

General organization information - this is the initial step to the MCF application.

Organization Name and EIN

Please enter the exact legal name of the organization. If your organization does business under a different name, please enter that in the DBA or "doing business as" field.

An EIN (Employee Identification Number) is a nine digit number (00-0000000) issued by the IRS. If your organization does not have an EIN you may enter NA in this field.

Organization Legal Name	Citizens Organization for Rural Education
DBA (doing business as)	(No response)
EIN (Employee Identification Number)	81-1557669

Organization Address

Please enter your organization's primary mailing address. Grand decision correspondence will be sent to this address.

Street	P.O. Box 252
City	Danforth
State	ME
Zip code	04424
County	Washington
Phone	207-557-9474
Website	NA

Grant Application Contact

This is the person MCF will contact for questions about the application.

First Name	Sarah
Last Name	Strickland
Title	Consultant
Phone	207-454-2854
Email	sbs04671@gmail.com

Organization Mission

Briefly describe the organization's mission or purpose and the primary population(s) served. (Limit: 100 words)

CORE is a small community group with representation from the school district, teachers, municipal leaders, and citizens from Danforth and Weston, Maine. The purpose and ongoing vision of CORE is to build a partnership between school and the larger community in order to make rural education more relevant, attractive to students and financially sustainable. CORE has worked hand in hand with administration, teachers, staff, students and landowners to capitalize on our natural resources and the concept of "learning in the out-of-doors." Additionally CORE supports and participates initiatives to advance economic development and community well-being for the region and its citizens.

Programs and Services

Briefly describe one or two of your organization's most important programs. (Limit: 100 words)

	In 2017 CORE contracted with SCEC to conduct a local economic impact analysis. Findings included a \$3,000,000+/- economic hit if local education fails in Danforth and Weston. The 2019 development of the Harlow Cross-Country Ski and Snowshoe Trail marked a multi-year effort by CORE to develop a community service, recreational and educational trail; a partnership involving students, community, and the Baskahegan Company. This year CORE again funded and coordinated the 4th annual East Grand Middle School Outing to Chewonki Big Eddy. These outings combine outdoor learning and team building for students who attend or wish to attend East Grand.
Number of Staff	2 (Unpaid)
Number of Volunteers	20
Year founded	2014

Organization CEO/President, lead officer

List the name of the person in the leadership role for this organization

First Name	Elbridge
Last Name	Cleaves
Title	President
Phone	2075579474
Email	egcleaves@pwless.net

Fiscal Sponsor (If Applicable)

If your organization does not have 501c3 public charity status you may be eligible for fiscal sponsorship. Please check eligibility guidelines here before proceeding: <https://goo.gl/y2gGGn>

Fiscal Sponsor	(No response)
Contact Name/Title	(No response)

Section 1 PROJECT INFORMATION

Organization contact information is now on a separate form. This field is for reference only. If you need to edit or change this information you may do so on the contact form and it will update in this field automatically.

Citizens Organization for Rural Education

Amount Requested from MaineCF 10000

Total Project Budget 45000

Type of Support- Please chose ONE option

Project Support is for:

- **New projects** that are no more than 2 years old (this may include a year testing or piloting the program), OR
- **Expanding projects** that will serve a new group or population, new geographic area or provide new content or services.

Capacity Building Support is for activities that will make your organization stronger, more efficient, and/or more successful.

Project Support: for a new or expanding project

Additional Program Information

Please let us know if your project aligns with any of our other strategic goals. Check all of the following categories that will be addressed by your project. This is information for our internal use only and will not be used to evaluate your proposal.

Entrepreneurship and Innovation

Primary County Served

Washington

Please identify the county that will most directly benefit from your work to support entrepreneurship and innovation in the local economy.

One Sentence Project Description

Briefly describe the project or activity by completing the following sentence: **We request support to . . .**

.

Note: This sentence will be used in our database and press releases. It works best when it is short and simple.

Example: . . . to create a mentoring program to support entrepreneurs starting businesses in Washington and Hancock Counties.

We request support to complete the funding for a project manager for the Greater East Grand Region Economic Planning effort.

