds of work completed are broader than ever before.

Our Plan to Accelerate the Corps Model

CCCUSA is our effort to reimagine the success and grand impact of the original CCC. Acting as a national corps accelerator, the first of its kind, CCCUSA will strive to be the platform of opportunity and the beacon of hope and support for countless American lives and communities, similar to that of the original CCC.

Like the original CCC, we will enroll hundreds of thousands of young people, eventually millions, aged 16-23, across the country. Our plan for rapid expansion and widespread impact is more aligned with FDR's vision in the 1930s than the model of any other corps organization in operation today.

CCCUSA will instill the same core set of values promoted by the original federal program, but harnessing the power of entrepreneurship and the private sector in a significantly more robust way than what we have seen over the past 30 years. Regardless, the results will be similar - young American citizens will learn critical civil values, job readiness and leadership skills while long-lasting and impactful work is achieved around the country, in both urban or rural communities.

WHY NOW?

4.1 A Strong Market Opportunity

We are in an unparalleled position to make immediate, substantial, and lasting improvements to our country. The time is now to get CCCUSA off the ground and positioned to take on the challenges ahead — because let’s face it, they’re overwhelming.

Page Summary

- \$18+ billion of deferred maintenance work exists today for 4 federal land agencies alone, with overwhelming public demand and approval for completion of work
- Massive infrastructure spending is in the pipeline – Corps could play an enormous role, cost-efficient solution
- Demand for CCCUSA assistance and scale is evident among many established corps

The demand for corps organizations has been strong and consistent for years. However, the timing of recent market opportunities has made our task more urgent than ever. The current freeze on federal employment and a trillion-dollar infrastructure program being proposed by both parties and the President, combined with rapidly deteriorating public amenities and infrastructure, has given us a once-in-a-lifetime opportunity to bring corps organizations to young adults and the nation, on an unprecedented scale.

A Backlog of Public Projects

The public’s expectation is that their parks, trails, forests and other recreational assets are open, safe, and accessible to all. However, public and private land managers at every level are finding it difficult to keep recreational assets open, safe, and accessible as staff and resources are minimal. Between the four-major federal land management agencies of the Department of Interior - Bureau of Land Management, Fish and Wildlife Service, National Park Service and the Forest Service - a combined total of \$18.62 Billion of deferred maintenance exists today. * Much of the work is categorized as “simple work,” not in need of high-skill to complete, including work on campgrounds, trails, wastewater systems, paved and unpaved roads, and rustic buildings. There are another five bureaus that reside under the Department of Interior, all in a similar position. The same goes for the Department of Labor, Transportation, and Agriculture, all of whom are in dire need of resource assistance, specifically labor.

These deferred projects are needs that the American public overwhelmingly identifies with and supports. Regular surveys from the National Park Service, the Forest Service, the Fish & Wildlife Service, many state and local park agencies, and the outdoor industry itself all confirm that the American public overwhelmingly wants access, investment, and improvements for these natural environments and green spaces. **

A Federal Priority Approaching

As a backdrop to backlogged work, the President has promised a trillion-dollar program to “rebuild America” by employing Americans through the private sector. Conservative doctrine continues to hold sway over our national dialogue no matter who resides in the Oval Office — and it favors private sector solutions to wide-ranging public needs.

With CCCUSA well underway in 2017 and expanding nationally by 2020, we’ll be ready to hit the ground running to take on our share of this important work.

Demand for Corps is Growing

The demand for private-sector corps work continues to grow as well.

In the Upper Peninsula of Michigan, the Great Lakes Corps, which began in 2014 with a single crew, has grown, with the support of CCCUSA this past year, to 10 crews. This is a direct result of the demand for public recreation work in their region. Leaders are anxious to become a full-fledged franchise of the CCCUSA, as they feel this will help them grow to at least 30 crews over the next few years.

This is one of many examples and requests for CCCUSA that we have gained over the last many months.

A national corps accelerator would put large numbers of young people to work on priority projects in urban and rural areas, while instilling bedrock American values, paving the way for a bright, safe, and ideal future.

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*Carol Hardy Vincent, “Deferred Maintenance of Federal Land Management Agencies,” Congressional Research Service

<https://fas.org/sgp/crs/misc/R43997.pdf>

**Paul J. Baicich, “The US Needs a New Civilian Conservation Corps,” The Nation

<https://www.thenation.com/article/the-us-needs-a-new-civilian-conservation-corps/>

WHY NOW?

4.2 Corps Industry Analysis

With 30 years in the corps industry, we’ve developed a keen understanding of the national corps landscape.

