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# What Works!

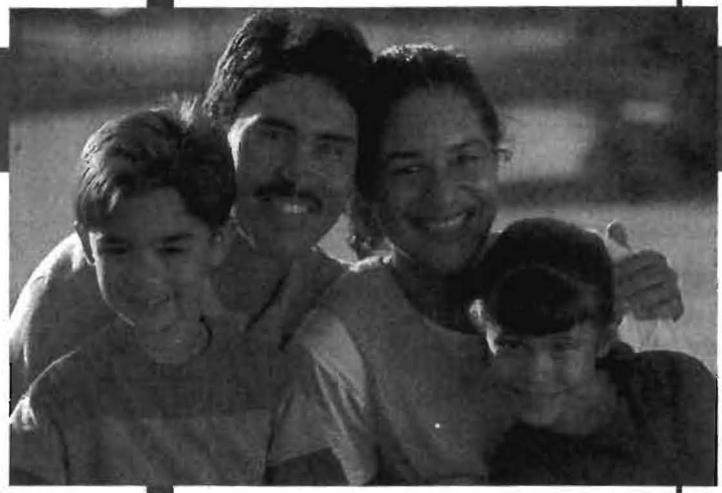
## in the Empowerment Zones and Enterprise Communities

### Volume II



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

Dan Glickman, Secretary  
U.S. Department of Agriculture



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"My view is that the principal role of government is to provide the conditions and the tools to empower people to solve their own problems and then to work as a partner with State and local governments and the private sector and community groups—and as a catalyst to take ideas that work someplace and make sure they work everywhere."

*President Bill Clinton  
Wall Street Project Conference  
January 15, 1998*

"Empowerment is not a top-down program, but a bottom-up solution. It doesn't depend solely on the private sector, but it doesn't ignore the market's power in forging solutions. It doesn't rely on government exclusively, but it doesn't neglect government's role either. Instead, empowerment changed the mission of government. It holds that governments are more like hardware stores than master builders. We don't tell people what they must build and force them to do so according to our rigid, one-size-fits-all blueprint. We simply give people the tools to do it themselves."

*Vice President Al Gore*





"EZs and ECs are not government hand-outs—they are a government catalyst for economic growth and community improvement. . . . They bring together different people, different interests, and different ideas to craft a powerful engine that is fueling economic renewal clear across the country."

*Andrew Cuomo  
Secretary of U.S. Department of  
Housing and Urban Development  
Boston Globe  
July 18, 1997*

"As these success stories show so clearly, Empowerment Zones and Enterprise Communities are working: creating jobs, supporting new businesses, facilitating new opportunities for youth and families, and stimulating innovations in healthcare and education. Working together, communities are making their dreams a reality and helping to build a sustainable future."

*Saul N. Ramirez, Jr.  
Assistant Secretary for  
Community Planning and Development  
U.S. Department of Housing and  
Urban Development*





"Since day one the rural Empowerment Zone and Enterprise Community Initiative has energized rural America. Thousands of people are back at work, healthcare and educational services are more accessible, and hundreds of families are living in affordable and safe housing. The accomplishments in this book are attributable to those dedicated and committed men and women of rural America. Congratulations on your success."

*Dan Glickman  
Secretary of U.S. Department of Agriculture*

"This program empowers people all across America by partnering with rural citizens who work together to create jobs and opportunity in their communities. As a result, rural communities that have traditionally been left behind are now becoming full partners in our Nation's economic prosperity."

*Jill Long Thompson  
Under Secretary for Rural Development  
U.S. Department of Agriculture*



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## Urban Empowerment Zones and Enterprise Communities

Atlanta, Georgia, EZ  
Baltimore, Maryland, EZ  
Chicago, Illinois, EZ  
Cleveland, Ohio, EZ  
Detroit, Michigan, EZ  
Los Angeles, California, EZ  
New York, New York, EZ  
Philadelphia, Pennsylvania/Camden, New Jersey, EZ

Boston, Massachusetts, EEC  
Houston, Texas, EEC  
Kansas City, Kansas/Missouri, EEC  
Oakland, California, EEC

Akron, Ohio, EC  
Albany, Georgia, EC  
Albany/Schenectady/Troy, New York, EC  
Albuquerque, New Mexico, EC  
Birmingham, Alabama, EC  
Bridgeport, Connecticut, EC  
Buffalo, New York, EC  
Burlington, Vermont, EC  
Charleston, South Carolina, EC  
Charlotte, North Carolina, EC  
Clark County/Las Vegas, Nevada, EC  
Columbus, Ohio, EC  
Dallas, Texas, EC  
Denver, Colorado, EC  
Des Moines, Iowa, EC  
District of Columbia, EC  
East St. Louis, Illinois, EC  
El Paso, Texas, EC  
Flint, Michigan, EC  
Harrisburg, Pennsylvania, EC  
Huntington, West Virginia, EC  
Indianapolis, Indiana, EC  
Jackson, Mississippi, EC

Los Angeles/Huntington Park, California, EC  
Louisville, Kentucky, EC  
Lowell, Massachusetts, EC  
Manchester, New Hampshire, EC  
Memphis, Tennessee, EC  
Miami/Dade County, Florida, EC  
Milwaukee, Wisconsin, EC  
Minneapolis, Minnesota, EC  
Muskegon, Michigan, EC  
Nashville, Tennessee, EC  
Newark, New Jersey, EC  
Newburgh/Kingston, New York, EC  
New Haven, Connecticut, EC  
New Orleans, Louisiana, EC  
Norfolk, Virginia, EC  
Ogden, Utah, EC  
Oklahoma City, Oklahoma, EC  
Omaha, Nebraska, EC  
Ouachita Parish, Louisiana, EC  
Phoenix, Arizona, EC  
Pittsburgh, Pennsylvania, EC  
Portland, Oregon, EC  
Providence, Rhode Island, EC  
Pulaski County/Little Rock, Arkansas, EC  
Rochester, New York, EC  
San Antonio, Texas, EC  
San Diego, California, EC  
San Francisco, California, EC  
Seattle, Washington, EC  
Springfield, Illinois, EC  
Springfield, Massachusetts, EC  
St. Louis, Missouri, EC  
St. Paul, Minnesota, EC  
Tacoma, Washington, EC  
Tampa, Florida, EC  
Waco, Texas, EC  
Wilmington, Delaware, EC

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## Rural Empowerment Zones and Enterprise Communities

Kentucky Highlands, Kentucky, EZ  
Mid Delta, Mississippi, EZ  
Rio Grande Valley, Texas, EZ

Accomack-Northampton, Virginia, EC  
Arizona Border Region, EC  
Beadle/Spink Dakota, South Dakota, EC  
Central Appalachia, West Virginia, EC  
Central Savannah River Area, Georgia, EC  
Chambers County, Alabama  
City of East Prairie, Mississippi County, Missouri, EC  
City of Lock Haven, Pennsylvania, Federal EC  
City of Watsonville/County of Santa Cruz,  
California, EC  
Crisp Dooly, Georgia, EC  
East Central Arkansas, EC  
Fayette County/Haywood County, Tennessee, EC  
Greater Portsmouth, Ohio, EC

Greene and Sumter Counties, Alabama, EC  
HaliFax/Edgecombe/Wilson, North Carolina, EC  
Imperial County, California, EC  
Jackson County, Florida, EC  
Josephine County, Oregon, EC  
Lake County, Michigan  
Lower Yakima County, Washington, EC  
Macon Ridge, Louisiana  
McDowell County, West Virginia, EC  
Mississippi County, Arkansas, EC  
Mora/Rio Arriba/ and Taos County, New Mexico, EC  
North Delta, Mississippi, EC  
Northeast Louisiana Delta, EC  
Robeson County, North Carolina, EC  
Scott/McCreary Area, Tennessee/Kentucky, EC  
Southeast Oklahoma, EC  
Williamsburg/Lake City, South Carolina, EC

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EZ: Empowerment Zone  
EC: Enterprise Community

EEC: Enhanced Enterprise Community

# Introduction

On December 21, 1994, President Bill Clinton and Vice President Al Gore designated 105 distressed communities across the Nation as Empowerment Zones and Enterprise Communities (EZ/ECs). Since the program began in December 1994, the EZ/EC Initiative has been a catalyst to improving the quality of life in many of America's most distressed rural and urban communities.

The EZ/EC Initiative is an innovative approach to community revitalization. It recognizes that attracting private investment is necessary for sustainable economic revitalization. The EZ/EC Initiative also recognizes that local communities working together, through a bottom-up approach, can best identify and develop local solutions to the problems they face.

The EZ/EC Initiative is directed by Vice President Gore through the Community Empowerment Board, the Cabinet-level interagency task force designed to coordinate the Federal Government's effort to revitalize distressed communities. The Federal Government assists revitalization efforts by providing tax incentives for businesses to spur private investment. The Initiative also provides performance-oriented, flexible Federal grant funding so that communities can design local solutions that empower residents to participate in the revitalization of their neighborhoods.

EZ/ECs are enjoying a variety of successes. They have used their Federal Government seed money to leverage billions of dollars in additional investment in communities that were once in severe economic decline. Communities are designing and implementing comprehensive strategies that enable residents to get the services they need to become gainfully employed. EZ/ECs have developed new partnerships; attracted private-sector investments; promoted business



startups and expansions; generated thousands of jobs; helped to bring the information super-highway to hundreds of classrooms nationwide; provided job-training and job-placement services; improved access to childcare, healthcare, transportation, and education; and increased the safety and stability of many low-income neighborhoods.

This publication, entitled *What Works! in the Empowerment Zones and Enterprise Communities: Volume II*, celebrates the programs and projects that exemplify the principles of the EZ/EC Initiative. The examples in this publication represent only a fraction of the accomplishments found in the EZs and ECs, but they clearly demonstrate how American communities are meeting and,



# What Works!

Empowerment Zones and Enterprise Communities

many times, surpassing program goals, successfully leveraging resources, and effectively creating sustainable economic development. We know you will find the stories inspiring and we encourage you to learn more about the EZ/EC Initiative. For more information, a contact name and telephone number are listed at the end of each

story. As the stories demonstrate, the real success of this program lies with the committed, hardworking men and women in America's urban and rural communities. Their enthusiasm and vision for their communities has brought about much-needed economic opportunity and community revitalization.

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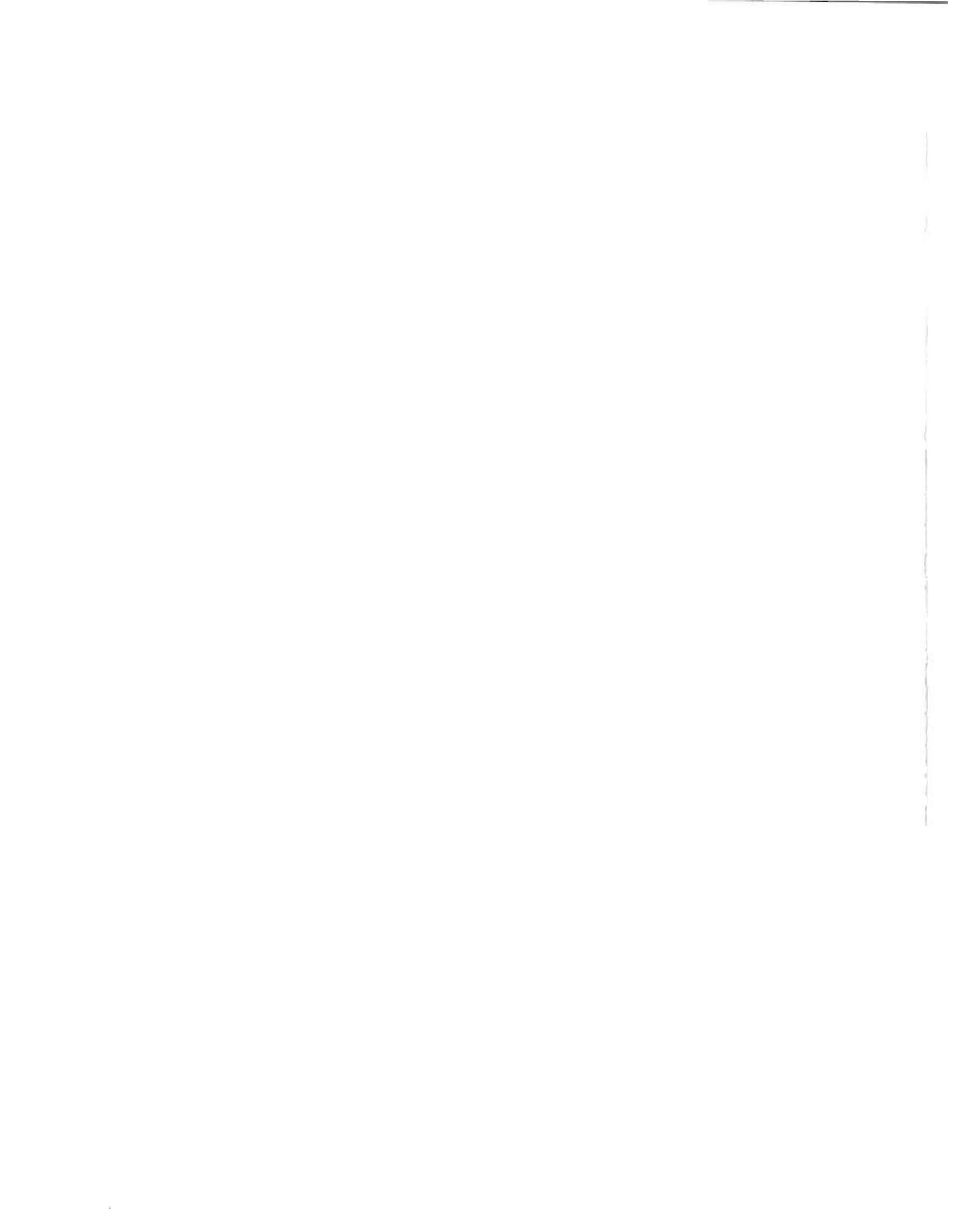
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## **Strategic Vision and Community-Based Partnerships**

**Community collaboration is the key to success.** In community renewal, the Empowerment Zones (EZs) and Enterprise Communities (ECs) are finding a variety of ways to ensure that stakeholders from every segment of the community—individual citizens, business and civic leaders, grassroots nonprofit organizations, government agencies, and many others—are involved at every step in the revitalization process. From initial organizing and strategic planning through project implementation and monitoring of results, EZ/ECs are fostering empowerment through broad-based participation and partnerships. The examples in this section reflect these innovative partnerships.



# Strategic Vision and Community-Based Partnerships

## Urban Communities

### **Volunteers Train Residents for EC Leadership** Albany, Georgia, EC

Looking back at the opening session of Albany's first neighborhood leadership development class in the spring of 1996, Linda Beamon recalls nervously saying, "I'm still trying to figure out what I signed up for." The East Albany resident and her classmates quickly learned that grassroots leadership means going beyond the role of individual activist in a specific sphere of community concern. It means developing the skills of group negotiation and problem-solving to help concerned citizens and neighborhoods take unified action.

Beamon joined a city commissioner and 67 other volunteers from 5 targeted neighborhoods for a 6-month program in community leadership that was developed by the University of Georgia's Fanning Leadership Center. The course's 10 facilitators were volunteers who had gone through a 3-day training in class content. One of the facilitators, Margaret Taylor, an English teacher at Dougherty High School, says she believes the time is right for such a program. "It is only by neighbors working together that we'll make Albany truly the good life," she comments.

Different neighborhood organizations hosted the training sessions, which were provided at no cost to the participants. Members of the first class continue to meet each month for ongoing support and to share experiences with their growing activities in community affairs.

The program, funded through a \$30,000 EC grant, has received enthusiastic reviews from participants and the community. As a sign of its success in training people for leadership, program graduates are planning the program's next 6-month course of study.

For more information, contact Julie Duke, Community Services Director, City of Albany, Georgia, at 912-431-3234.

### **Grassroots EC Board Develops Local Leadership** Lowell, Massachusetts, EC

The direction of Lowell's EC is in the capable hands of a new generation of leaders who, with the benefit of training and professional staff, are already becoming an important catalyst for developing ideas and partnerships.

As conceived by the city's Interim Governance Committee during the planning stage of the initiative, the Lowell EC is administered by a 15-member board, which is composed of both elected and appointed members drawn entirely from EC residents and small business owners. A majority of the board's members are selected by EC residents through a full-scale public nomination and



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election process, with one member representing each of the EC's eight census tracts. In addition to the elected representatives, the city government appoints seven board members to ensure ethnic, gender, and age diversity. Representatives of key public and private institutions—whose support is also crucial for achieving the community's goals—are invited to serve on EC advisory committees.

The EC board receives advice and aid from other quarters as well, making it particularly fertile ground for training grassroots leaders. From the time of its first meeting in May 1996, HUD-funded consultants were on hand to provide training and capacity-building assistance. On a day-to-day basis, the board is assisted by an experienced EC project manager and a community organizer, whose work has been particularly important to Lowell's large Latino and Cambodian communities, as well as to other minority populations.

The Lowell EC board has made the most of the talent and creativity of its members. It plays a dynamic role in designing and implementing major community partnerships, such as the new Business Assistance Center. The board awarded the project a seed grant and worked with its partners to hire a director, set a budget, and leverage funds. The board's public-private grant review working committee has used the EC's new database and integrated communications system to disseminate Notices Of Funding Availability and explore new partnerships that have helped bring approximately \$65 million in investment from 36 sources into the Lowell EC.

For more information contact Sue Beaton, Lowell Department of Planning and Development, at 978-970-4165.

## **"Powerful Schools" Fosters Powerful Families Seattle, Washington, EC**

Thanks to the private, nonprofit Powerful Schools program, 120 low-income families in the Seattle EC have recycled computers at home, for use by parents and children on a variety of school and work-related efforts. Through Powerful Schools, neighborhood residents have formed governance councils at two elementary schools in the ethnically diverse neighborhood of West Seattle. The success of the program led to its replication in three other EC neighborhoods. Parents, rather than teachers, are now running the program in all four schools in West Seattle.

The computer giveaway program has evolved from a 1-day basic computer skills class, where families earned refurbished computers to take home, to a "train the trainers" class, where parents train other parents. Graduates can earn computer upgrades by helping the next class, providing childcare, picking up and delivering the donated computers from a warehouse to the lab, or making computer repairs. A related Grassroots Technology program offers computer classes and an afterschool computer lab. More than 400 EC residents signed up to use the computer lab and 47 took the class during the 1996-97 school year. Volunteers from area schools and companies that donate used computers provide the training.

Powerful Schools offers afterschool classes, literacy training, and computer labs; hires parents from at-risk families to work in schools; organizes school-based community events; and facilitates the recycling of used computers. The organization provides a diverse mix of afterschool classes, including computer use, reading,

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Strategic Vision and Community-Based Partnerships



martial arts, gymnastics, social skills, CPR, geology, earthquake preparedness, conflict resolution, bike repair, drama, music, dance, fine arts,

cooking, nutrition, foreign languages, and even Lego projects. Learning with Your Children, a family reading program for parents who want to improve their own reading ability and learn with their children, focuses on basic reading and parenting skills for the adults, while children listen to stories, paint, draw, make books, and participate in other reading-related crafts. At 814 adults and children, enrollment in the 1996-97 school year was double the number expected.

For more information, contact Greg Tuke, Executive Director, Powerful Schools, at 206-722-5543.



# Strategic Vision and Community-Based Partnerships

## Rural Communities

### **Helping Families To Help Themselves** **City of Lock Haven, Pennsylvania, EC**

"I knew that I wanted an education," says Lock Haven resident Stacey Glantz. "I wanted to leave the \$5-an-hour jobs and lead a life that I choose and not one that chooses me. But I was scared. That's when I called the Intensive Case Management Program Office."

Glantz, who recently enrolled in Pennsylvania College of Technology, is enthusiastic about the case-management services offered by the Lycoming-Clinton Counties Commission for Community Action (STEP), Inc. "My caseworker got me involved in a support group, helped me budget my money, and helped me get enrolled in college," says Glantz. "She helped me with the necessary paperwork for school and even helped me with a successful financial aid appeal process. I wouldn't be in school, majoring in human services, without her. She doesn't do things for me but rather, she leads me where I need to go."

The Intensive Case Management Program provides Lock Haven residents and their families with a series of coordinated activities to determine the services they need to achieve self-sufficiency, coordinates the manner and sequence of the comprehensive services provided, and supports the families throughout the process. The program is a collaborative effort of the Lock Haven Enterprise Community and local service agencies, including the Clinton County Assistance Office, the Job Training Office, the Central Intermediate Unit 10 Development Center for Adults, HUD's Section 8 program, the

Infant Development Program, the Hilton Safe House, and the Penn State Cooperative Extension Service.

As of September 20, 1997, the program had served 49 households. Program officials anticipate that 10 to 15 new families will enroll in the program in 1998. Program participants receive help or referrals to address a wide range of issues, including housing, finances and budgeting, education, employment, transportation, mental health, and parenting. By participating in a case-management program that helps them overcome barriers to success, Stacey Glantz and others like her can gain control of their lives, raise personal expectations, and plan for a more promising future.

For more information, contact Mary Lou White, Social Services Assistance Program Supervisor, STEP's Lock Haven office, at 717-748-6379.

### **Revolving Fund Launches Entrepreneurial Ventures** **City of Lock Haven, Pennsylvania, EC**

Small, startup businesses are often unable to borrow startup money because banks and other lending institutions favor businesses with established track records.

To help creditworthy startup businesses, the City of Lock Haven allocated \$200,000 in EC funds to create the Commercial Revolving Loan Fund. Owners of retail, service, or commercial businesses in Lock Haven are eligible for low-interest loans of up to \$25,000 to improve their facilities, expand an existing business, or start a new business.

Because of the interest in revitalizing businesses and creating jobs in downtown Lock Haven, a number of organizations from the public and

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private sectors are collaborating on the project. Four local banks are providing below-market interest rates, reduced loan fees, and floating-rate loans to applicants. The City of Lock Haven received a \$500,000 USDA Rural Business Enterprise Grant in March 1997 to expand the loan fund; the city also developed a grant program in conjunction with the fund. Small businesses that are planning renovations or construction can apply for grants of up to \$5,000.

As of September 20, 1997, the fund had made six loans totaling \$131,683 to small businesses in Lock Haven. Prime Time Catering received a \$25,000 loan that it used as working capital to help purchase the Dutch Haven Restaurant. Another loan allowed Prime Time Catering to maintain a high level of quality and service at its restaurant, develop an aggressive schedule of offsite catering, and retain 22 full- and part-time employees. Other loan recipients include Bald Eagle Distributors, Beiter's TV and Furniture, Realty Lease Properties, Roxy Theater, and Willits Copiers. As a result of these loans, 14 new jobs were created and 32 existing jobs were retained.

In 1998, the loan fund will provide at least five more businesses with capital to improve or expand, which will create and retain more jobs in the City of Lock Haven EC.

For more information, contact Leonora Hannigan, City Planner, Lock Haven City Planning Office, at 717-893-5903.

## **Citizens Assist Neighbors With Disabilities Scott/McCreary Area, Tennessee/ Kentucky, EC**

Community leaders in Scott County, Tennessee, one of the Nation's 40 poorest counties, wanted

to help persons with mental disabilities remain in the community. The county was also facing a Federal mandate to downsize State-run institutions serving this population. Scott Appalachian Industries (SAI), a local public nonprofit organization, led an effort to build homes for persons with mental disabilities. SAI provides daytime education and services for the adults in cooperation with its private nonprofit partner organization, HOPE (Housing Opportunities and People Enterprises), Inc., a transportation provider.

"Severely handicapped people have a right to remain in their own community," comments Larry West, who heads SAI and HOPE. Under his leadership, HOPE expanded to become a community housing development organization. HOPE has received a \$15,000 EC grant and has applied for approximately \$280,000 in State funds to buy and refit four homes. The first house will be home to three persons with physical and mental disabilities and will employ a staff of eight, including a nurse, to provide intensive support. The three residents, currently living in the State facility, will receive basic needs education. The program will enable Scott County residents with disabilities to remain near family and friends. The program will also provide service jobs for other county residents. "These homes will create jobs and are really going to help the quality of living for disabled people here," says West.

For more information, contact Larry West, Executive Director, Scott Appalachian Industries and Housing Opportunities and People Enterprises, Inc., at 423-663-2881.



## Economic Opportunity

**All across our Nation,** designated Empowerment Zones (EZs) and Enterprise Communities (ECs) are reassessing their strengths, forging new partnerships, and developing innovative projects to create economic opportunity for their residents. The results are impressive. Through **workforce development** activities, EZ/ECs are training residents and matching them to available jobs. With many large and small **businesses assisted**, EZ/ECs are strengthening and diversifying their local economic base. New community institutions providing **access to capital** are making it possible for new businesses to start and existing enterprises to expand. This section describes examples of successful programs that are creating new economic opportunity in the EZ/ECs.



# Workforce Development

## Urban Communities

### **Job Developer Helps Welfare Recipients Find Work Albany, Georgia, EC**

Getting a jump on welfare reform has led the Albany, Georgia, EC into a new and productive job placement program. Funded originally as a demonstration using only \$12,600 in EZ/EC SSBG funds, this pilot program has identified 250 potential employers and placed 86 AFDC recipients. The program has won statewide recognition for its accomplishments.

"This is a very good program. We have had some early successes and a lot of support from the whole community," states Esther Barwick, Albany's current job developer.

Another partner, the Albany Technical Institute, provided life management seminars and assessment workshops through a Work Experience Program. The program also placed AFDC recipients in training programs with approved employers, who agreed to hire trainees after a probationary period if their work proved satisfactory.

For more information, contact Esther Barwick, Job Developer, Albany Department of Labor, at 912-430-5031.

### **Knocking on Wood, EZ Residents Learn Cabinetmakers' Trade Baltimore, Maryland, EZ**

Carpenter and entrepreneur Greg Dively is giving community members a practical boost by training 10 East Baltimore EZ residents in the skills of carpentry and cabinetmaking.



Dively has a history of civic involvement. He has trained and hired ex-offenders after they leave correctional institutions. Butch Madden, one of those employees, says, "It made me feel good that there was a guy who was willing to give me a chance. He goes out of his way to help people; most businesses won't do that." Although his new trainees won't come from correctional institutions, Dively says that his experiences working with formerly incarcerated men has made him sensitive to the hardships some EZ residents face.

Dively has committed to train 10 EZ residents who will be hired by his business or by his competitors. The agreement with the East Baltimore Management Corporation (EBMC) stipulates that these businesses will provide full-time jobs that pay more than \$6.50 an hour and provide health benefits.

For more information, contact Michael Preston, Public Information Coordinator, Empower Baltimore Management Corporation, at 410-783-4222.

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## **Former Bank Building Transformed Into Job Bank Birmingham, Alabama, EC**

The Birmingham EC advisory board has transformed a former AmSouth Bank building into a full-service, community-based employment center. The Enterprise Community Job Bank, incorporated in October 1997, works to advance the long-term economic self-sufficiency of unemployed and underemployed residents. Through the Job Bank, work-ready applicants receive a direct line to local employers. It is conveniently located for EC residents, and employers find it an efficient facility from which to recruit and orient employees.

Partners in the effort include the Alabama Departments of Industrial Relations and Human Resource Services, the Housing Authority of the Birmingham District (HABD), Childcare Resources, the United Way, and the Birmingham Independent Living Center. These partnerships provide access to State job listings, childcare referrals, case management, job readiness training, and job coaches for disabled residents. Fourteen families identified through HABD are receiving intensive intervention and support at the Job Bank as they work toward self-sufficiency. The United Way coordinates transportation through a Work Routes Program for residents whose job sites are beyond regular bus routes. An employment interviewer with the Department of Industrial Relations-Employment Service is stationed at the Job Bank to assist clients with computer access to statewide job listings. A counselor with the Birmingham Independent Living Center staffs the Job Bank 2 days a week and provides employment services to individuals with disabilities.

Monthly job readiness classes teach basic job-search skills and techniques and, at the request of employers, stress the attitudes, behaviors, and skills that lead to job retention. Approximately 30 new applicants visit the Job Bank each week, and, on average, 40 people find employment each month.

