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The Mother Maria Kaupas Center - Strategic Plan

Jesse Klug

Bucknell University

Carolina Elizalde

Bucknell University

Kristin Cox

Bucknell University

Elizabeth Semeraro

Bucknell University

Liz Daniels

Bucknell University

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The Mother Maria Kaupas Center

438 WEST AVENUE MOUNT CARMEL, PA 17851

570-339-3450, Option 5

Executive Director, Jake Betz

kaupascenterdrc@ptd.net

SPRING 2016

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Executive Summary

In the first section, **Our Vision**, the Kaupas Center Mission and Vision are explained through the lens of the spirituality, leadership, and community goals. This leads into the **Community Development Plan**, where the focus is on the role of the Kaupas Center in Mt. Carmel's revitalization by serving as a vehicle for community development. This section explains how the center's spirituality, leadership, and community goals leverages the center across isolated entities within Mt. Carmel, and also how certain barriers to citizen participation and youth development can be addressed by the center's ability to convene assets across many Mt. Carmel organizations. Next, in the **Outreach** section, the many outreach efforts of the center are explained using their spirituality, leadership, and community principals. There is also an analysis of the public perception of Kaupas, the current marketing and public relations strategy, and the 4 C's (communication, cooperation, coordination, and collaboration) are described in ways to enhance the center's outreach. To follow, the research process, survey data, and how Kaupas can address a variety of needs and issues in Mt. Carmel is addressed. Also in the **Mt. Carmel Improvement** section are descriptions of the Kaupas Center's assets, key stakeholders, and strategic planning methods to address Mt. Carmel needs. The Kaupas Center's relationship with Universities, what specific resources Bucknell has to offer, and other possible resources at other local universities is then addressed in the **Kaupas and University Partnerships** section. The succeeding section, **Activity List**, displays ongoing and potential projects that can be used by the Kaupas Center, Bucknell Working group, the Kaupas task force, and other local groups to enhance community engagement in Mt. Carmel. Finally, a variety of recommendations are delivered following the centers spirituality, community, and leadership goals in **Future Recommendations** and concluding remarks and final discussions are mentioned in the **Conclusion and Future Vision** section.

How to use this Document:

This aim of this document is to outline the future vision for the Kaupas Center as hub for spirituality, community development, and leadership opportunities. Each of the following sections integrates these three themes into the identified areas of focus that the Kaupas Center should immediately turn its attention to.

- **Our Vision** outlines the envisioned mission, vision, guiding values, goals, and internal structure of the Kaupas Center. This section should be used for assessment of the Kaupas Center's guiding principles.
- **Community Development Plan** addresses the strengths and weaknesses of the Kaupas Center's role in Mount Carmel's revitalization and should be used to create a visioning process for moving forward as a vehicle for community development.
- **Outreach** explains the outreach initiatives of the Kaupas Center. This section should be used for suggestions for improvement of the center's outreach model.
- **Mount Carmel Improvement** describes the results of research on the Mt. Carmel community, and should be used to prioritize the pressing issues in Mt. Carmel that the Kaupas Center focuses on.
- **Kaupas and University Partnerships** outlines nearby universities and their resources, and should serve as a base for future organization of stakeholder resource and contact information.
- **Bucknell University Resources** explains the resources at Bucknell University that the Kaupas Center should keep in mind going forward.
- **Activity List** outlines ongoing projects through the Kaupas Center and should be used to identify future projects for community engagement.
- **Future Recommendations** summarizes the ideal focus for the Kaupas Center moving forward in terms of the overarching themes of spirituality, community, and leadership.
- **Conclusion and Future Vision** also gives points for moving forward and explicit steps for immediate action, specifically based on results from community research findings.
- **Appendix** includes important documents including an email exchange, a template for future planning, a list of media publications, a list of potential outlets for involvement with Bucknell, a draft of a Kaupas Center contract, and a document outlining information about the community pool and possible steps for its reopening.

Introduction

Mount Carmel has a population of approximately 6,000 vibrant, hardworking citizens in the Anthracite Coal Region in central Pennsylvania. Albert Bradford named the town because of its elevation and beautiful location within the mountains, choosing the name ‘Mt. Carmel’ with the belief that the community reflects virtues of a sacred mountain range in Israel. Mt. Carmel was among the first to have its streets lit by electricity, and thrived in the economic boom in the mid twentieth century. Once mines closed, however, the economy of the town declined and currently reflects the ambiguities and tensions of our post-industrial nation. The result has been that the town diminished in size and the population aged. The 19th century economic structures generated incredible wealth, expansive infrastructure and extensive social capital, but what remains are environmental dangers, crumbling infrastructures, and weak employment opportunities. We believe that the citizens embody the spirit of innovation, creativity, and progress of their town’s history that can reverse the effects of the economic downturn. Our research is aimed at supporting the creation of a new and sustainable future for this region, one that rich in natural and cultural resources, but is missing a clear strategy for leveraging and mobilizing this potential.

These citizens are represented by several organizations that work to improve the social and economic conditions for a town that has experienced turbulence following the decline of the coal industry. A partnership with Bucknell University, the Mt. Carmel Town Council, Mt. Carmel Downtown Inc., and the Mother Maria Kaupas Center, has collaborated to understand the heart of the issues facing this town and are working on common strategies to overcome them. Over the past three months, students from Bucknell have spoken with a variety of stakeholders in the town and have found that these organizations are uniquely positioned to speak for the needs of its people. Engaging in dialogue with community organizations and individuals was an important first step to understanding and improving the economic and social conditions in the area. Coupled with research from interviews, focus groups, and survey data, we believe that a revolutionary change is possible.

Since its inception in April 2015, the Mother Maria Kaupas Center has made great strides in their spirituality, community, and leadership goals. They have dedicated time to empowering the youth of the local Mount Carmel community and their many initiatives and projects reflect the importance of community service and spirituality. Thanks to the leadership, the center has made considerable progress in education and community engagement throughout the past year. That being said, the Kaupas Center is still in its infancy and still cultivating a long-term future vision as a vehicle for Mount Carmel’s revitalization. The Mother Maria Kaupas Center Vision 2020 should incorporate their commitment to spirituality, community, and leadership in a revolutionary effort to stand as Mount Carmel’s main force in re-building the community.

The center's mission, vision, and guiding values and goals are introduced to examine the basis on which the company stands. An overview of the structure of the center will then be provided to explain internal and external factors to the center's growth and how they influence the center's position within the community today. Next, the center's outreach efforts will be presented with an analysis of its current marketing and public relations strategies. Starting with an explanation of the issues and needs in town at present, future Mount Carmel community desires and issues will be addressed based on survey responses and interviews with residents. The next section will explain the center's partnerships and stakeholders in Mount Carmel, and an assessment of the center's current university partnerships. Lastly, the Kaupas Center's activity list will be presented with details on each separate project or initiative, and how these projects can unite isolated stakeholder groups.

This report critically evaluates the Mother Maria Kaupas Center's strategic direction under its current discerned mission, vision and guiding values. Father Moran and Executive Director Jake Betz have led the organization to become a recognized community revitalizer in Mount Carmel, which has benefited the organization in building community assets and assisting in community development. However, recently, the organization has slowed in its development because of its myopic focus on its church community. The center should be reaching out to many, if not all, organizations in the local Mount Carmel community to build as strong a local network as possible. Our recommendations at the conclusion of this report are aligned with the center's stated goals to increase its spiritual, community, and leadership presence and influence in Mt. Carmel.

Our Vision

MISSION

“Mother Maria Kaupas and the founding sisters of the Sisters of St. Casimir established a legacy of the importance of education and youth engagement when they established Holy Cross school in Mt. Carmel and supported it until 1974. The Mother Maria Kaupas Center, established in 2015, inherits this legacy by providing a home for service learning and community development. It is a ministry within Divine Redeemer Parish – a center for volunteerism and community service, and a place where spirituality, community and leadership emerge.”

VISION, GUIDING VALUES, GOALS, & INTERNAL STRUCTURE

Spirituality: Because the Mother Maria Kaupas Center is a ministry within the Divine Redeemer Parish, the vision for the spirituality of the Center will be at the discretion of the parish’s leadership and the diocese.

Value: *Serving God by Serving Others¹*

Goals:

- Holistic engagement of all peoples of Mt. Carmel, particularly to serve lay people too.
- Serving as the Lord’s hands in carrying out His work.
- Growing personal relationship with God
- Serve as a space where young people can understand and continue their relationship with God.

Structure: The Kaupas Center must define itself in relationship to the diocese by nature of its current organization as a ministry of the Divine Redeemer Church. In working to create a holistic engagement of all people in Mt. Carmel, the Center will stand as a flagship for spiritual growth. As a retreat center for local groups and for outsiders visiting Mt. Carmel, the center fosters the spiritual ideals established by Mother Maria Kaupas. Offering time and space for personal spiritual reflection and guidance bolsters the Center’s visibility within and beyond Mt. Carmel. Father Moran is the primary contact point for the community’s spiritual needs.

Leadership: We recognize the importance of creating leadership opportunities that serve the needs of Mt. Carmel citizens, fostering service-learning opportunities for our youth and through productive partnerships with local colleges. The Kaupas Center works to empower students to engage and lead within our community, connecting interested leaders to leadership experiences.

Value: *Helping People Help Each Other*

Goals:

- Be a leader in social, spiritual, economic, and environmental growth and prosperity in our town by serving as a knowledge and resource database that links supplies with demands.
- Bridge spiritual and lay community groups and unite them in the mission of service.
- Provide relief and assistance to all members of the Mt. Carmel community when their community organization calls on the center for assistance.

¹Can be adjusted as seen fit by the Kaupas Center

- Develop the leadership capacities of Mt. Carmel area youth by mentoring them in leadership-driven activities throughout the year.
- Develop internal structure of Kaupas to prioritize project-based activities and developing an active membership for the Center.

Structure: The current flow of information within the Kaupas Center begins at Father Moran and ends with the Executive Director, Jake Betz. All needs, wants, and initiatives brought to the Center by way of Father Moran and acted on by Jake. Jake is the primary organizer and disseminator for all projects. He also works closely with stakeholders to coordinate volunteer opportunities within the community and to stay informed with the current needs and wants of the Mt. Carmel community. Four times a year, the Kaupas Center Advisory Board meets and discusses the current state of affairs. This helps keep all stakeholders informed and up-to-date with the Center's operations.

Community: Following the legacy of Mother Maria Kaupas' foundational Holy Cross school, the Kaupas Center will be the premiere community organizing resource for lay and spiritual organizations in Mt. Carmel.

Value: *Community Revitalization*

Goals:

- Be a hub for service learning initiatives that connect volunteering capacities with volunteers, leaders, organizations, and those in need of service.
- Maintain an inventory of stakeholders, resources, and needs across multiple social and spiritual organizations in town by serving as a knowledge warehouse.
- Create productive partnerships with key stakeholders in town and maintain an open and regular dialogue with them.
- Provide a common meeting space for leaders of organizations to meet face to face and take on critical issues in our community.

Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms. If anyone speaks, they should do so as one who speaks the very words of God. If anyone serves, they should do so with the strength God provides, so that in all things God may be praised through Jesus Christ.

1 Peter 4:10-11

Structure: The Kaupas Center has established itself as a hub for various religious and community organizations to convene and collaborate on certain initiatives. As a convener, matchmaker, clearinghouse of various community groups, the Center has been able to cross-pollinate into places such as MCDI and the local high school. An example of such collaboration and cooperation is the upcoming Kaupas Camp this summer, which is a partnership with the MCA school district for youth in the community to have a summer activity as well as perform service for the community.

Community Development Plan

The Kaupas Center, as a clearinghouse for community resources and knowledge, will play an important role in Mt. Carmel’s revitalization by serving as a vehicle for community development. The goals for community development are to increase public participation and to identify and enhance community assets. This is done through a process known as **visioning**, where social, political and economic organizations collectively develop a common view of the community as it currently is, and based on this information, develops a shared vision for the future of the town. Over the course of the past three months, Bucknell has worked to gather information from a diverse variety of stakeholders to understand the current assets and liabilities within Mt. Carmel. In sharing this information with the Kaupas Center and other local organization, Bucknell hopes to mediate a shared understanding of the community’s resources and needs. With this knowledge, the Kaupas Center will play a central part in convening these isolated community groups to move forward and initiate conversations around a shared vision for the future of Mt. Carmel. The community development plan should focus on capitalizing Mt. Carmel’s current assets and creating strategic plans for specific asset areas, such as education and workforce development. Kaupas’s goals of increased spirituality, leadership, and community situates this organization in a unique place to convene assets across isolated entities and create cohesion amongst groups that ultimately lead to increased citizen participation within the community.

The table below, taken from *Asset Building and Community Development*, shows a visioning process for how to maintain initiative.

A Visioning Process:

Step	Component	Component Explanation
1	Getting started	Coordinating committee forms and begins planning for the first workshop.
2	Community visioning workshop	Coordinating committee facilitates process of preparing a general vision statement and identifies key areas.
3	Establishment of task forces	At workshop, assemble task forces by key area and meet to set action plan.
4	Key area visioning workshops	Each key area task force convenes a community workshop to facilitate a process for preparing a key vision statement and identifying sub-areas.
5	Review of plans and/or programs, etc.	Task forces should review all relevant exiting plans, zoning, and subdivision regulations.
6	Data gathering and analysis	Each task force should gather and analyze pertinent data and prepare strategies. Larger task force evaluates data and strategies against general and key area visions.
7	Goal and strategy development	Task forces should develop goals and strategies based on data and vision strategies.
8	Community feedback workshop	The coordinating committee should plan on a community-wide workshop to present the general and key area visions and broad strategies.
9	Development of action plans	Each task force should prepare action plans based on agreed strategies and goals.
10	Implementation	Undertake action plans.
11	Monitor, evaluate and revise	The coordinating committee plans a meeting that reviews the activities and accomplishments to date and what activities will be implemented the following year.

SUCCESSFUL COMMUNITY DEVELOPMENT CONSIDERATIONS

Barrier: Citizen Participation is a barrier to successful community development because of lack of child care, transportation, accessibility for the disabled, as well as a lack of advance information about community needs and resources. It is important for residents to see real, direct benefits to their participation: the Kaupas Center should host manageable small projects for the community is an effective way to create this awareness on the importance of collective participation. Recognizing the impact of economic and social transformation over the last half-century, such as the rising economic insecurity, socioeconomic segregation, the collapse of the low income family unity, and, most importantly, a decline in a collective sense of responsibility for “our” youth, have led to food and housing scarcity, volatile, unstable, and stressful relationships, which leaves working class youths isolated and distrustful to develop the skills, knowledge, and social networks that are crucial for success in this country. When people used the expression “our kids” only a few generations ago, they meant our nation’s children, but now the term regards only biological or familiar children. Community development that increases public participation will give citizens a sense of their collective value, with the potential for widening the scope of “our” children.

For as in one body we have many members and the members do not all have the same function, so we, though many, are one body in Christ, and individually members one of another.

Romans 12:4-5

Asset: Religious Centers for Youth Development can serve to reconnect the disconnected youth by serving as community partners. Low income children are systematically exposed to fewer mentors, fewer economic opportunities, and toxic home environments. The Kaupas Center will serve to alleviate the stress placed on youth in Mt. Carmel by creating community support programs for both parents and children that provide much needed guidance, advocacy, and support (Closing the Opportunity Gap). Rebuilding the institutional infrastructures of distressed communities requires a process of collective, sustained planning for community change (Closing the Opportunity Gap).

For we are his workmanship, created in Christ Jesus unto good works, which God hath before ordained that we should walk in them.

Ephesians 2:10

Outreach

The Mother Maria Kaupas Center has initiated several projects to develop its outreach commitment and strengthen its ties with the Mt. Carmel community. These outreach efforts include volunteer and community driven projects, each aligned with the center’s spirituality, leadership, or community goals. To stay connected to the Mt. Carmel community, the center works to build and maintain relationships with both religious and nonreligious groups and strives to continue these relationships into the future.

