

Housing and Urban Development  
Community Outreach Partnership Centers (COPC)

**“Adapting to Change:  
Managing Urbanization in Rural America”**

A Partnership for Community Revitalization  
between the City of Morris and the University of Minnesota, Morris

October 2004 – September 2007

**Project Management Plan**

Completed on

March 15, 2005

HUD COPC Grant # COPC-MN-04-674  
Regents of the University of Minnesota  
University of Minnesota, Morris  
Center for Small Towns

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**PROJECT MANAGEMENT PLAN**

This Project Management Plan (PMP) is the primary management document for the “COPC - Adapting to Change: Managing Urbanization in Rural America” (Adapting to Change) project. It is designed to provide a framework to guide the implementation and documentation activities of the Adapting to Change project throughout the 3-year term of the COPC grant. Included in the following pages are a brief description and background of the project, the strategy used in developing the project, an overview of the organizational structure and management activities, key participants and responsibilities, the project activities and timeframes, an updated budget, the plan for communications, and security, privacy and risk issues. This is intended to be a flexible tool and multiple revisions to the PMP are expected. These revisions are likely to occur at the end of each required six-month reporting period and/or as additional information becomes available.

**1.0 INTRODUCTION**

Since receiving the “Letter of Selection” in October 2004, the staff from the Center for Small Towns representing the core leadership for this grant has focused on several activities which included collecting information used in developing this PMP. First, additional information from the COPC office has been acquired and preparations were made for the administration of the grant. Second, the individuals and groups from both the campus and in the community that were identified and committed to provide key leadership and resources during the implementation of the project have been re-contacted and re-engaged as much as possible. Third, the status of the issues and project activities identified in the proposal has been re-visited and updated. Fourth, numerous presentations and discussions about the Adapting to Change project have taken place both on and off campus and with original and potential stakeholders. Finally, as expected, this PMP has been developed by starting with the project activities and structure described in the grant proposal and now incorporates several adjustments based on the changing circumstances. The program priorities and project activities have not changed. Any adjustments made are noted. They include revisions in the organizational structure, the individuals who are responsible for outreach activities, and the creation of functional categories for the unchanged overall budget.

This version (3/15/05) of the PMP will accompany the official COPC grant “letter of award” for the required review and signatures. The “launching” of the COPC Adapting to Change project took place during the March 10, 2005 meeting of the Community Advisory Committee.

**1.1 Project Description**

UMM and the City of Morris created a partnership to develop a grant proposal to HUD’s Community Outreach Partnership Centers program. The proposal was submitted in July of 2004 and was awarded by HUD in October of 2004. The campus/community project focuses on community revitalization activities and is called “Adapting to Change: Managing Urbanization in Rural America” (Adapting to Change). This project proposes both outreach and research

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activities focused on housing, economic development, and community organizing and neighborhood revitalization. Outreach includes:

- A Housing Study;
- Geographic Information Systems Parcel Mapping;
- Morris Housing Cooperative;
- Morris Rental Housing Commission;
- City of Morris Habitat for Humanity Chapter;
- Energizing Entrepreneurship and Business Mentoring Project;
- Business Connections Program;
- Morris Development Partnership;
- Community Design Program;
- Adopt a Grandparent Program;
- Community Dialogue Series;
- Morris Elementary School Reuse Plan; and
- Take Back the Night/Operation Neighborhood Watch.

In addition, this project will underwrite three research projects. Dr. Arne Kildegaard will study housing matters in a project entitled Student Housing Choices in the Morris Community; Dr. Bart Finzel’s research, encompassing both the economic development and housing arenas, is called Housing Costs and Employment in Industrial Sectors; and Dr. Greg Thorson will examine homelessness and affordable housing in his project, Strategies to Combat Homelessness and Provide Affordable Housing.

The target population for the Adapting to Change project includes residents of the City of Morris, Minnesota. Specifically, low and moderate-income persons will benefit considerably from the proposed activities, as will the homeless. In addition, planners will appreciate new and technologically up-to-date resources for community management in many areas. This COPC project can serve as a model for other small cities in rural settings confronting changing demography’s and economic realities.

## **1.2 Project Background**

As described in the COPC - Adapting to Change grant proposal, Morris is a small city situated in a remote rural area of Minnesota that is experiencing significant challenges from external forces. The negative impacts of the decline in the agriculture production industry alone have been cause for Morris and other communities with an historical dependence on single industries, to find and develop alternatives. Small, rurally situated cities have fewer inherent resources available and survival can often depend on creativity, passion, and the identification of the efficient use of existing assets. The COPC grant allows the assets of the University of Minnesota to be accessed for the community revitalization goals identified in the Adapting to Change project during the next 3 years.

Throughout the grant proposal, the term ‘rural’ was used to describe Morris. However, it is important to understand the context of its usage. Like many cities, Morris is an urbanized community situated in rural America and falls under the Census definition of urban as a single geographic place with a population of 2,500 persons or more. Although it is near the minimum threshold, Morris fits this definition. But urban problems existing in Morris and the associated need to address them is not different from those experienced by larger cities. The problems faced by this city are urban; the solutions in the proposal are appropriate for a rurally situated urban community. The City of Morris has a long history of innovation and willingness to work toward

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community improvements. The fact that UMM's liberal arts program is currently located in Morris is an obvious example.

The Adapting to Change project is the ultimately the result of significant work in building social and economic capital on the part of both the campus and the community especially during the past decade.

### **1.2.1 Project Development Strategy**

This project is committed to the identification and application of the most appropriate resolutions for the 13 outreach projects given the small city context and remote, rural location. Primary methods identified in the grant proposal to accomplish this include findings of the 3 applied research projects and the collection and analysis of current data by the Data Analysis and Research unit of the Center for Small Towns.

The on-going development of methods and activities for exploring and resolving core issues that both inhibit and strengthen social and economic development is included in the endeavor. Continuing to build the social and economic capacity of the community is paramount for the long-term.

### **1.2.2 Organization of the Project Management Plan**

As outlined in the Project Description above, the partnering relationship between UMM and the City of Morris involves numerous faculty, staff, students, and departments on campus along with numerous individuals and organizations in throughout this small city. With the breath and depth of the many projects, successful implementation and the realization of long-term results will largely be determined by how effectively the program is organized and managed.

The capacity of UMM and the Center for Small Towns to provide the leadership in implementing this project has already been expressed in the grant proposal. Additional oversight, support, and resources for this project have also been committed by UMM administrators.

Many other key stakeholders, including elected and hired city officials, skilled practitioners and community leaders both on and off campus have expressed commitment and support and will contribute to the managing activities of the project. These individuals will provide the leadership for several groups that have been created to form the organizational structure needed for the management of this project. The roles and responsibilities of these groups and the key participants have been clearly identified and are included in the next section.