Section 2 PROJECT DESCRIPTION

PROJECT DESCRIPTION

In this section you will describe the strengths and challenges in your community and how you will address them.

Note: We've provided fictional examples of answers to clarify the questions and how to answer them. These are not examples of things that will definitely be funded or things that you must say.

*Use up to **200** words for each entry unless otherwise specified.*

1. Why is this project or activity needed?

Explain the current or future challenge your work will address.

For Project Support, describe the challenge in the community that you hope to address.

For **Capacity Building Support**, describe the challenge in the organization that you hope to address.

Examples:

Our community needs to improve the first year survival rate for new businesses...

Our organization needs to improve the skills of our volunteers to support new businesses....

This project is to support the completion of an economic planning effort which is the first comprehensive attempt to address rural decline in the Greater East Grand region. The eight-month project utilizes professional assistance to local citizens (all volunteers) in perfecting, assembling and publishing an economic development roadmap for the future that builds on the region's assets, innovative drive and entrepreneurial spirit. The funds requested in this application will be leveraged three-fold thru private donations and a Washington County Tax Increment Financing Fund grant (TIFF) which have already been committed.

The Greater East Grand Region in Eastern Maine is remote, sparsely populated, encompassing nearly 300,000 acres. This area, situated at the extremities of three counties is divided in half by the Washington-Aroostook county line and is evenly split between organized towns and unorganized townships. Five of the six unorganized townships are located in Washington County. The town of Danforth, the area's service center, is the largest of twelve small communities in the region, and is home to a branch office of the Machias Savings Bank. East Grand School (K-12), located in Danforth is the areas only local education facility, the next closest being 60 mile round-trip distant.

2. What will you do to make your community or organization stronger?

Describe what you will do to address the challenge you described above. This is a big picture description that expands on your one sentence description.

Examples:

We will develop a new program to identify and support entrepreneurs in Washington County....

We will improve our technology and software so that we have better information about what small businesses need....

We will complete a economic feasibility plan for this unique region to advance short and long term economic development goals and strategies. Though this process we expect to build a strong base of citizen support, identify the assets and entrepreneurial ideas that are ready to be built upon, cultivate robust relationships with outside sources of assistance and funding, and identify a capacity building pathway for future project development.

Planning discussions to date have already identified several short-term goals including: removal of physical blight; developing nature-based recreational infrastructure; utilizing conservation as an economic tool; and maintaining and growing existing businesses. Long-term goals include building new businesses thru entrepreneurship, maintaining and growing existing businesses, workforce training for local jobs, developing nature-based recreational infrastructure, expanding local services to lake neighborhood customers, improve existing local agriculture, connecting place and heritage in tourism efforts, expand and improve communication between all stakeholders, and becoming a credible public voice for the region.

3. What specific activities are you planning to do?

List up to five activities you will do in your project or capacity building work.

Examples:

We will host weekly gatherings for business owners in our community. These will include...

We will schedule meetings with each board member to train them to...

Project activities include:

- 1 - Complete and compile citizen-based asset mapping or capacity building work with all 12 communities in the region utilizing GIS mapping and other economic planning tools.
- 2 - Hold community meetings to identify short and long-term economic development goals and priorities.
- 3 - Prepare and present a draft plan for public review and comment.
- 4 - Hold meetings with the project planning group, Sunrise County Economic Council, Northern Maine Development Council and other organizations to determine the best strategies for 5 year implementation.
- 5 - Prepare a final plan document and distribute to all stakeholders.

4. What are the results you want to achieve?

Describe up to three results that you hope to achieve. Try to include specific details whenever possible.

Examples:

- *The first year survival rate for new businesses in Machias will increase from 75% to 90%...*
- *We will increase donations by 10%...*

Specific results for the planning project include:

- 1 - Reach the fundraising goal for this project. To date 62% of the \$30,000 in funds needed have been committed.
- 2 - Engage participation by citizens from all 12 communities in the steering committee work, the local asset mapping meetings, and the region-wide meetings to review the a draft plan.
- 3 - Produce a final economic development feasibility plan that is actionable in the short-term, and sustainable over the long-term.

