

***WHAT  
WORKS!***  
*in the  
Empowerment  
Zones and  
Enterprise  
Communities*



## Urban Empowerment Zones and Enterprise Communities

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Akron, Ohio, EC  
Albany, Georgia, EC  
Albany, Schenectady, Troy, New York, EC  
Albuquerque, New Mexico, EC  
Atlanta, Georgia, EZ  
Baltimore, Maryland, EZ  
Birmingham, Alabama, EC  
Boston, Massachusetts, EEC  
Bridgeport, Connecticut, EC  
Buffalo, New York, EC  
Burlington, Vermont, EC  
Charleston, South Carolina, EC  
Charlotte, North Carolina, EC  
Chicago, Illinois, EZ  
Clark County/Las Vegas, Nevada, EC  
Cleveland, Ohio, SEZ  
Columbus, Ohio, EC  
Dallas, Texas, EC  
Denver, Colorado, EC  
Des Moines, Iowa, EC  
Detroit, Michigan, EZ  
District of Columbia, EC  
East St. Louis, Illinois, EC  
El Paso, Texas, EC  
Flint, Michigan, EC  
Harrisburg, Pennsylvania, EC  
Houston, Texas, EEC  
Huntington, West Virginia, EC  
Indianapolis, Indiana, EC  
Jackson, Mississippi, EC  
Kansas City, Kansas/Missouri, EEC  
Los Angeles, California, EC  
Los Angeles, California, SEZ  
Louisville, Kentucky, EC  
Lowell, Massachusetts, EC  
Manchester, New Hampshire, EC  
Memphis, Tennessee, EC  
Miami/Dade County, Florida, EC  
Milwaukee, Wisconsin, EC  
Minneapolis, Minnesota, EC  
Muskegon, Michigan, EC  
Nashville, Tennessee, EC  
Newark, New Jersey, EC  
Newburgh-Kingston, New York, EC  
New Haven, Connecticut, EC  
New Orleans, Louisiana, EC  
New York, New York, EZ  
Norfolk, Virginia, EC  
Oakland, California, EEC  
Ogden, Utah, EC  
Oklahoma City, Oklahoma, EC  
Omaha, Nebraska, EC  
Ouachita Parish, Louisiana, EC  
Philadelphia, PA/Camden, New Jersey, EZ  
Phoenix, Arizona, EC  
Pittsburgh, Pennsylvania, EC  
Portland, Oregon, EC  
Providence, Rhode Island, EC  
Pulaski County/Little Rock, Arkansas, EC  
Rochester, New York, EC  
San Antonio, Texas, EC  
San Diego, California, EC  
San Francisco, California, EC  
Seattle, Washington, EC  
Springfield, Illinois, EC  
Springfield, Massachusetts, EC  
St. Louis, Missouri, EC  
St. Paul, Minnesota, EC  
Tacoma, Washington, EC  
Tampa, Florida, EC  
Waco, Texas, EC  
Wilmington, Delaware, EC

## Rural Empowerment Zones and Enterprise Communities

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Accomack-Northampton, Virginia, EC  
Arizona Border Region EC  
Beadle/Spink Dakota, South Dakota, EC  
Central Appalachia, West Virginia, EC  
Central Savannah River Area, Georgia, EC  
Chambers County, Alabama  
City of East Prarie, Mississippi County, Missouri, EC  
City of Lock Haven, Pennsylvania, Federal EC  
City of Watsonville/County of Santa Cruz, California, EC  
Crisp Dooly, Georgia, EC  
East Central Arkansas EC  
Fayette County/Haywood County, Tennessee, EC  
Greater Portsmouth, Ohio, EC  
Greene and Sumter Counties, Alabama, Rural EC  
HaliFax, Edgecombe, Wilson, North Carolina, EC  
Imperial County, California, EC  
Jackson County, Florida, EC  
Josephine County, Oregon, EC  
Kentucky Highlands, Kentucky, EZ  
Lake County, Michigan  
Lower Yakima County, Washington, Rural EC  
Macon Ridge, Louisiana  
McDowell County, West Virginia, EC  
Mid Delta, Mississippi, EZ  
Mississippi County, Arkansas, EC  
Mora, Rio Arriba, and Taos County, New Mexico, EC  
North Delta, Mississippi, EC  
Northeast Louisiana Delta EC  
Rio Grande Valley, Texas, EZ  
Robeson County, North Carolina, EC  
Scott/McCreary Area, Tennessee and Kentucky, EC  
Southeast Oklahoma EC  
Williamsburg-Lake City, South Carolina, EC

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**EZ:** Empowerment Zone  
**SEZ:** Supplemental Empowerment Zone

**EEC:** Enhanced Enterprise Community  
**EC:** Enterprise Community



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“The spirit we bring to our work will make all the difference. We must be committed to the pursuit of opportunity for all Americans, responsibility from all Americans, in a community of all Americans. And we must be committed to a new kind of government, not to solve all our problems for us, but to give our people—all our people—the tools they need to make the most of their own lives.”

President Bill Clinton  
State of the Union Address  
February 4, 1997

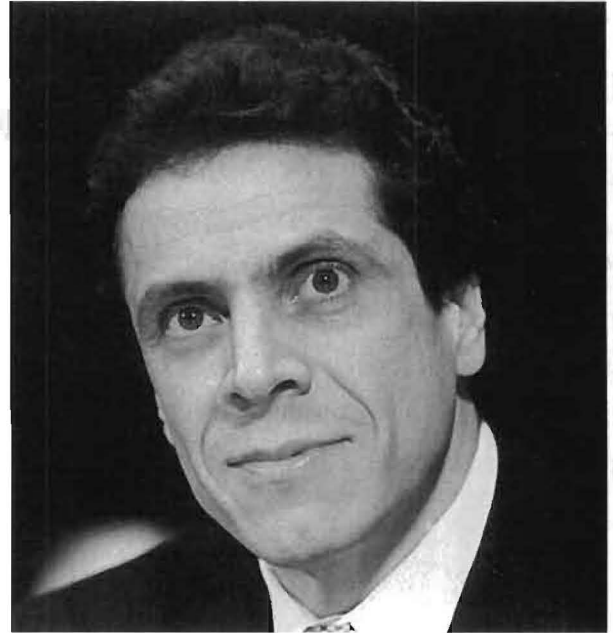


“We need to create a climate where families can flourish and hope can blossom. And after 2 years, we know that our Community Empowerment Agenda is working to make government work better, creating jobs, reducing crime, improving infrastructure, and building strong communities that endure. And that’s why the President’s budget includes the “Community Empowerment Act,” which would provide for a second round of Empowerment Zones as well as a tax incentive to encourage the redevelopment of the abandoned brownfield industrial sites.”

Vice President Al Gore  
Budget Announcement  
February 6, 1997

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“Jonathan Swift once wrote that ‘vision is the art of seeing things invisible.’ Swift may have written it, but nationwide, people in Empowerment Zones and Enterprise Communities are living it every single day. By seeing things invisible—by building new partnerships between community leaders, local governments, and businesses—we’re not just creating jobs, revitalizing communities, and stimulating billions of dollars in private investment. We’re building a new foundation of hope and opportunity that will last for years to come.”



Andrew Cuomo  
Secretary of U.S. Department of Housing  
and Urban Development



“USDA is committed to making Empowerment Zones and Enterprise Communities work from the ground up. One key in our efforts to strengthen rural communities is expanding the network of partnerships involving governmental agencies, the private sector, and nonprofit organizations. The EZ/EC initiative has brought local people together to develop strategies for their communities.”

Dan Glickman  
Secretary of U.S. Department of Agriculture  
Housing Assistance Council Event  
December 2, 1996

# Introduction

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President Clinton's Empowerment Zone/Enterprise Community (EZ/EC) initiative, headed by Vice President Gore, marks the most significant effort launched by the Federal Government in decades on behalf of the Nation's distressed rural and urban communities.

In December 1994, six urban areas (Atlanta, Baltimore, Chicago, Detroit, New York, and Philadelphia/Camden) and three rural areas (Kentucky Highlands, Mid Delta Mississippi, and Rio Grande Valley) were designated Empowerment Zones, receiving a combination of tax incentives and block grants to implement 10-year, community-wide strategic plans to promote overall revitalization. Two urban Supplemental Empowerment Zones (Cleveland and Los Angeles) were designated to receive a combination of Economic Development Initiative grants, block grants, and new tax-exempt bond financing. In addition, 65 urban and 30 rural Enterprise Communities were designated to receive block grant funds and tax-exempt bond financing. Four of these (Boston; Houston; Kansas City, KS/Kansas City, MO; and Oakland) were designated Enhanced Enterprise Communities and also receive Economic Development Initiative grant funds.

In the 18 months since designation, EZs and ECs have begun to translate the goals articulated in their strategic plans into specific activities. The investment strategies are focused primarily on economic opportunity and sustainable community development. In a departure from traditional government approaches, the selected mechanisms are production-oriented—they seek to generate capital and income into the Zone in the short run and then provide for new local business establishments to respond to the increasing demand for goods and services.

Each urban EZ was awarded \$100 million and each rural EZ was awarded \$40 million in Title XX Social Service Block Grant (SSBG) and Economic Development Initiative (EDI) grant funds. SEZs and Enhanced ECs received \$3 million each in SSBG funds. The communities have used these funds to leverage additional private investment from foundations, businesses, and other sources. Far from being the only funding support, Federal block grant monies have been used as seed money, supporting the communities as they build partnerships with a wide variety of organizations in both the public and private sector.



In the EZs, tax incentives have been highly successful at drawing private investment into distressed communities.

- Since designation of the EZs in 1994, the total of private and public investment activity commitments exceeds \$2.6 billion.
- More than \$2 billion in private investment has been made, indicating that capital investors perceive future opportunities for investment returns in the Zones to be equal to or greater than in other locations. For every dollar of EZ funds, \$18 of private investment are leveraged.
- The overwhelming focus of the new investment—\$1.7 billion—is targeted toward economic opportunities. The focus of economic opportunity investment activities includes: business-related job retention, expansion, relocation, and creation; investment pools for capital access and innovative financing needs; job- and occupation-skills training; and entrepreneurial and business-support services and assistance.

The EZ/ECs have made significant strides in leveraging resources to attract notable private-sector investment, generate job growth, stimulate new business openings and expansions, construct new housing, expand homeownership opportunities, and stabilize deteriorating neighborhoods.

These examples of *What Works!* exemplify these accomplishments. From communities' performance evaluation reports and assessments conducted by field and



headquarters staff, these projects and programs have been selected based on how well they met program goals, effectively leveraged resources, and efficiently and creatively worked to achieve results.

The examples of *What Works!* have been gathered in 10 key development categories:

**Economic Development:** The largest area of activity in the EZ/ECs, economic development includes recruiting new businesses and helping existing businesses expand; providing access to credit and capital through one-stop capital shops, microlending programs, and technical assistance services; and growing new businesses inside business incubators and entrepreneurial training programs.

**Job Readiness:** To be sure that individuals in distressed communities have the skills and support services they need to get and keep a job, this section includes job preparedness, job training, industry-specific skills training, and vocational mentoring programs.

**Job Linkage:** Even skilled individuals with vocational experience may find it difficult to access a job due to lack of information about available positions, lack of support through a job search and placement process, or lack of transportation. Projects in this category provide community job-search networks, electronic

job and resume databases, counseling and assessment to assist in job applications, and transportation services to get the resident to the jobsite.

**Housing Development and Homeownership:** In many urban and rural areas, the dream of homeownership is becoming a reality. Initiatives in this category provide new housing construction; rehabilitate existing housing projects; and provide counseling, information, and technical assistance to individual residents who wish to own their own home.

**Family and Youth Development:** The EZ/EC project recognizes that healthy communities are made up of healthy families. These initiatives offer a wide variety of youth programs, such as preschool programs, after-school activities, mentorship and tutoring, and family support programs such as parenting classes and stress management training. Typical of many communities' work in this area has been the establishment of family centers, which provide a place for informational resources as well as for structured activities and community-building events.

**Healthcare and Substance Abuse Treatment:** Several communities have used their EZ/EC funds to ensure the health of residents through supporting substance abuse-recovery programs and establishing community-based healthcare advisers to serve individuals who are often underserved by traditional health providers.

**Community Policing and Public Safety:** A critical piece of supporting new investment and bringing people back to distressed areas has been to ensure that communities are safe places to live and work. A significant focus for EZ/EC projects highlighted in this area is community-based policing through mobile police stations and neighborhood watch groups. Some projects have combined new policing strategies with



resident training in conflict resolution and violence prevention.

**Neighborhood and Environmental Improvement:**

Whether in the form of clean streets or a new park, physical neighborhood improvement has been shown to be a powerful symbol of new hope for communities. Many of these projects creatively use neighborhood cleanups as opportunities to provide job training and build relationships between community members.

**Technology and Internet Innovations:** EZ/ECs are also on the information superhighway, as they effectively use technology to enhance their job linkage, education, and community-building strategies, all the while giving residents computer skills to take into the workplace.

**Community-Based Partnerships:** Fundamental to the success of the EZ/EC initiative are the collaborative connections that have been built between community members, groups, and public and private organizations. Initiatives discussed in this section are excellent examples of strategies and events used to build partnerships on the local, State, and national levels.

Each program description is followed by a contact name and phone number to be used to learn more about the initiative.

As demonstrated by the successes described here, the EZ/EC program succeeds because of its combination of extraordinary vision and concrete, measurable results. The Strategic Plans submitted by communities



to the U.S. Department of Housing and Urban Development and the U.S. Department of Agriculture in 1994 represented a wealth of innovative thinking about how best to address the difficult, and complex, problems of America's distressed communities. Now, we have begun to see the rewards of such careful planning, community collaboration, and hard work.

Best of all, this is just the beginning. This document offers highlights from more than 100 projects and programs. As examples of *What Works!*, these initiatives are reason to celebrate the successful revitalization of our Nation's communities. Even more, as laboratories of innovation, these initiatives should serve as models for programs throughout the country, helping to bring businesses and residents back to America's most distressed areas and giving hope to the people of every community.





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# Economic Development

*Economic development is the key to successful urban revitalization. Whether it be in an urban or rural area, Empowerment Zones (EZs) and Enterprise Communities (ECs) across America are investing time and creativity to develop strategies and projects designed to bolster the economic activity of their EZ or EC. As a community's economy flourishes, so do the attitudes and the pride of its residents, resulting in true empowerment.*

*Successful projects have taken many forms in the communities. While many are focused on the recruitment of new businesses through the use of wage tax credits and other incentives, some projects help already existing local businesses to expand. Other plans include helping entrepreneurial residents access financing and credit needed for startup, as well as providing incubator facilities for new initiatives. Shown below are examples drawn from successful projects nationwide. These programs support the economic development of the community by creating jobs, providing access to credit, and helping new businesses grow.*

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## Recruiting Businesses

### Urban Communities

#### Recycling Business Creates 265 Jobs Atlanta, Georgia, Empowerment Zone

Renewal Atlanta, a Boston-based glass and paper recycling company, and Peter Rhodes, Inc., a local generator manufacturer, are locating plants at the long-vacant Brown Trucking Company site to take advantage of tax incentives offered under the Empowerment Zone effort and the new Capitol View Industrial Enterprise Zone. Four other companies—Cumming South, a diesel engine repair firm; Southern Freight, a trucking company; Atlanta Film, a manufacturer of tamper-proof bags for food products; and Triple S Pharmaceutical, a pharmaceutical equipment manufacturer—have also decided to remain in the city, attracted by EZ tax incentives and employment tax credits. EZ residents make up as much as 45 percent of the employees of the four companies.

Renewal Atlanta is a new recycling business established on a former industrial site. The newly purchased facility will create up to 65 full-time jobs for EZ residents and 200 temporary jobs for youth. Renewal Atlanta, in conjunction with other local businesses, will offer EZ youth 2-year internships in various recycling enterprises. Interns will each earn stipends of \$4,000 for every year of participation. More than \$3.5 million in private financing is committed to this initiative.

For more information on Renewal Atlanta, contact Paul White, Atlanta EZ Corporation, at 404-331-4480.

#### Ecological Industry Park Will Create 1,500 Jobs Baltimore, Maryland, Empowerment Zone

The Baltimore Development Corporation is establishing an eco-industrial park in Fairfield to make use of more than 1,200 acres of underutilized land. A minimum of 10 new businesses are being sought for the project. Most interestingly, the park attempts to ensure environmentally sound industrial development by matching businesses that can make productive use of one another's waste materials. The objective of this park is to attract environmentally sensitive business



processes through an incubator arrangement using a closed loop production system linked to resource recovery technology. When the project reaches its full potential, 1,500 jobs will be available to EZ residents. The project is a collaboration of the Empower Baltimore Management Corporation, the Baltimore Development Corporation, Cornell University's Work and Environment Initiative, the city of Baltimore's public works department, and the State of Maryland. Thus far, the Abbey Drum business and the Pasadena Forklift have located in the Zone. The eco-park is funded with \$864,000 in EZ funds and \$5 million in city funds.

For more information on Fairfield Industrial Park, contact Mike Palumbo, Project Manager, at 410-837-9310.

#### Busy-Bee Fast-Food Carryout Used as Training Facility Charlotte, North Carolina, Enterprise Community

Charlotte's Northwest Enterprise Community has just begun one of several economic development projects. The Northwest Enterprise Community has purchased the Busy-Bee fast-food carryout restaurant, which will serve as a training facility and model in the food industry. As a result of this project, four jobs have been created with more to come. The Northwest Enterprise Community will not only generate funds to sustain the EC, but will also provide other opportunities for expansion and training once it begins catering from this location. The Busy-Bee is located on one of Charlotte's most-traveled corridors and is located in the heart of the EC.

For more information, contact Sharlene Abbott, Charlotte EC, at 704-336-5577.

## **Model Industrial Corridors Provide Focus for Development Chicago, Illinois, Empowerment Zone**

In 1994, the Chicago Plan Commission designated 12 industrial corridors in the city's North, West, and South sections. Since then the Chicago Department of Planning and Development has targeted six corridors each year for improvements that may include direct funding through the Model Industrial Corridor initiative, higher prioritization of improvements in the city's capital budget, or seed money to assist locally run programs and serve business worker needs. Projects include labor force development in key industrial sectors, resident-industry employment linkages, enhancement and implementation of industrial planning, and improved transportation access for local residents to area jobs. Funding for this initiative totals just over \$1 million and includes \$414,000 in Title XX funds, \$306,000 in State and local funds, and \$357,225 in private funds. Strategic plans have been developed for six corridors, and plans are being revised for the remaining six. Seven of the existing 12 corridors overlap the Empowerment Zone.

For more information about Model Industrial Corridors, contact Ron Johnson, Deputy Commissioner, City of Chicago Department of Planning and Development, at 312-744-4000.

## **17 Brownfields Restored To Make Way for Businesses Chicago, Illinois, Empowerment Zone**

Through the Brownfields Initiative, the city Department of the Environment has begun to recycle existing industrial land once deemed unusable due to varying degrees of environmental hazards. In 1994, the city dedicated \$2 million to restore five South and West Side industrial sites, and in 1995, the city spent \$10 million to clean up a dozen more sites.