## **2.0 ORGANIZATION AND RESPONSIBILITIES**

The administration and management of the Adapting to Change project is a process that will involve numerous individuals and groups. This section of the PMP will first identify and describe the groups that will provide the organizational structure followed by a listing of key individuals including titles, roles, and responsibilities:

1. Project Administration – those with primary responsibilities for administration of the grant activities include the Principal Investigator, the Project Co-Directors and the Project Coordinator (Manager). Listed as “Points of Contact” in section #1. below;
2. COPC Steering Committee – responsible for overall management of the project (see purpose and membership in section #2. below);

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3. Community Advisory Committee (CAC) – responsible for general oversight, implementation, and documentation activities. The original campus-community Community Advisory Committee helped to develop the grant proposal by co-investigating the issues and developing the initial work plan. The CAC mentioned here has the same name and many of the same members as the original group. The members of this committee (listed below) will also participate directly with all of the outreach and research projects to ensure that vital communication channels remain open (see membership in section #3. below) and follow-through of projects is ensured;
4. Outreach Project Teams - will be created during project launch or as identified in the activities timeline and will provide oversight, implementation, and documentation of each specific project. There will be at least one member from each Outreach Project Team that will also serve on the CAC (see section #4. below);
5. Key Participants and their Roles – this list is located in section #5. below and is updated from the list provided in the grant proposal; and
6. Publicity Team - an initial group has been created with primary responsibilities to manage the external relations needs for the Adapting to Change project.

NOTES: 1). The grant proposal identifies two UMM faculty members and the Grant Coordinator as having a direct oversight role for each of the three Priority Action Areas. This plan has now been replaced by the creation of the Steering Committee and by assuring that at least one CAC member will be directly involved with each Outreach Project Team. In addition, all 3 UMM faculty that are leading the applied research projects are also members of the CAC. 2). Guidelines for status reporting internally and externally are included in the Communication Plan in Section 4.0 below. A roles and responsibilities matrix is being developed as a visual aid.

## **2.1 Points of Contact**

This section identifies the key staff responsible for administration of the grant activities, including the Principal Investigator, Project Co-Directors, and Project Coordinator (Manager):

### **Principal Investigator, and Project Co-Director**

Mr. Thomas McRoberts  
University of Minnesota, Morris  
228 Community Services Building  
600 E. Fourth Street  
Morris, MN 56267  
(320) 589-6450 – phone  
(320) 589-1661 – fax  
[mcrobetb@morris.umn.edu](mailto:mcrobetb@morris.umn.edu)

*McRoberts will have primary responsibilities for the administration of the grant and on-campus activities. He will preside over the Steering Committee and participate on the CAC.*

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**Project Co-Director**

Dr. Roger McCannon  
University of Minnesota, Morris  
228 Community Services Building  
600 E. Fourth Street  
Morris, MN 56267  
(320) 589-1692 – phone  
(320) 589-1661 – fax  
[mccannonr@morris.umn.edu](mailto:mccannonr@morris.umn.edu)

*McCannon will have primary responsibilities for the community-based activities. He will participate on the Steering Committee, co-chair the Community Advisory Committee, lead the Morris Development Committee, and be the contact person “on the street”.*

**Project Coordinator (Manager)**

Mr. David M. Fluegel  
Center for Small Towns  
University of Minnesota, Morris  
110 Community Services Building  
600 E. Fourth Street  
Morris, MN 56267  
(320) 589-6451 – phone  
(320) 589-6476 – fax  
[fluegel@morris.umn.edu](mailto:fluegel@morris.umn.edu)

*Fluegel will have primary responsibilities for the day-to-day operations of the grant. He will participate on the Steering Committee, the CAC, and lead the Morris Community Design project.*

**2.2 COPC Steering Committee**

❖ Purpose

- Provide the general management activities required by the overall project;
- Monitor the behavior and productivity of the various individuals and groups to ensure that the Adapting to Change project follows the identified commitments and responsibilities outlined in the Terms and Conditions of the COPC grant and the PMP;
- Planning for and responding to the need for resources;
- Monitor the external environment and identify opportunities and risks to the project;
- Ultimately make decisions on changes needed in the process based on the findings of the evaluation of the project or other indicators;
- Provide communications and documentation as needed to:
  - UMM Administration and Grants Development Office; and
  - Community Advisory Committee (including developing the agenda).

❖ Membership

- Roger McCannon, COPC co-director (community liaison and CAC co-chair)
- Tom McRoberts, COPC co-director (grant administration)
- Arne Kildegaard, CST faculty coordinator (COPC faculty research role and CAC membership)

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- David Fluegel, COPC coordinator
- Ed Larson, City Manager (CAC co-chair)
- Nora Jost, Stevens County HRA
- Joe Basel, UMM student and COPC Administrative Assistant – as needed
- ❖ Meeting frequency and logistics
  - Weekly to start
  - Fridays at 8:30 AM in Tom McRoberts (COPC Co-Director) office

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<b>2.3 Community Advisory Committee</b>	
<b>Name</b>	<b>Organization</b>
Barb Barsness*	Morris and Associates
Joe Basel*	COPC Administrative Assistant , UMM Student
Jim Beaugard*	Morris Police Department
Cary Bergo*	Rural MN CEP
Richard Blanchard*	West Wind Village
Sue Dieter*	Morris Sun Tribune
Philip Drown	Philip Drown Companies
Rachel Dudding*	High School student
Bart Finzel*	UMM Management/Economics Discipline
David Fluegel	COPC Coordinator, Center for Small Towns
Matt Fluegel*	Lawyer
Melanie Fohl	City of Morris Housing & Redevelopment Authority
Sue Granger	Gemini Research
Christine Grotjohn	High School student
Jan Hagen*	Bremer Bank
Michael Haynes	Stevens Co Economic Improvement Commission
Nora Jost	Stevens Co Housing & Redevelopment Authority
Arne Kildegaard	UMM Management/Economics Discipline
Athena Kildegaard	Prairie Renaissance Cultural Alliance
Ed Larson	City of Morris
Dennis Lindor*	Prairie Community Services
Andy Lopez	UMM Computer Science Discipline
Mike Mahoney	Bank of the West
Argie Manolis	UMM Service Learning Program & English
Roger McCannon	COPC Co-Director
Tom McRoberts	COPC Co-Director, CERP/CST
Scott Monson	Morris Area Schools
Sal Monteagudo	Community Member
Joanie Murphy	Stevens County Social Services
David Nelson	University of Minnesota Extension Service
Judy Nord*	Senior Citizens
Hilda Parks*	Federated Church
Carolyn Peterson*	Morris Area Chamber of Commerce and Ag
Jim Pew*	Behavioral Medicine, SCMC
Julie Phelps*	UMM Residential Life
Sam Schuman*	UMM Chancellor
Elaine Simonds	Prairie Renaissance Cultural Alliance
Bill Stewart*	WC Regional Sustainable Development Partnership
Engin Sungur	UMM Statistics
Greg Thorson	UMM Political Science
Carol Wilcox*	Mayor, City of Morris

*\* additions to the CAC since the proposal was submitted*

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## **2.4 Outreach Project Teams**

These teams will be created as the project progresses or as identified in the “Project Activities and Timeline” below and will provide oversight, implementation, and documentation of each specific project. The team responsibilities and member lists will be generated at that time.

## **2.5 Key Participants and their Roles**

The following list of individuals was originally provided in the grant proposal. The list here excludes the descriptive skills and experiences the individuals bring to the project and only identifies the titles and updated responsibilities.

### **CERP staff:**

#### **Thomas B. McRoberts, Project Co-Director\***

For this project he will serve as Project Co-Director and Principal Investigator and will provide overall leadership for this program. He is now also a SC member.