For more information, contact Denise Blue Poe, Program Manager, Birmingham Enterprise Community Job Bank, Inc., at 205-785-8941.

## **Computers Get Recycled in Burlington EC Burlington, Vermont, EC**

ReCycle North's latest initiative is part vision, part entrepreneurship, and part common sense. Located in the Burlington, Vermont, EC, the project trains homeless people to repair computers. The computers are then sold at a discount to EC residents who otherwise could not afford them, which provides income to continue the venture and reduces waste at local dumps.

ReCycle North reconditions and resells household furniture, large and small appliances, and consumer electronics. Individuals and businesses donate items they no longer want, which ReCycle North repairs or dismantles for parts. Salable articles generally go to ReCycle North's retail shop in the EC. The enterprise is now 75 percent self-funded, with annual sales of \$368,000 in 1997.

ReCycle North trains workers, some of them homeless men and women referred by local shelters, to perform the repairs and operate the retail outlet. Trainees serve as apprentices for 6 months, working 30 hours a week and earning \$6 an hour during training.

In 1997, EC funding made it possible for ReCycle North to accommodate the latest American throwaway: the computer. Prior to that, the enterprise's consumer electronics division generally worked with television sets and stereos. The \$16,000 EC grant paid for a computer shop within the electronics repair facility, including capital improvements such as test benches and machinery and a full-time computer technician trainer, a position made more affordable through AmeriCorps/VISTA.

ReCycle North enrolled its first homeless computer apprentice in May 1997. By the end of the year, three apprentices had graduated—including one trainee who was so impressive that ReCycle North hired him. Four more will soon complete the program. In its first half year, the initiative brought in \$7,850 and diverted approximately 3 tons of computer components from landfills. Most of the 105 reconditioned computer systems were purchased for about \$75 each by EC residents who gained access to the world of technology for themselves and their families.

ReCycle is an employer as well as a trainer, explains Tom Longstreth, ReCycle North's Executive Director. "Being able to provide a wage lets us establish an employer-employee relationship. Since they're paid, there is accountability, just like in the 'real world.' If an apprentice does not meet expectations, then he or she experiences the real-world consequence—getting fired."

Since it started, ReCycle North has engaged 28 homeless apprentices, most of whom have finished training as scheduled (some left for other work, and some dropped out for other reasons). Within 3 months of completing ReCycle North's program, 80 percent of the homeless trainees have found jobs and all have found permanent housing.

"They learn skills and, equally important, establish references and a work history," says Longstreth. "They become connected, assimilated, part of the community—able to support their families, and get on with their lives."

For more information, contact Tom Longstreth, Executive Director, ReCycle North, at 802-860-4893.



## **Job Resource Center Links EC Residents and Employers Charleston, South Carolina, EC**

When Food Lion decided to open up a new grocery store in a then-abandoned mall in the Charleston EC, the EC turned to the City of Charleston Job Resource Center to help ensure that residents were prepared for and had access to the resulting jobs. The mall lay at the juncture of five EC communities, making it right in the neighborhood for many residents. Interest was high and in short order the Center trained 75 residents, 53 of whom were hired.

"We have an open-door policy," says T.C. Drayton, the Center's program coordinator. "We provide an excellent community service in

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assisting job seekers [to] find jobs, training, and positive referrals.”

This can-do attitude has prompted 975 EC residents to take advantage of the Center’s skills training and job-referral services. The Center monitors new hires, and this followup has earned the organization a solid reputation among employers. Businesses using the Center have been able to reduce recruiting costs and turnover by hiring job-ready, job-monitored workers.

The Center’s annual job fair draws more than 100 employers and 2,000 job seekers, and plans are in the works to hold another fair in North Charleston. The event is free for both employers and fair participants. “We get feedback on who was hired,” notes Drayton. “Such events help us meet and exceed our placement goals and maintain the Center’s outstanding reputation in the community.”

For more information, contact T.C. Drayton, Program Coordinator, City of Charleston Job Resource Center, at 803-973-7239.

## **More Than 1,100 EC Residents Placed in Jobs Columbus, Ohio, EC**

The Columbus Employment Consortium, an ambitious, broad-based collaboration of 16 community organizations, is partnering with 40 neighborhood groups to match hundreds of EC residents to jobs throughout the Columbus metropolitan area. Consortium efforts, staffed by a part-time (soon to be full-time) coordinator, have placed approximately 1,100 EC residents in jobs between 1994 and 1997.

The program works by directing to EC residents the latest leads on available jobs in the area’s 30 largest corporations—corporations that

together may represent 1,250 entry-level job openings at any given time. The consortium surveys its target companies monthly, compiling and distributing job lead information to member agencies and their grassroots partners.

The project is computerized, thanks to a 1995 grant of \$289,300 from the Telecommunications and Information Infrastructure Assistance Program of the National Telecommunications and Information Administration of the U.S. Department of Commerce. The grant supported creation of the Job Connection, a shared electronic database that coordinates employment, training, and local development efforts targeted to the EC. The grant also established a training classroom in the EC with 10 computers and Internet access, invested in computers with Internet access for 14 community-based organizations, and provided free Internet training for EC residents.

Consortium members—large nonprofit organizations and government agencies—include the Greater Columbus Chamber of Commerce, Columbus Department of Trade and Development, Ohio Bureau of Employment Services, Franklin County Department of Human Services, Private Industry Council, Columbus Public Schools, Columbus State Community College, Columbus Works, Inc., Ohio Industrial Training Program, Columbus Metropolitan Housing Authority, Urban League, Columbus Federation of Settlement Houses, Volunteers of America, Jewish Family Services, Columbus Metropolitan Area Community Action Organization, and Greenbrier Community Enrichment Center.

The Employment Consortium also hosts issue forums. A September 1997 conference at Columbus State Community College, held in conjunction with the City of Columbus and the Greater Columbus Chamber of Commerce, explored

workforce development. The same partners plan a series of breakfast seminars with local businesses on job retention.

For more information, contact Barbara Brugman, City of Columbus, Economic Development Division, at 614-645-7574.

### **YouthBiz Trains Youth Entrepreneurs Denver, Colorado, EC**

After 4 years at YouthBiz, Inc., 19-year-old Leo Hernandez of the Denver EC is now a crew leader who trains new employees. He is also majoring in business in a local college. Such successes have been repeated over 250 times since 1992, when 8 inner-city teens, working with a neighborhood activist, launched this youthful enterprise as a T-shirt silk-screening business in Denver's Cole neighborhood.

"Our program addresses the lack of life skills that often undermines the imparting of business skills," states Bryan Barhaugh, YouthBiz's Executive Director. Beyond linking inner-city youth with hard-to-find jobs, YouthBiz provides teens with leadership skills training, peer support, and a chance to put their creativity to work. It also works with local high schools where participants can earn academic credit for their business experience. YouthBiz incorporates teen employees into every stage of the business. Youth participate in hiring, production, and creative processes. Teens also sit on YouthBiz's board of directors. "The valuable business and social skills gained from the YouthBiz experience will hopefully last a lifetime," says Barhaugh.

Since 1992, YouthBiz's enterprises have generated over \$250,000 in gross sales and reinvested

\$100,000 in YouthBiz training stipends in north-east Denver. YouthBiz has now expanded its scope to include a mail-order house for its printwear products, a recycling program that serves over 900 homes and offices, and an energy conservation program that provided 75 inner-city homes with energy-saving devices as a joint venture with the Mile High United Way and the Governor's Office of Energy Conservation.

For more information, contact Bryan Barhaugh, Executive Director, YouthBiz, Inc., at 303-297-0212.

### **Broome Center Provides Opportunities for Youth Flint, Michigan, EC**

Flint, Michigan's new Sylvester Broome Technology Training Center delivers multiple career counseling and skills building services to youth from the EC. The Broome facility, which opened in 1996, trained 262 participants in 1997. A former elementary school, renovated at a cost of \$5.1 million with a fitness center and many classrooms and offices, serves as the center's site. It is owned and operated by Jobs Central, the local JTPA agency.

The center offers many services: diversion counseling for youth ex-offenders, urban youth intervention and recovery counseling, teen parenting counseling and training services, welfare-to-work assistance for welfare recipients, youth apprenticeship services, cultural/humanities services, skills development and rendering for computer graphics, television and music production training, automotive service training, financial service training, leadership training, and remedial skills development.

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For more information, contact Chris Davenport, Flint EC Director, at 810-341-1499.

## **With Job Shadowing, EC Youth Envision New Possibilities Harrisburg, Pennsylvania, EC**

Through the Career Shadowing Program, youth in the Harrisburg EC are exploring the world of work and learning about the challenges of particular careers. The program is funded by the Susquehanna Employment Training Corporation and sponsored by the Community Action Commission.

Participants in the Pregnant and Parenting Youth Program provide the core of EC residents referred to this program. Before these young people participate in career shadowing, they must first graduate high school or earn a high school equivalency degree.

Youth in the program visit a job site to interview an employee who has volunteered to be observed or "shadowed" at the job. Shadow project participants ask about duties, responsibilities, salary range, type and length of training or other preparation needed, and the positives and negatives of the position. The youth return and share this information with fellow students so that the whole class benefits from the information. Students then try out for internships in jobs that interest them.

A wide variety of local businesses have invited interns to explore career opportunities, including Harrisburg Hospital; Hamilton Health Center; Hershey Medical Center; Polyclinic Hospital; Nationwide Insurance Company; Electronic Data Systems; Harrisburg Bureau



of Police; McNees, Wallace, Nurick Law Firm; Channel 21 TV; and Dauphin Deposit Bank.

The EC's goal is to provide a minimum of 20 such internships each year. New welfare reform legislation limits students to 2 years of training or other preparation as they make a transition to full-time employment.

For more information, contact Terri Martini, Director, Harrisburg Department of Building and Housing, at 717-255-6480.

## **Program Trains 40 Youth Indianapolis, Indiana, EC**

The Private Industry Council of Indianapolis has developed the Manufacturing and Technology Training Network to fuel the city's economy by helping young people enter the job market. The program provides training and employment

opportunities for economically disadvantaged youth between ages 16 and 29. The Industry Council has developed a comprehensive EC training umbrella by working with the city, Goodwill Industries, Inc., and two community development corporations—Eastside Community Investments, Inc., and Indianapolis Urban Enterprise Association. The council also uses a JOBLINK Network and an Urban Employment Network. The program has paid off. By the end of 1997, 40 EC youth participated in the program, and 34 have moved into jobs.

For more information, contact Jennifer Fults, CDBG Grants Manager, Indianapolis EC, at 317-327-5899.

### **EC Residents “Grow in the Zone” Kansas City, Missouri/Kansas, EEC**

In most urban areas, several miles often separate employment services, creating barriers for clients and inefficiencies for providers. One facility may provide job readiness training, for example, while another across town may offer job placement. Even when residents find jobs, they may still lack transportation to and from work. To consolidate services, a bi-State initiative in the Kansas City EEC has emerged to provide a continuum of employment services. Using \$760,124 in EZ/EC SSBG funds, the Full Employment Council, Inc., created Grow in the Zone to help unemployed youth and adults living in the EEC.

The program offers “a lot of different things above and beyond traditional job training and placement,” says Billie Carlson, Senior Program Consultant Evaluator at the Full Employment

Council. Clients have “access to a whole host of services with this program.”

For EEC youth, the consolidation of services provides links to counseling, summer jobs, internships, participation in a jobs academy, and transportation. For adults, it offers counseling, skill training, job development, job search assistance, and job placement. Each participant works with a case manager to design an employment strategy that includes educational and occupational goals. Several onsite employment services help with job placement. In conjunction with the program, the city provides transportation between the EEC and the training and job sites for \$1 a ride. Once placed in a job, workers get help retaining their new positions through an employment support fund, transportation, and access to daycare and healthcare.

By July 1997, Grow in the Zone served 1,038 EEC residents, placing 549 in jobs averaging \$7.41 per hour for adults and \$5.01 per hour for youth.

For more information, contact Billie Carlson, Senior Program Consultant Evaluator, Full Employment Council, at 816-471-2330.

### **EC Youth Overcome Obstacles Kansas City, Missouri/Kansas, EEC**

A unique Empowerment Academy in Kansas City combines youth development with employment training to give low-income youth the will and the skills to make a better life for themselves. The Empowerment Academy, a motivational and job readiness training program, enhances young people’s “confidence in themselves, in what they can do, and the knowledge that they can do it,” said Marjorie Owens, Program Director for Over-

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coming Obstacles, a job preparedness program that is a partner in the academy.

To create the Empowerment Academy, Overcoming Obstacles teamed up with the Martin Luther King Urban Center, a Kansas City agency specializing in outreach services for low-income, minority youth. Located in a church adjacent to the EEC boundary that serves many EEC residents, the academy used \$118,000 in EZ/EC SSBG funds from the EEC to provide a comprehensive series of life skills and job readiness workshops.

The King Center works with three neighborhood schools to recruit students. It provides individual training in developing self-esteem, goal setting, conflict resolution, motivation, and time management. Professionals from the EEC talk with students about the obstacles they faced when growing up, and serve as successful role models.

Students then begin Overcoming Obstacles' nationally tested curriculum on job readiness, which includes employment search techniques, employer expectations, resume writing, and field trips. The academy provides students with contacts from its job bank, as well as followup counseling to keep them motivated and help them overcome any challenges that arise.

"We want them to understand that it's their responsibility to find a job, that no one is going to hand a job to them," says Owens. "We provide enough regular contact to help them work out any problems" during their job search and subsequent employment. A year after its first graduates completed the program, academy staff still contact them every 2 to 4 weeks.

By July 1997, 61 high school-aged participants had completed the academy's workshops. It

placed all 17 EEC participants over age 16 in jobs in retail service, telemarketing, and computers. The academy won a \$30,000 grant to serve an additional 12 EEC youth and is beginning a followup program that will take its graduates beyond entry-level jobs.

For more information, contact Marjorie Owens, Program Director, Overcoming Obstacles, at 215-898-0240.

## **19 Welfare Mothers Find "Links to Employment" Lowell, Massachusetts, EC**

In fall 1997, 19 residents of the Lowell EC enrolled in a Welfare-to-Work pilot program. The 4-month initiative, carried on in partnership with the Middlesex Community College and four local companies, placed candidates in manufacturing jobs.

The EC, Middlesex Community College, Department of Transitional Assistance, and several private sector employers collaborated to design an integrated on-the-job training curriculum. The EC Program Coordinator recruited the participating employers, conducted site visits, and helped in program planning. The program works with supervisors and mentors trainees, including transportation and daycare components that have created a model expected to be replicated throughout the State.

Typical of the participants is Pam, an EC resident age 29 and the mother of two. She has been on welfare most of her adult life, and faces a cut-off of her benefits within a year and a half due to a new State law limiting families to 24 months on welfare out of any 60-month period. For 7 years, Pam tried in vain to get a job at M/A-COM, a manufacturer of electronic components and



Lowell's second-largest employer. Thanks to the pilot program, she is working there part time and attending classes at Middlesex. She earns \$6.60 per hour during training; after graduation, this will increase to from \$7 to \$8.50 per hour, plus medical and other benefits. Pam and the other women enrolled in the first session of Welfare-to-Work received initial rave reviews from their supervisors and coworkers. Just 2 weeks into the program, two of them were slated to be hired full time. At the end—if they show motivation, job readiness, and problem-solving ability—all participants are expected to graduate with jobs as well as new skills.

The Welfare-to-Work initiative is an adjunct to Lowell's Links to Employment program, a major new job training initiative. With \$200,000 in EC funds, the program will help residents overcome employment barriers by providing English-language proficiency classes, workplace skills training, multilingual childcare referral services, and after school and weekend programs for teenagers. Work readiness, job shadowing, and internships integrate the classroom into the workplace. Local employers in manufacturing,

healthcare, hospitality, childcare, and transportation have agreed to participate.

For more information, contact Sue Beaton, Lowell Department of Planning and Development, at 978-970-4165.

### **Full-Service Resource Center Meets Residents' Priority Manchester, New Hampshire, EC**

A community's vision of a neighborhood resource center—a single location where residents can find employment, education, and information/referral services—is becoming a reality in Manchester, New Hampshire. After 2 years of planning, study, and debate, the EC has broken ground on the new Manchester Community Resource Center. When completed in mid-1998, the new facility, built by the city on city-owned land, will house three classrooms, a computer center, a business center, a police substation, Resource Center staff offices, and a daycare center.

The Community Resource Center represents the long-awaited solution to an underlying problem in the city, identified in the 1994 EC planning process: lack of coordination of resources that could help low-income people move toward economic self-sufficiency. Manchester had many resources, but they tended to be scattered and complicated to access. What was needed, residents believed, was a central location where residents could come. Technical assistance provided through HUD helped the EC Advisory Board define the need, establish goals, and create a development plan for the Center.

A collaborative of three local service agencies—Southern New Hampshire Services (SNHS), New Hampshire Catholic Charities, and The Hope

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Center—will begin providing services in June 1998. More than 50 community partners collaborated in the venture, including businesses, schools, service providers, and religious institutions. With a commitment of more than \$1.5 million in EC funding and \$140,000 of the city's CDBG allocation, the collaborative has leveraged approximately \$500,000 in private contributions.

The Center will be offering short-term training (for example, cash register operation), long-term training (such as computer certification), job search assistance, computer literacy, and mentoring. Center programs will link to other EC efforts, such as the Small Business Incubator and Working Capital Program. The Center will also offer educational programs, including English as a second language, general equivalency diploma, and life enrichment classes, as well as information and referral for local social and health services.

Parents attending classes or seeking other services at the Center may bring their children to drop-in daycare. Parents graduating from the Center's education and training programs may temporarily continue to use the Center's childcare service on a full-time basis while they look for and begin a job, easing the transition to permanent employment.

For more information, contact Doug Heuser, SNHS Manchester Coordinator, at 603-669-0400.

## **Unemployed Residents' Fortunes RISE! Minneapolis, Minnesota, EC**

Founded in 1996, Twin Cities RISE! enables previously underemployed and unemployed adults to obtain and keep skilled jobs that pay

at least \$20,000 annually. This innovative program not only helps individuals become self-sufficient but also helps meet the demand for skilled workers.

Twin Cities RISE! participants receive 2 to 3 years of intensive, customized preparation in social, interpersonal, and vocational skills. A coach works closely with each participant to provide in-depth individual assessments, one-on-one high-skills training, part-time job placement, and followup support. Other forms of assistance (such as transportation, childcare, and chemical-dependency counseling) are also provided. A participant's goal upon graduating is to secure a job that pays at least \$10 an hour and to stay in that job for more than a year. Twin Cities RISE! continues to work with participants during their first year on the job—meeting regularly with both participant and employer and providing additional training as needed. This long-term assistance helps increase job success and retention.

Twin Cities RISE! focuses its efforts on closing the wage and skills gaps that exist among men of color (40 percent of participants are African American, 30 percent are of Asian descent, and 18 percent are Hispanic). Currently, 72 individuals participate in the program. In 1997, 15 participants were placed in jobs. Support from



private foundations has nearly matched EC funding. In the future, Twin Cities RISE! plans to function as a for-profit organization—receiving funding from employers who benefit from the program.

For more information, contact Steve Rothschild, President, Twin Cities RISE!, at 612-879-0109.

### **An Invitation to a Job Newburgh/Kingston, New York, EC**

“Residents of East End Are Invited To Apply”—and EC residents did apply when this advertisement for jobs appeared in Newburgh’s *Times Herald Record*. C&S Wholesale Grocery Distributors—a company that supplies Grand Union, Pathmark, and other supermarkets—is hiring almost twice as many residents of the Newburgh/Kingston EC as anticipated. The jobs at C&S involve packing, stacking, and operating a forklift at the distribution facility in the Northeast Industrial Park.

The Newburgh/Kingston EC board of directors is supplying \$25,000 for on-the-job training for 25 EC residents. The Orange County Private Industry Council is providing another \$25,000 in job training funds—enough to fully reimburse C&S for the costs of wages and training for 3 months.

“Transportation could have been a problem because many prospective applicants don’t own cars,” comments board President Allison Lee. Lee solved that problem by requesting that the Newburgh-Beacon Bus Company reinstitute the bus line that operated when the C&S building was a Caldor warehouse. The State of New York has approved a grant to defray some of the costs of that service for the first year, and Newburgh-Beacon is now providing transportation from the city to businesses in the Northeast Industrial Park.

EC residents who are eligible for subsidies and the Wage Opportunity Tax Credits are identified through a screening system.

C&S expects to employ more than 300 people when fully staffed. So far, 50 are EC residents who responded to that original invitation.

For more information, contact Allison Lee, President, Newburgh/Kingston EC, at 914-569-1680.

### **Training Program Promises To Deliver Jobs to EC Residents Norfolk, Virginia, EC**

When the MacArthur Center shopping mall opens in downtown Norfolk in March 1999, up to one-half of the workers who constructed it and who work there will be residents of the Norfolk EC.

Norfolk Works, Inc. (NWI), is providing job training now for 2,500 retail jobs that will come online when the \$300 million MacArthur Center opens. The mall will house more than 100 stores, including Nordstrom and Dillard’s. Taubman & Company is financing the development through private funding, parking revenue bonds, general obligation bonds, and water revenue bonds. NWI has obtained a commitment that EC residents will have priority for 51 percent of the jobs. Retailers have submitted job requirements so that the training programs are designed specifically to meet them. Classes will be held at Tidewater Community College campus, which is located adjacent to the mall. Participants can work toward a certificate as a sales associate or toward an associate degree in retailing. Funding

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is provided equally by the EC and the City of Norfolk.

When construction began in spring 1997, NWI coordinated with the general contractor to match EC residents with jobs from its database of 5,000 applicants. NWI meets weekly with the subcontractors to submit qualified applications, which receive first consideration. To date, 20 EC residents have been placed in jobs. NWI expects 100 more residents to be hired during the construction phase.

The local heating, ventilation, and air-conditioning (HVAC) association and Tidewater Community College's Women's Center have collaborated with NWI to provide nontraditional training and internships that prepare female EC residents to repair and install HVAC systems. Participants receive 300 hours of training at the community college. NWI provides a toolkit, childcare, and bus fare to each participant. HVAC association members provided internships to successful graduates. The first class completed internships with Habitat for Humanity; of the nine 1997 graduates, seven have jobs with salaries ranging from \$6.50 to \$8.50 per hour plus benefits. Enrollment will be expanded to 30 women in 1998.

The Federal JTPA, a private boat-building company, and NWI have partnered to provide training and employment in boat fiber-glassing. JTPA provides the instruction and certification, the boat-building company has guaranteed 20 jobs, and NWI provided the necessary equipment. The first class of 10 began in November 1997. It is anticipated that 20 will participate in the program in 1998. Graduates look forward to an hourly wage ranging from \$6.50 to \$10.50 plus benefits.

NWI held a reunion in August 1997 for graduates of all its programs to track their long-term success. Some 2,500 EC residents have used NWI's 4 neighborhood centers; 1,042 have been referred for education or training programs; and 710 completed the programs, of which 60 percent are employed and 20 percent have sought additional education or training. NWI has coordinated with 40 public agencies and private organizations to plan and implement its programs.

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

## **EC Project Boosts Veterans' Jobs San Antonio, Texas, EC**

A broad partnership of public, private, and non-profit organizations is improving jobs for disabled veterans in the San Antonio EC. The South Texas Housing and Community Development Corporation has established Veterans Enterprises of Texas (VETS)—a nonprofit manufacturing company sponsored by the American GI Forum National Outreach Program—in the San Antonio EC. The 25,000-square-foot facility is located in a census tract that is ranked as the 11th poorest in the nation.

VETS was created by using several sources of funding: \$300,000 of mentoring and technical assistance from a Fortune 500 box-manufacturing company, \$1.3 million from the Economic Development Administration, \$150,000 in EZ/EC SSBG funds, and \$179,000 from local sources. Since VETS opened its doors October 1, 1997, it has developed 65 new jobs for EC residents. Targeting jobs for community residents and homeless and disabled veterans meets a severe

need. The VETS project has established a goal of providing a total of 100 jobs by the year 2000.

For more information, contact Curley Spears, EZ/EC Coordinator, San Antonio EC, at 210-207-6600.

## **Training Childcare Providers Helps Welfare-to-Work Efforts**

**San Diego, California, EC**

The Chicano Federation, a nonprofit organization serving the San Diego EC, is training EC residents as childcare workers—seeing them through the process of licensing and certification. In the process, they are encouraging family daycare as a microenterprise among EC parents, particularly mothers who are trying to move from welfare to work.

With an unemployment rate in the EC at an estimated 13 percent and more than 6,000 unemployed adult residents, more than one-fifth of households in the EC are headed by women with children. But working mothers need reliable childcare and, although there are more than 31,000 children under age 12 in the EC area, the capacity in local childcare centers is only 2,000.

Opened in March 1996, the Federation's Child Care Training Center has graduated 6 classes with a total of 161 new childcare providers. The training has made possible the licensing of 72 new daycare homes; another 12 applications are pending. The Chicano Federation is also pursuing a microloan program to help budding childcare entrepreneurs furnish and equip their homes for a daycare license.

The program was paid for by \$158,586 in EZ/EC SSBG funding and \$45,414 leveraged in private

support. The Euclid Elementary School and the Family Resource Center are partners in the effort.

For more information, contact Ray Uzeta, Executive Director, Chicano Federation, at 619-236-1228.



## **Unemployed EC Residents Find Work and Self-Esteem as Home Health Aides**

**San Diego, California, EC**

A pilot program in the San Diego EC successfully trained and certified more than 50 EC residents who had been homeless or on public assistance. The Golden Hill Health Careers Academy, operated by the neighborhood-based community development corporation, developed a program that carefully matched high-quality training with employment needs in San Diego for nurse's aides and home health aides.

All of the students were economically disadvantaged. About two-thirds, 64 percent, were on public assistance and 12 percent were homeless at the time of enrollment. As of June 30, 1997, 51 EC residents had been certified as either home health aides or nurse's aides. The community

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development corporation collaborated with a local medical center and private companies that provide such services to homebound, frail, elderly and disabled people to ensure that jobs would be available once trainees were certified. Participating employers included the Logan Heights Family Health Center, the Bayview Medical Center, Pulse Home Health Care, Gable House, and St. Paul's Convalescent Center. Of the EC residents certified, 81 percent moved almost immediately into full-time, permanent positions.

An EC grant of \$158,586 funded the first pilot program year. The program was so successful that it secured \$400,000 in private foundation grants for its second year. Contributors included the Alliance Healthcare Foundation, the James Irvine Foundation, the Parker Foundation, the California Endowment, and the Katz Foundation.

For more information, contact Arlene Hamlin, Executive Director, Golden Hill Health Careers Academy, at 619-696-9992.

## **Residents Build a New Community Through Demolition** **San Francisco, California, EC**

In Visitacion Valley in the San Francisco EC, the unemployment rate is 18 percent and the mean income of those who are working is only \$13,090 per year, about one-half of the citywide average. But the demolition and rebuilding of condemned housing projects in Visitacion Valley has brought well-paying jobs to 244 neighborhood residents during the past few years. Another 127 participated in job training. As of December of 1997,

794 residents had received job training, referral, or placement.

This major boost to resident employability came about through a 1994 arrangement between the City and County of San Francisco and HUD. The agreement earmarked for neighborhood residents 30 percent of the jobs associated with the anticipated demolition and rebuilding of Geneva Towers and other outmoded public or HUD-assisted housing. In July 1996 an EC grant created Visitacion Valley Jobs, Education, and Training (VVJET) to oversee the agreement. VVJET began recruitment efforts that September. Partners in the program include the Sunnyside Tenant Association, Geneva Towers Resident Council, San Francisco State University Urban Institute, the local private industry council, San Francisco Department of Human Services, and a range of construction unions. Partnerships with construction-related unions, such as Locals 16, 22, and 26, enable workers to join the union at prorated plans.