Two examples of the success of the brownfields initiative are Scott Peterson Meats and Madison Equipment. Faced with the need to expand its facilities, Scott Peterson Meats was considering relocating out of its city location because the only nearby property was an environmentally unsafe, abandoned bus barn. But under brownfields, the city demolished and cleaned up the site and Scott Peterson Meats then spent \$5.5 million to expand into the adjacent property.

This investment retained existing jobs and created 80 additional full-time jobs.

Madison Equipment also was ready to relocate its facilities to meet expansion needs. However, the company chose to build a facility on a restored property. This action retained existing jobs and added seven new jobs initially.

For more information on Chicago's Brownfields, contact Henry Henderson, Commissioner, city of Chicago Department of the Environment, at 312-744-8900.

## **Hundreds of Jobs Created Through Private Investment at Piston Packaging and Chrysler Engine Plant Detroit, Michigan, Empowerment Zone**

Detroit has been incredibly successful at promoting private-sector investment in its Empowerment Zone. Hundreds of jobs are being created in Detroit's EZ by companies taking advantage of the wage tax credit and other tax incentives. These companies include Piston Packaging.

Piston Packaging, a minority-owned company started by a Detroit Piston, Vinnie Johnson, is located in a former automotive plant on approximately 16.2 acres. The firm supplies paper pallets, corrugated boxes, and setup boxes, as well as subassembly and sequencing for General Motors Corporation (GM). It also assembles strut modules and external trim components and performs repackaging and recycling. The firm presently employs 135 people. The current investment in the facility totals more than \$1.2 million.

A new Chrysler Engine Plant, representing an investment of more than \$750 million in the Zone, is estimated to retain 1,000 workers. In addition, the Detroit Medical Center has committed to training and placing more than 1,000 residents over a 7-year period.

Two automotive suppliers are forming a joint venture to get a multimillion dollar, long-term contract with GM that could bring more than 100 new jobs to Detroit's EZ. The venture, which involved Johnson Controls Automotive Systems Group and Chivas Products, Ltd., will produce car seats and interiors for various Cadillac models. The deal is expected to generate more than \$100 million in revenue a year.

For more information on Piston Packaging, contact Ken Varvatos, at 313-897-1540.



## **Minority-Owned Business, Walbro Automotive, Brings 350 Jobs** **Detroit, Michigan, Empowerment Zone**

Walbro Automotive, a minority-owned fuel systems products manufacturer, will soon join with two minority businessmen to build an automotive supply plant on a multi-acre industrial site in the Detroit EZ. "We are extremely pleased to have this significant new investment in Detroit's Empowerment Zone," said Detroit Mayor Dennis Archer. "This venture will bring hundreds of quality jobs in high-technology manufacturing to the Zone." The plant is expected to bring up to 350 jobs. Participants in the joint venture expect to win parts-supplier contracts from the major auto companies, which have also planted their businesses in the Zone. GM and Chrysler have already committed to conducting business with the joint venture. Walbro currently makes parts for Chrysler, Ford, and GM. Walbro received a \$13.6 million tax credit from the Michigan Economic Growth Authority last month to produce fuel systems components in the EZ. The State tax credit is in addition to the tax breaks the company will receive from Federal tax incentives for locating in and hiring from the Zone.

For more information on Walbro, contact Gloria Robinson, at 313-224-6389.

## **MCI Telecommunications Hires 1,545 Workers** **El Paso, Texas, Enterprise Community**

MCI has announced that it will locate a telecommunications center in the El Paso Enterprise Community. The center represents a \$4.6 million investment, creating 1,545 jobs over the next 5 years (124 managerial jobs at \$33,000; 21 technical jobs at \$26,000; and 1,400 jobs for operators at \$19,548, with benefits and opportunities for overtime). MCI expects to be operating in El Paso by mid-May. Tax abatement was used to attract the company. The city will use EC funds to pay up to \$2,500 per person in customized job training. An available work force and EC training funds were critical to MCI's decision. MCI will be operating an operator network center at the site. The center will provide general operator and directory-assistance services to customers in both English and Spanish.

For more information, contact Roberto Franco, at 915-533-4284.



## **191 New Jobs in Westside Industrial Park** **Kansas City, Missouri, Enhanced Enterprise Community**

A 22-acre site of blighted, abandoned railroad property in the Westside neighborhood is being redeveloped into an approximately 200,000-square-foot light industrial park. A labor-intensive job requirement is written into the development agreement to fulfill commitments to Enhanced Enterprise Community (EEC) residents. The developer is the community-based Hispanic Economic Development Corporation and its goal is to create 375 full-time jobs, at least 191 for EEC residents and at least 38 of those for Westside residents. This goal is the minimum, and the performance of the developer in meeting it is, by contract, subject to annual review by the city, its lender, and the EEC Executive Committee. A finding of noncompliance can result in withholding of funds and/or project default. These conditions are unique for this type of public/private project, but all parties have agreed because of the extent of public participation and the EEC mandate for use of these funds.

For more information on Westside Industrial Park, contact Cal Bender of MARC, at 816-474-4240.

## **Business Improvement District Creates Jobs for Homeless** **Los Angeles, California, Supplemental Empowerment Zone**

To retain and expand apparel industry firms in Central Los Angeles, the city adopted a Business Improvement District (BID) for the garment industry area of downtown. Under the BID, businesses and firms in the



district have elected to provide graffiti removal, security enhancements, street clean cleanups, and shopper information kits. These services have made the area much more shopper-friendly and conducive to industry-related events. Upon implementation of the BID, they created 24 jobs within 2 weeks and 59 jobs within 3 months, 52 of which were filled by homeless and other low-income persons. The project was launched with \$150,000 of city of Los Angeles Community Development Department funds and \$200,000 in private contributions. The program has continued with approximately \$1 million in investments from the local business community.

For more information on the garment industry BID, contact Lisa Wellik, city of Los Angeles, at 213-485-2952.

### **Industrial Development Authority Implements Tax-Exempt Bond Financing Los Angeles, California, Supplemental Empowerment Zone**

To address its high unemployment problem, the Los Angeles Supplemental Empowerment Zone (SEZ) is using its Industrial Development Authority (IDA) to issue tax-exempt financing to expanding businesses. The IDA coordinates the underwriting of bonds and loans for expanding businesses by facilitating and approving the loan process.

The IDA approved applications from two Zone businesses for tax-exempt bond financing to locate and expand operations in the SEZ. These applications for tax-exempt financing were subsequently approved by the State of California, and a total of \$7.6 million in bonds was issued to the companies.

One of the approved applicants, Choice One Foods of Los Angeles, is an example of this effort. The SEZ recruited Choice One to renovate an industrial building across from a local high school. As a direct result of investing more than \$6 million in the project, Choice One has created an additional 115 jobs. To establish a connection between the high school and this new business they have also given some money to expanding the school-to-work program at the high school and Choice One has committed to hiring local high school graduates.

For more information, contact Reynold Blight, city of Los Angeles, Program Manager, at 213-485-2952.

### **Walt Disney Company Invests \$56 Million in Harlem USA New York, New York, Empowerment Zone**

Walt Disney Company's Disney Store is anchoring Harlem USA, a \$56 million retail and entertainment complex scheduled to open in 1998. Gap, Inc., has signed a letter of intent to open a store in the 275,000-square-foot complex. The entertainment complex will also house an ice rink, jazz club, sports facility, 12-screen movie theater, and children's recreation program. Offering 500 jobs, it promises to be one of the biggest commercial employers in the Upper Manhattan EZ.

For more information about Harlem USA, contact Deborah Wright, Upper Manhattan Empowerment Zone Development Corporation, at 212-932-1902.

### **International Firms Invest in the Zone Philadelphia, Pennsylvania, Empowerment Zone**

The Philadelphia EZ succeeded in attracting Global Technology Systems (GTS), an India-based water filter manufacturer, to the Zone. GTS, which said it will invest more than \$1 million in the project, hopes to export the filters initially to Africa, the Middle East, and Latin America.

### **Unique Partnership Between Rite-Aid and Philadelphia Health Systems Philadelphia, Pennsylvania, Empowerment Zone**

New construction of a 10,000-square-foot Rite-Aid pharmacy at 13th Street and Girard Avenue is under way. The \$1.5 million project includes parking spaces

for 60 cars. The store involves a unique partnership between Rite-Aid and north Philadelphia Health Systems, which has agreed to shift its \$100,000-plus prescription business from Girard Medical Center to the EZ Rite-Aid store.

For more information about business investment in Philadelphia, contact Carlos Acosta, city of Philadelphia, at 215-686-9763.

### **Upper Falls Shopping Center Will Create 350 Jobs Rochester, New York, Enterprise Community**

The Rochester EC welcomes a new shopping center, scheduled to open in the fall of 1997. The new Upper Falls Shopping Center will be anchored by a 25,000-square-foot B-Kwik Market that will be operated by Tops Market, Inc. Tops, which already operates nine other B-Kwik fill-line supermarkets in New York State, will completely renovate the Bells supermarket site. The renovation of this market is part of the economic investment deal announced in September 1996, in which Tops announced plans to invest \$23.1 million to build or expand five grocery stores in the city of Rochester and create 350 jobs. Tops will also offer job training and will give hiring preference to neighborhood residents.

Along with the grocery store, the Upper Falls Shopping Center will contain a 6,000-square-foot WIC (Women, Infants, Children) Office, a drugstore, and a fast-food restaurant. In addition to these services, the city and the First National Bank of Rochester have reached an agreement in principle to operate a bank branch in the shopping center. The Clinton Section police station will also relocate to the plaza.

The owner and operator of the Upper Falls Shopping Center is REDCO (Rochester Economic Development Corporation). The total cost of the project is \$11.2 million. Funding is being provided by a Federal Enterprise Community loan in the amount of \$3 million, along with \$980,000 from the Community Development Block Grant (CDBG), \$2.2 million from the Urban Renewal Trust Fund, \$2.2 million in REDCO investment, and \$2.8 million in private investment.

For more information about the Upper Falls Shopping Center, contact Carolyn Argust, city of Rochester Economic Development, at 716-428-7207.

### **70 Jobs Created by Veterans Enterprises San Antonio, Texas, Enterprise Community**

Having just held its groundbreaking ceremony, Veterans Enterprises plans to construct a corrugated box manufacturing plant to create employment opportunities for EC veterans. The nonprofit company will be carefully guided in development through a business advisory board composed of community leaders. It is expected to create more than 70 jobs specifically targeted for disabled and homeless veterans, with above-minimum-wage salaries.

For more information about Veterans Enterprises, contact Curley Spears, city of San Antonio, at 210-220-3600.

### **Figi Enterprises Uses Tax-Exempt Bond Financing To Expand and Retain 227 Jobs San Diego, California, Enterprise Community**

As of September 1996, the city of San Diego closed a \$3 million deal to finance land acquisition, building construction, and purchase of capital equipment for a Figi Graphics, Inc., expansion project using tax-exempt bond financing. Figi Graphics is a designer, manufacturer, and distributor of giftware and decorative accessories. The firm is building an 85,700-square-foot warehouse and office in the Gateway Center East Industrial Park in the Mount Hope Redevelopment Project area. Approval of the expansion financing means Figi will retain 227 people currently employed at the firm's existing Gateway Center facility. Figi also plans to create an additional 61 jobs over the next 2 years at the neighboring expansion site. Bond financing provides loan funds at an interest rate approximately 3.5 percent below prime. The bond requires Figi Graphics to commit that at least 35 percent of its employees will be residents of the EC during the 20-year duration of the loan.

For more information about tax-exempt financing in San Diego, contact Mark Sullivan, at 619-236-6235.

### **Sunrise Pressure Washers Steam Clean Streets and Create Young Entrepreneurs San Francisco, California, Enterprise Community**

The Mission District of San Francisco is known for its high unemployment, particularly among teenagers. At the same time, Mission District merchants received



more than 462 sidewalk-cleanliness and maintenance-violation warnings in 1996. In 1995, working closely with the San Francisco EC, the Mission District Neighborhood Planning Body, made up of residents, community organizations, and merchants, was in search of some good “two-fers,” proposals for projects that address more than one need. Recognizing the simultaneous need for jobs and for cleaner neighborhoods, the Columbia Park Boys and Girls Club came up with a winning proposal.

The Columbia Park Boys and Girls Club Steam Clean Project employs 12 neighborhood youth to provide steam-cleaning services for Mission District merchants. Since its beginning, Sunrise Pressure Washers has been run entirely by youth. Boys and Girls Club Director Jim Richards reports, “From designing a logo and developing a marketing strategy to writing an employee manual, the kids have done it all.” Norcal Waste Systems, Inc., has donated a steam-cleaning truck for the project. Local merchants buy \$300 annual memberships for four cleanings over a 1-year period. At the end of February 1997, they had 20 contracts with local businesses and were going after larger jobs. A grand opening event in January attracted major media attention and was attended by Mayor Brown and both corporate and local business representatives. The 1-year

program is targeted to youth who have dropped out of high school or are likely to drop out. At the end of the year, having gained valuable work experience and entrepreneurial skills, they are helped to transition into permanent jobs.

The project was started with \$81,000 in EC funds, but will soon be a fully operational, for-profit business. Profits will be reinvested into youth development programming by the Boys and Girls Club. Sunrise Pressure Washers is in cooperation with the Clean City Coalition, the Department of Public Works, and Norcal Waste Systems, Inc. The project has been recommended for second-round funding of \$80,993 from the San Francisco Enterprise Community program. It also received \$30,000 in funding from the 1997 Community Development Block Grant program administered by the Mayor’s Office of Community Development.

For more information, contact Pamela David, EZ/EC Director, at 415-252-3100.



### **Precita Eyes Mural Arts Center Markets More Tours and Offers Youth Apprenticeships San Francisco, California, Enterprise Community**

The Precita Eyes Mural Arts Center was initially provided an \$80,000 EC grant. The program has targeted local youth, ages 15 to 23, from local schools and through referrals from community-based organizations. Since the program’s inception, Precita Eyes has employed six residents of the Mission EC neighborhood. In addition, youth have served as apprentices in marketing/publicity, store management, research assistance, mural restoration, and as mural tour docents, gaining both cultural awareness and practical experience. The EC grant has allowed Precita Eyes to move more aggressively to market its mural tours to visitors and to build more ties to local merchants. It also has



allowed Precita Eyes to expand its mural restoration activities, which are critical to sustaining the program. In addition, this project was one of several featured in a January tour of San Francisco's Enterprise Community by the Pacific Region Empowerment Zone/Enterprise Community Board.

For more information, contact Pamela David, EZ/EC Director, at 415-252-3100.

### **Marriott Courtyard Hotel Locates in the EC Waco, Texas, Enterprise Community**

Through collaboration and creative financing, the city of Waco will offer a new, convention-sized hotel to tourists and conventioners in May 1997. What is more important, this initial investment has stimulated interest in the downtown Brazos River corridor as other restaurants and another hotel have considered development deals. The city of Waco took an innovative financing approach to attract the development of a downtown hotel. The Marriott Courtyard, in the heart of the downtown Brazos River corridor, is in its final construction phase and represents a successful effort to use EC bonds for revitalization. The project was a collaborative effort of the city of Waco, the Waco Independent School District, and State agencies and involved a \$3 million bond issue.

For more information about hotel development in Waco, contact Charles Daniels, city of Waco, at 817-750-5690.

### **Tax-Exempt Bond Businesses Hire 35 Percent Residents Wilmington, Delaware, Enterprise Community**

The Wilmington Enterprise Community and CoreStates Bank have developed a new tax-exempt bond program to provide below-market-rate loans to EC businesses that hire EC residents. The proceeds of the expected \$12 million issue of tax-exempt facility bonds will be available to local banks that, in turn, will pass on the savings to qualified borrowers. Qualifying businesses must commit that 35 percent of the jobs created with the funds will go to EC residents. CoreStates Bank will serve as the underwriter for the program and provide a master letter of credit for the bond issue. Other local banks will then provide the program to their customers by underwriting individual loans to CoreStates. The first loans under the program are expected to be made during spring 1997.

For more information, contact James Walker, Executive Director, Wilmington Enterprise Community, at 302-571-4189.



## **Rural Communities**

### **Image Entry, Inc., Creates 400 New Jobs Kentucky Highlands, Kentucky, Empowerment Zone**

Image Entry, Inc., a computer-processing company located in the Kentucky Highlands Empowerment Zone (KHEZ) in London, Kentucky, has hired approximately 300 home-based computer operators from the KHEZ for their other facilities. For Wayne County, this project could create approximately 400 potential new jobs. Image Entry has also agreed to build a new facility in Monticello, located in Wayne County. More than 150 people are expected to be hired over a 2-year period to work in this new facility.

For more information, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.

## **200 New Jobs Created With Jackson County Industrial Park Building** **Kentucky Highlands, Kentucky, Empowerment Zone**

The Kentucky Highlands Empowerment Zone, in cooperation with the Jackson County Industrial Authority, has completed design on a 25,000-square-foot industrial building and will be bidding on the project soon. The Industrial Authority is also using \$48,000 in EZ funds for infrastructure improvements to accommodate a new facility for Image Entry, Inc. The company has already created 30 new jobs in Jackson County at a temporary location and will grow to 200 employees over the next 18 months. Image Entry, Inc., focuses on data entry and computer training.

For more information, contact Jerry Richett, Kentucky Highlands, at 606-864-5175.



## **Business and Industry Loans for Catfish Processing Create 436 Jobs** **Mid Delta, Mississippi, Empowerment Zone**

The Rural Economic and Community Development (RECD), now known as Rural Development, through the Mid Delta Empowerment Zone Association, provided a business and industry loan guarantee to Freshwater Farms, a catfish-processing facility in Humphrey County in the amount of \$2.5 million. The facility will provide 236 jobs.

Heartland Catfish, Inc., located a new catfish-processing facility in Itta Bena (Leflore County), which provides

jobs for 150 people and has plans to increase to 200. The facility is state of the art, with robotics requiring minimum human handling of the fish. The plant turns out many thousands of pounds of fish per day.

For more information, contact Jane Jones, Mississippi Rural Development Coordinator, at 601-965-5457.

## **Port Isabel Launches New Ferry Boat Business** **Rio Grande Valley, Texas, Empowerment Zone**

Business developers, in a joint effort with representatives from the Rio Grande Valley Empowerment Zone (RGVEZ) Committee, are helping a fledgling ferry from Port Isabel to Honduras become a success. The ARegal Voyager Ferry is viewed by the community as an economic link that can be developed to put valley businesses in direct competition with their Houston, New Orleans, and Miami counterparts. The community will work with several partners, including the University of Texas-Pan American Business Opportunities Center Foreign Agricultural Commercial Services, CEED Program, Center for Operations and Community Service, Port Authority, and others to develop markets in Central America.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

## **Peddinghaus Manufacturing Company Brings 50 New Jobs** **Williamsburg County, South Carolina, Enterprise Community**

The Peddinghaus Manufacturing Company will locate in Williamsburg County near Andrews, South Carolina. This \$7 million facility will add 50 new jobs to Williamsburg County. Cooperation between State officials, the Williamsburg County delegation, local leadership, and representatives from the Williamsburg County Enterprise Community made this partnership possible. Peddinghaus will manufacture machine tools for the steel industry. Virtually every major construction project in the world involves Peddinghaus equipment. One recent example was the new Olympic Stadium built for the 1996 Summer Olympics in Atlanta.