#### **Dr. Roger S. McCannon, Project Co-Director\***

McCannon will serve as project Co-Director and will have primary responsibility for brokering all University resources for this project and serve as the liaison between the University and the community. He is now also a SC member.

#### **David M. Fluegel, Project Coordinator\***

For this project he will serve as project coordinator and directly manage the project. As mentioned as an adjustment in the introduction of this Organization and Responsibilities section, the COPC Coordinator will no longer oversee planned outreach activities in the Community Organizing and Neighborhood Revitalization area. He is now also a SC member.

#### **Benjamin Winchester**

Winchester will provide assistance to all COPC outreach activities regarding data needs, data analysis and survey review and

with the Geographic Information System mapping project.

#### **Jessica A. Beyer**

Beyer’s responsibilities in this project will include working with student assistants in numerous outreach activities. Additionally, she will take active leadership for elements of outreach activity thirteen, Take Back the Night/Operation Neighborhood Watch.

#### **Barbara J. Hesse**

Hesse will handle project communication and arrangements including training sessions, meeting of partners, travel and materials preparation.

#### **Kelsi B. K. Holland \***

Holland is a student representative on the Morris Community Advisory Committee. Kelsi is now completing her last weeks at UMM and will not participate on the Morris Community Advisory Committee.

#### **Joe Basel \***

Hired as the Student Administrative Assistant for the COPC grant. He will also serve as a student representative on the Morris Community Advisory Committee.

### **Other UMM and University of Minnesota Participants:**

#### **Cindy M. Bigger**

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Regional Extension Educator and Associate Professor for the University of Minnesota Extension Service. Bigger will assist in training elements of the outreach activities planned in this project.

**Adam P. Durand** is a second year student (now is his third year) at UMM. As the chair of the UMM student Habitat chapter, Durand will work closely with community representatives on outreach activity five, which is to assist in establishing a Morris community Habitat for Humanity Chapter.

**Dr. Bart Finzel \***

Morse-Alumni Distinguished Teaching Professor of Economics and Management at UMM. Dr. Finzel has several important roles in this project. He will conduct research regarding housing costs and wage rates, work on outreach activities, including entrepreneurship activities, and will be a member of the CAC.

As mentioned as an adjustment, UMM faculty will no longer oversee planned outreach activities in the Economic Development area

**Walter Fisher \***

Diversity Community Outreach Program Coordinator in the Multi-ethnic Student Program at UMM. Fisher has been consulting and will continue to consult with facilitation, orientation and training for the groups formed in the outreach activities and particularly with the Community Dialogue Series. He will likely not be directly facilitating as planned.

**Dr. Arne C. Kildegaard \***

Associate Professor of Economics and Management at UMM. Dr. Kildegaard’s role involves assistance with the Morris Housing Study, as well as research into

housing issues.

As mentioned as an adjustment, UMM faculty will no longer oversee planned outreach activities in the Housing area. He is now also a SC member.

**Charles Grussing**

Chief Law Enforcement Administrator with the rank of Sergeant of the UMM Police Department. Grussing will assist in expansion of the “Take Back the Night” program to a community-wide focus. He will also help institute Operation Neighborhood Watch.

**Argie Manolis**

Instructor of English and Director of Service Learning at UMM. She will oversee all service learning activity on this project.

**Carol McCannon**

Program Advisor at the Office of Student Activities and Coordinator of Community Service and Volunteerism at UMM. McCannon will support the development of the Adopt a Grandparent program.

**David Nelson**

Extension Educator in Community Economics for the University of Minnesota Extension Service in the West Central District. Nelson will deliver various economic development training modules to the Morris Community, and to those participating in the planned entrepreneur nurturing outreach activity. He will also serve on the CAC.

**Dr. Gregory R. Thorson**

Associate Professor of Political Science at UMM. Dr. Thorson will lead the project’s research on homelessness and affordable housing. In addition, he will participate in outreach activities in the Economic

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Development area and will be a member of the CAC.

**Thora Cartlidge \***

Senior Research Fellow at the Center for Rural Design for the University of Minnesota, Twin Cities. Cartlidge will be a key player in several outreach activities, especially with regard to community redesign and planning for re-use of the Morris Elementary School building. Ms. Cartlidge is no longer employed at the Center for Rural Design.

**Steve Roos \***

Senior Research Fellow at the Center for Rural Design for the University of Minnesota, Twin Cities. Roos will be consulted on several outreach activities, especially with regard to community redesign and planning for re-use of the Morris Elementary School building.

**Community Partners:**

**Susan Dieter**

Editor of the Morris community newspaper, the Sun Tribune. Dieter will work closely with the housing study outreach activity and several of the community organizing and neighborhood revitalization activities. She will also participate on the CAC. Her position with the local Morris newspaper will provide a strong and continuous channel for publicity regarding project activities.

**Philip D. Drown II \***

Owner of Philip Drown Companies, which offers professional services in: project management, grant proposal development, evaluation reports, business plans, brochures, newsletters, copywriting, and copyediting. Drown will work with the

Energizing Entrepreneurs activity. He is also on the CAC. Since the grant proposal was drafted, Drown has closed the storefront associated with his business which will decrease his in-kind contribution. Drown will continue to serve on the CAC and participate on the Economic Development Outreach project teams.

**Melanie Fohl**

Director of the Morris Housing Authority. She will assist in the Housing projects.

**Susan Granger**

Co-owner and principal investigator of Gemini Research. Granger will work on re-use planning regarding the Morris Elementary School. She will also participate as an CAC member.

**Michael E. Haynes**

Chief Executive, Administrative Officer, and Economic Development Professional for Stevens County Economic Improvement Commission (SCEIC) a non-profit, community based economic development corporation. Haynes' expertise will be utilized on all Economic Development outreach activities. Haynes will serve as a member of the CAC, as well.

**Tom Hoffman**

Chair of the Morris Planning Commission and owner/broker of Hoffman Reality. Hoffman's input regarding housing outreach activities and parts of the planned Community Organizing/Neighborhood Revitalization work will be important.

**Nora Jost**

Stevens County HRA Executive Director. Jost will be a key community partner regarding all housing outreach activities.

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She will also work on the Community Dialogue Series. Jost will be a member of the CAC.

She is now also a SC member

**Edward R. Larson \***

City Manager for Morris, Minnesota, a full-service community. Larson will be central to all outreach activities planned for this project. This includes Housing outreach, Economic Development efforts, and Community Organizing/Neighborhood revitalization. Larson will also serve on the CAC.

He is now also a SC member.

**Keith G. Redfield \***

Superintendent of Schools for Morris, Minnesota for the past four years. Redfield’s experience with secondary school matters will provide valuable insight. As an CAC member, he will provide good connections to the local school board as work on the Morris Elementary School re-use study

proceeds. Redfield is no longer employed at Morris Area Schools.

**Scott Monson \***

Superintendent of Schools for Morris, Minnesota. As a CAC member, he will provide good connections to the local school board as work on the Morris Elementary School re-use study proceeds.

**Elaine Simonds**

Stevens County’s Youth Mentoring Program Director. Simonds will be a member of the CAC. She will participate in several outreach activities in the Community Organizing/Neighborhood Revitalization area.

**James Thoreen**

Stevens County Coordinator. Thoreen will work with UMM staff and students regarding plans for GIS mapping in Morris.

