

Administration for Children and Families

Fiscal Year 2004

Report to Congress

on

Community Services Block Act

Discretionary Activities

Community Economic Development (CED)

and

Rural Facilities (RF) Programs

Table of Contents

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM 4

Overview 4

Program History..... 4

Public Markets grants 5

CED National Philanthropic Institution grants (CED/NPI) 5

Emergency grants 5

Community Economic Development Grants Covered in this Report to Congress.... 6

Table 1: FY 2004 Grant Awards 6

Completion of Grant Projects..... 7

Table 2: Status of Grant Projects..... 7

Project Outcomes..... 8

Proposed Versus Actual Outcomes for Fiscal Year 2004..... 8

Table 3: FY 2004 Project Outcomes 8

Table 4: Proposed Versus Actual Project Outcomes 7

Types of Proposed Grantee Projects 9

Table 5: Types of Proposed Grantee Projects..... 8

Project Descriptions11

Overview11

Program History.....11

Table 6: FY 2004 Rural Facilities Grant Awards..... 13

Table 7: Number of Communities Served and Amount of Funds Leveraged..... 13

Table 8: Training and Education Activities Conducted14

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM	15
PLANNING GRANTS	15
PUBLIC MARKETS GRANTS	25
COMMUNITY ECONOMIC DEVELOPMENT NATIONAL PHILANTHROPIC INSTITUTION PROJECT GRANTS	30
EMERGENCY DEVELOPMENT/SPECIAL NEEDS GRANTS	34
INCREMENTAL DEVELOPMENT GRANTS	37
Community Development Corporation	72

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

Overview

The Community Economic Development Discretionary Grant Program (CED) is authorized under Section 680(a)(2) of the Community Services Block Grant Act of 1981 (Public Law 97-35), as amended by the Community Opportunities, Accountability, and Training and Educational Services Act of 1998 (Public Law 105-285). The Office of Community Services (OCS) awards CED grants on a competitive basis to private, non-profit community development corporations (CDCs) that create employment and business development opportunities for low-income individuals and help move them towards self-sufficiency.

A CDC is an organization governed by a board of directors composed of community residents, business, and civic leaders. It must have as a principal purpose the planning, development, or management of low-income housing or community development projects.

This report provides information on all CED grants awarded in Fiscal Year (FY) 2004. Persons served by CED grants include recipients of Temporary Assistance for Needy Families (TANF), non-custodial parents, residents of public housing, and homeless and other disadvantaged individuals. CED grants fund two types of projects: non-construction and construction. Non-construction projects include investments in sectors such as manufacturing, technology, micro-business, and agriculture. Construction projects often involve purchasing or improving real estate to create anchor buildings for community redevelopment. In FY 2004, non-construction projects were funded for periods of up to three years. Construction projects were funded for periods of up to five years.

Program History

CED has its origins in the Federal Government's "War on Poverty" in the 1960s. Initially referred to as the Special Impact Program, CED was created in 1966. It was administered first by the Office of Economic Opportunity (OEO), the Government's official anti-poverty agency, but was moved later to the U.S. Department of Labor (DOL). There, the first community economic development project was funded in FY 1967 in the Bedford-Stuyvesant neighborhood in Brooklyn, New York. The project provided job training and jobs to 4,000 low-income neighborhood residents at a cost of \$7 million.

In FY 1968, DOL, OEO, the U.S. Department of Agriculture (USDA), and the U.S. Department of Commerce's Small Business Administration (SBA) jointly administered the Special Impact Program. That fiscal year, OEO made its first direct Special Impact grant to the Hough Area Development Corporation in Cleveland, Ohio. The Hough Area Development Corporation was the first Special Impact grantee to meet the legislative goals of community participation.

In FY 1969, OEO administered a major share of the Special Impact Program, \$10 million of which went to support a cadre of CDCs including the Bedford-Stuyvesant Restoration Corporation. In 1970, the entire \$30 million in Special Impact funds was placed again under OEO.

In FY 1972, the CED Program's legislative mandate was "to encourage the development of special programs by which residents of urban and rural low-income areas may, through self-help and mobilization of the community at large, with appropriate Federal assistance, improve the quality of their economic and social participation in community life in such a way as to eliminate poverty and establish permanent economic and social benefits." In 1973, OEO's name was changed to the Community Services Administration (CSA).

In FY 1981, Congress established nine block grants, including the Community Services Block Grant (CSBG). The CSBG Act consolidated several categorical programs into a single Federal funding stream. This Act also established CSBG discretionary programs, including CED. These programs are administered by the Office of Community Services (OCS) in the Administration for Children and Families (ACF), U.S. Department of Health and Human Services (HHS).

Community economic development is a process by which a community garners and uses resources to attract capital in order to increase commercial, business development, and employment opportunities for its residents. OCS supports projects that engage local enterprises, create career opportunities with upward mobility for low-income individuals, and facilitate economic growth in low-income communities.

Community Economic Development Discretionary Grant Program Priority Areas

During FY 2004, the CED Program made funding available under the following priority areas:

Planning grants – These grants provided funds to recently established CDCs so that they could acquire the technical expertise and resources to assess their community’s economic needs, determine effective development intervention strategies, and assess the feasibility of potential projects. Grants were limited to CDCs that had existed for no more than three years or had existed longer than three years but had no record of participation in economic development projects.

Public Markets grants – These grants provided operational funds to organizations that had received planning grants in the two fiscal years preceding the award. Once the grants were awarded, CDCs were required to conform to the purposes, requirements, and restrictions that applied to operational grants. These grants were awarded for the first time in 2004.

CED National Philanthropic Institution grants (CED/NPI) – These new grants provided operational funds in two phases to organizations that demonstrated firm and substantial support (financial and other support) for projects where planned neighborhood transformation initiatives are underway in urban areas with at least 250,000 residents. Grants of up to \$500,000 were awarded to create jobs and business ownership opportunities for low-income residents. These grants were awarded for the first time in 2004.

Emergency grants – These grants provided operational funds to organizations experienced in CED work and the ability to address special or emergency needs in their targeted areas. Once the grants were awarded, CDCs were required to conform to the purposes, requirements, and restrictions that applied to operational grants. These grants were awarded for the first time in 2004.

Incremental Development grants – These grants provided funds to CDCs that lacked written commitments for non-CED funding, site control, and low-income referral sources from which projects would access low-income beneficiaries for jobs and businesses. The first award was for 20 percent of the grantee’s requested amount of funding for the project. This 20 percent was to be used for development activities. When the grantee had acquired non-CED funding, site control, and low-income referral sources for the project, the grantee could apply for the remaining 80 percent of the award. The total award could not exceed the maximum funding limit of \$700,000.

Operational grants – These grants created employment and business development opportunities for low-income individuals, families, and communities. CDCs receiving these grants were experienced in implementing economic development projects and could execute a new project shortly after the grant award.

Training and technical assistance cooperative agreement – This nationwide project provided CDCs with training and technical assistance on capacity building, including planning and project evaluation.

Community Economic Development Grants Covered in this Report to Congress

This Report to Congress covers the status of 69 CED grants funded in FY 2004. All outcome information provided in this Report to Congress has been self-reported by grantees.

Table 1: FY 2004 Grant Awards

Priority Area	Maximum Award	Length of Project Period	Number of Grants Awarded	Total Priority Funding
Planning	\$75,000	1 year	9	\$675,000
Public Markets – non-construction	\$250,000	3 years	4	\$984,500
Public Markets – construction	\$250,000	5 years	--	--
CED/NPI – non-construction	\$500,000	5 years	--	--
CED/NPI – construction	\$500,000	5 years	4	\$2,000,000
Emergency – non-construction	\$500,000	1 year	1	\$500,000
Emergency – construction	\$500,000	2 years	1	\$500,000
Incremental – non-construction	\$700,000	3 years	4	\$1,244,391
Incremental – construction	\$700,000	5 years	19	\$5,389,377
Operational – non-construction	\$700,000	3 years	14	\$7,287,080
Operational – construction	\$700,000	5 years	12	\$6,949,483
Total Non-construction and Construction Grants			68	\$25,529,831
Training and Technical Assistance	\$269,060	1 year	1	\$269,060
Grand Total	N/A	N/A	69	\$25,798,891

Data in Table 1 reveals that in FY 2004 among all priority areas:

- Seven types of grants were awarded totaling \$25,798,891;
- 32 non-construction grants (including planning grants) were awarded for \$10,690,971;
- 36 construction grants were awarded for \$14,838,860; and
- One grant was awarded for \$269,060 for training and technical assistance.

Completion of Grant Projects

As shown in Table 1, 68 grant awards had varying project periods, excluding the one-year grant for technical assistance. When this Report to Congress was written, some projects were complete, while others were still in progress. Completed projects are projects that ended before the writing of this report and have been closed successfully. Incomplete projects are those that have end dates beyond the date of this report and are still in progress; therefore, they are not expected to have been completed. Unsuccessful projects were not able to finalize the necessary activities needed to complete a project, such as gaining site control, securing commitments of non-CED funds to complete the project, and/or obtaining referral sources from which the project could receive low-income beneficiaries; therefore, the grantee would determine that the project described in the application could not be completed. Incomplete projects are not deemed unsuccessful, although they may not have created jobs to date.

Generally, non-construction grants were allowed three-year project periods, and construction grants were allowed five-year project periods. Under certain circumstances, grantees could request an extension for up to 12 months. This might occur when a grantee was unable to secure site control within timelines established in its work plan or when a grantee faced barriers that prevented it from meeting project goals. Emergency grants typically have shorter project periods. The two Emergency grants issued in FY 2004 had project periods of one and two years.

As documented in Table 2:

- 46 projects were completed;
- 17 projects have not been completed yet; and
- 5 projects were unsuccessful.

Table 2: Status of Grant Projects

Priority Area	Completed Projects	Incomplete Projects	Unsuccessful Projects
Planning	9	--	--
Incremental – non-construction	4	--	1
Incremental – construction	8	6	4
Operational – non-construction	13	1	--
Operational – construction	7	5	--
Public Markets	3	1	--
CED/NPI	--	4	--
Emergency – non-construction	1	--	--
Emergency – construction	1	--	--
Total	46	17	5

All of the *planning* projects were completed successfully.

Twelve **incremental development** projects were completed. Twelve incremental projects began in either FY 2002 or FY 2003 and received the balance of the project funding in FY 2004 for the second phase. Eleven started the first phase with FY 2004 funding. Of the 23 incremental projects, 12 were completed; six were incomplete because they have project periods ending in FY 2009; and 5 were unsuccessful.

During phase one, 20 percent of incremental funding is used for development purposes. The grantees have two additional fiscal years in which to apply for the remaining 80 percent of incremental funding to complete phase two. Phase two grant requirements include: 1) gaining site control; 2) securing commitments of non-CED funds to complete the project; and 3) obtaining referral sources from which the project could receive low-income beneficiaries. This Report to Congress reflects either the 20 percent for phase one of the incremental funds, or phase two funds of the remaining 80 percent awarded to grantees from either FY 2002 or FY 2003.

The majority of the non-construction **operational** projects were completed with one exception. Five of the construction **operational** projects were not completed yet because they have project periods ending in FY 2009. There were no unsuccessful operational projects.

Project Outcomes

The three indicators used in this Report to Congress to measure progress or success are: 1) number of jobs created; 2) number of businesses created or expanded; and 3) amount of non-CED funds secured or leveraged by grantees in addition to their CED award to implement the proposed project. Grantees often secure additional non-CED funds to implement their project; these funds are not required by statute but may be helpful to execute the project. In tables and project descriptions, "Proposed" refers to the goal described in the grantee's application. "Actual" refers to what the grantee subsequently reported as having accomplished.

Proposed Versus Actual Outcomes for Fiscal Year 2004

Table 3: FY 2004 Project Outcomes

Priority Area	Jobs Created		Businesses Created or Expanded		Funds Leveraged	
	Proposed	Actual	Proposed	Actual	Proposed	Actual
Planning	N/A	N/A	N/A	N/A	N/A	N/A
Public Markets	239	287	165	266	\$2,682,592	\$2,852,863
CED/NPI	376	17	13	2	\$29,948,000	\$21,448,000
Emergency	50	70	1	1	\$6,000,000	\$6,000,000
Incremental	1,842	1,103	135	184	\$95,381,221	\$63,623,660
Operational	1,512	1,978	186	199	\$55,869,328	\$61,007,928
Total	4,019	3,455	500	652	\$189,881,141	\$154,932,451

Table 3 details data for projects funded in FY 2004; in that fiscal year, 3,455 jobs were created compared with the 4,019 jobs proposed. This reflects two facts: 1) Incremental development grants are not expected to produce jobs in their first year (FY 2004); and 2) Operational construction grants met expectations, overall, and grantees have until FY 2009 to complete or exceed their goals. Because of unanticipated planning, weather variations, leasing, and other challenges, construction projects typically take longer to fully implement. Therefore, grantees may opt to create jobs in years four and five of their project period. It should be noted also that jobs reported from Emergency grants are only from one of the two grantees. A grant for hurricane-related community economic development did not propose to create jobs, as the exact number and nature of businesses needing assistance was unknown.

Grantees leveraged 82 percent of the non-grant funds proposed for projects. They secured almost \$155 million and additional funds may be leveraged by the projects still operating through FY 2009.

Table 4: Proposed Versus Actual Project Outcomes

Project Status	Jobs Created		Businesses Created or Expanded		Funds Leveraged	
	Proposed	Actual	Proposed	Actual	Proposed	Actual
Completed	2,770	2,973	424	594	\$112,826,403	\$98,710,870
Not Completed	1,249	482	76	58	\$77,054,738	\$56,221,581
Total	4,019	3,455	500	652	\$189,881,141	\$154,932,451

Table 4 shows that completed projects exceeded job creation goals by 7 percent; exceeded goals for business creation/expansion by about 34 percent; and leveraged nearly 88 percent of the funding anticipated. Thus far, projects not yet completed have attained about 33 percent of their job creation goals; 75 percent of their business goals; and 75 percent of their leveraging goals. The majority of grantees whose projects were not complete at the time of the writing of this Report to Congress have until FY 2009 to finish their work.

Types of Proposed Grantee Projects

Sixty-two grantees proposed to develop projects and/or create businesses of varying types in their applications, with the exception of those developing Public Markets and recipients of Emergency grants. The recipients of Planning grants conducted feasibility studies for projects listed in Table 5, which reflects the project the planning grantee most likely would choose to pursue by the end of the project period. The projects and businesses for Incremental Development, CED/NPI, and Operational grants are those proposed in the grantee applications.