VVJET provides comprehensive job readiness, training, placement, and retention. The program trains residents in life skills, asbestos removal, lead-based paint abatement, demolition, quarry work, dredging, and clerical work. Trainees also get referrals to other projects, such as dredging at San Francisco International Airport. Large new housing projects in Visitacion Valley—such as Britton Street and King Senior Housing—promise continued success for VVJET and the residents of Visitacion Valley.

For more information, contact Larry Fleming, Executive Director of VVJET, at 415-239-2866.



## **NeighborLINK Will Place 1,400 EC Residents Into Jobs St. Paul, Minnesota, EC**

Through the St. Paul Workforce NeighborLINK program, a consortium of more than two dozen community- and neighborhood-based agencies will help place 1,400 EC residents in jobs by the end of 1998. Administered by the St. Paul Urban League, this program establishes a link

between neighborhood-based agencies and the city-administered St. Paul Workforce Center by sharing job-development, technology, staff training, and other workforce-development resources.

EC funding allowed the program to expand its "one-stop shop" services into five neighborhood centers. These new centers are strategically located to cover the entire EC. At each center, residents can access a computerized job bank and obtain information on an array of workforce programs. Although the centers work collaboratively, each retains autonomy to provide services that meet the immediate community's needs. The neighborhood-based centers provide EC residents with the efficiency of obtaining multiple employment-related services and the convenience of accessing these resources in a neighborhood-based agency. In its first 2 months of operation, the program placed 302 EC residents in jobs.

For more information, contact Wayne Young, City of St. Paul, at 612-266-6659.



# Workforce Development

## Rural Communities

### **West Branch Technology Center Retrains Workers, Attracts Business** City of Lock Haven, Pennsylvania, EC

A skilled workforce is necessary when attracting new businesses to a community. The West Branch Technology Center is creating such a workforce in the Lock Haven EC. In its first full year of operation, the Center provided employee training to 714 workers and information technology education to 468 individuals.

Twenty-four companies have used the Center's staff and computer labs to train their employees. The continued high enrollment indicates that the Center is meeting the needs of the EC. "People are leaving here with a lot more ability than they came in with," says Cheryl Cartwright, Staff Assistant with West Branch. "We're gaining a lot of business by word of mouth because this is really a service to the community."

The Center has become a primary rural resource for local business and industry by providing training in specialized computer applications, quality control, safety, self-directed work teams, manufacturing processes, equipment maintenance, and customer service. The Center contracts with both the private and public sectors to provide specific training to the existing workforce. The Center also offers a full range of computer training courses for individuals. In conjunction with the West Branch Training Partnership, the Center plans to develop and use distance-learning resources to deliver training electronically in rural areas.



For more information, contact Debra Burrows, Project Director, West Branch Training Partnership, at 717-893-4038.

### **Career Works Is Working** City of Watsonville/County of Santa Cruz, California, EC

An extensive employment training program is helping low-income families and youth achieve employment and self-sufficiency in the Watsonville/Santa Cruz EC. The program is a partnership between the EC, the Santa Cruz County Human Resources Agency, and the David and Lucille Packard Foundation. Career Works trains participants for medical, dental, and office assistant positions. The program will train 15 EC residents. Six participants have completed their training and are now fully employed.

Career Works covers the full cost of training. Businesses taking part in this program are eligible for State business tax incentives, such as employer tax credits. The Packard Foundation has provided \$31,500 for supportive services for trainees, including childcare, transportation, books and work materials. The City of Watsonville markets the program to local businesses and has recruited five participating businesses to date. Career Works subsidizes the

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first 200 hours of employment for participants who successfully complete the training, a powerful incentive to area employers.

For more information, contact Lisa Lampmann, EC Program Coordinator, at 408-763-4033.

### **Job Training Helps Rural Residents Fayette County/Haywood County, Tennessee, EC**

With an unemployment rate that hovers around 10 percent, the Fayette County EC determined to provide residents with a way to learn basic job skills and acquire computer expertise to make them competitive in the employment market.

"For our community and country to move on, we've got to empower people," notes Walter Battle of the EC. In the beginning, the program faced a shortage of applicants, but since Jackson State Community College became a partner through its JTPA effort, it has provided a steady stream of new program participants. Local employers participate by guaranteeing an interview to all graduates of the program. The program's costs have been \$150,000.

Since the program's beginnings in late 1996, most of those trained—in everything from interview techniques to how to resolve conflicts at work, and up-to-date computer skills—have found and kept a job.

For more information, contact John Sicola, Director, Fayette County/Haywood County EC, at 901-576-4610.

### **Job Training Agency Expands With EZ Help; Unemployment Drops Significantly Kentucky Highlands, Kentucky, EZ**

Jackson County Rehabilitation Industries (JCRI) began as a limited program that provided training in sewing and small manufacturing to handicapped and disadvantaged workers. The agency was operating out of a remodeled former gas station when it received a \$690,000 Rural Business Enterprise Grant from USDA to expand its operations and purchase a new site. In July 1997, JCRI used the grant to purchase a 24,000-square-foot commercial building that had been recently constructed by the EZ.

The agency now conducts a 4-month job training program that teaches new and prospective workers practical skills for successfully entering the workplace. Participants receive training in wiring for telecommunications, sewing for military backpacks and coveralls, repairing laser printers under warranty, and many other trades. Enrollment varies from 30 to 50 people. Participants who complete the training receive job-placement assistance. The expansion is not over for JCRI. Plans are under way to establish a second rehabilitation workshop in conjunction with Goodwill Industries to serve nearby Clinton and Wayne counties.

The demand is high for appropriately trained workers. Unemployment in Jackson County has decreased from 23 percent in 1987 to 5 percent in 1997. "Current plants under construction will mean an additional 500 workers will be needed in the future," says Michael Hayes, EZ Coordinator, "and we can cut unemployment even more." JCRI, already an integral part of this growing community, will prepare those workers for jobs as they become available.

For more information, contact Jerry Rickett, President, Kentucky Highlands Investment Corporation, at 606-864-5175.

## **Hard-Hit Mining Area Finds New Skills and Hope McDowell County, West Virginia, EC**

The 35,000 residents of McDowell County, West Virginia, have been facing declining opportunities as the coal mines—long the economic mainstay of the area—close. Spurred by this situation and the work requirements of welfare reform, the county's Catholic Community Services created learning centers where people can acquire skills necessary to pursue jobs in the emerging new economy. After a year in operation, the four Learning Centers of McDowell County are teaching such skills as reading and computer technique to approximately 420 children and adults. So far, six participants have received jobs, and eight have earned GEDs.

"We got started after Windows 95 came on the market in August 1995," says Sister Mary Elizabeth Deliee, who heads the four centers. "Many businesses wanted newer computers, and so they gave their old DOS ones to us. Then kids who came to us for help wanted to learn word processing, so we started teaching them. Then other nonprofits upgrading their computers donated Windows 95 machines. Now we have eight machines with Windows 95, CD-ROMs, and modems at each center." To start the centers, Catholic Community Services got a grant of \$100,000 from the EC agency, McDowell County Action Network, matched that with donated equipment and volunteer time, and received another \$200,000 in grants from various religious organizations.

The four centers—two located in former schools, one in a storefront, and one over a post office—are situated so that no family in the county is more than an hour's drive from one of the centers. Sister Mary Elizabeth and her staff of 17—5 full- and part-time paid workers and 12 volunteers—are teaching computer, clerical, and a variety of other job skills. The centers also cooperate with local schools to offer children reading, writing, and Internet courses. After a year of training success, jobs in the county are still scarce, but a data-processing firm with 200 to 300 jobs may be moving in, and the people trained at the centers will be ready to compete.

For more information, contact Sister Mary Elizabeth Deliee, Director, Learning Centers of McDowell County, at 304-862-3318.

## **Providing High-Skills Training for a Brighter Future Rio Grande Valley, Texas, EZ**

The Valley Initiative for Development and Advancement (VIDA) provides residents of the Rio Grande Valley EZ with a special work skills training program that focuses on high-skills training that can lead to better paying jobs.

Project VIDA, a comprehensive family support and training model, works with EZ residents—many of them young mothers on welfare—in nursing, allied health programs, and customized welding. The program also offers a host of support services, including recruitment and referral, personal development skills, counseling, long-term job skills, and job placement.

Is the project making strides? "Yes," says Bonnie Gonzalez, Chief Executive Officer of the EZ. For

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example, in spring 1997, the project's first licensed vocational nurses graduated through the program.

"We had 30 zone residents graduate. Of those 30, half had been on welfare," comments Gonzalez. "Now they are all going to be earning between \$15 and \$20 an hour and have full-wage benefits. Plus they will help meet the healthcare needs of the community."

The EZ is dedicating \$1.2 million to Project VIDA over the next 5 years. The project has leveraged

almost \$3 million in additional funds, including financial support from the Texas Workforce Commission. Other partners in Project VIDA include the University of Texas at Brownsville and Texas Southmost College, which have provided 3 contracts totaling \$80,570 for 16 participants in a local oil rig manufacturer's customized welding training program.

For more information, contact Bonnie Gonzalez, Chief Executive Officer, Rio Grande Valley EZ, at 956-514-4000.

# Businesses Assisted

**Urban**  
Communities

## **Minority Entrepreneurs Revive Dormant Cadillac Plant Detroit, Michigan, EZ**

The new, 80-acre Clark Street Technology Park—being developed on the site of an old General Motors (GM) Cadillac Motor Car Company Division in Detroit's EZ—is giving a boost to minority entrepreneurs.

"We wanted to redevelop the park [and] help Detroit businesses and the City of Detroit," states Matthew Cullen, GM's General Manager of enterprise activities and Director of worldwide real estate. "We thought it was natural to work with minority-owned firms and other suppliers. It is also in the Federal Empowerment Zone, which allows firms to tap tax credits for hiring local workers and possible training grants." Most of the buildings in the former GM site have been demolished; others are being refurbished.

Construction began in 1997 on a \$20 million facility being developed by VITEC, a joint venture between Walbro Corp., a large supplier of fuel storage and delivery systems, and two Michigan minority entrepreneurs: William Pickard, Chief Executive of Regal Plastics, and Lawrence Crawford, President and Chairman of Saginaw Plastic Molding, Inc. VITEC will produce plastic fuel tanks and other auto components. The plant is scheduled to open in spring 1998, 11 years after the old Cadillac plant closed.

"We wanted to be in the Empowerment Zone, and the Clark Street site worked out well for us for its location near both freeways and rail lines,"

comments Lambert Althaver, Walbro's Chairman and Chief Executive. "It's going to be a high-tech operation," he added, "and we will be training local workers."

The 140,400-square-foot VITEC building is the third minority business to develop in the new Clark Street Technology Park. Piston Packaging and Hispanic Manufacturing have already begun operations.

For more information, contact William Eisenberg, Farbman Development Group, at 248-351-4360.

## **Determination Gives Factory Closing Story a Happy Ending Huntington, West Virginia, EC**

The story of how the Huntington Industrial Center came into being is, in the words of Huntington Mayor Jean Dean, "An example of how a significant job loss brought the community together to strategically plan for job attraction that has now resulted in 450 new jobs."

When the Owens-Illinois Glass Plant closed in 1993, taking 630 jobs out of the EC area, the citizens of Huntington did not take the loss passively. The factory shutdown became an immediate rallying point for town meetings and community action. Huntington community leaders believed the site had value. Situated on 41.8 acres, 20 of them under one roof, the site is the largest available manufacturing building in the State of West Virginia, making it a prime location for potential businesses.

After 3 years of planning and negotiation—having raised approximately \$5.5 million from HUD Section 8 loans, the State of West Virginia, the City-Community Development Block Grant

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Fund, and the U.S. Economic Development Administration—the City of Huntington purchased the vacant plant from Owens-Illinois and renovated it. The city gave the deserted plant a facelift and designated it as an industrial park adjacent to the EC in February 1997. As one of the conditions of sale, Owens agreed to remove its old smokestacks and monitor groundwater pollution at the plant site.

The city's efforts began to pay off in May 1997 when SNE Enterprises, a Wisconsin-based vinyl windows manufacturer, announced its plans to open a facility at the Huntington Industrial Center. In July the site was designated as the pilot brownfields site for the State. In September Pure Tech Plastics announced that it, too, would locate there.

SNE and Pure Tech alone have announced more than 350 new jobs in the EC with the potential for 200 more. Huntington's acquisition and revitalization efforts for this EC site have been a tremendous success in the community's struggle against disinvestment and demoralization.

For more information, contact Cathy Burns, Community Development and Planning, at 304-696-4486.

## **Small Business Gets Boost Lowell, Massachusetts, EC**

The Lowell Business Assistance Center (BAC) opened for business in temporary headquarters within the EC. Guided by a 1996 assessment of local small business resources, undertaken with the assistance of a HUD consultant, the center came about after a year-long planning process

involving the EC board and 55 public- and private-sector partners.

Twenty-three development partners—including the Massachusetts Office of Business Development, the SBA, five institutions of higher learning, four key citizens' groups, all area banks, and other local businesses—signed a memorandum of understanding, pledging financial and in-kind commitments. Initial operating expenses were met by a \$40,000 EC grant, a \$50,000 allocation from the city's CDBG program and in-kind donations (furniture, equipment, books, supplies, various services) from a variety of partnership sources. One community partner, Middlesex Community College, is providing a permanent home for BAC in a closed U.S. Post Office which was transferred by the Federal Government to the college. When the new facility opens, BAC will be situated across the street from the college's downtown campus within the EC. These efforts created efficiencies that cut the center's anticipated first year's budget from \$300,000 to \$104,000.

BAC's program will use the latest computer technology and the local cable TV access system. Special training initiatives and flexible hours of operation will reach out to Lowell's Latino and Cambodian neighborhoods. BAC's director, chosen by the EC Board's Selection Committee, is a former Peace Corps volunteer, speaks four languages, and specializes in microenterprise development.

For more information, contact Sue Beaton, Lowell Department of Planning and Development, at 978-970-4165.

## **Whittier Emerging Business Center Assists 15 Local Businesses Minneapolis, Minnesota, EC**

In the Whittier neighborhood of Minneapolis, EC funds transformed a vacant warehouse into a thriving business incubator. The Whittier Emerging Business Center provides common space and services for 15 new businesses in a neighborhood where 31 percent of residents live below the poverty level. The businesses employ 44 local residents and have combined revenues of approximately \$2 million. The warehouse was acquired with \$136,791 in EC funds and \$310,000 in financing from ZeroMax Corp., the original owner of the property. The City of Minneapolis' Neighborhood Revitalization Program financed \$150,000 in renovations.

In addition to supplying office space, the Center provides technical consultants that help prepare businesses for growth. Monthly seminars are held for building tenants and other local businesses. The Center received a 3-year, \$110,000 technical assistance grant from the McKnight Foundation. The Minneapolis Foundation donated funds to hire a Center director.



For more information, contact John Flory, Executive Director, Whittier Emerging Business Center, at 612-879-0109.

## **Tax Abatement Spurs Reinvestment in Zone Muskegon, Michigan, EC**

The City of Muskegon, Michigan, is building on its EC and State of Michigan Enterprise Zone designations to create and retain jobs.

Under the State's Industrial Facility Tax Exemption program, Burgess-Norton Manufacturing Company—a manufacturer of cast rocker arms, valve guides, machine keys, and miscellaneous castings for the industrial market—received tax abatement on its plant expansion located in the Muskegon EC. Burgess-Norton is receiving tax abatement for a new 25,000-square-foot industrial facility and an adjacent 5,000-square-foot office facility. It is also receiving personal property abatement on machinery, equipment, and office furniture. As a result of the tax abatement and the plant expansion, Burgess-Norton, working with the city and State, was able to create 25 new jobs and retain 150 jobs in Muskegon's EC.

For more information, contact Cathy Brubaker-Clarke, City of Muskegon Community and Economic Development Department, at 616-724-6977.

## **EC Family Exemplifies American Dream Newburgh/Kingston, New York, EC**

The Gilmore family started as sharecroppers in South Carolina. Now, thanks to their hard work and the help of the Newburgh/Kingston EC, the

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family runs a thriving and expanding business in New York.

The seeds of this family business were planted when the family sold a shipment of South Carolina watermelons to finance a family vacation in the Catskills. The Gilmores saw a potential market in premium fresh fruit and looked for capital backing. After being turned down for a business loan at six banks, the family acted on a friend's advice and contacted Allison Lee, Newburgh/Kingston EC President, for help. Lee helped the family secure a \$34,000 loan from the EC and introduced them to Dave MacFarland, President of First Hudson Valley Bank, who extended the Gilmores a \$100,000 line of credit. The Gilmores located their business in Newburgh, hired two EC workers, and expect to add six more workers in the future.

"Hopefully our success will spur more minority businesses to come to the Enterprise Community," comments Vincent Gilmore. As an extra bonus, at an EC conference in Boston in July 1997, the Gilmores met with Vice President Al Gore—who named them as examples of the American Dream.

For more information, contact Allison Lee, President, Newburgh/Kingston EC, at 914-569-1680.

## ***Saturday Night Live* Producer Builds Business in Harlem New York, New York, EZ**

*Saturday Night Live* producer, Lorne Michaels, is bringing high-tech jobs to Harlem with the opening of a \$1.1 million post-production facility named Broadway Video. In partnership with Citibank, the New York EZ will lend Michaels

\$877,880 to buy equipment and renovate an existing building. "This is a critical deal for us," says Deborah Wright, President of the EZ. "We want to make sure that we invest in growing businesses and Broadway Video will create high-tech, high-paying jobs for Upper Manhattan residents."

Broadway Video's new location, on the site of a former auto factory, seems "perfect," says the company's president, Peter Rudoy. The location offers "heavy freight and power capacity and access to public transportation," he adds. "The facility will set a model for other companies in our industry that will see this as a viable location for post-production businesses." The building will be used for video duplication, storage, and transmission of tapes by satellite. Rudoy projects first-year revenues of \$2 million and expects the new facility to create at least 20 high-tech and other jobs for EZ residents. Broadway Video owns the rights to *Saturday Night Live*, *Wayne's World*, and *Late Night With Conan O'Brien*.

For more information, contact Deborah Wright, President and CEO, New York EZ, at 212-932-1902.

## **Entrepreneurs Find Motivation at Church Ouachita Parish, Louisiana, EC**

Two church congregations in Ouachita Parish, Louisiana, are giving EC entrepreneurs a boost. At their own expense, the churches are providing faith-based counseling to EC residents who want to create or expand their own businesses. Hope United Methodist Church is holding entrepreneurial recruiting meetings in the community, and the Apostolic Lighthouse Church has created a small-business support group that offers

leadership, encouragement, and networking primarily to members of its congregation.

"You can do it, you can do it! Don't get discouraged," Pastor Alvin Walker of Apostolic Light-house tells the 16 entrepreneurs his church is counseling. "We are interested in helping people who are not going to be selfish. We want them to become role models and help others get on their feet."

One couple who intend to start a childcare center match this description completely. Deirdra Pierce is currently a youth director at a local community center. She and her husband Danzie have acquired a site for the future childcare center and are very excited about serving the community. "We want to provide a service and create some jobs, and now we have the means and opportunity to do it," says Pierce.

Four entrepreneurs have come to the EC for assistance in the past 6 months. EC Director Eric Loewe notes that many people have talents and skills but are discouraged by the lack of resources and opportunities. "By taking a step-by-step approach to starting or growing a business and bringing the necessary resources to the community," he comments, "this recruitment process uplifts everyone's spirit as each new step is taken."

For more information, contact Eric Loewe, EC Director, Ouachita EC, at 318-329-4031.

## **B-KWIK Market Anchors Redevelopment of Shopping Center Rochester, New York, EC**

The \$11.3 million redevelopment of the Upper Falls Shopping Center in Rochester, New York, is breathing new life into the commercial retail

district on Upper Falls Boulevard. Developers are revitalizing this vacant, dilapidated site that once housed a thriving Bell's Supermarket. The 75,000-square-foot center will bring shopping facilities back to residents of this EC neighborhood.

The anchor of the effort is the B-KWIK Market, which alone will create 130 full-time and part-time jobs. Many local community groups have already pledged their support.

"Opening the supermarket is the easy part," says Rochester Mayor William A. Johnson, Jr. "Keeping it open will require the cooperation and support of the community. One source will be Partners Through Food, the neighborhood-based group that provided the initial effort to get the Upper Falls market open and operating again."

The Rochester Economic Development Corporation (REDCO) proposed a creative financing venture to Tops Market, Inc.—a supermarket operator that is opening a number of stores in the Rochester area. Financial support for the project includes contributions from Federal and State EC funds, the City of Rochester, Urban Renewal Trust funds, REDCO, and private sources.

Already other businesses have made plans to move into the shopping center: a McDonald's restaurant, a beauty supply warehouse, a shoe and sporting apparel store, and a Women, Infants and Children (WIC) supplemental nutrition center. The new Clinton Section Police Station is located in a nearby building to help improve public safety by increasing the police presence in the EC.

For more information, contact Valerie Wheatley, Coordinator, Rochester EC, at 716-428-7207.

# What Works!

Empowerment Zones and Enterprise Communities



## **Technical Assistance Launches 16 Small Businesses in the EC San Diego, California, EC**

Sixteen new neighborhood retail and service businesses have opened since July 1996 in the San Diego EC, thanks to technical assistance from the Union of Pan Asian Communities (UPAC) Economic Development Program. The new businesses, many of them one-person operations, are located in the City Heights neighborhood of the EC. UPAC also helped six existing small businesses expand.

One of the new enterprises is Ha Luu, a home-based business in herbs and tonics. Others include Bridges Janitorial Services, Canton Seafood, D&D

Computer Training, Denise Ceramic and Gifts, DSC Clothing Design and Manufacture, Hillcrest Furniture, Oscar Travel Services, and Sun's Auto Repair.

EZ/EC SSBG funds totaling \$158,586 made possible the business-skills training that UPAC provided. El Cajon Boulevard Central Business Improvement Association, Metropolitan Area Advisory Committee, and Accion San Diego also contributed to the project.

For more information, contact Tri Tran, Economic Development Projects Director, Union of Pan Asian Communities, at 619-280-5197.

## **Youths Establish a Credit Union of Their Own San Francisco, California, EC**

A credit union operated by and for youth? It is an unusual enterprise, but young residents aged 6 to 18 from the Mission District and South of Market areas in the San Francisco EC are making it a success. Starting with as little as \$2 for 6- to 9-year-olds and \$5 for ages 10 and older, young EC residents are joining, opening accounts, and working in the credit union—learning that it is as “cool” to save and track money as it is to spend it.

The San Francisco Youth Credit Union Program (YCUP) began through the energy of 25 young people from the two neighborhoods, with help from the Mission Economic Development Association and the Mission Area Federal Credit Union (FCU). The youth developed a business plan and opened for business in May 1997 adjacent to FCU, which acts as a parent organization. Another corporate donation paid for the printing of a colorful brochure that the young

people designed. Credit union membership has grown to 80 with total assets of \$7,000.

Receiving an EC startup grant of \$40,000, YCUP also received \$10,000 from the Friedman Family Fund and \$10,000 from Citibank to capitalize a small loan fund. The Mission Economic Development Association, South of Market Foundation, and Arriba Juntos—all neighborhood nonprofits—supply oversight. YCUP had its heaviest day of business the day after Thanksgiving in 1997, the beginning of the holiday season, when a record level of transactions—more than \$1,200 in 1 hour—were recorded. The program has received \$60,000 in a round of EC funding.

YCUP members have the opportunity to train as tellers and learn basic money management skills and elementary accounting. There are 12 teller slots in the credit union, which opens for business on Wednesday and Saturday afternoons. Teller trainees handle deposits, withdrawals, and new accounts, balancing the cash drawer at the end of the day. They count out cash for the day's transactions, maintain a cash count form, update individual member account forms and passbooks, and write out receipts for transactions. Youth managers open the credit union for business and make sure that sufficient staff are on board. An administrative director and other adult staff supervise and guide the youth managers. Experienced FCU tellers take some time from their own duties to help their young colleagues. Youth board members oversee both management and teller staff, enforcing transaction policies and ensuring smooth operations. An adult supervisor has final responsibility for maintaining the operation.

In November 1997, through a \$500 grant from Filene Educational Foundation, 10 young people

represented YCUP at the annual meeting of the California Credit Union League in San Francisco, where the enterprise was officially recognized by the professional organization.

For more information, contact Raquel Medina, Executive Director, Mission Economic Development Association, at 415-282-3334.

### **Frogtown Center Gives Small Businesses a Jump-Start St. Paul, Minnesota, EC**

Opened in August 1997, the Frogtown Entrepreneur Center is a renovated 7,800-square-foot commercial building that is home to between 5 and 10 small businesses. This business incubator supports emerging and established small firms by providing affordable space, entrepreneurship training, a reference library, business retention assistance, help with marketing, and startup business support. The majority of the tenants are graduates of the Neighborhood Development Center's Micro-Entrepreneur Training program. The Frogtown Entrepreneur Center has provided an estimated 20 to 30 jobs for EC residents. EC funds totaling \$150,000 are leveraging \$316,000 in city funds and \$32,000 in private grants.

For more information, contact Marshall Turner, City of St. Paul, at 612-266-6696.

### **Tacoma Goes Global in Plans for International Business Zone Tacoma, Washington, EC**

The Tacoma Empowerment Consortium (TEC), administrator of Tacoma's EC program, is thinking locally and acting globally with a new initiative: creating an International Service

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Development Zone (ISDZ)—a special trading district for international export businesses within the State's federally designated ECs and State designated Community Empowerment Zones (CEZs).

TEC is spearheading the effort in collaboration with businesses, educational institutions, non-profit organizations, State government, and other interested communities around the State. The Tacoma ISDZ's recruitment efforts will emphasize headquarters or service centers of export companies and businesses. Advocates predict that ISDZs will foster new economic growth through expanding international connections—rather than redistributing existing jobs.

Tacoma's proposed 1 million-square-foot ISDZ is located within the EC. With total costs projected at \$193 million, the project is expected to create approximately 3,500 jobs. The 1997 session of the Washington legislature saw the introduction of a bill to pave the way for establishing ISDZs. Passed by the State Senate, the bill was under

consideration by the House as the session ended. TEC and its partners expect the measure to be reintroduced in the 1998 session and are optimistic about its passage.

The ISDZ concept is modeled on the International Financial Services Centre in Dublin, Ireland, which attracts international business through a combination of training programs, tax incentives, and regulatory concessions. Established in 1987, the initiative is credited with adding more than 3,400 jobs, locating more than 600 companies, redeveloping 27 acres, and constructing and leasing 1.5 million square feet of office space in Dublin.

The Minister of Enterprise and Development of Ireland—roughly the equivalent of the U.S. Secretary of Commerce—visited Tacoma in June 1996 to nurture the budding strategic alliance between the Irish Development Agency and the City of Tacoma. The following year, two delegations of TEC partners traveled to Dublin to examine the facility there and get ideas on how to establish an international trade zone in Tacoma. The trip enabled TEC to draw up a strategic plan that established the industry focus, finalized a budget, and delineated the steps—from legislation to marketing—needed to make Tacoma's ISDZ a reality.

For more information, contact Chris Andersen, Tacoma Empowerment Consortium, at 253-274-1288.

# Businesses Assisted

## Rural Communities

### **Environmentally Friendly Technology Park Attracts Growing Firms Accomack/Northampton, Virginia, EC**

An innovative approach to community development is attracting new firms while maintaining the area's quality of life. The people of Northampton County needed to create more jobs without sacrificing the relatively pristine natural environment of their unique peninsula area. The Eastern Shore, washed by the Atlantic Ocean on the east and the Chesapeake Bay on the west, has many beaches, estuaries, and wetlands that are vulnerable to careless development. So, the county crafted a careful strategy to attract firms dedicated to both protecting the environment and to creating jobs. Now, thanks to this remarkable public commitment and a great location, the Cape Charles Sustainable Technology Park is successfully taking shape on the waterfront of the peninsula's old port town, Cape Charles, with overall support from the EC.

"This is a real community effort," says Tim Hayes, the Executive Director of the County Park Authority. "There's been an ongoing concern here that people's economic and environmental lives are intertwined. We've created this technology park because we've had leaders with vision, involved local people, and received a lot of State and Federal support. So we have cooperation instead of competition between the goals of development and the environment."