Page Summary

- 110 local, independent Corps organizations exist today; barrier of entry is high
- Current field of corps is demonstrating success but greater impact potential remains
- CCCUSA shouldn’t be viewed as a competitor, but rather a value-add for the industry
- Several current Corps standouts infield, would make for ideal partners

When the federal Youth Conservation Corps ended in 1979, leaders of that era created from scratch, the 110 corps organizations that exist in the nation today. These are primarily local operations, each with their own local flavor, and they have shown that the corps model is a proven approach to accomplish great things. For example, the Vermont Youth Conservation Corps leveraged one dollar into more than 50 million over thirty years and today has an annual budget of three million dollars. This is only one example of many corps organizations that have shown beyond a doubt, that the corps model works and that the impact can be extraordinary.

Starting any new organization, regardless of industry, is difficult. For the corps field, it's no different. On average, less than one new corps is formed every few years – illustrating a challenging barrier to entry. Considering the tremendous outcomes corps are able to create, THIS is a problem.

Established corps today only enroll roughly 100,000 out of a potential 25 million young men and women that fit the ideal enrollee profile. * While we applaud the success and efforts being achieved today, we believe, the field is barely scratching the surface.

The CCCUSA accelerator model is designed to knock down the barriers that keep new corps from developing by providing the training, support, and experienced guidance to CCC Enterprise Executive Directors and their communities; making the startup process affordable and simple, giving new corps the best chance of success.

In terms of the corps industry and that of existing corps, CCCUSA does not see itself as a competitor, but rather an enabler for the industry. Crew Leader credentialed training through the National Leadership Academy will be accessible for all existing corps - providing dependable, cost-efficient, and highly-renowned training for the field. Additionally, CCCUSA's country-wide scale will spark national conversation and a revived sense of support for conservation corps. It will be up to existing corps on how they benefit from such renewed public press, but we have no doubt that new opportunities will present themselves to all corps, current, and future.

In the end, our country has an enormous array of serious issues and needs that require sizeable action. We believe corps in general are an impactful solution. By the hand of CCCUSA, the number of local corps will be radically accelerated across the nation. As a result, we will together as an industry, unite the diversity in our communities, instill critical values needed for a highly functioning democracy, and literally rebuild our communities and natural areas.

There are several local and national programs:

The Corps Network

The Corps Network (“CN”) is a national association of roughly 110 separate organizations that are primarily nonprofit organizations. Corps are of all sizes and have all evolved in unique ways over time. The CN has worked to develop a national brand and coordinate nationally, though it has shown to be challenging with such range and diversity of independent corps. CCCUSA will dramatically expand the number of Corps in this network.

21st Century Conservation Service Corps (21CSC)

The 21CSC is an initiative coordinated by The Corps Network, made up of a collection of established corps around the country. The 21CSC is the most recent national effort to spread the

word about modern-day Corps, with a goal of annually engaging 100,000 young adults and veterans in AmeriCorps and national service projects. In many ways, the 21CSC represents much of CCCUSA's aspirations - strengthening rural and urban communities, restoring public lands, empowering young people and veterans – but on a smaller national scale and only focused on established corps today. Regardless, we see great potential to collaborate in the future.

Multi-State and Regional “Corps” Programs

There are three strong regional programs: Northwest Youth Conservation Corps, a model program; Conservation Legacy, which is a conglomerate of different conservation initiatives, primarily in the Southwest; and American Conservation Experience (“ACE”), which runs youth conservation crews as part of their overall national program. These are logical potential partners who could build their own organizations more rapidly with CCCUSA.

The Student Conservation Association

The Student Conservation Association (“SCA”) is the oldest and by far the largest conservation organization in the country. Historically, it has had a robust summer volunteer crew program, creating a set of local “corps” programs. This is the exact kind of partner we envision working with. They know the corps program inside and out and have a robust national reach.

The Federal Emergency Management Agency Corps

The Federal Emergency Management Agency Corps (“FEMA Corps”) is an administrative program aimed at reducing the cost of using higher-paid professional staff at FEMA, and is technically a “Corps”. They provide work for young adults, but primarily administrative work.

AmeriCorps National Civilian Community Crews

The AmeriCorps National Civilian Community Crews (“AmeriCorps NCCC”) are the closest thing to the traditional national CCC model. Our goal is to explore a national AmeriCorps partnership.

AmeriCorps

The future of AmeriCorps seems far from certain, for political reasons. It runs some incredible programs such as VISTA, a domestic Peace Corps program for example. For the most part, it is simply a funding source for various local corps and other non-profits. Congress has zeroed out funding for last several years and did so again this year, though at the moment it is back in as fully funded.

Our new sites will want to explore building partnerships with their state commissions as most corps do currently. However, to ensure long-term financial resiliency these funds would only be one of many money funding streams for local CCC Enterprises.