Spirituality: Within the Kaupas Center’s commitment to spirituality, there have been many projects that are reflective of this part of its mission. For example, the Catholic Volunteer Network recently launched the *From Service to Sisterhood* initiative, which seeks to strengthen the vitality of congregations of women religious through the development of volunteer programs. Thanks to the support of the Conrad N. Hilton Foundation, this new project has been made possible. *From Service to Sisterhood* will be housed at the

Mother Maria Kaupas Center. The Kaupas Center is also home to the monthly meetings of the local St. Vincent de Paul Society parish-based organization. It is the home base for the work with the Mt. Carmel Food Pantry and preparation of monthly meals that are distributed to the homebound and local families struggling to meet basic needs. Finally, the center opens its physical space to religious groups as a place to stay for spiritual and religious related retreats.

Community: In addition to building relationships with spiritual and religious oriented groups, the Kaupas Center focuses on establishing relationships with non-spiritual groups. For example, from the center’s partnership with MCDI, potential volunteer and community related opportunities can be offered to either membership base. Another example of community driven outreach could be working with the Mount Carmel Area High School to give senior project recommendations. Building relationships with other groups besides religiously affiliated entities is key to fulfill the center's vision as a force to revitalizing the Mt. Carmel community. Through proper and effective marketing and public relations, the center could successfully communicate these opportunities to the local community.

Leadership: The Kaupas Center strives to help the community to develop skills in leadership through a variety of opportunities. Many of their outreach efforts focus on youth engagement, such as having the local high school as a partner and being involved with the upcoming summer camp. The center believes that the future of the Mt. Carmel community is in the hands of the youth as knowledgeable leaders. Therefore, much of the outreach efforts for leadership are directed towards the youth and empowering them to stay engaged and involved in the community.

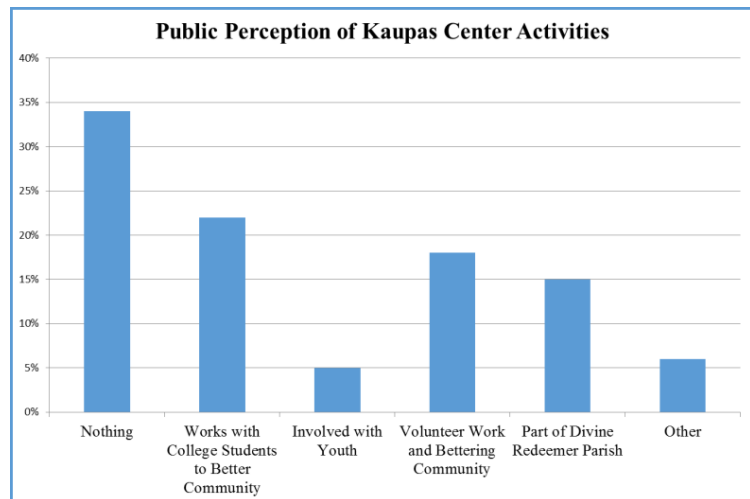
How Do You Know You’ve Arrived?

AN ACTIONABLE INTENDED IMPACT...

- Links in a compelling way to your mission and vision for social change.
- Specifies the outcomes you seek to create for your beneficiaries.
- Affords sufficient control over outcomes to enable real accountability.
- Is realistic and achievable, given your capabilities.
- Is measurable on an accurate, timely basis.
- Provides an effective platform for making strategic tradeoffs, especially those related to program focus and resource-allocation decisions.

PUBLIC PERCEPTION OF KAUPAS

The Kaupas Center, as a driving force for community revitalization, should place awareness and public perception at a high level of importance. The survey results showed that only half of the data sample (n = 150) has heard of the Kaupas Center (heard of: 49%; has not heard of: 51%). Of the respondents that have heard of the center, they stated that the center either works with college students to better the community, works with youth, organizes volunteer work to better the community, or is simply a part of the Divine Redeemer Parish.



CURRENT MARKETING / PR STRATEGY

Currently, the Kaupas Center has established various forms of marketing and public relation efforts to keep the local community and stakeholders informed and up-to-date with any related information. Their website provides a list of their projects and initiatives and background information about the center as well as Mother Maria Kaupas. The center also has a Facebook, Instagram, and YouTube page to keep their followers aware of new initiatives. Finally, given Jake Betz's former employment with the Daily Item, the center maintains a working relationship with this local news agency.

4 Cs OF SUCCESSFUL COMMUNITY OUTREACH

Communication: The Kaupas Center is a convener and organizer for many events and opportunities in the Mount Carmel community, including potential volunteering, service learning for the youth, and providing space for religious or spiritual retreats. In their outreach efforts, the center should be letting people know about its meetings, events, retreats, or any other happening organized by the center. The flow of communication should be clear and travel from Father Moran and Jake Betz and end with the Kaupas Center membership base and other stakeholders in the community. As newer projects are brought to the center, there should be clear communication to people about how they can get involved and attend any such events or initiatives.

Cooperation: The Kaupas Center devotes most of their time connecting with various stakeholders in the Mount Carmel community. In these partnerships with local organizations, such as MCDI or Mount Carmel Area school district, the center hopes to learn about certain issues and needs of the community. Using the principles of spirituality, leadership, and community, the center hopes to address such issues with possible solutions. Thus, attending other meetings of community groups or organizations is extremely important in order to understand the pulse of the community. The center should be aware of what their partners are doing so that the center can form a strong knowledge base to address community issues and create solutions in the future.

Coordination: The Kaupas Center organizes many events and initiatives for their partners and stakeholders to participate in. Additionally, the center's partners also have their separate meetings and events to orchestrate and offer to their specific stakeholders. To minimize scheduling conflict and increase attendance at important events, the Kaupas Center should create a calendar of events and include every stakeholder and partner activities. Examples of these activities include main fundraisers, recurring meetings, board member meetings, and other related events.

Collaboration: The Kaupas Center has clear partnerships established with other organizations either in or outside of the Mount Carmel community. To date, the center has been working hard to maintain these relationships and continue to work closely with as many stakeholders as possible. Given the center has been able to successfully community, cooperate, and coordinate with their stakeholders and partners, the next step of their outreach efforts is to collaborate with these key organizations as well as the people of Mount Carmel. In other words, the Kaupas Center is now prepared to intimately work with other people and truly become a force for revitalization in Mount Carmel.

Mount Carmel Improvement

RESEARCH PROCESS

Throughout the semester, we, as outsiders of the Mount Carmel community, have conducted our own research through qualitative and quantitative means in order to better inform our recommendations. Before the semester began, Professor Martin had the opportunity to speak with town leaders in Mount Carmel about the town- its history, its current needs, and the leaders' vision for the town. Ultimately tasked with developing strategic plans for both MCDI and Kaupas, we started discussing ideas and tasks to explore under each of the three categories:

1. The Pool
2. Mount Carmel Downtown Inc.
3. The Kaupas Center

As students absorbed this information and asked questions to better understand the nature of the work, they naturally formed into three teams- a task force for each category. Each group conducted online research to gain more information about the nature of the work and Mt. Carmel in general. For the second class meeting, Professor Martin and students went to Mount Carmel where they met with some key leaders in the town to ask questions and learn more about town dynamics, history, and future goals. The meeting was held at the Kaupas Center, and stakeholders in attendance included Mayor Bing, Ed Fegley, Father Moran, Jake Betz, Charmange Cimino, and Cathy Besser.

As narratives about each of the three projects emerged, students took notes and asked questions to gain a better understanding of each project. They debriefed following class to collectively analyze their notes and comprehension of each project. The three teams then got to work emailing and calling all relevant stakeholders as well as the names the town leaders mentioned the week before as being valuable resources. Students scheduled informational interviews by phone and in person for the next couple weeks in an effort to gain as many perspectives as possible about the three projects, but also Mount Carmel in general. The information gathered in these meetings, interviews, and phone calls informed the focus for our community and business surveys.

DEVELOPING AND ADMINISTERING THE SURVEYS

Over the course of the next few weeks, students began to compile a list of survey questions to gain a better understanding of the varying narratives in town. Drawing from a breadth of scholarly organizational development readings, gathering quantitative data and coupling this with in depth qualitative research and data is the most reliable way to understand an issue and make meaningful change.

Professor Martin and the class sat down with Professor Jen Silva, an experienced sociologist familiar with surveying large groups of people. Also studying and researching the dynamics within Mt. Carmel, Professor Silva is familiar with the history, assets, and room for growth within the town, which enabled us to jump right into our discussion. She helped us frame certain questions we found difficult to word or weren't sure we wanted to ask, in addition to offering other questions that might aid our research. After this discussion, we edited our surveys and sent them to Father Marty, Jake Betz, Ed Fegley, Lynn Kufta, Cathy Besser, and Judy Polites to finalize them. Once we received their feedback, two students created them on Qualtrics, a software organization tool that formats our questions into easy-to-use

surveys. We sent these links to email lists and posted them in the newspaper and on school websites. We thank Jake Betz and MCDI for helping to review and administer these.

After realizing we could not use this format while surveying door-to-door in Mt. Carmel, another student made copies of the surveys in Word to print and administer while surveying in Mt. Carmel. Groups of students surveyed community members and business owners in Mt. Carmel for a few days in the following weeks. More feedback came from Ed Fegley, and after updating them, students had two final survey links ready to send out to the entire list of contacts they had compiled over the course of the semester, also asking those to whom they sent the link to send the surveys to their personal list of contacts within Mt. Carmel. Students also prepared these links to send to Sarah DeSantis, of The Daily Item, and for distribution on Facebook as to reach as many Mt. Carmel residents and business owners as possible.

Simultaneously, administering the surveys did not happen at the expected rate. Averaging about 13 surveys for a couple hours' work in Mt. Carmel for a pair of students, Professor Martin and students spent class on April 13 brainstorming strategies for more effective distribution. We continued gathering data from online surveys until we completed this report.

The Numbers: In total, we gathered data from:

- **220 community surveys** started, with over 200 completed
- **30 door to door pilot surveys:** to gauge public reactions and determine question effectiveness
- **14 downtown business owner surveys:** to introduce them to our research and gain their professional and experiential feedback
- **27 individual interviews:** with town leaders and professionals to learn about specific issues in more depth, which helped us develop our surveys
- at least **11 site visits to Mt. Carmel:** this enabled us to become familiar with town by exploring and meeting residents, whereas some of these were scheduled for interviews and focus groups
- **10 community meetings attended** (Town Council, MCDI, Camp meetings): to better understand what Mt. Carmel was already doing in relation to our research, in addition to gauging reactions and concerns about our research

Demographics' of Survey Respondents Correlation to 2010 US Census:

Gender:

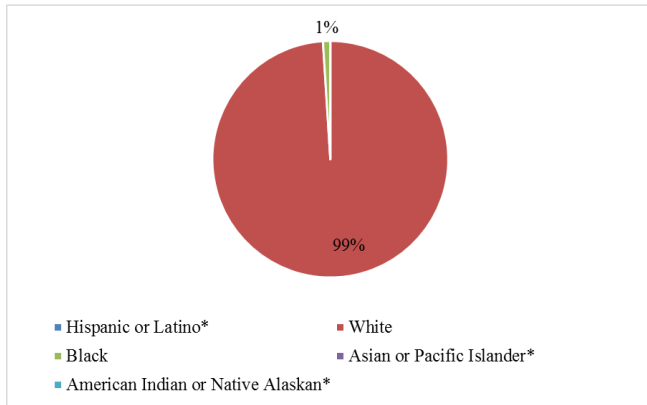
Survey Respondents			2010 Census Data		
Male	Female	Other	Male	Female	Other
40%	58%	1%	48%	52%	0%

Age:

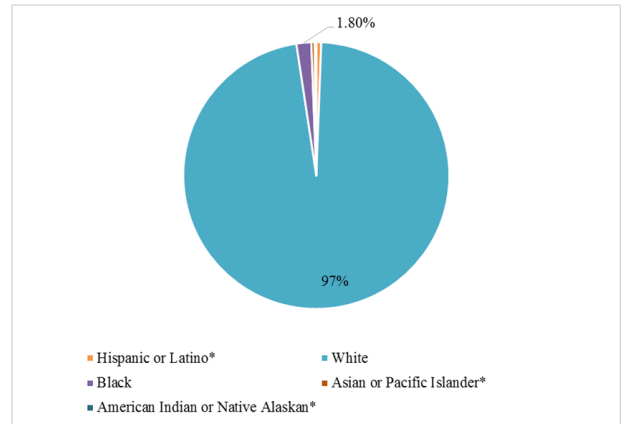
Survey Respondents		2010 Census Data	
Age		Age	
18 and Younger	5%	18 and Younger	20%
19-24	6%	19-24	Unknown
25-40	23%	25-40	Unknown
41-52	24%	41-52	Unknown
53-64	26%	53-64	Unknown
65+	15%	65+	20.3%

Race:

Survey Respondents



2010 Census Data



*These races make up for less than 1 % of citizens and are too small to appear on the chart above.

Employment:

Survey Respondents

Employment Status	Percentage
Employed	70%
Unemployed	0%
Retired	19%
Student	8%
Full time Caregiver/Parent	2%

2010 Census Data

N/A

Median Income:

Survey Respondents

Median Income	Percentage
Less than \$12,000	10%
\$12,001-\$43,000	35%
More than \$43,000	53%

2010 Census Data

Median Household Income:
\$32,278

Level of Education:

Survey Respondents

Level of Education	Percentage
High School	30%
GED	0%
Associate's Degree	16%
Bachelor's Degree	25%
Graduate School	29%

2010 Census Data

Age	Percentage
High School or higher	86.1%
Bachelor's Degree or higher	16.3%

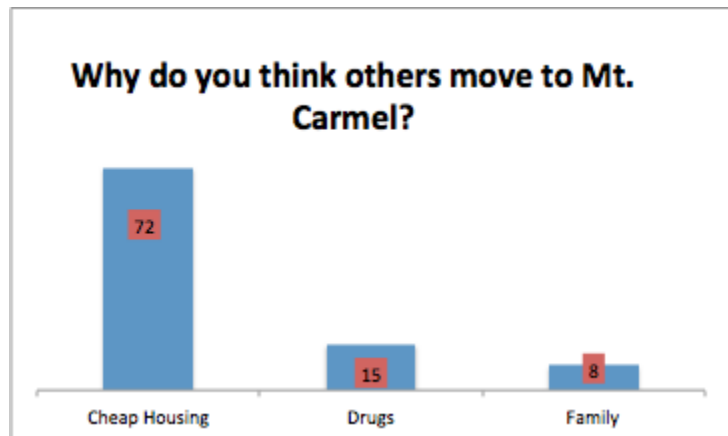
HOW KAUPAS CAN HELP: THE NEEDS AND ISSUES

An important point of focus has been to determine the areas in need of improvement for Mount Carmel. Our primary vision for the Kaupas Center is to be a hub and organizer for community revitalization; it is extremely valuable to be in touch with the most pressing issues in the town, and the issues that the population views as important. The Mother Maria Kaupas Center was established to promote volunteer service in the Mount Carmel Area by providing a place and structure for community members and outsiders to work together to help those in need. The overall goal is for people who participate with the Kaupas Center to explore their spirituality, provide service to the community and develop leadership skills. The following list outlines several of the issues and subsequent needs of the Mount Carmel community that we have identified by interviewing community members and public officials and the results of our survey, intended to obtain more widespread community input.

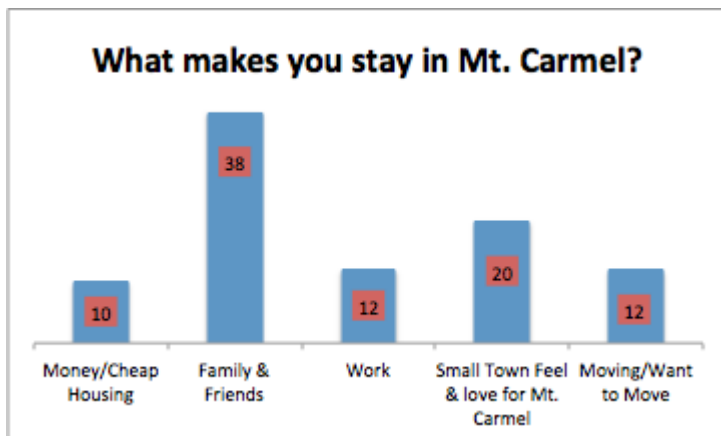
The Issue? Affordable Housing.