**\* these represent changes from the grant proposal.**

**2.6 Publicity Team**

An initial group has been created with primary responsibilities to manage the external relations needs for the Adapting to Change project:

- Purpose
  - ❖ Help develop and review a plan for communications with outside sources;
  - ❖ Consider ways for improving the communication process in general and ensuring that communication is enabled and simplified for all project team members and external entities;
  - ❖ Identify the required and desired reasons for getting the word out;
  - ❖ Select audiences, locations and methods;
  - ❖ Satisfy existing standards and follow existing conventions;
  - ❖ Determine feasibility including cost;
  - ❖ Develop all print media releases and follow procedures for review and distribution;
  - ❖ Recommend or recruit participants for verbal and visual media.
- Membership:
  - Tom McRoberts, COPC co-director
  - David Fluegel, COPC coordinator
  - Jessica Beyer, CST Publicity lead staff

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- Judy Riley, UMM External Relations
- Joe Basel, UMM student and COPC Administrative Assistant – as needed
- Meeting frequency and logistics
  - Bi-weekly to start
  - Thursdays at 11:00 AM in Tom McRoberts (COPC Co-Director) office

**3.0 PROJECT DESCRIPTIONS, UPDATES AND BUDGETS**

This section contains visual and narrative information describing the projects and includes the following 4 areas:

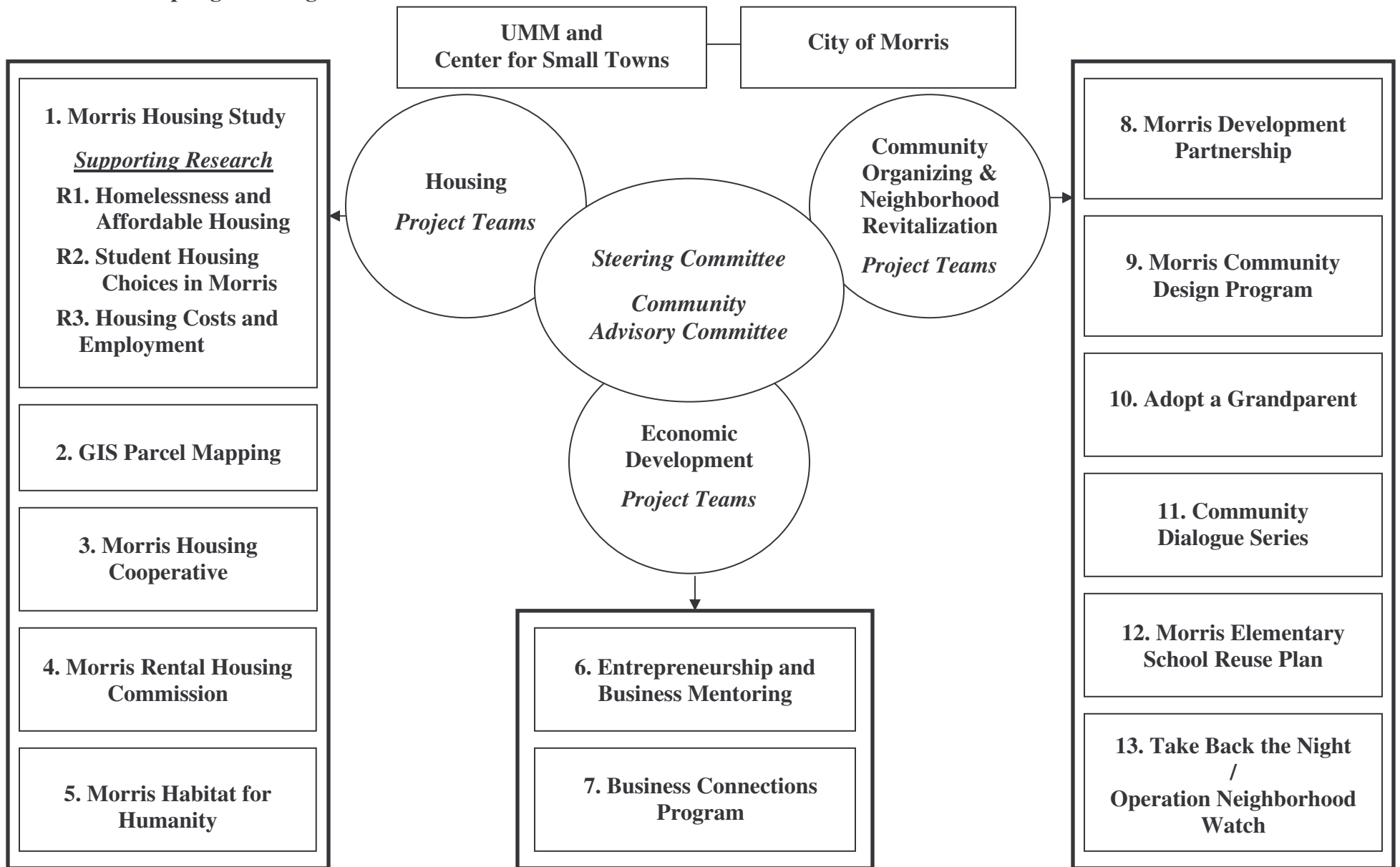
**3.1 COPC Adapting to Change schematic** - visually shows relationships of the Priority Action Areas and associated projects;

**3.2 Project Activities and Timeline;** - another visual that presents the project schedule by combining all the projects and timelines and places them on a single page. Assumptions are made about task durations and constraints. Careful documentation will accompany the implementation of activities. Additional schedules in the form of Gantt charts, milestone tables, and deliverables may be developed to assist in this documentation.

**3.3 The Five Functional Categories, Associated Budgets and Projects** – these “Functional Categories” are described along with an associated budget and updated projects/activities; and

**3.4 A combined budget follows.**

### 3.1 COPC Adapting to Change Schematic



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### 3.2 Project Activities and Timeline

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<b>Priority Action Area</b>	<b>Outreach Activities</b>	<b>TIMELINE</b>
<b>Housing</b>	1. Morris Housing Study  <i>Supporting Research</i> Research 1. Strategies to Combat Homelessness and Provide Affordable Housing Research 2. Student Housing Choices in the Morris Community Research 3. Housing Costs and Employment in Industry Sectors	4/05 – 2/07  12/05 – 8/06 4/05 – 1/06 5/05 – 5/07
	2. Geographic Information Systems Parcel Mapping	9/05 – 2/07
	3. Morris Housing Cooperative	12/05 – 10/07; Continuing
	4. Morris Rental Housing Commission	5/05 – 12/06; Continuing
	5. Establish City of Morris Habitat for Humanity Chapter	3/05 – 4/07; Continuing
<b>Economic Development</b>	6. Energizing Entrepreneurship and Business Mentoring Project	4/05 – 10/05; Continuing
	7. Business Connections Program	1/06 – 5/07; Continuing
<b>Community Organizing and Neighborhood Revitalization</b>	8. Morris Development Partnership	4/05 – 9/07
	9. Morris Community Design Program	5/05 – 2/06
	10. Adopt a Grandparent	4/05 – 5/05; Continuing
	11. Community Dialogue Series	9/05 – 5/06
	12. Morris Elementary School Reuse Plan	4/05 – 12/06
	13. Take Back the Night Program / Operation Neighborhood Watch	4/05 – 5/05; Continuing

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**3.3 The Five Functional Categories, Associated Budgets and Projects**

The “Functional Categories” considered here reflect the usage of the term in HUD’s Terms and Conditions document and include the following:

- I. Housing;
- II. Economic Development;
- III. Community Organizing and Neighborhood Revitalization;
- IV. Applied Research; and
- V. Multi-Project Activities and Resources.