For more information, contact Faith Rivers, Williamsburg EC, at 803-354-9070.



## **Providing Access to Credit and Capital**

### **Urban Communities**

#### **Atlanta EZ Establishes \$30 Million Community and Individual Investment Corporation Atlanta, Georgia, Empowerment Zone**

The Atlanta Empowerment Zone is establishing a Community and Individual Investment Corporation (CIIC) in which residents own shares in the investments made in their communities. Initial capitalization of approximately \$30 million will increase the availability of development credit and encourage capital formation and savings among area residents. As shareholders, residents have a personal economic stake in the investments made in their community, increasing local participation and stimulating local support for businesses.

Of the \$35 million total initial capitalization, it is proposed that as much as \$5 million of Title XX funds be allocated to start the CIIC. In addition, \$5 million would be allocated to the CIIC from existing city assets and \$5 million will come from the U.S. Housing and Urban Development (HUD) Economic Development Initiative funds. A Section 108 loan guarantee of \$10 million is planned. Approximately \$20 million could be leveraged against this public investment through the sale of notes and bonds. NationsBank, SunTrust, Mutual Federal, and other local institutions have also expressed interest in exploring possible lending and investment relationships with the CIIC.

For more information about Atlanta CIIC, contact Paul White, Atlanta EZ Corporation, at 404-331-4480.

#### **\$1.5 Million Community Banking Initiative Established Baltimore, Maryland, Empowerment Zone**

Baltimore was one of three recipients of a HUD grant to develop a community-based banking initiative. Empower Baltimore Management Corporation, the nonprofit company overseeing the EZ, received \$1.5 million in Economic Development Initiative grants and \$1.5 million in Section 108 loan guarantees to assist new businesses and local residents who do not qualify for traditional financing. The funds will be used

to create a community-based business loan pool. Community members may invest their own money in the venture and help decide who may borrow the money.

For more information, contact Michael Preston, Empower Baltimore Management Corporation, at 410-783-4455.

#### **\$1 Million High-Risk Capital Fund Established Baltimore, Maryland, Empowerment Zone**

Using \$1 million in Title XX funds as seed money, this capital fund will make subordinated debt investments in EZ businesses that are considered by traditional lenders to be undercapitalized. As currently structured, individual businesses will be eligible to receive 20 percent of total loan requirements up to \$100,000, with conventional lenders providing the balance. An additional \$1 million investment in the high-risk capital loan fund has been committed by NationsBank.

For more information about the High-Risk Capital Fund, contact Diane Bell, Empower Baltimore Management Corporation, at 410-783-4400.

#### **First Financial Institution Opens Birmingham, Alabama, Enterprise Community**

The University Credit Union, an NCAA financial institution, opened a branch on Eighth Avenue, North, in the heart of the Smithfield business district. The credit union was courted by the Enterprise Community Board. The credit union is the first financial institution to establish an office in this historically African-American community. Since the branch opened, Branch Manager Herman Williams has become active in community affairs, particularly the Economic Development Committee of the EC Advisory Board.

For more information, contact Herman Williams, University Federal Credit Union, at 205-930-5072.

#### **Grow Bridgeport Fund Loans to Residents Bridgeport, Connecticut, Enterprise Community**

Grow Bridgeport Fund is designed to provide access to capital and necessary technical assistance to small businesses that have not been able to access conventional credit. The loan fund will be targeted to low- and moderate-income individuals and entrepreneurs in Bridgeport. The fund anticipates making a majority of its loans in the Enterprise Community.

To date, the fund has commitments of approximately \$7.7 million in funds to be loaned to small- and medium-sized businesses and commercial revitalization efforts. Recently, the Fund made two loans totaling \$170,000 that will be used for working capital and to purchase equipment for two local businesses.

For more information, contact Janice Willis or Michael McCarthy, at 203-332-5662.

### **Peer Lending and Minority Business Development Center Assists More Than 100 Residents**

#### **Charleston, South Carolina, Enterprise Community**

Americans are never short on good ideas and motivation for starting small businesses. Often what they are short on is the startup funds for purchasing equipment and supplies. An additional obstacle is a lack of collateral or credit history. The Charleston Citywide Local Development Corporation (CCLDC) has teamed up with Enterprise Community residents to overcome these barriers.

The Peer Lending program was established through the receipt of HUD EC funds. The program enables local entrepreneurs' ideas to move from possibilities to reality. The purpose of the Peer Lending program is to provide financial and technical assistance to Enterprise Community residents who want to start a business or expand an existing business and do not qualify either for commercial loans through a financial institution or for other loans administered by the CCLDC. Community residents with little or no collateral or credit history become eligible for peer loans by joining lending groups of 4 to 10 people. Each participant is required to attend training sessions, develop a business plan, and obtain approval of their business loan from the peer group members. Group members review loan requests and make recommendations to the peer review committee on which members are eligible to receive financing. Each borrower must remain current on his or her loan for the other group members to obtain financing for their business entities. Participants are usually loaned an average of \$1,000 for equipment and supplies. The intention is to increase the maximum to \$2,000 for new businesses and to \$5,000 for businesses with a 3-year track record.

The Minority Business Development Center has assisted both entrepreneurs who have completed Peer Lending's training and others demonstrating commitment, in drawing up business plans, seeking finance,

identifying a location, and other ways. Thus far, 5 peer groups have been established, more than 100 residents have received technical training, 42 residents have graduated from the program and 23 are eligible to apply for loans, 6 businesses are operational, and 2 businesses have received EC loans. The six businesses that are operational are Big E Assembly, Aim High Bookstore, Our Place: Family-Style Restaurant, Changeable Attire Plus, DuBois of Charleston (Community Development Consultants), and Frames.

For more information about Peer Lending, contact Geona Shaw Johnson, Peer Lending Program Coordinator, at 803-720-3952.

### **Empowerment Zone Financial Institutions Consortium Approves \$286 Million in Loans**

#### **Detroit, Michigan, Empowerment Zone**

Eight Detroit banks and two financial intermediaries have formed the Empowerment Zone Financial Institutions Consortium (EZFIC) to fund loans to Zone residents and businesses. EZFIC exceeded its original \$76 million lending target for 1995, approving loans totaling \$286 million in the Detroit Empowerment Zone. Medium-sized and small businesses were the primary beneficiaries.

For more information, contact Brenda Schneider, Commercial Bank, at 313-222-5830.

### **Eastside Community Fund Makes 120 Loans to Small Businesses**

#### **Indianapolis, Indiana, Enterprise Community**

Eastside Community Fund (ECF) was created by Eastside Community Investments 5 years ago to provide capital to small businesses and microentrepreneurs. The fund has made approximately 120 loans and has more than \$200,000 in currently outstanding loans. Through the capital contribution of \$100,000 in Enterprise Community funds, ECF will extend small-business lending to all residents of the Enterprise Community and to businesses located in the EC. Applicants develop business plans and, if accepted, are eligible to borrow up to \$2,000. To date, these microbusinesses have included daycare homes, artists, jewelry makers, a lens grinder, caterers, cleaning businesses, contractors, a community-transportation business, and tailors. The objective is to support people in developing their ideas into plans and understanding both market opportunity and whether the ideas can



be developed so that the business owners can support their families. ECF also provides loans for up to \$25,000 to small companies already in business that may have difficulty accessing lines of credit. In this category, ECF supports small businesses such as contractors, restaurants, collectors, and investigators.

For more information, contact Mary Kapur, at 317-327-3601.

### **Job Development Loans Support More Than 1,000 Quality Jobs for Residents Kansas City, Kansas, Enhanced Enterprise Community**

A primary goal of the EEC is to develop quality jobs for community residents. To accomplish this, new loans for existing businesses at favorable rates will be made in exchange for a commitment of at least one new job for every \$35,000 invested. Loan amounts will start at \$150,000 and will be available for up to 20 years. A coalition of job-training and placement agencies, the Employment Consortium will work with each business to identify qualified workers who reside in the EEC. These agencies will continue to support the companies and the workers after they are hired. Four companies are currently in the process of securing loans under this plan. More than 1,000 employees will be hired once these job developments are completed.

For more information about loans in Kansas City, contact Cal Bender of Mid-America Regional Council (MARC), at 816-474-4240.

### **Community Development Bank Capitalized at \$740 Million Los Angeles, California, Supplemental Empowerment Zone**

The Los Angeles Community Development Bank (LACDB) was created to promote a positive investment environment and permanent jobs for residents and others within the Los Angeles Supplemental Empowerment Zone. LACDB, working in partnership with community organizations, traditional lending institutions, and business and civic leaders, will provide nontraditional loans, technical assistance, and the connections that successfully attract, start, and expand business opportunities. The bank will make direct loans and loans through intermediaries and in partnership with private lending institutions. Founded with \$430 million in HUD-approved economic assistance funds and \$310 million in private loan commitments, the bank is well on its way to revitalizing the urban core of Los Angeles.

Since its opening, LACDB has funded loans totaling \$3 million. LACDB made its first two loans to a garment manufacturer and a graphics company. Trinity Knitworks and Gold Graphics both received loans that will allow them to continue to operate and, in the case of the graphic design company, to expand and create new jobs. These loans will lead to the creation of 800 new jobs and the retention of 200 existing jobs.

For more information, contact Robert Kemp of the Los Angeles Community Development Bank, at 213-759-7759.

### **Working Smart Entrepreneurial Training Organization Offers Loans to Graduates Nashville, Tennessee, Enterprise Community**

The Working Smart Entrepreneurial Training Organization provides education for entrepreneurs in the Enterprise Community in the areas of business law, tax preparation, management, and planning. Working Smart is located in the Southside Enterprise Center, a focal point of those involved with the economic development of the community. The graduates of this program are eligible for loans from a revolving loan fund created by several local banks. Maximum loans are for \$6,000, which must be repaid into the fund within 36 months. Working Smart training is administered

by the Total Rededication and Commitment small-business training firm. To date, graduates have begun hair-braiding and moving services, as well as other businesses.

For more information on Working Smart, contact Phil Ryan, at 615-252-8505.

### **One-Stop Capital Shop Serves 580 in First 5 Months Oakland, California, Enhanced Enterprise Community**

Since the Oakland One-Stop Capital Shop (OSCS) opened its doors on December 5, 1996, some 580 entrepreneurs, business representatives, and community residents have received assistance. Of that total, 400 were startups, either new or with less than 2 years in business. To meet the demands for technical information, OSCS staff developed a startup kit with valuable information, including detailed issues an entrepreneur should research when preparing a business plan, how to prepare financial statements, useful information on financing the startup business, and telephone numbers of the various government agencies that regulate small-business activities. Clients are referred either to the Small Business Administration Business Information Center to complete additional research or to Service Corps of Retired Executives Association (SCORE) counselors for consulting services. Existing businesses are referred to the East Bay Small Business Development Center (EBSBDC) for assistance. In March, the OSCS Entrepreneur Training Center began its workshop series, offering a variety of seminars, including Pre-Business Planning, Federal/State and Local Contracting, and What To Do When Your Banker Says You Have Bad Credit. Information about the workshops is included in a monthly publication, which is mailed and distributed throughout Oakland. The workshops are sponsored in partnership with SCORE and EBSBDC. Staff are currently preparing to disburse approximately \$22 million in HUD Section 108/EDI funds to nine major economic development flagship projects.

For more information, contact Jean B. Johnson-Fields, at 510-238-6459.



### **Micro-Enterprise Development Program Disburses \$200,000 in Microloans Omaha, Nebraska, Enterprise Community**

In July 1994, the new community development corporation organized the city of Omaha's first micro-enterprise development program. The purpose of this program was to provide training, microloans, and management and technical assistance for microenterprises and entrepreneurs. Since the inception of this project, more than 130 businesses and individuals have received training in microbusiness management. In addition, 14 microloans for \$50,000 have been disbursed, and 24 jobs have been created or retained. Based on the success of this program, the Omaha Enterprise Community association board approved an additional \$47,355 in new funding. These funds will be used as a loan loss reserve fund to leverage additional loans and financing from area banks. Based on past experiences, NCDC is projecting that this grant will leverage an additional \$150,000 in loans for microbusiness startups and expansions. These microenterprises will create and sustain 50 new employment positions in the EZ/EC neighborhoods.

For more information, contact Scott Knudsen, at 402-444-5381.

### **Springfield Working Capital Offers Largest Peer Lending Program With 141 Members Springfield, Massachusetts, Enterprise Community**

Springfield Working Capital is a local peer lending group that has distributed more than 19 business loans. The program organizes local entrepreneurs into

groups that evaluate one another's business plans and approve loans to each other. In less than a year, the program has grown to the largest of its kind in the country—41 active members participate in Springfield Working Capital. The mayor recently presented a \$10,000 EC check to successfully guide the program into the next fiscal year. The Springfield EC, the State Office of Economic Development's Office of Minority Business Development, and Working Capital (a Cambridge-based nonprofit), all contributed funds to the venture.

For more information, contact Tom Morrow, Director of Springfield Working Capital, at 413-781-5640.

## **27 New Businesses Started Through Good Faith Microloan Tampa, Florida, Enterprise Community**

Modeled after a microloan program designed by then-Governor Bill Clinton in Arkansas, Good Faith was initiated to assist small- to medium-sized businesses that have little or no prior experience in obtaining commercial bank loans. To be eligible for a microloan, a business must be located inside the EC service area and operate on a full-time basis. Loan proceeds may be used for working capital, facade improvements, plant expansion, equipment purchases, and any appropriate business need approved by the partnership or the city of Tampa Community Redevelopment Agency.

Under the program, loan applicants receive assistance at both the preapplication and postapplication stages. Before applying, applicants pay a \$50 application fee and must complete 15 hours of business consultation, meeting with a counselor to assess the viability of the business and to receive financial advice. Applicants must then submit a detailed business plan with their application. This business plan forms the basis for the loan decision.

After they are accepted for a loan, participants are required to attend a Borrowers Group once a month to share with other business owners their successes and frustrations, such as problems with vendors, insurers, and customers. During the meetings, Good Faith also brings in guest speakers to discuss good business practice and techniques. Recognizing that payment into the program can be a powerful source of motivation, each borrower is required to pay \$100 for training and to finance 2 percent of the total project costs.

Twenty-seven loans have been approved since March 1996, with an average loan amount of \$15,000. The

businesses developed include five restaurants, three retail stores, an electronic distribution store, computer consultants and services, immigration services, an employment agency, and an insurance company. Currently one-half of the loan recipients are existing businesses that financed an expansion, and the remaining half are startup businesses. To date, Good Faith businesses have employed almost 50 EC residents and the program expects to continue growing.

The Good Faith microloan pool was funded by \$400,000 in Enterprise Community funds. In addition, the program leveraged \$393,750 from the city of Tampa.

For more information, contact Ben Stevenson, Tampa Urban Planning Supervisor and EZ/EC Executive Director, at 813-242-5359.



## **Rural Communities**

### **Central Appalachian People's Federal Credit Union Provides Affordable Financial Services Kentucky Highlands, Kentucky, Empowerment Zone**

The Kentucky Highlands Empowerment Zone (KHEZ) has awarded \$175,000 in equity to the Central Appalachian People's Federal Credit Union to help them open a branch in Jackson County. The credit union provides alternative affordable financial services to low-income individuals, financial counseling, consumer education, and a cooperative philosophy for their membership. The Empowerment Zone funds will be used to finance startup operations (\$75,000) and for equity (\$100,000).



## **Development Venture Capital Fund Invests \$10 Million Kentucky Highlands, Kentucky, Empowerment Zone**

The Kentucky Highlands Empowerment Zone (KHEZ) has established a Development Venture Capital Fund, which is designed to fill gaps or areas that private and/or public sources are unwilling to fill for Zone businesses and startups. Managed by a Loan Review Committee, 75 percent of whose members are Zone residents, the fund has approved five Empowerment Zone investments totaling \$3.1 million. This amount is in addition to \$6.6 million in private capital. The new ventures receiving loan funds have already created 156 jobs, with another 103 committed for this year.

For more information about Kentucky's programs, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.

## **The One-Stop Capital Shop Provides Business Assistance and Capital Rio Grande Valley, Texas, Empowerment Zone**

The Rio Grande Valley Empowerment Zone (RGVEZ) has announced plans to open a One-Stop Capital Shop which will provide business assistance and capital to create, retain, and increase businesses and jobs.

The University of Texas-Pan American Center for Entrepreneurship and Economic Development (CEED), a community-based organization with extensive economic development experience and a working knowledge of available local, State, and Federal government assistance, serves as the management team. CEED will provide concentrated business technical assistance and counseling to individuals and businesses in the Zone by coordinating efforts with the following service providers: Small Business Administration (SBA), Small Business Development Center, Business Information Center, SCORE, U.S. Department of Agriculture (USDA) Rural Economic and Community Development Office, the Export Assistance Center, local 7(a) lenders, and Community Development companies. The main office will be in Edinburg, with satellites in all Zone communities. The Zone leveraged funding from the following sources: \$80,000 in equipment and \$900,000 for operations over a 5-year

period from SBA and \$450,000 for maintenance of the facilities from the University of Texas-Pan American Center.

Rural One-Stop Capital Shops have also been implemented successfully in the Southeast Oklahoma EC and the Kentucky Highlands EZ.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.



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## ***Growing New Businesses***

### **Urban Communities**

#### **Business Empowerment Center Will Reach 300 Businesses in 2 Years Baltimore, Maryland, Empowerment Zone**

The Business Empowerment Center (BEC) provides access to capital and specialized training and technical assistance (marketing, entrepreneurship training, etc.) specifically for EZ-based businesses and residents. The \$2.9 million project will be funded in part by an EZ grant of \$1.35 million, with the remainder from SBA, the Minority Business Development Agency, NationsBank, Bell Atlantic, and several local colleges and universities. SBA also has a One-Stop Capital Shop, and an Employ Baltimore Satellite office will soon colocate in the center. BEC will reach 300 businesses and entrepreneurs in the first 2 years of operation. BEC opened in July 1996 in a city-owned building.

For more information about Business Empowerment Centers, contact Diane Bell, Empowerment Baltimore Management Corporation, at 410-783-4400.

## **BankBoston's Small Business Program Trains New Business Owners and Provides Computers Boston, Massachusetts, Enhanced Enterprise Community**

BankBoston's First Community Bank, in conjunction with the city of Boston's Empowerment Training Center and the Minority Business Assistance Center at the University of Massachusetts-Boston, recently announced the sponsorship of "Managing the Growth of Your Business," a 20-week educational program for small-business owners. Participants can expect to walk away from the program with a newly drafted business plan, as well as access to an ongoing reference center to be used as their businesses continue to grow. In addition, BankBoston will provide each graduate with a personal computer, preloaded with the most widely used accounting software for small businesses. In addition to the computers, First Community Bank/Bank of Boston will provide the initial funding for the program, input on the curriculum, and banking and business development professionals for appropriate presentations. The University of Massachusetts-Boston Minority Business Assistance Center will develop the curriculum and provide a number of the instructors for the program, and the Empowerment Training Center will provide facilities and recruitment assistance.