Table 5: Types of Proposed Grantee Projects

Business Type	Planning	CED/NPI	Incremental	Operational	Total
Adult Care	--	--	--	1	1
Agriculture	--	--	--	--	--
Child Care	1	--	1	1	3
Commercial Real Estate	2	4	11	8	25
Community Center	--	--	--	--	--
Construction	--	--	--	1	1
Employment Services	--	--	--	--	--
Equipment Maintenance	--	--	1	--	1
Grocery	--	--	1	--	1
Health Care	--	--	2	2	4
Incubator/Training Services	2	--	4	3	9
Loan Fund	--	--	--	1	1
Maintenance	--	--	1	--	1
Manufacturing	2	--	--	4	6
Miscellaneous	1	--	--	1	1
Restaurants	--	--	--	--	--
Retail/Commercial	1	--	2	3	6
Technology	--	--	--	1	1
Total	9	4	23	26	62

As shown in Table 5, the most common types of proposed projects were: commercial real estate development (25), incubators/training services (9), manufacturing (6), retail/commercial development (6), and health care (4). These projects totaled 80 percent (50 out of 62), including nine being planned. Of the 25 projects proposed to develop commercial real estate, the most frequent types were retail centers, offices, and facilities for social service and economic development programs. These projects usually served as anchors to community redevelopment and are located in Empowerment Zones. Retail businesses included grocery stores, consumer product sales, food restaurants, and drug stores, among other retailers. Commercial businesses included loan funds, an adventure park, and professional services. Social service programs included child and adult care services for families.

CED funds were awarded for nine business incubators or comparable support services. Many incubators were facilities where small businesses could obtain space to develop, grow, and avail themselves of support services, such as reception, accounting, and telecommunications. Other incubators served businesses at their locations in the community. All incubators provided training and technical assistance on business planning, management, and finance. Some incubators assisted businesses in navigating zoning requirements, becoming licensed, and applying for loans. Additional incubators established their niches by specializing in areas such as construction, commercial food preparation, or providing supportive business services such as accounting or management services.

Project Descriptions

Brief descriptions of each CED grant project and a summary of its accomplishments to date are provided in Appendix A. The descriptions are arranged by grant priority area: Planning, Public Markets, CED/NPI, Emergency Development, Incremental Development, Operational, and Training and Technical Assistance. Within each priority area, grants are alphabetized by State.

RURAL FACILITIES PROGRAM

Overview

The Rural Community Development Program, also known as the Rural Facilities (RF) Program, is authorized under Section 680(a)(3)(B) of the Community Services Block Grant Act of 1981 (Public Law 97-35), as amended by the Community Opportunities, Accountability, and Training and Educational Services Act of 1998 (Public Law 105-285). The purpose of this program is to provide “grants to multi-state, regional, private, non-profit organizations to enable the organizations to provide training and technical assistance to small, rural communities concerning meeting their community facility needs.” It should be noted that small, rural communities are defined as communities with populations of no more than 3,300 individuals.

This report provides information on all RF grants awarded in FY 2004. The RF Program concentrates on developing and upgrading small water and wastewater systems in low-income rural communities. Its goal is to promote public health and assist small systems in complying with the Federal Safe Drinking Water and Clean Water Acts. With clean and safe water and wastewater treatment, communities can build or upgrade housing and promote economic development.

Program History

Like the Community Economic Development Program, the RF Program also has its origins in the Federal Government’s “War on Poverty” in the 1960s. Initially, OEO funded a series of demonstration local housing organizations in rural communities to develop housing. OEO decided to focus on a home repair program for rural America.

In 1972, the Federal government under Community Services Administration (CSA) launched a program to improve drinking water in rural communities. Using demonstration funds, CSA funded the National Demonstration Water Project, which worked with non-profits and public bodies to improve rural facilities.

In 1981, Congress authorized RF under Section 680(a)(3) of the Community Services Block Grant Act. Under this program, the Secretary was to provide: “(A) grants to private, non-profit corporations to enable the corporations to provide assistance concerning home repair to rural low-income families and concerning planning and developing low-income rural rental housing units; and (B) grants to multi-state,

regional, private, non-profit organizations to enable the organizations to provide training and technical assistance to small, rural communities concerning their community facility needs.”

In 1995, Congress rescinded the housing repair section of the legislation, Section 680(a) (3)(A), leaving the training and technical assistance part of the legislation intact.

Rural Facilities Grants Covered in this Report to Congress

Eight projects were funded in FY 2004. Six grantees were funded to help multiple states assist low-income, rural communities in developing affordable, safe water and wastewater treatment facilities. One grantee was funded to assist Tribal communities that aid American Indian low-income, rural communities in developing affordable, safe water and wastewater Tribal treatment facilities. The eighth grantee was funded to focus on emergency preparedness training for rural wastewater systems and their communities. The regional and Tribal grants were awarded for three years with one-year budget periods; the national emergency preparedness grant was for two years with one-year budget periods. This Report to Congress covers the third year of the regional and Tribal grants that have project starts in FY 2002 and the first year of the emergency preparedness grant. Regional and Tribal grantees pre-determined their own service areas. Types of services provided included:

- Training local elected board members, utility board members, rural council members, and other officials responsible for community water and wastewater facilities;
- Fielding multi-disciplinary staff to assist communities with problem-solving and planning for facilities;
- Building capacity by developing the technical, managerial, and financial capacity of communities to build and operate their facilities;
- Producing and disseminating publications, newsletters, videos, and training manuals, and developing and maintaining Web pages;
- Providing loans to communities to improve or build their facilities; and
- Leveraging Federal, State, local, and private sector financing for facilities.

Table 6 lists the amounts for RF grants that were awarded in FY 2004. A total of \$7,151,161 was awarded to eight grantees located in seven States and the District of Columbia.

Table 6: FY 2004 Rural Facilities Grant Awards

Grantee	State	Award Amount
Inter Tribal Council of Arizona, Inc. (Inter Tribal)	AZ	\$651,161
Community Resource Group, Inc. (CRG)	AZ	\$1,000,000
Rural Community Assistance Corporation (RCAC)	CA	\$1,000,000
Rural Community Assistance Partnership, Inc. (RCAP National)	DC	\$500,000
RCAP Solutions, Inc.	MA	\$1,000,000
Midwest Assistance Program, Inc. (MAP)	MN	\$1,000,000
WSOS Community Action Commission, Inc. (WSOS)	OH	\$1,000,000
Southeast Rural Community Assistance Project, Inc. (SERCAP)	VA	\$1,000,000
Total	--	\$7,151,161

Table 7 summarizes proposed and actual outcomes for both the number of communities served and amount of funds leveraged as presented in grantee applications and reports. Each grantee met or exceeded its proposed number of communities to be served in FY 2004. Overall, grantees served almost twice as many communities as proposed (2,639 compared to 1,456). Activities included: community assessments; community leadership development as needed to manage water and wastewater treatment; and technical assistance to access funds to repair, expand, or build new facilities. All grantees also met or exceeded the funds that they proposed to leverage.¹ Cumulatively, grantees reported leveraging at least \$281,383,323 in non-RF program funding. Most of these funds were obtained for facilities, while some funds were leveraged to increase grantee capacity to provide additional services.

Table 7: Number of Communities Served and Amount of Funds Leveraged

Grantee	Communities Served		Funds Leveraged	
	Proposed	Actual	Proposed	Actual
Inter Tribal	144 ²	146	\$169,000	\$169,000
CRG	150	164	\$20,000,000	\$49,915,361
RCAC	215	578	\$9,000,000	\$73,489,377
RCAP National	0 ³	313	N/A ⁴	N/A
RCAP Solutions	130	191	\$30,000,000	\$39,161,214
MAP	500	774	\$50,000,000	\$55,519,911
WSOS	270	426	\$35,000,000	\$50,236,885
SERCAP	47	47	\$16,900,000	\$12,891,575
Total	1,456	2,639	\$161,069,000	\$281,383,323

As shown in Table 8, most grantees exceeded their goals for trainings conducted, persons trained, and newsletters issued. This was significant given the historic importance of effectively managing water resources for agriculture and other economic development activities in the rural communities targeted. While the RCAP National Office did not propose to deliver training or newsletters, the organization conducted 115 trainings attended by 1,000 people, and distributed newsletters to 2,060 individuals, on safety and security needs for small and very small community water and wastewater systems.

In all, the eight grantees conducted 2,124 trainings, provided technical assistance to 12,514 people, and issued 71,085 newsletters. Through the vehicle of newsletters, grantees serving multiple States and communities were provided updates on statutes, funding sources, and best practices—newsletters proved to be a very important communication tool for these grantees. The RCAP National Office launched the first issue of its project-supported electronic newsletter in June 2004.

¹ Grantees are not required by statute to secure additional funds; however, as part of the technical assistance, grantees assist communities in securing additional funding to implement water and wastewater projects.

² These 144 Tribes include at least 800 to 1,000 smaller communities.

³ This project provides training and technical assistance to small communities struggling to deal with safety and security of water and wastewater systems. The initial proposal was for the grantee to provide this training at national conferences. The goal of conducting training directly to the communities was added later.

⁴ This grantee does not leverage additional funds for its project.

Table 8: Training and Education Activities Conducted

	Trainings Conducted		Persons Trained		Newsletters Issued	
	Proposed	Actual	Proposed	Actual	Proposed	Actual
Inter Tribal	25	30	200	620	1,000	1,500
CRG	250	370	500	1,112	10,000	9,480
RCAC	40	125	2,000	4,499	8,000	8,400
RCAP National	0	115	0	1,000	0	2,060
RCAP Solutions	30	906	600	1,565	4,500	5,000
MAP	200	504	1,500	1,728	36,400	37,336
WSOS	50	61	1,000	1,713	2,600	4,309
SERCAP	12	13	120	277	3,000	3,000
Total	607	2,124	5,920	12,514	65,500	71,085

Project Descriptions

Appendix B includes project descriptions for FY 2004 RF grantees, which present relevant statistics and highlight special accomplishments. The descriptions include the grant amount, project period, States covered, proposed and actual project outcomes, and a description of project activities. Grants are alphabetized by State.

**APPENDIX A
COMMUNITY ECONOMIC DEVELOPMENT PROGRAM
PROJECT DESCRIPTIONS**

Project Description Methodology

Information on job creation and business creation and expansion has been self-reported by grantees. The “actual” amount of funds leveraged has been determined by letters or documents of commitment from government agencies, financial institutions, and other entities. Letters or documents that were unsigned or only included offers of consideration rather than firm commitments were not counted since they might not have resulted in grants, loans, transfers of property, or other such activities. If, after receipt of an award, the grantee affirmatively reported receipt of funds in its performance reports, this information was included in the leverage calculations. Leveraged funds include both funds to support or expand the program and funds for beneficiaries to start or expand their businesses. As mentioned in the report, grantees are not required to leverage additional funds. Thus, they are not considered unsuccessful if they did not meet their leveraging goal.

Acronyms used in the project descriptions are as follows:

- “NE” – Not expected to show outcomes at the time of this report. This group includes most incremental development grants that were awarded only development phase funding in FY 2004 and were not expected to produce job and business outcomes during this phase and one grant that was made to reimburse administrative costs from a previous fiscal year (its outcomes were reflected in a previous report); and
- “0” – The grantee was expected to create jobs, create or expand businesses, and leverage funds, but has not reported doing so. A “0” also reflects an unsuccessful project that may have created or expanded a business and created jobs, but the business closed and the jobs were lost. Any funds leveraged for the project would continue to be reported to reflect efforts on the part of the grantee to implement the project.

PLANNING GRANTS

Planning grants provided funds to community development corporations (CDCs) in order for them to acquire the technical expertise and resources necessary to assess their community’s economic needs, determine effective development intervention strategies, and assess the feasibility of potential projects. Grants were limited to CDCs that had existed for no more than three years, or had existed longer than three years but had not participated in economic development projects. The maximum grant amount allowed was \$75,000. Nine planning grants were awarded in FY 2004. These planning grants assisted grantees to build their capacity as a stakeholder in community economic development while beginning to mobilize resources for future development. They either sought funding from other sources or continued planning to identify appropriate space and needed markets for job creation.

ALABAMA

Grantee: Faith In Action Outreach Ministries, Inc.
8110 Broad Street
Selma, AL 36702

Grant Number: 90ED0092

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 02/28/2005

Project Description: Faith In Action Outreach Ministries, Inc. (FIAOM) proposed to conduct a feasibility study to determine opportunities for job creation in the tourism industry that would include the establishment of a rural incubator for the cottage businesses.

Status: FIAOM completed a feasibility study. The study provided justification for establishing a local chamber of commerce for Lowndes County, Alabama. Through this study, several business persons were identified to serve on the board of directors for the chamber. The study also revealed that there was a statewide interest in the tourism industry; however, it required additional cooperation and collaboration between various stakeholders. FIAOM did not apply for additional funding from OCS and was unable to utilize the study findings optimally to attract additional investments for local tourism.

CALIFORNIA

Grantee: **Broad Spectrum Community Development Corporation**
520 N. La Brea Avenue
Inglewood, CA 90302

Grant Number: 90ED0085

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: Broad Spectrum Community Development Corporation (BSCDC) proposed to conduct a feasibility study to develop a business incubator center. BSCDC was interested in developing a project with the potential for creating 40 jobs for low-income residents of the Los Angeles community.

Status: BSCDC completed a feasibility study. The study supported BSCDC's interest in establishing an incubator center that would focus on minority-owned business expansion. An application was submitted to OCS for a CED grant to develop a business incubator center, but BSCDC was unsuccessful in obtaining an award.

CALIFORNIA

Grantee: Southeast Communities Prevention & Intervention Program
4401 Crenshaw Boulevard, Suite 315
Los Angeles, CA 90043

Grant Number: 90ED0086

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: Southeast Communities Prevention & Intervention Program (SCPIP) proposed to conduct a feasibility study to determine the viability of three community economic development projects. The primary focus of the study was to assess whether a commercial kitchen, child care center, and health food catering enterprise would be viable businesses for creating jobs for low-income residents of the SCPIP target area.

Status: SCPIP completed a comprehensive feasibility study that examined whether establishing a commercial kitchen and a child care center that would focus on rehabilitative and care service for substance abusing and developmentally disabled adults would be viable in a target area. The study took into account the nature of SCPIP's target population and goal of creating a business that would create significant employment, career, and entrepreneurship opportunities. SCPIP did not apply for additional funding from OCS; however, SCPIP was interested in using the study to attract additional investments that would facilitate the creation of business and job opportunities.

FLORIDA

Grantee: Florida Orlando Development Corporation
3000 C.R. Smith Street
Orlando, FL 32805

Grant Number: 90ED0090

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: Florida Orlando Development Corporation (FODC) proposed to conduct a feasibility study to determine the viability of community economic development projects to create jobs for target area residents. Projects to be studied were a home repair and a maintenance company, community-owned grocery store, or a mixed-use commercial center.

Status: FODC completed a feasibility study that reflected opportunities for establishing a commercial center that could include a home repair and maintenance company and grocery businesses in its target area. FODC did not apply for additional funding from OCS, but expressed interest in using the study to attract additional investment for businesses and job creation in its target area.