The Park Authority broke ground in October 1996 on the 300-acre site, which includes both developable land and historic buildings. The

park's first new building will be completed in the fall of 1998 and will house a firm making components for water desalting machinery, space for conference rooms, and a small business incubator. Meanwhile, several buildings have been rehabilitated and are attracting firms that will provide 100 jobs. A former school building now houses a Swiss solar energy firm, and a concrete manufacturer located near the town's sewage treatment plant will reclaim sewage water for industrial use. The park also includes a waterfront nature preserve.

Building space and land are leased rather than sold to firms, which are charged lower rents if they provide educational opportunities, use recycled materials, and pay their employees higher wages.

For more information, contact Tim Hayes, Executive Director, County Park Authority, at 757-331-1998.

### **Artisan Co-Op Preserves Tradition and Creates Economic Opportunity Central Appalachia, West Virginia, EC**

In the heart of West Virginia, Poplar Forest has become a place to shop for special handicrafts. The vision and support of the Central Appalachia EC is fostering an industry that helps local artisans and crafts people make a living by selling their handmade creations.

"West Virginia has a special tradition of handmade crafts," explains Connie McColley, Director of the Central Appalachian Arts and Crafts Cooperative. "The State had already built a special retail building on Interstate 77 that showcases our best crafts and food products. In this spirit, our cooperative is a new venture to serve

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our region of the State." The year-old cooperative at Flatwoods Outlet Mall in Poplar Forest now houses 130 members whose creations—home-made or handmade quilts, baskets, weavings, jams, cornbread, and other delicious foods—are sold at the Poplar Forest shop 7 days a week. The co-op plans to give seminars in product marketing and business skills and has received a grant to fund craft apprenticeships for members. A \$75,000 grant from the EC helped fund the environmentally sensitive and well-designed mallspace.

Sales have exceeded expectations, and there are plans to build several new motels, restaurants, and a conference center.

For more information, contact Connie McColley, Director, Central Appalachian Arts and Crafts Cooperative, at 304-765-3995.

## **The Small Business Development Center Creates Businesses and Jobs City of Lock Haven, Pennsylvania, EC**

Faber Bruner Company manufactures and installs commercial burners—and business is booming. Faber Bruner is 1 of 210 small businesses that have received computer training and technical assistance from the Lock Haven University Small Business Development Center (SBDC), established in March 1996 with funding from the Enterprise Program and Bucknell University's Small Business Development Center.

SBDC holds regular computer training seminars for interested EC residents and provides technical assistance to any existing or startup small business in the community. Individuals pay only \$10 to participate in a seminar. SBDC provides up to 40 hours of assistance at no charge. Assistance

includes training on how to set up and maintain accounting and payroll systems, prepare business plans to start or expand a small business, and prepare brochures and advertising information.

SBDC helped Faber Bruner prepare a business plan and successfully apply for a \$210,000 SBA loan and a \$150,000 loan from Clinton County, Pennsylvania's, revolving loan fund. Faber Bruner will eventually employ more than 15 people.

SBDC exceeded its 3-year goal during its first year of operation. "We have to turn people away," said SBDC Director Dawn Datt. "We have more clients than we can serve. This is truly an example of private and public sectors working together to bring industry to Lock Haven." Current plans are to serve 90 clients and conduct 12 seminars each year.

For more information, contact Dawn Datt, Director, Small Business Development Center, at 717-893-2589.

## **Business Flourishing Due to Training Center Kentucky Highlands, Kentucky, EZ**

Teresa Truett has a real talent for creating beautiful baskets, so she decided to take her interest in basketry and other crafts a step farther and go into business. "She had developed a number of little jobs for household income, but she wanted to go full-time into basket making," says Phil Danhauser, Executive Director of the Jackson County Entrepreneurial Training Center. "She was in our first class 2 years ago. We introduced her to the guilds and helped her with marketing and publicity." Now people all over the world can find her creations through the Truett's Quality Baskets & Crafts catalog on the Internet.

Center training has helped more than 15 new businesses open: a greenhouse, a daycare center, a catering business, an upholstery shop, a driving range, and a telephone-pole contracting business. The center began when Jackson County Empowerment Zone Community, Inc., contracted with Eastern Kentucky University to open an entrepreneurial training center in the county, providing \$70,000 per year in EZ funds. The classes meet twice a week and guide participants through business plan development. Six new businesses grew out of the initial class and all continue in operation. When the center recently began its fourth 12-week session, the class again filled to its maximum of 15 participants.

The training center houses the Small Business Association's One-Stop Capital Shop and also provides technical assistance to local businesses on request. Danhauser established an Entrepreneurship Club at Jackson County High School. The students identify the type of business or products that interests them, develop partnerships, and learn about marketing. The extracurricular club provides capital, and the project culminates in a trade fair. "We held it at a Friday night basketball game against an arch-rival," Danhauser reports. "The students sold items like jewelry, tapes and CDs, and holiday gift bags. They don't get rich, but they learn a lot about the process."

For more information, contact Phil Danhauser, Executive Director, Jackson County Entrepreneurial Training Center, at 606-287-4184.

### **Tobacco Farmers Find an Alternative Crop Kentucky Highlands, Kentucky, EZ**

Farmers in the Kentucky Highlands EZ are growing ginseng, mums, and greenhouse vegetables as part of a plan to encourage farmers

to experiment with other crops and become less dependent on growing tobacco. The Alternative Crop Venture Fund allows EZ farmers—many of them traditionally tobacco growers—to try a different crop, type of livestock, or farming method, at a minimal risk.

The crop or farming method must be new to the farmer, and participants must share information, regardless of success or failure, with local county extension agents. The Alternative Crop Venture Fund offers a no-interest loan of \$2,500 per year that farmers match with cash, labor, or in-kind materials. If the crop does not succeed, the loan becomes a grant.

The fund is managed by a 20-person loan review committee—14 members are EZ residents and the others are extension service agents or similar partners. The committee recently approved 5 new loans, bringing the total number of projects funded by this program to 22. An additional five loans have been approved but have not yet closed. The fund, now in its third year, will operate during the 10-year period of the EZ and probably beyond that time.

For more information, contact Gene Bundy, Kentucky Highlands Empowerment Zone, at 606-864-5175.

### **Dollar General Distribution Center Locates in EZ Mid Delta, Mississippi, EZ**

Using tax credits and EZ/EC SSBG funding, the Mid Delta EZ attracted a regional distribution center for Dollar General Stores that will create hundreds of jobs in this rural community. When completed, the 800,000-square-foot facility in Indianola will ship household projects to 370 local stores.

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"Dollar General really is a key success story for the Mid Delta Empowerment Zone," remarks Harold Lathon, Executive Director of the EZ. Public and private investment in the project exceeds \$38 million. The Mississippi Department of Community and Economic Development provided \$2 million in CDBG funds. EZ tax credits provide up to \$3,000 for every resident hired. Dollar General will invest at least \$25 million. "The majority of money being invested in this project is private investment from Dollar General," says Lathon. "That's what makes this project really work. We are receiving a 30 to 1 return of investment on our \$900,000."

The shrinking job base in this largely agricultural area, due to technological and market changes in farming, adds to the pool of available workers. Dollar General CEO Cal Turner, Jr., says the company chose Indianola because of the "total community support" for the company.

"The center will provide 500 good-paying jobs and the potential to help stop the 'brain drain' that has been going on for decades in this area," says Lathon. Company officials estimate that, eventually, the center could expand to 5 million square feet and double its employment.

For more information, contact Harold Lathon, Executive Director, Mid Delta EZ Alliance, at 601-254-9957.

## **EZ Businesses Investigate Equipment Resale in Central America Rio Grande Valley, Texas, EZ**

The Rio Grande Valley EZ, adjacent to the U.S.-Mexican Border in southern Texas, is assisting

local business people interested in international trading. With the help of the EZ, seven local business leaders traveled to Honduras on the ferry *Regal Voyager* to establish contacts with potential customers in Central America.

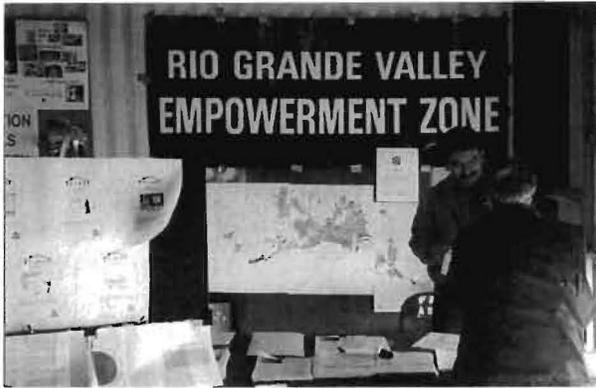
"Most of the trade opportunities lie within used equipment, which is like gold in Honduras," explains Bonnie Gonzalez, Chief Executive Officer of the EZ. Businesses represented on the trip included used-machine equipment companies, used-medical equipment companies, and produce farmers.

Why did they choose Honduras? A major factor is that Port Isabel, on the southeastern coast of Texas, has an established trade route to Honduras and Honduran business leaders are anxious to trade with Texas. A group of Honduran businessmen had visited southern Texas earlier to investigate possible suppliers in the EZ.

Since the trip in June 1997, the EZ has published a resource guide to identify EZ entrepreneurial businesses that have products or services to offer. The *Regal Voyager* has begun making weekly trips to deliver goods and produce to Honduras.

Although it is too soon to know the effect these efforts will have on the region's economy, comments Gonzalez, it makes good economic sense for the EZ to seek partners outside the U.S. border. "If we are to sustain our economy," she says, "we'd be foolish to ignore these potential partners."

For more information, contact Bonnie Gonzalez, Chief Executive Officer, Rio Grande Valley EZ, at 956-514-4000.



## **Revolving Loan Fund Helps Turn Dreams Into Jobs** **Rio Grande Valley, Texas, EZ**

Since its inception in 1994, the Rio Grande Valley EZ has helped create 85 new small businesses and 1,000 jobs. Although help has come through different sources, 15 small business owners have taken advantage of the EZ's revolving loan fund program.

Three counties within the EZ have set aside more than \$4 million in Community Investment Fund monies for a revolving loan fund to help individuals start their own businesses. Hidalgo County set aside \$2 million; Starr County, \$400,000; and Willacy County, \$625,000. An additional \$1.5 million was leveraged for the fund.

Many of the 15 loans—called small business development loans—are microloans ranging between \$1,000 and \$10,000. The EZ has provided two more substantial loans that are considered industrial/commercial loans. "The project has been a huge success," reports Bonnie Gonzales, Chief Executive Officer of the EZ. A local baker borrowed \$60,000 from the fund to begin a bakery, and in just 3 months, he expanded his business from 3 to 10 employees.

Additionally, the baker received a loan from a local bank to expand his business. "This was the first time that a private lender has invested in the small rural community where the baker has his business. We are excited because we are breaking ground there," says Gonzales.

Gonzales attributes the entrepreneur's success to the support from the EZ's One-Stop Capital Shop, a critical partner in the revolving loan fund project. The One-Stop Capital Shop provides technical support in accounting, bookkeeping, and marketing to EZ residents. "The counselors are in frequent contact with those who receive loans and are constantly helping them manage their businesses," says Gonzales. Another partner, the Council for South Texas Economic Progress, performs all the loan services for the EZ.

For more information, contact Bonnie Gonzales, Chief Executive Officer, Rio Grande Valley EZ, at 956-514-4000.

## **EC Brings Closed Battery Plant Back to Life** **Scott/McCreary Area, Tennessee/Kentucky, EC**

When Alexander Battery closed its plant in the town of Norma, in Scott County, Tennessee, one of the Nation's 40 poorest counties, Elmer Hewitt, the plant's Director of Research and Development, didn't take it lying down. He had been in the business for many years and, in fact, had converted the town's old high school into the Alexander plant in the first place. So he went to the EC and got a \$150,000 loan to reopen the plant.

"The EC money really helped with the startup, with spreading my risk, and with cash flow," Hewitt explains. Now he's president of Norma

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Battery, Inc., which opened in mid-1997 and has already rehired 13 former Alexander employees. Hewitt has invested an additional \$550,000 on his own (including a \$125,000 SBA loan) and sees more growth ahead for Norma Battery. "We're making cell-phone batteries and battery packs that can be used for drills, lawnmowers, small bikes, and household appliances, and I've patented batteries for electric cars that Detroit is interested in." Thanks to Hewitt's vision and the EC's help, instead of sitting abandoned, the former Alexander Battery plant is aglow with a growing number of good jobs.

For more information, contact Elmer Hewitt, President, Norma Battery, Inc., at 423-663-4914.

## **Center Helps People Build Their Own Businesses** **Williamsburg County/Lake City, South Carolina, EC**

Since it opened 9 months ago, the Williamsburg EC's Small Business Development Center in Kingstree, South Carolina, has provided consulting services to more than 85 people and helped 2 others secure loans for business startups. Nine jobs will be created in the community as a result of these two startups.

One of the startups has opened and the other is scheduled to open in late February. Both businesses probably received more assistance than they had anticipated. "We helped each develop a business plan," explains Nicole Singleton, Area Manager for the center. "Once their plans were developed, these entrepreneurs presented them to our loan committee, which approved them for loans that combined totaled \$105,038."

USDA Rural Development awarded the EC \$500,000 to capitalize the Small Business Revolv-

ing Loan Fund. It also awarded \$1 million through the Intermediary Relending Program to fund a Business and Industry Loan Fund.

Williamsburg's Small Business Development Center, the first of its kind in the county, offers personal consultations to budding entrepreneurs. Residents interested in starting a business meet with a center specialist for advice on business development and financial planning. A resource center offers business periodicals and other printed reference materials, small business videos, accounting and business software, and more than 150 startup guides on particular types of businesses.

"The center helps people take the information and put it to work. We can assist them in developing plans and in applying for loans. They can also use a computer available at the center and set up such things as financial statements or business plans," says Singleton.

In addition to advertising its services and writing a monthly question-and-answer column in the local newspaper, the center has sponsored several seminars to develop community awareness of its services. Topics to date have included an introduction to small business, cash-flow management, and recordkeeping. The center has also held a class in business fundamentals for middle school students.

"I'm really proud of what we've been able to accomplish in such a short time. I look forward to the future and the positive influence the center can have in helping the community," says Singleton.

For more information, contact Nicole Singleton, Area Manager, Small Business Development Center, at 803-354-9070.



## **Williamsburg County Plans Industrial Park To Attract Businesses**

**Williamsburg County/Lake City, South Carolina, EC**

When Baxter Pharmaceutical left Williamsburg County, South Carolina, it took with it 1,000 jobs yet to be recouped by the county. The Williamsburg County Development Board

applied for and received \$800,000 in grants and low-interest loans from USDA's Rural Development Rural Utility Service to fund an industrial park. The project will be funded through the Farmers' Long Distance Cooperative and Santee Electric Cooperative.

The project is intended to attract a variety of new potential employers to the area. Many residents currently travel 1½ hours to work cleaning hotel rooms in Myrtle Beach, a resort town on the coast. Locally based businesses will not only eliminate long commutes but potentially pay wages that would raise the standard of living for EC residents.

"The industrial park will give us something to use to market and attract businesses to the county," says Faith Rivers, Executive Director of the Williamsburg EC Commission. "We're hoping this will provide an added incentive for businesses to move to our area."

For more information, contact Faith Rivers, Executive Director, Williamsburg EC Commission, at 803-253-9070.



# Access to Capital

## Urban Communities

### **EZ BOP Helps Small Businesses Cleveland, Ohio, EZ**

"Our success comes from a lot of patience, brainstorming, partnership, collaboration, and communication between government officials, business people, and residents," says India Lee, former Coordinator for the Cleveland EZ, about Cleveland's new Business Opportunity Program with the catchy acronym: EZ BOP.

Concerned about the lack of small businesses using Section 108 loans, the EZ office created EZ BOP in spring 1997 to help small family businesses, especially those located on the EZ's deteriorating commercial streets. Drawing on \$2.5 million HUD Section 108 loans and \$2.5 million in EDI grants, EZ BOP has provided a total of \$787,087 in small business loans. Structured as 90-percent financing through HUD loans, with 10-percent cash equity from the borrower, these loans are available in two forms: EZ BOP I and EZ BOP II.

EZ BOP I is a small business loan with a 6-percent interest rate for 10 years, providing a 40-percent rebate of up to \$125,000 after completion of improvements, with an additional \$30,000 available for parking lot construction. EZ BOP II is a microloan program that offers a 4-percent, fixed-rate loan for 10 years that can be used for working capital or to finance improvements costing up to \$30,000.

In addition to helping existing small businesses grow, EZ BOP has brought new companies into the zone. For example, since moving her busi-

ness from Beachwood Avenue to Prospect Avenue last November, Michelle Stanich, owner and CEO of Sunrise Home Health Care, used EZ BOP to renovate her historic commercial building and has already increased her employment rolls by 100 staff members, about one-half of them from the EZ.

For more information, contact Yvette Moses, EZ Coordinator, at 216-664-2804.



### **New NationsBank Branch Generates Business and Optimism in EC Des Moines, Iowa, EC**

In 1997 NationsBank established a full-service retail branch in the Des Moines, Iowa, EC. Business owners and community activists hailed the bank's move.

"We feel this area is underserved," remarks John Benner, Senior Vice President for Retail Banking at NationsBank in Des Moines, about the EC. "There is an opportunity for us to do some business."

NationsBank was named 1997 Corporation of the Year by the National Association of Urban Bankers, an organization of people of color who are banking professionals. Chaunci Hall, who grew up in this southeast Des Moines neighborhood, is one of three managers of the branch.

Located in a strip mall storefront, the new branch will make a significant difference in the lives of many community residents. "Now people won't have to drive to another part of the city to do their banking," says Don Graves, director of the Mid City Business Center, a local nonprofit organization that helps small businesses get off the ground. "It will be a great asset."

The presence of NationsBank is stimulating other businesses to set up shop in the neighborhood as well. And that's not all: NationsBank has donated \$200,000 to the EC, dividing the money among local community-based organizations.

For more information, contact Kathy Kafela, Coordinator, Des Moines EC, at 515-283-4151.

### **Detroit's Shorebank Launches Community Lending Detroit, Michigan, EZ**

"My interest is not in building houses," says Chauncey Mayfield. "It is in building communities." Mayfield, President of the Shorebank Development Corporation (a subsidiary of the new Shorebank Detroit Corporation) is one of the leaders bringing new vitality to the Detroit EZ, the East Side, and other distressed areas of the old industrial city. Combining for-profit business acumen and nonprofit enterprise with a genuine motivation to rebuild long-neglected neighborhoods, the 1-year-old Shorebank represents a

new type of financial institution, a community development bank.

Shorebank has gotten off to a strong start. When the bank opened its doors in January 1997, it had a goal of making \$800,000 in residential and consumer loans by the end of 1997 and \$38 million in commercial loans of more than \$80,000 in its first 5 years. By the end of September 1997, the bank had surpassed its first goal: It had closed on 17 residential properties worth nearly \$1 million and made 7 commercial loans for more than \$80,000. Additional loans worth \$1 million were approved but not closed. Most of these loans enable residents to purchase and rehabilitate houses, boosting property values in the area.

During the same period, the bank made rapid progress on its second goal—closing 29 loans for \$5.3 million—with an additional \$4.4 million in loans approved. Most of these loans went to minority-owned small businesses.

The Shorebank Development Corporation, a for-profit real estate development subsidiary concentrating in the EZ and the East Side, had completed its first four single-family properties by the end of September 1997. Two houses have sold, one is on the market, and the fourth serves as a model and offices.

On the commercial side, Shorebank has acquired a 2-story, 8,000-square-foot property on the East Side and is investing \$400,000 to rehabilitate it for multitenant office space. It is investing \$350,000 in another office building across the street.

Shorebank Enterprise, Detroit, the nonprofit arm of operations, is establishing an enterprise development loan fund to benefit local entrepreneurs. The fund will concentrate on minority businesses with a better-than-average chance of

providing jobs for area residents. The fund has raised \$4.6 million from the Ford Foundation, the Charles Stewart Mott Foundation, and other philanthropic sources.

For more information, contact Chauncey Mayfield, President, Shorebank Development Corporation, at 313-824-1050.

## **Community Development Bank Shifts Into High Gear Los Angeles, California, EZ**

The Los Angeles Community Development Bank (LACDB) is the engine driving business expansion and job development in the Los Angeles EZ (formerly the Los Angeles Supplemental EZ). From the loans it has already made, the bank is projected to create 1,097 new jobs in the EZ; about one-half of these jobs will be filled by EZ residents.

Formed in November 1995, LACDB was awarded Economic Development Initiative and Section 108 funds from HUD in January 1996, making its first loan in June 1996. By November 30, 1997, the bank had loan commitments of \$39 million and had leveraged an additional \$12.3 million in lending by commercial banks. A microlending program that assists local entrepreneurs with loans of less than \$25,000 has helped eight EZ businesses while creating five new jobs. The bank also works with nonprofit and for-profit financial institutions to provide credit analyses, operate revolving loan funds, provide business technical assistance, and originate and package business loans at a cost lower than LACDB's direct loan program. Examples of recent loan activity include:

- A \$1.7 million LACDB loan is allowing PractiCare, one of the few healthcare providers located in the EZ, to make a transition to managed care while remaining in the medically underserved area. Cathay Bank lent \$450,000 to complete the deal. The loan creates 50 jobs; 26 are filled by EZ residents.
- A \$200,000 loan to Golden Bird, a Los Angeles-based fried chicken restaurant chain, will create six jobs, three to be filled by residents of the EZ. Golden Bird plans to add two additional franchises within the EZ during the next 2 years.
- A \$100,000 loan to Jorge's Market, a family-owned grocery store, will create three jobs, two to be filled by EZ residents. The LACDB loan allowed the market, rebuilt after the 1992 civil unrest with an SBA loan, to purchase new equipment and to add a new meat and fish counter, a fresh vegetable stand, a small deli, and an ice cream counter.

For more information, contact C. Robert Kemp, President and CEO, LACDB, at 213-759-7759.

## **The Bank That Dreams With People Louisville, Kentucky, EC**

"This bank is reaching out and dreaming with people; this bank doesn't sit and wait for people to come in the door," declares Louisville Mayor Jerry Abramson. The Louisville Community Development Bank (LCDB) opened in January 1997. A year later the bank has grown from \$21 million to \$26.5 million in deposits. The bank has made more than \$5 million in commercial

# What Works!

Empowerment Zones and Enterprise Communities

loans, has doubled its first-year goal of assisting in the creation of 80 jobs, and has achieved six times its goal of developing 5 new businesses. It has made loans for daycare center expansion, apartment renovations, and preservation of older properties for an arts center.

The bank's parent holding company, the Louisville Development Bancorp, Inc., has two subsidiaries—the Louisville Community Development Bank itself and a for-profit real estate development company. The bank operates only in the immediate area of the EC and offers no checking or savings accounts. A nonprofit affiliate, the LCDB-Enterprise Group, will support EC businesses as a technical assistance provider, incubator, and lender with \$1 million in startup capital from the EC.

LCDB had its origins after the 1992 Los Angeles riots when Louisville Mayor Jerry Abramson met with the business community to explore programs to prevent such an event in Louisville. In 1993, Shorebank Advisory Service of Chicago was hired to develop a community-focused bank in the city. In 1994, the Community Board adopted the bank as a key economic engine and its top priority. Investment capital was raised largely by personal appeals from the Mayor and other civic leaders to banks and businesses in the area, as well as to outside actors, including Fannie Mae.

In June 1995 HUD awarded a \$4 million EDI grant to Louisville, the first such grant to be used as a nonvoting stock investment for a private bank. That grant leveraged an additional \$4 million in Section 108 loan funds. In 1996 the city was awarded a \$2.3 million Community Development Financial Institution forgivable loan from the U.S. Treasury.

For more information, contact Carolyn Gatz, Executive Director of the EC, at 502-574-4210.

## **EC Sees Its Small Businesses Grow Muskegon, Michigan, EC**

Muskegon, Michigan's Micro-Enterprise Loan Fund is giving small entrepreneurs a chance to launch and grow a business in the EC. The loans are targeted primarily to very small businesses that frequently have only a few employees. Some of the businesses assisted have increased their number of jobs. One of these companies, Great Lakes Metal Finishing, Inc., increased its number of employees from 5 to 16.

Funding for the project is at \$250,000. The EC has now made 15 small business loans totaling \$120,373. By the end of 1997, 15 loans had been issued, 44 new jobs created, and 15 jobs retained. EC residents hold about 85 percent of the new jobs.

For more information, contact Matt Dugener, Economic Development Planner, City of Muskegon Community and Economic Development Department, at 616-724-6702.

## **Former Teachers Bring "Credit Where Credit Is Due" New York, New York, EZ**

In Washington Heights, in the New York EZ, residents who wanted to do business in the neighborhood had to rely on "loan sharks" who charged exorbitant interest rates of 300 percent or higher. Conventional banks often required loan collateral equal to the loan amount before approval. Recognizing the need for affordable banking services, Mark Levine, 27, and Luis De Los Santos, 31, quit their jobs as New York City Public School teachers to form a credit union. The Neighborhood Trust Federal Credit Union opened in Washington Heights in March 1997

to provide "credit where credit is due"—credit and banking services to EC residents. "This is really going to help me," says Janice Morales, a single mother of four, who wanted to borrow \$500 to open a daycare center and who had previously been turned down for a loan.

Levine and De Los Santos say that most of the EZ residents depended on relatives, friends, pawn shops, or high-rate lenders for credit in the past. Instead of opening accounts, they preferred to hide their money at home because of their distrust of institutions and the less-than-welcoming attitude of the few banks that exist in the neighborhood. To help residents overcome their fear of banking institutions, Levine and De Los Santos are visiting local churches and community groups to offer basic finance courses.

The Neighborhood Trust Federal Credit Union has had a strong start. It has already met 34 percent of its first-year goal to sign up 1,000 members and to acquire \$500,000 in deposits. In its first 4 days of business, more than 50 people showed up to open accounts. Major banks like Citibank, Chase Manhattan Bank, and Fuji Bank have pledged nearly \$500,000 in low-interest deposits to the credit union. The EZ contributed a \$40,000 grant and nearly \$250,000 in low-interest loans.

For more information, contact Deborah Wright, President and CEO, New York EZ, at 212-932-1902.

## **Ex-Football Player Scores With Community Credit Union Philadelphia, Pennsylvania/ Camden, New Jersey, EZ**

Former Philadelphia Eagle's player Herb Lusk followed his first calling when he left the game

to pursue a career in the ministry. His second calling? Reopening a former bank as a credit union to help revitalize his crumbling North Philadelphia neighborhood. Reverend Lusk's next challenge is to raise deposits for the new credit union. In the initial drive, the People for People Development Credit Union received pledges of \$385,000 from 785 prospective members within the neighborhood and \$1.7 million in nonmember deposits. Lusk anticipates many more. "We can get up to \$100 million in nonmember deposits in the next 4 or 5 years," he predicts. "We think we can do it."

Looking for a site for the credit union, Lusk teamed up with PNC Bank, which donated a three-story building in the Philadelphia EZ to People for People. The main floor of the building has already been reconfigured to train tellers for the credit union.

PNC Bank has been Lusk's strongest corporate backer and has helped out before with training for his computer literacy program. In addition to the credit union, Lusk has arranged to have 50 computers set up in the building to teach unemployed neighborhood residents computer skills.

The credit union is a positive opportunity for both EZ residents, who badly needed this financial resource, and for PNC Bank, which has improved relations with the community.

For more information, contact Kristin McGonigle, Public Information Coordinator, Philadelphia EZ, at 215-686-0490.

# What Works!

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## **Microloans Jump-Start Small EC Businesses Tampa, Florida, EC**

A new pool of capital has recently become available to EC entrepreneurs and businesses through the Good Faith Micro-Loan Program, part of Tampa's EC initiative. Good Faith provides loans for working capital, plant expansion, equipment purchases, facade improvements, and other business purposes.