For more information, contact Teresa Perlstein of BankBoston, at 617-788-7817, or Bernard Brown of First Community Bank, at 617-434-7336.

## **Niagara Street Market Provides Space for 30 Small Business Owners Buffalo, New York, Enterprise Community**

A shortage of affordable retail space in the Buffalo area for small businesses spurred the creation of the week-end Niagara Street Market for small vendors (pushcart vendors and small farmers). The market is a partnership between a nonprofit community development corporation and a long-time Lower West Side business to create an open air market on Niagara and Maryland streets. An agreement has been reached with Sammy's Automotive to permit use of the site for 12 years in exchange for site improvements. The market had its grand opening in June 1996 and operates on Saturdays between May and October. More than 30 vendors locate in the market. Vendors are chosen based on residency and product mix, and pay a minimal fee of



\$30 for the sale of food items and \$15 for nonfood items. It is intended that at least one-half of the vendors are from the local area so that dollars generated in the market will stay in the area economy. Local resident Angel Claudio sells his woodworking along with new and used items at reasonable prices at his stand, *Angel Craft*. Dawn Pastva sells handcrafted jewelry, floral arrangements, cards, perfumes, soaps, and other handi-crafts at her shop, *Shooting Star*. As reported in the Buffalo Alternative Free Press, the market is used as a place to incubate new businesses. Most of the vendors are first-time business owners. Eventually, the market hopes to expand to 2 days per week and to operate year-round with an inside venue for the winter months. The Niagara Street Market is funded with \$75,000 in CDBG funds and is coordinated in cooperation with the city of Buffalo and Federal Enterprise Community.

For more information about the Niagara Street Market, contact Paula Rosner, Buffalo Enterprise Development Corporation, at 716-842-6923.

## **Small Business Development Center Assists 25 Resident Entrepreneurs East St. Louis, Missouri, Enterprise Community**

The Small Business Development Center (SBDC) has been the first success of East St. Louis EC's Vision 20/20 Strategic Plan. The project has assisted more than 25 EC residents in acquiring the necessary knowledge of how to start and maintain their own business. The first four loans were approved and those businesses began operation during the spring and summer of 1996. One of those businesses is returning to the community after a hiatus of 20 years. To date, SBDC has conducted two workshops with an average attendance of 30 people. Of those attending the workshops,





11 have applied for business loans. SBDC is working closely with local lenders to ensure that applicants are treated fairly and equitably.

For more information about SBDC, contact Percy Harris, at 618-483-6644.

### **Unlimited Future, Inc., Is the Only Small Business Incubator To Offer Four Key Elements Huntington, West Virginia, Enterprise Community**

Unlimited Future, Inc. (UFI), a local nonprofit organization, was established to assist and promote businesses that are socially, economically, and physically disadvantaged. UFI is recognized by the Ford Foundation as the only small business incubator in the Nation to offer the four elements of office space, personal business counseling, the Fast-Trac business course, and access to capital financing within the same facility. With the assistance of \$250,000 in EC funds, UFI purchased and renovated its facility to decrease overhead expenses and expand its ongoing technical assistance to small business entrepreneurs. One of the technical assistance elements includes Going Into Business, a 12-week Fast-Trac II course for potential entrepreneurs. UFI recently began its fourth session of Fast-Trac II and is looking to further expand its facility to accommodate more tenants. Nearly 20 small businesses have been initiated since UFI's inception.

For more information, contact Tom Bell, Executive Director of UFI, at 304-697-3007.

### **Business Resource and Investment Service Center Serves More Than 400 Clients New York, New York, Empowerment Zone**

The Business Resource and Investment Service Center (BRISC) is designed to stimulate economic growth by providing capital and business expertise to small and/or growing ventures in the Zone using the One-Stop Capital Shop model. The center comprises bank lenders, SBA, and equity and technical assistance equity providers. BRISC is anticipated to be funded by leveraging Title XX funds against other public, private, and nonprofit resources.

Since September 1996, BRISC staff has met with more than 400 clients and has formed partnerships with numerous technical assistance and capital access providers, including the Harlem Loan Fund, Pace Small Business Development Center, Budget Credit and Counseling Services, and SCORE. These collocated centers have also been meeting with clients and assisting them with their needs.

BRISC has cosponsored four small business information seminars with local banks to introduce BRISC and its services to the community. BRISC has an investment fund of \$500,000 targeted to small businesses that need \$25,000 to \$200,000. The center can provide direct loans, leverage other lenders' financing, or provide equity. Education and training is also at the forefront of the services BRISC provides.

For more information, contact Herman Velazquez, Executive Director, or Alisa Joseph, Deputy Director, at 212-866-5640.

### **Small Business Development Center Business Information Center Targets Women- and Minority-Owned Businesses Providence, Rhode Island, Enterprise Community**

The Rhode Island Small Business Development Center (SBDC) EC Business Information Center (BIC) provides technical support services to small businesses located within the Providence EC, with a specific focus



on women- and minority-owned businesses. BIC is the result of an innovative collaboration between Bryant College (administrator of the Rhode Island SBDC), SBA, Rhode Island Hospital Trust National Bank, and The Providence Plan (lead agent for the Providence EC). In addition to being the first BIC nationally to be located in an EC neighborhood, the Providence BIC is characterized by a comprehensive array of business software and consulting services designed to increase business opportunities in the EC.

In its first year of operation, BIC appears to have quickly made an impact on the community. One indicator has been the amount of funds leveraged by the initial allocation of \$147,375 in EC funds. To date, a total of \$869,595 has been leveraged through program funds and successful loan approvals for BIC-assisted businesses. According to the SBA Providence district office, loan volume to minority-owned businesses has increased 150 percent over the prior year, attributed directly to BIC. Also, since its opening in May, more than 700 people have come through and utilized BIC resources. More than 150 businesses or entrepreneurs have received some form of consulting services, equivalent to more than 1,062 consulting hours at no charge to the client. From the standpoint of diversity, 48 of these businesses or startups are women owned and 98 are minority owned. In addition to providing access to technical assistance and consulting services, BIC has assisted 35 businesses and entrepreneurs with loan packaging. Twelve of these businesses were successful in obtaining financing, estimated at \$516,000 in total loans.

For more information, please contact Patrick McGuigan or Joe Montiero, Providence Plan, at 401-455-8880.

## **Rural Communities**

### **Port Isabel Historical Museum Opens Rio Grande Valley, Texas, Empowerment Zone**

On May 24, 1997, the Port Isabel Historical Museum, located in the Rio Grande Valley Empowerment Zone (RGVEZ), will celebrate its grand opening. The museum, housed in the historic Champion building, is one of the oldest standing structures in Port Isabel, dating back to the 1890s. The museum is a combined effort of the city of Port Isabel and RGVEZ. During the opening ceremony, a reenactment of a Mexican-American War encampment will be presented. Exhibits that tell the story of the Port Isabel area, from which both the first volley of the Mexican-American War and the last shot of the American Civil War were fired, will also be presented. The city of Port Isabel expects the museum to be a great success and a welcome asset to the cultural and historical tradition of the region.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

### **Hugo Heritage Train and Railroad Museum Supports Tourism Southeast Oklahoma, Oklahoma, Enterprise Community**

The Southeast Oklahoma Enterprise Community described tourism as a key element in its economic and social revitalization efforts. David Davies, former director of tourism and parks for the State of Oklahoma, was named tourism director and immediately went to work to establish partnerships.

The partnerships established include the Little Dixie Community Action Agency (the lead entity for the EC) and the Choctaw County Historical Society for the operation of the Hugo Heritage Train and Hugo Railroad Museum and Depot. Southeast Oklahoma, the lead entity, the city of Hugo, and the U.S. Army Corps of Engineers also entered into a partnership for the lease of a corps park on Lake Hugo.

Equally important in the partnership effort was the Rural Business Enterprise Grant that made it possible

to establish the Lake Hugo Marina. Future plans include a motel that will complement the tourism theme that is being crafted as a result of the strategic plan envisioned by the residents of Southeast Oklahoma Enterprise Community.

For more information, contact Paul Buzbee, Rural Coordinator, at 405-326-3351.

### **Minority Business Opportunities Center Assists Formation of Minority-Owned Businesses Rio Grande Valley, Texas, Empowerment Zone**

The Rio Grande Valley Empowerment Zone will coordinate with CEED, the current management team for RGVEZ's One-Stop Capital Shop, to establish and manage the Minority Business Opportunity Center (MBOC). MBOC will obtain reliable information, which can be of assistance to the development and implementation of strategies and activities to assist in the formation, development, and growth of minority-owned businesses in southern Texas. At the conclusion of the project, a report will be given to the Minority Business Development Agency (MBDA) and will contain recommendations for facilitating the creation and expansion of minority-owned businesses in southern

Texas. This program is fully funded by MBDA for \$200,000.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

### **Laguna Madre Enterprise Center Provides Space for Startups Rio Grande Valley, Texas, Empowerment Zone**

A small business incubator in the Rio Grande Valley Empowerment Zone has been approved by the board of directors and architectural plans are currently under way. This project will provide five to seven additional locations for small business startup or expansions. The 23,000-square-foot building includes office, warehouse, and manufacturing space. The Laguna Madre/Hidalgo County Subzone has leveraged in-kind contributions provided by the Navigation District for land, building maintenance and repairs, building insurance, and donated materials for construction that are valued at approximately \$134,225.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

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## Job Readiness

*Community empowerment starts with the citizens. Local residents are the most valuable and accessible resources for employers in the communities. Job-training programs have become a priority through EZs and ECs, which recognize that preparing residents for employment directly supports the success of local businesses. Some programs focus solely on job training, with specific concentration on the expanding industries of construction and healthcare, while others provide vocational mentorship opportunities in skilled-trades apprenticeships. Finally, some training programs combine the necessary employment preparation, as well as educational and social-support services, with the crucial recognition that performing a job requires time-management and general life skills, in addition to a trade skill.*

*Preparing citizens to work is a goal of many EZ/ECs. Highlighted below are some successful ways that the EZ/ECs are achieving the goal by increasing the job readiness in their areas.*

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## Urban Communities

### West Enterprise Area Offers Computer Training Charlotte, North Carolina, Enterprise Community

Charlotte's West Enterprise Community has conducted its first computer-training program to teach EC residents basic word-processing skills. This 8-week training course equips EC residents with skills to compete in the workplace. Once students successfully complete the training, My Personal Secretary (MPS), a minority entrepreneur, places the individuals in jobs paying a minimum of \$8 an hour, where the learned skills can be utilized. At present, 12 students will graduate and be placed in jobs demanding their services. Encoding is another training module that is taught to individuals seeking entry-level employment in the banking industry. Because Charlotte is known for its banking and financial centers, the West EC will continue to offer this type of job training.

For more information about the West Enterprise Area Training, contact Sharlene Abbott, Charlotte EC, at 704-336-5577.

### Construction Trades Apprenticeship Program Trains 45 EC Residents Charlotte, North Carolina, Enterprise Community

The Charlotte, North Carolina, Enterprise Community continues to take positive strides toward preparing residents and linking them to jobs. A partnership between the city of Charlotte, the North Carolina Home Builders Association, and the North Carolina Housing Finance Agency trains individuals in a 7-week (280 hours) construction apprenticeship program and provides them with the opportunity for certification and employment in the carpentry trades. A private organization, the North Carolina Home Builders Association, trains participants in the construction trades to increase their basic skills and qualify them for higher paying jobs. This preemployment course allows individuals to learn on the job, and students gain exposure by applying the applications and techniques learned. Through this partnership, Charlotte EC has successfully trained more than 45 students and will create 40 or more jobs.

For more information about the Construction Trades Apprenticeship program, contact Sharlene Abbott, Charlotte EC, at 704-336-5577.



### NASA Supports SEZ Businesses and Youth Cleveland, Ohio, Supplemental Empowerment Zone

The National Aeronautics and Space Administration (NASA) has agreed to share its technology with small businesses and introduce a small piece of outer space to youth in the Cleveland SEZ. Under the 9-year agreement, NASA will transfer its science, computer, and math expertise to Zone businesses, enhancing small businesses with computer training and accounting software. NASA will also bring a Mobile Aeronautics Education Laboratory to the Fairfax, Glenville, and Hough SEZ neighborhoods. The mobile lab is a 55-foot classroom trailer, complete with a wind tunnel, flight simulator, virtual reality station, and other intriguing equipment to spark youth interest in science. NASA will offer specialized science training to public school teachers, donate 100 computers to non-profits and schools, and set aside internships for SEZ youth.

For more information about the Cleveland SEZ, contact India Lee, Cleveland SEZ, at 216-664-3083.

## **Kirke-Van Orsdel Sets Up Recruitment Program Targeted to EC Residents** **Des Moines, Iowa, Enterprise Community**

To provide more socioeconomic opportunities in the EC, the Chamber Federation formed a task force made up of CEOs and vice presidents to recruit businesses to relocate or set up offices in the EC and to hire EC residents.

Recently, Kirke-Van Orsdel Incorporated became the first company in Iowa to become involved in the program. The insurance company has agreed to take part in a pilot project that will train three or four individuals to process insurance claims. There will be a 6-week paid training program at the company's River Point office, and after training is completed, an office will be set up within the EC. Steve Kirke set up an office branch with 4 to 5 people, and since its opening it has grown to more than 35 employees. Kirke hopes to expand in the EC as he did in the Perry location, employing 12 people in the new office by late spring. Of the program, Kirke said, "Perhaps our most important objective is to show the people that if we can do it, so can they."

In addition to training, Kirke has set up an agreement with Mercy Hospital to offer medical care to participants and their families. The program is free to participants and uses no funds from the EC.

For more information, contact Kathy Kafela, city of Des Moines, at 515-283-4151.

## **New Beginnings To Create 1,000 Healthcare Jobs** **Detroit, Michigan, Empowerment Zone**

New Beginnings is a collaborative effort to provide employment and educational training in the growing field of healthcare services. Residents of the lower Woodward Corridor will be enrolled in allied health technical coursework that leads to an associate degree in nursing, respiratory therapy, physical therapy, or pharmacy. Program participants will attend school while employed in a healthcare environment.

New Beginnings' overall objective is to provide medical training and employment for 1,000 persons over a 7-year period. In its first year, the program has

40 residents enrolled in community college and employed full-time in the health field. New Beginnings has helped to change the direction of people's lives. New Beginnings participants, who are required to live in the Woodward Corridor neighborhood in the Zone, begin with a 12-week program that focuses on math, science, reading, and critical thinking. The courses are intended to prepare participants for jobs as technicians or aides in pharmacy, nursing, and respiratory and physical therapy. Project Manager Cheryl Slaughter said the program has helped welfare recipients find jobs and raised the earning potential of unskilled workers in the Zone. New Beginnings partners include the Detroit Medical Center; Henry Ford Health Systems; St. John Health System; Neighborhood and Family Initiative; the Community Foundation for Southeastern Michigan; and the city of Detroit, Office of Employment and Training. New Beginnings has leveraged \$1.5 million in city and private funds on a Federal commitment of \$750,000.

For more information, contact Cheryl Slaughter, Detroit Medical Center, at 313-966-7495.

## **Life Skills Programs Support Transition to Work** **Houston, Texas, Enhanced Enterprise Community**

Recognizing the difficulty that many residents have transitioning to work, the Houston EEC dedicated \$500,000 (50 percent Social Services Block Grant [SSBG], 50 percent in-kind) to fund life-skills training for a period of 3 years offered at various locations within the EEC boundaries.

The Cooperative Extension Program at Prairie View A&M University and the Community Revitalization Corporation focus on developing life-skills proficiency in many areas such as etiquette and social skills, drama and creative arts, cultural diversity, consumer skills, mentor training, career awareness, and youth leadership. Youth also participate in a summer camping program, a career awareness and youth leadership laboratory event, and a teen health symposium. Parental participation is expected.

For more information about the Life Skills programs in Houston, contact Judith Butler, Mayor's Office, at 713-247-2666.





### **Keyboards to Success Offers Simulated Office Experience** Kansas City, Kansas, Enhanced Enterprise Community

A 12-week program of computer training and child-development education is now being offered to residents of the Kansas City, Kansas, Enhanced Enterprise Community (EEC). El Centro, Inc., and Heart of America Family Services received a Title XX grant of \$258,680 from the Enhanced Enterprise Community Committee in February 1996 to expand a computer job-training program and to develop childcare training.

Keyboards to Success is designed to prepare all of its graduates to enter the competitive workforce. This goal is made possible by simulating an office environment and by requiring professional dress, punctuality, and daily attendance. EEC residents who are seeking full-time employment in the banking, administrative, clerical, or computer fields are eligible to participate. Keyboards to Success is different from other traditional computer courses because participants receive training in an environment with access to case management, emergency assistance, and limited transportation support.

All Keyboards to Success participants are taught on state-of-the-art equipment. Students often come with limited or no computer experience and leave the program proficient in two or three software programs, such as WordPerfect, Microsoft Word, and Excel. In many cases, nonprofit training programs are limited to computer equipment and software because of the limited resources. A guiding principle of this program is that residents of the EEC must be provided with relevant training.

Since El Centro opened the program in July, 18 residents have graduated and 6 were placed in unsubsidized jobs averaging \$7.77 per hour.

For more information about programs in Kansas City, contact Cal Bender of MARC, at 816-474-4240.



### **Building for the Future Trains Inmates in Housing Construction** Memphis/Shelby County, Tennessee, Enterprise Community

In Memphis/Shelby County, incarcerated young men are being trained and given work experience in building modular panels and Habitat for Humanity houses. The panel plant began production in February 1996. The quality is such that other builders in addition to Habitat want to purchase them. One person who was recently released bought a home that he helped construct.

The people in this program are taught skills that will allow them to find and retain jobs upon release from prison. One program graduate, a young inmate, was quoted as being grateful that he could give something back to the community. Although the projection for the program was to graduate one class of 12 to 16 participants by August, the program actually trained and placed 24 inmates in construction.

Building for the Future (BFF) is a collaborative partnership that includes several entities: the city of Memphis Division of Housing and Community Development, Memphis City Schools, County Office of Public Defenders, Center for Neighborhoods, Habitat for Humanity, and Neighborhood Housing Opportunities. The mission behind the effort is to

recruit incarcerated volunteers to do two things: to create affordable housing for low- and moderate-income families and to gain employable skills before release. The program includes mentoring and job placement. BFF will also provide volunteers to build homes in the EC. The project includes five homes being contracted by Habitat for Humanity and is funded in part by Community Development Block Grants and the city of Memphis Enterprise Community.

For more information, contact Vernua Henrahan, the Memphis Enterprise Community, at 901-526-6627.

### **Jayhawk Computer Repair Trains Residents as Technician Assistants** Memphis, Tennessee, Enterprise Community

The Jayhawk Computer Repair Technician Assistant Program is designed to equip successful graduates with the skills necessary to secure employment with local companies. The goal of this creative partnership between employers and the community is to train people in the computer-repair field to secure good, paying jobs with benefits. The Computer Repair Technician Assistant Program is a 12-week course. The first 2 weeks of the training provide an orientation to the fundamentals of computer repair in a classroom setting. The remaining 10 weeks combine classroom instruction with work-based training. The work-based training allows students to practice the skills taught in the classroom and be paid for the factory experience. The first class of 16 people is expected to graduate in April 1997.