FLORIDA

Grantee: Miami Urban Ministries of the United Methodist Church
2850 SW 27th Avenue
Miami, FL 33133

Grant Number: 90ED0089

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: Miami Urban Ministries of the United Methodist Church (MUM) proposed to conduct a feasibility study that would identify business opportunities in one or more of three areas: light textile manufacturing, community grocery sales, or child care program expansion. Each of the proposed business opportunities was believed to have the potential to create at least 75 full-time permanent jobs for community residents.

Status: MUM completed a feasibility study of potential business opportunities that could create jobs for community residents. The study findings were used to determine that a proposed flag and banner manufacturing business was the most appropriate opportunity for the organization. It was estimated that the flag and banner business would create at least 200 jobs within two years after beginning operations. MUM submitted the flag and banner project as a proposal to OCS. However, the application for a CED grant award was unsuccessful.

MAINE

Grantee: Passamaquoddy Development & Supply Company
RR1, Box 339
Perry, ME 04667

Grant Number: 90ED0088

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: Passamaquoddy Development & Supply Company (PDS) proposed to conduct a feasibility study of four potential projects to create businesses that support affordable Tribal housing development. The business opportunities proposed for study included those related to the production of lumber and lumber products for use in the affordable housing development: dimensional lumber, wooden wall panels, truss, siding, and materials for window installation.

Status: PDS conducted a feasibility study that analyzed opportunities for four businesses. As a result, PDS developed business plans for three businesses that develop products for use in housing development. The business plans were for a two-man portable sawmill, finishing mill, and lumber trucking company. PDS and the target area Tribal government used the findings to write a successful application that leveraged a \$600,000 Community Development Block Grant to rehabilitate 60 homes for low-income Tribal members.

NEW YORK

Grantee: West Harlem Group Assistance, Inc.
1528 Amsterdam Avenue
New York, NY 10031

Grant Number: 90ED0087

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: West Harlem Group Assistance, Inc. (WHGA) proposed to conduct a feasibility study to determine the highest and best use of a vacant school building in its target area. Studies focused on the viability of dividing the building into two units for commercial space for low-income business owners. In addition, the study assessed developing a third section of the building for use by the Harlem Boys and Girls Club.

Status: WHGA completed marketing studies, which determined a mix of small businesses best suited to operate from a vacant school building in its target area. The businesses proposed were a Laundromat and a postal service for which business plans were developed. If this project was implemented and successful, WHGA planned to use the rental income from the businesses to operate its workforce development program.

NEW YORK

Grantee: **Berean Community & Family Life Center, Inc.**
1641 Bergen Street
Brooklyn, NY 11213

Grant Number: 90ED0091

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: Berean Community & Family Life Center, Inc. (BCFLC) proposed to conduct feasibility studies and generate business plans for four potential businesses: a restaurant franchise with healthy food selections, gymnasium with fitness and rehabilitation components, business incubator, and conference and events center. BCFLC sought business opportunities to provide jobs for community residents and economic stability. Work products included assessments and plans related to the businesses.

Status: BCFLC completed a comprehensive feasibility study, which examined various business opportunities including the acquisition of the most promising franchises. BCFLC did not apply for additional funding from OCS, but was interested in using the study to attract additional investments to facilitate the development of businesses that would create jobs for target area residents.

VIRGINIA

Grantee: New Road Community Development Group of Exmore
P.O. Box 1296
Exmore, VA 23350

Grant Number: 90ED0093

Grant Amount: \$75,000

Priority Area: Planning

Project Period: 09/30/2004 - 09/29/2005

Project Summary: New Road Community Development Group of Exmore (New Roads) proposed to assess the feasibility of three potential projects: an outdoor recreation and sporting goods retail operation, a family restaurant, and a retail business incubator. Each project was chosen for its potential ability to attract new resources into the community and to address the critical need for employment and business opportunities for low-income residents of Exmore, Virginia. Additionally, the study would assess New Roads' capacity for implementing and managing a comprehensive economic development strategy.

Status: New Roads developed feasibility assessments of three business opportunities and an assessment of its own development and management capacity. New Roads determined the most feasible project was a micro-enterprise and business development initiative called "Ujamma." This project involved the development of a 4,000 square foot restaurant and commercial plaza to capitalize on route 13 traffic, tourism, and the area's rich Eastern Shore history. Based on study findings identifying agriculture, aquaculture, and tourism as the major industries on the shore, the Ujamma project aimed to support entrepreneurs who market local food cuisines, arts and crafts, clothing, gift items, and other retail goods.

Through collaboration with the Virginia Eastern Shore Economic Empowerment and Housing Corporation, New Roads determined it could administer an effective entrepreneurial venture. New Roads used the Ujamma project as the basis for an OCS application in FY 2005. While the application was unsuccessful, New Roads planned to seek funding through alternate funding sources.

PUBLIC MARKETS GRANTS

The inaugural Public Markets grant program provided operational funds to Community Development Corporations (CDCs) to expand or create public markets. Grantees address development or expansion of a market both from the perspective of a business that is operating a public market and providing development services to vendors, who would be micro-entrepreneurs or small business owners. Development services to vendors include training on business planning; marketing; accounting; legal issues, such as licensure; and micro-loans. Start-up markets seeking capital funding from OCS must have their business and work plans in place or close to finalization, have at least 50 percent non-CED funding in place, and have site control.

Benefits for Public Markets also are expected to impact the communities and CDCs must develop measures to demonstrate this impact. The maximum award allowed was \$250,000. Four Public Markets grants were awarded in FY 2004.

CALIFORNIA

Grantee: Valley Economic Development Center
12502 Van Nuys Boulevard, Suite 119
Pacoima, CA 91331

Grant Number: 90IP0005

Grant Amount: \$250,000

Priority Area: Public Markets

Project Period: 09/30/2004 - 08/31/2006

Project Summary: The Valley Economic Development Center (VEDC) proposed the creation of the Plaza del Valle, a family-oriented public market. This market would be located in the heart of Panorama City, in Northeast San Fernando Valley. VEDC partnered with SRI, Limited Liability Company, and the Ford Foundation to make this the largest market in the valley. VEDC planned to support the creation of 30 businesses and the expansion of 20 businesses, as well as guarantee financial support through small business loans to 30 entrepreneurs that participate in this market project. This project aimed to create 75 jobs, of which 56 would be for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	75	55
Businesses created/expanded:	50	50
Funds leveraged:	\$1,328,566	\$1,328,566

Status: VEDC opened the first Mexican style Mercado in Panorama City, called Plaza del Valle, on May 20, 2005. This shopping center covered more than 200,000 square feet with the capacity to house 100 retail shops and a food court. The farmers' style market gives residents an economic and social boost by providing access to local fresh fruits and vegetables; additionally, the plaza provides opportunity for creative and visual community arts and a half-mile walkway called the Hispanic Walk of Fame. VEDC provided technical assistance to business owners through its Biz Works program. In addition, VEDC assisted 30 vendors in completing applications for a micro-loan either through the VEDC revolving loan fund, or through a participating partner in the project, Trickle-up. VEDC created 28 new businesses and expanded 22 businesses, which created a total of 55 jobs. While VEDC met its business creation and expansion goals, as well as its leveraging goal, VEDC created 27 percent fewer jobs than proposed. This might be due to the tendency of the micro-enterprises in the public markets to remain single owned and operated businesses, as opposed to hiring additional individuals as originally proposed.

CALIFORNIA

Grantee: Spanish Speaking Unity Council of Alameda County, Inc.
3411 East 12th Street
Oakland, CA 94601

Grant Number: 90IP0008

Grant Amount: \$250,000

Priority Area: Public Markets

Project Period: 09/30/2004 - 09/28/2006

Project Summary: Spanish Speaking Unity Council of Alameda County, Inc. (SSUCA) proposed to develop the Fruitvale Public Market (FPMI) incubator project, as a component of a larger-scale plan to stimulate commercial revitalization of the Fruitvale District in Oakland, California. This public market aimed to promote economic development through the creation and expansion of micro-enterprise development and job creation for other entrepreneurs with minimal capital investment. The FPMI project proposed to create 20 new jobs for low-income residents by providing affordable retail space; shared management services; and comprehensive business technical assistance to business owners in the development of core skills essential to the start up and management of their businesses.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	20	28
Businesses created/expanded	18	12
Funds leveraged	\$327,026	\$560,000

Status: SSUCA developed the public market incubator. The incubator was leased fully, with 12 businesses occupying 18 spaces and creating 28 jobs. The types of businesses in the incubator range from arts and crafts, hand-made ice cream, computer training and support services, flowers, and other food products. The FPMI has accommodated several businesses large enough to use more than one space. Therefore, the number of businesses created is less than anticipated. The SSUCA exceeded its job creation and leveraging goals for the project.

OHIO

Grantee: Economic and Community Development Institute
475 Mound Street
Columbus, OH 43215

Grant Number: 90IP0007

Grant Amount: \$234,500

Priority Area: Public Markets

Project Period: 09/30/2004 - 09/29/2006

Project Summary: Economic and Community Development Institute (ECDI) proposed to develop an open-air market called "Lynn and Pearl Alley Market." The market would operate near the intersection of High and Broad Streets in Columbus, Ohio. The market planned to feature a broad mix of products through the development of 40 micro-enterprises that would create 69 new jobs, of which two-thirds would target low-income individuals. ECDI also proposed to provide businesses on-going technical assistance; help participants access capital by providing small loans in the amounts of \$500 to \$1,000; and link program participants to other lenders.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	69	127
Businesses created/expanded:	40	127
Funds leveraged:	\$317,000	\$317,000

Status: ECDI developed and operated the Lynn and Pearl Alley public market, featuring a broad mix of vendors and products. ECDI recruited and provided technical assistance to 127 micro-enterprises to operate in the market of which 40 entrepreneurs were low-income individuals. ECDI met its leveraging goal and exceeded its business and job creation goals.

WASHINGTON

Grantee: **Spokane Neighborhood Economic Development Alliance**
715 E. Sprague Street, Suite 101
Spokane, WA 99202

Grant Number: 90IP0006

Grant Amount: \$250,000

Priority Area: Public Markets

Project Period: 09/30/2004 - 09/29/2007

Project Summary: Spokane Neighborhood Economic Development Alliance (SNEDA) proposed to collaborate with Market Street Market, Inc. to renovate three buildings in the Hillyard neighborhood of Spokane, Washington. The venture would be called the Market Street Market and represent 36,000 square feet of retail, exhibition, and storage space that would be leased to neighborhood entrepreneurs. The market buildings would be utilized as a year-round public market facility, creating 60 small businesses and 75 jobs.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	75	77
Businesses created/expanded:	60	77
Funds leveraged:	\$710,000	\$647,297

Status: SNEDA made a loan to Market Street Market, Inc. that allowed for the renovation of three buildings in the Hillyard neighborhood of Spokane. The market provided rental and other spaces for training programs and community activities. The Market Street Market created 77 small businesses, which produced 77 jobs. SNEDA exceeded both its business and job creation goals. Low-income program participants operated 32 of the businesses. While the project leveraged a \$50,000 Community Development Block Grant and a variety of other funds from public and private sources, SNEDA was unable to secure enough funds to reach its proposed goal.

COMMUNITY ECONOMIC DEVELOPMENT NATIONAL PHILANTHROPIC INSTITUTION PROJECT GRANTS

Community Economic Development National Philanthropic Institution Project (CED/NPI) grants were awarded for the first year in FY 2004 and provided support to non-profit CDCs, including faith-based CDCs, to foster neighborhood transformation and create jobs and business ownership opportunities for low-income residents of urban areas. Projects focused on neighborhoods located in a city with at least 250,000 residents where a comprehensive neighborhood transformation initiative was planned or underway. Proposed projects demonstrate firm and substantial support from one or more locally-based philanthropic institution(s), financial institutions, and government agencies. They also strengthen community development and community revitalization efforts in urban neighborhoods throughout the nation.

The maximum award allowed was \$500,000. Four CED/NPI grants were awarded in FY 2004.

FLORIDA

Grantee: **The Black Archives, History and Research Foundation of South Florida**
5400 NW 22 Avenue – Building C. Suite 101
Miami, FL 33142

Grant Number: 90IP0004

Grant Amount: \$500,000

Priority Area: CED National Philanthropic Institutions

Project Period: 09/01/2004 - 08/31/2009

Project Description: The Black Archives, History and Research Foundation of South Florida (BARF), proposed to develop a 149-room hotel as part of the Overtown Redevelopment Project in Miami, Florida. The hotel would create 76 jobs and leverage \$14,100,000 in new investments.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	76	0
Businesses created/expanded:	1	1
Funds leveraged:	\$14,100,000	\$13,600,000

Status: BARF has completed the land acquisition and related pre-development work of the proposed hotel. BARF plans to complete the hotel by November of 2008, and has until August 31, 2009 to reach its job creation and leveraging goals.

ILLINOIS

Grantee: Southeast Chicago Development Commission, Inc.
9204 S. Commercial Avenue
Chicago, IL 60617

Grant Number: 90IP0001

Grant Amount: \$500,000

Priority Area: CED National Philanthropic Institutions

Project Period: 09/1/2004 - 08/31/2009

Project Summary: Southeast Chicago Development Commission, Inc. (SECDC) proposed to develop an 80,000 square foot shopping center located at 92nd Street and Harbor Drive in South Chicago. The development would be anchored by a 54,140 square foot supermarket. The shopping center would employ 95 low-income individuals and create 50 jobs in the remaining retail spaces, for a total of 145 permanent jobs. The property on which the project would be developed was donated by the City of Chicago.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	50	0
Businesses created/expanded:	1	0
Funds leveraged:	\$8,000,000	\$0

Status: SECDC's project was hampered by the loss of the anchor supermarket tenant. The corporate headquarters of the supermarket chain determined that the size of the target area population was inadequate to support its market requirements. A new anchor tenant has emerged and plans are underway to revise plans to meet the requirements of the new tenant and the project. If the tenant requirements can be met, construction is planned to begin in late 2008. Business partners have maintained their financial commitments to the project, and SECDC has until August 31, 2009 to reach its goals.

MARYLAND

Grantee: East Baltimore Development, Inc.
1731 East Chase Street
Baltimore, MD 21213

Grant Number: 90IP0003

Grant Amount: \$500,000

Priority Area: CED National Philanthropic Institutions

Project Period: 09/1/2004 - 08/31/2009

Project Summary: East Baltimore Development, Inc. (EBDI) proposed to construct a 277,400 square feet building that would be named the Life Sciences Center. This building would be used as a bioscience business incubator. EBDI is collaborating with public and private partners, including John Hopkins University, City of Baltimore, State of Maryland, U.S. Department of Housing and Urban Development, and The Annie E. Casey Foundation to renovate this building. This partnership would generate businesses that would create 200 bioscience industry jobs with career opportunities for low-income residents of East Baltimore.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	200	0
Business created/expanded:	1	0
Funds leveraged:	\$5,448,000	\$5,448,000

Status: EBDI has encountered several obstacles delaying the ground breaking for the construction of the Life Sciences Center; nevertheless, EBDI anticipates the construction of the Center to be completed in 2008. While EBDI has reached its leveraging goal, it has until August 31, 2009 to reach its business and job creation goals.