Overall

It is our belief that the Corps “movement,” as it has been referred to at times, is ready to step up to meet the many challenges our nation faces, and in a unique, high-impactful way that only corps are able to accomplish. CCCUSA’s goal will be to simplify and accelerate the startup process for new corps, while also improving opportunities for existings corps organizations to strength programmatically and financially. With CCCUSA’s presence in the field, every young

American who has a desire for purpose and is ready to work, will gain an experience that has been proven to benefit them, as well as our great nation, on a unprecedented scale.

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* The Henry J. Kaiser Family Foundation, "Population Distribution by Age"

<https://www.kff.org/other/state-indicator/distribution-by-age/>

WHY NOW?

4.3 'Generation Z' is Ready

The backbone of CCCUSA will be the next generation of Americans that serve their communities with enthusiasm, hard work, and tenacity. How do we know this generation is up to the task?

Page Summary

- Generation Z' is primary target audience to enroll as CCC crew members
- Equality, social justice, and environment among passions of demographic, qualities CCCUSA shares and can provide opportunities that fulfill those desires

There is a new generation of teenagers and young adults that is quickly advancing toward adulthood, the generation after Millennials that has been loosely coined "Generation Z".

These young people are digital natives — raised on technology and exposed daily to the best and worst aspects of our society. Because of this or in spite of it, they've become more empathetic, more politically active, and more socially aware than previous generations. So far as demographic studies can tell us, it's an amazingly reassuring and promising outcome for this generation — and for America's future.

What They Care About

Generation Z is passionate about equality, social justice, and the environment. They are regularly exposed to ideas and issues through YouTube, Facebook, Instagram, Kickstarter and Twitter, and their web activism is off the charts. They fight for themselves and for fairness, whether it be for issues of gender, sexuality, race, pay, or environmental issues. More than any other generation, they choose products from companies that align with their values.

Gen Z'ers also lived through and witnessed the devastating consequences of the Great Recession, so even those remotely affected by the economic downturn have gained a sense of real-world financial realities, including the value of hard work.

A Motivated, Value-Driven Generation

According to a recent study by Entrepreneur Magazine:

“Gen Z appears to be more entrepreneurial, loyal, open-minded and less motivated by money than Gen Y. They want to be taken seriously and they want to work for an honest leader.”

“60% of Gen Z’ers want to have an impact on the world, compared to just 39% of Millennials. Social entrepreneurship is one of the most popular career choices for this generation.”

Studies are showing us that Generation Z has the potential to be the greatest generation we’ve seen in a long time. This is the generation that will enthusiastically join and lead an organization like CCCUSA. This is the generation we must invest in.

This is why the time to launch our organization is now.

--

* Mary Meehan, *“The Next Generation: What Matters To Gen We,” Forbes*
<https://www.forbes.com/sites/marymeehan/2016/08/11/the-next-generation-what-matters-to-gen-we/#327bb6127350>

** Dan Schawbel, *“Gen Z Employees: The 5 Attributes You Need to Know,” Entrepreneur Magazine*
<https://www.entrepreneur.com/article/236560>

WHY US?

5.1 What Sets Us Apart

As we build our value-driven national brand, we will attract and inspire entrepreneurial leaders, project sponsors, community leaders, philanthropic investors, crew leaders, and enrollees to our mission, and our unique approach will help make a lasting impact on our country.

Page Summary

- The **National Service Leadership Academy**, the first of its kind, will set new Crew Team Leader standards and empower Executive Directors to start local CCC corps nationally
 - Unlike other Corps, our model is designed to produce **consistency** across all levels of CCC Enterprises
 - The **scope** of work ranging from project type to scale and execution will be broader than any other corps organization in the field
 - Our **core values** are the heartbeat of CCCUSA and reassemble those of the original CCC more than any other Corps
-

What makes us different — and more impactful — than other organizations in the corps industry?

Unprecedented TRAINING

Our **National Service Leadership Academy (NSLA)**, the first of its kind in the nation, will train and credential both Crew Leaders and Executive Directors. The NSLA will be intensive, comprehensive, and set a new national standard in the corps field.

NSLA: Executive Directors

Our ideal Executive Director (ED) applicants will be experienced corps members and/or community leaders that show great promise and drive to create local corps Enterprises. Over time, we envision our ED trainees to have personally been a member of a CCC crew and have completed our Crew Leader training. Such experience will prepare the Executive Director trainees with an essential understanding of the corps program model, a key proponent in developing a successful and impactful local corps Enterprise.

To successfully launch, build, and lead their new Enterprise, EDs will have three primary areas of focus: 1) recruiting crew leaders and members, 2) obtaining fee-for-service contracts and philanthropic funding, and 3) developing the organizational structure. The ED curriculum will be designed around these topics to allow individuals to master each of these areas. Furthermore, EDs will be taught all CCCUSA operating systems, organizational standards, procedures, and guidelines.