This seems to be the overwhelming reason people move to Mount Carmel in recent years. Landlords from out of town rent cheap properties without vetting the future tenants or maintaining the houses. These landlords were indicated as the third way Mount Carmel has changed since respondents had lived in Mount Carmel, and not in a positive way. One survey taker said, “Landlords buy up the houses and rent them cheap to these undesirable

people and they (landlords) NEVER come around to check they are living in their beautiful homes some as far away as Florida and are living in the lap of luxury while we are hostages in our homes.” Affordable housing was one of the top reasons survey respondents indicated that they moved to



Mount Carmel. Further, an overwhelming amount of survey respondents (72 out of 95 responses to this question) assumed that the number one reason that people move to Mt. Carmel is due to the cheap housing prices. The housing issue is not because the area is not a great place as one survey taker indicated, “It can become a very nice place to live in the future. If housing is addressed then you might have a chance.”



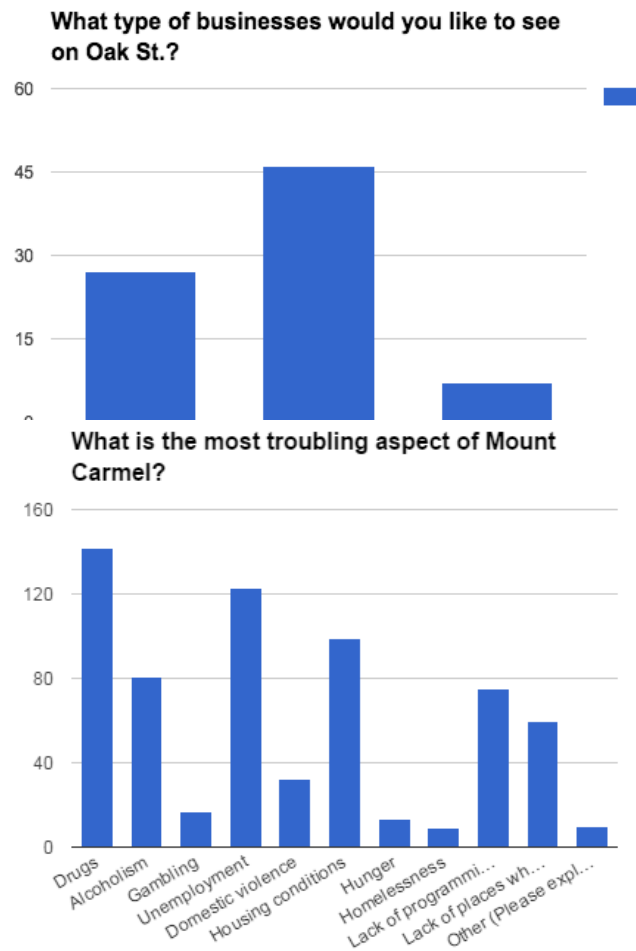
The Issue? Declining Population.

The population has declined rapidly in recent years and led to a lack of resources to maintain the town and industry within the town. Many residents are either new additions coming in largely due to affordable housing, or citizens who were born and raised in the community. The majority of survey respondents said that they moved to Mt. Carmel to be closer to family or because they were born and raised in the town. This shows a strong connection to Mt. Carmel’s history, as many of its residents have deep roots in the town,

but it also does not indicate that there is industry bringing residents into the town. As one community member said, *“Decline in population. Decline in industry. Many of the core group of individuals that traced their lives back several generations are no longer here and we are losing our historical and cultural bedrock which made the community successful in the past.”* The graph to the left shows why our survey respondents stay in Mount Carmel. There is an overwhelming sense that Mt. Carmel is a family oriented small town with a population of citizens who are loyal to the community and its history. However, this graph also reveals that many citizens also either have moved, want to move, or are only staying in town due to economic situations. One respondent noted that it was a, “great area, you just can’t really pursue anything here other than football.”

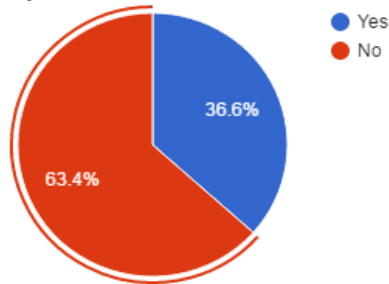
The Issue? Lack of Downtown Businesses. The survey indicates a large portion of the town wants to prioritize change here. Coffee Shops/Cafes and Breakfast Restaurants were ranked in the top categories that were very negative, and Stores and Lunch and Dinner Restaurants were in the top categories for needs improvement in the administered survey. This issue means that money is not being spent and reinvested into Mount Carmel. There is opportunity in this realm, however, with 97% of survey takers say they would ‘take advantage of downtown businesses if they catered to the town’s needs more. As for these needs, we received 124 responses for businesses respondents would like to see on Oak St. An overwhelming majority of these answers were Clothing stores, with different types of eateries also ranking at the top. The Kaupas Center already has a partnership with MCDI (Mount Carmel Downtown Inc.). The organizations have similar goals for town revitalization, with MCDI focusing on the businesses in town so the partnership is useful.

The Issue? Community Inclusion. A new, troubling divide has emerged in the community. The proportion of respondents who think their opinions are not represented in town (63%) is concerning. However, a large portion (81%) of our survey takers are familiar with Town Council members and people of leadership. As well as 81% of respondents being knowledgeable of town leaders, 78% of respondents claim to be close to at least 10 other people in town and 77% said they knew someone in Mount Carmel that they could borrow \$100 from. These results would indicate they are involved and influential members of the community, yet they still are reporting at a majority (63.4%) that they do not feel their



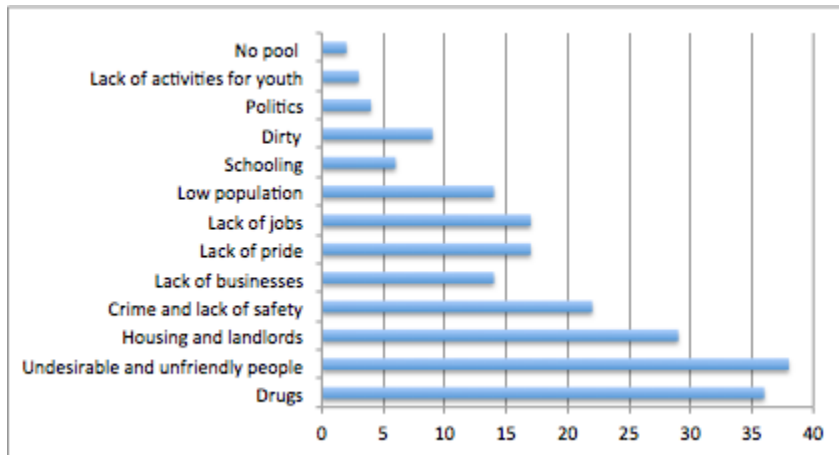
opinions are being represented in Mount Carmel. This disconnect represents the issues of community inclusion. Engaging a wide range of the population in restorative measures by use of public participation in events and service can bridge differences, as well as make citizens feel as if they are being heard and making a difference in the community.

Do you feel your opinions are represented in town?



The Issue? Recreational Facilities. Large portions of our survey takers indicate they want improvements here. It was the third highest category indicated for prioritizing change. A substantial 96 out of 167 respondents indicated they think recreational facilities need improvement. This is even more substantial given that only 5% of our survey were under the age of 18 and thus would be prone to noting youth recreational facilities as a priority. The lack of facilities for youth to socialize at impacts recreation, potentially future drug use, community

pride, and community retention. Indicated in the graph above as the third and second to last bars, youth programming and lack of places to socialize are considered extremely troubling. 41% noted that the lack of places where people can socialize is the most troubling issue in Mount Carmel and 51% noted the lack of programming and youth was the most troubling.

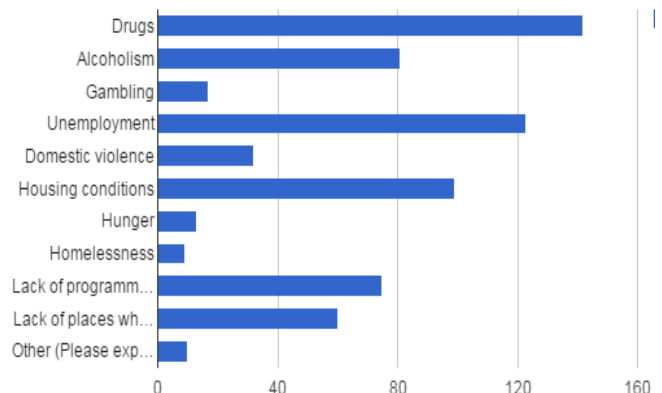


The Issue? Drugs and Alcohol. A common theme we have encountered is heightened substance abuse. Indicated in the graph under **Affordable Housing**, it is the second most popular assumption that individuals have moved to Mount Carmel. This detracts from the small town feeling and the fact that Mount Carmel is a location to raise a family. The

graph to the left shows that Undesirable or Unfriendly People and Drugs are the top two ways Mount Carmel has changed in recent years. As one survey respondent noted, *“The safe, family-oriented community has now become a town with many non-working families, drugs, and people who do not have pride in the area and their properties.”* This substance abuse not only raises crime, unhealthy decisions, and danger in the area but it also furthers stereotypes and the community divide mentioned in **Community Inclusion**.

The Issue? Unemployment. The decline of the coal industry and the closing of the garment factories have led to a huge decline in employment

What do you see as the most troubling issue in Mount Carmel?



rates in Mount Carmel. As also indicated in the previous graph, a lack of jobs is a main way people see that the community has changed. As you can see in the graph to the right, an overwhelming number of respondents indicate that unemployment is the most troubling issue for Mt. Carmel. Of respondents indicate unemployment. One respondent who indicates they have lived in Mount Carmel for some time reminisced that, *“It has gone downhill since I was young. It is depressed...job opportunities in the area are minimal unless you are able to drive distances.”* Residents have to commute out of town for work which leads to more population decline and even less reinvestment in local businesses.

The Issue? Community Apathy. As hinted at in other issues, the decline of the town has led to an apathetic attitude toward the town by the Mount Carmel community, or at least that is the perception. This perception can be extremely discouraging to those community members who are trying to revitalize the town. A lack of pride was indicated over and over again (and can also be noted in the graph in the **Drugs and Alcohol** section) as way the town has changed. One survey respondent stated succinctly, *“People moving in have no ties to the community, so they invest nothing into it.”*

“The safe, family-oriented community has now become a town with many non-working families, drugs, and people who do not have pride in the area and their properties.”
-Mt. Carmel Resident

Much of this apathy seems to manifest itself in the lack of care for properties that links back to the issues raised in **Affordable Housing**. Improving the community apathy will lead to a heightened sense of belonging and pride which could present itself as an improvement in the arena of housing. If people feel more connected to the community they will be more inclined to live here for longer than their lease, and maintaining their property. The lack of inclusion and pride in the community has led to apathy towards, and a lack of reinvestment into, town recreation programs, youth engagement initiatives, parks and public spaces, and local businesses. Despite this, tradition and pride were among the top responses for listing the favorite aspects of Mount Carmel although many times it is noted that there is “community pride among long-time residents.” One respondents recalls how it used to be saying, “Growing up...there was a great sense of pride and belonging.” Sharing this community pride with newcomers and young residents is a crucial step in rehabilitating the community.

HOW KAUPAS CAN HELP: COMMUNITY ASSETS

These issues do not define the community of Mount Carmel, but we note them as factors acting against the mission of the Kaupas Center and other community members working towards town revitalization. The assets that Mount Carmel and the Kaupas Center have can be utilized and implemented to highlight and unveil all the positive aspects of the community.

When asked what their favorite thing about Mt. Carmel is, residents tend to name people, small town community, cheap living expenses, a great place to raise a family, proximity, tradition, religious affiliations, and sports programs. 80% of the people surveyed in our research have lived in Mt. Carmel for more than ten years, indicating a large population of citizens that would be invested in Mt. Carmel’s revitalization. One community member described the qualities of Mt. Carmel as, “Tradition, pride in

“Honestly, there is no place like it on earth. I want to be here when Mt. Carmel resurfaces as one of the greatest communities in the state.”

Mt. Carmel Resident

the town and athletics, good people.” Another noted, “It’s a great place to raise a family.” The majority of community members surveyed said that they initially moved to Mt. Carmel for employment, to be closer to family, or because they had been born there and hadn’t moved.

It takes committed citizens to revitalize a community, and Mount Carmel is certainly not lacking in good people. Overwhelmingly the number one answer for favorite thing about Mount Carmel, survey respondents time and time again indicated the faith and care they have for their fellow community members.

One community member said, “A few of my favorite things are the people and their care and concern for each other.” Despite the negative aspects that have emerged and been unveiled in recent times, the core values of the community remain in many of the community members. Another citizen asserted they,

And let us not be weary of doing good, for in due season we will reap, if we do not give up.

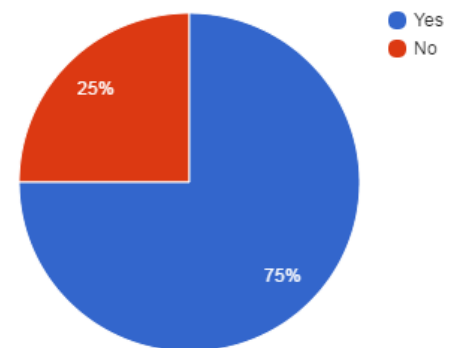
Galatians 6:9

“know there are good people who live here. I know there are people who want to see the town succeed and will work to make it better.” The issues and needs that Mount Carmel face are not insurmountable, especially with the help of organizations with a mission to serve, help, and lead.

SUBSTANCE ABUSE: THE PROBLEM NO ONE TALKS ABOUT

Although mentioned in the **Drugs and Alcohol** section above, due to the striking amount of responses in surveys and interviews we received concerning substance abuse, we deemed it crucial to address. During our interviews of community members, there was brief mention of some substance issues, but it was generally not spoken about. As noted in the following pie chart, an overwhelming 75% of respondents say they know someone who is struggling with addiction. An alarming amount of community members note that a number of people from their youth are incarcerated for drug related crimes, and that it has continued in the young population today. This issue is not isolated to the new population at all either. Many respondents note that their former classmates and teammates are struggling with addiction, or worse, have overdosed due to drug activity. People born and raised in Mount Carmel are participating in the buying, selling, and using of illegal and dangerous substances. A community member sadly noted, “*Drugs are just too available*

Do you know someone in Mount Carmel struggling with addiction?



“Drugs are just too available and the pushers know how to sell it. It is a snowball effect which brings down morals and increases crime. I hate that drugs are more important in people’s lives than their own family and values...it is everywhere. I lived in terror last year because they were selling it next door.”

-Mt. Carmel Resident

and the pushers know how to sell it. It is a snowball effect which brings down morals and increases crime. I hate that drugs are more important in people’s lives than their own family and values...it is everywhere. I lived in

terror last year because they were selling it next door.”

Many respondents highlight heroin and opiate use as the main issue. One frightening comment stated that, “Drug use is encouraged here.” An issue of substance abuse has devastating ramifications on the values and potential of a community and cannot be ignored if the goal for revitalization is to be achieved. While the Kaupas Center’s list of potential projects may not directly tackle issues concerning substance abuse, drugs, or rehabilitation, they are certainly linked to this troubling issue. Leveraging community members to take on leadership responsibilities, recognize spiritual values, and commitment to serving the community in which they live can elevate Mount Carmel. The Center’s work are steps in contributing to the rehabilitation of the town in terms of community and leadership and the drug factor cannot be ignored.

KAUPAS ASSETS

In order to support the spiritual, community, and leadership development of the community, Kaupas has amassed physical and human assets to assist in achieving these goals. Strengths include a strong relationship with God and the parish, a devoted membership base internal and external to Mt. Carmel, and a connection to the spiritual growth for Mt. Carmel community members. The current executive director’s passion, energy, and commitment to the organization strengthens the Kaupas Center’s inventory and storage of knowledge, and his background in journalism and community outreach increases the Center’s visibility within Mt. Carmel. The collective staff presence within Mt. Carmel is an asset in amassing knowledge of all parts of the town and identifying needs and ways to provide assistance. Further, the physical space of the Kaupas Center to host a diverse array of community groups is an asset to the Center’s role as a convener of local knowledge.