MINNESOTA

Grantee: **East Side Neighborhood Development**
925 Payne Avenue, Suite 201
Saint Paul, MN 55101

Grant Number: 90IP0002

Grant Amount: \$500,000

Priority Area: CED National Philanthropic Institutions

Project Period: 09/1/2004 - 08/31/2009

Project Summary: East Side Neighborhood Development (ESND) proposed to renovate and operate an 8,000 square foot vacant building in the East Side neighborhood of Saint Paul, Minnesota for use as a retail incubator. The building is located in a federally designated Enterprise Community and the tenants of the incubator would create 50 new jobs and 10 new micro-businesses targeting East Side residents.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	50	17
Businesses created/expanded:	10	1
Funds leveraged:	\$2,400,000	\$2,400,000

Status: ESND renovated the three-story Swedish Bank building in Saint Paul, Minnesota. Ninety percent of the incubator space has been leased and ESND is finalizing an agreement to lease the remaining space in the building. Tenants include a credit union, wellness center, and social service agency. These businesses have created 17 jobs that pay residents up to \$18 an hour. While ESND has met its leveraging goal, it has until August 31, 2009 to meet its job and business creation goals.

EMERGENCY DEVELOPMENT/SPECIAL NEEDS GRANTS

Emergency Development/Special Needs Grants (ESN) provided funds to CDCs for viable projects in areas experiencing an emergency, such as natural hazards (hurricane, flood, etc.) or other special needs within a community, such as severe service shortages. Emergency grant awards typically are awarded on a non-competitive basis and have the same requirements as a CED Operational grant to complete the project, such as the applicant having site control, referral sources for accessing low-income beneficiaries, etc. CDC's receiving ESN grants in FY 2004 were required to be experienced in implementing economic development projects, and be able to implement a project shortly after receiving funds.

Emergency Development/Special Needs Grants can be awarded for up to \$700,000. For FY 2004, two Emergency Development grants were awarded, one for a hurricane-ravaged area in Florida and another for a severe child care shortage in the Chicago area.

FLORIDA

Central Florida Community Development Corporation
847 Orange Avenue
Daytona Beach, FL 32114

Grant Number: 90XS0021
Grant Amount: \$500,000
Priority Area: Emergency Development/Special Needs
Project Period: 09/30/2004 - 09/29/2005

Project Summary: Central Florida Community Development Corporation (CFCDC) proposed to provide \$500,000 in emergency funds in response to a 2004 hurricane that hit the state. CF CDC planned to create a revolving loan fund for small, low-income businesses to use as needed to re-open and re-hire their low-income employees.

Reported Outcomes to Date:*

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	NE	NE
Businesses created/expanded:	NE	NE
Funds leveraged:	NE	NE

Status: CF CDC created a revolving loan fund targeting small community-based businesses. Thirty-nine businesses received small loans and three larger loans totaling \$151,584. These loans helped preserve 196 jobs during the project period. Businesses that were given loans also received technical assistance to help prevent closings and to develop recovery and expansion plans. The loans targeted businesses believed to be providers of employment in the hurricane-affected areas.

*The emergency grant for disaster relief did not require the grantee to report on the same three outcomes as other CED grantees. Instead, the grantee was given more flexibility in how it assisted small businesses.

ILLINOIS

Grantee: **Concordia Avondale Campus**
3300 N. Whipple Street
Chicago, IL 60618

Grant Number: 90XS0019

Grant Amount: \$500,000

Priority Area: Emergency Development/Special Needs

Project Period: 01/01/2004 - 12/31/2006

Project Summary: Concordia Avondale Campus (CAC) proposed to expand needed child care services into Avondale and the neighboring communities with a \$7.6 million renovation of a school facility. CAC planned to provide intergenerational activities; job training; English as a second language classes; and sliding-scale, accredited child care, after school and summer camp for infants, toddlers, pre-schoolers and school age children. The expanded services would create more than 50 new jobs and provide services to 211 children.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	50	34
Businesses created/expanded:	1	1
Funds leveraged:	\$6,000,000	\$6,000,000

Status: CAC expanded child care services in the Avondale community by opening a new facility in the vacant St. Veronica Parish School on North Whipple Street in Chicago. The renovation of the child care facility was delayed by higher than anticipated costs. Upon opening for business, the expanded facility provided educational services to 201 children ages 6 weeks to 12 years, regardless of income; one third were full-pay patrons and one third were fully subsidized. CAC successfully operated the child care program as proposed, creating 34 new jobs during the project period, 25 of which were full-time positions. CAC anticipated exceeding its proposed job creation outcomes in the post project period. CAC met its financial leveraging goal to renovate the school facility.

INCREMENTAL DEVELOPMENT GRANTS

Incremental development grants provided funds to CDCs that proposed viable projects, but did not have written commitments in place for the non-CED funds grantees identified as being required to complete the project, gain site control, or obtain referral sources from which the project would access low-income beneficiaries.

Incremental development grants were awarded for up to \$700,000. The funds were awarded in two phases. In phase one, 20 percent of the award was released for project development. Grantees had up to two fiscal years (i.e., FY 2005 and FY 2006) to apply for phase two funding. In phase two, the remaining 80 percent in supplemental funding was released once the grantee secured the missing component needed for the project (e.g., site control, referral sources for low-income workers). Typically, non-construction projects were scheduled for three-year project periods and construction projects were scheduled for five-year project periods.

Grantees with project start dates of September 30, 2002 or September 30, 2003 received phase two funding in FY 2004. Project descriptions in this report reflect phase two of these projects.

Three of the 23 incremental development grants awarded in FY 2004 were new grants that implemented the first phase of their projects. Implementation activities for incremental grants in the first phase are more likely to be incomplete thus far; outcomes will be reported in Reports to Congress for FY 2005 or FY 2006, the fiscal years during which the grant supplements were funded.

CALIFORNIA

Grantee: **Templo Calvario Community Development Corporation**
2511 West 5th Street
Santa Ana, CA 92703

Grant Number: 90ID0048

Grant Amount: \$100,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2007

Project Summary: Templo Calvario Community Development Corporation (TCCDC) proposed to start a home health care venture. The home health care business would create 75 full-time jobs for low-income residents of the Santa Ana Federal Empowerment Zone, TCCDC's target neighborhood.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	75	35
Businesses created/expanded:	1	1
Funds leveraged:	\$500,000	\$500,000

Status: In phase one, TCCDC met its fundraising goal for developing the proposed home health care business. In phase two, TCCDC created a home health care business called Senior One, LLC. The business performed well after a challenging first 1.5 years of operation. During that time, the business lost much of its market, as the competition grew from 32 agencies doing the same work to over 130. Consequently, a number of workers, including the director were laid off. Many of the field staff went to work for competitors in the area.

FLORIDA

Grantee: Fresh Ministries, Inc.
1131 North Laura Street
Jacksonville, FL 32207

Grant Number: 90ID0024

Grant Amount: \$476,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2003 - 09/29/2006

Project Summary: Fresh Ministries, Inc. (Fresh Ministries), a faith-based corporation, proposed the development of Beaver Street Enterprise Center, an inner-city business incubator located in the Jacksonville Empowerment Zone. The Center would be located in a 25,000 square foot building and have the capacity to provide technical and administrative support to 25 new businesses. Three community partners would provide outreach and carry out recruitment activities aimed at targeting area residents interested in training and employment with the businesses located at the incubator. A range of services would be provided to incubator tenants to ensure their success and growth, including a revolving loan fund for tenants who require assistance in developing working capital, purchasing equipment, and making leasehold improvements. The tenants and businesses affiliated with the Center would create 78 new jobs.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	78	280
Businesses created/expanded:	25	31
Funds leveraged:	\$2,170,400	\$2,170,400

Status: In phase two, Fresh Ministries completed construction of the business incubator building in June 2003 and began operations. The Beaver Street Enterprise Center employed three full-time staff who managed and provided technical assistance to the tenants. The Center coordinated a variety of workshops, peer group sessions, mentoring visits, and special events conducted by staff and a variety of community partners. The Center also administered a small business loan fund for program participants that provided below market-rate loans. At the peak of operations, 31 businesses were affiliated with the Center, including those focusing on construction, home health, hospitality, security, and employment services. These businesses created 280 new jobs. However, only 50 of these jobs existed at the end of the project period, employed by 13 incubator tenants. Sixty percent of those jobs were filled by low-income residents.

GEORGIA

Grantee: **Goodwill Industries of Middle Georgia, Inc.**
5171 Eisenhower Parkway
Macon, GA 31206

Grant Number: 90ID0036

Grant Amount: \$140,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 02/28/2007

Project Summary: Goodwill Industries of Middle Georgia, Inc. (GIMG) proposed to complete phase two of the construction and renovation of the fleet maintenance department and catering kitchen that would serve their conference center. GIMG planned to finish renovation/construction of various meeting room spaces. Completion of phase two of the project would enable GIMG to create 75 jobs.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	75	84
Businesses created/expanded:	1	1
Funds leveraged:	\$3,600,000	\$3,600,000

Status: In phase one, GIMG successfully leveraged required funds to renovate/construct the Goodwill Career and Conference Center, which has 130,000 square feet of space situated on 18 acres. In phase two, GIMG completed the renovation of the Goodwill Career and Conference Center which provides space for a ballroom and meeting room space(s), catering kitchen, culinary institute, and a restaurant, Edgar's Bistro. The facilities complement the Job Connection/Resource Center, fleet training area, retail store, bookstore and café, and industrial contracting areas, as well as the warehousing and production space that support Goodwill's retail division. The expanded businesses operating within the Center created 84 full-time permanent jobs.

INDIANA

Grantee: Indianapolis Urban Enterprise Association, Inc.
2507 Bloyd Avenue
Indianapolis, IN 46218

Grant Number: 90ID0037

Grant Amount: \$85,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2009

Project Summary: Indianapolis Urban Enterprise Association, Inc. (IUEA) proposed to develop 25,000 square feet of affordable new retail space for the Keystone Commons Retail Center in conjunction with Key Park Commons, LLC. The tenants of the Center and other program participants would have access to below market-rate loans and create 50 new jobs, including 35 for low-income area residents.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	50	0
Businesses created/expanded:	1	0
Funds leveraged:	\$2,344,418	\$0

Status: In phase one, IUEA was unable to leverage the required non-Federal funding to apply for supplemental grant funds to implement the project as proposed in phase two. Consequently, the project was terminated.

ILLINOIS

Grantee: Roseland Christian Health Ministries
9718 South Halsted Street
Chicago, IL 60628

Grant Number: 90ID0023

Grant Amount: \$560,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2003 - 09/29/2008

Project Summary: Roseland Christian Health Ministries (RCHM) proposed to open a new community health center in Dolton, Illinois. Dolton is a village adjacent to Chicago's south side. Dolton has been designated a Health Professional Shortage Area by the U.S. Bureau of Health Professions. The new health center planned to create 65 new jobs within five years. The project would hire persons from Dolton, Riverdale, Phoenix, Calumet City and neighboring Chicago community areas that have a high rate of unemployment and a high number of TANF recipients.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	65	93
Businesses created/expanded:	1	1
Funds leveraged:	\$140,000	\$750,000

Status: In phase two, RCHM opened a community health center on 88th Street in Dolton, Illinois. RCHM leveraged over five times the proposed non-grant financing required for the project in phase one. These resources were used in phase two to help finance center operations, leading to the creation of 93 jobs, including 68 that target low-income individuals. These jobs include medical assistants, program assistants, case managers, enrollment associates, data entry clerks, medical billers, administrative assistants, HIV counselors/testers, registration clerks, resident services clerks, advocates, drivers, building maintenance staff, data specialists, front office support staff, dental assistants, medical records clerks, and referral clerks. RCHM has until September of 2008 to complete the project and continue exceeding its goals.

ILLINOIS

Grantee: **The Resurrection Project**
1818 South Paulina Avenue
Chicago, IL 60608

Grant Number 90ID0025

Grant Amount: \$672,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2003 - 09/29/2006

Project Summary: The Resurrection Project (TRP) proposed to develop a Mexican-style commercial plaza in the Pilsen Empowerment Zone of Chicago, Illinois. TRP proposed to revitalize the Pilsen area into El Zocalo Plaza, which means “town square,” and create 37 permanent, full-time jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	37	0
Businesses created/expanded:	1	0
Funds leveraged:	\$3,664,794	\$0

Status: In phase two, TRP was unable to comply with the two-year timeframe requirement for incremental development projects. The organization was not awarded phase two supplemental funding because it did not secure the required non-CED funding.

MARYLAND

Grantee: **Economic Development and Training Institute**
5625 Allentown Road, Suite 107
Suitland, MD 20746

Grant Number: 90ID0049

Grant Amount: \$140,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2007

Project Summary: Economic Development and Training Institute (EDTI) proposed to expand the “Biz Center” and business incubator serving Prince George’s County, Maryland and the District of Columbia. The incubator would provide technical assistance and business services to 30 businesses to increase their capacity and to create 35 new jobs.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	35	56
Businesses created/expanded:	30	78
Funds leveraged:	\$1,644,488	\$2,456,683

Status: In phase one, EDTI successfully leveraged funds and completed planning for the Biz Center. EDTI leveraged more funds than the \$1.6 million initially proposed for the project. In phase two, EDTI was able to raise additional resources and create the Biz Center. EDTI exceeded all three of its project goals.

MICHIGAN

Grantee: Southwest Detroit Business Association, Inc.
7752 West Vernor Highway
Detroit, MI 48209

Grant Number: 90ID0046

Grant Amount: \$100,000

Priority Area: Incremental Development Phase One

Project Period: 9/30/2004 - 9/29/2009

Project Summary: Southwest Detroit Business Association, Inc. (SDBA) proposed to renovate the 14,279 square foot Odd Fellows Hall Building located at 8701 West Vernor Highway. The building is a mixed-use facility, which will consist of three new commercial tenants, two business expansions, and serve as the administrative office for SDBA. The project is focused on creating 56 new permanent jobs, of which 50 would be for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	56	2
Businesses created/expanded:	5	1
Funds leveraged:	\$2,607,136	\$5,355,680

Status: In phase one, SDBA completed planning activities related to the development of the Odd Fellows Hall Building. In phase two, SDBA completed construction of the Odd Fellows Hall Building and has secured its Certificate of Occupancy. The leasing phase is currently ongoing and two low-income jobs have been filled. A downturn in the local real estate market has hindered tenant recruitment and a marketing strategy is being developed to assist in obtaining potential clients to occupy the facility. SDBA has until September 29, 2009 to reach its business and job creation goals. SDBA leveraged double the amount of funds proposed for the project by being awarded several million dollars in New Market Tax Credits after receiving the OCS grant.