For more information, contact Bob Zachary at 901-775-7300.

### **40 Youth Run Their Own Store at Phillips Youth Enterprise Center** Minneapolis, Minnesota, Enterprise Community

In response to community requests for a more focused youth assistance program, and developed in consultation with the Enterprise Community's Teen Advisory Board, the Phillips Center was designed to provide economically disadvantaged teens in the EC with entrepreneurial training. From inside the center, a youth-run City Store sells items donated from the property and evidence department of the Minneapolis Police Department.

Forty youth are currently involved in the project under the leadership of four AmeriCorps volunteers.

Participants range from 12-year-olds to high school seniors. Many of the students receive academic credit for their involvement with the program. Beginning in October, City Store will train and employ 12 youth in a retail store setting. Because the city of Minneapolis' funding is restricted to services only, EC funds alone enabled the city of Minneapolis to purchase and rehabilitate a building to house the store.

For more information about the Phillips Center, contact Matt Bower, Office of Grants and Special Projects, city of Minneapolis, at 612-673-2188.

### **Youth Skilled Trades Initiative Offers Career Counseling to 1,500 Youth** Minneapolis, Minnesota, Enterprise Community

The Youth Skilled Trades Initiative offers counseling beginning in junior high school to students interested in apprenticeships in the skilled crafts. The Initiative offers case management for students in selecting their high school classes, in acquiring skills training at the post-secondary level, and in obtaining summer internships related to their job interests. To date, the program has made presentations to 1,500 youth in the EC. Career development workshops were attended by 130 students, and 52 completed the skilled trades assessment test. In May, 10 youth began 10-week apprenticeships. In addition to participating high schools, the Initiative also works with the Minneapolis Urban League, the Minneapolis Building & Construction Trades Council, Hoffman Engineering, Minneapolis Technical College, Minntech Corporation, and Stremel Manufacturing.

For more information about the Youth Skilled Trades Initiative, contact Ken Brunsvold, Office of Grants and Special Projects, at 612-673-2348.

### **Urban Apprenticeship Program Offers Training to 200 Participants and Finds More Than 200 Jobs** Norfolk, Virginia, Enterprise Community

Norfolk Works, Inc., developed a program that provides a comprehensive combination of individualized career plans, academic classes, and job training to EC residents willing to make a long-term commitment to improving their employment skills. The first phase of training is a 10-week, 2-nights-per-week course that covers life skills, interview techniques, motivation, business attire, and other job-readiness issues. The

Urban Apprenticeship Program (UAP) has conducted 15 classes to date, reaching nearly 200 participants. In addition, a series of luncheons with private-sector executives helps inform the business community about the UAP and lays the groundwork for obtaining private-sector commitments to hire graduates of the UAP. To date, more than 200 jobs have been committed.

For more information, contact Eleanor Bradshaw, Executive Director, Norfolk Works, Inc., at 757-624-8650.

### **Second Chance Provides Job Training to 73 Homeless Men** San Diego, California, Enterprise Community

The Second Chance nonprofit offers innovative solutions to homelessness and urban deterioration. Second Chance creates jobs and housing opportunities for homeless people through neighborhood revitalization, property renovation, and microenterprise development. By partnering with businesses, community organizations, and support-service agencies, Second Chance provides job training; employment placement; and affordable, drug- and alcohol-free housing to participants as they rebuild their lives. Second Chance trains and employs homeless individuals on property reclamation projects and in the operation of small businesses such as advertising specialties and flower carts. Second Chance offers valuable job experience and contacts for the homeless while assisting property owners with neighborhood improvement.

More than 100 people have participated in the Second Chance program, and people have been placed in permanent positions with such companies as Hyatt Hotels, La Valencia Hotel, Heritage Security, Point Loma Convalescent, and R.L. Electric. Second Chance has reclaimed and revitalized 8 housing projects throughout San Diego, creating more than 220 affordable housing units and employing more than 100 formerly homeless people in the process.

This program is funded with \$158,586 in Federal Enterprise Community funds, 75 percent of which goes to fund the salaries of the participants and of the supervisor who gets the workers to the job, supports them throughout the placement, and aids them in the transition to permanent employment. EC funds have allowed for job-readiness training to 73 homeless men, of whom 41 obtained jobs before or after training. In addition, 30 are still employed and 10 have passed the 6-month mark.



For more information on Second Chance, contact Scott Silverman, Director, at 619-239-1003.

### **FAST TRACK LA Job and Skills Training Program Places 160 Participants** South Central Los Angeles, California, Enterprise Community

FAST TRACK LA continues to maintain a significant success rate in job placement for its graduates and continues to prepare its students for higher education. In the 1996-97 fiscal year, \$45,000 from the EC Title XX funds was used to fund a special job- and skills-training program. With successful results, FAST TRACK has trained more than 212 people with 160 people securing employment. For the 1997-98 fiscal year, approximately \$300,000 in additional funding for the agency will come from other public and private agencies.

For more information, contact Tim Anusiem, city of Huntington Park, at 213-584-6258

### **Cornerstone Partnership Provides 150 EC Residents With Marketable Skills** St. Louis, Missouri, Enterprise Community

The Cornerstone Partnership provides people with marketable skills and businesses with enhanced economic opportunities. Although there are several components

to the services and training provided, the major focus is using state-of-the-art technology and processes to train youth and unemployed and welfare-receiving adults in the manufacturing/engineering field. Cornerstone Partnership collaborated on the development of the curriculum with both industry and academic institutions to ensure responsiveness to the competitive demands of the marketplace. Massive early exposure to the technology in use at the center was brought to all middle school and junior high students in the EC through the use of a high-tech lab on wheels.

As a welfare-to-work model, the focus is on those from infancy to adulthood. There is an onsite daycare facility for the children of participants, and the complex is located at the Wellston Metro Link station. Both of these features serve to remediate often-cited obstacles to employment: affordable, accessible childcare and transportation. This project has the broad-based support of \$9 million from the private sector and Federal and local governments. EC funding of \$150,000 is paying for 150 EC residents to enter and complete the training program.

For more information, contact Dorothy Dailey, St. Louis Development Corporation, at 314-622-3400.

### **Partnerships With Local Colleges Support Job Training Waco, Texas, Enterprise Community**

As part of the EC plan, local educational institutions have come together to formulate job-training opportunities in their neighborhoods. Three separate curricula will be offered as part of the program: computer training, carpentry, and small engine repair. These training courses are designed for EC residents and are intended to provide progressive steps for individuals to enter or reenter the job market with marketable skills. Partners in this effort include McLennan Community College, Texas State Technical College, Heart of Texas Council of Governments, and Waco Independent School District. Each effort has involved financial leveraging and community-based planning. If the programs attract significant interest, the colleges intend to maintain the courses over the long run.

For more information, contact Charles Daniels, city of Waco, at 817-750-5690.



### **Rural Communities**

#### **Jackson County Rehabilitation Industries, Inc., Offers Vocational Training and Creates Jobs Kentucky Highlands, Kentucky, Empowerment Zone**

The Kentucky Highlands Empowerment Zone included in its Strategic Plan the establishment of two, 100-employee rehabilitation workshops to assist disabled workers in developing life and vocational skills training. The first workshop was opened in November 1995, and has grown to 19 employees. The workshop, currently manufacturing Marine Corps caps, moved to a newly constructed facility during the summer of 1996. This project includes \$650,000 in Empowerment Zone funds and has received a Community Development Block Grant award of \$300,000 from the Commonwealth of Kentucky.

For more information, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.



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## Job Linkage

*Anyone who has ever looked for a job knows how difficult it may be to find one. Imagine the frustration that results when a job is available, but an individual lacks the resources to access that job. EZ/ECs are seeking to prevent that frustration by establishing Job Linkage programs. By providing job networks or electronic databases of opportunities, EZ/ECs strive to link their residents with gainful employment. In addition to providing a network of employment, Job Linkage programs provide job-assessment and counseling services to assist individuals in getting and keeping their newly acquired jobs.*

*The EZ/ECs have been innovative and comprehensive in designing programs that succeed. The following are examples that show how EZ/EC residents have been linked with their jobs.*

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## Urban Communities

### **Six Village Centers Offer One-Stop Services to Neighborhoods** Baltimore, Maryland, Empowerment Zone

Village Centers are community-based 501(c)3 non-profit corporations seeded with Title XX funds to create job-ready individuals in the EZ neighborhoods. Each of the six Village Centers is a coalition of adjoining neighborhoods, local businesses, religious organizations, institutions, and agencies. These organizations provide access to the full range of neighborhood programs and services available to EZ residents, including job training, job placement, and neighborhood-specific services developed under the direction of the coalition.

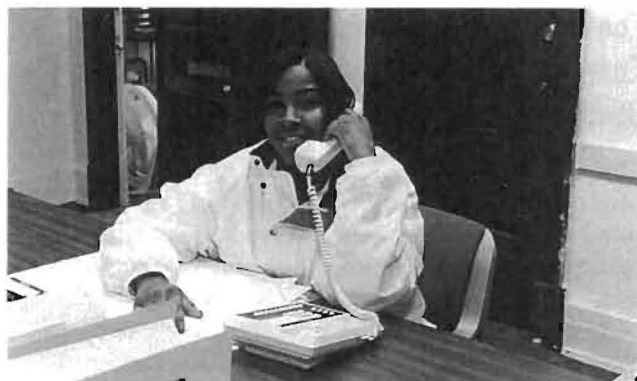
For more information about Village Centers, contact Diane Bell, Empower Baltimore Management Corporation, at 410-783-4400.

### **Job Resource Center Places 168 in Jobs and Will Place 599 by Year's End** Charlotte, North Carolina, Enterprise Community

The city of Charlotte's Job Resource Center (JRC) has assisted in committing to place more than 599 Enterprise Community neighborhood residents in jobs by December 31, 1997, many of the jobs paying more than the minimum wage. Thus far this year, JRC has assisted 168 EC residents in obtaining jobs, including one person at \$9 per hour, another at \$20,000 (and benefits) per year, and another at \$15 per hour. JRC has sponsored two job fairs at which Enterprise Community residents met with employers that had jobs available. Participants at one fair that had more than 100 employers and 2,000 attendees were also able to develop a resume and learn job-readiness skills. Seminars with individual employers have been held, resulting in direct placement of more than 200 people.

JRC has organized a networking group of the local agencies, whose goals are training and placement, to meet monthly to share resources for placing people in jobs.

Much of the recruitment for companies setting up in the EC, including Eckerd, Exxon, Food Lion, and Tire Aid, will take place at the neighborhood centers. JRC has already begun neighborhood-level placement in three EC neighborhoods.



For more information on JRC, contact Sharlene Abbott, Charlotte EC, at 704-336-5577.

### **Job Match Will Place 350 in Jobs** Cleveland, Ohio, Supplemental Empowerment Zone

The Cleveland SEZ is funding a job-match program, which will place 350 Zone residents in jobs during its first year. The effort is being coordinated with the Hough Area Partners in Progress, the Glenville Development Corporation, the Fairfax Renaissance Development Corporation, and Vocational Guide Services. The program will serve the Glenville, Fairfax, and Hough neighborhoods. Residents in these three neighborhoods face unemployment rates of between 50 and 60 percent. Vocational Guide Services is placing four-member teams in each neighborhood. Each team has a vocational case manager, job developer, and instructor to teach residents how to apply for and retain jobs.

For more information, contact India Lee, Cleveland SEZ, at 216-664-3083.

### **Columbus Employment Consortium Provides Job-Locator Service and Has Placed 300 Residents** Columbus, Ohio, Enterprise Community

The Columbus Employment Consortium creates a central job locator for those seeking employment in the Enterprise Community district. Businesses give the central control agency information on job openings, and individuals are then placed in these openings. This job locator has been funded by a \$290,000 Federal grant and \$30,000 in State funds. It has exceeded its goal of placing 300 residents by June 1996.

For more information, contact Jon Beard, Columbus Compact Corporation, at 614-251-0926.

### **Community-Based Mobility Strategies Coordinates Transportation for Residents Detroit, Michigan, Empowerment Zone**

Through surveys and focus groups, this project identified the need to coordinate linkages to Detroit and suburban bus routes; connect major commercial, industrial, and service centers and employment concentrations in and near the Zone; and provide regular, dependable transportation for Zone residents. This project will design and implement an automated scheduling and dispatch system, a computer-controlled, demand-responsive service that will coordinate the services of the community-based transportation providers serving the Zone. A contractor has been selected to design the system. The project expects to complete design of the system soon and develop a strategy for funding and implementing it.

For more information, contact John Slater at 313-521-3030 or David Sanders at 313-961-2270.

### **Nia Neighborhood Travel and Jobs Center Combines Training and Transport Louisville, Kentucky, Enterprise Community**

The Nia Neighborhood Travel and Jobs Center forms the Louisville Economic Opportunity Campus and is located adjacent to the Louisville Community Development Bank. The Nia Center will bring the LCDDDB-Enterprise Group, the Workforce Development Partnership, the Small Business Information Center, and the Neighborhood Travel Center together in one location. Named for the principle of Kwanzaa meaning purpose, the Nia Center will provide business-formation and development services, access to capital, workforce training, and expanded transit and paratransit services scheduled to open this fall.

The Workforce Development Partnership designed its training model after visiting successful job-training sites across the country. It differs from other training programs by providing personalized job assessment, placement, and training at one location and focusing on high-skill, family-wage jobs in targeted industries. A network of committed employers who pledge real jobs will shape the training to ensure that it meets requirements so that candidates can be hired following completion of the training.

Before renovation of the Nia Neighborhood and Travel Center is complete, a new transportation service

will be offered that will increase access for EC residents to suburban employment centers. The “Nia Night Owl” is an 11:00 p.m. to 5:00 a.m. travel service that is customized to provide door-to-door service for EC residents so they can access second- and third-shift employment opportunities throughout greater Louisville. The first services will provide transportation for 60 to 80 people.

For more information, contact Carolyn Gatz, at 502-574-4210.



### **Business and Career Center Registers More Than 250 Residents for Online Job Listings St. Louis, Missouri, Enterprise Community**

The St. Louis EC Business and Career Center assists EC residents in self-evaluating their talents to determine how best to prepare for new careers and/or to seize business opportunities. By the end of February, more than 250 residents had accessed the center’s workstations to register with Missouri Works for State online job listings. More than 30 residents completed full work-experience assessments and evaluations. Four residents have found employment by participating in job assistance services. Nine businesses (five existing and four new) have used the center’s services for developing business, capital, and financial plans. The center is also a business incubator that offers clerical, data-processing, and accounting services and support. The center receives \$233,000 in EC funds and an additional \$300,000 from various State and Federal government agencies and private sector support.

For more information, contact Dorothy Dailey, St. Louis Development Corporation, at 314-622-3400.

## **50 EC Older Workers Find Jobs Through Working Seniors**

**Tampa, Florida, Enterprise Community**

Working Seniors provides job referrals to older workers who want to work. Older workers who enroll receive diagnostic testing to determine their vocational interests. Before being referred to an employer who is hiring, the older worker can receive training in interviewing and completing a job application. They are referred to employers who are interested in hiring good workers regardless of age. To recruit older workers, Working Seniors posted billboard signs in the EZ area. They received 50 contacts, halfway to achieving their goal of placing 100 older workers in the EZ area.

For more information, contact Ben Stevenson, city of Tampa, at 813-242-5359.

## **Rural Communities**

### **Project VIDA Administers High-Skills Training Program**

**Rio Grande Valley, Texas, Empowerment Zone**

Project VIDA (Valley Initiative for Development and Advancement) in the Rio Grande Valley Empowerment Zone, is a high-skills training program administered by

Valley Interfaith and modeled after Project Quest in San Antonio. This demonstration project establishes and will test new labor-market strategies to reconnect low-income unemployed individuals with quality jobs. It features a unique approach to engaging private employers, provides intensive skills training when appropriate, and models an enhanced service-delivery process based on a one-stop shopping approach designed to better serve both employers looking for qualified workers and individuals seeking a variety of labor-market services. As such, this demonstration represents a fundamental change in the way workforce services are planned and delivered in the local community.

The demonstration will offer services encompassing the following eight components: employer services, outreach, recruitment, and referral; intake services and referral; direct employment services; employability development planning; personal counseling; participant support and maintenance; and long-term skills training and job planning.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.



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# Family and Youth Development

*Investing in the future of the EZ/ECs means investing in the children and the families that reside there. This function of the communities sets them apart from other economic development initiatives, because allocated funds are aimed solely at benefiting families and children within the EZs or ECs. Along with SSBG funds, foundations and other private sources are providing youth programs, educational opportunities, and recreational activities to the children in these communities. With the knowledge that the well-being of children starts in the home, focus has also been given to building family support through school-based services, parenting classes, and family resource centers. Community centers offer job assistance, community safety, and social-support services.*

*The EZ/ECs take pride in the service they provide to the families and children of their communities. Great success has been shown in many of the creative programs described below.*

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## **Urban Communities**

### **Family Services Specialists Remove Roadblocks to Learning Akron, Ohio, Enterprise Community**

Akron has dedicated \$95,000 of its Enterprise Community funds to helping schools in disadvantaged neighborhoods. This money goes to fund afterschool programs such as magicians' workshops, a model builders' club, and a ham radio operator's course where pupils can earn their licenses. At some schools, the EC funds have been used to initiate a confidential focus group by the Community Drug Board, a boys club run by Family Solutions, and a girls club run by the Catholic Services League. In addition, the money has been used to hire family-services specialists who run social-services programs and help connect individual families to community services. These specialists work to remove the roadblocks to learning, providing students and their families with linkages to programs that provide food, clothing, and shelter, as well as individual, family, and peer counseling.

For more information, contact Jerry Egan, city of Akron Department of Planning and Urban Development, at 330-375-2090.

### **WOMENBUILD II Offers Trades Training to Welfare Mothers Burlington, Vermont, Enterprise Community**

WOMENBUILD II is a unique collaboration between several participating organizations in the Old North End Enterprise Community. WOMENBUILD II will offer two projects in its second season; one crew will train and work in the area of carpentry and weatherization and the other crew will become certified lead-paint-removal technicians to work with a lead-hazard-reduction contractor. Both crews offer positive contributions to the community while utilizing the skilled trades labor of eight women who reside in the North End. Nonskilled-trades training has proved to be an effective tool for transitioning women to economic self-sufficiency.

For more information, contact Andrea Van Liew at 802-865-7181 or 800-639-1472.



### **Human Services Initiative Supports Welfare-to-Work Transition Chicago, Illinois, Empowerment Zone**

Wells Community Initiative (WCI) is proposing a welfare-to-work program, which is targeted specifically to Aid to Families with Dependent Children (AFDC) recipients living in Madden Park and Wells and which will operate out of the currently existing Family Resource Center. The goal is to reach all residents who will be affected by the new changes in welfare and explain the changes and their options. WCI will develop a computer-based system to inform residents about resources regarding employment and/or family issues. A client-tracking system will be implemented with an information system that is being developed at the department of human services. The project receives 100 percent of its \$207,000 budget from the EZ.

For more information, contact Jose Cerda, city of Chicago, at 312-744-9623.