With the big picture in mind, it is the development of a publicly backed economic planning roadmap that has specific project recommendations that are built upon and leverage recognizable community and regional assets. Results we expect to achieve:

- 1 - Develop a go-to credible voice of economic and quality of life advocacy for the region.
- 2 - Secure an Economic Development Coordinator and a sustainable funding plan for the position.
- 3 - Maintain an engaged group of citizens who believe that there is support and commitment to build new businesses and sustain existing ones to benefit the long-term well-being and vitality of the region.

5. How will you know if you are making progress?

This is a description of how you will measure or track your progress, so that you know whether you are reaching the results you describe above.

Examples:

- *Survey participants before and after the program to identify what they wanted to learn and whether they learned it*
- *Tracking the number of dollars raised*
- *Counting the number of businesses sustained beyond year one*

Our desired results will be measured in the following ways:

1 - Securing the remaining \$11,500 in funding for the project.

2 - Tracking the ongoing participation by citizens from the 12 communities in the planning project activities.

3 - To have in-hand and in circulation a completed economic planning/feasibility report for the Greater East Grand Region;

4 - Securing the commitment and funds to engage an economic development coordinator for the region;

5 - Maintaining and growing the active participation of local volunteers in advancing the plan's priorities and projects; and

6 - A set of economic development recommendations that have been achieved at the end of 5 years and 10 years.

6. Who will directly benefit from your work? About how many people will benefit from your work?

Describe the community or people who will be helped most by your project or organization. This includes age, gender, or any other important things we should know about these people. Give an estimate of the number of people who will participate or are served by your organization.

Project support: describe the people directly served by the project.

Capacity building support: describe the people directly served by your organization.

Examples:

This project will help approximately 25 older people (55+) who want to start a business as a second career..

Our organization provides services to over 200 women entrepreneurs in the region...

Our demographics (based on average age) include some of the oldest towns in Maine and a total region-wide population of just under eighteen hundred (1800) people - a mark that is fifty percent of the region's high point in 1920. This area, situated at the remote extremities of three counties, has seen ever-changing international border rules, is divided by two legislative districts, and is placed in three state tourism areas.

This project, while designed to benefit local communities including student/young adult populations, the 30 lake neighborhoods, 1200 cottages (which more than doubles our local population) located on the area's many lakes, all play a significant role. Some of these cottages are being converted to year-round residences housed with people who are key contributors to community and volunteer efforts.

We believe with hard work and perseverance the county, legislative and tourism boundary divisions can be turned into strengths that foster necessary entrepreneurial innovation and investment. Blessed with a hearty group of locals and a devoted influx of seasonal visitors, twice our number, there is a shared love of our lakes, rivers and forests and the quiet lifestyle of rural living.

7. Will you support or serve any of the Maine's underserved communities or groups?

Select all of the groups that will be directly served by your project

- Older Adults- 60+ years old

- People living in remote rural areas

- People living in poverty

- Other, please specify...: Small entrepreneurs and existing service businesses

8. Project Timeline

List each element or task needed for your project and the *approximate* date you expect to complete it.

Example:

- *Recruit new volunteers: January-February*
- *Announce new program: February*
- *Train and schedule new volunteers: March*
- *Outreach and identify new participants: March*
- *Start new program: by April 30*
- *Participant Survey: by August 15*
- *Survey results analyzed and project updated: September-October*

	Program Element or Task	Date
	Complete asset mapping with 12 communities, selected listening sessions with targeted individuals, groups and organizations	By January 2020
	1 day Stakeholder Retreat to review data, develop draft economic planning goals and strategies	February 2020
	First draft of plan completed	Feb - March 2020
	2-3 Community Conversations to solicit feedback about the draft plan	March - April 2020
	Final plan completed and distributed to the communities/region/funders/stakeholders	May 2020
	Meetings with Steering Committee	Ongoing
	Communication via web and local papers	Ongoing
	Implementation phase initiated	Summer 2020

Downeast Innovation Program Criteria

This section focuses on the Downeast Innovation Program criteria:

- Help grow and strengthen the entrepreneurial ecosystem in Downeast Maine
- Increase or improve skills, opportunities and/or willingness of community members to be entrepreneurial or innovative
- Provide support or remove barriers for entrepreneurs and innovators
- Improve and increase the connections, relationships, and networks for entrepreneurs and innovators
- Create equitable opportunity for entrepreneurs who are women, people of color, and/or are living/working in remote communities
- Engage with and build upon the work of partners and/or organizations participating in the Downeast Innovation Network

9. Describe how your work will help entrepreneurs and innovators in the Downeast region.

- Foster trust, communication, cooperation and sharing of ideas and assets across municipalities, Unorganized Territory townships, local communities and lake neighborhoods.
- Build relationships and linkage from local organizations and town governments to outside resources including workforce training, entrepreneur business education, recreational, cultural and technological project funding and development, expansion of existing businesses.

10. Describe how your work or organization contributes to the entrepreneurial ecosystem in Washington and/or Hancock County.

Bridges the economic and political gulf created by the arbitrary administrative, financial and governmental use of county lines, Unorganized Territory Townships, and municipal boundaries to separate areas of responsibility and jurisdiction. Such use creates substantial burdens and barriers to the ability to assemble critical mass for almost any purpose in our remote, rural and sparsely populated region. This project is designed to minimize those barriers and substantially improve communication and cooperation both within and outside of our region to better support and partner with resident entrepreneurs and business owners.

11. List any Downeast Innovation Network partners or other organizations you are working with on this project.

(If you are requesting capacity building support, list any organizations you partnered with in the last 12 months and/or have plans to partner with in the next 12 months).

Partnering organizations include Citizens Organization for Rural Education, Machias Savings Bank, East Grand School, the Towns of Danforth and Weston and the East Grand Lake Chamber of Commerce. Sunrise County Economic Council is the lead regional planning agency, with assistance from the Northern Maine Development Commission. Other entities and organizations include:

- Town of Reed Plantation
- Maine Department of Inland Fisheries & Wildlife
- Town of Haynesville
- Chiputneticook Lakes International Conservancy
- Woodie Wheaton Land Trust
- Haynesville Woods ATV Club
- East Grand Snowmobile Club
- Baskahegan Company
- Downeast Fisheries Partnership
- Maine Land Use Planning Commission
- Maine Department of Conservation Bureau of Parks & Lands
- Washington County Council of Governments

Section 4 PROJECT FUNDING

Project Timing

Identify the start and end dates of the activities you plan to fund with a MaineCF grant. Please note that MaineCF grants may not be used for expenses already incurred, and that grants may not be awarded until 12 weeks after the application deadline.

Starting Date (mo/year)	January 2020
Ending Date (mo/year)	May 2020

Amount Requested 10000

This information feeds in from the first page of this section (Project Information). If you need to change this figure please change it there.

Total Project Budget

45000

Project Revenues

In this section, list all of the funding sources you have identified for your project. This includes this MaineCF request, grants from other foundations, in-kind donations (donations of time, goods or services from your organization or others), and earned income (fees for services, or income from sales).

	Name of Funding Source	Amount	Status (Pending or Secured)
	Private donors	8500	Secured
	Washington County TIF Fund	10000	Secured
	MCF - Innovation Fund	10000	Pending
	Other private donations	1500	Pending
	In-Kind - Northern Maine Development	5000	Secured
	In-Kind - CORE/Chamber	5000	Secured
	In-Kind - Sunrise County Economic Council	5000	Secured
Total		45000.0	

Project Expenses

Please list the specific items or expenses needed for your project under **Expense Items**. For each item, list the amount you request from MaineCF in **Amount from MaineCF**. List the amount you will need from other sources in **Amount from Other Sources** if that applies. Important things to consider:

- 1. Your detailed project budget must account for all of the funding you are requesting from MaineCF with this application
- 2. You can list up to 8 items in the budget. If you have more than 8 you can combine like items into categories (example: project materials and supplies or volunteer and staff management)
- 3. Your project budget may include up to 20% of the total amount requested from MaineCF for indirect or administrative costs. Be sure to label this line on your budget "Indirect". Please do not list specific operating expenses (ex. rent, utilities). The maximum amount you may request is \$10,000 total-- that includes the 20% for indirect. [Click here to see a sample budget.](#)

	Expense Items	Amount from Maine CF	Amount from Other Sources
	Consultant Fees	10000	10000
	Travel expenses	0	5000
	Office/Project expenses	0	2500
	Communications/Print	0	2500
	In-kind services, consultation, resources	0	15000
Total		10000.0	35000.0

Budget Narrative

In 200 words or less, describe how you plan to use the grant funds if you receive them. Please check the grant program guidelines for a list of what is eligible for support.