MINNESOTA

Grantee: **White Earth Investment Initiative**
516 Main Street
Ogema, MN 56569

Grant Number: 90ID0034

Grant Amount: \$280,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2007

Project Summary: The White Earth Investment Initiative (WEII) proposed making a loan to Native Harvest, an income-generating, wholly-owned subsidiary of White Earth Land Recovery Project. Native Harvest is part of the specialty foods industry and produces and distributes traditional Anishinaabeg Native American and Native Alaskan food products on the White Earth Native American reservation in northwestern Minnesota.

The White Earth Investment Initiative also proposed to manage and support the non-construction project by providing infrastructure, equipment, and working capital to allow the Native Harvest organization to expand and prosper in the target community. New business lines developed through the investment were expected to result in business expansion and create 35 full-time equivalent jobs.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	35	34
Businesses created/expanded:	1	1
Funds leveraged:	\$700,000	\$700,000

Status: In phase two, WEII made a \$328,800 loan to the Native Harvest business to complete the purchase and renovation of a former school building. The Calloway School building now houses an expanded processing facility of the Native Harvest business and offices. Native Harvest created 34 new permanent jobs for low-income people. WEII leveraged the required non-Federal funds in phase one of the project.

NEBRASKA

Grantee: **Ho-Chunk Community Development Corporation**
106 S. Tallman Street
Walthill, NE 68067

Grant Number: 90ID0035

Grant Amount: \$128,776

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2009

Project Summary: Ho-Chunk Community Development Corporation (HCCDC) proposed to establish a construction project to address the absence of business and commercial activity on the Winnebago Indian Reservation in Thurston County, Nebraska. The proposed Native American Retail Incubator and Learning Center would create 43 jobs for low-income Native Americans, and provide necessary skills to create formal businesses that provide self-employment and employment opportunities.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	43	55
Businesses created/expanded:	1	1
Funds leveraged:	\$864,250	\$2,157,000

Status: In phase one, HCCDC completed planning and fundraising activities for the Native American Retail Incubator. In phase two, HCCDC opened the Native American Retail Incubator and Learning Center. It provided technical assistance to 33 local entrepreneurs and sponsored group meetings with community members for an artist cooperative. HCCDC raised more than twice the non-Federal funds proposed for the project. In July 2005, HCCDC established a memorandum of understanding with the Winnebago Tribal Health and Human Services Department to provide training and classroom materials for personal finance classes and entrepreneurial training classes for TANF participants. HCCDC also constructed the Woodland Trails Arts and Crafts Store, providing local artisans a formal business setting to display and sell their artwork. The Retail Incubator created 55 new jobs for low-income individuals. HCCDC has presented three gallery showings for the tri-state (South Dakota, Iowa, and Nebraska) Sioux land Region. In addition, it collaborated with the Department of Justice "Weed and Seed" program in Thurston County, Nebraska in providing art classes for youth as a prevention alternative to drugs, violence, and alcohol.

NEW JERSEY

Grantee: **Crest Community Development Corporation**
34-36 Woodland Avenue
Newark, NJ 07103

Grant Number: 90ID0004

Grant Amount: \$320,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2002 - 09/29/2008

Project Summary: Crest Community Development Corporation (CCDC) proposed to develop the West Side Business Hub Center, including a Golden Corral Restaurant. The Hub Center and Restaurant plans to create 55 jobs, of which 40 would be for low-income residents, as well as create/expand business opportunities for minority and women-owned businesses.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	55	0
Businesses created/expanded:	2	1
Funds leveraged:	\$1,650,395	\$1,230,000

Status: In phase two, CCDC was granted an extension of time and continued work to develop the West Side Business Hub Center and a Golden Corral Restaurant. Both projects, however, have been delayed. The restaurant project has been delayed indefinitely because of a development moratorium, imposed by the City of Newark, which inhibited the sale of city property and also reduced the amount of money that could be leveraged. The Hub Center was delayed due to contaminants found at the construction site at the start of construction in November, 2005. The site-related environmental problems have been addressed through engineering solutions and plans are being finalized to resume construction during the latter part of 2008. The Hub Center is 75 percent leased, and job creation will occur when the Hub Center can be occupied. The project has until September 29, 2008 to continue its work and achieve its goals.

NEW JERSEY

Grantee: La Casa De Don Pedro
75 Park Avenue
Newark, NJ 07104

Grant Number: 90ID0002

Grant Amount: \$280,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2002 - 09/29/2007

Project Summary: La Casa De Don Pedro (LCDDP) proposed to use the CED grant as an equity contribution for a joint venture to develop and operate the Broad Street Plaza, consisting of two buildings. One building would contain a supermarket and the other, small retail businesses. The project aimed to provide 50 full-time permanent jobs for low-income residents and up to 100 part-time jobs.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	50	0
Businesses created/expanded:	2	0
Funds leveraged:	\$1,650,395	\$0

Status: In phase two, LCDDP and its partner lost its proposed anchor supermarket. LCDDP and its partner were unable to design a replacement project. As a result, no grant funds were disbursed and LCDDP terminated the grant for the proposed site.

NEW JERSEY

Grantee: St. Matthews Neighborhood Improvement
Development Association
617-A Central Avenue
East Orange, NJ 07018

Grant Number: 90ID0028

Grant Amount: \$175,641

Priority Area: Incremental Development Phase Two

Project Period: 9/30/2003 - 9/29/2006

Project Summary: St. Matthews Neighborhood Improvement Development Association (SMNIDA), a faith-based organization, proposed to acquire a handy man franchise to create at least 22 jobs for low-income individuals. The business would assist the community by providing trusted, bonded specialists to assist residents in minor household repairs.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	22	6
Businesses created/expanded:	1	1
Funds leveraged:	\$0	\$40,000

Status: In phase two, SMNIDA successfully acquired and operated a Handy Man Matters (HMM) franchise. The HMM business operated for approximately two years and created 6 full-time jobs: a manager and five technicians. After two years of operation, SMNIDA and the HMM franchising company agreed to terminate the franchise agreement because the business failed to meet the sales volume and related growth required by the franchise. The demand for handy man services was limited to small-ticket sales (significantly under the sales in more affluent markets).

During HMM's operations, SMNIDA also provided marketing and management technical assistance and worked collaboratively with the Cities of East Orange and Orange to discern new markets for the business. SMNIDA also assisted HMM in establishing links with community initiatives such as the city-sponsored Empowerment Zone and local non-profit organizations that have referred business to the franchise. SMNIDA leveraged \$40,000 from the New Jersey Office of Faith Based Initiatives to help implement the HMM project. This additional support was not proposed, but became necessary to cover project expenses. Nevertheless, at the end of the project period, the business and the six jobs created could not be sustained.

NEW YORK

Grantee: **East Harlem Business Capital Corporation**
2261-63 First Avenue, 3rd Floor
New York, NY 10035

Grant Number: 90ID0045

Grant Amount: \$140,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2009

Project Summary: East Harlem Business Capital Corporation (EHBCC) proposed a construction project, the redevelopment of the La Marqueta market in East Harlem. This 50,000 square foot marketplace is located in the Upper Manhattan Empowerment Zone. EHBCC planned to construct three retail buildings, kiosks for smaller retailers, an open market, and a plaza. EHBCC proposed to create 74 jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	74	0
Businesses created/expanded:	1	0
Funds leveraged:	\$10,221,462	\$0

Status: In phase one, EHBCC was unable to secure site control, leverage funds, or collaborate with its proposed third-party partners to receive continuation funding for this project. In FY 2004, continuation funding for this grant was disapproved by OCS and this grant was closed.

NEW YORK

Grantee: **The Greater Bethel Interdenominational Church
and Community Development Corporation**
219-09 Linden Boulevard
Cambria Heights, NY 11411

Grant Number: 90ID0010

Grant Amount: \$408,749

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2002 - 09/29/2007

Project Summary: The Greater Bethel Interdenominational Church and Community Development Corporation proposed to expand the Bethel Daycare and Aftercare Program in Queens, New York. The Greater Bethel Community Development Corporation (Greater Bethel) offers an array of community-based services that promote the self-sufficiency and self-empowerment of an underserved, multi-cultural population. Both organizations planned to combine resources to expand the 21-year old successful Bethel Daycare and Aftercare Program and create 57 new jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	57	10
Businesses created/expanded:	1	1
Funds leveraged:	\$480,854	\$588,854

Status: In phase two, Greater Bethel experienced delays in securing an alternate site for the daycare project, when their originally proposed site was no longer available. Following approval of the alternate site in January 2008, the site became operational. Greater Bethel set up a job fair seeking low-income candidates for daycare positions and filled ten of the proposed 57 jobs. Greater Bethel exceeded its projected leveraging goal, securing \$588,854 in non-Federal funding. Greater Bethel was unable to reach the goal of 57 jobs for low-income individuals by the end of its project period because of delays in locating and developing property to meet city requirements.

NEW YORK

Grantee: **Harlem Congregations for Community Improvement, Inc.**
2854 Frederick Douglass Boulevard
New York, NY 10039

Grant Number: 90ID0003

Grant Amount: \$560,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2002 - 09/29/2007

Project Summary: Harlem Congregations for Community Improvement, Inc. (HCCI) proposed developing a 44,000 square foot Pathmark supermarket in the Bradhurst Community. The proposed project would be located in the Upper Manhattan Empowerment Zone and would provide essential food and other consumer goods for low-income residents of Harlem, including those transitioning from Temporary Assistance for Needy Families (TANF) program assistance and non-custodial parents with children on TANF. HCCI proposed to create 150 jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	150	188
Businesses created/expanded:	1	1
Funds leveraged:	\$16,609,281	\$16,600,000

Status: In phase two, HCCI completed construction of the 44,000 square foot building housing a Pathmark supermarket. HCCI prepared workers for employment in the supermarket by conducting a 10-week job readiness training class for 80 project participants. HCCI worked with partners to secure \$16,600,000 in non-Federal funding to implement the project, raising the amount of funds estimated for the project. However, the project exceeded its job creation goal by 25 percent as the Pathmark store established 188 jobs for low-income residents.

The organization maintains partnerships with the Career Center of Greater Harlem, the Human Resource Administration Workforce Development Program, the Jackie Robinson Recreation Center, and the New York City Housing Authority to aid in their recruitment of additional low-income individuals for employment.

NORTH CAROLINA

Grantee: Community Developers of Beaufort–Hyde, Inc.
P.O. Box 115
Durham, NC 27713

Grant Number: 90ID0044

Grant Amount: \$140,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2009

Project Summary: Community Developers of Beaufort-Hyde, Inc (CDBH) proposed to build a panelized housing construction plant. The new manufacturing facility would employ a minimum of 112 employees, of which 76 would be low-income employees from a five-county service district. The CDBH service district includes Beaufort, Hyde, Martin, Tyrell, and Washington Counties in North Carolina. The target market for its employees includes TANF/Work-first recipients; low-income, unemployed, at-risk youth; displaced workers; non-custodial parents; and other disadvantaged populations.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	112	40
Businesses created/expanded:	1	1
Funds leveraged:	\$700,000	\$2,072,986

Status: In phase one, CDBH developed the final plans and agreements for building and operating a panelized housing construction plant, and leveraged more than twice the amount of non-Federal money proposed for the project. In phase two, CDBH opted, with OCS approval, to purchase and renovate an existing building needing minor renovations to house the construction plant. The panelized housing operation began and has hired 40 employees thus far. The company also has implemented training, marketing, and sales programs. CDBH has until September 29, 2009 to reach its job creation goal.

OHIO

Grantee: **New Village Corporation**
1956 West 25th Street
Cleveland, OH 44113

Grant Number: 90ID0020

Grant Amount: \$480,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2003 - 09/29/2008

Project Summary: New Village Corporation (New Village) proposed to develop a 38,000 square foot shopping center in the Longwood neighborhood of Cleveland, Ohio. The development of the center would bring new businesses to the community and create 61 new, full-time jobs for low-income residents.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	61	61
Businesses created/expanded:	1	1
Funds leveraged:	\$5,614,237	\$5,614,237

Status: In phase two, New Village developed a 38,858 square foot shopping center, named Arbor Park Place Center. Dave's Grocery Store is anchoring Arbor Park Place Center; other tenants include: Dollar Mart, Fashion 216, Footlocker, Great Taste Chinese Restaurant, and Key Bank. These businesses have created 61 jobs targeting low-income participants. New Village met its job and business creation goals, as well as its financial leveraging goal.

OHIO

Grantee: **Burten, Bell, Carr Development, Inc.**
3226 East 93rd Street
Cleveland, OH 44104

Grant Number: 90ID0038

Grant Amount: \$28,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2009

Project Summary: Burten, Bell, Carr Development, Inc. (BBC) proposed to develop the Kinsman Plaza Shopping Plaza in Cleveland, Ohio. The shopping plaza would be home to a 36,700 square foot supermarket with 39,110 square feet of additional, leaseable retail space, where tenants would create 71 permanent, full-time jobs for low-income people.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	71	0
Businesses created/expanded:	1	0
Funds leveraged:	\$10,949,011	\$10,110,000

Status: In phase one, BBC completed planning for Kinsman Plaza and leveraged the funds to develop a redesigned commercial space. In phase two, BBC has maintained financial commitments for the project and acquired additional land. Construction of the facility has been delayed because of challenges securing a second anchor tenant. Negotiations with prospective anchor tenants are ongoing and the tenant(s) selected would join smaller tenants that have been recruited already. Job creation is predicated on the completion of renovations and occupancy of the Kinsman Plaza Shopping Plaza space. BBC has until September 29, 2009 to complete the project.

PENNSYLVANIA

Grantee: Nueva Esperanza, Inc.
4261 North 5th Street
Philadelphia, PA 19140

Grant Number: 90ID0047

Grant Amount: \$140,000

Priority Area: Incremental Development Phase One

Project Period: 09/30/2004 - 09/29/2007

Project Summary: Nueva Esperanza, Inc. proposed to build Plaza Esperanza, a 40,000 square foot retail center. The facility would be a key component of a Latino commercial and cultural corridor. The occupants of Plaza Esperanza would create 80 jobs for low-income individuals in a Federal Empowerment Zone and Living Cities program area.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	80	12
Businesses created/expanded:	1	1
Funds leveraged:	\$4,500,000	\$2,911,320

Status: In phase one, Nueva Esperanza planned and recruited multiple businesses to occupy Plaza Esperanza. However, only one business, Rite Aid, made a commitment to the site and would take up the whole space. This reduced the number of jobs created as well as the amount of matching funds that could be leveraged. Nueva Esperanza leveraged about two thirds of the funds initially proposed for the project. In phase two, 14,000 square feet of commercial space was developed exclusively for Rite Aid. This construction was completed in November 2006. Rite Aid created 12 jobs.