These “Functional Categories” are newly developed since the COPC Orientation and Training session on January 19, 2005. Listed in order below is each Functional Category with an associated budget and updated information about specific projects/activities contained therein. It should be noted that all of the outreach projects identified in the grant proposal are the same as the projects listed here. The functional categories will assist in delineating the management activities. Any significant changes regarding these 13 Outreach and 3 Applied Research projects are described here including the identification of a lead person(s) responsible, tasks, timelines, and deliverables.

A combined budget incorporating the five Functional Categories follows.

**I. HOUSING**

Grant = 24,391

Match = 17,498

Total = \$41,889

**1) Morris Housing Study**

**Timeline:** 4/05 - 4/07

**Lead Person:** Melanie Fohl, City of Morris HRA

1. Form Housing Study project team.
2. Identify Economics, Management and Political Science students for research.
3. Research data sources regarding housing in Morris in conjunction with Morris Housing & Redevelopment Authority, Stevens County Housing & Redevelopment Authority.
4. Incorporate information from Elementary School Re-Use Planning (Outreach Act. #12)
5. Identify Management, Economics and Political Science students to assist in data analysis and compilation of report.
6. Review of data and recommendations by outside housing experts.
7. Final Report on Housing Study findings.
8. Student/Faculty presentation to Housing and Redevelopment Authority Boards, City Council, others. Apply for Housing Rehabilitation Funding (HRAs).

**Deliverable Products:** Housing Study document for the City of Morris including findings from Associated Research

UPDATE: New start date.

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**2) Geographic Information Systems Parcel Mapping**

**Timeline:** 9/05 - 2/07

**Lead Person:** Benjamin Winchester

1. Meeting with city/county officials about design of project and data needs.
2. Identify Geography students for project assistance.
3. Gather parcel information from Stevens County offices, City of Morris offices; work with City’s engineering firm.
4. Prepare GIS digital parcel/map overlay.

**Deliverable Products:** Increased layers of Geographic Information System data

**3) Morris Housing Cooperative**

**Timeline:** 12/05 - 10/07

**Lead Person:** Dr. Bart Finzel

1. Cooperative Housing project team is established.
2. Site visits to cities with desired Co-op models. Review analytical documents and scholarly papers, etc.
3. Interview new homebuyers on decisions.
4. Following the assessment of models and local preferences, develop recommendation(s) and a plan for establishing a housing co-op in Morris.
5. Develop Request for Proposals and Marketing recommendations as needed.
6. Promote project.

**Deliverable Products:** Formation Documentation and Plan

UPDATE: Clarification of language in listed tasks.

**4) Morris Rental Housing Commission**

**Timeline:** 5/05 - 12/06

**Lead Person:** Dr. Greg Thorson

1. Identify representatives of various stakeholder groups to hold seats on commission: University administration, students, landlords, city officials, etc.
2. Initial meeting of Commission; establish goals.
3. Establish Rental Safety Policies, using service learning elements of Political Science class; review by Commission.
4. Draft Bill of Landlord/Tenant Rights, using service learning elements of Political Science class; review by Commission.
5. Construct Morris Landlord/Tenant Rights website; internet based rental rating system.
6. Landlord/Tenant Rights training.

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**Deliverable Products:** Rental Safety Polices, Bill of Landlord/Tenant Rights, Website, Training Materials

UPDATE: New start date.

**5) Establishing City of Morris Habitat for Humanity Chapter; construct one house**

**Timeline:** 3/05 - 4/07

**Lead Person:** Adam P. Durand

1. UMM Habitat Chapter to plan and host community wide meeting; recruit City of Morris leadership for City Habitat Chapter.
2. Prepare chapter establishment paperwork.
3. Create committees for fundraising / donations; family selection; volunteer recruitment (i.e. Alternative Spring Break); etc.
4. Fundraising/donations.
5. Family selected.
6. Construction started.

**Deliverable Products:** Formation Documentation, 1 completed house

UPDATE: Activity on this project area has begun. In late January 2005, it was learned that Terri Ellman, the news director at the KKOK-KMRS radio station in Morris had been holding initial conversations with members of the “Prairie Lakes” (Pope County) Habitat for Humanity. In talking with Terri, she was interested in holding an information session in Morris to give people an opportunity to learn more about HFH. Joe Basel, COPC Administrative Assistant and the COPC Coordinator met with Terri and also Curt Larson the chair of Prairie Lakes HFH, Adam Durand was unable to attend this meeting. We shared our common interests and worked together to promote the information session.

Forty-six people attended the information session on March 1. The group was enthusiastic and many signed Volunteer commitment sheets. The group also heard from representatives from Prairie Lakes HFH and their interest in partnering with Stevens County to broaden the geographic area for the affiliate that they started 18 months ago. Other options were identified. The group was challenged to make a decision within 30 days, additional meetings are being scheduled. Adam Durand and several other UMM students attended the meeting. Adam informed this group about the history of the UMM HFH Club and the interest this group has to volunteer on local projects.

**II. ECONOMIC DEVELOPMENT**

Grant = 56,617

Match = 121,402

Total = \$178,019

**6) Energizing Entrepreneurship and Business Mentoring Project**

**Timeline:** 3/05 - 10/05

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**Lead Person:** Dr. Bart Finzel

1. Form project team of Accounting / Management students and faculty, in addition to community representatives, including subcommittees for Morris micro-grant program, incubator/amenities management & candidate selection.
2. Establish policies of Morris three-tiered micro-grant program.
3. Establish policies of business mentoring project; listing of incubator amenities to be offered.
4. Publicize throughout Morris Community.
5. Selection of business mentoring project candidates.
6. Review/implement U of M Extension Programs (incubator residents and broader community participants): Business Retention and Expansion; At-Your-Service for Multi-cultural Audience; E-Access Initiative; MN Rural Health Works and Energizing Entrepreneurship.
7. Arrange for senior mentoring activities and vital aging network involvement.
8. Review and adjust policies of incubator as needed.

**Deliverable Products:** Policies of Micro-grant and Mentoring Projects, Listing of Incubator Amenities

UPDATE: New start date.

Philip Drown is no longer able to provide the conference room identified in his letter of commitment. He will continue to provide his professional expertise. The West Central Initiative has been facilitating the discussions of a regional group interested in strengthening the support structure for entrepreneurs. Numerous contacts have been made with economic development practitioners regarding their interest in this project.

The micro-grant program may be conducted through a subcontract with the City of Morris.

7) **Business Connections Program**

**Timeline:** 1/06 - 5/07

**Lead Person:** David Nelson

1. In conjunction with community economic development officials, establish directory of available campus and community resources matched with community business needs.
2. Offer Business Retention/Expansion program on community-wide basis. Requires a volunteer steering committee to develop and implement a survey tool.
3. Design Service-Learning components of classes that can address these business needs.
4. Implement BR&E process; present analysis of survey to stakeholders.
5. Provide research, product development and marketing assistance to community businesses.