Paired with the executive director’s commitment and experience, Father Moran is an important asset as well. As the former executive director for Bucknell’s Campus Catholic Ministries he not only has experience in ministry, but has significant connections to Bucknell, opening up a communication and relationship with the university. This connection provides the Kaupas Center with resources from Bucknell that include volunteers, researchers, access to possible funding, and insight into connecting with other universities. Many of the Advisory Board members are connections from Bucknell as well, providing external resources and professional expertise. Being that Father Moran is the pastor at Divine Redeemer, his work with the Kaupas Center benefits from the parish’s congregation and church community as well.

KEY STAKEHOLDERS

A key asset to leverage is the Kaupas Center’s multiplicity of stakeholders that each have a membership base within the Mt. Carmel community. These groups represent a collective survey of Mt. Carmel demographics, interests, resources, and area of concern and improvement. It is essential for Kaupas to leverage the needs of one stakeholder group with the resources of another. Kaupas must be the leader in establishing and maintaining productive relationships across stakeholder groups, however we believe that partnerships will produce outcomes that align with the Kaupas Center goals. For example, MCDI is a group working to revitalize the economic success of downtown Mt. Carmel and hopes to improve the physical layout of downtown Oak Street. The high school senior projects students are required to complete before graduation may nicely overlap with the MCDI goals in order to both increase civic engagement and sense of community for downtown consumers and high school students. Local stakeholders, such as MCDI, the Mt. Carmel Area Ministerium, the Mt. Carmel Borough Council, and Mt. Carmel Area School Board are

significant players in that they share a focus on the wellbeing of the community. The Kaupas Center is tasked with meeting the needs of community service partners with the demand of civic engagement groups.

On the following page, we have highlighted some of the center's key stakeholders and discuss some potential assets that they may provide to the Kaupas Center, and more broadly, the Mt. Carmel community.

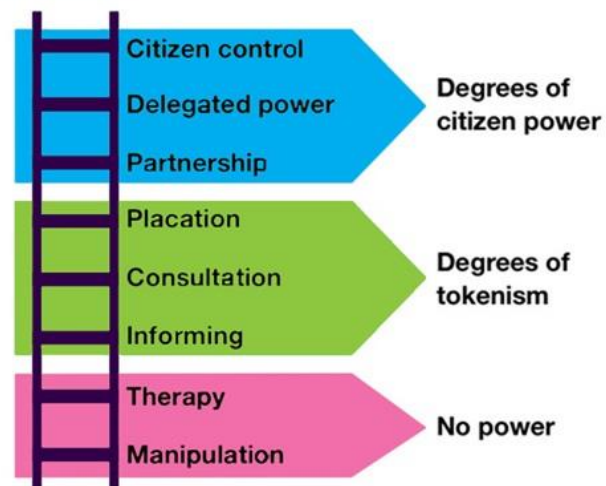
	Stakeholder	Assets for Kaupas
Spirituality	Divine Redeemer Parish Community	...works with annual Confirmation class service projects, with emphasis on outreach and service to the elderly members, increases visibility and participation of the catholic community.
	Mt. Carmel Ministerium	...organizes local religious leaders around community issues in Mt. Carmel; is a resource for obtaining knowledge for needs in other religious groups.
	St. Vincent de Paul Society	...has partnerships to the Mt. Carmel Food Pantry, with preparation and distribution of meals to the homebound and those struggling to meet basic needs strengthens Kaupas’s commitment to address a diverse array of needs in the community.
	The Sisters of St. Casimir	...From Service to Sisterhood Catholic college student volunteer program fosters leadership and helps to discern a call for consecrated life, strengthening the religious strength for Mt. Carmel and the Harrisburg diocese.
	Northumberland Deanery	...holds monthly seminars for youth from the seven parishes within the Northumberland Deanery share and grow in their Faith through guest speaker presentations and community service projects. Developing future parish leaders strengthens Kaupas’s commitment to spirituality, leadership and community.
Spirituality/Leadership	Arch Diocese of Harrisburg	...provides spiritual guidance as well as advice on leadership and internal organization development, insures and funds the Center.
	Catholic Campus Ministries at local colleges	...exist to further the mission of Jesus Christ on university and college campuses in the United States; their work on each campus connects Kaupas with students and their commitment to the Catholic Community.
Community	Bucknell University Center for Sustainability and the Environment	...advances student learning by interacting with individuals and institutions in the Mount Carmel area and generates useful knowledge and insights for the town.
	Mt. Carmel Library/Historical Society	...has partnered with Kaupas on a number of community service projects
	Mount Carmel Area High School	...provides accessibility to youth in order to foster mentorship opportunities, leadership development, and community engagement.
Leadership	Bucknell University Athletics	...engages with local youth by providing leadership and mentoring opportunities.
	Mt. Carmel Downtown Inc. (MCDI)	...shares similar goals for Mt. Carmel revitalization and is an effective partner for sharing knowledge and resources to enhance community assets.
	Mt. Carmel Borough Council	...is the governing body for the town; Kaupas will work with the council to create institutional and judicial changes.
	Advisory Board	...contributes professional expertise in their respective fields that relate to the successful governance of the Kaupas Center.

STRATEGIC PLANNING AREAS

As the Kaupas Center aims to promote volunteerism and community engagement in the Mt Carmel Area, it need to understand the issues and needs of the town in order to accomplish its goals. Based on our survey and interviews we can provide an analysis of the current and future needs that Mt Carmel will face. The next step is to develop strategic planning areas to address those needs. This strategic planning will include methods of **community development** and **collective impact** in order to be optimally successful. Using this knowledge of the current and potential issues that Mount Carmel faces as a town, the Kaupas Center can achieve not only its goal of community revitalization, but also the goal of positioning the Center as the vehicle for community service and development in Mount Carmel.

Community Development is the notion of the ladder of participation and the necessity of public participation can be applied to the situation in Mt Carmel’s declining community. The Kaupas Center wants to be utilized and recognized by the town so getting public participation is crucial so that the people Kaupas seeks to help are also invested in the organization. By using community-based research, it is likely that the action plan that follows will lend itself to effective community development (Green and Haines). The Kaupas Center can position itself to try to circumvent these issues by leveraging public participation and transparency in their projects. The community will be more likely to participate in the revitalization efforts the Kaupas Center is trying to direct if the initiatives are meaningful and relevant to them.

Arnstein's Ladder of Public Participation



Collective impact is the commitment of a group of people from different sectors to a common agenda for solving a problem through collaboration and coordination. By using activities that will not only benefit the Kaupas Center, but many different stakeholders and aspects of the community, more participants will be invested and garner positive results from projects. As we have seen through our research, two large issues are community inclusion and community apathy. Heightened participation will not only provide more resources for projects and increased community inclusion, but will have positive consequences for some of the other determined issues as well. A more inclusive and empathetic community may improve issues having to do with substance abuse that may in turn promote employment rates and downtown businesses. An overarching goal for the Kaupas Center is for the people who participate with the Kaupas Center to explore their spirituality, provide service to the community and develop leadership skills, all of which will serve to combat the above mentioned issues.

Kaupas and University Partnerships

DEVELOPING UNIVERSITY PARTNERSHIPS

The Kaupas Center is poised to develop relationships with a variety of stakeholders within Mt. Carmel, such as the local school district and MCDI, as well as stakeholders external to Mt. Carmel, particular to local universities. In collaboration with a diverse range of stakeholders with differing values and beliefs, it is important that the Kaupas Center be receptive and representative of all components of the town community. This does not necessarily mean to be void of church discourse but the Kaupas Center must be open to work with and for groups that do not share similar spiritual beliefs. This is especially true for private liberal arts universities in the area, who traditionally do not work with groups with strong religious affiliations or undertones. Having mutually beneficial relationships with organizations in the area will help the Kaupas to identify possible projects, collaborations, and needs to be met as a result of working with the Center. As the Bucknell Field Station recently established may demonstrate, Kaupas' relationship to Bucknell can be replicated in partnerships with other universities in the area. The Kaupas Center will serve as a knowledge and resource hub for outside groups coming into Mt. Carmel. By developing communication channels with these groups and clearly identifying needs for the community, Kaupas will serve as the intermediary to negotiate external resources, internal needs and opportunities.

Universities are a particularly useful resource for the Kaupas Center and Mt. Carmel, as higher education institutions in and of themselves are a hub of financial, science, and sociocultural learning. Common resources found in any university setting will include faculty and staff with specialized knowledge, students interested and willing to take part in service-learning opportunities, and a number of faculty, staff, and student organizations committed to civic responsibility.

Service Learning Options: One strategy for employing university resources is by connecting with a group of students working through a class. The office of civic engagement at every university has tools to support faculty in developing successful opportunities in and outside of the classroom. This can be through civic engagement, service learning, community based learning and research, or field research.

- Service Learning Classes
 - Can engage in learning by doing things for, getting things from, or doing things with service partners
 - Offers civic participation, service, and enhanced academic output
 - A project anchored to a class; a class doing an activity and mindful of its civic implications
- Senior Design Projects
 - A culminating project that ties together a variety of educational tools across the student's time at university; a chance for graduating seniors to apply their learning
 - *At Bucknell, they are known as capstones-Environmental Studies, Managing for Sustainability and Marketing are all majors that require a senior capstone course*
- Faculty Research
 - Research questions and methods are controlled by the professor; the student is gaining experience in a research setting
 - Students working with faculty research projects are typically paid, and are confined to the research set out by the professor
- Student Research

- The research question and methodology are initiated by a student, funded by a grant through the university, and advised by a faculty member.
- Work Study
 - A program that enables students to work part-time at their university or a local non-profit.
 - Students eligible for work study can transfer their grant money to the Kaupas Center to be paid on an hourly salary.

This can occur in a number of settings: students interested in environmental science may study the physical landscapes in Mt. Carmel and offer advice for preservation and restoration. Sociologists and anthropologists, among others, interested in studying sociocultural patterns and the lived environment may use Mt. Carmel as a platform for understanding coal-region towns following the decline of industry. Engineers may consult on a variety of projects related to health, mechanical and technical operations, sanitation, and community planning. The Civic Engagement or similar office will help connect the Kaupas Center to the relevant faculty interested in offering co-curricular or service-learning in their classes.

CREATING NEW PARTNERSHIPS

The Kaupas Director should establish an initial contact at least 6 months prior to the anticipated start date of any class or project working in Mt. Carmel in order to be a part of the planning process for the upcoming academic year. The best way to reach out to a new university is by connecting with the Office of Civic Engagement or similar service-learning program. From there, the office will provide contact information for relevant or interested faculty or staff for a given project. The Office of Civic Engagement should be the initial contact point for a new university, but likely will not remain the primary contact point as the Kaupas' relationship with the university grows.

Understanding the University Calendar: It is best to reach out to new universities at the beginning of the summer, when academic calendars are being planned and the day to day activities of university education are on break. In these summer months, the following academic year and up to five years are planned out. Should Kaupas want to engage with a class for a semester, it is best to reach out as early as possible. Each semester is four months long, and have a variety of smaller breaks, such as Thanksgiving, Spring Break, and holidays, that interrupt the semester. Kaupas must be flexible in working around the university calendar. In the fall semester, work on-site in Mt. Carmel would take place between mid-September to the end of November; in the spring, Kaupas can expect students to engage with their class projects between mid-February to mid-April. At the beginning and end of each semester, learning is taking place in the classroom to prepare and reflect on what is happening while the class is working in the field. In general, to work with a class, Kaupas should have a project that might take two to two and a half months to complete, which allows for overflow time should something go against the plan, and give students time to learn, engage, and reflect on their time working with Kaupas.

Additionally, the same classes are not always offered each semester. Some recur regularly in the Spring semester, while others are only added to the schedule as needed based on student interest and enrollment numbers. Even when the same class is offered every semester, different professors teach the class, and the course material varies based on the professor's interests, student experience, and a number of other logistical concerns. As such, it is important for Kaupas to reach out to a number of universities and develop relationships. For example, the senior management class working with Kaupas this semester, is only offered in the spring, and the current professor is not scheduled to the class again until 2018.

Kaupas could benefit greatly by having a university presence each semester, however a reliance on one university is an unsustainable partnership. Instead, by rotating through local universities, Kaupas can maximize their time with each without straining one university to provide all resources.

Below, we have listed a number of schools within a 1.5 hours driving radius of Mt. Carmel that could serve as potential partners:

School	Location	Travel Time to Kaupas
Albright College	Reading, PA	1 hr 20 min
Alvernia University	Reading, PA	1 hr 20 min
Bloomsburg University	Bloomsburg, PA	45 min.
Bucknell University	Lewisburg, PA	1 hr
Cedar Crest College	Allentown, PA	1 hr
Central Penn College	Harrisburg, PA	1 hr
Elizabethtown College	Outside Harrisburg, PA	1 hr 15 min
King's College	Wilkes Barre, PA	1 hr 10 min
Lancaster Bible College	Lancaster, PA	1 hr 30 min
Lebanon Valley College	Annville, PA (near Hershey)	1 hr 10 min
Lehigh University	Bethlehem, PA	1 hr 30 min
Lock Haven University	Lock Haven, PA	1 hr 30 min
Lycoming College	Williamsport, PA	1 hr 10 min
Messiah College	Mechanicsburg, PA	1 hr 30 min
Misericordia University	Dallas, PA	1 hr 30 min
Millersville University	Millersville, PA	1 hr 50 min
Muhlenberg College	Allentown, PA	1 hr 20 min
Pennsylvania College of Technology	Williamsport, PA	1 hr 10 min
Penn State Branches	Multiple locations	varies
Susquehanna University	Selinsgrove, PA	50 min
University of Scranton	Scranton, PA	1 hr 20 min
Wilkes University	Wilkes-Barre, PA	1 hr 15 min

BUCKNELL UNIVERSITY RESOURCES

Bucknell as Pilot for Future University Relationships: Bucknell is a 45 minute drive away from Mt. Carmel. The distance may be challenging, but groups on campus have found the change of scenery and disruption from everyday life on campus rewarding. A number of co-curricular initiatives at Bucknell have established relationships with different partners in Mt. Carmel, according to their academic interest. An excellent example of this is the School of Management’s senior seminar, which is working with the Kaupas Center, town council, and MCDI to learn from these organizations and apply knowledge learned in classes to them. The process for establishing a relationship with this university can be replicated with any number of universities in the area.

Office of Civic Engagement at Bucknell: The Bucknell Office of Civic Engagement will work with Kaupas as a community partner. This means that they will provide advertising and promotion of Kaupas sponsored projects in Mt. Carmel and will attempt to provide volunteers for events. They will also help facilitate service-learning projects by connecting the center to relevant professors. A number of service-learning classes already exist at Bucknell, such as Management 101’s Intro to Management, where students work to develop a business product to fund a community service project for the class. At Bucknell, departments that have already sponsored classes similar to this include education, chemical engineering, psychology, geography, geology, and anthropology. When Kaupas becomes a community partner through the Office of Civic Engagement, their visibility to the wider campus community is contingent on what the partner has provided. Lynn Pierson, the assistant director for community service, stated “the information available in the online OCE database is contingent on what Kaupas sends us.” In order to be added to the database, Kaupas must fill out an online needs assessment survey, available below. Questions will include what kind of assistance does Kaupas desire and how will the Kaupas work with and supervise students while on-site.

<https://www.bucknell.edu/script/civicengagement/communitypartners/addPartners.aspx> .

Contact Information:

<p>Bucknell University Office of Civic Engagement</p>	<p>Phone: 570.577.3973 Email: civic-engagement@bucknell.edu Website: http://www.bucknell.edu/civic-engagement/contact-us.html Person of Contact: Janice Butler, Butler@Bucknell.edu</p>
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Other Bucknell Resources: The Division of Student Affairs is concerned with the integration of academic and student life, and emphasizes the value of learning beyond the classroom. This division encompasses a variety of programming and departmental resources that actively seek partnerships with stakeholders that take students beyond traditional learning settings. The largest body within the Division of Student Affairs is the Center for Campus Activities and Programs (CAP), which oversees all student run organizations on campus. The CAP Center is an excellent starting point if the Kaupas Center is seeking out a special interest group of students to work on short-term projects in Lewisburg or Mt. Carmel. Another important and influential group on Bucknell’s campus are the respective governing bodies for men and women’s Greek organizations, the Interfraternity Council and the Panhellenic council. Greek organizations are involved in a number of philanthropic efforts around campus but also can be an excellent resource to

gather large groups of students. Finally, the Catholic Campus Ministry is the best connection point to a variety of religious life groups on campus. Suzanne Domzalski is the current supervisor for this group, and has stated that she would be happy to connect Mt. Carmel folks to the different religious organizations present at Bucknell.