PENNSYLVANIA

Grantee: **Universal Community Homes**
800 South 15th Street
Philadelphia, PA 19146

Grant Number: 90ID0015

Grant Amount: \$400,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2002 - 09/29/2007

Project Summary: Universal Community Homes (UCH) proposed to establish a 150,000 square foot Universal Commercial Center in South Philadelphia, Pennsylvania. The Center would be located on the Avenue of the Arts, an area in which the Commonwealth of Pennsylvania and the city are investing more than \$1 billion for revitalization purposes. The proposal would connect the low-income community with other planned economic opportunities. The prospective tenant for the Universal Commercial Center was a call center with a history of hiring low-income persons in other urban areas.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	400	0
Businesses created/expanded:	1	0
Funds leveraged:	\$22,500,000	\$4,500,000

Status: In phase one, UCH completed planning for the development of the Universal Commercial Center and leveraged \$4,500,000 from the Commonwealth of Pennsylvania to help finance the project. In phase two, the project was terminated because of poor market conditions and no grant funds were spent.

PENNSYLVANIA

Grantee: **Germantown Settlement**
5538C Wayne Avenue
Philadelphia, PA 19144

Grant Number: 90ID0008

Grant Amount: \$417,600

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2002 - 09/29/2007

Project Summary: Germantown Settlement proposed to renovate and expand a 59,000 square foot building to allow for the consolidation of its social services and economic development initiatives into one building. The facility also would provide space for the Pennsylvania Parole and Probation Department and other tenants, as well as create 96 jobs.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	96	62
Businesses created/expanded:	1	1
Funds leveraged:	\$1,518,000	\$1,518,000

Status: In phase two, Germantown Settlement renovated the Chel-Wayne building in the Germantown Community Center, which was a focal point of neighborhood revitalization efforts. While there is space for five businesses to occupy the building, there are only three tenants to date, which have created 62 jobs: Germantown Settlement, a probation and parole agency, and a charter school. Germantown Settlement was successful in reaching its fundraising and business expansion goals. However, it was unable to reach its job creation goal because of the remaining vacancies in the building. Germantown Settlement was committed to continuing efforts to achieve its proposed employment goals.

PENNSYLVANIA

Grantee: **ASSETS Lancaster**
313 West Liberty Street, Suite 111
Lancaster, PA 17603

Grant Number: 90ID0016

Grant Amount: \$560,000

Priority Area: Incremental Development Phase Two

Project Period: 09/30/2002 - 09/29/2005

Project Summary: ASSETS Lancaster proposed to develop a small business incubator in Lancaster, Pennsylvania. The incubator would be located in a technology park. Incubator services would include traditional services, such as access to office equipment, high-technology communications, and operations support services (e.g., payroll and accounting). The ASSETS Lancaster small business incubator planned to create 55 businesses and 65 jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	65	85
Businesses created/expanded:	55	61
Funds leveraged:	\$748,500	\$748,500

Status: In phase two, ASSETS Lancaster developed a business incubator facility, which supported 61 start-up businesses and housed 10 of these in the technology park. While the project created 61 jobs for the start-up business owners, 24 additional jobs were created through these businesses. ASSETS Lancaster also provided technical assistance to other local businesses.

The new businesses provided goods and services, such as home furnishing and accessories, marketing, computer systems and network design, architect services, window cleaning and maintenance, art and clothing design, light manufacturing, and news publication. ASSETS Lancaster met its fundraising goal and exceeded its job creation and business development goals.

OPERATIONAL GRANTS

Operational grants create employment and business development opportunities for low-income individuals, families, and communities. The CDCs that received these grants were experienced in implementing economic development projects, and could implement a new project shortly after receiving funds. Operational grants were awarded for up to \$700,000. Twenty-five operational grants were awarded in FY 2004. Twelve non-construction projects were completed by September 2006. Eleven of the twelve construction projects are not scheduled for completion until September 2008. One of the twelve construction projects was unsuccessful in completing the project because the grantee lost its major tenant and was unable to obtain investments to sustain operations.

Typically, construction projects were scheduled for five-year project periods and non-construction projects were scheduled for three-year project periods. Therefore, grantees with construction projects with start dates of September 30, 2004 have until September 29, 2009 to complete projects.

ALABAMA

Grantee: Jonathan Daniels Community Health Corporation
816 Selma Avenue, Suite 1
Selma, Al 36702

Grant Number: 90EE0683

Grant Amount: \$400,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2006

Project Description: Jonathan Daniels Community Health Corporation (JDCHC) proposed to assist Key Health Services (KHS) expand operations to create 40 full-time jobs for low-income residents in the health care profession. KHS would expand its home care services to include: home monitoring, home maintenance, and non-emergency transportation services. The venture also would allow for development of an adult day care center. The expansion would provide group companionship, education, health promotion, restoration and rehabilitation, recreation activities, exercise, home repairs, and nutritious meals to low-income residents. The project targeted TANF-eligible, non-custodial parents and at-risk youth to fill the new jobs being created. JDCHC planned to make an equity investment to own a 45 percent interest in Key Health Services.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	40	26
Businesses created/expanded:	1	1
Funds leveraged:	\$373,900	\$373,900

Status: JDCHC met its funds leveraging goal and invested in KHS. The investment allowed for the expansion of the business through the renovation of a 1,720 square foot KHS facility in Selma. The larger facility allowed KHS to serve an additional 12 clients per shift and create 26 new full-time jobs for low-income residents during the project period. However, the job creation goal was not met due to recruitment difficulties, high staff turnover and various cash flow challenges.

CALIFORNIA

Grantee: **The East Los Angeles Community Union**
5400 E. Olympic Boulevard, #300
Los Angeles, CA 90022

Grant Number: 90EE0671

Grant Amount: \$300,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2009

Project Summary: The East Los Angeles Community Union (TELACU) proposed the expansion of TELACU Construction Management (TCM), a wholly-owned subsidiary of TELACU. This grant aimed to leverage an additional \$300,000 for the subsidiary to operate and create 30 jobs for TANF recipients and other low-income persons. The grant funds are to be primarily used for personnel and training-related costs.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs Created:	30	0
Businesses created/expanded:	1	0
Funds leveraged:	\$300,000	\$300,000

Status: The TCM business expansion project was not implemented during the original three-year project period due to difficulty obtaining a commitment from major collaborators to place program participants into the training program required for employment. The situation caused delays and substantially shortened the time period for delivering results. TELACU has been granted an extension from September 29, 2007 until September 29, 2009 to complete the project.

CALIFORNIA

Grantee: Valley Economic Development Center
12502 Van Nuys Boulevard, Suite 119
Pacoima, CA 91331

Grant Number: 90EE0678

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2006

Project Summary: The Valley Economic Development Center (VEDC) proposed the development of a retail shopping center in Pacoima City, California. The project would create 75 new retail jobs for low-income individuals. The shopping center was jointly funded by the Ford Foundation.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	75	75
Businesses created/expanded:	50	58
Funds leverage:	\$1,328,566	\$1,584,566

Status: The VEDC retail shopping center in Pacoima City was completed in August 2006. The project created 75 new jobs through the recruitment of 58 businesses in the shopping center. VEDC was able to exceed its fundraising goal by leveraging additional funding from the City of Los Angeles Community Redevelopment Agency. These funds sponsor the Pacoima City Business Assistance Program. This program is among the resources available to tenants of the VEDC shopping center.

CALIFORNIA

Grantee: **Community Equity Partners, Inc.**
22836 Mountain Laurel
Los Angeles, CA 91765

Grant Number: 90EE0680

Grant Amount: \$350,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2006

Project Summary: Community Equity Partners, Inc. (CEP) proposed to expand a 24-hour adolescent care facility in South Los Angeles County, California, by acquiring four residential facilities. The expansion would retain 12 jobs and create 40 full-time, permanent jobs for low-income individuals in State and Federal Enterprise Zones. It also would facilitate the development and possible employment of 30 at-risk and troubled youth. At least 88 percent of the new jobs would be filled by TANF recipients and other low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	40	34
Business created/expanded:	1	1
Funds leveraged:	\$261,535	\$1,175,000

Status: CEP made a \$200,000 loan to Dimondale Adolescent Care, Inc. (Dimondale) to cover business expansion costs, such as property acquisition, to operate four adolescent care centers. CEP also provided technical assistance to Dimondale, including help to recruit and train 59 employees, 34 of which were retained. CEP leveraged four times the amount of money originally proposed for the project by obtaining an \$875,000 bank loan and \$300,000 in other private investments.

CONNECTICUT

Grantee: **Progressive Training Associates, Inc.**
965 Fairfield Avenue
Bridgeport, CT 06605

Grant Number: 90EE0690

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2006

Project Summary: Progressive Training Associates, Inc. (PTA), in partnership with Progressive Upholstery, proposed to develop an upholstery enterprise center, a business that would restore furniture for residential, small business, and commercial clients, such as hotels, office buildings, and restaurants. The business also would offer upholstery and restoration services for furnishings, boats, cars, and drapes. The new upholstery enterprise would create 73 new jobs, 60 percent (44) of which would be targeted for low-income individuals in a distressed community in Bridgeport, Connecticut.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	73	40
Businesses created/expanded:	1	1
Funds leveraged:	\$700,000	\$700,000

Status: PTA, in partnership with Progressive Upholstery, developed and operated an upholstery enterprise center business in Bridgeport, Connecticut. Although the business center did not achieve its total job creation goal, 40 permanent full-time jobs for low-income residents were created. PTA met its financial leveraging goal.

FLORIDA

Grantee: Tampa-Hillsborough Community Development Corporation
1207 East Dr. Martin Luther King, Jr. Boulevard
Tampa, FL 33603

Grant Number: 90EE0675

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2006

Project Summary: Tampa-Hillsborough CDC (T-HCDC) proposed to establish a medium-sized screen printing and embroidery manufacturing enterprise called Tampa Image Imprint, Inc. (TL3), two retail/outlet stores, four marketing/sales entrepreneurship, and 10 unique, urban mini-entrepreneur/vendor businesses. These businesses would create 72 jobs. Sixty-two jobs were to be created for low-income residents who live in a designated Enterprise Community (EC).

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	72	30
Businesses created/expanded:	1	10
Funds leveraged:	\$639,854	\$639,854

Status: T-HCDC established a screen printing and embroidery manufacturing enterprise called Tampa Image Imprint, Inc. (TL3) in the Tampa EC. T-HCDC also supported nine individual entrepreneurs owning outlet businesses, selling products produced by TL3. TL3 created 30 jobs for low-income residents of the Tampa EC, including those of the individual entrepreneurs. T-HCDC met its financial leveraging goal.

FLORIDA

Grantee: Florence Villa Community Development Corporation
111 Avenue R, NE
Winter Haven, FL 33881

Grant Number: 90EE0688

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2006

Project Summary: Florence Villa Community Development Corporation (FVDC) proposed the expansion of Cypress Gardens Adventure Park. The adventure park would provide entertainment and leisure activities at a Cypress Gardens Boulevard location in Winter Haven, Florida. The expansion would allow the park to create 75 permanent, full-time jobs in positions related to concessions, administration, attractions, operations and supervision. Sixty percent of the jobs created would be filled by TANF recipients and other low-income individuals who reside in the Winter Haven community. FVDC also planned to lend \$500,000 towards the expansion of Cypress Gardens Adventure Park.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	75	100
Businesses created/expanded:	1	1
Funds leveraged:	\$1,000,000	\$1,000,000

Status: FVDC project loaned \$500,000 and leveraged matching funds to expand the Cypress Gardens Adventure Park. The expansion created 100 new jobs for low-income people from the targeted area, which brought the total employment at the park to 550 employees. The project also afforded 25 employees the opportunity to obtain their GEDs to enhance their employment opportunities. It also provided referrals to social services for other needed services. The project ended in February 2006. Ultimately, the amusement park filed for bankruptcy in December 2006 to restructure debt and its management team.

FLORIDA

Grantee: **Beginnings and Beyond Community Development Corporation, Inc.**
15841 Pines Boulevard #225
Pembroke Pines, FL 33027

Grant Number: 90EE0674

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 10/30/2006

Project Summary: Beginnings and Beyond Community Development Corporation, Inc. (BABCDC) proposed to establish a child care center that would create 120 permanent, full-time, career-oriented jobs, of which 72 would be filled by low-income residents. The project also proposed to create 25 home-based, self-employment child care provider businesses. The project planned to serve individuals from the Carol City revitalization area in Pembroke Pines, Florida.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	20	15
Businesses created/expanded:	1	1
Funds leveraged:	\$373,900	\$373,900

Status: BABCDC leveraged financing as proposed to create the child care center in the Carol City revitalization area. However, financial problems adversely affected the home-based business opportunities and limited the achievement of the job creation goal, beyond those tied to the child care center. The child care center created 15 permanent full-time jobs to support the 54 children enrolled.

HAWAII

Grantee: Hawaii County Economic Opportunities Council
47 Rainbow Drive
Hilo, HI 96720

Grant Number: 90EE0673

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 06/30/2006

Project Summary: Hawaii County Economic Opportunities Council (HCEOC) proposed the expansion of the Orchid Tissue Culture Laboratory for orchid production. The enlarged facility would create 70 new jobs for TANF recipients and eligible low-income residents in its Hilo target area. The project included the erection of a pre-fabricated steel building to house operations where Tissue Culture Technicians, Autoclave and mixer operators, and general helpers would work.

Reporting Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	70	20
Business created/expanded:	1	1
Funds leveraged:	\$762,600	\$1,400,000

Status: The HCEOC expanded the Orchid Tissue Culture laboratory facility in its Hilo target area. The size of the orchid production laboratory was increased by 71 percent from 5,110 square feet to 8,733 square feet. The project also allowed for the acquisition of 3,623 square feet of refrigerated warehouse space. While the additional space allowed increased orchid production, the project was able to create only 20 of the 70 jobs proposed during the project period. Three additional employees were hired a month later and HCEOC was committed to continuing efforts to achieve its proposed employment goals as the business continues to grow.

KENTUCKY

Grantee: **Kentucky Highlands Investment Corporation**
P.O. Box 1738
London, KY 40743

Grant Number: 90EE0691

Grant Amount: \$500,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2007

Project Summary: Kentucky Highlands Investment Corporation (KHIC) proposed to make a business expansion loan of \$500,000 to American Health Management, an adult day care center. The loan would allow American Health Management to open six new centers in six counties in their low-income service area in rural Appalachian Kentucky. The expanded business would create 60 new, permanent jobs for low-income residents. A variety of attainable positions would be made available to program participants, including nursing assistants and aides, transportation associates, and therapists.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	60	113
Businesses created/expanded:	1	1
Funds leveraged:	\$700,000	\$700,000

Status: KHIC made a business expansion loan of \$500,000 to American Health Management resulting in its expansion. American Health Management opened six new adult day care centers and exceeded its job creation goals; it hired 113 target area residents, 75 of which were low-income residents. KHIC continued to use local newspapers and consultation with the Kentucky Department for Employment Services to fill vacancies for positions such as Van Driver, Health Care Associate, Licensed Practical Nurse, and Patient Care Coordinator. KHIC met its financial leveraging goal.