A CCC Enterprise in NYC will of course engage a different demographic and take on different sets of public projects compared to a CCC Enterprise in Wyoming. Similarly, a corps designed for veterans would have different needs than say a corps focused on engaging homeless teens. Each scenario requires a different set of skills in addition to the foundational training noted above. To round out the training, EDs will be trained in groups related to the type of organization they will be launching. Group categories will be chosen and offered by CCCUSA, based on market demands, and will be taught by industry leaders and experts. Trainees will earn valuable insight and skills related to their organization, in addition to gaining a professional peer group that they can tap into for ideas and support going forward.

With all Enterprises operating consistently across the nation, people and skills will be transferable from one CCC Enterprise to another, cost efficiencies will be achieved, and evaluation and best practices shared will create the highest possible quality. Importantly, CCC Enterprises will be able to collaborate and unify quickly and successfully during times of natural disasters or other “all hands-on deck” emergencies.

Over time, we envision multiple regional NSLA training centers located strategically across the country to ease accessibility and allow for the graduation of cohorts on a constant basis.

NSLA: Crew Leaders

Central to running a high quality and effective Corps is the hour to hour, day to day management of the crew by the Crew Leader. Crew leaders need to know the technical skills, how to swing a hammer and run a chain saw. They need to be masters of the paperwork such as payroll, labor laws, and IT interfacing with their home office. AND most importantly they need to have the leadership skills, knowledge, and experience to manage a highly diverse group of young people who suddenly find themselves in uniforms, working physically harder than they ever have in their lives, and needing to deal with others VERY different from themselves. The Crew Leader job is demanding to say the least.

CCCUSA’s National Service Leadership Academy will provide a three-step training program. The first level of training will focus on basic crew management and communication. The second stage will involve on-site project logistics and sponsor relations. The third level of training will be managing several concurrent projects from start to finish. All this will be under the supervision of highly corps-experienced managers who have been doing this training for decades.

A credential will be given after the stage two training has been successfully completed. The stage three training is an advanced program designed for CCC-Enterprise staff who will be managing several crews in the field. Graduates will have automatic good-paying jobs within CCCUSA upon graduation, however, we anticipate they will be able to demand and receive job offers from federal and state agencies, other corps, and the private sector as they are time-honored traditional skills needed in any management setting.

Crew Leaders who have graduated and spent a year in the field and who want to lead their own CCC-Enterprise will be automatically eligible for the CCCUSA National Service Leadership Academy’s Executive Director program.

These highly-trained, mission motivated, entrepreneurial leaders will be a great force of change-makers. They will lead CCC Enterprises effectively and manage critical projects on the ground, and they will make the difference in the overall success for CCCUSA.

Effective CONSISTENCY

Current corps organizations in operation today act as independent entities, with each entity developing their own operating model, educational curriculum, standards, training, and so forth. As a result, most corps organizations are limited in resources and opportunities, limiting large-scale impact. Furthermore, with a wide-ranging array of different corps comes a loss of consistency in the overall corps industry brand as it stands at the national level.

Our franchise model — offering specific operations, guidelines, trainings, and structure, plus 24/7 support and ongoing guidance — will provide consistent and unified CCC Enterprises.

While projects will vary widely across local programs, CCCUSA systems and protocols will be strictly followed. This will assure the highest quality work, regardless of CCCUSA program location or staff. Our high standards and completed projects will help create a brand that public agencies and private clients can count on and respect.

Extensive SCOPE

While consistent in protocols, the franchise model will allow CCCUSA to be highly flexible in project execution, allowing us to respond to diverse needs across the country.

Each Enterprise, within its unique ecosystem, will have different opportunities for work projects — from performing traditional conservation work to building rain gardens, doing light construction or demolition, or operating a recycling facility.

CCC Enterprises will be able to take advantage of economies of scale, mobilize and grow quickly, and will be able to collaborate with other nearby CCC Enterprises that, alone, would not be able to tackle large projects, such as responding to natural disasters caused by flooding, tornados, or even oil spills.

Geographic focus of Enterprises can range from a single community to state-wide and even multi-state initiatives. For example, **the Superior Watershed Trust in Michigan plans to roll out the CCCUSA Climate Corps program, which will eventually enroll thousands of young adults from hundreds of communities in every state adjacent to a Great Lake.**

Life-Changing VALUES

It is our belief that our nation shares a core set of values: education, conservation, community service, personal responsibility, self-reliance, courage, and everyday leadership.