**Deliverable Products:** Business Status Report, Business Research Report and Summary

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**III. COMMUNITY ORGANIZING AND REVITALIZATION**

Grant = 81,828

Match = 21,797

Total = \$103,625

**8) Morris Development Partnership**

**Timeline:** 3/05 - 9/07

**Lead Person:** Roger McCannon

1. Convene interested parties and explore formation options of a new umbrella community development partnership. UMM student to provide coordinating assistance throughout. Recruit diverse membership.
2. Explore models and options.
3. Establish the mission, vision, goals and operating procedures for the partnership especially relationship with existing entities.
4. Inaugural meeting of Morris Development Partnership.
5. Examine issues central to the city’s viability, i.e. capacity building; opportunities for young people, location issues for Morris market, reaching and attracting new populations, etc.
6. Determine action required by this group/others. Develop prioritized plan of action for Morris Development Partnership.
7. Secure resources, implement action and address sustainability issues.

**Deliverable Products:** Formation Documentation, Priority Plan of Action

UPDATE: New start date.

**9) Morris Community Design Program**

**Timeline:** 5/05 - 2/06

**Lead Person:** David Fluegel

1. Create Envision Morris (as an entrepreneurial community) project team.
2. Host Minnesota Design Team, evaluate portals of entry to Morris, review neighborhood redesign ideas.
3. Redesign phase: concepts developed, especially focusing on west entry to Morris.
4. Community presentation.

**Deliverable Products:** Formation Documentation, Presentation

UPDATE: New start date.

**10) Adopt a Grandparent**

**Timeline:** 3/05 - 5/05

**Lead Person:** Carol McCannon

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1. Student Service and Volunteerism program to disseminate information to interested students.
2. Adopt-a-Grandparent Club established on campus under student leadership.
3. Student/grandparent training and education component; Coordination with UMM and K-12 Service Learning.
4. Morris Senior Citizens program to help recruit community participants.
5. Students carry out activities with neighborhood seniors.

**Deliverable Products:** Formation Documentation

UPDATE: New start date.

**11) Community Dialogue Series**

**Timeline:** 9/05 - 5/06

**Lead Person:** Walter Fisher

1. Create Community Dialogue project team.
2. Develop series topics and timeline.
3. Prepare Diversity Moments topics and presentations; begin presentations to all task forces, commissions, committees, etc.
4. Prepare media/communications plan to include community access channel and ministerial.
5. Plan and implement a Study Circle approach to issue.

**Deliverable Products:** Series and timeline, Media/Communications Plan

UPDATE: New start date. Walter may not be the lead person, the director of the Multi-ethnic Student Program will also be consulted.

**12) Morris Elementary School Reuse Plan**

**Timeline:** 3/05 - 12/06

**Lead Person:** Steve Roos, Center for Rural Design

1. The CST will convene a community group to facilitate discussion of the future of reuse of the old school property and to consider various design possibilities of that property.
2. This group will explore options: field trips to existing models, historic preservation and architect consultants.
4. Meeting of Center for Rural Design with Morris Planning Commission, Task Force.
5. Stakeholders re-interviewed; impact of options analyzed; reprioritization.
6. Planning and Re-design period.
7. Report of design options from Center for Rural Design to Morris Planning Commission.

**Deliverable Products:** Formation Documentation, Report

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UPDATE: Because of the financial burden that would accompany any delay in the school board holding this property beyond its usefulness, the school board has developed and launched a planning process to identify alternatives and review feasibility. Hired consultants and a 14 member volunteer committee are charged with presenting recommendation(s) to the board. The school board is under significant financial and time constraints for their planning process. This COPC project will not supplant the school boards’ current initiative.

**13) Take Back the Night Program / Operation Neighborhood Watch**

**Timeline:** 3/05 - 5/05

**Lead Person:** Jessica Beyer

1. Form a planning group to develop the process for expanding the Take Back the Night (TBTN) initiative on campus to a broader community-wide endeavor and for initiating the Operation Neighborhood Watch (ONW). The group will separate to plan each of the TBTN and ONW initiatives and re-join whenever necessary throughout the process.
2. Identified representatives from stakeholder groups will be invited to participate in the TBTN and ONW initiatives and will include the UMM Women’s Resource Center, UMM Violence Prevention Committee, Someplace Safe, UMM Police Department, the Morris Police Department, UMM Student Affairs, Political Science and other students will be involved.
3. Training sessions for the planning group regarding TBTN and ONW will be offered.
4. The assessment, planning and action activities for TBTN and ONW will occur simultaneously.
5. Work on publicity/education issues will be conducted including a Methamphetamine (Meth) prevention and awareness campaign.
6. A community-wide TBTN program will be implemented.
7. Presentation to City Council about ONW.

**Deliverable Products:** Training Materials, Presentation

UPDATE: The tasks outlined above reflect a change from the grant proposal. More focus is expressed here for the process that will occur in the formation of the planning group and the separation of the group to develop each of the Take Back the Night and Operation Neighborhood Watch initiatives. There is overlap in the TBTN and ONW activities but existing foundational work on violence against women in the community/campus comes from different staff members in the relevant organizations for each of these related initiatives. Planning for a community TBTN program will be developed in collaboration with the Stevens County Violence Prevention Task Force and the campus Violence Prevention Committee. These groups are bringing campus and community agencies together to address domestic violence, sexual violence and stalking in our community. Though the initial planning group would separate to focus on each of the two initiatives, these sub-groups could certainly come together at points in the process.

New start date.

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**IV. APPLIED RESEARCH**

Grant = 40,235

Match = 42,417

Total = \$82,652

**R1). Strategies to Combat Homelessness and Provide Affordable Housing**

**Timeline:** 12/05 - 8/06

**UMM Faculty Lead:** Dr. Greg Thorson

1. Survey residents of area homeless shelters regarding distinctive nature of rural homelessness;
2. Track hotel voucher usage in region to define immediate needs;
3. Survey volunteer organizations in the region to determine if they participate and/or are interested in participating in hotel voucher program;
4. Survey availability and occupancy in Section 8 housing and condition;
5. Survey availability of housing in community; and
6. Propose housing renovation program to create more affordable housing for low-income residents.

**Deliverable Products:** These research findings will form the basis for a section of the housing study being compiled as an outreach activity.

**R2). Student Housing Choices in the Morris Community**

**Timeline:** 5/05 - 1/06

**UMM Faculty Lead:** Dr. Arne Kildegaard

1. Literature review;
2. Prepare survey of students regarding choices for living arrangements;
3. Administer survey; and
4. Analysis of results and report.

**Deliverable Products:** These findings will be an integral part of the final written product of the housing study outreach activity.

UPDATE: New start date.

**R3). Housing Costs and Employment in Industry Sectors**

**Timeline:** 5/05 - /07

**UMM Faculty Lead:** Dr. Bart Finzel

1. Complete a review of the literature and of 2000 Census data collected on this subject;
2. Develop a subsection of the housing study outreach activity that examines the relationship between the cost of housing and the location of employment, the industry of employment, and the wage rate of employed residents;

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3. In cooperation with Michael Haynes of the Stevens County Economic Improvement Commission, a survey of local manufacturers to identify the place of residence of their employees and their prevailing wages will be done;
4. Utilizing information gathered, identify the number of needed housing units in the area at various costs when various levels of manufacturing employment are assumed; and
5. Prepare summary report of findings.