Good Faith delivered 24 loans for a total of \$400,000 between December 1995 and March 1996. With these funds, 12 new businesses opened in the EC, and an estimated 25 new employees went to work. The program made three more loans in December 1996 that helped launch or expand five restaurants, three retail stores, an electronic distribution store, computer consultants and services, an immigration service, an employment agency, and an insurance company.

By September 1997, Good Faith was able to take funds already repaid to its revolving loan fund and finance the formation of five new businesses: Access Management, Bar-B-Q King, 3N Media, Rene's Café, and Ware Enterprises. Loans to the new businesses totaled \$40,000.

Entrepreneurs obtaining capital from the Good Faith Micro-Loan Program must complete 15 hours of business management consultation and



attend monthly borrowers' group meetings. These support groups provide these entrepreneurs with opportunities for professional development and networking.

"A fledgling business's greatest need is business management training and help with accounting," reports Benjamin Stevenson, Executive Director of the Tampa EC. To ensure that the new businesses stay in business, the Good Faith program has recently expanded to include additional consultants from the University of South Florida Opportunity Partnership Center and the Ariel Business Group. Experienced volunteers from the Service Corps of Retired Executives (SCORE) provide financial counseling.

For more information, contact Benjamin Stevenson, Urban Planning Supervisor, City of Tampa, at 813-248-4339, ext. 304.

# Access To Capital

## Rural Communities

### **EZ Attracts 13 New Businesses Kentucky Highlands, Kentucky, EZ**

Since receiving its designation 3 years ago, the Kentucky Highlands EZ, has assisted 13 businesses that have either located or made commitments to locate within the EZ area. The EZ has invested more than \$4.1 million in local businesses, which now employ more than 160 residents of Clinton, Jackson, and Wayne Counties.

One such business is Fantasy Custom Yachts, a manufacturer of aluminum houseboats. In 1996 Fantasy secured three loans totaling \$430,000 from the EZ for building, equipment, and working capital. The firm repaid nearly 10 percent of this amount by August 1997 and has come back to the EZ for \$287,600 in expansion funds. The boat builders want to expand the size of their building by 25 percent to approximately 7,500 square feet and purchase additional production and delivery equipment.

The nonprofit Kentucky Highlands Investment Corporation, which administers the EZ, set a goal of adding 3,000 jobs by 2005 and expects an additional 1,400 workers to be hired over the next few years.



For more information, contact Jerry Rickett, President and CEO, Kentucky Highlands EZ, at 606-864-5175.

### **Venture Capital Fund Helps Large and Small Businesses Kentucky Highlands, Kentucky, EZ**

From Clinton County Concrete to Fantasy Custom Yachts, the Kentucky Highlands EZ is helping local businesses start up and expand. The fund's largest project, Cagle's, Inc., a poultry processor, is constructing a \$30 million plant in Clinton County that will employ more than 1,000 residents.

BMA Manufacturing, a silk-screening business, sells licensed goods to the U.S. Marine Corps and more than 30 colleges. Speciality Plastic Products of Kentucky, Inc., is building a second plant that will employ 175 EZ residents. Image Entry, Inc., a data conversion business, opened two facilities in a 9-month period and plans to establish a home-keyer program for data entry operators.

Using \$11 million in EZ funding, the Kentucky Highlands Investment Corporation manages the projects, helps prepare business plans, and helps to secure funding. The EZ invests in projects that have not been able to secure revenue from other public or private sources and provides accounts receivable and inventory financing to manufacturing operations.

The Venture Capital Fund has obligated \$5.6 million in EZ funds and leveraged almost \$40 million of additional capital. New and expanded ventures have created 250 jobs and have commitments for more than 1,200 additional jobs.

For more information, contact Mike Hayes, Coordinator, Kentucky Highlands EZ, at 606-864-5175.





# Sustainable Community Development

**Investing in the future** of our country means actively working on all areas that affect the well-being of a community and its citizens. Of high priority is providing safe, affordable **housing** for low-income residents and offering new opportunities for homeownership. Many citizen initiatives and new community policing programs are significantly reducing crime in EZ/EC neighborhoods, improving **public safety** and security. EZ/ECs are also augmenting their basic **infrastructure**, providing facilities for shops and other businesses and developing new transportation systems to link formerly isolated areas to the mainstream economy. Improving the **environment** is another priority, involving activities such as neighbors organizing cleanup days and restoring old industrial brownfields to productive uses.

The EZ/EC program is enhancing the quality of life for residents in several other ways as well. Many initiatives concentrate on improving the **health** and well-being of EZ/EC residents and working with neighborhood schools to enrich **education** for the children and youth of the EZ/EC. **Human services** programs, in many cases operating from new, EZ/EC-funded community facilities, are offering employment-related, recreational, and supportive services to families and youth. And, EZ/EC **technology and communications** initiatives are linking residents to the world of information and the workplace of the future. This section explores outstanding examples of activity in each of these areas.



# Housing

## Urban Communities

### **Abandoned School Site Yields New Homeownership Chances Akron, Ohio, EC**

In the Lane-Wooster neighborhood of the Akron EC, a symbol of blight has become a major asset for homeownership.

The new asset rose on the site of the former Lane Elementary School, built in the 1890s and vacant since its decommissioning by the Akron Public Schools in the mid-1970s. Unlike other public school buildings, the marketplace judged Lane to be too old, too deteriorated, and most importantly, too poorly situated for new uses. Not located on a major street with good visibility and accessibility, but well within a residential neighborhood, the old school building passed from owner to owner, remaining abandoned, its scrawled graffiti and broken glass acting as a backdrop for an open-air drug market.

The mid-1990s brought signs of hope. Even before the EC was established, neighborhood residents began organizing, establishing block clubs and safety watches, and petitioning the city for action and investment in the neighborhood. In 1993, the city used CDBG funds to purchase and demolish the building at a cost of \$250,000. This move set the stage for a series of vigorous redevelopment efforts.

First, the Urban Neighborhood Development Corporation (UNDC), a city-sponsored nonprofit group, built Millerview, a development of 10 new houses on the site of the demolished school. Priced at \$65,000, the three-bedroom, vinyl-sided homes on 7,200-square-foot lots, with two-car

garages sold readily. Construction on Millerview began in 1995, with the last house sold in December 1997. UNDC built 4 other houses nearby and planning for another 10 is well under way. These houses are sold at market-rate without any homeowner subsidy. CDBG funds assisted with site-development costs.

With the Millerview anchor in place, a combined effort of three groups—the East Akron Neighborhood Development Corporation, the Westside Neighborhood Development Corporation, and Neighborhood Revitalization Partners—created 35 new single-family houses and 5 rehabilitated houses on infill lots on the streets east of the Lane School site. Begun in 1996, these three- and four-bedroom houses were completed by late 1997 at an average cost of \$94,000. Low-income families now occupy them on a lease-purchase arrangement. The \$3.6 million financing included \$2,470,200 in Low-Income Housing Tax Credits (LIHTC), \$300,000 in city HOME funds, \$300,000 in State of Ohio HOME funds, and \$575,000 in mortgage financing. Lane-Wooster is only one of several neighborhoods in the Akron EC that have received a positive jolt from the LIHTC initiative, building many new houses in the area in a short time.

Area homeowners are also partners in the improvement effort. Through Akron's Neighborhood Housing Petition Program, they are organizing in groupings of 1 to 4 blocks (between 20 and 80 houses) and circulating a petition agreeing to bring their housing up to code in return for city CDBG-funded grants and loans. Competitive funding is awarded according to the percentage of homeowners signing up. In Lane-Wooster, 6 street segments, containing 183 houses, are participating in this effort. The city will make infrastructure improvements to the streets, such as

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new sidewalks, curbing, and street trees to complement the housing improvements.

Today new, single-family homes and freshly rehabilitated properties stand where the crime-ridden eyesore of the Lane School once stood. The neighborhood's other assets—a public library branch, a large city park, and a performing arts magnet middle school—are coming into their own.

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

## **Homeless Families Become Homeowners Atlanta, Georgia, EZ**

"This is the best closing of my career!" exclaims Atlanta banker Lori Livesay. Her enthusiasm is inspired by the remarkable story of Calvin Robertson, his wife, and their two children; all overcame mental impairments to move from homelessness and assisted housing to homeownership with the help of Livesay and the Atlanta Center for Homeownership.

Livesay first met Robertson at the Center's 8-hour First-Time Homebuyer Workshop. After receiving followup counseling and downpayment assistance from the State of Georgia, the Robertsons were able to close on their newly rehabilitated home with a mortgage provided by Chase Manhattan Mortgage Corporation.

The Atlanta Center for Homeownership is a joint project of the Atlanta Empowerment Zone Corporation and the Atlanta Housing Authority (AHA). At the 10,000-square-foot center, which includes training, consultation, and meeting rooms, clients work with certified housing counselors to develop personalized action plans

for homeownership. Center staff work with local lenders to ensure that clients understand the loan approval process and meet underwriting standards. Comprehensive postpurchase counseling is also provided.

Clients purchasing a home within the EZ are eligible for an \$8,000 mortgage assistance grant. Strong partnerships with the Federal Home Loan Mortgage Corporation, Fannie Mae, and local lenders allow the Center to access additional loan products for its low- and moderate-income clients. It is also partnering with SouthTrust Bank to establish checking accounts for clients who have been denied checking elsewhere. Consumer Credit Counseling Service opened a branch at the Center to provide credit counseling at no charge.

"This is not going to be a kind of social service agency," explains E. Mike Proctor, Deputy Executive Director for special housing and homeownership of AHA. "What we're trying to do is reshape the buying process for low-income residents."

In its first 10 months, the Center assisted several public housing residents in moving to homeownership, facilitated more than \$12 million in home sales, and provided counseling assistance and training to more than 2,000 clients, resulting in the prevention of more than 75 foreclosures.

For more information, contact Jeanne G. Gura, Director, Atlanta Center for Homeownership, at 404-588-3701.

## **Homeless People Become Homebuilders Denver, Colorado, EC**

Taking advantage of a tight labor market, an EC-funded training program is turning Denver's homeless into homebuilders. Working in partnership with Denver's St. Francis Center, local



construction companies are hiring the homeless to work as house-framing apprentices through the center's Turnabout Cottage Industry Program.

The program helps the homeless, who struggle with drug and alcohol addiction and other obstacles, find the path to gainful employment. The pilot program combines three ingredients: a cash incentive, a work readiness plan, and on-the-job training. "The clients still need that spark of desire to help themselves, but if they are willing, we can help them toward a better life," states St. Francis' Turnabout Director John Harpel.

During the first week of job-readiness training, clients undergo background checks and drug testing. They then go through 2 weeks of classroom

training and onsite work. The following 10 weeks are spent learning the house-framing trade as well as basic work habits and independent living skills.

"We are not so naive to believe that our clients may not backslide from time to time," says Harpel. "Our job is to try to keep them on the straight and narrow while they are learning." The program has graduated 14 of its initial 30 trainees, who have found employment in the construction trades. Others, who had some training but did not graduate, also have gone on to find full-time employment.

The center draws on its EC grant to provide program participants with a small stipend and enough money to pay for shelter. The stipend increases as each client progresses through the program. A final lump-sum payment is made upon successful completion of the program.

"By that time, the contractor picks up the salary of the trainee," says Jennifer Stevenson, St. Francis' Program Coordinator. "The lump-sum stipend is intended to be used to make the move from shelter to permanent housing and for transportation to the job site."

Started with a \$140,000, one-time seed grant, St. Francis hopes to generate enough revenues to support the program within 12 months. Overall, St. Francis' job referrals have placed 450 persons into permanent employment, adding \$10 million to the Denver economy.

For more information, contact John Harpel, Director, St. Francis Center Turnabout Cottage Industry Program, at 303-297-1576.

# What Works!

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## **Performing Arts, Housing Transform the McFarland Building Harrisburg, Pennsylvania, EC**

The members of Danzante, a multicultural performing arts group, are eagerly anticipating the move into their new performance space in Harrisburg's former McFarland Press Building. Once a large industrial building owned by J. Horace McFarland, a printer, botanist, and one of the Nation's early conservationists, the building was closed due to changing economic conditions in the printing business. Now the space is becoming the site of 49 apartments and a 7,700-square-foot performing arts center. Leasing is under way to rent the one-, two-, and three-bedroom apartments to low-income households. The new project will feature off-street parking, accessible units for persons with disabilities, an enclosed play area, laundry facilities, and an intercom entry system.

The \$6.4 million restoration of McFarland and adjoining buildings is "another example of Harrisburg's ongoing resurgence," comments Mayor Steve Reed. "We consider Harrisburg's older building stock among its greatest resources."

Preservation of key architectural features and the facade have been integral parts of the restoration project. Penrose Properties, a Philadelphia developer, is the equity partner, and the Pro Development Company is doing the construction. The main catalyst behind the project is the nonprofit Community Action Commission, which will provide social services. Assembling the financing took 3 years. The City of Harrisburg made a commitment of \$1.25 million in CDBGs and HUD HOME funds. The Pennsylvania Housing Finance agency authorized low-income housing tax credits, and the State authorized tax credits through its Neighborhood Assistance Program.

For more information, contact Terri Martini, Director, Harrisburg Department of Building and Housing, at 717-255-6480.

## **Operation Restore Pride Bolsters Community Confidence Jackson, Mississippi, EC**

"People take pride in their neighborhood when it looks good and is a safe place to live," says long-time Jackson, Mississippi, resident Pickney Johnson at the 1995 grand opening of Operation Restore Pride, an initiative that turned his EC neighborhood into a model of housing opportunity.

Operation Restore Pride has brought more than good feelings back to a deteriorated part of Jackson's midtown. A mix of public and private resources headed by the Jackson Metro Housing Partnership (JMHP) has made possible the construction of 50 new homes and the rehabilitation of a 36-unit apartment complex.

One new homeowner is Perry Coleman, a Jackson police officer, who stated that he was confident that the new vision for the midtown community would work. "I'm just going to get in and do the best that I can," says Coleman. "I am looking forward to it."

"It's about making neighborhoods safer, cleaner, and more productive places to live and prosper," states JMHP's former board chair Don Meiners. JMHP purchased most of an entire block and began the revitalization process by combining three substandard lots into two with funds contributed by partner banks, low-income housing tax credits, and city and Federal funding. The City of Jackson then widened and repaved streets, adding new curbs and gutters and installing new water and sewer lines, and the local utility company improved neighborhood lighting.

Once these improvements were complete, the EC gave the property to Habitat for Humanity of Jackson, which worked with volunteers and homebuyers to construct the new homes. Churches and businesses sponsored individual houses by raising one-half of the construction costs. Habitat, in turn, matched the donated funds to construct the homes.

To bolster these improvements, Christ United Methodist Church opened a neighborhood center in the area and residents formed the North Mid-Town Community Improvement Corporation to continue community-based housing development.

For more information, contact Tim Collins, Program Coordinator, JMHP, at 601-969-1895.



## **Mixed-Use Redevelopment Offers Townhomes** **Los Angeles/Huntington Park, California, EC**

In April 1998, Vermont Village Plaza in the Los Angeles EC begins to turn the corner on 30 years of disinvestment and the destruction of property that occurred during the civil unrest of 1992. The distinct design, an attractive art deco facade along a city block at Vermont Avenue and 81st Street, was chosen in a competition sponsored by the former First Interstate Bank. Phase I of the project, just being completed, provides 36 townhomes and 4,700 square feet of commercial retail space. The townhomes will be offered for sale to first-time homebuyers through the HOME program. In Phase II, the project will restore the historic Pepperdine administration building and convert it into a community facility to provide computer training to area youth.

Phase I was financed with \$4.5 million in HOME and CDBG funds, which in turn leveraged \$4 million in lending by Wells Fargo Bank. Phase II funding comes from \$15,188 in EZ/EC SSBG monies, \$400,000 from Wells Fargo Bank, and additional funding from the University of Southern California.

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For further information, contact David Eder, City of Los Angeles Community Development Department, at 213-485-2956.

## **Redeveloped Public Housing Area Becomes Residential "Magnet" Louisville, Kentucky, EC**

In the Park-DuValle area of Louisville's EC, 1,000 units of mixed-income housing are being developed on a former public housing site. Former HUD Secretary Henry Cisneros called the new Park-DuValle development "a magnet for people who want to come back to the city." City officials expect Park-DuValle to compete effectively with suburban housing.

Even before the EC was designated, the Housing Authority of Louisville was planning to demolish two public housing areas—the Cotter and Lang projects—both built in the 1950s, and now outmoded and dilapidated. In October 1995, the housing authority received a \$31.4 million HUD grant for an 8- to 10-year project of demolition and reconstruction. In 1996, Louisville received an additional \$20 million from HUD's Hope VI program to continue the neighborhood revitalization work.

Demolition is now complete and the first 100 new homes have been built. The new construction will ultimately result in approximately 300 single-family, homeowner-occupied homes, 350 market-rate apartments, and 350 units of public housing, scattered through the area and architecturally homogeneous. Plans include a clubhouse, a swimming pool, and new library services. Residents of the revitalized Park-DuValle area will also benefit from a variety of employment, education, and social services initiatives

that the EC is bringing to the neighborhood. An expanded pool of Section 8 certificates will help residents of the former public housing projects find housing in the private sector. The housing authority is employing local contractors as much as possible to keep the grant money within the community, a high priority of the EC board and local government.

For more information, contact Carolyn Gatz, Executive Director, Louisville EC, at 502-574-4210.

## **HOPE VI Will Transform Public Housing in Pittsburgh EC Pittsburgh, Pennsylvania, EC**

Pittsburgh's historic Manchester area is in the process of a dramatic revitalization of its public housing with the help of a HUD HOPE VI grant. "The significance of this grant is enormous," says Pittsburgh's Mayor Tom Murphy. "With this \$7.5 million, Manchester will become the first community in Pittsburgh to demolish public housing as we currently know it and replace it with our house-for-a-house policy for each tenant in public housing."

The Pittsburgh EC is working with the Manchester Citizens Corporation in this effort. Manchester's scattered-site public housing was outmoded, deteriorating, and isolated from the surrounding community. It was also a dumping grounds for drugs and criminal activity, deterrents to attracting new investment.

The Manchester Development Partnership is constructing a combination of 94 new and rehabilitated historic single-family homes in 4 phases. More than one-third of them are finished. The remaining homes will be a combination of new

construction and rehabilitated historic structures. To avoid saturating the local housing market, work will be staged over 5 years.

Public housing residents were temporarily relocated during the 2-year demolition of 109 units of the old lowrise public housing. Twenty replacement units have been completed, ahead of the original construction schedule, and some families have already moved back home. By summer, 30 additional units will be available for occupancy.

Manchester used its HOPE VI grant as core financing for the demolition. Phased development and renovation of 238 homes is leveraging an additional \$11 million in private and public financing. The partnership consists of the public housing residents, the Manchester Citizens Corporation, the Pittsburgh Housing Development Authority, the Public Housing Authority, the Urban Redevelopment Agency, private charitable foundations, lenders, and tax credit investors as well as other State and local partners.

For more information, contact Beverly Gillot, Coordinator, Pittsburgh EC, at 412-487-6806.

## **HUD Agreement Transforms Foreclosures Into Futures Rochester, New York, EC**

A 1997 HUD agreement is making the dream of homeownership come true for residents of the Rochester EC. This program markets HUD-foreclosed properties to owner-occupants. Residents can buy a HUD home at a 23-percent discount using various financing sources, including Federal and city incentive programs.

Rochester city officials meet with HUD officials weekly to review the latest inventory and, after



inspecting the units, decide on rehabilitation costs and financing packages for interested buyers. The City of Rochester then advertises the properties and sells them through local realtors. The city monitors owner occupancy of the properties over the next 3 to 5 years. The original goal was to sell 50 homes during the first year of the program, but the city sold half that number after only 19 weeks of advertising.

“Our housing system has banks, nonprofit and private developers, contractors, and others working in tandem and all playing a specific role in rehabilitation and construction,” comments Thomas R. Argust, Commissioner of Community Development. “HUD properties were always outside and independent of that system. Now these properties are in the tent.” As a result, the city has more control over promoting sales to owner-occupants. Investors have purchased about 20 percent of the homes.

This new arrangement will prevent the recent downturn in the Rochester housing market from slowing the EC’s goal of providing affordable housing to 140 residents per year. Residents will no longer have to wait until the market improves to buy homes. They can benefit from the reduced

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cost of existing homes through this cooperative effort between the city and HUD.

For more information, contact Valerie Wheatley, Coordinator, Rochester EC, at 716-428-7207.

## **Hundreds of Affordable Homes Rise in EC San Antonio, Texas, EC**

In San Antonio, Texas, the EC is rounding up Federal, State, local, and private resources to meet one of its most urgent needs: affordable housing. The EC is drawing on Federal CDBGs, HOME funds, Fannie Mae, the San Antonio Housing Trust, Inc., Enterprise Foundation, neighborhood agencies, and local businesses. In all, San Antonio has raised over \$73 million to develop and rehabilitate 807 affordable housing units, train 280 EC residents for jobs, and provide 139 new jobs. By the end of July 1997, the effort had



yielded a total of 337 new units, with nearly two-thirds of these devoted to family homeownership. A HOPE VI development of 425 units of single-family homeownership is nearing completion.

For more information, contact Curley Spears, EZ/EC Coordinator, San Antonio EC, at 210-207-6600.

# Housing

## Rural Communities

### **Hope for Homeowners Accomack/Northampton, Virginia, EC**

When Virginia's rural Eastern Shore had its rainiest year on record in 1996-97, residents with leaky roofs who couldn't afford to fix them were in trouble. Then the Virginia Eastern Shore Economic Empowerment and Housing Corporation (VESEHC) obtained a \$30,000 grant from the EC, combined that with its own revolving no- or low-interest loan fund, and began offering assistance. The social services departments of both Accomack and Northampton Counties helped identify people who needed help. Local businesses donated materials, and many volunteers stepped forward to do the needed rehabilitation work.

"We've been able to pull in volunteer labor from all over," says Lee Mapp, VESEHC's housing coordinator. "Along with local people, of course, there've been people from a statewide church organization, students, and sailors from Norfolk." The combined effort has already repaired 50 roofs. There are 300 homeowners on the waiting



list, and the project is continuing in the next funding cycle.

For more information, contact Lee Mapp, Housing Coordinator, Virginia Eastern Shore Economic Empowerment and Housing Corporation, at 757-442-2870.

### **Homeownership Becomes a Reality for Lock Haven Families City of Lock Haven, Pennsylvania, EC**

Ten families will become homeowners for the first time, thanks to the Homeownership Assistance Program of the City of Lock Haven EC. In Lock Haven, where fewer than one-half of the residents own their own homes, Federal, State, and local groups have formed a partnership to increase homeownership and meet the needs of low- and moderate-income families.

The Susquehanna Valley Development Group, Inc., is working with the City of Lock Haven to construct 10 two-story, three-bedroom homes at three locations within the EC. Eligible first-time homebuyers can buy a new single-family home on a landscaped lot with city utilities. Mortgage loans are provided by Jersey Shore State Bank in conjunction with the Pennsylvania Housing Finance Agency. The City of Lock Haven offers a grant to cover closing costs, and Pennsylvania Power and Light Company offers a \$2,500 grant to help with the downpayment.

In 1997, two families purchased homes through the program. Additional houses are under construction and in 1998 at least two more families will be able to purchase homes through the program.

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For more information, contact Leonora Hannigan, City Planner, Lock Haven City Planning Office, at 717-893-5903.

## **EC Upgrades Homes for Elderly Residents Williamsburg County/Lake City, South Carolina, EC**

The Williamsburg EC Commission has gone to great effort to upgrade or replace substandard dwellings that have major health and safety hazards for elderly residents.

The EC has partnered with USDA Rural Development to upgrade or replace 40 substandard dwellings per year, committing \$84,000 to housing renovations in 1996 and an additional \$65,000 in 1997. The EC also was successful in processing an additional \$165,000 through the Housing Preservation Grant Program.

The Williamsburg EC will continue repairing homes occupied by eligible senior citizens. It performs such home rehabilitation as installing handicap rails in bathrooms, fixing or installing wiring, repairing roofs, installing heating systems and air-conditioning units, replacing fixtures, and even installing bathrooms. Most of the rehabilitation projects were extensive. The



partnership with USDA Rural Development “made it possible to perform rehabilitation on homes that Rural Development couldn’t touch before,” explains Faith Rivers, Executive Director of the EC. “Plus, we are able to work on more homes than planned because some don’t need as extensive work as others.”

Their goal to rehabilitate 40 homes a year is on schedule. Since September 1997, 14 homes have been repaired, and Rivers expects that the EC will continue to meet or surpass its goal.

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

# Public Safety

## Urban Communities

### **Block Watch Pays Off in Public Safety** Birmingham, Alabama, EC

"You've got to be the eyes and ears of the police department," says Bernard Mays, who coordinates public safety programs for Birmingham's EC. The community is putting "eyes on the street" through 171 new neighborhood block watches. Birmingham is on its way to creating 300 block watches in a concerted effort to enforce zero tolerance of neighborhood crime.

As part of the block watch program, residents work closely with police and become actively involved in neighborhood crime prevention. Community police attend weekly block club meetings and get to know residents. The EC has also purchased 30 cellular phones for emergency communications on patrol.

"It's working real well," says Jon Berry, President of the Rising-West Princeton Neighborhood Council. Residents had been afraid to sit on their front porches before block watch came to their neighborhood. Thanks to participation by approximately 85 percent of the neighborhood's households, residents can go out and about with confidence. Says Berry, "We who live in this neighborhood know everything that is going on in this neighborhood."

Police agree that the striking reductions in EC crime rates are attributable in part to this resident involvement. Between 1996 and 1997 in the EC, the incidence of robbery fell 22 percent and burglaries fell 17 percent. Incidents involving narcotics dropped by 15 percent, while

both vandalism and disturbance calls went down 14 percent.

For more information, contact Bernard Mays, General Manager, The Urban Development Group, at 205-320-0310.

### **COPS AHEAD Cuts EC Crime Dramatically** Flint, Michigan, EC

The Flint EC's new, comprehensive, community policing program, called the COPS AHEAD program, is providing a safe environment for residents and businesses throughout the EC. The incidence of many types of crime fell dramatically between 1994 and 1997.

The number of rape crimes decreased by 70 percent; arson, 66 percent; murder, 61 percent; robbery, 36 percent; larceny, 32 percent; and burglary, 24 percent.

Program funds for the COPS AHEAD program came from an initial U.S. Department of Justice (DOJ) grant of \$600,000, which the community matched with local funds of \$552,400. Flint then received a subsequent DOJ grant of \$1 million, which it matched with \$821,000 in local funds.



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A total of 176 block clubs are participating in the community policing program.

For more information, contact Nancy Jurkiewicz, Flint EC Director, at 810-766-7436.

## **Community Gives Its Input Into Policing Indianapolis, Indiana, EC**

When the Indianapolis EC held a series of neighborhood meetings to ask for community help and input, residents came up with a number of ideas for improving public safety. One neighborhood purchased mountain bikes to increase police visibility and approachability. Another helped plan the use of police overtime. New communications networks have been established in each of the seven neighborhoods in the Indianapolis EC.

For more information, contact Jennifer Fults, CDBG Grants Manager, Indianapolis Division of Commercial Development and Financial Services, at 317-327-5899.

## **EC Adopts Community Policing for Business Area Los Angeles/Huntington Park, California, EC**

The business community in the City of Huntington Park attributed sluggish business to a high incidence of crime—both real and perceived. Responding to the situation, the city, the Los Angeles County Sheriff's Department, and Los Angeles County developed a partnership to institute community policing in the EC. Plans included assigning a new mobile command unit

to the EC, hiring new deputies, organizing merchant block groups and Neighborhood Watch groups, and increasing police presence through bike patrols and other community policing techniques.

With the Los Angeles County Sheriff's Department in attendance, business owners and community residents meet monthly to share information. The group includes one or more representatives, either a businessperson or a resident, from each of nine blocks. This representative monitors the block for suspicious or criminal activity and reports the activity to the county sheriff. The effort focuses police efforts on identified trouble spots on Florence Boulevard, a major commercial artery.