These core values are the heartbeat of CCCUSA. Everything we do is centered on teaching and instilling these values within the context of the team's ability to accomplish high-priority, important work. This was the intent of the original CCC and given the scope and scale of our model, we seek to champion these values unlike anyone else has done since then. It is our belief that these values, when practiced daily, are the building blocks of a happy, healthy, civil, and prosperous life for individuals and the communities in which they live.

This clarity around values gives CCCUSA an enormous strategic advantage, as most of the current field has for years been confused as to whether they should be simply a workforce model, or whether they should include an educational component. The answer, of course, is that what has proven to be the most effective model is one in which real work informs personal values through practice, day in and day out.

WHY US?

5.2 Leadership Team

Investing in the future of CCCUSA means investing in our people. We are confident that you'll be both assured and inspired by the passion, expertise, and track record of our leadership team.

Thomas L. Hark

President

Thomas Hark is a true change agent who knows organizational development, fiscal management, fundraising, advocacy work, developing strategic partners, and building the next level of leaders. At his core, he is a builder of people, programs, and organizations.



When it comes to making a difference in peoples' lives, Thomas Hark excels in transformation at both the individual and the organizational level. A charismatic, entrepreneurial risk taker, as well as a goal-driven executive, Thomas has broadly contributed to over a dozen mission-driven organizations and received numerous awards for the impact of those contributions.

Hark has over 29 years of experience in the corps system. He built the Vermont Youth Conservation Corps from the ground up, starting with just one dollar. VYCC now has 6,500 alumni, operates programs for 300 young adults annually, is headquartered on a state-of-the-art, 400-acre campus, and has operations in as many as four states.

His particular specialty has been in developing new programs for the VYCC, such as the Parks Corps, Farm Corps, and the Blind Program, and in helping launch other stand-alone corps programs in states such as Michigan and North Carolina.

Additionally, he has been a consistent contributor and consultant to a number of corps initiatives across the United States over the years. Some of these include developing the Northeast Kingdom Corps, Montana Youth Conservation Corps, Honduras Youth Conservation Corps, Great Lakes Corps, WisCorps, and advising the Minnesota Corps on how to successfully evolve from a state program to a private non-profit organization. Hark has built decades-long federal and state agency partnerships, including with the Vermont Agency for Human Services,

Vermont Agency for Natural Resources, Vermont Department of Labor, Federal Department of the Interior, Federal Highway Administration, National Parks Service, and U.S. Forest Service, among others.

His personal passion and expertise is around high-growth strategies in the youth conservation corps field, and he has developed a set of strategies for bringing quality corps programs to scale. Finally, his track record makes him uniquely qualified to inspire, recruit, and build a highly-effective management team to carry out this national expansion.



Thomas holds a Master of Science in Experiential Education from the University of Minnesota, and a Bachelor of Science in Secondary Education and Social Studies from Bemidji State University in Minnesota.

Board roles include Governor-appointed Vermont Commission on National Service (2014-Present); President of Business Association (2009-2014); Officer of SerVermont (2001-2010); Chair of Recycle North (2001-2007); Member of Vermont Environmental Consortium (2006-2008); Founding Board Member of Vermont Association of Non-Profit Organizations (2001-2005); Chair of Catamount Trail Association (1992-1999); and Vice Chair of National Association Service and Conservation Corps (1992-1994).

Mike Rama

Founding Partner

Mike is passionate about the four P's: People, Problems, Planet, Possibilities. People... as collaboration is a powerful force and so is laughter. Problems... they're great starting points for conversation, solutions, and discovery. Planet... she's a beauty and deserves better. Possibilities... ingenuity is the road to progress.



Mike first joined CCCUSA in September 2017 as the Executive Director; providing expertise, networks, and direction as the organization transitioned from a visionary idea to boots on the ground reality. Mike, who holds an MBA in Sustainable Entrepreneurship from the University of Vermont brings a level of mastery in the art of startups, providing CCCUSA with a critical advantage in designing and perfecting the accelerator, social-franchise model. Overall, a determined, efficient, transparent, people-first attitude with a whole-systems approach is the type of organization Mike envisions in CCCUSA.

Additional areas of expertise are transformational leadership, organizational management and development, efficient operational environments, and fundraising. Today, Mike actively provides strategic guidance to CCCUSA while holding his full-time position as the Director of Giving at Downstreet: the hub of Housing and Community Development for Central Vermont.

Future Leadership Team

CCCUSA will recruit leaders in the field who have decades-long experience, who have the passion and dedication for this work. These folks will include those currently in the field and those who have left and have gone on to become experts in areas critical to the success of the CCCUSA. These areas include IT, HR, business services, marketing, public service leadership, and crew leader credentialing (the National Leadership Academy).