### **Village to Child Program Provides Mentors for EC Students Columbus, Ohio, Enterprise Community**

The Village to Child Program gives middle school students the opportunity to be tutored and mentored by college and high school students. Mentors meet students on a monthly basis, assist the students in study sessions, and provide educational counseling and companionship. This relationship exposes the youth not only to the world that education has to offer, but to



positive role models for them to emulate. This program has received more than \$200,000 in funding from a variety of sources, such as the Columbus Compact Corporation, the city of Columbus, in-kind donations from Ohio Dominican College, foundation donations, and other in-kind funding. The program has already exceeded its original goal of securing 30 mentors.

For more information, contact Jon Beard, Columbus Compact Corporation, at 612-251-0926.

### **Community Self-Sufficiency Centers Serve 175 EZ Families Detroit, Michigan, Empowerment Zone**

These centers target chronically jobless families for integration into the local labor market by addressing personal, familial, and other barriers to employment. These barriers may include poor transportation, inadequate childcare, and family dysfunction. Currently, 175 families in the EZ are being served and many participants are employed. More than \$3 million has been committed to this initiative.

For more information, contact Donna Johnson at 313-571-2800.

### **Total Village Project Involves Parents in Their Children's Education Huntington, West Virginia, Enterprise Community**

The Total Village Project, a center for community development and learning, has been developed for children and parents at schools within the Enterprise

Community. The primary goal of the program is to get parents and the community involved in the education of their children. The Total Village Project draws from the African proverb, "It takes an entire village to raise a child," and hopes to incorporate its mission into the community. The Total Village Project provides adult training and literacy programs as well as programs to develop the social and mental skills of both parents and children. This project has received a \$320,000 EC grant and is scheduled to be fully operational by 1999.

For more information, contact Cathy Burns, city of Huntington, at 304-696-4486.

### **5,000 Youth Involved in Community Schools/Healthy Summer Initiative Lowell, Massachusetts, Enterprise Community**

Lowell is gearing up early for its Healthy Summer II campaign. The success of its 1996 summer effort generated so much good will that partners are determined to do even better this summer. Last summer, the EC was challenged to help pay for the youth summer activities as part of their Community School Initiative (a program to transform the public schools into thriving resource centers for neighborhood residents). The Enterprise Board agreed to assist if all youth providers would come to the planning table with their staff, talent, dollars, and resources. The challenge turned into Lowell's first Healthy Summer campaign, a broad-based recreational, nutritional, educational, and job-creation partnership for youth during the summer months.

As a result of this effort, an estimated 5,000 young people participated in a variety of educational and recreational activities at more than 30 sites in every city neighborhood. More than 500 youth were employed and 60,000 free meals were served at neighborhood locations. Lowell, an immigrant community of 104,000 residents, discovered that when partnerships and leverage come together, more people are served and dollars go farther. EC dollars were leveraged 11 to 1. With more lead time, Healthy Summer II is expected to run for 10 weeks, offer more sites, and produce higher numbers on all fronts.

For more information, contact Sue Beaton, city of Lowell, at 508-970-4165.

## **Youth Fair Chance Serves 300 EC Youth Each Week**

**New Haven, Connecticut, Enterprise Community**

The Youth Fair Chance Initiative provides comprehensive programs and services to youth between the ages of 14 and 30 in the Hill and Dwight Enterprise Community neighborhood. The programs, which are overseen by a youth advisory board, offer a variety of educational, social, and job-training services under one roof. The center is colocated with the Transitional High School, a school for returning dropouts. Programs include teen clubs; trips; music, sports, and recreation activities; cultural arts events; GED/high school diploma; a computer learning center; job-skills training; health information; and career education. The center provides services to approximately 300 EC youth each week and is seeking to add to this number and include other EC neighborhoods with new programs and services.

The center has been in existence for 2 years and has experienced its share of growing pains; however, it has consistently met the goals of the advisory board and the neighborhoods in which it serves.

For more information, contact Vincent Siberon, Director, Youth Fair Chance, at 203-867-5074.

## **Weed and Seed Service Center Serves 460 Homes**

**Oklahoma City, Oklahoma, Enterprise Community**

The Safe Haven established in the Oak Grove neighborhood, a designated Weed and Seed Site located within the Oklahoma City EC, has established a comprehensive service center. The facility provides a variety of youth and adult services including a Head Start daycare center, a YMCA branch, a 4-H program, Girl Scouts and Boy Scouts, and an economic-training/learning center. The learning center serves approximately 35 individuals each month and includes computer training. An onsite health clinic operated by the Oklahoma City/Oklahoma County Health Department has also been established. The target area serves 285 apartment units and approximately 175 homes.

For more information, contact Lakeithia Monroe, at 405-681-7336.



## **Mothers' Centers Support Women's Transition to Work**

**Pulaski County, Arkansas, Enterprise Community**

Pulaski County EC is establishing two Mothers' Centers by identifying and working with mothers in low-income neighborhoods who are willing to develop, own, and operate their own Mothers' Centers. Mothers' Centers provide a place where mothers in the community can get information about other opportunities available in the EC; offer mechanisms for building extended neighborhood families that can increase the sense of community in the neighborhood; offer a public space that is safe for children to play with others; provide support and education for teen mothers; and support women's efforts to raise children, meet family needs, and hold down jobs, especially for parents who work in low-paying jobs. The Mothers' Centers also provide opportunities for bartering services among families; teaching values; education, job-training, and parenting courses; launching small businesses collaboratively; starting enterprises to fund centers; and furnishing services to the community such as a network for watching latchkey kids. The Mothers' Centers will be funded with \$142,000 in EC funds, supplemented by State and private funds.

For more information, contact Joyce Williams at 501-376-7913.

## **Success by 6 Program Promotes School Readiness Pulaski County, Arkansas, Enterprise Community**

The Success by 6 Program increases the readiness of children entering school by fostering in them a sense of community commitment and by allowing parents to play an active and vital role in the development of their child. Children's healthcare is also a key component of the program; the Enterprise Community has the lowest immunization rate (60 percent) in the State. Success by 6 hopes to increase this rate to 90 percent. Neighborhood residents will be trained as home visitors, distributing educational toys, books, games, and other materials to the children. In addition, home visitors will provide families with counseling on raising their children to be successful in school, stressing the importance of parental involvement. Information on how to contact other government and nonprofit agencies will be provided to families that request further assistance. More than 23 community organizations are involved in the implementation of this program, including Arkansas Children's Hospital, St. Vincent Infirmary, University of Arkansas at Little Rock, Arkansas Department of Health, Head Start, Home Instruction Program for Preschool Youngsters, and United Way. Approximately \$117,000 has been collected to implement this program, and several organizations are working together to bring the efforts to fruition.

For more information, contact Delia Moore, Vice President, United Way of Pulaski County, at 501-376-4567.

## **Black Family Life Enhancement Program Serves 400 EC Parents Tampa, Florida, Enterprise Community**

The Black Family Life Enhancement Program seeks to support and develop families in the Enterprise Community. The community targeted by this program has the highest rate of crime (26 percent), unemployment (15.2 percent), dropouts (53 percent), school suspensions, and child abuse and neglect in Tampa. The program will provide annual parenting classes, family mediation, and school ombudsman services to 100 families in crisis caused by neglect, abuse, or family conflict. In 1995, the program recruited 400 parents and conducted twenty 6-week training sessions. This family and youth development program was

financed by \$125,492 from the Tampa Enterprise Community and by \$1.25 million from United Way.

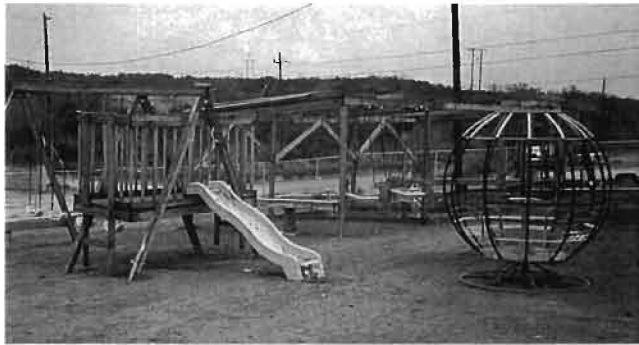
For more information about Tampa's programs, contact Ben Stevenson, city of Tampa, at 813-242-5359.



## **Rural Communities**

### **Community Centers Offer One Stop for Neighborhood Services Central Savannah River Area, Georgia, Empowerment Zone**

The Central Savannah River Area Enterprise Community has established, with the help of community organizers, a human development center in each of its 10 census tracts. Ten community organizers were hired to initiate and coordinate programs within the local Human Development Centers. Local community residents determine specific needs within each center using a regional strategic plan as a guide to allowable programs under the plan. The center in Wadley County is doing particularly well. It is located in an old abandoned school building that was renovated for the program. The programs and services offered include youth leadership training, general equivalency degree morning and evening classes, energy assistance, Boy Scouts, Cub Scouts, Girl Scouts, Brownies, Higher Hope Girls, food assistance, parenting-skills training, expectant-mother resource assistance, and city of Wadley support services. Other centers have additional programs such as adult literacy training, tutoring, and housing counseling. Job-readiness assistance, computer classes, small-business development training, childcare, arts and crafts, and Internet/intranet courses are scheduled for the near future.



The Central Savannah River Area Enterprise Community awarded \$60,000 to the annual operating budget of the first center. The city of Wadley donated the school building, facilities, and grounds at a value of \$1 million. Fifteen public and private organizations that are partners in this effort contributed a total of \$82,976 in support of the 15 programs available at the center. The total cash and in-kind budget for the center is \$1.14 million.

The centers are the embodiment of the profound impact that strategic planning, within the framework of the Enterprise Community, has had on local residents. The community is still impressed with the fact that local people could come together across six county rural areas to initiate, approve, and implement this program. The centers have generated a sense of hope and a feeling that the residents have the capacity to improve the quality of their lives through this first local concentration of needed services.

For more information, contact Grady Sampson, CSRA Regional Development Center, at 706-554-0342.

### **Clinton County 21st Century Learning Center Serves Local Youth**

#### **Kentucky Highlands, Kentucky, Empowerment Zone**

The Kentucky Highlands Empowerment Zones, Clinton County Community, has proposed several Empowerment Zone projects at a single site to create a youth learning/activity center. The plan includes combining an Empowerment Zone library, computer lab, amphitheater, and youth center projects at one location to make the facility more attractive to local youth. In support of this project, Clinton County has been awarded a \$643,000 CDBG by the Commonwealth of Kentucky.

For more information, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.

### **Student Summer Program Assists Students at Risk of Gang Involvement**

#### **Rio Grande Valley, Texas, Empowerment Zone**

In the Rio Grande Valley Empowerment Zone, the Point Isabel Independent School District is providing students at risk of gang involvement an opportunity to aim their energies in a positive direction through community-service projects. In addition, accelerated instruction in remedial math and reading will be provided. A counseling component will address the issues of relationships, decisionmaking, drugs, personal health, and gang issues.

Additionally, EZ funds will cover 100 percent of the costs associated with the program, including personnel, participant costs, training, travel, equipment and materials, and utilities for school district buildings.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

### **Learning for Life Teaches Life Skills to Children**

#### **Rio Grande Valley, Texas, Empowerment Zone**

The Boy Scouts of America has been awarded a grant to expand its Learning for Life Program into the RGVEZ. The in-school program conducts classes teaching real-life skills, ethical and moral decisionmaking, and citizenship lessons to children. This model is being used nationwide as a teaching and counseling vehicle in elementary and middle grades. At-Risk Youth Outreach, funded by the Zone, will target culturally and economically disadvantaged children for inclusion in the traditional Cub Scout programs. Special emphasis will be on identifying, training, and supporting parents in hard-to-reach areas.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

### **Instructional Activities Use Advanced Technologies To Improve Student Performance**

#### **Southeast Oklahoma, Oklahoma, Enterprise Community**

The Southeast Oklahoma Enterprise Community is working with the South Central Regional Technology Consortium (SCRTC) to provide assistance to improve student achievement through the integration of advanced technologies into instructional activities. The model emphasizes a strong collaborative relationship



among the States as well as functional working relations among the States and universities, the State education agency, and local education agencies. SCRTC, funded by the U.S. Department of Education, is committed to providing special assistance to schools located in designated Empowerment Zones and Enterprise Communities.

For more information, contact Paul Buzbee, Rural Coordinator, at 405-326-3351.





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# Healthcare and Substance Abuse Treatment

*Recovery and rehabilitation seem to be themes that pervade all aspects of EZ/EC life. In addition to recovering Brownfields or rehabilitating dilapidated buildings, attention has been given to residents who desire to rehabilitate their lifestyles. Healthcare for these individuals has been made a priority in many of the communities by enlisting the assistance of health advisers and establishing recovery centers. By providing this treatment in the local communities, residents can benefit from the support of their neighbors and the security of staying close to home.*

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## **Urban Communities**

### **15 Health Workers Hired Under Community-Based Asthma Prevention Model Project Atlanta, Georgia, Empowerment Zone**

This program is designed to reduce the number of childhood premature asthma attacks by hiring 15 health workers to assist families in making the necessary indoor environmental changes to reduce the severity of asthma in children. The project also offers the Atlanta Empowerment Zone Corporation the opportunity to develop a community-based model that supports corporate funding of public health issues and involves community participants in discussion and decisionmaking. The program involves the Morehouse School of Medicine, the Centers for Disease Control and Prevention, Southwest Hospital, Fulton County, Grady Hospital, Rollins School of Public Health (Emory University), Prudential Health Plans, Kaiser Permanente, Blue Cross and Blue Shield, and the U.S. Department of Health and Human Services. Funding for this project includes \$2 million from the Centers for Disease Control and Prevention and \$3 million from private sources, including health maintenance organizations.

For more information on asthma prevention, contact Paul White, Atlanta EZ, at 404-331-4480.

### **55 Residents Recruited and Trained as Neighborhood Health Advisers Charleston, South Carolina, Enterprise Community**

The Enterprise/MUSC Neighborhood Health Program works to recruit neighborhood residents to act as advisers to the staff of the Medical University of South Carolina and as resource people in Charleston to educate local residents about medical problems and available treatment. The program has recruited 55 neighborhood health advisers from 14 neighborhoods. Priority is given to identifying neighborhood residents who are already providing health activities or leadership and to assisting those individuals in improving the health or obtaining needed services for their communities. These volunteers have helped to provide health professionals with high levels of information and acceptance throughout the EC.

For more information, contact Eric Loewe at 803-973-7285 or Pat Crawford at 803-724-3766.



### **Medical Mall Foundation To Serve Residents and Create 300 Jobs Jackson, Mississippi, Enterprise Community**

The largely vacant Jackson Mall is located within the heart of the Enterprise Community. Containing 900,000 square feet and nearly 60 acres of surface parking space, this facility holds the potential to become either a service or employment center for the community. The process is under way to make the abandoned mall a medical facility, providing healthcare services to inner-city residents and creating more than 300 jobs. Currently, financing has been secured and the rehabilitation process has begun.

For more information about the Medical Mall Foundation, contact Willie Cole at 601-960-1055 or Ryane Anderson at 601-960-2073.

### **Catholic Charities Campus for Hope Will Treat 3,000 People and Create 1,000 Jobs for Residents Omaha, Nebraska, Enterprise Community**

Catholic Charities plans to use an EC grant to help build the Campus for Hope. The campus will treat those individuals suffering from the disease of chemical dependency who are indigent, homeless, or near homeless. Campus for Hope will provide 22 detoxification beds, 10 civil protective custody beds for those individuals who are a danger to themselves or others, 28 beds for short-term residential care (21 to 28 days), and 26 beds for extended care for those individuals who need long-term care (3 months to 12 months). The campus will treat more than 3,000 persons annually and have onsite medical dependency evaluations and

outpatient treatment. The campus will have onsite medical care through the Charles Drew Health Clinic, dental care through onsite volunteer dentists, and legal assistance through onsite volunteer attorneys. The Campus for Hope will provide job training and will assist in employment for more than 1,000 individuals living in the EZ. The Campus for Hope is funded with \$745,290 EZ grant money and an additional \$4 million from various private sector supporters and State and Federal government grants.

For more information, contact Scott Knudsen at 402-444-5381.

## **Rural Communities**

### **Full-Time EMS Services in the EZ Rio Grande Valley, Texas, Empowerment Zone**

In October 1995, the Rio Grande Valley Empowerment Zone provided approximately \$77,000 in startup assistance funding to Mr. Vaiz to start a new business, Advanced Cardiac and Trauma Emergency Medical Services (EMS), located in Edcouch, Texas. Mr. Vaiz started the business with his wife and another partner. The company has had an immediate impact on the area and has demonstrated that this neglected area was indeed able to bear the presence of a full-time EMS. Mr. Vaiz's business has created 12 new jobs and has served more than 1,500 clients in its first year of service. The business will now employ the wage-tax benefits of an Empowerment Zone and has leveraged \$252,000 in other funds. These funds include service contracts that were previously held by companies that were from outside the Zone and would take up to 2 hours to arrive at a call.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

### **New Ambulances Answer 22-Year Need Central Appalachia, West Virginia, Enterprise Community**

A dedication ceremony was held at Spencer Hospital to celebrate the arrival of a new ambulance in the Newton area of the Central Appalachia Enterprise Community.

The community has been trying to establish an ambulance service for 22 years. Owing to a grant from the Central Appalachia Enterprise Community, their patience has finally been rewarded.

For more information, contact James Anderson, Rural Coordinator, at 304-965-2712.

### **Health Occupations Training Collaborative Offers Skills to Residents Rio Grande Valley, Texas, Empowerment Zone**

A shortage of healthcare providers in the Rio Grande Valley Empowerment Zone exists. The Independent School Districts (ISD) of Edcouch-Elsa, La Villa, and Monte Alto, in cooperation with South Texas Community College, will establish a joint secondary/postsecondary program designed to develop skills necessary for employment in healthcare, geriatric care, and education/childcare. The training collaboration is designed to serve both in-school and out-of-school youth and will target at-risk/challenged youth and provide them with an alternative to dropping out of school. In-kind funding by the district totals \$1.1 million and includes construction costs and contributions to personnel, travel, and equipment costs. The South Texas ISD will assume full operation of the facility in the third year of the project.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

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# Housing Development and Homeownership

*The EZs and ECs have invested a majority of their time and funding in rehabilitating housing for low-income residents of the communities. Tearing down old, dilapidated housing projects to put newer, more modern units in their place. Initiatives were designed by neighborhoods to assist in the renovations and ensure that the new homes were bought by local residents. Also assisting in the programs were community-based organizations geared toward counseling and informing residents of the benefits of homeownership. Employers have also ensured that their employees are informed and supported in their desire to own a home. For many, the dream of owning a home became an opportunity, and eventually, a reality. Represented below are a selection of EZ/EC projects in which new units are built, historical buildings are restored, and homeownership is made possible.*

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## **Urban Communities**

### **200 New Rental Units and 120 Homes Planned**

#### **Albuquerque, New Mexico, Enterprise Community**

Using CDBG funds, Metropolitan Redevelopment Funds, and city bond funds, several acres have been acquired for high-density rental housing development. A developer has been hired to construct approximately 200 units of new rental housing on this property. In addition, 30 new units created for affordable homeownership projects have been completed, allowing low- and moderate-income homebuyers to realize the dream of homeownership. An additional 120 homes are in the planning stage, through various community, private, and government partnerships.