The city acquired a mobile police station in August 1995 and placed it in the commercial corridor, increasing police presence in the targeted area. Officers no longer had to travel to headquarters to book and process suspects, file reports, use the telephone and fax, and use the computer to cross-check crime data on suspects. The command unit in the mobile station contains communications, surveillance, undercover, video, and related detective tools.

The Sheriff's Department and the Los Angeles County Community Development Commission have worked together to set benchmarks, such as organizing merchant block groups, assigning COPS and HIT members to identified problem areas, working with the Gang Enforcement Team (GET), and collaborating with the Sheriff's Special Project Team. The Sheriff's Department is focusing on identified problems such as unauthorized sale of used cars on the streets and in

vacant lots, parking problems, and illegal street vendors. Eight new deputies began working with Neighborhood Watch groups. One meeting on Florence Avenue attracted more than 100 people.

The EC funded a bike patrol, increasing police presence on the streets. Both business people and residents reported finding it easier to approach bike police for assistance. EC funding for this activity leveraged twice as much in county funds.

Since the beginning of the community policing program in August 1997, the incidence of purse snatching, car break-ins, loitering, and bartering on residential streets and commercial boulevards has diminished in the EC.

For more information, contact Ted Ramirez, Project Manager, Los Angeles County Community Development Commission, at 213-485-6782.



## **Community Beat Cops Lower Crime, Raise Morale Manchester, New Hampshire, EC**

Community policing has made an enormous difference in the Manchester EC. Overall crime has dropped by one-third in the 2 years since the program's inception. During this period, drug

activity dropped 57 percent, robbery fell by 54 percent, burglary went down 52 percent, and weapons possession declined 40 percent. Police calls in the EC fell from 34,763 to 27,795, a drop of 20 percent. About 60 percent of residents in a telephone poll reported that their quality of life had improved or held steady. Almost two-thirds of the residents indicated that they would feel "reasonably safe" or "very safe" being alone in their neighborhood at night, compared to slightly more than half when the program started.

Manchester expanded its community policing division in August 1995 with an EC-funding commitment of \$731,000 over 5 years. Three officers and a police cruiser were assigned to a new substation in the EC's center-city area. Training began with 40 hours of classroom instruction on the concepts of community policing. The officers reviewed community issues ranging from youth gangs to the needs of residents in the EC's three housing projects for the elderly. They attended a 2-week session at the National Crime Prevention Institute in Louisville, Kentucky. Another 40-hour program focused on environmental design.

"An important aspect of this component," explains Sgt. Red Robidas, "is identifying property boundaries. Once you define these, and understand territorial behavior and protection mechanisms, you can begin to develop a neighborhood's sense of ownership and control." EC funds helped sponsor a 5-day seminar, Crime Prevention Through Environmental Design, attended by resident, business representatives, and city leaders as well as police officers.

The community police officers regularly attend EC meetings and other local events. Last summer they helped with Revitalization Day, a cleanup and celebration in a neighborhood park, receiving plaques of appreciation for their work.

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Since the program began, two officers have left the EC for other positions and, in both cases, neighborhood residents hosted sendoffs. One of the officers who left missed the EC beat so much that he returned to the force and his community policing program assignment, to the delight of all concerned.

The Manchester Police Department relies on volunteers to help with desk, telephone, and other "customer service" work at the substation. Among other volunteers from the city, one EC resident works five mornings a week, while five other volunteers also contribute time on a regular basis.

Community policing is one of the EC's most successful and highly visible programs. The effort has reduced criminal activity, bolstered residents' confidence in the neighborhood, and created a partnership between citizens and law enforcement personnel that benefits the entire community.

For more information, contact Sgt. Red Robidas, Manchester Police Department, at 603-628-6144.

## **Springfield Police Officers Bring Work Home Springfield, Illinois, EC**

Not only do police officers protect the people in the neighborhoods, now they *are* the people in the neighborhoods. The Springfield EC's Resident Police Program moved police officers into crime-prone areas of the community. Five officers received training in everything from simple intervention techniques to cultural diversity before they moved into their assigned EC neighborhoods.

The officers in the program are pleased to have the ability to see a problem through instead of leaving it at the end of the workday. "When I was on the street," says Officer Crouch, "You took a report and were done. You didn't know what happened, if there was any followup or an arrest." Now Crouch sees first-hand the importance of his work and its impact on the community. The residential policing program has given police new ways to connect with the community. Mountain bikes are a great addition, Crouch comments, because they reduce barriers between police and residents. People often stop police on bikes to offer them tea or water or just some friendly conversation.

Community police focus not only on maintaining public safety, but on neighborhood revitalization. Crouch is committed to securing a new park for the children in his neighborhood. "It's a social issue," he says. "If the kids don't have something to do and get into trouble, then it becomes a police issue."

The Community Police Program is funded with \$297,644 of Federal COPS AHEAD funds, \$350,000 in EC funds, and \$372,000 from the City of Springfield.

For more information, contact Jacqueline Richie, Division Manager of Community Development for the City of Springfield, Office of Economic Development, at 217-789-2377.

## **Juvenile Drug Courts Turn Youth Around Wilmington, Delaware, EC**

Wilmington's special Juvenile Drug Courts are working. The courts were created in April 1994

in New Castle County Superior Court as part of the Wilmington EC's public safety efforts. Each year the program helps more than 80 juveniles who have been arrested avoid a criminal record. The program has a recidivism rate of only 7 percent compared to the national rate of approximately 60 percent for juveniles not involved in drug courts. The approach has expanded beyond the EC to all of New Castle County and to the City of Dover.

This innovative program is one of only 25 in the Nation in 6 States, according to the U.S. Department of Justice. Such courts are seen as a way to deal more effectively with the increasing number of substance-abusing juvenile offenders because they offer much greater coordination among the court, the treatment community, the school system, and other community agencies in responding to the needs of young people.

Wilmington's courts have developed two tracks. Under one track, Diversion of Juvenile Offenders, consistent with the Wilmington EC's emphasis on strong families, the Juvenile Drug Court seeks to provide incentives for the family as well as the juvenile offender to cease drug use and related criminal activity. The other track, using a Department of Justice Correctional Options Grant, works with sentenced offenders who are institution bound.

Special drug courts for adults are themselves a relatively recent innovation, with less than 250 nationwide. Juvenile drug courts are designed to address negative influences from peers, gangs, and family members who may themselves use drugs, as well as to meet confidentiality provisions related to juvenile offenses.

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



# Public Safety

## Rural Communities

### **Rural Residents Get Improved 911 Service Central Appalachia, West Virginia, EC**

Thanks to support from the Central Appalachia EC, emergency 911 telephone service has greatly improved for residents of Clay and Nicholas Counties. Before last year, only 11,000 Nicholas households had basic 911 service, and 3,600 Clay households had none. With a \$110,000 grant from the EC, the Nicholas County Commission set up what is "probably one of the best emergency service centers in the State," according to Dave King, County Director of Emergency Services.

The two counties have recently partnered for the latest computerized service. The EC funds pay for the new facilities in Clay, and another \$850,000 was raised to improve the service already offered in Nicholas. A \$2 monthly surcharge on the telephone bills of both counties fund the continuing operations.

"The problems that often stand in the way of inter-county partnerships were worked out," King explains, "and now the two counties get a level of emergency service that neither one alone could afford. In Clay you had no one to call, and in Nicholas you had to give all the information manually. Now a computerized system automatically provides your location with all the details." The new service also created two jobs in Clay County and two in Nicholas County.

For more information, contact Dave King, County Director of Emergency Services, at 304-872-7890.

### **New Fire Trucks and Ambulances Upgrade EZ Area's Safety Kentucky Highlands, Kentucky, EZ**

Access to emergency medical, rescue, and fire protection services in rural counties can be dangerously limited. But in Albany, Kentucky, the fire department will be better equipped to protect residents of Clinton County from fire or accident thanks to a new 2,800-gallon pumper truck and new ambulance. The 22-member volunteer fire department serves all of Clinton County, handling an estimated 150 fires a year.

Wayne County also built up its stock of emergency equipment. Wayne County Empowerment Zone Community, Inc., purchased two ambulances and, with the additional funds in its budget, plans to purchase more fire personnel equipment and to provide training for emergency personnel. Wayne County also received a \$20,000 grant from the Kentucky Cabinet for Health Services.

For more information, contact Mike Hayes, Coordinator, Kentucky Highlands EZ, at 606-864-5175.

### **Community Teams Up To Build Shelter for Abused Women and Children Scott/McCreary Area, Tennessee/ Kentucky, EC**

Women and children who suffered domestic violence had nowhere to go in Scott County, Tennessee. A local judge and other community leaders decided to create a refuge where people in this situation could get help. In 1996, Scott County established a volunteer-run shelter. Now, thanks to support from the EC, State and Federal

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funding, and local donations, a staff of 3 runs the shelter serving approximately 100 women and children a year.

“Our goal is to stop the cycle of violence—to prevent children from having to grow up in a situation of domestic violence,” explains Lisa Jeffers, the shelter’s coordinator. She and other staff members at the shelter—which can house four adults and children and three infants—provide food, clothing, and court advocacy. After 7 days of this crisis care, they help the victims find a place to live and to make links with agencies that can provide them with long-term assistance.

For more information, contact Dinah Carson, Executive Director, Scott County Women’s Shelter, at 423-663-4444.

# Infrastructure

## Urban Communities

### **Van Pool Links Inner-City Residents to Jobs in the Suburbs** **Baltimore, Maryland, EZ**

Affluent Howard and Anne Arundel Counties were having trouble attracting workers to low- and moderate-wage jobs. Residents of nearby Baltimore were anxious to fill those jobs but had no way to get to work. Most of the EZ residents do not own vehicles, and the Mass Transit Administration has been reluctant to expand its limited service within the counties. With the help of a \$1.6 million HUD Bridges to Work grant plus \$500,000 in EZ funds, the city has been able to solve both problems. The Bridges to Work grant created a van pool for East Baltimore residents who work in Howard and Anne Arundel Counties, opening a window of opportunity for EZ residents to look for work outside the city.

The van pool can serve 400 people and operates mainly in the business corridor near Baltimore-Washington International Airport. Currently, 54 people ride the van pool to jobs that pay an average of \$7.50 per hour with benefits. Baltimore is in the process of negotiating with the Mass Transit Administration to expand its service to the surrounding counties.

For more information, contact Michael Preston, Public Information Coordinator, Empower Baltimore Management Corporation, at 410-483-4222.

### **Road Runner Helps EC Residents Get Around Burlington, Vermont, EC**

Many residents of the Burlington, Vermont, EC cannot afford to own a reliable car. Yet, lack of a family car makes commuting to work and shopping difficult and expensive. Partners in the Burlington EC have come up with several practical ways to ease the isolation of EC residents.

EC initiatives are providing cars and bicycles to residents. Some EC residents are cycling to work and shopping, weather permitting, thanks to donations of refurbished used bicycles. More than 100 bicycles and almost as many helmets, donated by local sporting supply stores, have been distributed. The Good News Garage, operated by Lutheran Social Services of Northern New England, repairs donated cars and provides them at low cost or no cost to people who need automobile transportation to find or keep a job. The garage also trains residents in auto mechanics.

The Enterprise Community Transportation Project, operated by the Champlain Valley Office of Economic Opportunity with modest funding from the EC, has helped pay the fares of more than 12,000 low-income commuters on buses and taxis since 1995. The Sounding Board, a group of transit commuters, provides feedback on service gaps. "One thing that unites all the individual efforts of the project is highlighting the barriers to transportation faced by low-income residents," says Noah Berger, the Transportation Project's manager. "With the Sounding Board, we are able to really look at these gaps from the bottom up, rather than from the top down."

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When the Sounding Board drew attention to the difficulty of getting to shift work using public transit, the Transportation Project launched the Night Owl. Approximately 75 EC residents working the second and third shifts at local plants now rely on this late-night bus service.

Lutheran Social Services, with some EC funding, operates the Road Runner, a fixed-route van service linking EC residents with jobs and discount shopping at a suburban retail center that they cannot reach by public transit. The Road Runner makes 4 trips each day, averaging 100 riders a week.

The EC staff calculates that the Transportation Project and Road Runner have provided more than 6,000 rides to EC residents over the past 2 years. Thanks to these initiatives, hundreds of people are now able to commute to work, obtain services, go shopping, take training classes, or look for jobs.

For more information, contact Brian Pine, Assistant Director of Housing, Office of Community Development, at 802-865-7232.

## **A River Will Run Through It Providence, Rhode Island, EC**

The Woonasquatucket Greenway Project will construct a riverside park along an abandoned railroad line in the Providence EC neighborhood of Olneyville. The plan includes a park with bike and walking paths and canoe launching areas. Community members and project planners hope this revitalization will spur economic development for Olneyville.

“Something like this could make all the difference in the world,” says Reverend Kay Johnson of the Episcopal Church of the Messiah. “If you can make the area look better, more businesses may want to move in. I think it’s very exciting.” Olneyville is one of the poorest neighborhoods in Providence, but that was not always the case. Until the 1950s, Olneyville was home to textile mills and jewelry factories that provided good jobs for unskilled workers. However, after the mills moved out, housing and commercial facilities deteriorated and many residents sought homes in the suburbs. In the past 10 years, Olneyville has experienced a new influx of newcomers.

Various partners—including Federal, State, and city governments, conservationists, historic preservation organizations, and private sources—have raised an estimated \$9 million for the implementation of the Woonasquatucket Greenway. “More than 13 meetings were held in the community to incorporate the ideas and needs of area EC residents,” reports Jane Sherman, Director of the Woonasquatucket Greenway Project. The project will offer canoe rides and environmental briefings to the neighborhood schools as part of its outreach efforts.

Although the Greenway is still in its planning stages, neighborhood cleanup projects are already under way. Residents are removing refuse and planting flowers. Local merchants are sponsoring seasonal celebrations and other events.

For more information, contact Jane Sherman, Director, Woonasquatucket Greenway Project, at 401-455-8880.

# Infrastructure

## Rural Communities

### **Residents Agree: Rural Transit Has STAR Quality Accomack/Northampton, Virginia, EC**

In October 1997, more than 2,300 residents of Virginia's Eastern Shore rode the bus—from Chincoteague at the north to Cape Charles at the south end and points in between—thanks to the new STAR transit system. A year old in 1997, STAR (an acronym for Shore Transit and Riders) operates seven buses, mostly across a 72-mile north-south route on U.S. Highway 13. The fare is \$1 from either end to the middle of the route, near Exmore, or a maximum of \$2 from end to end.

STAR has been in the works since a 1984 feasibility study documented the need for public transportation to serve the 45,000 residents of this rural area, but it did not begin to become a reality for more than a decade. In 1994, the Accomack/Northampton Planning District Commission updated the transportation study and applied for a State Demonstration Grant from the Virginia Department of Rail and Public Transportation. In spring 1996, a grant of \$150,000 came through for FY 1996.

In just 6 months, the commission selected and purchased rolling stock, hired drivers and other personnel, developed an operations plan, and set routes. Managers hoped for at least 50 riders in the first month. When the buses started rolling in October 1996, 326 riders came aboard.

For more information, contact Arthur T. Carter, MD, Executive Director, Accomack/Northampton EC, at 757-442-4509.

### **Library Expands To Fit Community's Needs Arizona Border Region, EC**

Housed in the old J.C. Penney's department store, the Douglas, Arizona, community library offers residents access to an expanded library collection, upgraded services, and the Internet in a newly renovated building that has become a cornerstone of community life. The space has almost doubled—from 5,000 square feet to 9,800 square feet—since it opened in November 1996. The average number of people using the library each day has grown from 150 in November 1996 to 200 in January 1998. City librarian Jule Devoe comments, "With the increased use of the new public library, with more space, comfort, and educational and informational resources, we have demonstrated our library is truly the cultural, educational, and informational center of our community."

New landscaping and refurbished architecture coordinates well with the recent renovation of downtown Douglas (funded through USDA Rural Development) and catches the eyes of many a passerby. Once inside, Douglas residents can choose from the 32,152 books, periodicals, and other materials in the library's expanding collection.

The library also houses a much-needed conference room. Community groups now have a place to hold meetings, workshops, and other get-togethers. Recently, the Arizona Border Region Enterprise Community (AZBREC) sponsored a grant-writing workshop to acquaint interested groups, including the Historical Society and the Association of Retarded Citizens, with application requirements for ED and other grants.

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Perhaps the most exciting additions for library users are the seven computers with Internet access, word-processing capabilities, and CD-ROMs. In addition to the new library holdings, visitors can now surf the Net to expand their knowledge. School-age children and teens now have access to the World Wide Web for help with their homework and to learn about the world.

For more information, contact Joel Viers, AZBREC, at 520-432-5301.

## **Waterfront Restoration Enhances Community Life City of Lock Haven, Pennsylvania, EC**

Entertainment and the arts have arrived at the River Walk in Lock Haven, Pennsylvania, with the completion of the J. Doyle Corman Amphitheater and floating stage. The 2,500-seat amphitheater and stage—part of a broader EC restoration of the Susquehanna waterfront—were unveiled at a free concert and ribbon-cutting ceremony in October 1997.

“We are working to develop the potential of the river to where it was once before,” says Clinton County Commissioner Dan Vitello at the ceremony. As Lock Haven continues its waterfront restoration, the stage and theater will enhance community events and serve as an overlook for residents and visitors who want to enjoy scenic views of the west branch of the Susquehanna River.

Lock Haven has applied for CDBG funds and for additional funds from the Pennsylvania Department of Conservation and Natural Resources for the creation of a portable shell for the stage, a permanent concrete pier to moor it, additional electrical service, landscaping along the levee,

railings at the amphitheater, steps for easier access to the theater, and a boardwalk overlook above the City Beach bathhouse. The city matches CDBG funds with a 50-percent in-kind contribution.

For more information, contact Maria Boileau, Federal Enterprise Coordinator, City of Lock Haven EC, at 717-893-5907.

## **New Railroad Tracks Spur Industry Fayette County/Haywood County, Tennessee, EC**

Haywood County's industrial park in Brownsville was filling up, and there were almost no sites left with railroad access.

“If anyone came to the park and needed rail—as almost any company does—they were out of luck,” observes Franklin Smith, the County Executive. Although there were no companies waiting in the wings, the EC applied for a \$600,000 Rural Development grant from USDA and started laying a railroad spur to the underserved area of the park.

“A Fortune 500 company got in touch just as we were building the spur,” Smith relates. “Now they're about to open a \$20 million high-tech papermaking plant that will employ 35 people. Without the USDA money we would not have gotten that company. The timing was absolutely perfect.” The project came in under budget, enabling a second spur to be built that will encourage more firms to move in.

For more information, contact Franklin Smith, County Executive, Haywood County, at 901-772-1432.



## **New Construction Creates Jobs and Training Kentucky Highlands, Kentucky, EZ**

The Kentucky Highlands EZ is creating modern spaces for local enterprise—one building at a time. The EZ wanted to attract new business and jobs to the Kentucky Highlands area, but lack of appropriate office space was a problem. Construction of a 24,000-square-foot building in the rural area was part of Jackson County's 1994 strategic plan.

When the EZ was designated, the country provided \$1 million in construction funds. The community's primary goal was to earn enough from the sale to finance construction on a second building. These goals were met with ease. Construction was completed in November 1996, at 25 percent under budget, and sold in July 1997 to Jackson County Rehabilitation Industries. The proceeds will not only finance a second commercial building, they will fund the expansion of a local company that makes computer and telecommunications components—creating 53 new jobs in the area.

An added bonus is that the building's new owner provides job training and placement to local welfare recipients who are making the transition to the workplace.

For more information, contact Jerry Rickett, President, Kentucky Highlands Investment Corporation, at 606-864-5175.

## **Town Receives New Energy Facilities Kentucky Highlands, Kentucky, EZ**

Residents of Annville, Kentucky, have access to a source of natural gas for the first time, thanks to the purchase of a privately owned natural gas system that will be extended into town. Delta Natural Gas Company will purchase the Annville Gas Company, a privately held business, and extend lines throughout the town. The City of Annville helped to finance the acquisition of the new natural gas system with line extensions, using \$150,000 in EZ funds.

Currently natural gas is available only in the industrial park, serving only six businesses. With this new agreement, all of Annville's residents have a source of natural gas. In return, the City of Annville will receive a 5-percent franchise fee on the gross sales of natural gas in the community.

Annville is making other infrastructure improvements. Sidewalks have been extended throughout the town, financed with \$50,000 in CDBG funds. The Kentucky Transportation Cabinet is constructing a \$1.1 million grade, drain, and sidewalk project for KY-30, Annville's main street. The City of Annville also purchased \$15,000 of playground equipment for ALB Park with EZ funds.

For more information, contact Mike Hayes, Coordinator, Kentucky Highlands EZ, at 606-864-5175.

# What Works!

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## **Better Water and Sewer Services Williamsburg County/Lake City, South Carolina, EC**

For the past 2 years, Williamsburg County, South Carolina, and the Williamsburg EC Commission have worked together in establishing county water and sewer service to residents of the EC. The county is working toward providing water service to EC residents who depend on shallow wells and have poor or unsafe drinking water and increasing water and sewerage capacity to prepare for and encourage industrial growth.

"If a business wanted to establish itself in the county, we couldn't take them because we don't

have the water and sewer capacity to serve them," says Faith Rivers, the commission's Executive Director. "It is a huge disadvantage, but one that we are working to change."

Recently, the commission awarded Williamsburg County \$45,000 for water and sewer improvements. The money will be used to staff the initiative and fund project selection and engineering costs. In June 1997, Kingstree, South Carolina, also received a USDA Rural Development loan for \$3,241,800 to finance water and sewer improvements in the EC.

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

# Environment

## Urban Communities



### **Field of Dreams: 8 Million Pounds of Tomatoes Grow on Former Steelworks Parking Lot** Buffalo, New York, EC

Village Farms of Buffalo operates an 18-acre greenhouse on the former site of the Republic Steelworks parking lot in the South Buffalo EC. Agro Power Development (APD), Inc., opened this \$15 million state-of-the-art agricultural greenhouse as the first major venture in the EC's redevelopment plan. The project is seen as a model for brownfields development.

"APD is proud to be the first of many companies to invest in Mayor Massiello's Field of Dreams," says Michael DeGiglio, Chief Executive Officer. "We are extremely pleased to see that the city is aggressively pursuing cleanup of an 85-acre and 100-acre site for other companies who are leaders in their respective industries."

APD operates the greenhouse through its subsidiary, Village Farms LLC, which markets premium tomatoes throughout the United States. It is the

largest marketer in the country of high-quality beefsteak tomatoes and on-the-vine ripe tomatoes, using responsible integrated pest management techniques on nearly 200 acres of production facilities in the United States. Approximately 8 million pounds of tomatoes will be produced annually.

The project will ultimately employ 175 people with job preference going to EC residents. The city and the Buffalo Enterprise Development Corporation contributed \$500,000 of the total project cost of \$15 million for site improvements and landscaping.

For more information, contact Kevin Greiner, Buffalo Enterprise Development Corporation, at 716-842-6223, ext. 163.

### **From Landfill to Playland** Ogden, Utah, EC

The *Standard-Examiner*, Ogden's local newspaper, could not have described it better: "There was a time when wetlands were swamps and landfills were dumps. And swamps became dumps. No more, at least not for Weber County."

Weber County's former dump—containing 4 million tons of solid waste on 68.5 acres of land—is being transformed into one of Utah's largest urban nature parks. A pedestrian and bicycle trail will meander through a wildlife habitat and recreational facilities. As a result of the landfill closure, property values in West Ogden have risen rapidly, giving homeowners the equity needed to renovate their homes and transforming the face of what was once considered the least desirable neighborhood in the area.

To prevent groundwater contamination, Geneva Rock Products is following EPA requirements for

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landfill closures to the letter. "Once the land was clear, the capping process began," according to Jesse Glidden, the chief environmental engineer overseeing the project. The construction company is using 120,000 cubic yards of clay, 180,000 cubic yards of sand, and 20,000 cubic yards of topsoil to guarantee the safety of the town's land and drinking water. The clay acts as a water barrier, the frost protection layer keeps the clay from cracking while allowing plants to root, and the vegetation prevents future wind and water erosion.

The Weber River Parkway will run alongside the new park. When the park is complete, children will have a new place to play and beauty will be restored. Residents will soon be able to say that this site is no longer an eyesore, but a sight for sore eyes.

For more information, contact Karlene Linford, Weber County Waste Management Office, at 801-399-8806.

## **New Assessment Techniques Speed Up Brownfields Redevelopment Seattle, Washington, EC**

Redevelopment has been slow in the Duwamish industrial corridor of the Seattle EC, since lenders are reluctant to take a risk on areas where the extent of contamination is unknown. The Duwamish area covers 5,000 acres, running from Sea-Tac Airport to downtown Seattle. More than three-fourths of Seattle's industrial land base lies in the corridor, with 75 percent of the area underused and contaminated, inhibiting the redevelopment that could provide jobs for EC residents.

To overcome these barriers on what could be prime commercial land, the City of Seattle has teamed up with a variety of public and private agencies to provide information that would enable the State Department of Ecology to adopt rules to govern cleanup actions.

A total petroleum hydrocarbons (TPH) study prompted the State to amend interim environmental rules, making it easier to begin new development in the Duwamish. The TPH study, being carried out by a private contractor, is funded through \$80,000 from the EC along with \$1 million in Federal, State, and local funding. Volunteers from local environmental agencies are contributing time and expertise. Collaborators include the Duwamish Coalition, Port of Seattle, King County, City of Tukwila, Seattle Industrial Development Corporation, Washington Department of Ecology, the Federal Environmental Protection Agency (EPA), University of Washington, and Model Toxics Control Act Committee. Other States and the EPA are watching this unique approach to risk assessment for brownfields very closely as a possible model.

A second study is investigating the feasibility of revising State environmental protection rules for water quality in industrial brownfields, where drinking water is not the primary use. Funding for the groundwater study and Geographic Information Systems mapping includes \$145,000 in EC funds, \$20,000 from EPA, \$45,000 from King County, and \$15,000 in-kind services from consultants and lab staff time.

A city-created, new, private nonprofit Environmental Extension Service (EES) is helping businesses clean up their sites. EES work made it possible for the Alaska Copper Company to remain in the corridor and expand. The company invested \$3.5 million in cleanup and reuse of its expanded 11-acre site, retaining at least 60 jobs that otherwise would have left the city. EES helped coordinate permits and utility services, and expedited environmental review by State regulatory agencies.

For more information, contact Tom Boydell, Principal, Seneca Consulting, at 206-328-9452.

## **EC Youth Clean Up and Earn Tampa, Florida, EC**

Throughout Tampa, the Neighborhood Cleanup and Youth Development Program is helping to maintain a cleaner, more attractive city while providing work opportunities and training for low-income youth.

Sponsored by the city's Parks and Recreation Department, the program employs EC youth in graffiti abatement squads and as groundskeepers and lot cleaners. Each action team enrolls five young people, with one serving as a team leader and mentor/trainer for the others. Team leaders can parlay their program experience into



full-time, permanent employment with the Parks and Recreation Department. The program also creates avenues for self-employment: Program participants may rent the department's lawnmowers and other equipment and use them to contract for their own groundskeeping jobs.

Working through the Neighborhood Environmental Action Team (NEAT), Environmental Services, Environmental Partnership, and Graffiti Abatement programs, the youth respond to calls to remove graffiti from public property and clear lots and dumping sites. They also cut grass and help maintain public landscaping.

The program has trained 55 youth and hired 91 others for full- or part-time jobs.

For more information, contact Harry McGriff, City of Tampa Parks and Recreation Department, at 813-531-2624.



# Environment

## Rural Communities

### **EC Funding Begins Flood Prevention Project City of East Prairie, Missouri, EC**

In the past, residents in the East Prairie EC had to be evacuated when the river rose, flooding the 130,000-acre St. Johns Basin. Flood control measures, authorized in 1954, had continually been hampered by financial limitations. Now, thanks to funding from USDA and the Army Corps of Engineers, residents can rest easy.