Any time the Kaupas Center contacts one of the organizations listed below, the contact person should have a clear idea of who they are contacting, what organization they represent (a quick Google search is usually all that is needed to yield this), and a clear sense of how a partnership between the student organization and the Kaupas Center might work. For example, Suzanne Domzalski finds a relationship with the Kaupas Center to be fruitful because of the spiritual retreat space, as well as the opportunities for service and the ability to remove Bucknell students from the ‘bubble’ for an overnight or weekend trip.

Resource	Kaupas Asset	Contact Information
Division of Student Affairs	...Connects co-curricular student groups to volunteer or offer retreat space	Contact: Jennifer Albright Phone: 570.577.1601 Email: jennifer.albright@bucknell.edu
CAP (Campus Activities and Programs) CenterCan facilitate a relationship between Kaupas and an interested student-run group	Office Hours: Monday-Friday 8 AM- 4PM Phone: 570.577.1217 Email: capcenter@bucknell.edu
IFC/Panhellenic Council	...Will serve as an intermediary for all of the sororities and fraternities on campus; this is an organization dedicated to social and civic endeavors	The Council Members change yearly, but the websites keep up to date on the members. Website: http://www.bucknell.edu/ifc Website: http://www.bucknell.edu/PanhellenicCouncil
Catholic Campus Ministry (CCM)	...Will facilitate relationships between Kaupas and all religious organizations on campus; CCM will utilize the space as a retreat center.	Phone: 570.577.3766 Email: ccm@bucknell.edu Website: http://www.orgs.bucknell.edu/ccm/

Possible Avenues for Raising Funds for Student Staff from Bucknell:

Bucknell Undergrad Research (PUR) Grants: The Bucknell Program for Undergraduate Research is a University-wide program providing summer stipends to students to conduct research with faculty mentors. Stipends (usually \$3,000 per summer) are awarded on a competitive basis by a faculty advisory committee representing all of Bucknell’s academic divisions. The proposal must include a clearly defined set of goals for the proposed research that are achievable during the summer months, well-defined research methodologies, and a convincing demonstration that some degree of intellectual collaboration exists between the student and faculty member in both the formulation and conduct of the project.

Additionally, provide a project description, including methods and anticipated outcomes. It must be clear to the advisory committee how the research is to be conducted, and the feasibility of the proposed methodology must be evident. A recognition of time constraints is important in designing a project that can

achieve meaningful results during the course of the summer. More information about applying to this program can be found here:

<http://www.bucknell.edu/Documents/UndergraduateResearch/Programs/PUR-ApplicationDetails.pdf>

BPIP Internship Fund is for students who might not otherwise be able to participate in an unpaid internship opportunity to gain valuable experience in the nonprofit and public interest sector. The Fund provides financial support for selected undergraduate students who have secured a full-time, summer internship position with a nonprofit organization when no compensation is provided (unpaid). This is a competitive selection process. It is in the student's best interest to apply to other internship opportunities and/or summer jobs in addition to the BPIP Internship Fund. Once a student has secured an internship, he/she will need to ask the sponsoring organization to complete the Organization Form Letter, which must be on the organization's letterhead and provide the following information:

- Preliminary internship responsibilities
- The learning opportunities available through the internship
- The organization's assurance that the student has secured the internship
- Details pertaining to start/end dates and hours per week

To apply for the Internship Fund, student must submit the following:

- Personal Statement: A one-page Personal Statement, with the student's name and the name of the organization listed at the top left corner of the document, describing the organization, internship responsibilities, and how this internship fits in with personal career goals.
- Internship Information Document: A document that contains the position description, educational objectives, learning activities, and self and supervisor evaluation processes.
- Organization Form Letter

More information about this summer grant can be found here:

<http://www.bucknell.edu/career-development-center/students/gain-experience/bucknell-public-interest-program/bpip-internship-fund.html>

Bucknell Institute for Public Policy (BIPP) Grant: This program differs from other summer research grants, such as those provided through the Program for Undergraduate Research, in that applicants pursue different types of exploratory conceptual and applied research rather than a more structured research project. The program allows emerging scholars to develop interests and expertise in a field of study while honing their research skills under the tutelage of a faculty mentor or mentors. It is possible for students to work with the Kaupas Center, however the research must be rooted in the Bucknell Field Station under the advisory of a Bucknell Professor. Successful examples of this in the past include the summer research internships conducted through sponsorship with Carl Milofsky. Candidates will present scholarly and/or creative projects that are rooted primarily in the social sciences or the arts and humanities. Projects may seek to integrate disciplinary perspectives such as sociology and religion or environmental economics and environmental ethics. In addition, successful projects would include those that address specific concerns related to public policy as well as sustainability and the environment. Components of the application must include:

- A presentation of the research question(s) or theme(s)
- An explanation of the interdisciplinary nature of the research question(s) or theme(s)
- A description of the research environment
- A statement of support from faculty mentor or mentors

More information about this grant can be found here:

<http://www.bucknell.edu/Documents/PublicPolicy/EmergingScholarsInterdisciplinaryStudiesSummerResearchProgram.pdf>

POSSIBLE RESOURCES AT OTHER UNIVERSITIES

While a partnership with Bucknell has yielded many positive results, its capacity to provide resources is limited. In developing partnerships with other local universities, the Kaupas Center will be able to maximize its geographic presence in central Pennsylvania, as well as access a wider breadth of resources than what Bucknell alone can provide. **Susquehanna** and **Bloomsburg** are two universities comparable to Bucknell that we have highlighted as potential future partners. While each university's internal governance structure varies slightly from Bucknell, generally there are some similarities. Susquehanna, like Bucknell, has a chapter of Alpha Phi Omega, a co-ed service fraternity that engages in service work on campus, in the community, and for the nation, and would be an excellent candidate for an organization to invite to Mt. Carmel on behalf of the Kaupas Center. Additionally, all universities have a student government body, student affairs division, and an equivalent to the office of Civic Engagement. Below, we have selected possible service-learning and co-curricular resources for the Kaupas Center at Susquehanna and Bloomsburg University.

Susquehanna University:

- The David '69 and Sharon Johnson Center for Civic Engagement
 - Based on the understanding that civic engagement is a vital part of a liberal arts education, the David '69 and Sharon Johnson Center for Civic Engagement is committed to providing opportunities that allow students, faculty and staff to learn about and reflect upon their roles as active, informed citizens within the community. More information can be found here:
 - Website: <https://www.susqu.edu/campus-life/student-activities-and-programs/community-service/johnson-center-for-civic-engagement>
 - Phone: 570-372-4066
 - Email: volunteer@susqu.edu
- Student Organizations focused on service that could be reimagined to work in and with Mt. Carmel citizens:
 - Community Food Action Team—supports the Susquehanna University Campus Garden and local programs serving meals to people in need in the Selinsgrove and surrounding communities
 - People Serving People—works to increase awareness about the impact of homelessness and raises money for the cause.
 - Senior Friends—promotes interaction with the elderly and mentally challenged in the Central Susquehanna Valley.
 - Student Awareness for the Value of the Environment (SAVE)—builds awareness about current environmental issues and provides strategies for sustainable living.

Bloomsburg University:

- Center for Leadership & Engagement: Their mission is to facilitate and provide intentional opportunities through supporting and providing resources for student growth, development, involvement and learning through leadership education, engagement and service.
 - Northumberland Hall, Ground Floor
Phone: (570) 389-4354
Email: stcle@bloomu.edu
Website: <http://cle.bloomu.edu/>
George Kinzel, director of Center for Leadership & Engagement

Email: jkinzel@bloomu.edu

- Civic Engagement Living Learning Community: This community focuses on the importance of making a difference in our society through engagement in civic life. They stress the importance of all individuals being involved in political and community-wide change. Students enroll together in courses that stress the importance of the link between education and community activism and courses in Political Science, History, and English.
 - Faculty Director: Luke Springman
 - Old Science Hall 233
 - Phone: 389-4251
 - Email: lspringm@bloomu.edu
 - <http://organizations.bloomu.edu/Civic/>

Activity List

In this section we have compiled a list of some ongoing and potential projects that can be used by the Kaupas Center, Bucknell Working group, the Kaupas Summer Camp task force, and other community groups to further community engagement in Mt. Carmel. We will discuss the concepts of shared value and collective impact to understand the best way to look for synergies and mutually beneficial action plans, so that the most good can be done in the most efficient way.

When considering the provided list of potential projects, the Kaupas Center's first step should be to prioritize the activities in accordance with the Kaupas Center's goals and the community's needs.

SHARED VALUE

Shared value is the idea that to create economic value you must create societal value and elevate the community in which you work (Kramer and Porter). This aligns with the Kaupas Center goal of uplifting and revitalizing the community through service.

An important way for the Kaupas Center to create the shared value that will benefit their own organization and Mount Carmel is the idea of building supportive industry clusters. No company or organization is self-contained and success is dependent on the supporting infrastructures (Kramer and Porter). The Kaupas Center, in order to do the most good, should be matching potential projects and partnerships with the largest needs of the town. By outlining the connections available to them through organizations at Bucknell and other universities in the area, organizations like MCDI, and the school district, the process of finding and implementing projects will be more organized and effective. This can be accomplished by improving the communication between these important stakeholders. An openly shared list of potential projects and volunteers will build the center's supportive cluster. An example of a shared list of projects is demonstrated below.

COLLECTIVE IMPACT

While we previously mentioned collective impact in the strategic planning section for addressing issues in Mount Carmel, the theory can be applied in terms of the shared activity list as well. Another way to create this shared value is by leveraging collective impact. Collective impact is the commitment of a group of people from different sectors to a common agenda for solving a problem through collaboration and coordination. By using a common agenda and mutually reinforcing activities, Kaupas can not only gain recognition, but also elevate the community and other Mount Carmel organizations (Kania and Kramer).

The Camp, for example, reinforces the school's mission, may accomplish some projects for MCDI, and satisfies Kaupas's goals for community service and engagement. Despite the fact that there were complications in how active the Kaupas Center can be in the actual implementation of the camp, they are still maintaining the name, Kaupas Camp.

This is useful in order to gain name recognition in the town, another useful step in becoming a larger force in the Mt Carmel community. The Kaupas Center needs to be better known in order to seem more welcoming and attract the volunteers and potential projects needed to reach their goals. This collective action and continuous mutual benefit and communication are crucial to success. While we recognize that this list is not comprehensive, it provides a strong image of the depth and diversity of potential projects, as well as the prospective volunteer populations who may be able to assist in their implementation.



KAUPAS CENTER POTENTIAL PROJECTS

Project Idea	Description	Link	An Action Step!
Food Pantry Refrigerator	... would include the purchase of a walk in refrigerator for the Mount Carmel Food Pantry, which regularly serves 300 needy families.	...can connect Kaupas to people who provide funding and the Food Pantry.	...decide on where the funding will come from, whether it will be donations, a fundraiser, or a combination.
Downtown Clean Up	...There are several empty lots in the Oak St area that need debris and trash clean up. This could also include the development of green spaces and decorating store fronts to to look more aesthetically pleasing.	...can be linked to youth volunteers and funding from MCDI, Kaupas, or individual businesses.	...a 'Downtown Clean Up' day could work in partnership with MCDI and the borough council. Partner with a local business to offer discounted lunches in order to maximize volunteer participation.
Downtown Grates	...In the downtown area there are large grates around each tree that need to be lifted and the area where they laid must be cleaned out. The grates could also be painted.	...could be linked to other organizations for volunteers and funding.	...contact Deb Parkansky to see if this could be related to a senior project; contact elementary school and gather interest of younger students
Welcome Signs	... would include getting and putting up new signs at the four entrances to Mount Carmel.	...requires partnerships between volunteers and funding in the community.	...select a date, advertise, and host a fundraiser with other churches in the ministerium to pay for signage. Sponsor design submissions.
Christmas Decorations	...Funding of new Christmas decorations for the downtown area during the holiday season.	...Connects and reinforces the relationship between Kaupas and MCDI.	...when the holiday season approaches contact Judy Polites (MCDI Secretary) at judyapolites@gmail.com
Oak St Flower Boxes	...25 flower boxes need to be refreshed with soil and replanted each spring.	...MCDI provides funding for this project and has tools available stored at the Academy Sports Center. This has the potential to link to other groups for volunteers.	...contact Judy Polites (judyapolites@gmail.com) to secure funding and obtain access to the tools. Purchase soil and plants for volunteers to use.

Project Idea	Description	Link	An Action Step!
Mount Carmel Cemetery Clean Up	... would include a clean up and addition of new signage.	...could be linked to other organizations for volunteers and funding. Will create shared sense of community identity.	...may be fun to organize around/just before Halloween. Youth could collect litter while also snacking, learning about the history of Mt. Carmel.
6th Street Playground Clean Up	...include a clean up effort and added mulch. The playground is currently below the recommended amount of mulch for safety.	...can be linked to youth volunteers and funding from MCDI, Kaupas, or individual businesses.	...contact Playworld in Lewisburg and see if they are willing to provide playground assistance; ask if MCDI, the high school, or Kaupas has youth volunteers
Kaupas Camp	...will allow the youth of Mount Carmel to participate in fun educational, athletic, and service activities during the summer months when programming options for youth are low	...requires partnerships between the Kaupas Center, Mt. Carmel Area school district, and Bucknell University athletics and academics.	...continue participating in the Camp Task Force meetings and planning process.
Bucknell Field Station	...curricular and extra-curricular components of the University can work to create novel, interdisciplinary learning experiences for students that contribute to the public good of the Mt. Carmel town and region	...station will be used to inform and encourage community members and college students from other universities within a 50-mile radius to engage in volunteer efforts in the area.	...Continue open communication with Shaunna Barnhart at Bucknell to organize potential professor and student relationships.
High School Senior Projects	... an open ended potential list of projects that MCA High School Seniors work on every year in and for the community. Contact point is Deb Parkansky	...This project links the school district and youth volunteers with organizations and businesses downtown as well as the Kaupas Center.	...Contact Deb Parkansky (MCA High School Secretary) to establish this shared connection.
Nursing Home Service	...will serve to establish a connection with the older generation. Could be anything from arts and crafts with the residents to organized summer picnics with youth.	...can be linked to youth volunteers and funding from MCDI, Kaupas, or individual businesses. May create volunteerism that increases sense of shared value.	...contact Deb Parkansky at the MCA high school to brainstorm ways to combine the Senior Projects with the nursing home needs.

Project Idea	Description	Link	An Action Step!
Adult Technology Program	... would serve to assist people in the community who have limited computer skills.	...can be linked to youth volunteers and funding from MCDI, Kaupas, or individual businesses.	...contact Deb Parkansky to see if this could be related to a senior project.
Wightman's Dam Clean Up	... include clearing the trails surrounding the pond so that they are passable. An addition could be the development of a learning center at the nature preserve.	...The clean up is currently under the direction of the Lion's Club but they need more volunteers for the actual work. This could be linked to other organizations for volunteers and funding.	...contact the Lion's Club Secretary, Dennis Stone to coordinate efforts. Phone:(570) 339-1416
Grant Writing	...Provide expertise to organizations in need of grants.	...can connect Bucknell further with Kaupas as well as other organizations in Mount Carmel.	...located useful documents for the process of grant writing; bring in Bucknell students to lead a grant writing workshop
Public Pool	... would include the restoration of the public swimming pool.	...Potential partners include YMCA and grant providers for pool programming	...see Formal Document for Pool Information, located in the Appendix.