**Deliverable Products:** These findings will be an integral part of the final written product of the housing study outreach activity.

UPDATE: New start date.

**V. MULTI-PROJECT ACTIVITIES AND RESOURCES**

Grant = 196,424

Match = 165,346

Total = \$361,770

This Functional Category includes all of the Administrative activities requested in the grant and also all of the Indirect Cost from both the grant and match sources.

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### 3.4 Updated Budget

The following table assigns financial resources currently available from the COPC Grant and Match to the 5 Functional Categories described in the previous section. Notes that provide descriptions for any changes from the budget in the grant proposal follow. This updated budget does not change from the total request or the total match documented in the grant proposal budget.

### *COPC – Adapting to Change Budget*

*(by Functional Categories)*

*March 15, 2005*

<b>Budget Request</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>Totals</b>
<b>I. Housing</b>	3,415	13,042	7,934	24,391
<b>II. Economic Development</b>	22,980	20,950	12,687	56,617
<b>III. Community Organizing and Neighborhood Revitalization</b>	29,479	34,041	18,308	81,828
<b>IV. Applied Research</b>	12,924	27,311	0	40,235
<b>V. Multi-Project Activities</b>	64,095	76,720	55,609	196,424
<b>Total Request</b>	<b>132,893</b>	<b>172,064</b>	<b>94,539</b>	<b>399,494</b>
<b>Budget Match</b>				
<b>I. Housing</b>	6,000	6,998	4,500	17,498
<b>II. Economic Development</b>	46,163	33,439	41,800	121,402
<b>III. Community Organizing and Neighborhood Revitalization</b>	6,540	8,717	6,540	21,797
<b>IV. Applied Research</b>	15,703	26,714	0	42,417
<b>V. Multi-Project Activities</b>	59,076	62,267	44,003	165,346
<b>Total Match</b>	<b>133,482</b>	<b>138,135</b>	<b>96,843</b>	<b>368,461</b>

<b>Budget Request and Match</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>Totals</b>
<b>I. Housing</b>	9,415	20,040	12,434	41,889
<b>II. Economic Development</b>	69,143	54,389	54,487	178,019
<b>III. Community Organizing and Neighborhood Revitalization</b>	36,019	42,758	24,848	103,625
<b>IV. Applied Research</b>	28,627	54,025	0	82,652
<b>V. Multi-Project Activities</b>	123,171	138,987	99,612	361,770
<b>Total Request and Match</b>	<b>266,374</b>	<b>310,199</b>	<b>191,382</b>	<b>767,955</b>

NOTES ON THIS BUDGET. We are aware of two changes from the budget contained in the grant proposal:

1. In January of 2005, the Federal reimbursement rate for mileage changed from \$.375/mile to \$.405/mile. This resulted the following projects showing increases in travel cost for the PMP grant request (compensations are also indicated):
  - ❖ Project #6 Energizing Entrepreneurship. Travel increased by \$15 in Year 1 and \$15 in Year 2, total is \$30. Compensated by Materials and Supplies decreased \$15 in Year and Year 2, total is \$30.

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- ❖ Research Project #1 Strategies to Combat Homelessness. Travel increased by \$30 in Year 1 and \$30 in Year 2, total is \$60. Compensated by Materials and Supplies decreased \$30 in Year 1 and \$30 in Year 2, total is \$60.
  - ❖ Project #3 Morris Housing Cooperative. Travel increased by \$30 in Year 2, total is \$30. Compensated by reduction of \$30 in the remainder of total estimated expenses for travel.
2. Philip Drown Companies had committed \$12,600 in in-kind match. Since closing his business downtown, Drown will continue to provide \$4,200 of his professional time to the project. The \$8,400 of this in-kind related to physical space specified in his letter of support will no longer be provided. The Project Coordinator is currently seeking replacements for this in-kind previously committed by Drown.

#### **4.0 COMMUNICATION PLAN**

There are numerous reasons, audiences, and methods for communicating about the activities of the Adapting to Change project. This section will cover two broad areas of communications – internal and external. Though not exhaustive, information about the type of communication, the audience, frequency, author and reviewer will be described.

##### **4.1 Internal communications**

1. Required reports and communications with HUD’s COPC office.
  - ❖ Monitoring reports
    - semi-annual
      - Narrative
        - COPC Coordinator will draft
        - reviewed by the COPC Steering Committee, the Director of UMM’s Grants Development Office (GDO), and UMM’s Dean;
      - Financial
        - CST support staff, Grants Development support staff
        - reviewed by the Director of GDO, the COPC PI, and U of M TC Sponsored Financial Reporting
  - On-going verbal/written communications with the COPC GTR as needed primarily by the Director of GDO, the COPC co-directors and COPC Coordinator
2. Periodic status reports
  - ❖ To UMM Dean – grant administration and operations
    - Primarily by the COPC Co-directors and COPC Coordinator
  - ❖ To COPC PI – grant administration
    - The other COPC Co-director, the COPC Coordinator, CST support staff, the Director and support staff of GDO, others
  - ❖ To COPC Co-directors
    - Tom Mc Roberts, Grant Administration
      - COPC Co-Director, CST support staff, the Director and support staff of GDO, the COPC Coordinator
    - Roger McCannon, Community Lead and Liaison

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- COPC Co-Director, CST support staff, the Director and support staff of GDO, the COPC Coordinator
  - ❖ To the Director of Grants Development Office
    - COPC PI and COPC Coordinator, COPC Co-directors, CST support staff, and support staff of GDO
  - ❖ To U of M Sponsored Financial Reporting Office
    - the Director and support staff of GDO
  - ❖ To COPC Coordinator
    - All key administration and operations participants
3. Operations Teams
- ❖ COPC Steering Committee (SC) – responsible for overall management of the project
    - Inter-relationships – membership of the SC is campus and community:
      - Roger McCannon, COPC co-director (community liaison and CAC co-chair)
      - Tom McRoberts, COPC co-director (grant administration)
      - Arne Kildegaard, CST faculty coordinator (COPC faculty research role and CAC membership)
      - David Fluegel, COPC coordinator
      - Ed Larson, City Manager (CAC co-chair)
      - Nora Jost, Stevens County HRA
      - Joe Basel, UMM student and COPC Administrative Assistant – as needed
- Campus members are the COPC administration and operations staff with primary responsibilities for communications to the COPC GTR, UMM Dean, the Director of Grants Development and others. The CST Faculty Coordinator is a tenured faculty in the Economics / Management discipline, has broad affiliations on and off campus, leads a COPC research project, and is involved with numerous outreach projects. COPC Community members include the City Manager and the Director of the Stevens County Housing Authority – both are obviously well-known and communicate broadly through their networks. All Steering Committee members are members of the CAC, McCannon is a co-chair of the CAC, others are directly involved with numerous outreach projects;
- This communications through direct involvement places the SC membership in an ideal position to effectively manage the project while being very cognizant not to act as governance to the CAC and other participants;
  - The SC will provide UMM Administration and the Grants Development Office with information as needed. The SC will also develop the agenda for the CAC meetings and provide this group with information and resources as needed; and