EC designation "has been the enabling factor to get the project to move forward," says Eddie Belk, project manager of the Memphis District Corps of Engineers. The program enabled USDA to provide all but 5 percent of the local community's cost share for the first phase of this \$42.5 million project. This funding provided momentum for other sponsors. The Army Corps of Engineers, which signed an agreement with local officials in August 1997, will provide almost all of the necessary funding. USDA and the local sponsor—St. Johns Levee and Drainage District—will cover the rest.

"Never doubt what a group of thoughtful, committed citizens can accomplish," remarks Martha Ellen Black, the EC's Executive Director. She says that the project demonstrates partnership in the truest sense, with people at the local level pulling together to initiate the project and the government providing support. "With that combination, we can do anything."

With a groundbreaking ceremony in October 1997, the district began phase one of the project—improving 27.6 miles of channels in New Madrid

and Mississippi Counties, constructing 1,500 feet of levee, installing a 1,000 cubic-feet-per-second pump for the St. John's Basin, and installing a pumping plant of the same capacity on the floodway side of the project.

For more information, contact, Martha Ellen Black, Executive Director, City of East Prairie EC, at 573-649-3731.

### **EC Turns Brownfield Into an Industrial Park With High-Paying Jobs Greater Portsmouth, Ohio, EC**

Greater Portsmouth and the Southern Ohio Port Authority have made substantial progress in transforming a 140-acre unusable brownfield into the New Boston Industrial Park—a place with new employment opportunities for EC residents. The Ohio Stove Company Industries purchased 17 acres and has contributed nearly \$22 million toward the construction of a new iron foundry. The foundry, which opened in May 1997, with 60 out of its planned workforce of 100 employees, has some of the highest paying jobs in the area. Near the industrial park, Portsmouth Plastic, Inc.—a new startup, small plastic manufacturing company—has begun operations with 16 employees. Portsmouth Plastic received a guaranteed loan from USDA.

USDA efforts helped obtain grants of \$583,000 from the Economic Development Administration and \$300,000 from the Appalachian Regional Commission, with USDA providing additional funds to help finance the repair of a hazardous railroad spur. USDA also provided a Rural Business Enterprise Grant to cover the costs of a plan for marketing the brownfield sites. The brownfield project has received \$525,000 from the \$2.95

# What Works!

Empowerment Zones and Enterprise Communities



million in EZ/EC SSBG funds that Greater Portsmouth received as an EC. Volunteers and organizations have contributed thousands of hours

in environmental cleanups, infrastructure development, and market promotion.

The EC is aggressively marketing the industrial park to developers and businesses. Pending projects include a local contractor's plan to construct a 55,000-square-foot industrial building, with construction scheduled to begin March 1998. The Southern Ohio Port Authority has applied for other Federal grants to renovate a 100,000-square-foot building within the park and to undertake further environmental remediation.

For more information, contact Bob Walton, Chairperson, Brownfield Task Force, Greater Portsmouth EC, at 614-354-7541.

# Health

## Urban Communities

### **Underserved Area Gets New Clinic Flint, Michigan, EC**

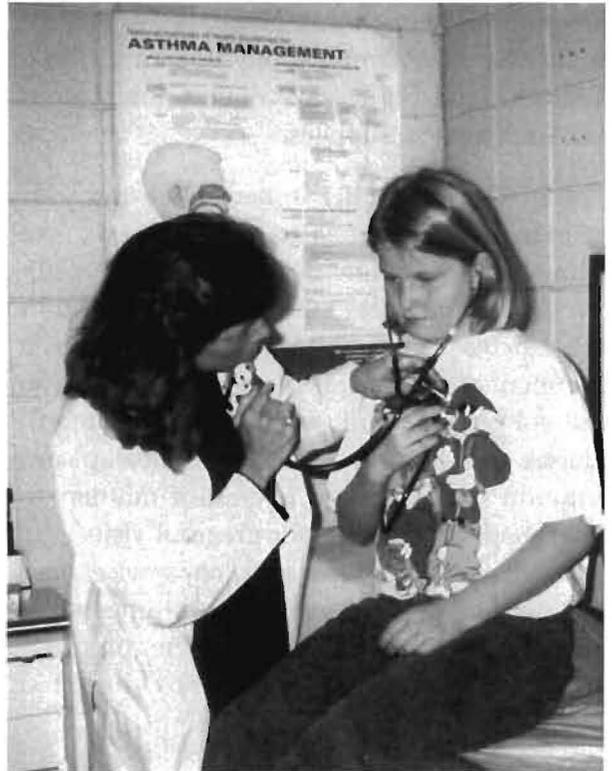
Convenient, competent medical attention is now available to the residents of the Northpointe neighborhood of the Flint EC. Speaking through their neighborhood representatives on several community coalitions and agencies, Northpointe residents had long identified the need for a local clinic.

The Hurley Medical Center spent \$1,393,595 to build the Northpointe Clinic, a nonacute outpatient medical facility, to serve the area and to provide residents an alternative to using the Hurley emergency room for nonemergency purposes. Construction began on January 4, 1996. The clinic opened on July 1, 1996, and has been well received by the neighborhood. In just a year after its opening, the new clinic had served 8,000 clients from the EC.

For more information, contact Chris Davenport, Flint EC Director, at 810-341-1499.

### **Drew University Students Found Urban Medical Clinic Los Angeles/Huntington Park, California, EC**

Through a student organization, the University Muslim Medical Association (UMMA) medical students at the Charles R. Drew University for Medicine and Science have founded a healthcare center for uninsured and underinsured residents of South Central Los Angeles. The center, which opened in July 1996, has provided medical care to 1,814 patients as of December 1997. Originating



as a community volunteer effort, this public-private collaboration is still staffed and supported by volunteers, including Drew University medical students, interns, and doctors as well as community physicians. From July 1996 through October 1997, a total of 706 volunteers clocked in 6,562 hours.

With assistance from the City of Los Angeles, the Charles R. Drew Medical Center, and private medical providers, UMMA leased and renovated a deteriorated vacant building in the center of the EC. The city provided construction financing using CDBG funds. The EC provided \$704,000 in EZ/EC SSBG funds to purchase basic equipment. Medical students from Drew and UCLA staff the facility. Doctors from the community donate their time to supervise and train the medical students. Seven major companies—including Abbott

# What Works!

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Laboratories, Bausch and Lomb, Jones Medical Industries, Pfizer, Smith Kline Beecham, Glaxo Wellcome, and Ciba-Geigy—donate pharmaceutical and medical supplies.

The EC is a medically underserved area. An estimated 39 percent of its 28,800 families live below the poverty line. Only one county medical facility that provides free services is within easy reach of residents. UMMA specializes in the treatment of children and teen mothers, offering well-baby exams and care, childhood immunizations, preventive medical care, followup consultation and care, and referral of mothers to other medical providers for prenatal visits. The clinic offers eye care and gynecology services once a month by appointment and volunteers see pediatric patients each Saturday. The clinic also provides community seminars conducted



by medical students on the health effects of smoking, high blood pressure, sexually transmitted diseases, and nutrition.

For more information, contact Rushdie Abdul-Cader, Medical Director, or Aisha Dawoodje, Clinic Manager, University Muslim Medical Clinic, at 213-789-5610.

# Health

## Rural Communities

### **EC Steps In To Save Services for Black Lung Victims McDowell County, West Virginia, EC**

More than 400 victims of black lung disease and their families in rural West Virginia are receiving assistance, thanks to the McDowell Community Action Network (McCAN). Since 1982, the McDowell County's Tug River Health Association had run a State-mandated, federally funded project that identified and assisted people suffering from the chronic, emphysema-like condition, which strikes many residents of this coal-mining area. When funding cutbacks threatened the project in 1997, Tug River turned to McCAN, the local EC corporation. A grant of \$28,000 from McCAN "came in handy to stabilize the project," says Charles Johnson, Executive Director of Tug River Health Association.

Project staff meet a wide range of needs related to black lung disease and its associated health problems. In addition to providing health screening and respiratory therapy, Tug River takes its services into the community, reaching out to people who might not know that help is available to them. Staff then educate them about how to improve their living habits, counsel them on benefits, and help them fill out forms and meet with screening agencies.

For more information, contact Charles Johnson, Executive Director, Tug River Health Association, at 304-448-2101.

### **EZ Funds Much-Needed Health Center Rio Grande Valley, Texas, EZ**

Many residents of the Rio Grande Valley EZ in southern Texas have little or no access to quality healthcare. To help address this problem, the EZ granted \$800,000 to its local hospital, Starr County Memorial, to build and operate a 25,000-square-foot health center. The hospital will leverage \$1,693,500 of its own funds to develop the project. The multiservice health center will provide primary and preventive healthcare services as well as dental services, radiological services, mental health and mental retardation screening and services, and free immunizations.

"We decided that access to healthcare itself should not be the goal here," comments Bonnie Gonzalez, Chief Executive Officer of the Rio Grande Valley EZ. "We felt that our citizens should have access to everything that will lead them to *quality* healthcare. That is why we decided to support a multiservice health facility."

In partnership with local educational institutions, the center will serve as a training facility for EZ residents looking for work in the medical field, particularly as nurses and physical therapists. According to Gonzalez, the hospital plans to break ground for construction of the health center in June 1998 and to open its doors in early 1999.

For more information, contact Bonnie Gonzalez, Chief Executive Officer, Rio Grande Valley EZ, at 956-514-4000.



# Education

## Urban Communities

### **Students Get Guidance on Manufacturing Careers Akron, Ohio, EC**

In the workplace of tomorrow, factory workers must possess highly developed computer skills, the capacity to adapt to rapid innovations in technology, and the ability to manage their own careers in an environment of constant change. In Akron, Ohio, the Middle School Technical Career Preparation initiative is working with the four middle schools that serve EC students to teach these skills.

"Early exposure to these concepts is critical to later and greater work success by students and for manufacturers," explains Akron Mayor David F. Plusquellic. Approximately 150 eighth-grade students at each school participate in a course of study that provides hands-on experience with workplace technology and guides teens in career planning. This approach is especially useful for students not interested in college.

The Akron Public Schools developed a unique shared-staffing arrangement so that a knowledgeable teacher teaches a particular segment at different times at each school. The city's EC program contributed \$100,000 from EZ/EC SSBG funds and \$175,000 from Ohio's program grant. These funds renovated classrooms and purchased computers, software, and special machine-tooling teaching devices (mills, cranes, and boring equipment), as well as videotapes and other materials on career opportunities. The school system supplied the teachers, the curriculum, and an ongoing commitment of about \$140,000 per year to operate this program for many years to come.

The impact of this strategic investment is already evident. High schools have strengthened their technology education classes to accommodate the advanced skills of the incoming freshmen who have participated in the middle school program.

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

### **Afterschool Activities: Chicago EZ Develops a Model Plan Chicago, Illinois, EZ**

Need to learn the latest computer program? Want to enhance your teaching skills? Or check out employment opportunities at job fairs? Parents, teachers, and students in the Chicago EZ can do all of these things through the ED's 21st Century Community Learning Centers Program. Chicago has used these funds to extend community programs in the schools into the evenings, providing opportunities for students, parents, teachers, and other EZ residents. Twenty-five schools in the Chicago EZ participate by providing tutoring, literacy training, nutrition classes, computer training, job fairs, parenting workshops, and staff development training for teachers and community leaders.

The extended use of schools enables school districts in distressed inner-city communities and rural areas to plan and provide comprehensive health, education, recreation, cultural, and social services.

In FY 1996 Chicago received \$148,730, the largest of the six grants awarded in the first year of the 21st Century Program, and \$741,000 in EZ funds and \$416,000 from the Chicago Public Schools.

# What Works!

Empowerment Zones and Enterprise Communities

The program has been so successful that in its third year ED expanded its original \$750,000 of funding to \$40 million. In announcing these expanded awards, ED noted that only a very few communities were using school space after hours and involving not only children but also parents and community members, as Chicago has been doing. President Clinton commended the Chicago after-school program in his 1998 State of the Union Address. Chicago has now become a national model for the \$40 million Community Learning Centers Program.

For more information, contact Dr. Elvie Rhone, Project Director, 21st Century Community Learning Centers Program, at 773-535-6960 or 3954.



## **Watts At-Risk Youth Get New Jobs Los Angeles, California, EZ**

Unemployed, out-of-school youth in the Watts neighborhood of Los Angeles are getting new jobs through the Kulick Alternative High School and the Youth Opportunities Program.

Forty-five residents of the Los Angeles EZ (formerly the Los Angeles Supplemental EZ) aged

16 to 24, many of them teen mothers, are enrolled in the alternative high school for the 1997-98 school year. Two organizations work to match Kulick students with jobs: the Institute of Retail Management, which sets students up in 90-day or 6-month entry-level retail positions, and the UCLA Community-Based Learning Program, which arranges internships with public agencies and community groups. The alternative school, operated by the LA Unified School District in collaboration with the Donald J. Kulick Foundation, is operating in temporary quarters donated by Watts Health Systems, Inc. Kulick's \$6 million new campus is under construction across the street and will open in October 1998 with a 200-student capacity. The facility will house a multipurpose youth center and a childcare center.

The Youth Opportunities Program—funded by a \$3 million Federal JTPA grant and the Kulick Foundation and in collaboration with the city—mentors, trains, and employs out-of-school youth. The youth effort provides assessment, case management, and job development services—both directly and by referral to a network of allied service providers. Community-based partners include the LA Conservation Corps; Community Build, Inc.; Mount St. Mary's College Student Ambassador Program; and the Entrepreneur Education Center, Inc. The Alliance of Motion Picture and Television Producers provides technical assistance and support to the Watts Cinema project, which trains students for film production jobs. The program has had 353 applicants and 250 enrollments since July 1996.

For more information, contact Paula Minor, Grant Administrator, Kulick Youth Opportunities Program, at 213-789-2730.

## **Computer Mapping Program Helps EC Students Earn and Learn Memphis, Tennessee, EC**

The Memphis EC provides students an opportunity to both earn and learn about their community through the Summer Youth Enterprise Communities' Geographic Information Systems (GIS) Program. Initially created in partnership with the University of Memphis Center for Urban Partnership as a demonstration program, Maps to Success, the program teaches young people to map the assets of the EC neighborhood using GIS technology. The 6-week program highlights the resources of the community, teaches community observation and involvement, and provides young people with skills in computer-aided drafting. As they learn, 14- and 15-year-old students, from all three districts of the EC, are paid \$6 an hour for working from 9 a.m. to 4 p.m. each day. The program has grown from 7 students in the summer of 1996 to nearly 50 in 1997.

"They are learning as they go out into the neighborhood," says Dennis Campbell, who designed the program and serves as its director. "It's cultivating the spirit of giving back to the community from which they came." The goal of the program is to provide students with a better understanding of the community, practical skills, and the desire to help their neighborhoods. The program is funded by the city's Division of Housing and Community Development and the Orange Mound Collaborative, a nonprofit organization located in the EC neighborhood of Orange Mound, one of oldest African-American communities in Memphis.

GIS technology combines maps of census data with neighborhood characteristics and statistics

to provide information on a neighborhood. The information is entered in a computer database and may be cross-referenced with other databases.

While launched initially as a Summer Youth Employment initiative, Campbell says organizers would like to continue the project throughout the year, making the program available to all interested students. "The program is extremely successful," says Campbell. "It has shown that technology can be transferred to students. As they learn more about their community, they become more active in their community."

For more information, contact Vernua Hanrahan, Memphis EC, at 901-526-6627.

## **New Orleans EC Schools Become Safe Harbors New Orleans, Louisiana, EC**

Nutritional snacks are not the only food for thought being offered by the New Orleans EC's Safe Harbor Schools initiative. Only in its third year, this initiative has grown from one program at the Myrtle R. Banks Elementary School to 10 Safe Harbor sites throughout the EC.

"The program is moving beyond basic survival skills to involve creative learning experiences in the language arts and math," says Kathleen McKinney-Franks, Outside Program Evaluator of Safe Harbor sites. Through the school's parenting center, 22 parents, grandparents, and caregivers participated in tutoring programs and enrichment activities that were offered by certified teachers. Offerings included computer skills and family learning events along with classes in conflict resolution and mediation.

# What Works!

Empowerment Zones and Enterprise Communities

As one of four middle and high school Safe Harbor sites, L.B. Landry High School in the Algiers community is focusing on out-of-school populations, due to a high truancy and dropout rate. Landry is using paraprofessionals and community resources to offer GED preparation and career counseling to 50 EC youth and students. The Landry program is also attempting to increase the number of graduates by keeping students motivated through their use of the computer lab and job readiness training center and through contact with the school's numerous partners and stakeholders. A community liaison works with community leaders to bring additional resources into the program.

"Safe Harbors has brought lots of opportunities to our community," states Michelle Torregano, Assistant Principal at Landry High School. "When participants finish their GED and job readiness training, they are on the road to self-sufficiency."

For more information, contact Craig Brown, Grant Developer, Federal and State Programs Office, at 504-565-6414.

## **Success By Six Teaches ABC's of Early Child Development Pulaski County/Little Rock, Arkansas, EC**

With 10 key partners and a steering committee representing more than 50 individuals and organizations, Little Rock's newly established Success By Six program is creating an EC where all children have the necessary skills to enter school ready and able to learn.

Patterned after a national model, the program features home visits by volunteer neighborhood

residents who are trained as family resource advocates.

For families with pregnant women or children under 6 years old, home visitors conduct assessments, determine household needs, and link family members to community resources such as healthcare, social services, and educational programs. Eight home visitors have been credentialed, and 10 to 15 more have submitted applications.

Out of 81 initial referrals, the program is working with 18 families. "Our first referral was from the State Health Department," explains Bill Watson, Success By Six's Executive Director. "She was 20 years old and pregnant with her third child. She needed help in finding her own residence, medical care, and a way to continue her education. Fortunately, she bonded very well with her home visitor, and we are helping her get on her feet."

Research has shown that by reaching out to families when children are young, more serious problems can be avoided and less funds are spent on remedial education, healthcare, or even prisons. That lesson is one that Watson is teaching his



clients, as well as Little Rock's professional and social services communities. He is busy creating public awareness and recruiting new families and volunteers.

"We think of our families as friends for life," states Watson. "We'll stay with them as long as it takes to see the fruits of our labor."

For more information, contact Bill Watson, Executive Director, Success By Six, at 501-614-9133.

### **Historic Black College Links EC to Higher Education San Antonio, Texas, EC**

The City of San Antonio, Texas, and St. Philip's College have entered into a partnership to create a new community Learning and Leadership Development Center to serve residents of the San Antonio EC. Funded by combining a HUD Historic Black Colleges and Universities grant with private funding from the college, the new 12,755-square-foot, \$1.3 million facility provides EC residents with access to college counseling, skills and aptitude assessment, teacher training resources, and links to the college's computer equipment. The EC provided \$150,000; the city, \$635,000; and the HUD grant, \$5,000.



The center opened in May 1997 and provided training to 1,850 participants by the end of December. In 1998 participation should grow even faster because the center will provide childcare and marital counseling to participants starting in April.

For more information, contact Curley Spears, EZ/EC Coordinator, San Antonio EC, at 210-207-6600.



# Education

## Rural Communities

### **Collaborative Efforts Help At-Risk Students Succeed City of Lock Haven, Pennsylvania, EC**

At Lock Haven High School, students' grades have improved, truancy is down, and many students have agreed to "stand tall" against drugs, thanks to the Student Advocate Program. The program addresses the needs of at-risk students through tutoring, truancy prevention, drug and alcohol prevention, and parenting programs. It is a collaborative effort of high school faculty and staff, student volunteers from Lock Haven University, the Clinton County Sheriff's Office, the school board, parents, and the Lock Haven EC, which provided \$316,572 in funding.

The program operated two tutoring services during the 1996-97 school year for students in grades 7 through 12. Twenty-six University of Pennsylvania students provided in-school tutoring services to more than 50 high school students. An afterschool tutoring program at Lock Haven Junior High School involves more than 20 faculty and staff volunteers who help students in a variety of subjects. As a result of these efforts, 142 students were able to improve their grades. The tutoring program was so successful that it is being offered again in the 1997-98 school year. In addition, program staff have been working with Lock Haven University and local service agencies to develop and implement a formal tutor-mentor organization.

A police/attendance officer was hired and continues to be an effective presence at Lock Haven High School. Efforts to reduce truancy in the school have been so successful that the school board has funded the officer's position to pro-

vide services throughout the Keystone Central School District.

During the 1996-97 school year, drug and alcohol prevention programs were offered to students from kindergarten through 12th grade. Elementary students were treated to a magic show about substance abuse while secondary students learned drug and alcohol refusal skills. More than 300 students and 60 faculty members enrolled in Stand Tall, a drug and alcohol awareness program that emphasizes positive peer pressure. Stand Tall members agree to undergo random drug and alcohol testing throughout the year to demonstrate their willingness to refrain from the use of illegal substances.

For more information, contact Susan Stover, Drug, Alcohol, and Violence Prevention Coordinator, Lock Haven High School, at 717-893-4942.

### **Junior and Senior High School Students Prepare for High-Tech Jobs City of Lock Haven, Pennsylvania, EC**

It is never too early to start preparing students for high-technology jobs. That's the belief of Lock Haven's Technology Team 2000, whose mission is to identify and encourage students at Lock



# What Works!

Empowerment Zones and Enterprise Communities

Haven Junior and Senior High Schools to prepare for postsecondary training programs that will qualify them for careers in science and technology.

"I think that Tech Team 2000 is a great program because kids are learning that they need more than a basic high school education to get a good job today," says Technology Team Coordinator Lydia Frankenburger. "The program exposes students to opportunities that they may not have been aware of."

During 1997 guest speakers from the local business community shared various aspects of their entrepreneurship experiences. In addition, 150 seventh graders toured the International Paper Company Plant where they viewed old and new technology and learned about the papermaking process, the types of jobs available at the plant, and the qualifications needed to obtain them. Others toured the Avery Dennison Chemical Plant where they watched Avery employees at work, observed the production and testing of chemicals, and learned about the types of jobs available at the company.

In addition to its programs for 7th graders, Technology Team 2000 takes students on tours of the Pennsylvania College of Technology. Students learn about the college's admissions process, its various programs, and its laboratories.

Technology Team 2000 is a collaboration between Lock Haven Junior and Senior High Schools, local businesses, and the Central Intermediate Unit's West Branch Technology Center (another Lock Haven EC program). The project is administered by the Central Intermediate Unit 10 Development Center for Adults.

For more information, contact Lydia Frankenburger, Technology Team Coordinator, Lock Haven Schools, at 717-893-4038.



## **New Classrooms Give Preschoolers a Place To Learn Fayette County/Haywood County, Tennessee, EC**

The citizens of Sommerville, Tennessee, have a new preschool facility. It is not large, with only 16 enrollees, but it is definitely valued by local residents. The area has a growing population of young children and the State of Tennessee has recently mandated that preschools be available in all public schools.

"We have need for another classroom now," says Frankie Johnson, Assistant Superintendent of Schools/Director of Special Education for Fayette

County Public Schools. "We are looking down the road to see how we may expand some more," she adds.

Located near the Jefferson School just north of Somerville, the new preschool was a dream 4 years ago. Then Fayette County and neighboring Haywood County joined efforts and sought designation as an EC. That designation required much more planning and local legwork than anyone imagined, but the area became an EC in the fall of 1997.

A USDA Enterprise Community Grant purchased and constructed the prefabricated building and bought equipment. The school system is covering the salaries of two teachers and two classroom assistants, providing consumable supplies, and serving lunch and a snack to the children each day. Special education buses, which, unlike the regular school buses, are fitted out with seatbelts, are used to bring the young children to school. The value of the school system's share in 1997 is approximately \$80,000, according to Johnson.

Today, 16 preschoolers are learning in one of the two classroom areas at each end of the 60-foot building. A kitchen, dining area, bathrooms, and common activity spaces are located in the center section of the building to increase efficiency.

For more information, contact Frankie Johnson, Assistant Superintendent of Schools/Director of Special Education, Fayette County Public Schools, at 901-465-5240.

## **County Residents Learn as the Arts Flourish Imperial County, California, EC**

Vast Imperial County, sitting just north of the Mexican border, lacked cultural and artistic activities. There was only an underdeveloped arts center at the historic post office building in El Centro, the county seat. But with the birth of the EC in late 1995, the County Arts Council saw the opportunity for a new vision of local arts. The council helped develop the county's strategic plan, and then began a concerted effort to renovate the arts center and create all sorts of new programs.

"The most exciting thing is that the Imperial County Arts Council has used EC money to enable artists and arts organizations throughout the county to really grow and attract people—not only as spectators but also as students of the arts," explains Maria Matthews, who administers the EC and also is on the council board.

The council got a \$50,000 EC grant and used about 20 percent to rehabilitate the arts center, which now is home to four local theater companies. The rest of the money has paid for a number of programs throughout the 4,400-square-mile county. A children's theater group has performed for 3,000. Concerts in the county's parks have reached 2,500 people. And the Smithsonian Institution has sent people to Imperial County to participate in innovative arts education programs.

For more information, call Mitjl Kapet, Director of the Arts Council, at 760-337-1777.

# What Works!

Empowerment Zones and Enterprise Communities



## **Young Parents Learn About Child Development Southeast Oklahoma, EC**

The Parents as Teachers Program in Hugo, Oklahoma, teaches young mothers and fathers how to read to, talk to, and exercise with their children, from birth to age 3. "We're really excited about what we are doing," says Hugo Public Schools Superintendent Dr. Shelby Koonce.

Parents as Teachers is the result of a partnership between the Southeast Oklahoma EC, the

Oklahoma Department of Education, the Oklahoma Department of Human Services, the Hugo Public Schools, the Hugo Community Services Council, and the Teenage Pregnancy Prevention group. This home-school partnership was started in 1992 by the Oklahoma Department of Education to give children of teenage mothers a helping hand. The addition of a second parent educator in 1996 allows the program to help 60 families each year.

Through monthly home visits, group meetings, developmental screenings, and the informal "Drop In and Play" every Friday, the program enhances children's physical, social, intellectual, and language development. Parent educators work with the parents, teaching them how to improve their children's motor and motivational skills. They also inform parents of available services.

As a result of the Parents as Teachers Program, parent-child communication in participating families has improved, parents view the schools more positively and are more involved with the schools, developmental problems in children are identified early and appropriate services provided, and both language and intellectual development in the children are above the national average.

For more information, contact Melissa Jones, Oklahoma Parents as Teachers Program, at 405-326-8373.

# Human Services

## Urban Communities

### **Boosting Childcare Lets EC Mothers Get To Work Burlington, Vermont, EC**

The Burlington, Vermont, EC is working to create sustainable, community-based childcare for the downtown's Old North End neighborhood by expanding the hours and educational programs of childcare centers and strengthening family or home-based childcare networks. These initiatives benefit parents, children, and providers alike.

To more flexibly accommodate parents' job search, training, and employment schedules, the EC extended the hours of childcare centers serving public housing and homeless families to include evenings and weekends. At the same time, these centers inaugurated a full-day kindergarten program. The full-day kindergarten led to a threefold increase in the children's number recognition versus a doubling of recognition skills for half-day kindergartners. Seeing these results, the Burlington School District decided to fund full-day kindergarten in the EC's two elementary schools and expects to expand the program citywide.

The EC also sought to strengthen, upgrade, and expand home-based daycare, a key community resource. Through the Women's Small Business Program sponsored by Trinity College, 10 EC home-based childcare providers completed training in small business management and development. Six women created a mutual support network.



Through the network, a “substitute”—similar to a substitute teacher—now circulates among the providers, allowing them time to attend professional development activities and work on new programs. The network has served as a statewide model for achieving quality childcare and improving business performance. About 65 home providers now operate similar groups in the county.

On a redeveloped brownfields site in the EC, a new multigenerational facility, combining childcare and elderly services, will open in 1998. Uniting the missions of serving old and young is creating synergies. For example, the underutilized vans of the elderly program will be major assets for the childcare component, making it possible to use field trips in the educational program. The center will also have space for special programs for the young clients of home-based providers.