For more information about new rental housing in Albuquerque, contact Michael Passi, Associate Director, Department of Family and Community Services, city of Albuquerque, at 505-768-2860.

### **450 Homes Renovated and 450 Homes Constructed Under Mortgage Assistance Program**

#### **Atlanta, Georgia, Empowerment Zone**

This program provides “soft second mortgage” downpayment assistance to first-time homebuyers. Some 450 homes will be purchased and renovated, and 450 new homes will be constructed under the program. Zone residents will receive first priority for mortgage assistance. This program uses SSBG funds of \$7.2 million.

For more information about Summerhill and Mortgage Assistance, contact Paul White, Atlanta EZ Corporation, at 404-331-4480.

### **75 New Homeowners Assisted Through Homeownership Counseling**

#### **Baltimore, Maryland, Empowerment Zone**

Some \$1.25 million in non-EZ resources will be devoted to advise and counsel EZ residents about homeownership opportunities. The funders include Neighborhood Reinvestment Corporation, the city’s Department of Housing and Community



Development, Fannie Mae, several area colleges and universities, and several private mortgage lenders. Through several existing homeownership programs, Empower Baltimore Management Corporation expects to assist 75 EZ residents a year in the purchase of their own homes.

For more information about Baltimore’s programs, contact Diane Bell, Empower Baltimore Management Corporation, at 410-783-4400.

### **10 Local Companies Assist Families in Buying Homes**

#### **Chicago, Illinois, Empowerment Zone**

The Chicago EZ is beginning implementation of a housing program that will support and promote homeownership in targeted west side neighborhoods. Working with local employers to encourage and facilitate home purchases by employees through a structured approach using financial incentives, homebuyer education and counseling, and homeowner training, the program will leverage funds from employers with those of developers and private-sector lenders to achieve homeownership for working families. The program proposes to rehabilitate 50 rental housing units and market 20 housing units. Twenty-five employees will purchase homes and 10 companies will participate in the program, utilizing wage credits for 20 employees. Mortgage funds totaling \$2.5 million will be committed. The project is funded by \$145,000 in EZ funds and \$800,000 in private funds from participating employers.

For more information about Bethel New Life, contact Mary Beth Nelson, at 773-826-5540.



### **New Homes and Facilities Improvements in Bicentennial Village Cleveland, Ohio, Empowerment Zone**

In celebration of its bicentennial, Cleveland has initiated a partnership between the public and private sectors and the residents of the neighborhood. The initiative has sparked an unprecedented level of private investment in a very short period of time. Fairfax, the eastside Cleveland neighborhood in which Bicentennial Village is located, is also in Cleveland's designated Supplemental Empowerment Zone. The new construction component of Bicentennial Village received an Acquisition and Development Loan through Cleveland's Empowerment Zone program. Investment in 1996 has focused on the following activities:

**New housing construction.** Construction of 41 of proposed 49 homes, of which 33 will be market-rate homes built by private builders with base prices ranging from \$96,900 to \$128,900. In 1996, 16 homes will be built by Greater Cleveland Habitat for Humanity, their partner families, and hundreds of Greater Cleveland volunteers.

**Rehabilitation/home repair and painting.** Moderate and major rehabilitations of 100 owner-occupied, absentee landlord, and vacant houses through home weatherization and interior/exterior improvements. Minor improvements will occur on 100 additional owner-occupied houses through touchup painting, yard-light installation, and landscaping/fencing.

**Institutional/commercial improvements.** Completion of a minimum of five storefront renovations and/or commercial expansions will occur in Phase I. The Inner-City Nursing Home will be expanded by 100 beds. An Olivet/University

Hospitals Medical Center and a United House of Prayer will be built.

**Streetscape and public improvements.** Activities include widening existing streets and building a new cut-through street called "Bicentennial Place," installation of brick pavers, street resurfacing, and beautification improvements.

For more information about Cleveland's programs, contact Jon Beard, at 614-251-0926.

### **Project Hope Provides 18 Apartments to Families With Children Huntington, West Virginia, Enterprise Community**

A new transitional housing facility near downtown Huntington will soon provide decent housing and self-sufficiency training to the area's fastest growing homeless population—families with children. The bricks are being laid on Project Hope, a new residential housing complex where 18 two- and three-bedroom apartments, facing an inner green courtyard, will provide decent housing and educational opportunities for families with children. Eligible families will reside at Project Hope for up to 2 years while learning life skills and employment training. This will enable them to transition successfully to self-sufficiency and independent living by moving into private apartments or their own home after the 2-year period. The project is expected to be completed by the end of the year with occupancy slated for early 1997. Each of the 18 apartments will be individually furnished through the Mission's "Adopt a Room" campaign, in which civic and other groups, as well as individuals, donate funds to fully furnish each apartment. In addition to \$400,000 in EC funds, Project Hope was also financed



with a Supportive Housing grant, local CDBG and HOME funds, and private contributions.

For more information, contact Anita Unger, Director of Development, Tri-State City Mission, at 304-523-0293.

### **Land Bank Offers 60 Properties to Nonprofits Jackson, Mississippi, Enterprise Community**

The Land Bank will take tax-forfeited, dilapidated, and unwanted properties and market them to nonprofit housing organizations. The bank will identify organizations that are interested in owning and improving the properties and then turn over the nonproductive tracts of land to organizations that have developed a plan to improve and maintain the properties. Properties will be placed on tax rolls and the land transferred to the bank at an affordable rate. Provided that the properties are in the Land Bank, taxes will be abated.

All parties involved in the Land Bank project benefit; local governments put unproductive land back on their tax registers, and neighborhood organizations are able to access land at affordable rates. Currently, there are more than 60 properties in the Land Bank, the vast majority of which are located in the EC.

For more information about the Land Bank, contact Willie Cole at 601-960-1055 or Ryane Anderson at 601-960-2073.

### **Neighborhood Entrepreneurs New York, New York, Empowerment Zone**

Created by New York City's Department of Housing Preservation and Development and the New York City Housing Partnership to accelerate redevelopment and privatization of more than 50,000 units of city-owned housing in low-income neighborhoods, Neighborhood Entrepreneurs was designed to attract experienced for-profit property managers based in communities with high concentrations of city-owned property and to shift ownership from the city to private neighborhood-based owners. After a competitive application process, Helping Develop Our Community (HDC Corporation) was named the Neighborhood Entrepreneur for the Central Harlem EZ project. HDC will contract for the rehabilitation, management, and maintenance of the buildings for up to 2 years, during which title will be held by a nonprofit corporation and operated by the New York City Housing Partnership.



The Housing Partnership provides technical assistance to owners/managers and tenants. Once redevelopment is substantially completed and performance criteria have been met, Neighborhood Entrepreneurs will take title to the buildings.

In the EZ, Citibank has provided a \$13.6 million construction loan for the first phase of an innovative community development program that coordinates the efforts of city agencies, nonprofit organizations, and private financial institutions to address the need for affordable housing. The Citibank loan will be used to rehabilitate 169 units of housing in 13 formerly city-owned buildings in the Central Harlem EZ. The loan represents part of Citibank's commitment of \$24 million to the Neighborhood Entrepreneurs program.

For more information about Neighborhood Entrepreneurs, contact Deborah Wright, Upper Manhattan Empowerment Zone Development Corporation, at 212-932-1902.

## **Rural Communities**

### **Water Line Extensions Built Kentucky Highlands, Kentucky, Empowerment Zone**

In the Kentucky Highlands Empowerment Zone, the city of Monticello secured \$1.7 million in RECD Empowerment Zone set-aside funds, matched by a \$500,000 CDBG award to Wayne County, to extend water to 335 households in the county. In addition, the Jackson County Water Association was awarded \$1.9 million in RECD EZ set-aside funds, along with \$490,000 in CDBG funds, to add 265 new customers to the system.



For more information, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.

**Fannie Mae Supports Affordable Housing  
in the EZ**  
Rio Grande Valley, Texas, Empowerment Zone

The Rio Grande Valley Empowerment Zone has joined with Fannie Mae to form AHomes in the Rio Grande Valley. This locally targeted initiative will provide greatly needed affordable housing opportunities to families living in the south Texas major trade-route areas. Partners include mortgage lenders, real estate professionals, nonprofits, and local housing agencies.

Products of the partnership include flexible housing costs, downpayments, closing costs, and unsecured downpayments.

Program participants include Willacy and Hidalgo Counties Community Home Improvement, Hidalgo County First-Time Home Buyer Program, Flexible 97 for South Texas, and McAllen New Construction Lot Equity Mortgage.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.



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# Community Policing and Public Safety

*Before a business or individual will invest in a community, the safety and security of the area must be apparent. As EZs and ECs recognize this, many efforts have been made on the side of community policing and public safety. By making sure that police are a part of the community and that community watch groups are active, EZ/ECs are investing in the success and development of their future. Initiating conflict resolution and non-violence training into some areas and calling for cleanups of known drug areas results in communities that are safe enough for families and secure enough for businesses. Many of the following are examples of how EZ/ECs are achieving this end.*

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## **Urban Communities**

### **Block Watches Organized on Every EC Block Birmingham, Alabama, Enterprise Community**

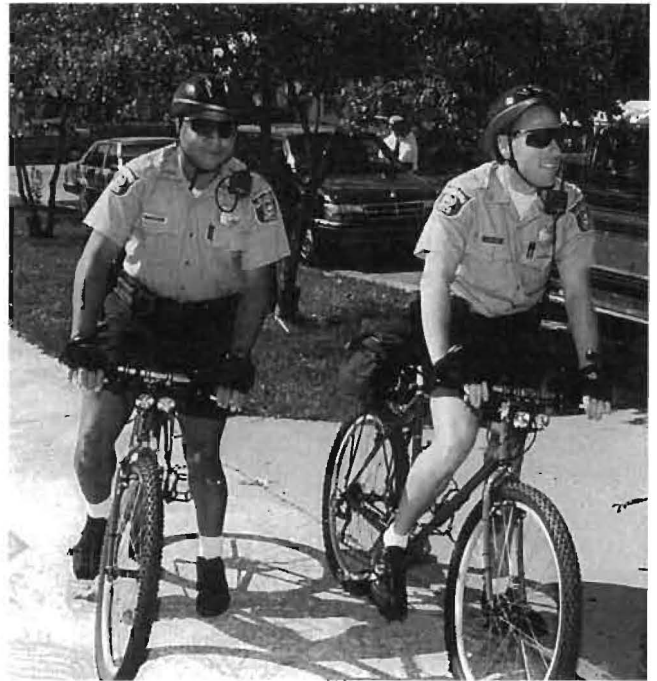
The Enterprise Community's Block Watch Community program officially began in July 1996. Patterned after nationally celebrated Block Watch programs, it aims to organize a Block Watch element in every block within the EC. EC blocks are organized under the direction of police department teams consisting of a sworn officer and a crime-prevention officer. The project is managed by the Urban Development Group, Inc. The Block Watch goal is to reduce crime in the targeted areas, prepare citizens, and improve ties to local police. The effort establishes a strong, ongoing dialog between the police department and the residents of the Enterprise Community. Committed to the idea of community policing, the EC advisory board has purchased cellular telephones and 911 service for Block Watch captains. Bicycles are being purchased for Block Watch patrol officers and crime-prevention officers.

For more information, contact Willie Huff, Director of the Urban Development Group, Inc., at 205-320-3010, or John Gemmill, Director of Community Enterprises Division, at 205-254-2870.

### **350 Youth Participate in Violence Prevention Program Chicago, Illinois, Empowerment Zone**

The Chicago Commons Innovative Human Services program will use education, one-on-one relationships, and positive activities to communicate the values of nonviolent resolution of conflicts, mutual respect, and cooperation in human interaction. Some 350 young people between the ages of 9 and 17 will participate in the program. The program will include workshops and community forums for young people to learn to understand the role of violence in their lives and to learn alternatives in a variety of contexts. Activities such as sports, art classes, and field trips will be available to participants. In addition, 15 young people will have ongoing, one-on-one mentoring and counseling in the first year. The EZ funds 100 percent of the \$55,251 budget.

For more information on Violence Prevention, contact Jose Cerda, City of Chicago, at 312-744-9623.



### **New Mobile Police Center Serves the EC Harrisburg, Pennsylvania, Enterprise Community**

The Harrisburg EC purchased a mobile police center that will increase visibility/surveillance within the EC and improve police effectiveness in specific high-crime-incident areas. Expanded police services within the EC will deter repeat offenders, provide a quicker response time, and reduce the overall crime rate. The unit will provide a wide variety of prevention as well as enforcement services, stabilizing the neighborhood and making it a better place for businesses and residents.

For more information, contact Terri Martin at 717-255-6423.

### **400 Residents Participate in VACOP Crime Prevention Groups Pulaski County, Arkansas, Enterprise Community**

The Volunteer Assisted Community Organizing Project (VACOP) was founded to assist EC residents in forming crime-prevention groups and to facilitate partnerships among EC residents, police, and code enforcement agencies of Little Rock and North Little Rock, private businesses, and neighborhood associations. Through a project coordinator,

EC residents and student interns create a system to develop crime-prevention groups, establish a community network, and create effective means of communication between all partners in VACOP. Through VACOP, it is expected that 400 EC residents will directly benefit from this 2-year program through enhanced organizational and implementation skills and

increased knowledge and use of existing community resources. VACOP uses \$125,000 in EC funds and \$25,000 in private in-kind contributions.

For more information about VACOP and Citizen Patrol, contact Henry McHenry, EC Committee Board, at 501-340-5675.

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# Neighborhood and Environmental Improvement

*The viability and vitality of a neighborhood are reflected in its cleanliness and beauty. To maintain their community—and as a result, the health of their environment—many EZs and ECs are designing neighborhood cleanup efforts. In addition to improving the environment, these projects provide structure for youth activities and, most importantly, build a feeling of community among residents as they strive toward a common goal.*

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## **Urban Communities**

### **Residents Trained To Paint Houses and Remove Asbestos**

**Atlanta, Georgia, Empowerment Zone**

This project coordinated the efforts of the city of Atlanta's Housing Department, the National Painters Union, and Sherwin Williams Paint Company to recruit and train volunteers to paint 250 houses for low-income residents in the Zone. Some homeless individuals and some residents of public housing were trained as professional painters and will become members of the local Painters Union. The second phase of the project is under negotiation. A total of \$2.5 million was leveraged from the private sector for the project.

The Asbestos/Lead Abatement project provides asbestos/lead paint/radon training to residents of the Atlanta Zone. As of March 1997, 13 residents have completed the training and through a partnership with a local developer, 100 percent of the trainees have secured permanent employment. The Project includes \$125,000 in Title XX funds.

For more information on house painting, contact Joseph Reed, Mayor's Office, at 404-853-7372, and for more information on lead abatement, contact Mickey Feltus at 404-331-4480.

### **EZ Residents Save \$88,000 Through Water Conservation Project**

**Atlanta, Georgia, Empowerment Zone**

Through a private/public partnership including the U.S. Environmental Protection Agency (EPA), the city of Atlanta, and several private firms, approximately 1,000 ultra-low-flush toilets and low-flow showerheads were distributed free of charge to EZ residents.

Volunteers from the AmeriCorps program and from the Summerhill, Reynoldstown, and Betmar LaVilla neighborhoods assisted in the distribution and installation of the water-saving devices. A memorandum from Paul White, executive director of the EZ, suggests potential savings of 25 million gallons of water and \$88,000 in water bill savings. Participating EZ households can expect to save \$120 each year. H.J. Russell Company, Monogram Credit Card Bank, CTSI Corporation, Bell South, and Atlanta Renaissance Hotel are among the sponsors that raised \$135,000 in funding and in-kind services.



For more information, contact Paul White, Atlanta EZ Corporation, at 404-331-4480.

### **Permit System for Vacant Lots Encourages Development**

**Columbus, Ohio, Enterprise Community**

Research has begun on the feasibility of establishing a permit system for the owners of vacant lots within the Enterprise Community. The cost of a permit increases the expense of owning a vacant lot for an extended period of time, thereby creating incentives to develop the land.

For more information, contact Jon Beard, Columbus Compact Corporation, at 614-251-0926.

### **Green Institute ReUse Center Reduces Waste While Creating Jobs**

**Minneapolis, Minnesota, Enterprise Community**

The center is reducing waste and creating jobs at the same time. Using \$300,000 in EC funds, this 26,000-square-foot store sells used materials donated by individual do-it-yourselfers or contractors and manufacturers. The goal is to encourage homeownership improvements in an economical way while saving and reusing materials. The center is an attempt to reduce the 40-percent solid-waste stream that is made up of



discarded building materials. The store employs six part-time and eight full-time workers.

For more information, contact Ken Brunsvold, Office of Grants and Special Projects, at 612-673-2348.

## Urban Greening Projects Initiated in 22 EC Neighborhoods

### St. Louis, Missouri, Enterprise Community

The Enterprise Community Greening Program is a greening and beautification program exclusively for groups in the Enterprise Community. This program assists neighborhood groups in implementing greening projects, such as trees, flower beds, neighborhood entrances, and vacant lots. The goals of the project are to fund each of the 22 EC neighborhoods at a level of \$2,300 as well as three larger scale projects at \$5,000; to encourage neighbors to work together on common projects and get to know one another better; to increase the tangible investment of a cross-section of the community, thereby reducing any likelihood of

vandalism; and to improve the residents' skills and capacity for team-building.

The Enterprise Community Greening Program is a collaborative effort between the Urban Gardening Partnership (Gateway to Gardening, the Missouri Botanical Garden, and the Extension Center of University of Missouri) and Operation Brightside. Collectively, these organizations bring their experience with urban projects to the neighborhoods within the EC.

For more information, contact Dorothy Dailey, St. Louis Development Corporation, at 314-622-3400.

## Youth-Run Ivy Grow Over Project Discourages Vandalism

### San Diego, California, Enterprise Community

The overall goal of Operation Embrace is to motivate residents of Barrio Logan, a community blighted with drug and gang graffiti, to improve their surroundings while involving themselves in community activities. Community youth and adults form Neighborhood Watch groups to identify increases in graffiti and areas where ivy can be planted to cover it. Ivy plantings are an alternative to painting over offending graffiti because they virtually eliminate the need for additional painting. Currently, 49 youth are involved with the Neighborhood Watch groups and plantings, and 28 adults are receiving leadership training. Twenty-three sites have been planted. Operation Embrace is funded by \$158,586 in Federal funds and \$10,000 in private contributions.

For more information, contact Rachael Ortiz, Barrio Station, at 619-238-0314.



## **Neighborhood Environmental Action Team Finds Long-Term Solutions to Litter, Graffiti, and Weeding/Mowing** Tampa, Florida, Enterprise Community

To assist merchants and residents in the Tampa EC to find long-term solutions to their litter, weed, mowing, and graffiti problems, the Neighborhood Environmental Action Team (NEAT) educates the community on such methods for reducing graffiti problems as the installation of thorny shrubs, drought-tolerant plants, vines, textured walls, and murals, and on low-cost ways to remove graffiti. NEAT also trains, equips, and hires 16- to 21-year-old youth from the EC to remove weeds, mow, caulk, cold asphalt, remove graffiti, and install graffiti-prevention methods. These youth must stay in school to be part of the program. After graduating from high school, these youth are interviewed by the Parks Department for part-time jobs. Some of the youth may be helped to set up their own lawn-mowing or graffiti-removal businesses. Business cards, door hangers, and fliers are paid for by the program. Finally, NEAT works with the neighborhood associations to organize special community cleanup days, hire youth team members to mow the lawns of elderly residents, and put pressure on dead-beat property owners to improve their property.