MARYLAND

Grantee: Bel Alton High School Alumni Associate
Community Development Corporation
410 Carroll Street, Suite 107
La Plata, MD 20646

Grant Number: 90EE0682

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2009

Project Summary: Bel Alton High School Alumni Associate Community Development Corporation (BAHA) proposed to renovate the old Bel Alton High School building, a school used exclusively by African Americans in the low-income neighborhood of Bel Alton, Maryland from 1938 until the integration of schools in southern Maryland in 1965. The renovation project would transform the school into a mixed-use, multi-service business center, serving a target population of low-income residents in the southern end of Charles County, Maryland. Prospective tenants in the center include a Head Start Program, restaurant, cable company, and small start-up businesses. Adult education and information systems training would be offered in the building and the tenants in the center would create 60 jobs, 51 of which would be for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	60	0
Businesses created/expanded:	1	1
Funds leveraged:	\$3,645,000	\$5,500,000

Status: BAHA began renovating the Bel Alton High School building during 2007 and construction is nearing completion. BAHA is waiting for clearance to occupy the structure and the tenants that would create new jobs include: a Head Start Program, restaurant, cable company, and several small start-up businesses. BAHA exceeded its fundraising goal by leveraging \$5.5 million for the project, and has until 2009 to complete construction and monitor tenant job creation activities.

MARYLAND

Grantee: East Harbor Community Development Program
250 South Broadway
Baltimore, MD 21231

Grant Number: 90EE0687

Grant Amount: \$500,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2009

Project Summary: East Harbor Community Development Program (EHCDC) proposed to develop a 4,000 square foot commercial business center that would be located at 250 S. Broadway in Baltimore, Maryland. The business center project would provide training in administration, bookkeeping, customer relations, and marketing. This project would create 60 full-time, permanent jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	60	10
Business created/expanded:	1	1
Funds leveraged:	\$787,000	\$500,000

Status: EHCDC successfully renovated a 3,000 square foot building and added 1,500 square feet of new space for its new commercial center building in an area of Baltimore known as "Spanish Town." The building is 70 percent leased, with a minority-owned dentist/orthodontist office as an anchor tenant. Efforts to lease the building fully have been limited by declining market and tighter credit conditions. However, the renovation has interested other property owners on the Broadway corridor in improving adjacent property. Ten jobs have been created for low-income individuals which are office and dental practice-related. EHCDC has until February 28, 2009 to meet its funds leveraging and job creation goals.

MASSACHUSETTS

Grantee: **Codman Square Neighborhood Development Corporation**
587 Washington Street
Dorchester, MA 02124

Grant Number: 90EE0670

Grant Amount: \$500,000

Priority Area: Operational

Project Period: 09/30/2004 - 9/29/2009

Project Summary: Codman Square Neighborhood Development Corporation (CSNDC) proposed to demolish a blighted, former auto repair facility and construct a 22,000 square foot commercial space that would house a supermarket and adjacent parking in the strategic Four Corners neighborhood of Dorchester, Massachusetts. The tenant would create at least 51 new jobs for low-income people, including TANF recipients and non-custodial parents.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	51	0
Business created/expanded:	1	1
Funds leveraged:	\$3,601,246	\$4,000,000

Status: CSNDC experienced significant development challenges in 2005 when the proposed operator of the supermarket went bankrupt. CSNDC has since revised plans to construct a 13,500 square foot commercial space in three separate buildings that will include an affordable housing component. A CVS pharmacy has been recruited as the anchor tenant. The CVS pharmacy will occupy a free-standing, 11,000 square foot commercial space, while small businesses would occupy the other buildings. Construction of the commercial space would begin following the approval of development plans by local regulatory agencies.

CSNDC also reached an agreement to purchase additional land to accommodate the growth of the center and overall market value of the property. Construction planned for the site is scheduled to begin in spring 2009 and be completed in 2010. CSNDC already has exceeded its fundraising goal, and has until September 29, 2009 to achieve its job creation goal.

MICHIGAN

Grantee: Detroit Entrepreneurship Institute, Inc.
1010 Antietam Avenue
Detroit, MI 48207

Grant Number: 90EE0686

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2007

Project Summary: Detroit Entrepreneurship Institute, Inc. (DEI) proposed to renovate a 35,000 square foot business incubator facility in downtown Detroit, Michigan. The facility aimed to house three incubator projects: a commercial kitchen, a retail business, and a manufacturing operation. The DEI business incubator planned to create 60 new, permanent jobs through the creation of 36 micro-enterprise businesses, of which at least 60 percent would be filled by TANF recipients or other low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	60	48
Businesses created/expanded:	36	36
Funds leveraged:	\$1,350,000	\$1,350,000

Status: DEI completed the renovation of the business incubator facility in September 2007. The commercial kitchen, retail business and manufacturing operation occupying the space are fully operational. While DEI anticipated that most micro-enterprises would create a minimum of two jobs each, the 36 micro-enterprises created 45 new jobs. In addition, DEI created three new jobs within its organization to manage the incubator. DEI reached its business creation and leveraging goals, but overestimated its job creation goal.

NEW JERSEY

Grantee: **New Jersey Community Development Corporation**
P.O. Box 6976
Patterson, NJ 07509

Grant Number: 90EE0276

Grant Amount: \$87,500

Priority Area: Operational

Project Period: 09/29/1997 - 12/29/2004

Project Summary: New Jersey Community Development Corporation (NJCDC) was awarded a grant in FY 1997 for the development of the Patterson Family Center. The Patterson Family Center would create 35 full-time jobs for low-income residents of Patterson, New Jersey. The center planned to provide child care services to 95 children from the local area through 15 child care workers and 20 individuals who would provide in-home child care, as registered family day care providers. In FY 2004, NJCDC received supplemental funding to cover administrative costs for the previous grant, as well as a project period extension.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	N/A	N/A
Businesses created/expanded:	N/A	N/A
Funds leveraged:	N/A	N/A

Status: NJCDC received supplemental funds in FY 2004 to cover administrative costs for a grant awarded in FY 1997 for the development of the Patterson Family Center. With this additional funding, NJCDC was able to complete the construction of the Patterson Family Center.

NEW YORK

Grantee: Astella Development Corporation
1618 Mermaid Avenue
Brooklyn, NY 11224

Grant Number: 90EE0676

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2009

Project Summary: Astella Development Corporation proposed a non-construction project in collaboration with Kohl's department store. This project is targeting two sites in urban renewal areas: Coney Island-Brooklyn and Staten Island. Astella Development Corporation planned to bring retail shopping for apparel, home décor, and other items not available to low-income residents of Coney Island-Brooklyn and Staten Island, and planned to create 120 new jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	120	172
Businesses created/expanded:	2	2
Funds leveraged:	\$24,837,085	\$20,932,017

Status: Astella Development Corporation provided low-income individuals a referral to Kohl's department stores for positions as department associate, point-of-sale contact, and receiving and truck upload associate. Prior to recruiting employees, all potential employees attended Astella Development Corporation's pre-interview and résumé workshops. Astella Development Corporation advertises for applicants in "Astella Action News," the weekly community newsletter, which is delivered to 6,000 residences in the target area. Astella Development Corporation has met its business creation goal and created 172 jobs for low-income individuals thus far, exceeding its job creation goal. Astella Development Corporation has until September 29, 2009 to meet its funds leveraging goal.

NORTH CAROLINA

Grantee: **Native Opportunity Way-Community Development Corporation**
P.O. Box 9
186 Gibbs Avenue
Hollister, NC 27844

Grant Number: 90EE0668

Grant Amount: \$349,580

Priority Area: Operational

Project Period: 05/01/2004 - 04/30/2007

Project Summary: Native Opportunity Way-Community Development Corporation (NOW-CDC) proposed to construct a 10,500 square foot commercial and office complex that would provide business development assistance to 32 businesses. The project also planned to provide a combination of grants, loans, and marketing assistance to eight businesses that would rent space in the building, as well as career development opportunity training for at least 30 workers.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	30	22
Businesses created/expanded:	8	6
Funds leveraged:	\$375,776	\$375,776

Status: NOW-CDC constructed a 10,500 square foot commercial and office complex. At the end of the project period, six tenants occupied the facility, including an insurance agency, a family support organization, a land survey business, Hair Cattery, and stores selling auto parts and hardware. Together these businesses created 22 new, full-time jobs.

NOW-CDC was unable to meet its business and job creation goals by the end of the project period, but was pursuing two additional businesses to occupy the office complex. NOW-CDC met its financial leveraging goal.

NORTH CAROLINA

Grantee: **UDI Community Development Corporation**
631 United Drive
Durham, NC 27713

Grant Number: 90EE0693

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2007

Project Summary: UDI Community Development Corporation (UDI) proposed to develop the Carolina Steel Framing, LLC, a company that would manufacture and assemble high-quality steel framing for residential use at an affordable cost to the customer. The project proposed to create 105 full-time jobs for low-income individuals located in Durham, North Carolina.

Reported Project Outcomes:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	105	7
Businesses created/expanded:	1	1
Funds leveraged:	\$700,000	\$600,000

Status: UDI, in collaboration with Denton Steel Company, opened and operated Carolina Steel Framing, LLC. The business created seven full-time jobs and provided training for program participants. The UDI project had a slow start because of the market conditions in the steel industry, which limited business growth and job creation; however, UDI had plans to grow the manufacturing business and hire an additional 48 to 50 permanent employees. The project met 85 percent of its financial leveraging goal.

PENNSYLVANIA

Grantee: Mennonite Economic Development Associates
1821 Oregon Pike, Suite 201
Lancaster, PA 17601

Grant Number: 90EE0681

Grant Amount: \$600,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2006

Project Summary: Mennonite Economic Development Associates (MEDA) proposed to expand a locally-owned cabinet manufacturing enterprise, Signature Custom Cabinetry, which constructs custom-made cabinets for residential and commercial use. The expansion of Signature Custom Cabinetry would create 62 permanent, full-time jobs, with 38 (60 percent) targeted to low-income residents in a high-poverty community located in the southeast section of Lancaster, Pennsylvania.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	62	62
Business created/expanded:	1	1
Funds leveraged:	\$700,000	\$940,000

Status: MEDA made a \$510,000 loan to Signature Custom Cabinetry to expand its operations. The expansion was completed in 2005 and the business grew to create 62 new jobs, with 38 jobs given to low-income individuals who previously were unemployed or recipients of public assistance. Most of the jobs created related to manufacturing and wages averaged \$11.00 per hour. MEDA leveraged 34 percent more funding than the original amount proposed for the project.

PENNSLYVANIA

Grantee: Fayette County Community Action Agency, Inc.
140 North Beeson Avenue
Uniontown, PA 15401

Grant Number: 90EE0677

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2007

Project Summary: Fayette County Community Action Agency, Inc. (FCCAA) proposed to renovate a 14,000 square foot commercial building into a mixed-use office/retail center, using green building principles. The center would serve as a demonstration project for implementing energy efficient techniques, and its tenants would create 70 jobs, 60 percent of which would be for low-income program participants.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	70	45
Businesses created/expanded:	1	11
Funds leveraged:	\$700,000	\$5,000,000

Status: FCCAA completed construction of an 18,000 square foot addition of the commercial building, which was 90 percent occupied by the end of the project period. The building was constructed to Leadership in Energy and Environmental Design (LEED) Silver Standards and FCCAA began the process of seeking “green” designation. The construction-related activities of the project and 11 expanded businesses helped create 45 new jobs. An additional 39 jobs were projected for efforts beyond the project period. FCCAA was able to exceed its funds leveraged goal by securing private financing, foundation support, and a large grant from the State of Pennsylvania.

PENNSLYVANIA

Grantee: East Liberty Development, Inc.
6101 Pennsylvania Avenue, Suite 201
Pittsburgh, PA 15206

Grant Number: 90EE0685

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2009

Project Summary: East Liberty Development, Inc. (ELDI) proposed to rehabilitate 48,000 square feet of retail space in East Liberty Station Shopping Center in Pittsburgh, Pennsylvania. The newly appointed center would be occupied by a Shop 'n Save grocery store and other retail stores that would create 72 jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	72	117
Business created/expanded:	1	1
Funds leveraged:	\$3,855,000	\$3,900,000

Status: ELDI and its partner, East Liberty Station Associates, rehabilitated East Liberty Station Shopping Center. Upon opening, Shop 'n Save supermarket and a Trader Joes specialty franchise created 117 new jobs, 72 of which were filled by low-income individuals. The shopping center operated for 19 months, until the wholesale distributor of Shop 'n Save franchises exited the Pittsburgh market. The supermarket closed and jobs were lost for approximately eight months, until a Staples office supply business opened in May 2007. Staples created 23 new jobs. Efforts are being made to secure additional tenants to recoup the original 94 created jobs through the end of the project in 2009. ELDI exceeded its financial leveraging goal by raising \$3.9 million.

TEXAS

Grantee: **Center for Enterprise Community Initiatives and Development**
2300 West Commerce, Suite 204
San Antonio, TX 78207

Grant Number: 90EE0672

Grant Amount: \$500,000

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2006

Project Summary: Center for Enterprise Community Initiatives and Development (CECID) proposed to create 50 new jobs for low-income individuals, through its collaborative Technical Employment Business Opportunities for Low-income Populations (TEBOLP) project. The TEBOLP project would establish an information technology (IT) job creation service called Integrated Network Solutions (INS). INS would create 50 permanent technical employment positions and 26 technical entrepreneurs (small businesses) in the Westside Corridor of San Antonio's Empowerment/Enterprise Community. The project would target welfare recipients, at-risk youth, displaced workers, and other low-income people for employment in the computer services industry, providing training leading to certification as computer technicians. Support and training also would lead to the creation of small businesses.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	50	32
Businesses created/expanded:	26	21
Funds leveraged:	\$615,056	\$125,000

Status: CECID implemented the TEBOLP program, creating an IT company called NetSys Technologies dba AroSys Technologies, Inc (NETSYS). CECID also provided technical assistance and training to 128 prospective IT employees and business owners. NETSYS was able to create only three jobs for program participants, as it was unable to solicit the corporate and public sector customers needed to expand. Twenty-one program participants opened their own businesses as computer support and network infrastructure consultants. These businesses created 29 new jobs. Eighty-six other program participants found IT jobs, such as computer support specialists, systems administrators, and network technicians. CECID was unable to achieve its proposed financial leveraging goal due to programmatic issues and retractions of financial commitments previously made by partners.