Future Recommendations

SPIRITUALITY

Interfaith Efforts:

A large majority of the Kaupas Center's events and initiatives fall within their spirituality goals. In addition to being a ministry of Divine Redeemer Church, the center often holds spiritual retreats for local religious and spiritual groups. The center has devoted much time to their interfaith efforts; however, there is room for improvement and development. Into the future, the center should be communicating with the Ministerium to clarify the relationship they have with each other. The Ministerium should understand what assets and resources the Kaupas Center has to offer so that they can connect people, groups, and organizations to the center based off specific needs, wants, and issues. Additionally, the center should devote time to including youth and developing youth spirituality. By introducing adolescents to Jesus Christ, and helping them grow their faith, the youth will become more knowledgeable of God's word and be able to share their faith with others. Perhaps, if the center organized a youth group, the youth of Mount Carmel would be able to learn more about their faith and participate in an extracurricular activity that is connected to the church.

LEADERSHIP

Flow of Information:

As mentioned in the Structure section of this document, the current flow of information within the Kaupas Center begins at Father Moran and ends with the Executive Director, Jake Betz. Needs, wants, and initiatives brought to the Center by way of Father Moran and acted on by Jake. Empowering the executive director to make calls on potential project will benefit the Kaupas Center in two ways. One way by getting more reach through their executive director. Different types of projects and volunteers may be able to enter into the Kaupas Center's mission by way of Jake Betz. Another way it helps is by freeing up some of Father Moran's time to obtain other resources like funding.

Given the need in Mount Carmel, it would be beneficial for the Kaupas Center to have a more organized process of how projects are submitted, chosen, and then carried out. There are a few ways to accomplish this, but the important part would be that it is standardized and easy to complete. Right now a large portion falls on Father Marty to find projects he thinks are useful. Having a more fleshed out relationship with the school district and MCDI would be helpful to gain a more prioritized list of projects for the community at large. Having a shared list of potential projects between MCDI leadership, Kaupas, and Deb Parkansky at the High school (who is in charge of senior project designs), would benefit all three entities in terms of efficiency and the community in terms of completing the most effective projects. By organizing the process to enter service with the center, Kaupas will be able to improve their strategy and better leverage the potential of the Mt Carmel Area and the center.

Citizen Advisory Board:

Similarly, we also recommend that the Kaupas create a citizens advisory board to the center. The citizen advisory board would not have governing power the way that the board of trustees for Kaupas does, however this body of citizens would be able to connect voices of the community to the Kaupas Center to more effectively address those needs. The advisory board should have a broad range of citizen participation, and include people of different socioeconomic classes, religions, and races. Further, these citizens should very specifically not be involved in the leadership overhead of any other organization, so they can be truly representative of the majority of the people in Mt. Carmel. Our survey results only reached a small portion of the overall Mt. Carmel demographic, and one way to combat the misrepresentation is to be deliberate in attending to the most pressing needs of the collective community.

Marketing/PR Strategies:

The current marketing and public relation strategy includes the Kaupas Center website, Facebook, Instagram, and a YouTube page. These online and social media platforms are a great way to reach many segments of Mount Carmel, ranging from the youth to the elderly. The center should be using these platforms more frequently and consistently in order to keep their followers/viewers informed and up-to-date with initiatives, projects, and volunteer opportunities within Mount Carmel. In addition, frequent use of these marketing forms will give the center credibility and allow them to enhance their loyal membership base. In terms of the website, the "Who We Are" section is simply a history of the life of Mother Maria Kaupas. While this is an important part of establishing Mother Maria's legacy, the website should include more about the community and leadership initiatives and opportunities.

The Kaupas Center's use of online and social media platforms allows them to reach certain people in an effective way. But, those who do not use social media lack technology to see the website, there is no way to reach them. The center has a goal of being a vehicle for community revitalization, so in order to reach as many people as possible, there should be efforts in advertising in the community besides the standard social media and online methods. One possible way of advertising in the community would be using the center's partners (for example, MCDI or MCA) to help advertise for them. The partners could convey information and new initiatives to their member base, and hopefully attract new people to learn more about what the Kaupas Center does. Another way of advertising within the community would be to hang flyers, posters, and attend any community events to spread their purpose in interactive and direct manner.

To supplement advertising and public relation efforts, the Kaupas Center leadership should create a comprehensive Calendar of Events. This calendar should include all projects, volunteer opportunities, spiritual retreats, or meetings that occur at the center. The center should provide their partners with the Calendar of Events so that any synergies or overlaps could be identified and acted on. In addition, Jake Betz and Father Moran should meet with all civic groups to build a repertoire of all volunteer and project bases that would be included in the Calendar of Events.

COMMUNITY

Mount Carmel Kaupas Planning Committee: Our primary recommendation is to have the Kaupas Center much more explicitly involved with other organizations in the community. One way to do this is to create a subproject within the Kaupas Center called the Mt. Carmel Kapuas Planning Committee that will attempt to create an alliance with all nonprofit and non-governmental organizations (NGOs) in Mt. Carmel. The goal of a committee such as this would be to offer the Kaupas Center as a meeting space, where the Kaupas Center would facilitate conversations across groups and come up with a collective list of needs and action steps to meet those needs. We believe it is critical to get all of the leaders of these organizations in the same room to engage in face to face dialogue. Another part of this committee is to have monthly or quarterly meetings of all stakeholders, including all faith groups, drug and alcohol rehabilitation programs, MCDI, MCA, the council and those on the Mt. Carmel Kaupas Planning committee. The Kaupas Center needs to be able to identify the key players from each organization in order to help cross-pollinate resources with needs. In this way, the Kaupas Center will be able to speak with one voice of the community to address the council with collectively agreed on needs.

Organizing Service Projects and Community Needs: The Kaupas Center has been an organizer and facilitator for community projects and initiatives since its inception. The center has also been able to understand community needs and issues by having many partners within and outside of the local community. With many service projects to be attended to and existing community needs and issues, the Kaupas Center should organize this information into a readable Excel spreadsheet to be used by the center as well as the partners. This organizational network should contain the partners, community groups, and any related organization across the horizontal axis. Additionally, under each organization should be lists of their assets and resources that can be offered to the community. On the vertical axis, all community assets and issues should be displayed. Examples of these include downtown clean up, park restoration, maintaining the small town feel of Mt. Carmel, the drug problem, and the need for recreation facilities. By categorizing the spreadsheet by types of community assets or issues and the groups or organizations that

can address these needs, the Kaupas Center will be able to understand all things they need by all the capacities they have. The center will also be able to identify synergies across organizations and understand how each organization can help each town issue or need. Below is a snapshot of what the organization network may look like (as an example, one row is filled out with potential ways each organization can help):

		Kaupas Center	Town Council	High School	Bucknell	MCDI
		Meeting space, host community planning meetings, host celebration dinner, send out email reminders, maintain agendas (ex, task force), coordination, serve as a backbone organization, manage donations, host retreats, press connections...	Lend legitimacy, provide minimal sponsorship, show support, consider endorsing actions (to cover liabilities or other costs), recognize businesses that donate to community, and improve formality of events...	Donate volunteers, institutionalize senior service project (focus on bettering Mt. Carmel with a year focus, or 4-year focus for 2020), student-led community changes, and relate to classes...	Field Station, volunteers, student researchers, help make student-led initiatives happen (clubs with a cause, sororities), and work with the civic center...	Getting business to sponsor, streamline any donations, small funding opportunities, meeting space, service volunteers, co-sponsorship opportunities,
Assets & Issues	<i>Parks</i>					
	<i>Recreational Facilities</i>					
	<i>Stores</i>					
	<i>Pool</i>					
	<i>Downtown Cleanup</i>	Press Release, student involvement,	Publicize, donate money, decide starting point	Write about in classes, create murals, litter clean up	Research study, find student volunteers or organizations to help	Organize the clean up on Oak Street, notify all businesses, find donations
	<i>Drugs & Alcohol</i>					
	<i>Playground</i>					
	<i>Community Pool</i>					

Future Projects: Moving forward, it could be beneficial to have a template for receiving new service projects. This could be used for both identifying potential project areas, and for receiving volunteers and pairing them with appropriate service opportunities. Because there is information that will be consistently necessary, we have developed a list of questions to consider for future projects:

- How many volunteers are coming?
- How many total hours is each volunteer willing to commit to?
- What is their timeline? Do they want small, consistent shifts, or a single long stretch of time?
- Do you have any unique skills or expertise that could be relevant?
- Do they have transportation, or will Kaupas be expected to assist in arranging that?
- Do they have housing, or will Kaupas be expected to help provide that?
- Will volunteers need any accommodations (disabilities and/or dietary restrictions)?
- How did they find the Kaupas Center?

These questions can also be reframed from a service-seeker perspective in order to process and categorize potential service projects:

- What type of project is this? (manual labor, engagement with youth, elderly, fundraiser, etc)
- How many people are needed to complete the project?
- How many total hours will be needed to complete it?
- What is the timeline of the project? Can it be completed all at once, or does there need to be idle time in between parts?
- Will any unique skills or expertise be required?
- How much will it cost? Where is funding coming from?
- Who is the primary contact?
- Has anyone else been contacted to contribute? Who?
- Where is this located? Are there any special considerations for lodging or transportation of volunteers?

Collecting and storing these answers in a standard, uniform way can help the efficiency and effectiveness of the Kaupas Center in its ability to pair service learners with local projects.

Conclusion and Future Vision

DISCUSSION SUMMARY

This report outlined Kaupas strategic vision and current structure, discussing outreach strategies, needs and stakeholder resources in the community, university partnerships outside of Mt. Carmel, and service project opportunities and obstacles. We believe in the potential for the Kaupas Center to make an impact on the community development in Mt. Carmel. At present, this report examines the current activities of the Center, however, we have identified several key areas where changes may be made to improve the overall impact that the Center will have on its community. The following recommendations to the Kaupas Center are based on our research and knowledge generated from this semester in Mt. Carmel. This is not to say that the Kaupas Center as it currently stands is failing, rather, these recommendations are made in the best interest for Jake Betz and Father Moran to improve the lasting impact of the Center.

FUTURE VISION: SPEAKING WITH ONE VOICE

By speaking with one voice to address the governing body in Mt. Carmel, communicating needs and interests across a range of stakeholder groups, this town is poised to undergo radical development and change. MCDI, the Kaupas Center, and others, must voice the collective needs of its people. The town council is an effective vehicle for enacting change on behalf of its collective citizenship when there is a clear list of prioritized and actionable needs voiced by multiple stakeholder interests. However, collaboration should not just be directed toward the council: each stakeholder group has both resources and needs to be met; effective collaboration across organizations will successfully match resources with needs to create mutually beneficial outcomes. For example, the partnership with MCDI and the Kaupas Center works to leverage community service interests with projects that benefit MCDI's goal for enhancing the physical space on Oak Street.

The Mother Maria Kaupas Center was established to promote volunteer service within the community by providing a place and structure for all to work together to help those in need. This spirit of cooperative service must be reflected in all stakeholder groups by leveraging the assets that each community partner contributes and creating synergy across town interests. Continuous dialogue among partners is necessary for understanding each organization's assets and potential needs that will increase the overall community engagement and value in Mt. Carmel. Collaboration is the best strategy for achieving a positive collective impact. In turn, the Kaupas Center should convene with other stakeholder groups and offer the services of this organization to support the needs of others, anticipating that Kaupas needs will be met through collaborative partnerships that benefit all involved.

FUTURE VISION: COMMUNITY DEVELOPMENT

Throughout this report, we have attempted to communicate our vision for the Kaupas Center as a hub for spirituality, community development, and leadership opportunities; we believe the best way for Kaupas to live out this mission is to become deeply engaged in the process of linking organizational resources to needs of the community. The Kaupas Center should be in a continuous cycle of action and evaluation based on the model below.

If the core focus of the Kaupas Center is Education and Public Participation (read: community development) then the first step is to be a part of the community organizing. This period is characterized by growth in policy and organizations working to support and improve the town. By gathering new and existing stakeholder groups together, these organizations can collectively take part in the visioning process for the future of Mt. Carmel, which may include the creation of even more organizations, such as our recommendation to create a Mt. Carmel Kaupas Planning committee, and a vision statement that all stakeholders agree on and will collectively work to achieve in the planning process. The planning process will be the most time consuming part of this cycle, where specific goals are identified with comprehensive steps across organizations on how to achieve them. At present, the research conducted by our class this semester only scratches the surface- while we have initiated some steps necessary for visioning such as individual interviews with community partners and handing out surveys, visioning also requires the implementation of strategic areas and actionable steps, divided across representative committees of dedicated Mt. Carmel citizens. The Kaupas Center should also take the lead on the implementation and evaluation of these plans, by checking in with various organizations to support them in carrying out projects, and collecting feedback on the process in order to improve upon the start of the next cycle of community development organizing, visioning, and planning.

ACTION STEPS FOR FUTURE VISION

1. Identify what Kaupas is hoping to become. Craft a vision statement, including specific long terms goals for where will you want to be in 5 years, and *how you will get there*.
2. Attend as many partners' meetings as possible. Use them to gather and share information, and to brainstorm potential projects. You can also find more partners through networking and offer Kaupas's support to pre-existing projects organized by other entities. Start *cooperating*.
3. Work with your community members, your partners, and local government to identify needs and possible service projects. Create a list of service projects by priority. Then, BEGIN.

4. Categorize your partners based on issue or expertise. Certain partners will be better for some projects over others. Identify these partners, and reach out to them first to start planning prioritized tasks (especially universities and colleges, as they must plan farther in advance).
5. Don't be afraid to start with smaller projects (see *Activity List*). Having these completed will create more partnerships, brand image, and respect within the community.

It has been our pleasure and honor to work with the Kaupas Center and gotten to know the Mt. Carmel community over the course of the semester. We strongly believe in the potential of Mt. Carmel to reinvigorate itself by utilizing the Kaupas Center to initiate the process of engagement and reflection, and hope that our presence in the community, research, and insights presented in this report will lend itself to the overall goal of Mt. Carmel's revitalization.

Appendix

Appendix 1: Mother Maria Kaupas Center Advisory Board

Herman Weimer, Chairman

Board Members: Sister Fran Fasolka, IHM; Wendy Boland George; Brandn Green; Jonathan Herndon; Walt Kozlowski; Charles J. Lucas IV; Carl Milofsky; Karin Morin-Olivetti; Christopher Raia

Ex-officio members: The Very Rev. Martin O. Moran III; Jake Betz

Honorary members Sister Regina Dubickas, SCC, Sister Margaret Petcavage, SCC, The Most Rev. Ronald Gainer, D.D., J.C.L., Bishop of the Diocese of Harrisburg

Appendix 2: Judy Polites and Anthony Marcozzi e-mail chain

From: Judy Polites <redacted>

Date: February 23, 2016 at 12:07:01 PM EST

To: Anthony Marcozzi <apm010@bucknell.edu>

Cc: <redacted>

Subject: Re: Community Service

Hi Anthony

I was thinking of a few things that need to be done.

Will you and the other students actually be involved in the projects in a hands on way or are you looking for the proposals?

Some of the things that come to mind are:

1. There is a play ground ,which is very well used , but is in need of clean up and refreshing.

There is a required amount of mulch that provides safety for the children who play there. The 6th street play ground is far below the recommended amount. The volunteer group could spread the mulch . That will be a pretty labor intensive job. At this point we do not have the mulch available. I will cc this note to some of our council members who may be able to provide the funding for the mulch . If you know of a funding source for the mulch ...that would be FABULOUS!

As with all projects of volunteers ...especially such young ones....supervision will be required . That component would have to be included. Also the tools to spread the mulch would have to be secured. I am sure they are available from a variety of sources . That too must be part of the planning.

2. There is a community Fishing Pond outside of Mt Carmel called Wightman's Dam.

There are trails surrounding the pond . The trails need to be cleared so that they are passable .

Again supervision is a consideration. Currently the Mt Carmel Lions club has assumed responsibility but do not have the manpower to complete this task. The appropriate tools and gloves should be part of the plan. Also a consultation with the Lion's club so everyone is on the same page.

3. In the downtown area there are large grates around each of the trees. They need to be lifted and the area where they laid must be cleaned out. The grates also need to be painted.

4. There are several empty lots on the main street. They accumulate a great deal of debris . These also need to be cleaned up.