The requested funds from MCF will be used to support 50% of the project consultant fees. The project consultant will work with the project steering committee to complete the asset mapping, community meetings, draft plans and communication documents while facilitating the work and timeline to complete the project on time with a high quality product.

Key Project Personnel

List the specific roles, responsibilities, and qualifications of key personnel for this project.

Sarah Strickland, Strategic Wisdom Partners, Project Consultant

Sarah Strickland has twenty years of consulting experience leading nonprofit organizations in strategic business planning and new business development, and twenty years of service line development and administrative experience with large health care systems. Her background in business planning, market research and project management will contribute to the success of this initiative. Equally important is Sarah's project design, management and facilitation skills. Sarah's experience leading projects with multiple stakeholders who have a common goal but varied interests is extensive. This enables her to help leadership teams build alignment across multiple stakeholder interests and aspirations.

The steering committee is currently being expanded to represent all 12 communities in the region.

Members to date include:

Elbridge Cleaves, C.O.R.E President

Dwayne Young, Town of Weston Manager

Peggy White, East Grand School Superintendent and Principal

Denise Smith, President East Grand Lake Chamber of Commerce, Weston

Wayne Smith, Owner, First Settlers Lodge, Weston

Judy Cleaves, Citizen, Steering Committee secretary

Jackie Morse, Branch Manager, Machias Savings Bank, Danforth

David Apgar, East Grand School teacher; farm owner, Danforth

Sue Szwed, Farm owner, Wytovitlock

Jill Plummer, East Grand School teacher, Brookton

Mitch Lansky, Town Selectman, Wytovitlock

Paul Derwood, Town Selectman, Haynesville

Section 5 ORGANIZATION FINANCIAL INFORMATION

Organization Financial Information

Please note: Public schools and Municipalities do not need to complete this section.

Refer to your organization's IRS 990 form, Part I and Part IX for information for this section.

A copy of this form is available on our webpage: [Organization Budget Form](#) to download a copy of this form for your reference.

Please use only numbers, no commas, decimal points, or currency signs, for example: 25000, not \$25,000.00

Operating Budget

Please provide information from the most recently completed fiscal or financial year. If your organization is new this year, please estimate the current fiscal year's information.

Fiscal Year Operating Budget	2018
Fiscal Year Start and End Dates (mo/yr - mo/yr)	January/2018 - December/2018

Revenues

Individual and Business Contributions	5035
Foundation Grants	7500
Government Funding	0
United Way Contributions	0
Program Income	0
Interest, Dividends, and Endowment Income	0
Other Revenue	0
Total	12535

Other Revenues Explanation

If you listed an amount for "Other Revenues" above, please identify the sources here. (For example: fees, fines, ticket sales, etc.)

(No response)

Expenses

For programs	8509
For management and administration	0
For fundraising	2467
Other Expenses	145
Total	11121

Other Expenses Explanation

If you listed an amount for "Other Expenses" above, please identify them here. (For example, special construction, website, etc.)

Accounting review - \$145

Total Revenues Minus Total 1414

Expenses

Deficit Explanation

If your expenses exceeded revenues for the last fiscal year, please explain how this shortfall was financed.

(No response)

Board Members or Advisory Committee

List all of the members of the governing body of your organization (board or advisory committee), and include each member's occupation and city/town of residence.

Please insert a semi-colon (;) between each board member to help us better review your list.