TEXAS

Grantee: Pyramid Community Development Corporation
1420 South Post Oak Street
Houston, TX 77045

Grant Number: 90EE0679

Grant Amount: \$100,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/30/2009

Project Summary: Pyramid Community Development Corporation (PCDC), in collaboration with Texas A&M University, proposed to create a commercial fishery as part of a large-scale, mixed-use commercial project developed on 234 acres. The fishery would create 10 jobs for low-income persons from commercial fish production sales and the operation of a public fishing business (with ancillary sales of supplies, bait, etc.). The project would be developed in two phases, beginning with construction and development, followed by business operations.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	10	0
Businesses created/expanded:	1	0
Funds leveraged:	\$198,000	\$0

Status: PCDC underestimated the cost of developing the project. The project is not operational at the time of this report; however, they are attempting to raise the additional \$400,000 in financing for the project. PCDC is continuing its efforts to meet a revised fundraising goal and has until September 2009 to complete the project.

TEXAS

Grantee: **Business Assistance Center, Inc.**
1201 West Camp Wisdom Road, Suite 224
Dallas, TX 75232

Grant Number: 90EE0669

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 05/1/2004 - 04/30/2009

Project Summary: The Business Assistance Center, Inc. (BAC) proposed to acquire land and construct a 5,000 square foot retail business and job training complex. This facility would house the expanded Micro-Enterprise Training and Incubation (METI) training program. The METI program is a six-phased business start-up/ownership and incubation model, featuring long-term technical assistance. BAC aims to create 47 self-employment jobs for low-income individuals.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	47	48
Businesses created/expanded:	47	48
Funds leveraged:	\$1,750,000	\$992,915

Status: BAC purchased land for the proposed 5,000 square foot retail business and job training complex; however, construction of the facility has not begun. BAC, in its existing facilities, has supported the creation of 48 businesses and jobs through the METI training program. Construction for the new facility is slated to be completed in late 2008. The total cost of the facility is estimated to be \$965,000. BAC has not met its financial leveraging goal and has until 2009 to obtain additional funds for project support.

WISCONSIN

Grantee: CAP Services, Inc.
5499 Highway 10 East
Stevens Point, WI 54481

Grant Number: 90EE0689

Grant Amount: \$249,483

Priority Area: Operational

Project Period: 09/30/2004 - 02/28/2007

Project Summary: CAP Services, Inc. proposed to assist in the expansion of Portesi Italian Foods, Inc., a third-generation, family-owned, pizza production company. The business had been located at 916 Center Point Drive since 1962. The project involved the construction of a new facility in the Portage County Business Park in Stevens Point, as Portesi could not expand or add new technology at its current site due to space limitations. The expanded business would create 25 new jobs for low-income residents.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	25	27
Businesses created/expanded:	1	1
Funds leveraged:	\$344,774	\$900,000

Status: CAP Services, Inc. completed construction of the food processing facility in early 2005. More than twice the proposed amount of funds was leveraged for the project and full-scale food production at the new plant by the end of May 2005. Portesi grew as new distribution relationships were formulated, and Portesi's sales rose significantly. At the end of the project period, the Portesi food processing center had created 27 jobs, which were filled by low-income target area residents.

WISCONSIN

Grantee: Northside Community Development Corporation
3718 West Lancaster
Milwaukee, WI 53209

Grant Number: 90EE0684

Grant Amount: \$700,000

Priority Area: Operational

Project Period: 09/30/2004 - 09/29/2006

Project Summary: Northside Community Development Corporation (Northside CDC) proposed to invest in the expansion of a retail shopping center in Milwaukee's Northside neighborhood called the Midtown Center. The Northside CDC investment would help finance the addition of 100,000 square feet of additional retail space as part of the second phase of the Midtown Center. The new space would be leased to major chain retailers, such as Sears and Target, and create 135 new jobs, 60 percent of which would be for low-income residents.

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Jobs created:	135	935
Businesses created/expanded:	1	1
Funds leveraged:	\$5,970,036	\$10,000,000

Status: Northside CDC loaned developers \$600,000 to construct and operate a retail shopping center as Phase II of the Midtown Center. The new retail space was leased to a variety of tenants that created 935 jobs for area residents, with 795 (85 percent) of these jobs given to low-income persons. There was a significant amount of private investment in the Midtown Center project. Northside CDC exceeded its financial leveraging goal, raising almost twice the amount of funds proposed.

TRAINING AND TECHNICAL ASSISTANCE

The training and technical assistance cooperative agreement was a nationwide award that provided CDCs with capacity building training and technical assistance. This grant was authorized under Section 680(a)(2)(E) of the Community Services Block Grant Act. This statute provides authority to reserve up to one percent of the Community Economic Development (CED) allocation each fiscal year to make grants to private, non-profit organizations or to enter into contracts with private, non-profit or for-profit organizations to provide technical assistance to aid community development corporations in developing or implementing CED activities and to evaluate CED activities. One training and technical assistance cooperative agreement was awarded in FY 2004.

DISTRICT OF COLUMBIA

Grantee: **National Congress for Community Economic Development**
1030 15th Street, NW, #325
Washington, DC 20005

Grant Number: 90EC0006

Grant Amount: \$270,000

Project Period: 9/30/2003 - 2/28/2005

Project Summary: The National Congress for Community Economic Development (NCCED), a national membership association of CDCs, proposed to provide training and technical assistance to CDCs, produce a funding directory, write publications on job creation, and provide additional assistance to CDCs seeking to develop supermarkets in their communities.

Summary of Accomplishments: NCCED entered into a cooperative agreement with OCS to provide training and technical assistance to strengthen the network of CDCs, provide them with access to new sources of financing, and evaluate projects funded under the CED program. NCCED delivered training and conducted workshops on economic development strategies, resources, and funding opportunities at the 2003 and 2004 NCCED annual conferences. NCCED completed an updated directory of funding sources and posted the directory on the NCCED web site. An outline and a preliminary set of information on supermarket development by CDCs were drafted. A retail training session was developed for the 2004 NCCED annual conference. A paper on the issue of reversionary interest was completed. OCS is drafting a best practice policy for grantees using this paper on reversionary interest.

**APPENDIX B
RURAL FACILITIES PROGRAM
PROJECT DESCRIPTIONS**

ARIZONA

Grantee: Inter Tribal Council of Arizona, Inc.
2214 North Central Avenue, Suite 100
Phoenix, AZ 85004

Grant Number: 90EF0056

Grant Amount: \$651,161

Project Period: 9/30/2002 - 9/29/2005

States Covered: Tribal communities in Arizona, Nevada, and California

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	144	146
Funds leveraged:	\$169,000	\$169,000
Training sessions provided:	25	30
Persons trained:	200	620
Newsletters published:	1,000	1,500

Summary of Accomplishments: In the third year of the project period, Inter Tribal Council of Arizona, Inc. (Inter Tribal), the only program of Tribal certification in the nation, revised its training certification manuals, curricula, and examinations. The Association of Boards of Certification (which certifies organizations that train water and wastewater treatment operators) approved the examinations and Inter Tribal's authority to certify operators. Inter Tribal certified Tribal members as water and wastewater treatment operators, and provided additional training to Tribal residents about safe water.

Inter Tribal developed a new training calendar for publication with over 30 courses offered for the training year. The Tribal water system program conducted six water operator certification training and exam sessions and conducted twelve other water and wastewater operator certification training sessions. Overall, the grantee trained 620 individuals via these courses and sessions, which was over three times more than its proposed goal. Additionally, Inter Tribal disseminated 1,500 newsletters and achieved its fundraising goal.

ARKANSAS

Grantee: **Community Resource Group, Inc.**
2423 East Robinson Avenue
Springdale, AR 72764

Grant Number: 90EF0051

Grant Amount: \$1,000,000

Project Period: 9/30/2002 - 9/29/2005

States Covered: Alabama, Arkansas, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	150	164
Funds leveraged:	\$20,000,000	\$49,915,361
Training sessions provided:	250	370
Persons trained:	500	1,112
Newsletters published:	10,000	9,480

Summary of Accomplishments: In the third year of the project period, the Community Resource Group, Inc. (CRG), used grant funds to operate a seven-State program that provided onsite training and technical assistance to ensure that lower-income communities have affordable, adequate, and safe water and wastewater treatment facilities. CRG provided technical assistance to 164 communities. CRG published and distributed 9,480 of the proposed 10,000 newsletters to low-income communities. CRG exceeded all other proposed goals. For example, CRG raised more than twice the amount of funds anticipated and served 14 more communities. It also held 48 percent more training sessions reaching more than twice the number of people expected.

CALIFORNIA

Grantee: Rural Community Assistance Corporation
3120 Freeboard Drive, Suite 201
West Sacramento, CA 95691

Grant Number: 90EF0055

Grant Amount: \$1,000,000

Project Period: 9/30/2002 - 9/29/2005

States Covered: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Nevada, New Mexico, Oregon, Utah, and Washington

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	215	578
Funds leveraged:	\$9,000,000	\$73,489,377
Training sessions provided:	40	125
Persons trained:	2,000	4,499
Newsletters published:	8,000	8,400

Summary of Accomplishments: In the third year of the project period, Rural Community Assistance Corporation (RCAC) used grant funds to operate an eleven-State program that provided onsite training and technical assistance to ensure that low-income communities have affordable, adequate, and safe water and wastewater treatment facilities. RCAC exceeded all proposed project goals. For example, RCAC provided technical assistance to 578 communities, which was over double the proposed number of communities. RCAC leveraged 716 percent more funds than anticipated. Additionally, the grantee provided three times the number of training sessions proposed, enabling them to more than double the number of people trained.

DISTRICT OF COLUMBIA

Grantee: Rural Community Assistance Partnership, Inc.
1522 K Street, NW
Washington, DC 20005

Grant Number: 90EF0057

Grant Amount: \$500,000

Project Period: 9/30/2003 - 9/29/2005

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	0	313
Funds leveraged:	N/A	N/A
Training sessions provided:	0	115
Persons trained:	0	1,000
Newsletters published:	0	2,060

Summary of Accomplishments: In the third year of the project period, Rural Community Assistance Partnership, Inc. (RCAP National), also referred to as the Rural Facilities Homelands Security Program grant, provided training and technical assistance to community leaders and decisions-makers, working with small water and wastewater systems to develop security, risk reduction, and emergency preparedness strategies. Most of this support was through the use of an eBulletin, which has 4,352 subscribers. The eBulletin provided subscribers with technical assistance and information on funding options for an array of water and wastewater treatment activities. In addition to the eBulletin, RCAP disseminated 2,060 newsletters. Moreover, RCAP served 313 communities and trained 1,000 people via 115 sessions.

In regards to emergency preparedness strategies, all staff experts focused on training leaders on how to assess infrastructure vulnerability, which included threats identified by system personnel, such as storm events, earthquakes, wildfires, and vandalism. RCAP staff created the "RCAP Security Toolbox," which consists of five training documents to guide water and wastewater system personnel at smaller facilities through vulnerability assessments and emergency response plans for their facilities.

MASSACHUSETTS

Grantee: RCAP Solutions, Inc.
P.O. Box 747
218 Central Street
Winchendon, MA 01475

Grant Number: 90EF0054

Grant Amount: \$1,000,000

Project Period: 9/30/2002 - 9/29/2005

States Covered: Connecticut, Rhode Island, Maine, New Hampshire, Vermont, Massachusetts, New York, Pennsylvania, Puerto Rico, and the U.S. Virgin Islands

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	130	191
Funds leveraged:	\$30,000,000	\$39,161,214
Training sessions provided:	30	906
Persons trained:	600	1,565
Newsletters published:	4,500	5,000

Summary of Accomplishments: In the third year of the project period, RCAP Solutions used grant funds to operate a program in ten States and the U.S. Virgin Islands that provided onsite training and technical assistance to ensure that low-income communities have affordable, adequate, and safe water and wastewater treatment facilities. RCAP Solutions exceeded all proposed project goals. For example, RCAP Solutions provided technical assistance to 191 communities, which was 53 percent more than the number projected. In addition, the grantee provided 876 more training sessions than the 30 proposed and trained more than twice the number of proposed people. RCAP Solutions raised approximately 30 percent more funds as well.

MINNESOTA

Grantee: **Midwest Assistance Program, Inc.**
P.O. Box 81
New Prague, MN 56071

Grant Number: 90EF0050

Grant Amount: \$1,000,000

Project Period: 9/30/2002 - 9/29/2005

States Covered: Iowa, Kansas, Minnesota, Montana, Missouri, Nebraska, North Dakota, South Dakota, and Wyoming

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	500	774
Funds leveraged:	\$50,000,000	\$55,519,911
Training sessions provided:	200	504
Persons trained:	1,500	1,728
Newsletters published:	36,400	37,336

Summary of Accomplishments: In the third year of the project period, Midwest Assistance Program, Inc. (MAP) used grant funds to operate a nine-State program that provided onsite training and technical assistance to ensure that low-income communities have affordable, adequate, and safe water and wastewater treatment facilities. MAP exceeded all proposed project goals. For example, MAP provided technical assistance to 774 communities, 55 percent more communities than projected. MAP also offered over double the number of proposed training sessions, reaching 1,728 individuals.

OHIO

Grantee: **WSOS Community Action Commission, Inc.**
219 S. Front Street
Fremont, OH 43420

Grant Number: 90EF0053

Grant Amount: \$1,000,000

Project Period: 9/30/2002 - 9/29/2005

States Covered: Illinois, Indiana, Kentucky, Michigan, Ohio, West Virginia, and Wisconsin

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	270	426
Funds leveraged:	\$35,000,000	\$50,236,885
Training sessions provided:	50	61
Persons trained:	1,000	1,713
Newsletters published:	2,600	4,309

Summary of Accomplishments: In the third year of the project period, the WSOS Community Action Commission, Inc. (WSOS) used grant funds to operate a seven-State program that provided onsite training and technical assistance to ensure that low-income communities have affordable, adequate, and safe water and wastewater treatment facilities. WSOS exceeded all proposed project goals. For example, WSOS provided technical assistance to 426 communities, which was 57 percent more than anticipated. Moreover, the grantee leveraged 44 percent more funding than proposed. WSOS reached 1,713 individuals via 61 training sessions.

VIRGINIA

Grantee: Southeast Rural Community Assistance Project, Inc.
145 Campbell Avenue, SE, Suite 800
Roanoke, VA 24001

Grant Number: 90EF0052

Grant Amount: \$1,000,000

Project Period: 9/30/2002 - 9/29/2005

States Covered: Delaware, Florida, Georgia, Maryland, North Carolina, and South Carolina

Reported Outcomes to Date:

	<u>Proposed</u>	<u>Actual</u>
Communities served:	47	47
Funds leveraged:	\$16,900,000	\$12,891,575
Training sessions provided:	12	13
Persons trained:	120	277
Newsletters published:	3,000	3,000

Summary of Accomplishments: In the third year of the project period, the Southeast Rural Community Assistance Project, Inc. (SERCAP) used grant funds to operate a six-State program that provided onsite training and technical assistance to ensure that low-income communities have affordable, adequate, and safe water and waste treatment facilities. SERCAP provided technical assistance to 47 low-income communities and trained 277 people via 13 training sessions. The grantee leveraged almost \$13 million, which was below its proposed goal.