The Experience We're Seeking: Senior CCCUSA staff will have years of contract experience with AmeriCorps, the federal Department of the Interior, National Park Service, US Forest Service, state and federal Departments of Labor, or other state and federal agencies. This experience will translate into setting up national agency contracts which will open doors for local programs. It often takes years to understand and effectively navigate these public-sector programs. National CCCUSA staff can then open the door to local CCCUSA sites, allowing the local organization to focus on the necessary high-quality work at the local level. This will allow significantly more youth to be enrolled more quickly into local CCCUSA programs.

WHY US?

5.3 Strategic Advisors

CCCUSA is fortunate to have several key advisors lending their considerable experience and expertise in a range of related fields. We are honored to benefit from their involvement.

STRATEGIC ADVISORS (in alphabetical order)

David Barash, Director of New Ventures
Vermont Energy Investment Corporation
Burlington, VT

***Steve Casale, International Marketing Consultant, Independent**
Williston, VT

Julia Barnes, Political Operative
Independent
Boston, MA

Bob Coates, 22yr Senior National Corps Director
Williston, VT

***Dominic Cloud, City Manager**
The City of St. Albans
St. Albans, VT

Peter Comart, President
Garden Mats
Worcester, VT

Cairn Cross, Cofounder/Managing Director FreshTracks Capital
Shelburne, VT

Howard Dean, Past Governor of Vermont
Independent Consultant
Washington, DC

Robert Demont, President

Demont Associates
Portland, ME

Ron Deutsch, Executive Director

New Yorkers for Fiscal Fairness
Albany, NY

Charlie Dickinson

Fortune 500 management
Williamstown, VT

Jean Dickinson

Homemaker
Williamstown, VT

Jared Duval, Executive Director

Energy Action Network
Montpelier, VT

Judith Enck

Former EPA Region 2 Administrator (NY,
NJ), Poestenkill, NY

John Fischer, Sr. Program Officer

Bill & Melinda Gates Foundation
Washington, DC

Camille Fordy, Government Relations

*Advisor, Independent
Washington, DC*

Christine Graham, Fundraising

Consultant CPG Fundraising
North Bennington, VT

Stuart Hart, Program Director SI-MBA,

Grossman School of Business, UVM
Burlington, VT

Rolf Hagberg, Executive Director

Northern Bedrock Historic Preservation
Corps, Duluth, MN

Con Hogan, Consultant

Independent and international Consultant
Plainfield, VT

Scott Izzo, Director

Richard King Mellon Foundation
Pittsburgh, PA

Tom Johnson, Philanthropist

Johnson Family Foundation
Poultney, VT

Scott Johnstone, Former CEO

Vermont Energy Investment Corporation
Burlington, VT

Ellen Kane, Director

Vermont Catholic Community Foundation
Burlington, VT

***Carl Lindquist, Executive Director**

Superior Watershed, Michigan
Marquette, MI

Al Margulius, Former Director

Walmart Global eCommerce & Marketing
Burlington, VT

Lynda Marshall, Executive Director

Vermont Psychological Association
Montpelier, VT

William “Trey” Martin, Legal Counsel

Downs, Rachlin, Martin law firm
Montpelier, VT

Scott McArdle, Fundraising Consultant

Gade McArdle Philanthropy
Burlington, VT

Dave Mears, Dean

Vermont Law School
Montpelier, VT

Sue Minter, Executive Director

Special Olympics Vermont
South Burlington, VT

Emily Pendergraft, Membership and

Strategic Projects Manager 1% for the
Planet, Burlington, VT

Emily Piper, Owner/Business Developer
Piper Design
Burlington, VT

Josh Ryan, Owner
Timber and Stone
East Montpelier, VT

Jim Reardon, Director of Finance
Burlington Electric Department
Burlington, VT

Buzz Schmidt, Visionary/Director
Brattleboro Retreat
Brattleboro, VT

***Ron Redmond, Executive Director**
Church Street Marketplace
Burlington, VT

Dave Schmidt, Sales & Marketing
45 North, LLC
Williston, VT

Richard Russell, Founding Partner
Resilient Philanthropy
Winter Park, FL

Alyssa Schuren, Partner
The Management Center
Washington, DC

Virginia Russell, Chair, Intl Board of Directors, Dimensions of Marble
Vero Beach, FL

Polly T. Goddard, Professional Dev. & Leadership Coach, Sandbar Coaching & Consulting, Harwich, MA

John Tracy, Director
Office of U.S. Senator Patrick Leahy
Montpelier, VT

***Current Startup Board of Director**

Steve Casale
International Marketing Consultant, Independent

Dominic Cloud
City Manager, The City of St. Albans

Dominic has more than twenty years in corps, city management, and state and federal contracting. He spent several years creating and directing large statewide YCC projects and partnerships with federal agencies.