5. There are about 25 Oak Street Flower boxes. Oak street is the main downtown Business District. Each Spring they need to be refreshed with new soil and planted with summer flower. MCDI would be able to provide the funding for this project. The tools for planting are available. MCDI stores them at The Academy Sports Center. I believe that someone from MCDI can help provide the supervision if that is required.

Those are just a few things that come immediately to mind. If we are thinking of 4 volunteer days , one community service day for each week of the camp , some of these jobs may take multiple days .

I have included both big ad small projects for your assessment.

I am including Pete Cheddar on this email as he is the chair of the Community Service portion of the Camp Kaupas Project.

I hope this is helpful . Let me know what you think. If these are not suitable we can look at a few other things.

Thanks for your interest in our community .
Judy

On Mon, Feb 22, 2016 at 11:03 AM, Anthony Marcozzi <apm010@bucknell.edu> wrote:
Hi Judy

I hope all is well. My name is Anthony Marcozzi and I am a member of Eric Martin's Bucknell management group. I have CC'd another member of our team, Kristin Cox, on this e-mail, as Kristin and I are leading the community service component of our project. We were wondering if you have a specific list of service projects that need to be worked on. We are trying to compile a list of potential projects to incorporate into the plan for the summer camp. We really appreciate your time and input.

Best,

Anthony Marcozzi

Appendix 3: Service Learning Planning

<https://docs.google.com/spreadsheets/d/1oTITVOr80vtV2SNNaRfNw3UXNG6RZSvOzqRJ5MooQWw/edit#gid=0>

Date	Title	Publication	Author	Link	Features
4/18/2016	<i>Cheers and Jeers Editorial</i>	<i>The News Item</i>	-----	http://www.newsitem.com/current/Editorials	MSUS 400 Students
2/25/2016	<i>Community plan: Bucknell students hit streets for study</i>	<i>The News Item</i>	Sarah Desantis	http://www.newsitem.com/news/2016-02-25/Today's_Top_Stories/Community_plan.html	MSUS 400 Students
2/18/2016	<i>Bucknell students, staff to conduct various projects in Mount Carmel</i>	<i>The News Item</i>	Sarah Desantis	http://www.newsitem.com/news/2016-02-18/Today's_Top_Stories/Bucknell_students_staff_to_conduct_various_project.html	Steve Stumbris SBDC, Eric Martin's MSUS 400
2/15/2016	<i>Research Illuminates Lives of Immigrants in Pa. Coal Town</i>	<i>Bucknell Communications</i>	Molly O'Brien-Foelsch	http://bucknell.edu/news-and-media/2016/february/research-illuminates-lives-of-immigrants-in-pa-coal-town.html	Kubek Project - Erin Frey and Nick Kupensky
2/12/2016	<i>Bucknell seniors begin work with Mt. Carmel group</i>	<i>The News Item</i>	-----	http://www.newsitem.com/news/2016-02-12/Today's_Top_Stories/Bucknell_seniors_begin_work_with_Mt_Carmel_group.html	Eric Martin's MSUS 400
1/17/2016	<i>West End Walking Tour</i>	<i>Coal Cracker - Youth led news for PA's Anthracite Coal Region</i>	Nick Kupensky	http://www.coalcrackerkids.com/west-end-walking-tour/	Kubek Project
11/23/2015	<i>Father Kubek's life, talents celebrated in Mahanoy City</i>	<i>Republican Herald</i>	JOHN E. USALIS	http://republicanherald.com/news/father-kubek-s-life-talents-celebrated-in-mahanoy-city-1.1974691	Kubek Project
11/19/2015	<i>«Маганой Сімі – місто Емілія Кубека» – прогулякa слідами священника</i>	<i>Rusyn language news</i>		http://www.lem.fm/maganoj-siti-misto-emiliya-kubeka-progulka-slidami-svyashhennika/	Kubek Project - Rusyn Language News

10/24/2015	A Walk Through History	Coal Cracker - Youth led news for PA's Anthracite Coal Region	Amber Lawrence	http://www.coalcrackerkids.com/walk-through-history/	Kubek Project
7/1/2015	Mount Carmel's Kaupas center to serve as home base for Bucknell students' study	The News Item	Mark Gilger	https://www.highbeam.com/doc/1P2-38465510.html	Summer Research Grants - Jen Silva, Nick Kupensky, students
5/31/2015	Bucknell faculty offer help through Mount Carmel's Kaupas center	The News Item	-----	https://www.highbeam.com/doc/1P2-38349665.html	Field Station
5/14/2015	Bucknell documentary details Shamokin fire history	The News Item	Jake Betz	https://www.highbeam.com/doc/1P2-37953359.html	Fire Museum
4/13/2015	IHM Sisters Join Celebration and Dedication of Maria Kaupas Center	Sisters of IHM - excerpt from The News Item	Jake Betz	http://www.sistersofihm.org/what-we-do/news-events/detail.html?inode=7d645716-779b-4663-899d-61e64f9bf72a	Field Station
4/13/2015	'Always with love'	The News Item	Jake Betz	https://mothermariakaupascenter.wordpress.com/in-the-news/always-with-love-apr-13-15/	Field Station

Appendix 5: Related Bucknell Information

Bucknell Mt. Carmel Working Group

In the spring and summer of 2015, Bucknell University and the Mother Maria Kaupas Center in Mt. Carmel launched a formal partnership to foster engaged teaching and research with Pennsylvania's anthracite coal region communities. As civic engagement is an integral part of Bucknell's mission statement, this partnership is an important link in furthering such engagement in the area. Bucknell University students and faculty involved with the Mother Maria Kaupas Center and the Working Group are committed to using their knowledge in their respective academic disciplines to help the local communities. This partnership serves to provide opportunities for faculty and student research, volunteerism, and opportunities for local entities and the business community to tap into BUcknell resources and expertise. The partnering of local minds and Bucknell resources will explore solutions to local problems. The Working Group is a collaborative effort with Bucknell's Coal Region Field Station, The Mother Maria Kaupas Center in Mt. Carmel, and the coal regions communities, groups, and leaders to facilitate engagement with the Pennsylvania coal region in teaching, research, and outreach.

Bucknell Field Station

The Bucknell Coal Region Field Station is headquartered at the Mother Maria Kaupas Center in Mt. Carmel, Pa. The establishment of this field station is an exciting new development that will induce community based student and faculty engagement. The goal of the field station is to have a location off campus to be utilized by Bucknell staff, faculty, and students where "curricular and extra-curricular components of the University can work together to create novel, interdisciplinary learning experiences for students that contribute to the public good of our region". Over \$23,000 in fundraising has been provided by a range of Bucknell administrative units.

The partnership of Civic Engagement and Place Studies at Bucknell has played a crucial role in getting the field station off the ground. In the summer of 2015, the first Coal region Summer Research Institute was implemented. The relationship continued through this academic year (2015-2016) with engagement from a variety of classes, independent studies, and groups that are listed in the Bucknell Field Station section of Service Projects, which can be found on page (tbd). The research fostered at the field station will be used to inform and encourage community members and college students from other universities within a 50-mile radius to engage in volunteer efforts in the area.

Key Contacts

Here is a list of key contacts for the Bucknell Mt. Carmel Working Group, including both Bucknell and Mt. Carmel representatives.

- **Shaunna Barnhart***: Shaunna is the main point of contact for Bucknell
Director, Place Studies Program
Bucknell Center for Sustainability and the Environment
Bucknell University
Phone: (570) 577 1724
Email: sb060@bucknell.edu
- **Jake Betz***: Jake is the main point of contact for the Mother Maria Kaupas Center
Director of Mother Maria Kaupas Center
Phone: (570) 205 2970
Email: kaupascenterdrc@ptd.net

Service Projects

In this section we have compiled a list of past, ongoing, and potential projects that can be used by the Working Group, Kaupas Center, the Summer Camp, and other community groups to further community engagement.

~add something about obstacles

Bucknell Field Station Projects

Spring 2015:

- Bucknell class SOCI 206: Video Ethnography, taught by Carl Milofsky and Brianna Derr:
 - Completed a film on the Shamokin Fire History Museum, interviewing volunteer firefighters in Shamokin.
- Brandn Green and students:
 - Video documenting the life and work of Mother Maria Kaupas, the foundress of the Sisters of St. Casimir who have funded the Mother Kaupas Service Learning Center at Divine Providence Catholic Church in Mt. Carmel.

Summer 2015 Action Research Fellows

Funded by Coal Region Field Station Grant through Action Research@Bucknell

- Nick Kupensky, with student intern Erin Frey:
 - The Slavic Communities of Pennsylvania's Coal Region: Migration, Memory, Identity.
 - Grant helped launch The Kubek Project, <https://kubekproject.wordpress.com/>
 - Work is the foundation for a community celebration of Emil Kubek's Mahanoy City on Nov. 22, that launched the West End Walking Tour funded by Mahanoy City community partners and Bucknell University
- Jen Silva, with student intern Jesse Scheimreif:
 - Community, Politics, and Identity in Central Pennsylvania
 - The work from this grant is contributing to a several year project developing a book.
- Neil Boyd with student intern Sedona Boyatzis:
 - Sustainable consumption for low-income individuals in Central PA.

Fall Semester 2015 Activities:

Courses

- SOCI/UNIV 242: Rural Communities taught by Carl Milofsky and Jamie Hendry
 - A group of 4 students did a community assessment in Mt. Carmel.

Ongoing Projects

- Collaborative documentary project between Stories of the Susquehanna Valley and Mt. Carmel High School (Alf Siewers - SSV, David McFee - MCHS), and possibly SOCI 206, Video Ethnography, taught by Carl Milofsky and Brianna Derr. Alf Siewers is contracted with WVIA to produce a series of documentaries. One of the documentaries in the series will focus on the Coal Region. He is exploring a partnership with the Mt. Carmel High School, which was the first high school in the US to have its own TV broadcasting station. Bucknell students and Mt. Carmel High School students would work together on the video production. David McFee and two Mt. Carmel high school students attended a video review session with Alf Siewers class in November.
- Fire History Museum in Shamokin (Carl Milofsky, Diane Jakacki, Shaunna Barnhart, and Shamokin Volunteer Fire Companies). Collaborative project to digitally archive Shamokin's fire history collection (photographs, personal accounts, news articles, and artifacts), utilize the materials for student and faculty research projects, and prepare materials for community display.

Other Related Activities

- August 22, 2015 – Carol High attended a new student “Activities Unlimited” event with Father Martin Moran to advertise service-learning opportunities primarily through the Mt. Carmel Field Station and the Mother Maria Kaupas Center and secondarily through the BCSE.
- Oct. 3, 2015 – Coal Region Landscapes Field Trip, led by Ben Marsh with about 20 attendees. The field trip introduced participants to the lower anthracite coal region, many for the first time. The attendance demonstrates interest by Bucknell faculty, staff, and students (and community members) in the Coal Region. Field trip was funded by Place Studies Program of the Bucknell Center for Sustainability and the Environment, the Environmental Studies Program, and the Geography Department.
- Nov. 22, 2015 – Emil Kubek’s Mahanoy City. Stemming from the success of the Kubek Project, initially supported by a Coal Region Field Station Grant through Action Research@Bucknell, Comparative Humanities, and the Mahanoy City Historical Society, Nick Kupensky (Bucknell alumnus and former Visiting Assistant Professor) and Erin Frey ‘17 led the inaugural West End Walking Tour of Emil Kubek’s Mahanoy City. The event celebrates Kubek’s life as a prolific Carpatho-Rusyn writer with readings of his poetry, translated into English for the first time, and visits to various locations important in his life and writing. Drew Skitko of the Philadelphia Opera Company performed several musical numbers, and a traditional Carpatho-Rusyn meal was served. The celebration brought together Mahanoy City residents, members of the Carpatho-Rusyn community, and Bucknell affiliates to learn about the work of this influential literary figure.
- Discussions between Bucknell (Shaunna Barnhart, Carl Milofsky) and Mt. Carmel partners (Father Martin Moran and Jake Betz) on the possibility of hiring an Americorps VISTA intern to work through the field station on some aspect of community development. We were unable to proceed with an application in Fall 2015; conversations continue to explore this option for the next application cycle in Fall 2016.

2016 spring semester activities:

Active Courses

- GEOG 218: Geographies of Justice taught by Vanessa Massaro:
 - Community-based student projects centering on housing issues in Mt. Carmel.
- MSUS 400: Sustainability Action Learning Project taught by Eric Martin:
 - Actively working with Mt. Carmel Downtown Inc. to identify 3 to 4 student group projects with focus on the pool, strategic planning, asset mapping.
- SOCI 206: Video Ethnography taught by Carl Milofsky:
 - Course project may center on a documentary building on the Spring 2015 Fire History Museum video project with the new documentary centering on firefighters’ experiences in fighting fires.
- UNIV 241: Susquehanna Country taught by Alf Siewers and Katie Faull:
 - Field trip to coal country

Courses that considered working in Coal Region:

- ENST 411: Capstone course (Amanda Wooden) - Mt. Carmel project on turning vacant lot into green space presented as an option in list of potential projects from which students choose. After careful deliberation, students chose another project that better aligned with their goals.
- MIDE 302: Design Realization (Seth Orsborn) – Expressed interest in working with the Shamokin Fire Museum on design issues, but chose other options.

Ongoing Projects

- Fire History Museum in Shamokin (Carl Milofsky, Diane Jakacki, Shaunna Barnhart, and Shamokin Volunteer Fire Companies):
 - Continuing work from Fall 2015.
- Collaborative documentary project between SSV and Mt. Carmel High School (Alf Siewers - SSV, David McFee - MCHS):
 - Continuing work from Fall 2015. Developing documentary related to churches in coal country.
- The Kubek Project:
 - Nick Kupensky continues to work with local community and Bucknell partners on developing a book project, publications, and other related activities
- Presidential Fellow, Erin Frey, continues work with Katie Faull related to work stemming from summer research in Mahanoy City on Slavic immigration.
- Jen Silva continues work from last summer on her book project related to community, politics, and identity in Central Pennsylvania.

Other Related Activities

- Steve Stumbris of the SBDC met with Mount Carmel Downtown Inc in February to explore potential partnerships
- Bucknell Athletics is working with the Kaupas Center to establish youth outreach activities, including a swim clinic on January 13, possibility of contributing to a youth summer camp, and possibility of holding a sports and academic day at Bucknell for Mt. Carmel school district students next academic year.
- Carl Milofsky, Shaunna Barnhart, Father Martin Moran, and Jake Betz will attend the Community Engagement Faculty Institute at Notre Dame in May 2016 to share experiences about the Bucknell - Kaupas Center partnership.
- The Kaupas Center is planning a summer camp in athletics and academics and has asked Bucknell partners to assist in planning.
- Student is exploring option of working with Mt. Carmel Library as an internship this summer to develop a plan for greenspace in the Library-owned vacant lot.

Appendix 6: Asset Consideration

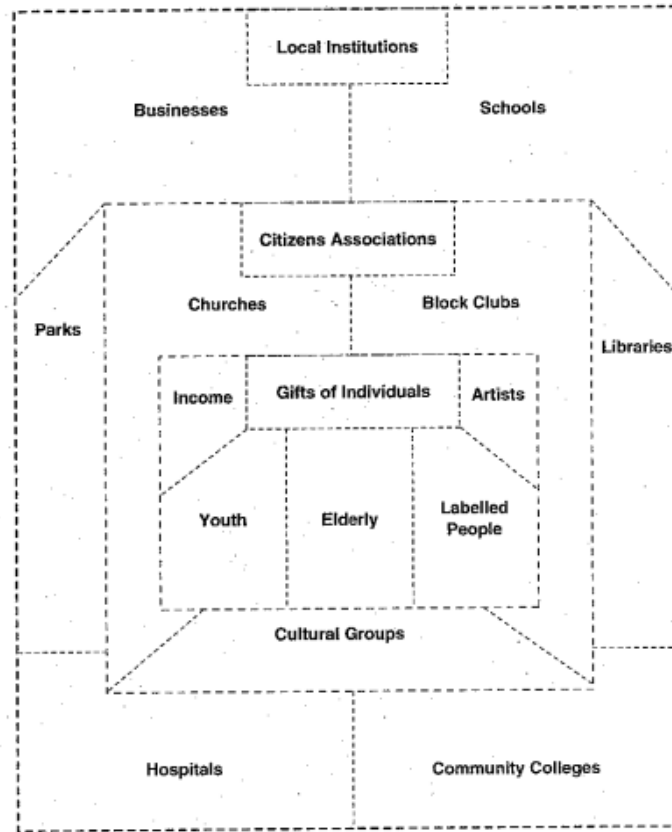


Figure 1.2 Community Assets Map

SOURCE: From J. Kretzmann and J. McKnight. (1993). *Building Communities From the Inside Out*. Evanston, IL: Institute for Policy Research, Northwestern University. Reprinted with permission.