John Ribe, Board Chair, Treasurer, retired volunteer, Weston

Dwayne Young, Vice Chair, town manager, Weston

Judith Cleaves, Secretary, Grant Accountant, retired volunteer, Weston

Joe Dahl, retired principal, Danforth

Pam Dahl, retired teacher, Danforth

David Apgar; teacher, small business owner, farmer; Danforth

Carolyn Fickett, Maine Family Resource Center, Weston

Elbridge Cleaves, CORE President, retired volunteer, Weston

Section 5 ATTACHMENTS

If you have additional materials to upload alongside your application, you may do so here. If you do not have electronic versions of these materials, please download this [Cover Sheet](#) and mail these materials to the Maine Community Foundation.

The additional materials needed by the foundation include:

- If you are not a recognized 501(c)(3) tax-exempt public charity and you are applying with a fiscal sponsor, please provide MaineCF's Fiscal Sponsorship Agreement Form completed and signed by an authorized representative of each entity. The form and frequently asked questions can be found [here](#).

If your project:

- proposes work with a school, a letter of agreement from a school representative is required. If it is a collaborative project with an organization other than a school, letters of agreement from participating organizations that explain their level of involvement are required

If your organization is:

- A public school or school district, include a letter from principal or superintendent agreeing to accept MaineCF grant funds for your project
- A municipal library, include a letter from the Town or City Manager confirming your organization's municipal status (Note that libraries with separate 501(c)(3) tax-exempt public charity status do not need this letter.)
- A town/city or government/municipal agency: include a letter from the head of agency agreeing to accept MaineCF grant funds for your project

Please DO NOT INCLUDE:

- Audited financials or 990 forms
- 501c3 letters of determination
- Annual Reports
- General letters of support

Fiscal Sponsorship Form

(No response)

MOU, letter of agreement from a school, or letter agreeing to accept funds, or letter confirming municipal status

(No response)

I will be mailing:

No Responses Selected

Section 6 TERMS AND CONDITIONS

When you have completed the section below you will be able to submit your application in a separate step after you save and exit the form.

Please note that you will be unable to make changes to your application after you submit the form.

By checking the boxes below, the applicant and the fiscal sponsor (if applicable) hereby indicate(s) agreement with the following terms and conditions:

The information contained in this application and in any attachments is true and correct to the best of your knowledge.

Your organization is a nonprofit 501c3 federal tax-exempt organization, public school, public organization working for the state of Maine, or and Indian tribal government (or its political subdivision) recognized by the Department of the Interior or has a written agreement with a fiscal sponsor that is a 501c3 organization, public school or public organization.

Any funds received as a result of this application will be used only for the purpose specified in the award letter. No part of any grant will be used for a political campaign or to support attempts to influence legislation of any government body other than through making available the results of non-partisan analysis, study, and research. No portion of the award will be granted to any secondary grantee without the express permission of the Maine Community Foundation

Any funds received as a result of this application will be returned if the grant recipient loses its exemption from the federal income taxation as provided for under section 501c3 of the Internal Revenue Code.

Any funds received as a result of this application will be expended within 12 months of the payment date. At the end of this period, any unexpended grant funds will be returned to the Maine Community Foundation, or a written request for an extension of time will be submitted to the foundation for approval. An evaluation report will be submitted upon completion of your project or by the due date specified in the grant award letter.

MAINECF NON-DISCRIMINATION POLICY Maine Community Foundation seeks to promote respect for all people. In its

community-building and capacitybuilding grantmaking (or successor grant programs supported by those funds), the foundation will support organizations that do not intend to deny services, employment, or volunteer involvement on the basis of race, age, ancestry or national origin, sexual orientation, gender, physical or mental disability, or religion. It is not the intent of this policy to deny support for programs that serve specifically defined populations. By signing this form, the applicant organization confirms that it is in compliance with this policy.

Should this proposal not be funded by this MaineCF grants program, the organization authorizes MaineCF to share this proposal in its entirety with other potential funding sources at its discretion.

Yes

Digital Signature

By typing my name in the following space, I certify that I am an authorized representative of the charitable organization named in the application. I further certify that this application is submitted with full knowledge and consent of the organization's Board of Directors or other governing body.

Elbridge G. Cleaves