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- Assist the overall communications effort by considering ways for improving the communication process in general and ensuring that communication is enabled and simplified for all project team members and external entities.
- ❖ Community Advisory Committee (CAC) – responsible for general oversight, implementation, and documentation activities.
  - Inter-relationships – membership is large and is from a broad representation of the campus and the broader community. (listed in Section 2. above).
    - Membership gives priority to demographic diversity. This group will likely have a fairly transient nature among its membership. Not all desired participants are able to provide a full 3 years though will be encouraged to join as schedules allow;
    - Includes all members of the SC, including the COPC Co-directors and COPC Coordinator;
    - Includes all 3 UMM faculty that are leading the Applied Research projects and each are also involved with numerous outreach projects;
  - It is expected that most or all members will also participate directly with the outreach and research projects to ensure so that all Outreach Project Teams will have at least one CAC member. This is to ensure that vital communication channels remain open and follow-through of projects is provided; and
  - Assist the overall communications effort by considering ways for improving the communication process in general and ensuring that communication is enabled and simplified for all project team members and external entities.
- ❖ Outreach Project Teams (OPT) - will be created during project launch or as identified in the activities timeline and will provide oversight, implementation, and documentation of each specific project.
  - Inter-relationships - there will be at least one member from each Outreach Project Team that will also serve on the Community Advisory Committee
    - Membership numbers on OPTs will vary according to the needs and nature of the project;
    - Membership will be broadly encouraged and not be exclusive. This is an equal opportunity project. It is expected that involvement in this project will come from practically all social and economic situations;
    - The duration for the OPTs is usually less than the three life of the grant. Still, this group may have turnover in the participants during the life cycle of the project.
  - Assist the overall communications effort by considering ways for improving the communication process in general and ensuring that

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communication is enabled and simplified for all project team members and external entities.

#### **4.2 External communications**

A Publicity Team has been created with primary responsibilities to manage the external relations needs for the Adapting to Change project. The functions and membership of this group are described in section 2.7 above. This section contains information about protocols and procedures, followed by currently identified media venues.

##### ***4.2.1 Protocols and Procedures***

- ❖ For all media initial releases and all major releases thereafter (as mutually agreed) for the Adapting to Change project
  - UMM Review
    - Tom McRoberts, COPC co-director
    - Steering Committee
    - Fritz Schwaller, UMM Dean and Maddy Maxeiner, UMM External Relations
  - HUD Review
    - Kinnard Wright

##### ***4.2.2 Media Venues***

- ❖ Newspapers
  - Morris - Sun Tribune (biweekly)
  - UMM - University Register (weekly)
  - Regional - Alexandria, Willmar, Fergus Falls, St. Cloud (daily)
  - Statewide - Minneapolis Star and Tribune, St. Paul Pioneer Press
- ❖ Radio
  - Morris (KKOK, FM – KMRS, AM)
    - Especially “Community Connections”, 8:45 AM daily – live interviews
  - UMM (KUMM)
  - Regional (Alexandria, Willmar, Fergus Falls, St. Cloud)
  - Statewide (Minnesota Public Radio)
    - Especially Rachael Rebe’s “Rural Minnesota”
- ❖ Television
  - Morris Local Access – especially the Adapting to Change Video, shown frequently and regularly
  - Alexandria (KSTP)
  - Appleton (Pioneer Public TV)
- ❖ Newsletters
  - UMM
    - UMM Profile – print (quarterly)
    - “News and Events” – electronic (weekly), Rebecca Webb
    - “Weekly Bulletin” – electronic (weekly), Judy Riley [not summer months]
  - U of M

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- the “Brief” – electronic (weekly), Gayla Marty
  - “E-News” – electronic (weekly)
  - City of Morris “City Connections” - print (quarterly)
  - COPC Newsletter
  - ACHECP Newsletter
  - ❖ Listservs
    - UMM
      - Facpa, usa, student
    - Community and Rural Development organizations
      - Minnesota Rural Partners, MN Campus Compact, West Central Initiative, Minnesota Alliance for Micro-enterprise, etc.
      - Networks related to COPC project participants
  - ❖ Personal contacts
    - ❖ Local service clubs
    - ❖ Conferences
      - Annual Symposium on Small Towns – UMM, June 2005
      - League of Minnesota Cities – St. Cloud, August 2005
      - MN Rural Summit – future date
      - HUD Community Development grant programs Annual Conference (includes COPC)\*
      - Other state and national venues to be identified
    - ❖ Other venues
      - All America City application and presentation – City of Morris, 2006\*
- \* National venues

#### **4.2.3 Publicity Plan**

- ❖ UMM students in Barbara Burke’s Communications class will be asked to help develop a publicity plan
- ❖ Regular updates will be provided to campus and the broader community
- ❖ The following initial press releases will be drafted and distributed in March 2005:
  - An initial announcement of UMM’s receipt of the grant and the formation of the campus/community partnership;
    - Authored by Judy Riley
    - UMM - listservs, newspaper, radio
    - City of Morris – newspaper, radio
  - A story being developed from the first meeting of the CAC on March 10.
    - Authored by Judy Riley
    - UMM - listservs, newspaper, radio
    - City of Morris – newspaper, radio
    - Regional newspapers
    - Community and Rural Development – announcements and newsletters
- ❖ Video – the 5 minute video initial created for the COPC Orientation and Training session (1/19/05) will be revised and lengthened – spring ‘05

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- David Fluegel and Jessica Beyer
- City of Morris Access Channel
- Annual Symposium on Small Towns

## **5.0 RISK MANAGEMENT**

Any activity presenting potential risk to the U of M, the City of Morris, other participants, or projects will be mentioned here along with approaches for mitigating the effects of the risk.

Areas of activity that carry some degree of risk have been identified thus far:

- ❖ Rental Housing Commission – one idea mentioned was placing information about rental spaces (currently on the City web site) and renter reports of the space and the landlord on a web site. Mark Karon, U of M Twin Cities Legal Council has worked with rental housing issues for 20 years and offered to help draft a disclaimer should this idea be pursued;
- ❖ CST web site – there is slight risk that students creating and publishing web info on the site could damage the infrastructure. There have not been problems in the past;

General resource: As a potential resource for consulting on any risk related issues that may arise, Tom Mahoney, UMM Grants Development Office, recommends keeping Tom Schumacher, U of M, Twin Cities, Office of Compliance in mind. Schumacher specializes on risk issues.

## **6.0 SECURITY AND PRIVACY**

This section reviews security and privacy requirements for the project as a way to ensure that the Project Management Plan reflects these requirements.

### **6.1 Privacy Issues**

This section identifies privacy issues that should be addressed during the phases of the Adapting to Change effort and defines the process to be established for addressing the privacy issues throughout the life cycle. A preliminary analysis of the potential for privacy effects will be conducted as part of the project development process. The purpose will be to establish an awareness of any privacy-related issues that may have to be addressed.

### **6.2 Computer Security Issues**

It is not anticipated that the COPC project will generate significant concerns regarding computer security issues. This section will eventually document any reviews or evaluations conducted for security risk assessment and computer security planning. All system vulnerabilities, threats, risks, and privacy issues will be identified and then an accurate determination will be made of the sensitivity of systems and information.