Ron Redmond
Executive Director, Church Street Marketplace

Ron has over thirty years in nonprofit management and leadership, with expertise in state and local government. He has chaired several YCC organizations.

Carl Lindquist

Executive Director, Superior Watershed

Carl founded the Lake Superior Watershed Trust, Climate Corps and Great Lakes Corps. His expertise includes staff management and community partnership building.

Vision for CCCUSA Organizational Governance

CCCUSA is a certified 501c3. We're creating a strong governance structure for CCCUSA with the emphasis on creating a network of advisors and brand champions that are dedicated to the success and great potential of CCCUSA.

Our vision comes in the form of three tiers of governance:

1st Tier:

A small group consisting of 6-8 organizational experts who will make up the **Board of Directors** (think of them as Chief Advisors). The makeup of the Board of Directors will ebb & flow with the life stage of CCCUSA in order to best suit the needs of the organization at a particular time.

2nd Tier:

A larger group (20-30) will make up the **Board Stewards**, acting as strategic thought partners, whose ideas and intellect will be exercised often. They may attend Board meetings but will have no formal vote on policy and no legal authority.

3rd Tier:

Finally, a broader membership of hundreds of local community and programmatic leaders who will serve as **Local Ambassadors**. This latter group will grow over time and could have some type of formal role in approving slate of trustees and directors, perhaps at an annual CCC national conference. We foresee this group being insurmountably helpful in testing ideas and helping champion the brand across all 50 states.

CCC Enterprise Governance:

Local corps franchises will act similarly to CCCUSA - they will incorporate as their own 501c3 and will have their own Board of Directors and legal charter with the national organization.

WHY US?

5.4 VYCC & Thomas Hark

A Local Community Corps Success Story: How Thomas Hark, CCCUSA President, turned a dollar into a highly successful, sustainable and multi-state conservation corps organization.

The Story Behind VYCC

In 1979, I (Thomas Hark) was a Junior in college looking for a summer job. I applied for positions in the federal Youth Conservation Corps. To my surprise, I was offered jobs at 19 of the 20 locations including such national parks as Yosemite, Glacier.

I received a call from Liz Cornish who was directing the camp at Young Harris Community College, Young Harris, Georgia. Young Harris was a small, out of the way community up in the mountains where Georgia, North Carolina, and Tennessee came together. I took the job and it changed my life.

I drove 24 hours in my Volkswagen bug and could not have been more excited that June of 1979 when I arrived to find a small enthusiastic staff. The first morning as I was getting breakfast, a big ole cook plopped some mushy stuff on my tray. The look I gave him said it all...and the cook in a thick southern drawl said "Boy, southern ice cream" ... that was my first introduction to grits!

I was a Yankee, Catholic, federal employee, and I could not understand a word as folks didn't say "ya'll" but rather "ya'inns. The worst part was that as good as I felt being on a team with other young people, the staff I had was on a whole different level, being Outward Bound and NOLS course Instructors. After a week, I didn't think I could stand another minute as everything seemed wrong. Liz, an amazing leader assured me I would be fine and I decided to stay.

It was the most amazing experience of my life. I thought I would come back and direct another YCC camp the following summer. However, in 1980 the federal program was shut down. I went back to school, graduated and could not get the YCC out of my head.

Thus, when Vermont decided to start their own program, the Vermont Youth Conservation Corps (VYCC). The state had appropriated a dollar. They wanted 50% of participants to be at-risk, wanted Labor and natural resources to work together, and had permission to hire an entry level director! Being just 25 with no obligations I jumped!

The year was 1986. With that one dollar, no desk, no phone, and in essence an invisible entry-level state employee, with zero experience, and not knowing the herculean task I was up against, I began building.

That first year we scored a grant from Department of Labor and enrolled five youth and a leader. We doubled that to ten the following year, and kept doubling until seven years later we had 300 enrollees!

Outfitting them was a challenge but as time went on I secured an odd collection of tools from old forest service and park caches. In 1990 VYCC, Inc. was created, a non-profit to accept donations and hire staff. The nonprofit grew exponentially taking on full management of program which continued to grow.

In 2001 the organization had a crucial decision to make due to the enormous amount of logistics which were overwhelming. Should the VYCC shrink back to a more manageable size or continue to grow by finding a solution. It was unanimous, because of the incredible impact VYCC was having, and demand by young people, we needed to find a way to meet this demand and increase quality.

This led to the purchase of a large historic old barn. Having never managed a capital campaign, we took on the project raising \$3.5 million and creating a statewide training center. With 18,000 square feet, four hundred acres, a dozen new lean-tos, we had an incredible place for our \$200,000 cache of tools and gear, offices for 25 staff, and most importantly a place to train hundreds of young people.