For more information, contact Ben Stevenson, city of Tampa, at 813-242-5359.



## **Rural Communities**

### **Multicounty Recycling and Composting Facility Established** Kentucky Highlands, Kentucky, Empowerment Zone

Clinton and Wayne Counties have jointly begun the first phase of a proposed multicounty recycling project

that will include \$2 million of KHEZ financing. A citizen project group conducted a national search and has selected a consultant group to complete a feasibility and operational study. The project group meets twice monthly and expects the feasibility study to be completed soon.



### **Alternative Crop Venture Fund Offers Loans to Innovative Farmers** Kentucky Highlands, Kentucky, Empowerment Zone

Managed by a 20-person Loan Review Committee, the Alternative Crop Venture Fund encourages KHEZ farmers to experiment with new crops, growing methods, or livestock production. A primary goal of the initiative is for Zone farmers to become less reliant on tobacco production. The program offers a loan of up to \$2,500 per year, per farm, that must be matched with \$2,500. The loan becomes a grant if the experiment fails. Regardless of success, the farmers are required to share information with other producers.

During the first year of operation, 9 loans were approved, and 15 loans are planned for this season.

For more information on Kentucky's programs, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.



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# Technology and Internet Innovations

*Technological advancement in the EZs and ECs has quickly been recognized as a priority for the communities. With the support of Federal sources and private-sector investments, new technologies such as the Internet have become accessible to residents in the communities. These advancements serve many purposes, from posting job opportunities and community services to allowing students the chance to access information from all over the world. Students are also made aware of the needs and programs of their neighborhood through HUD's newly available computer-mapping software. As a result, residents and students have the opportunity to participate in planning the future of their community.*

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## Urban Communities

### Technology Challenge Project Creates Multimedia Electronic Educational Network Atlanta, Georgia, Empowerment Zone

The Atlanta Public Schools propose to create a multimedia electronic educational network (interactive for grades K through 12) to link school, home, and community. This network will provide easy access to the administrative and instructional staffs of the local schools and administrative personnel as well as provide access to local, national, and global resources. Funding includes \$9,000 from the U.S. Department of Education and at least \$27,000 from private sources. At one Zone middle school, almost \$2 million in services and equipment have been donated. The mayor and the school superintendent recently accepted a national award for the effort at this school, which included a \$10,000 payment to continue technology efforts.

For more information, contact Paul White, Atlanta EZ Corporation, at 404-331-4480.

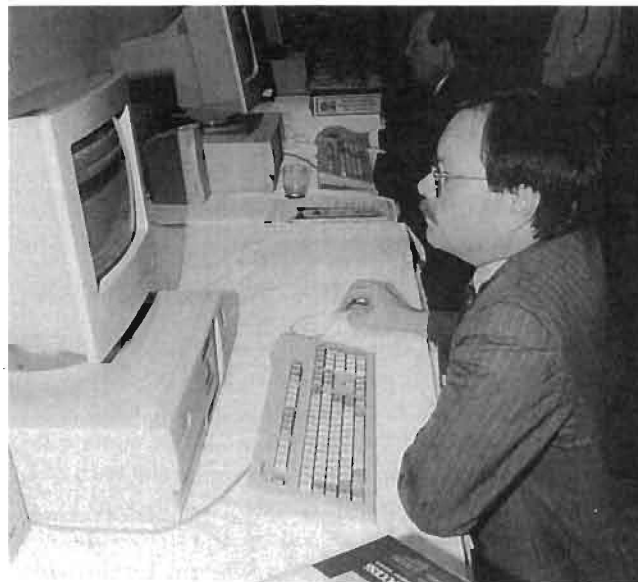
### EC Residents Receive Internet Access Through BridgeNet Bridgeport, Connecticut, Enterprise Community

The city of Bridgeport has entered into a subcontract with BridgeNet, a local initiative that will train and provide access to the Internet for EC residents. The goal of BridgeNet is to provide access to the information and communications resources of the Internet for Enterprise Community residents of Bridgeport. BridgeNet seeks to develop interactive Web sites that will bring people together to build informational structures, provide resources for residents, and establish internal communication with one another for the benefit of the community.

For more information, contact Janice Willis or Michael McCarthy at 203-332-5662.

### EC Schools Teach Through Computer-Mapping Software Houston, Texas, Enhanced Enterprise Community

Houston's EEC middle and high schools are the first of the EZs, SEZs, and EECs to receive free computer-mapping software with a prototype lesson plan. The software package integrates a database of federally



funded HUD projects and U.S. Census Bureau information, such as unemployment rates, income levels, and ethnic concentrations. The combination of the two programs will allow students to zoom in on specific streets, see the connection between their neighborhoods and government, and learn where and how HUD dollars are being spent. HUD plans to provide copies of the software package to middle and high school students in every EZ, EEC, and SEZ.

For more information, contact Judith Butler, mayor's office, at 713-247-2666.

### Norfolk Works Maintains Electronic Resume Portfolio and Job Listings Norfolk, Virginia, Enterprise Community

Norfolk Works, Inc. (NWI), dedicated to job creation and job placement, maintains electronic bulletin boards for residents' and employers' use in the job-placement process. For residents, NWI has secured commitments from many area employers to publicize jobs through a job bank. This service enables potential employees who are screened and placed in job training to be matched with actual jobs for which they can apply. The roster of employers who are participating in the job bank includes more than 50 businesses. Employers can make use of the program's electronic registry of potential employees in any given service area. Data on each participant in the NWI program are entered into a database listing an individual's assessment, qualifications, training, education, and work experience. This electronic portfolio allows employee clients an

opportunity to develop a resume, which serves as an effective marketing tool for future job searches.

For more information, contact Eleanor Bradshaw, Executive Director, at 757-624-8650.

### **Partner Program Network: Technology Grants Implemented Oakland, California, Enhanced Enterprise Community**

The branch libraries and 25 nonprofit organizations in the EEC areas that were the recipients of U.S. Department of Education and HUD information technology grants have all started the implementation of their programs. State-of-the-art computers with Internet access have been installed at each organization, and staff have been trained by university student liaisons who have been trained and assigned to provide training and technical assistance. The students are assisting each organization with the development of its own technology plan and Web page. In addition, the student liaisons are implementing community- and client-training sessions on resume development, electronic mail, job search, and other applications of interest to the EEC.

For more information, contact Elissa Brown at 510-238-3089.

### **Bridge Project Brings E-mail to EZ Residents Philadelphia, Pennsylvania, Empowerment Zone**

Funded by the Telecommunication and Information Infrastructure Assistance Program of the U.S. Department of Commerce, the project will establish three community-access computer labs in the EZ and a mobile van with computer equipment aboard. Free Internet access and E-mail accounts will be provided to the EZ residents. The Internet system also includes a Web page, which connects to online resources within the Philadelphia-Camden Empowerment Zone. The Institute for the Study of Civic Values developed "EZTools," a Web homepage that connects each broad goal in the Empowerment Zone plan to a menu of online resources in the area and to a page that lists the Empowerment Zone projects associated with the goal. The Bridge Project Web site may be found at <http://www.libertynet.org:80/~ln-ntia>. Total cost for the Bridge Project is \$852,000 (\$400,000 from

Commerce and the remainder from the Mayor's Office of Community Services, the Free Library, LibertyNet, and WHY? Public TV).

For more information, contact Carlos Acosta, city of Philadelphia, at 215-686-9763.

### **Member-Organized Resource Exchange Offers Public Access Computers in the EC St. Louis, Missouri, Enterprise Community**

The Member-Organized Resource Exchange (MORE) program is a public-access computer network designed to disseminate information about social services. Grace Hill Neighborhood Services, a nonprofit agency located in the EC, developed a database of services and a user-friendly touch-screen format for accessing the database. In addition, Grace Hill maintains a connection between its server and the Missouri Employment Security Divisions database of job openings. Grace Hill will place approximately 30 public-access computers in disadvantaged areas in the St. Louis metropolitan area. EC funding is being used to place computers in 12 additional locations in the EC. Grace Hill sites are attended by volunteer mentors, who help new users to access the system. The volunteers are paid a small stipend for training and agree to volunteer a certain number of hours. Volunteers receive "MORE Dollars" or credits which can be used to purchase services from other Grace Hill neighbors. Grace Hill has received \$70,000 in EC funds.

For more information, contact Dorothy Dailey, St. Louis Development Corporation, at 314-622-3400.



## **Rural Communities**

### **Educational Center Promotes Community-Based Learning**

#### **Rio Grande Valley, Texas, Empowerment Zone**

Lyford Independent School District, located within RGVEZ, in cooperation with the Texas A&M Colonias Project, a 21st Century Learning Grant, and the Sebastian community, has been awarded a grant to develop a community-based education center. The educational project will establish a literacy center, develop a Students Using Powerful Enrichment Resources (SUPER) tutoring program, develop a Summer Learning Involves Functional Education Program, and renovate the Sebastian Elementary Annex. EZ funds will complete renovation, purchase supplies and equipment, and conduct operations for the first 2 years of the project. The school district has leveraged an additional \$828,309 to support the overall program and will continue funding for the educational center after Zone funds have been spent.

For more information, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

### **Cyber Ed Visits Empowerment Zone**

#### **Kentucky Highlands, Kentucky, Empowerment Zone**

On May 7, 1996, a big 18-wheel rig named Cyber Ed rolled into the parking lot at Jackson County High School. The truck remained in the KHEZ for an entire week. Cyber Ed is a key element of the Cyber Ed Program, an unprecedented effort to bring technology training directly to teachers, students, and community leaders. Hands-on Internet and advanced online communications training were provided. Cyber Ed was created in support of the White House initiative to foster public-private partnerships to improve educational resources in economically disadvantaged areas. Throughout the summer, the Cyber Ed Program visited schools in 15 designated EZs across the country.

Kentucky Highland's Educational Technology Task Force met on May 24, 1996. Representatives from all four school districts—Clinton, Wayne, Jackson, and Monticello—were present. Also on hand were representatives from KHEZ and the Kentucky Center for Rural Development. They reviewed the highly successful Cyber Ed visit and decided to work on the educational technology initiative as a group rather than as

separate districts. In addition to reviewing the Cyber Ed visit, the group began making plans for implementation of the initiative once computers become available.

For more information, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.

### **Library Automation Project Provides Connection to Information Superhighway**

#### **Rio Grande Valley, Texas, Empowerment Zone**

The use of technology to offset the isolation in rural communities is key to the empowerment of rural communities. In a joint community project by the city of Port Isabel and RGVEZ, library users will benefit from the automation of library operations, such as the Online Catalog with advanced searching features, access to the latest in multimedia materials, and connection to the Information Superhighway. The goal of the Port Isabel Public Library Automation Project is to provide services that will contribute to the economic development and vitality of the Port Isabel Community and surrounding areas. The subzones have partnered with the Texas Community Development Program and city matching funds totaling \$1.1 million.

The matching funds include contributions of land, facilities, furniture, books, architectural and engineering fees, and professional services.

For more information about Texas programs, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

### **Library Media Center Provides Internet Services to Community**

#### **Rio Grande Valley, Texas, Empowerment Zone**

In RGVEZ, the South Texas Independent School District (ISD) will construct a valleywide library/media center for data dissemination, educational training, and linkage to Internet by providing services to school districts, public libraries, business industries, and community patrons. The center will also provide involvement in family literacy and educational opportunities for adults and out-of-school youth. Empowerment Zone funding makes it possible for rural satellite students to have a library facility. In-kind funding by ISD totals \$1.7 million and includes construction costs of



\$1.5 million and contributions to personnel, travel, and equipment costs. South Texas ISD will assume full operation of the facility during the third year of the project.

For more information about Texas programs, contact David Gonzalez, Texas Rural Development Coordinator, at 210-618-1252.

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## Community-Based Partnerships

*Community connections have laid the foundation for the EZ/EC program. Networks between agencies, private-sector entities, community-based organizations, and communities contribute to the overall success of the EZ/EC program. Relying on community-led boards to direct the activities of the neighborhoods has led to creative ways of involving other organizations. Receptions and information clearinghouses link residents with broad networks of community resources. The following are efforts that represent some effective techniques that bring people together to build and strengthen true partnerships based in the communities.*

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## **Urban Communities**

### **Council of Foundations Receptions Encourage Collaboration Atlanta, Georgia, Empowerment Zone**

The Empowerment Zone Corporation (EZC) hosted a reception for members of the Council of Foundations. Information packages were provided to members to develop an interest in EZ initiatives. This activity was designed to foster better relationships between the EZC and various foundations whose focus is providing services to youth and families. The development of this collaboration is intended to utilize those private resources to leverage Empowerment Zone dollars to enhance or expand programs. No SSBG funds are involved. Participating agents are the Community Empowerment Advisory Board, NationsBank, and Georgia Power.

For more information about Atlanta partnerships, contact Paul White, Atlanta EZ Corporation, at 404-331-4480.

### **Neighborhood Associations Find Powerful Ally in Churches Charleston, South Carolina, Enterprise Community**

Some Charlestown EC neighborhoods are now developing closer ties with neighborhood churches. Neighborhood associations are planning to host meetings with groups of their own neighborhood churches. The Upper Peninsula Revitalization Association (UPRA) is made up of North Central and the surrounding neighborhoods. Together these groups have tackled a major eyesore and a street drug market and have turned them into an asset, creating affordable rental housing for residents in the neighborhood. The New Israel Reformed Episcopal Church borrowed more than \$1.5 million to acquire properties that had been part of the problem and, with the close cooperation of the police, enforce the trespassing laws. UPRA's continual pressure helped to turn the tide. UPRA's presence was also pivotal in bringing a 35,000-square-foot supermarket, Food Lion, into a distressed EC shopping mall.

For more information, contact Eric Loewe at 803-973-7285.



### **EZ Taps Resources of Local Universities Cleveland, Ohio, Supplemental Empowerment Zone**

A new partnership between Case Western Reserve University, Cleveland State University, and Cayuga Community College created the Cleveland Community Outreach Partnership Center (CCOPC). The three entities have joined to combine resources and apply innovative ideas in support of the EZ initiative. By providing technical assistance, human development assistance, community leadership development, and other resources, CCOPC will enhance the services provided by various social-service and community-based organizations. Most recently, a survey of small businesses was conducted by CCOPC to assess the needs of small-business owners.

For more information, contact Angela Lowder, at 216-368-3191.

### **Community-Based Organizations Trained Through Neighborhood Partnership Academy Detroit, Michigan, Empowerment Zone**

The Neighborhood Partnership Academy (NPA) will provide training and technical assistance to community-based organizations in the Detroit EZ. The Local Initiative Support Corporation (LISC) established NPA to provide groups with the skills they need to make their depressed communities more sound, such as organizational capacity-building, economic development, financial management, and legal assistance. The program is expected to be a stabilizing force in the community. NPA will help people return their neighborhoods to what they used to be. Total project costs are more than \$2.5 million.

For more information, contact Victor Abla at 313-965-9848.

## **Neighborhood Innovation Grants Reward EC Pilot Projects**

### **Memphis/Shelby County, Tennessee, Enterprise Community**

The Memphis/Shelby County EC rewards neighborhood groups for innovative thinking. The EC is offering \$20,000 grants to neighborhood groups that have good short-term, highly visible, pilot project ideas and the ability to raise \$10,000 in matching funds. The city is particularly interested in projects that deal with youth and workforce development and community capacity building.

For more information, contact Shirley Collins, Center for Neighborhoods, at 901-526-6627.

## **Partner Program Network Facilitates Community Collaboration**

### **Oakland, California, Enhanced Enterprise Community**

The Partner Program Network currently has 150 nonprofit organization members. Last year's activities included workshops on grant writing, legal issues, collaboration building, volunteer management, fund development, and insurance. Forty-five Partner Programs have received extensive management consultation from University of California at Berkeley masters in business administration students. Partner Programs have also received individual fund-development, information technology, and board-development assistance at no cost. Partner Programs have collaborated on a \$361,000 grant from the HUD Early Child Development program, which will train 25 residents of public housing as family daycare providers, offering them free business training, free support groups, mini-grants to start their own businesses, information on resources and services for parents, and grant funds to subsidize their parents' childcare while they participate in job training. Partner Programs also provide training and internship opportunities to the community-building team participants.

For more information, contact Jean B. Johnson-Fields at 510-238-6459.

## **\$97,000 Marketing Plan Implemented To Recruit New Businesses**

### **Southern Nevada Enterprise Community**

This marketing strategy is a highlight to the SNEC. Few cities currently have such a program and many are interested in starting one. The following efforts have gone into the marketing plan:

- A marketing packet will highlight the benefits provided by the Federal Government, State of Nevada, Clark County, Las Vegas, and North Las Vegas for businesses to locate in the EC boundaries. A designer has been chosen and a budget has been set. Completion of the packet is expected in March.
- A video has been designed as an informational piece educating viewers about the EC and its partners.
- A radio show has been planned through a 6-month agreement that has been signed by the SNEC and a nonprofit radio station located in a predominantly African-American portion of the EC. Each Friday during the 6-month period, 30 minutes of airtime is devoted to discussing the EC's programs. The first show premiered on Friday, January 10, with great success, to introduce the loan guarantee program. The producers of the show receive many phone calls inquiring about the program. The schedule for the 6 months has been planned out, and if the 6-month pilot period





continues with success, the show may branch out to other radio stations, such as predominantly Hispanic stations.

For more information, contact Jennifer Padre, SNEC, at 702-455-5025.

## **Rural Communities**

### **110 Residents To Participate in Strategic Vision and Leadership Training Workshops Kentucky Highlands, Kentucky, Empowerment Zone**

KHEZ has been awarded a \$45,140 grant from the Appalachian Regional Commission to conduct



Leadership Training and Strategic Vision Building Workshops for EZ residents. The grant, matched by \$11,285 in local funds, will provide training to 110 Zone residents on how to work together and take control of and responsibility for the projects currently ongoing in their communities. The training, to be conducted by The Pacific Institute, will take 3 to 4 days and be directed at groups that are not familiar or comfortable with being in charge.

For more information, contact James Letcher, Kentucky Rural Development Coordinator, at 606-224-7336.





# Resource Page

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Andrew Cuomo, Secretary

### **Office of Community Planning and Development**

451 7th Street SW.  
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Washington, D.C. 20410  
Phone: 202-708-2690  
Fax: 202-708-3336

### **Empowerment Zones and Enterprise Communities Website**

<http://www.ezec.gov>

### **Community Connections**

For information on programs to help you build your communities:  
P.O. Box 7189  
Gaithersburg, MD 20898-7189  
Phone: 800-998-9999  
E-Mail: [comcon@aspensys.com](mailto:comcon@aspensys.com)

## **U.S. Department of Agriculture**

Dan Glickman, Secretary

### **Office of Community Development**

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