Appendix 7: Drafted Kaupas Center Contact

The contract drafted by Bucknell's management class was never formally presented to the Kaupas Center, however we are choosing to attach it as a potential framework for future relationships with other universities.

The Kaupas Center Contract

This Consulting Agreement, dated effective _____, 2016, is made and entered into by and among The Mother Maria Kaupas Center and Bucknell University Action Research Project Students.

SCOPE OF WORK

1.1 Statement of Purpose. The Bucknell University students will advise the Kaupas Center in their strategic planning in carrying the organization forward as an ambassador to future Bucknell University projects, improving the Kaupas Center's outreach into Mt. Carmel and neighboring communities, and working with the Center Director to improve the process for organizing and enacting service projects, specifically assisting the Kaupas Camp Task Force to launch a local summer camp in 2016. The students will work with Jake Betz, stakeholders from Bucknell University including the Mt. Carmel Working Group, the Kaupas Center Summer Camp Task Force, and stakeholders to the town of Mt. Carmel in order to complete these projects.

1.2 Timeline and Communication. Students will devote at least 12 class hours per month in performing the services for the Kaupas Center, both on Bucknell's campus and in Mt. Carmel, as well as additional hours as needed to complete the project. Students will communicate times that they commute to Mt. Carmel at least 24 hours in advance, if possible, to Jake Betz. This semester long class project will be completed by May 5, 2016. As all students in the class are graduating at the end of this semester, Eric Martin will be the contact point for Bucknell management projects in the future.

1.3 Confidentiality. Interviews conducted at the Kaupas center, as well as any confidential information shared with the Bucknell students will remain in confidence and securely stored at Bucknell, unless given permission by Jake Betz to share information in the final report to the Center and Mt. Carmel community.

1.4 Reports. At the close of this project (completed no later than May 5th), the Bucknell students shall prepare and present a final report of all works accomplished during their time collaborating with the Kaupas Center.

Signed:

The Kaupas Center Director

Date:

Signed:

Bucknell University MSUS 400 Action Research Project students

Date:

Appendix 8: Pool Information

Mt. Carmel Community Pool Information:

Key Findings:

- The longer the pool stays closed, the harder it will be to reopen.
- Summer pools almost never make money. The goal is to break even (which is possible).
- There are lots of possible programming options for various groups in Mt. Carmel.
 - *Safety Around Water Program*: taught all second graders (240 kids) in Milton School District to swim
 - Other safety skills, or First Aid/CPR trainings
 - Swimming skills (lasts a lifetime)
 - Socialization skills
 - Rehabilitation and Physical Therapy (including for elderly)
- A large up-front cost is needed to fill the pool (water) and treat it (chemicals and filters).
- Using the High School Pool as a public pool requires the school to change insurance in order to allow an outside entity to use the space.

Dates for Certification:

There is mandatory paperwork through the state (Department of Agriculture) about chemicals, pool codes and permits, and water analysis that are due **by March 1st** in order to open for the summer season that year.

Application for Pool Permit:

[http://www.health.pa.gov/My%20Health/Environmental%20Health/Bathing%20Places/Documents/Permitting-Application to Operate a Public Bathing Place.pdf](http://www.health.pa.gov/My%20Health/Environmental%20Health/Bathing%20Places/Documents/Permitting-Application%20to%20Operate%20a%20Public%20Bathing%20Place.pdf)

Steps to Reopen:

1. Assess if closing-down procedure was followed originally. If it was not done properly, there may be issues with water freezing in pipes, etc.
2. Finalize liability insurance.
3. Find an employee with their chemical certifications (certifications last 5 years, and can be expensive to obtain. But, whoever is certified to maintain the High School Pool would also be certified for the community pool).
4. Find certified (or train) lifeguards. High School lifeguards are certified, and high school students are often very good, and need work experience. **You need at least one lifeguard with every level of certification.** This includes TB and other physicals, as well as fire prevention, etc.
5. Assess and replace broken pump. If there is a damaged pump, they typically cost \$15,000-20,000 to replace. (We are unsure how much it would be to fix existing one.)
6. Work with community to identify *consistent* operating hours that are popular.

Other Local Pools and Key Contacts:

Other pools have either been run through public or private funding. For example, Milton Pool is all run through the city government, but Sunbury is run by a Pool Committee and has nothing to do with the city.

Seth Scicchitano, Former Mt. Carmel Pool Manager
570.590.0410

scicchitanor@mca.k12.pa.us

Lynn Rees, Aquatics Director

Greater Susquehanna Valley YMCA, Sunbury Branch
1150 North Fourth Street
Sunbury, PA 17801

(P) 570 286 5636 (F) 570 286 5961

(E) lrees@gsvymca.org (W) www.gsvymca.org

Rob Moyer, Aquatics Program Coordinator

Greater Susquehanna Valley YMCA, Milton Branch
12 Bound Ave
Milton, PA 17847

rmoyer@gsvymca.org

Potential Groups Who Could Utilize the Pool:

- Youth or Church Groups
- Boy Scouts, Eagle Scouts, Girl Scouts
- Student Clubs
- Social Clubs
- Elderly Homes
- Maternity Groups
- Sports Teams (through the school or otherwise)
- Birthday Parties/Renting out the space
- Annual Baseball Tournament
- Private or Public Swimming Lessons
- CPR/First Aid Classes and Certifications
- Boys and Girls Club, or other mentoring program
- 4th of July, Memorial Day, and other summer holiday celebrations
- Movie Nights? Potential for night swimming? (Requires Lighting)
- Water Polo, Synchronized Swimming, etc.

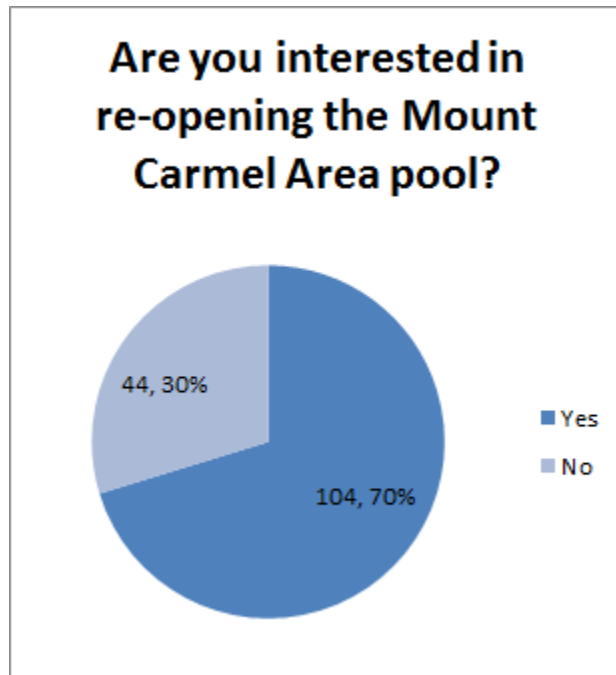
YMCA Operation:

Pools can become certified by YMCA's in order for them to run the pool. In those cases, YMCA assumes authority over pool operations, and runs it as a YMCA-specific pool, including their own programming. Lynn Rees (contact information above) has offered to be a YMCA liaison for this process if needed.

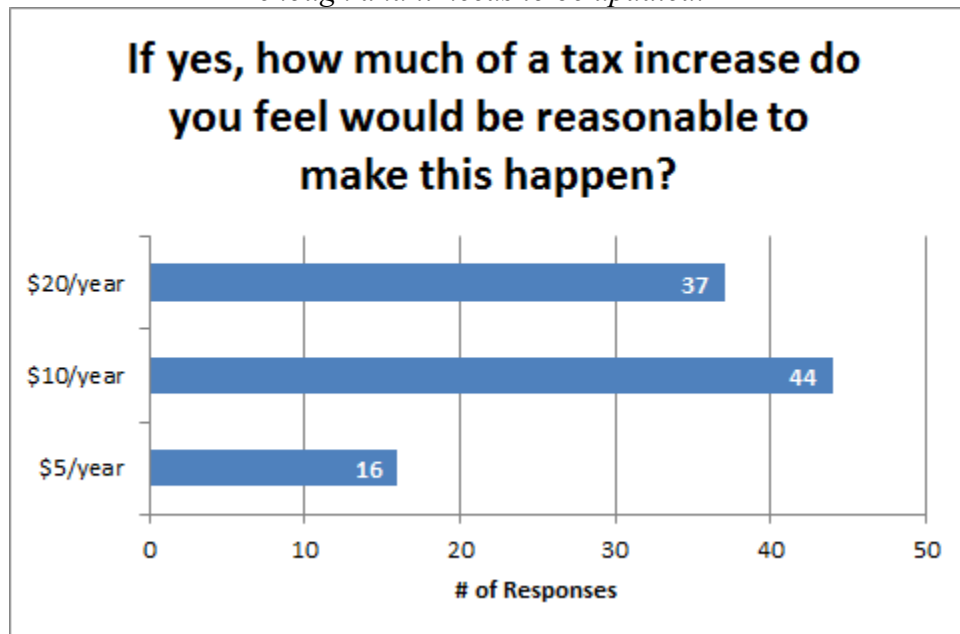
Looking at summer camps, YMCA's do not typically "sponsor" camps; they run them. They can give Kaupas some advice for how to get donations and sponsors, as well as potential programming. However, MCDI and Kaupas would have to relinquish authority over it if they wanted the YMCA to run it. They do not typically run them off-site either. **Also, there are new regulations from the State Department for childcare and life-guarding certifications for summer programs.**

Survey Data:

Support:



“My family always went to the pool and all my children learned to swim there. It is not promoted enough and it needs to be updated.”



“It is a shame to have a public asset that is abandoned.”

What do you feel would be a fair price for daily admission?

Average response: approx. \$4.00

Minimum: \$1

Maximum: \$10

Most common response: \$5 (34.4%)

Other notes: different prices for children and adults, non-swimmers, non-residents, and possible seasonal membership. Also possible flexible rate based on income.

What do you feel would be a fair price for a season pass for one?

Average response: \$63.25

Minimum: \$10

Maximum: \$275

Most common response: \$50 (23.9%)

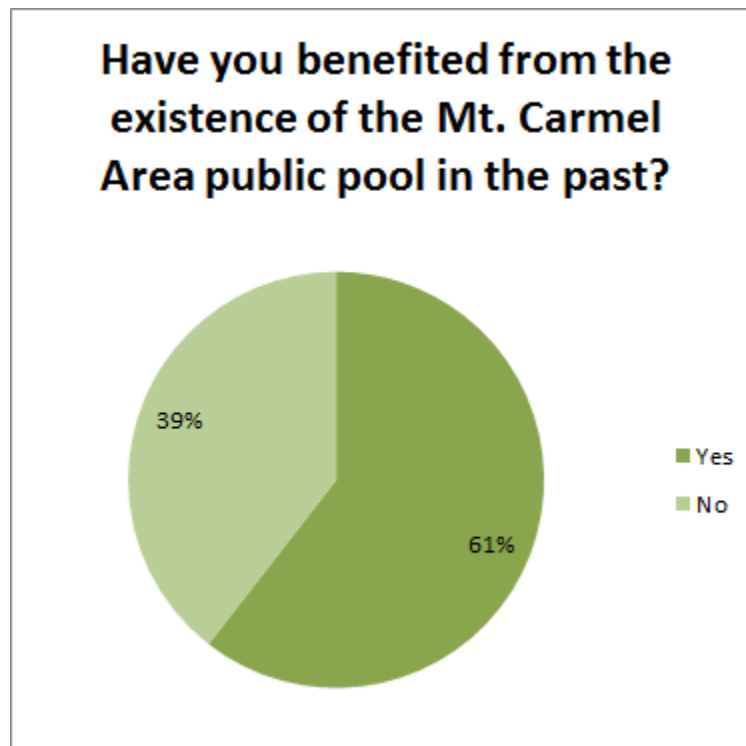
What do you feel would be a fair price for a season pass for a family of five?

Average response: \$187.60

Minimum: \$20

Maximum: \$650

Most common response: \$200 (16.1%)



Concerns:

52% of respondents had “very negative” responses to the current state of the pool.

Only 7.9% of respondents said they would prioritize change in the pool as one of their top five projects.

“Pool could have done more to involve the community.”

“The cost for families needs to be lower. Families cannot afford to go.”

“The cost of admission in addition to not allowing drinks/snacks to be brought into the pool deterred people because they could not afford to bring their family and buy food/drinks. Also, the kiddie pool was filled in and there was nothing for very small children.”

“Keep the pool closed. It's a money pit. Was mainly used for parents to drop their kids off when they needed their kids babysat. Waste of taxpayer dollars. Most people have pools in their backyards.”

“Honestly I don't think people knew much about the pool.”

Appendix 9: Community Survey

Mt. Carmel

What is your favorite thing about Mt. Carmel?

Please Comment on the following features in Mt. Carmel

Very Positive to Needs Improvement to Very Negative- (opportunities for open-ended comments for each

“please explain your rating”)

- Schools
- Stores
- history
- Community
- Sports
- Restaurants
- breakfast places
- lunch restaurants
- dinner restaurants
- coffee shops/cafes
- Churches
- housing prices
- small town feeling
- recreational facilities
- pool
- playgrounds
- Parks
- roads
- other

If you were to prioritize action in these areas, which 5 would you choose? (use same list)

Community:

How long have you lived in Mt. Carmel?

Did your parents grow up in Mt. Carmel?

Why did you move to Mt. Carmel?

What makes you stay in Mt. Carmel?

Why do you think people move to Mt. Carmel?

Do you feel as though Mt. Carmel has changed since you have lived here? How/Please Explain

Do you feel your opinions represented within the town? Y/N

Can you name two people that currently serve on Town Council or other leadership positions in town?

Where do you see the town in 10 years?

What is the town's greatest asset or strength?

Can you name 10 people in town that you feel close to? Do you know someone in town who you feel you could borrow \$30 from?

Do you know someone in town who you feel you could borrow \$300 from?

Activities

How do you spend time in Mt. Carmel? (qualifier after each one- ex: shopping, which stores? - - Clubs, which ones? Work, please list employers name)

- Socializing
- recreational activities - (parks, playground, sports teams)
- community clubs - (civic, social, religious)
- Shopping - (where)
- Work - list employer
- School - list school
- Attend Farmers Markets
- attending town parades/festivities
- other

What types of businesses would you like to see on Oak street?

If the opportunities existed, would you prefer to buy from downtown vendors?

What is missing from Oak St. that you go out of town for?

- Shopping
 - Grocery
 - Clothing
 - Hardware
 - Household Goods
- Restaurants
- Coffee

What hours of the week would you want downtown stores to be open?

Do you find that businesses are always open during their posted hours?

Please provide any additional comments:

Demographics

Do you have kids? Ages? Are they still in Mt. Carmel?

Gender: M/F/blank

Race: (typical National identifier)

What is your median income? (options)

Do you own your property or rent?

Age: 1-18, 19-24, 25-40, 41-52, 53-64, 65+

Please circle what best matches you: employed, unemployed, retired, student, full time caregiver/parent

What is your highest level of education: high school, GED, certified (?), associate's degree, bachelor's degree, graduate school, N/A?

Which presidential candidate do you think could solve the town's problem?

Please comment on the following descriptions of Mt. Carmel:
(Very Accurate --- Maybe --- Very Inaccurate)

Idyllic

Community oriented

Divided

Comfortable

Liveable

Lacking community

Lacking Resources

Broken

Promising

A good place for the elderly

A good place for working folks

A good Place to raise a family

Please provide any additional comments about Mt. Carmel