Starting in 2002 we became a year-round program. We added the now nationally renowned blind program and farm programs, expanded our programming to Michigan, New York, and North Carolina, and launched a 10-school dropout prevention program. The visibility along with added year-round programs created credibility which allowed even more opportunities. The financial public-private model was a home run from the start. The VYCC was adept at combining a host of seemingly disparate public funds with private philanthropy. This unique model stretched everyone's resources significantly. Instead of a dollar meeting just one goal, a dollar would accomplish three or four outcomes, expanding each public agency's reach. VYCC's success is based on a highly traditional YCC model of small diverse teams, led by trained leaders, who completed important conservation projects, that oozed from every pore with learning and education. This simple model, along with its mission of teaching personal responsibility, was the glue that tied it all together.

Young people from the start usually applied because it was a job and an opportunity to do something unique and important. They left with a revived sense of pride that came from mastering a host of hard and soft skills, and knowing the work completed was impactful for the community. Conservation, Education, Service, Personal Responsibility, and Self-Reliance – all values that are at the heart of VYCC and will be at the heart of CCCUSA.

WHY US?

5.5 FAQ

Below are responses to common questions we've run into. Please do not hesitate to contact us if your question is unanswered or if any further clarification is desired.

Are you a 501c3? Why not register as a for-profit?

Yes. We are a fully approved not-for-profit organization. We believe this type of incorporation best suits our needs as well as our values as an organization. The same can be said for our franchisees, who will each operate independent 501c3. While fee-for-service contracts will cover the lion's share of each Enterprise's operating budget, roughly 15% will be needed to be covered by philanthropic support.

How do I make a contribution to CCCUSA?

Please contact us to discuss your interest. Our contact info may be found at the bottom of every page.

What is a Corps?

Corps are comprehensive organizations that engage and employ young people to complete high-valued service projects for their communities, with the intention of instilling civil values and providing job readiness skills to corps members. Corps members work in small teams called crews, which are typically six to eight members, led by two trained crew leaders. The crews are diverse by design, uniting individuals of different backgrounds, ethnicities, social status, heritage, and gender. Members are paid for their work, and they use both traditional and modern tools to complete their work projects. They serve for a designated amount of time ranging from a summer to an entire year or beyond.

What work will CCCUSA crews do?

The specific work will depend on where each franchise (we refer to as Enterprise) is located. An urban CCC Enterprise may have crews that work on projects such as historical restoration, abandon lot reclamation, or manage a reuse-store. Compared to rural crews who may do work on recreational prosperities, build trails and perform forestry work.

Does a viable market of gov't contracts exist today for Corps?

The short answer is YES.

Two examples.

Vermont, the 4th most rural state in the union supports the VYCC, Kingdom Corps, Green Mountain Trail, SCA, Northern Forest Trail, as well as dozens of private trail contractors, and organizations like VYCC and others continue to grow.

The East Bay/San Francisco area has two multi-million-dollar Corps programs and a third related to veterans is currently being developed...all within a ten-mile radius.

The government will always have a need to stretch its dollars. In this time of tighter budgets, Corps programs are seen as a way to stretch these limited dollars as they accomplish multiple goals with each dollar spent, becoming highly attractive.

For example - a labor grant, focused specifically on job readiness initiatives, is used in conjunction with a natural resource grant explicitly for the purpose of planting trees. Together, each agency receives twice the outcome they would normally expect for each dollar spent. Natural resources money allows more individuals to go through labor programs and the labor grant allows more trees to be planted.

This is a common example of how CCC Corps will be trained and guided to utilizing public funding effectively. CCCUSA will compete for government contracts at every level and to the degree we complete them ahead of schedule and in the highest quality manner, we will grow.

CCCUSA is a “Corps Accelerator” ... what does that mean?

An accelerator is an entity that causes something to happen or develop more quickly. In our case, CCCUSA will act as the nation’s first accelerator for corps – by radically accelerating the number of corps that exist, we believe we can impact our nation on an unprecedented scale.

Is CCCUSA only geared towards young people in cities?

Absolutely not. While most corps members may be from and complete projects in urban areas, we are looking to influence every young person, in every community, rural and urban, from coast to coast.

What are ages of crew members?

16 to 26. The Veterans program will be 18-28.

How do I apply to have a CCC Franchise?

We have not opened up the formal application process but are putting individuals who would like to be trained as a CCC Executive Director and/or Crew Leader on a wait list. We are also open to discussion with community leaders interested in a having a CCC corps in their region.

WHY US?

5.6 Contact Us

Civilian Conservation Corps, USA

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Williston, VT 05495

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