For more information, contact Ruby Perry, Development Director, Child Care Resource, at 802-863-3367.

### **Onetime Casino Becomes Safe Haven for Youth East St. Louis, Illinois, EC**

In a former illegal gambling casino in East St. Louis, young residents of the EC are learning about computers, developing their leadership skills, and simply enjoying themselves with friends after school. The former casino and four other buildings are now safe havens for youth.

The U.S. Attorney's Office donated the former casino building and funds seized when it closed down an illegal gambling operation in the EC. The transfer was carried out under the Weed and Seed program, which "weeds out" criminal activity and "seeds in" neighborhood revitalization.

"In all fairness, these assets came from the community in the first place, and now they are being returned to the community," states EC Coordinator Percy Harris, who initiated negotiations with the U.S. Attorney's Office for the seized property.

In 1993 the City of East St. Louis did not receive an applied-for Federal Safe Haven grant. The EC, however, developed a program on its own using \$100,000 in EC funds to leverage a \$30,000 grant from United Way and a \$10,000 grant from the



Casino Queen Development Fund—a corporate foundation funded by legal riverboat gambling. The Danforth Foundation later supported a parental involvement component.

For more information, contact Percy Harris, Coordinator, East St. Louis EC, at 618-482-6655.

### **Historic Mansion Becomes Symbol of Renewal Harrisburg, Pennsylvania, EC**

Vacant since 1979, the grand 132-year-old Sylvan Heights mansion on its 5-acre site on a bluff was the target of arsonists and vandals. The deteriorated structure, which stands in the heart of Harrisburg's EC, will house YWCA's new John C. Kunkel Center.

Patricia Swartz, Executive Director of the YWCA, says the building atop Allison Hill will be lighted at night. "We are not in the business of hiding," says Swartz. "We're in the business of showing what women together can do. The community is going to notice this building more and more." The John C. Kunkel Center is a symbol of the exciting things happening in the EC.

Seeking to relocate from downtown Harrisburg to a site that meets its current needs, the YWCA purchased Sylvan Heights from the city for a nominal \$1 and transformed it into the 75,000-square-foot center. The renovation and a new wing, scheduled to open in February 1998, will provide emergency shelter, transitional housing, single-room-occupancy housing, employment and training services, and a child development center.

The city provided \$1,163,962 in CDBG funds in addition to the acquisition costs to pay for the transitional housing and single-resident occupancy. A



diverse partnership made this \$11.3 million project possible. The YWCA's capital campaign raised more than \$2.5 million; the Pennsylvania Housing Finance Agency authorized its largest-ever tax credit syndication for a nonprofit worth \$5 million. Investors include Dauphin Deposit Bank, Mellon Bank, PNC Bank, Penn National Bank, Sovereign Bancorp, AMP Incorporated, Fulton Bank, and Harris Savings Bank through which a Federal Home Loan Bank's affordable housing loan was made available. Additional HUD grants for supportive and transitional housing will underwrite \$1,123,000.

For more information, contact Terri Martini, Director, Harrisburg Department of Building and Housing, at 717-255-6480.

## **Elegant McKeesport Bank Building Becomes the "People's Building" Pittsburgh, Pennsylvania, EC**

The 50-year-old, elegant, marble-columned McKeesport Bank Building got a new lease on life with its transformation into the McKeesport Collaborative's Family Support Center. More than 30 social service agencies participate in the collaborative, which offers individual and family therapy, educational training, and housing services, including transitional housing units for people who lose their homes.

"There is a strong history of people working together in this city," collaborative coordinator Niall Sexton says. "We are looking at providing a full range of services so that people can be linked to them quickly and efficiently."

After its merger with Pittsburgh National Bank, Integra Bank, the building's previous owner, sold it to the city. With the infusion of \$750,000 in EC funds, the Family Support Center was born. Mayor Joseph Bendel predicts the center will provide a boost to the city's revitalization efforts by encouraging people to use the downtown business area.

Now known as the "People's Building," McKeesport's former bank teller cages are now occupied by city employees. Other tenants are the Urban League, a used bookstore run by the Carnegie Free Library, and several city offices.

For more information, contact Beverly Gillot, Coordinator, Pittsburgh EC, at 412-487-6808.



# Human Services

## Rural Communities

### **New Family Center Registers 630 Residents City of Watsonville/County of Santa Cruz, California, EC**

"If you can't do it yourself, get a partner." This attitude brought about the opening of the Ramsay Park Family Center in Watsonville, California. In this new facility, the City of Watsonville and a local nonprofit group, Defensa de Mujeres (Women's Defense), are providing a broad range of human services to the underserved residents of rural Santa Cruz County.

Watsonville could afford to remodel the facility but was not able to support program operating expenses. Defensa de Mujeres did not have a facility but had been awarded a grant for program operating expenses.

In partnership, the city and Defensa de Mujeres are serving the families of Watsonville. As many as 650 persons have registered as of January 1998. Every day, 60 or more residents come to the center to participate in a variety of programs, such as arts and crafts and computer classes, weight lifting and physical conditioning, and folk dancing and musical groups.

Healthy Families Night, an educational program, attracted 25 people each evening for 8 week-nights. Classes covered such topics as communication within the family, how to prevent domestic violence, and management. Programs for parents and teens included titles such as "Knowing Your Legal Rights" and "Drugs, Alcohol, and Nicotine: How Can I Protect My Family?" Assessments at the end of the 8-week series showed remarkable improvement in attitudes on the family, stress,



well-being, and domestic violence prevention, according to Carmen Topete, coordinator of the Healthy Family Project. Topete highly praises the community's enthusiasm. "Without it, says Topete, "we could never succeed."

Approximately 20 local agencies now offer services through the Ramsay Park Family Center.

The center accommodates local theater groups, bike and car shows, dances, concerts, and other community events. The Girl Scouts and a local alternative high school also use the center.

For more information, contact Maria Hurtado, Assistant Director, Watsonville Parks and Recreation Department, at 408-728-6081.

### **Now Kids Have an Alternative To TV After School Fayette County/Haywood County, Tennessee, EC**

Many children of Brownsville, in Haywood County, Tennessee, often had to be home alone while their parents worked. With the opening of the new YMCA, funded by the EC and other

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local public and private donors, they'll now be able to learn and play with friends in a clean, well-appointed, new building.

The City of Brownsville and the county wanted to provide an alternative to children going home to watch TV. They received \$150,000 from the EC, raised \$600,000 from the local governments and private sources, and set to work renovating an old school building. Now Brownsville's youngsters can play in the new gym and get tutoring and help with homework from volunteers from the high school. The YMCA serves the whole family through its gymnasium and physical fitness facilities. Senior citizens can come over in the morning from their center across the street and walk around the gymnasium for exercise.

"One of the main benefits of the Enterprise Community is that it's allowed us to have a real YMCA for the first time," says Rodney Martin, Executive Director of the YMCA. Before the EC initiative, the only sports classes available were those offered at the local schools. Now children and their parents—more than 200 families have already joined the YMCA—have a place to go that is bursting with activity. For the 50 youngsters already active, the YMCA is a great place. For the town and county, the EC has helped create a real community center.

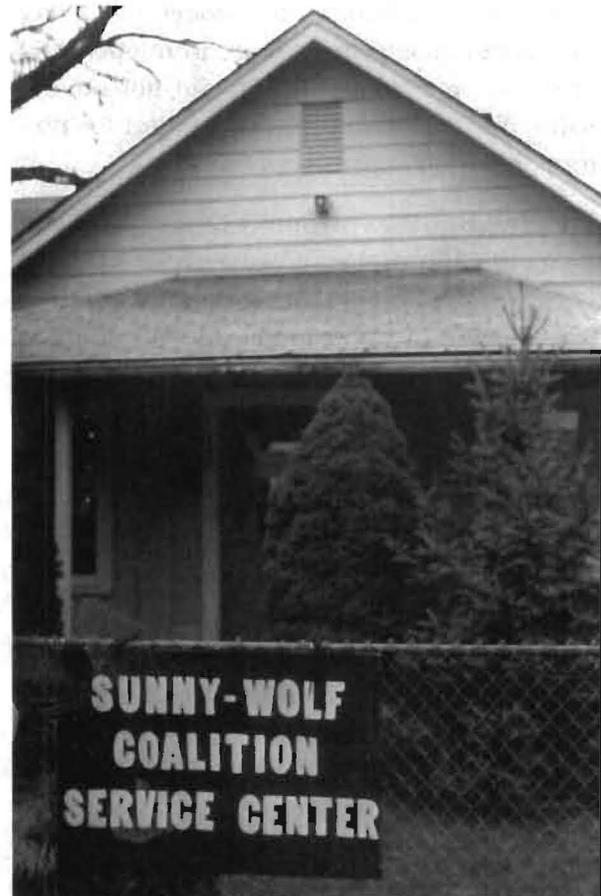
For more information, contact Rodney Martin, Executive Director, YMCA, at 901-772-9748.

## **Coalition Teams Up To Attack Social Problems Josephine County, Oregon, EC**

People in Josephine County were tired of having to travel 20 miles or more to Grants Pass for help with the social services they needed. So the towns

of Sunny Valley and Wolf Creek decided in the early 1990s to team up to provide better social services. One day a week the Sunny-Wolf Family Coalition began to offer coordinated assistance for residents who needed welfare, daycare, food stamps, job help, and many other social services. Then the county received EC designation.

"The EC bought a house, the coalition moved in, and our services exploded," explains Janet Bell, who coordinates activities at the new service center. "You have to be very creative in a small community to use the resources that are here." The coalition's partner, the Sunny-Wolf Community Response Team, uses the house's facilities and office services and staff support from the EC to



offer a wide range of assistance from 22 public and private social services partners.

"At the time we formed, 98 percent of the kids in the elementary school were eligible for free or reduced-price lunches," Bell notes. Although that number is now down to 86 percent, making ends meet can still be difficult for many families. The response team and its partners—including church, school, and healthcare workers and the EC for strategic planning—are being empowered to blaze new paths. One of its activities is literally a new path: Through a partnership with the Bureau of Land Management, Josephine County teenagers built a local nature trail accessible to persons with disabilities. Other "paths" have to do with new ways of doing things. For example, the coalition now has a grant from ED that will enable it to offer recognition for good models of rural parenting, first locally and then statewide.

For more information, contact Janet Bell, Assistant to the Directors of the Sunny-Wolf Family Coalition and the Sunny-Wolf Community Response Team, at 541-866-2600.

## **Comprehensive School-to-Work Program Realizes Hopes La Jicarita, New Mexico, EC**

The La Jicarita EC has high expectations for its new educational program. And, the EC is making a concentrated effort to realize those hopes. The 5-year program, made possible by a \$1.1 million loan from ED, includes bilingual education, business and entrepreneurship training, vocational apprenticeship partnerships, and career assistance.

Intensive bilingual education has been implemented in two school districts in which a 16th-century Castilian dialect of Spanish is the primary language used by residents. According to Eric Romero of La Jicarita EC, speaking two languages is seen as an asset. "There's knowledge that exists in these communities," he said. "The regional culture is seen as an asset and we're trying to tie it into instructional practice." Career development has been implemented in three school districts in which five full-time career specialists assist students with career planning and connect them with partners in the business community that provide apprenticeships or vocational training while students are still in school.

Initial results show that the concentrated effort is paying off. During fiscal year 1997 the EC entered into a formal partnership with the New Mexico State Divisions of Vocational Rehabilitation, Transition Into Apprenticeship, and Alliance for Supportive Employment, which shared the costs of teacher training and curriculum development for the program. The EC also instituted a summer business training project for high school and post-secondary students. Business development and planning classes were designed to help students establish a for-profit company that specializes in the use of traditional remodeling methods. With the profits, the company will rehabilitate rural adobe structures using traditional tools and methods.

The EC also formally submitted two Youth Build applications (a HUD program) that will serve the EC. By partnering with community groups and local 2-year colleges, La Jicarita EC intends to incorporate informal and community education practices into the development of a broad-based curriculum. "Education is a strong component

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within the community," says Romero. "We're one of the most impoverished areas in the Nation, but we recognize our assets."

For more information, contact Ron Martinez, La Jicarita EC Director, at 800-458-7323.

## **Martin Cavazos Center Provides Training and Community Advancement Rio Grande Valley, Texas, EZ**

"The Martin Cavazos Center for Learning and Community Advancement has become a hub of activity in the Rio Grande Valley EZ," reports Bonnie Gonzalez, Chief Executive Officer of the EZ. Based in the former Sebastian Elementary School, the center provides a variety of educational and training activities and also hosts community meetings, free immunization clinics, health education courses, parenting skills courses, and Girl Scout and Boy Scout meetings. Because many of the residents of the Rio Grande Valley EZ are native Spanish speakers—a barrier to many types of employment—the center offers courses on ESL.

The community has embraced the center with great enthusiasm, recently forming a nonprofit organization that is dedicated to raising funds for the new institution. "Never before have we had a group of citizens become so involved and done such things as develop a corporation, conduct strategic planning, and realize a vision for the future of their community," says Gonzalez.

The EZ used \$313,226 of its own funds to renovate the former school, purchase supplies and equipment, and support operations for the first 2 years of the project. The school district leveraged an additional \$828,309.

For more information, contact Bonnie Gonzalez, Chief Executive Officer, Rio Grande Valley EZ, at 956-514-4000.

## **Enterprise Camp Creates Young Entrepreneurs Williamsburg County/Lake City, South Carolina, EC**

Not every summer camp sends campers home armed with information to start their own businesses. However, the camp sponsored by the Williamsburg EC's Small Business Development Center in Kingstree, South Carolina, is no ordinary camp.

In July 1997, more than 120 middle and high school students learned fundamental business principles at the camp. Eight instructors gave the beginners their first lessons in how to prepare a business plan, how to speak in public, and how to dress appropriately for presentations. The students even designed their own business cards.

"The youth drew up their designs and our staff produced those designs on the computer so that they would have professional-looking cards to give to potential clients," says Nicole Singleton, Area Manager for Williamsburg's Small Business Development Center. The young people were so excited after the first day that many persuaded their friends to return with them, boosting registration.

The young entrepreneurs presented business plans in a camp competition to local community leaders. The winners were presented with small grants to further their businesses. Two young winners are using their \$280 grant to purchase teaching aids to teach and tutor residents wanting to improve their skills.



A revolving loan fund is available to youth who present their business plans to a loan committee for approval. The youth receive payment coupons to pay their loans, and they must submit monthly financial reports and client lists to the center.

The camp was a huge success with students, parents, and the community. The Williamsburg County School District was so impressed that it asked the Williamsburg EC Commission to help incorporate the entrepreneurship curriculum from the camp into its career development courses under the school-to-work initiative. As a result, Singleton has trained 15 school district teachers on entrepreneurial principles and concepts that these teachers will use to teach eighth graders. "One enthused teacher told me that she taught several students who had attended the camp and was impressed at how well they understood the principles she was teaching," says Singleton. The center will hold a second camp session during the summer of 1998.

For more information, contact Nicole Singleton, Area Manager, Small Business Development Center, at 803-354-9070.



# Technology and Communications

## Urban Communities

### **Neighborhood Paper Succeeds With EC Beat Albany/Schenectady/Troy, New York, EC**

*The Communicator*, a free monthly neighborhood newspaper, was in trouble. Lack of advertising revenue was making it difficult to continue the newspaper's free distribution policy. At the same time, the Albany/Schenectady/Troy EC needed a way to communicate with the neighborhood residents about ongoing activities in the EC.

The match was made—in exchange for seed money of \$16,300, *The Communicator* hired interns to expand coverage and circulation to the entire EC. Although the paper planned to devote one or two pages each month to specific news of the EC, in fact, they are writing more than that. In exchange for this coverage, the EC program delivers *The Communicator* door-to-door to every EC resident and business.

Now that businesses and community organizations are assured of the paper's wide distribution, advertising revenues are up, and *The Communicator* is becoming an economically self-sufficient publication. Its detailed reports of EC activities has made it very popular and more widely read than ever before because it is reporting on events, information, and opportunities that residents really want to know about.

For more information, contact Anthony Tozzi, Program Director, Albany/Schenectady/Troy EC, at 518-465-8975.

### **Old North End Community/ Technology Center Links Residents to New Future Burlington, Vermont, EC**

The Old North End Community/Technology Center is taking residents of the Burlington, Vermont EC into a new future. At the center, EC residents and small business owners can conveniently make a photocopy or use a computer. They can also visit cyberspace, participate in a videoconference, or gain a state-of-the-art technological education.

Created with an investment of \$500,000 in EC funds, the new public telecommunications center and training facility gives EC residents access to the very latest in communications electronics: 17 new computers with online capability, videoconferencing equipment, high-quality printers, photocopiers, and fax machines. Community residents pay an annual membership fee (\$20 for individuals and \$40 for families) for use of a copier, scanner, the Internet, their own e-mail account, and other services. Those unable to pay may earn membership through volunteer work.

The Old North End center improves the employability of EC residents by providing computer and communications training. The training may be as basic as learning to operate a fax machine or type a resume or as advanced as mastering the Internet or conducting a videoconference. EC residents may take classes at no charge.

Operating since June 1995—its permanent home opened in September 1996—the high-visibility project has won praise from EC residents. The center and its satellite sites have already provided basic computer training to 1,600 people and advanced computer training to about 1,000,

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including many students at local schools. Most of those attending the classes are EC residents. At least 30 graduates have gone on to secure or retain jobs.

Employing a dozen people full time, the center is operated by Chittendon Community Television. Local residents are among the 50 volunteers who are trained to assist staff in running the center. Two EC residents have trained as interns for staff positions.

The Old North End Community/Technology Center is modeled on the South Bristol Learning Network, founded by John O'Hara in Bristol, England. Just after the Burlington Center opened, Mayor Peter Clavelle visited the facility to confer with O'Hara via the center's video hookup. The Bristol facility is also a business partner to the Old North End Center. The Burlington center has gained exclusive rights to sell O'Hara's comprehensive training program, "CyberSpace Workshop," in the United States and Canada. Center managers expect this software to become a valuable source of income in the future.

For more information, contact Brian Pine, Assistant Director of Housing, Office of Community Development, at 802-865-7232.

## **Charlotte's Web Spins Electronic Empowerment Charlotte, North Carolina, EC**

The Charlotte's Web Community Network and its partner organizations are busy building an electronic neighborhood for the EC. "We are bringing computers to people who are not part of the electronic culture," says Steve Snow, who manages Charlotte's Electronic Neighborhoods Program, or E-Nab. "People are going online to look for job openings, finding health information, and

e-mailing the city to get services for their neighborhoods. We're real excited about all this."

E-Nab is a collaboration of Central Piedmont Community College; Charlotte-Mecklenburg schools; the City of Charlotte; and Charlotte's Web, a 14-county regional online community network created in 1994. Eighteen neighborhoods currently participate. Volunteers act as information brokers, taking three, one-half-day trainings using E-Nab's donated computers. They then share their knowledge with others, who in turn share with others, initiating an ongoing chain of dissemination of computer skills and knowledge within the EC. "We're going to take all this information back to our communities," says Thomas Sadler, a member of the first class of 40 volunteers. "It doesn't stop here." Future plans call for the training of neighborhood association board members and block captains.

For more information, contact Steve Snow, Executive Director, Charlotte's Web, at 704-332-9920.

## **EC Is a Big Hit on Local Cable Columbus, Ohio, EC**

Advertising is the key to getting the word out about products and programs. That's exactly what the Columbus Compact Corporation, the official board for the Columbus EC, had in mind when it developed "Building Blocks," a cable television program. The program, created in 1996 through efforts of the corporation and Community 21 television, promotes activities, programs, personalities, and concerns of the Columbus EC.

Damon Mintor, an EC resident, hosts the monthly interview and call-in show, which has discussed microlending, gardening, community values,

and work-related issues. One show featured a roundtable discussion with local employers, the local Private Industry Council, and the county social services agency on promoting job creation in the EC. Future shows will focus on community organization, entrepreneurship, and neighborhood development. Volunteer efforts by corporation staff help offset the costs of producing the show.

Designed to increase community awareness of the EC concept throughout the Columbus area, "Building Blocks" has been so successful in promoting the EC that it was awarded the 1997 Pyramid Award for Best News and Public Affairs Show by Community 21 television.

For more information, contact Jerolynn Barbee, Columbus Compact Corporation, at 614-251-0926.

### **KCEP Radio: 10,000 Watts of Power, Unlimited Empowerment** Las Vegas, Nevada, EC

Every Friday morning from 9:30 to 10:00, residents of the Clark County EC can tune in to KCEP-FM 88.1 to hear a broadcast called "Economic Empowerment Into the 21st Century." What they learn in those 30 minutes empowers them in the way they need it most—economically.

Yvonne Atkinson Gates, Clark County's Commissioner, hosts the weekly show on community topics. Her guests include local business people and other community leaders who discuss topics as diverse as loan guarantee programs, redevelopment in North Las Vegas, childcare resources, and how to manage a microbusiness.

KCEP proposed the empowerment radio spot to Clark County government as a pilot program in



1996. "It was all about joining forces to create a new approach to the economic revitalization of the community," according to KCEP's General Manager, Sherman Rutledge, Jr.

KCEP began in the early 1980s with a grant from the U.S. Department of Labor and only 10 watts of power. Today it transmits with 10,000 watts of power and thousands of possibilities for empowerment.

For more information, contact Sherman Rutledge, Jr., General Manager, KCEP, at 702-648-0104.

### **Redevelopment Wires EC Homes for Computers** Pittsburgh, Pennsylvania, EC

When low-income homebuyers move into the new HOPE VI public housing units in the Manchester area of Pittsburgh, they will find that a different type of appliance comes with the deal—a computer. As part of the transformation of outmoded and deteriorated public housing under HOPE VI, all new or rehabilitated housing units will be wired to accommodate data as well as telephone lines. The Public Housing

# What Works!

Empowerment Zones and Enterprise Communities

Authority will loan computers to families that cannot afford them. For the market-rate homes in this new mixed-income community, a computer is included in the purchase price. There are plans to use the computers to test an innovative pilot program—a building management system that monitors the performance of heating, air conditioning, and other systems through the Internet.

The high-technology world of the Internet has arrived in the Pittsburgh EC in other ways as well. Residents can visit any of 16 community computer-access centers. The Hill House Community Access Network (HHCAN) is the designated project hub. At the centers, EC residents can use a range of computer components and accessories for their particular needs. HHCAN consults with those contemplating purchase of a personal computer on the type of equipment to select and how to install it. The network maintains a help line and conducts frequent public training sessions and workshops. More than 800 people have attended monthly orientation sessions.

“Pittsburgh has invested approximately \$300,000 in combined funds from various government sources,” says Dave Farley, grants and development officer in Pittsburgh Mayor Tom Murphy’s office. “New Beginnings Learning Center (a network computer site) is linked technologically and programmatically with the Three Rivers Employment Service on Pittsburgh’s North Side for videoconferencing.” Three Rivers is a major service provider for the city’s Pittsburgh Partnership, a publicly funded employment and training division.

Partners in these technological initiatives include the Pittsburgh school system, the Pittsburgh Supercomputing Center, Carnegie Mellon University, the University of Pittsburgh, and various city departments. Funding to expand the network came from \$177,000 in EC funds, \$300,000 from the U.S. Department of Justice’s Weed and Seed program, and from HUD’s HOPE VI funds.

For more information, contact Beverly Gillot, Coordinator, Pittsburgh EC, at 412-487-6808.

# Technology and Communications

## Rural communities

### **Rural Residents Receive High-Tech Hardware and New Skills** Greater Portsmouth, Ohio, EC

Through the President's Education Technology Program with the help of U.S. Customs and various other Federal agencies and military institutions, USDA has made 72 computers, with an estimated value of \$10,000 available to Greater Portsmouth EC schools. The EZ is dedicating an additional \$192,000 of its \$2.95 million EZ/EC SSBG funds for in-service computer training for teachers. More support for this program is expected—Greater Portsmouth has learned that it is eligible for funding under a State program that helps low-income communities obtain computers.

The initiative is designed to provide EC residents with the computer technology skills needed for the new millennium. It will make possible training in



word processing and other computer programs geared to help students in the job market. Other recipients of the donated computers include homeless shelters and a community development corporation.

For more information, contact Allen Turnbull, USDA EC Consultant, Greater Portsmouth EC, at 614-469-5400.



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### **Rural Economic Development Resources**

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

Web site: <http://www.ezec.gov>



# Available Publications

## Available Publications for Urban Communities

**Notice of Funding Availability (NOFA):** Published in the *Federal Register* and available upon request.

**Empowerment Zones—Rule for Round II Designation:** Published in the *Federal Register* and available upon request.

### **U.S. Department of Health and Human Services Guidelines for the Uses of EZ/EC SSBG Funds**

**Urban Application Guide:** This *Guide* offers specific instructions as to how urban communities should prepare their application for Empowerment Zone designation.

**Urban Application Forms:** Nomination for designation as an Urban Empowerment Zone (Parts I–IV): The *Application Forms* identify the eligibility information a community must submit to HUD or USDA to be eligible for Round II designation. Each set of forms contains certifications that the information provided is accurate and that the applicant will implement its Strategic Plan.

**Federal Programs Guide:** Provides a list of Federal Government programs available to distressed communities. Applicants can use this *Guide* to identify current or prospective Federal Government programs that can be used to help revitalize their neighborhoods.

**Strategic Planning Guide:** Provides a comprehensive overview of how to prepare a Strategic Plan, including a discussion of the planning process and the ways in which residents, community-based organizations, businesses, nonprofits, government entities, and others come together to create a shared vision for the future.

**Performance Measurement System Guide:** Provides communities with a “how-to” approach to establishing and implementing a performance measurement system. Performance measurement systems provide an organized process for gathering information to track how well programs and projects are meeting their goals, and then using that information to improve performance and report to interested stakeholders.

### **Internal Revenue Service Publication 954, “Tax Incentives for Empowerment Zones and Other Distressed Communities”**

**What Works! in the Empowerment Zones and Enterprise Communities, Volume II:** A compilation of successful projects from current Empowerment Zones and Enterprise Communities (includes contact names and telephone numbers).

**To request publications for urban communities, please call 1-800-998-9999.**

## **Available Publications for Rural Communities**

**Notice of Invitation to Apply:** Published in the *Federal Register* and available upon request.

**Rule—Rural Empowerment Zones Round II:** Published in the *Federal Register* and available upon request.

**Rural Application Guide:** This *Guide* offers specific instructions as to how rural communities should prepare their application for Empowerment Zone designation.

**Rural Application Forms:** Nomination for designation as a Rural Empowerment Zone (Parts I–IV): The *Application Forms* identify and contain the eligibility information a community must submit to USDA for Round II designation.

**A Guide to Strategic Planning for Rural Communities:** Leads communities through the process of establishing a vision, evaluating problems and opportunities, assessing their strengths and weaknesses, and setting goals and strategies.

**A Guide to Implementation and Benchmarking:** Helps rural communities turn their Strategic Plans into specific work programs and create performance measures to evaluate their own progress.

**Federal Programs Guide:** Provides a list of Federal Government programs available to distressed communities. Applicants can use this *Guide* to identify current or prospective Federal Government programs that can be used to help revitalize their neighborhoods.

**Internal Revenue Service Publication 954, "Tax Incentives for Empowerment Zones and Other Distressed Communities"**

**U.S. Department of Health and Human Services Guidelines for the Uses of EZ/EC SSBG Funds**

**What Works! in the Empowerment Zones and Enterprise Communities, Volume II:** A compilation of successful projects from current Empowerment Zones and Enterprise Communities (includes contact names and telephone numbers).

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# TERMS AND DEFINITIONS

<b>AFDC</b>	Aid to Families with Dependent Children
<b>CDBG</b>	Community Development Block Grant
<b>COPC</b>	Community Outreach Partnership Centers
<b>DoD</b>	U.S. Department of Defense
<b>ED</b>	U.S. Department of Education
<b>EC</b>	Enterprise Community
<b>EDI</b>	Economic Development Initiative
<b>EEC</b>	Enhanced Enterprise Community
<b>ESL</b>	English as a Second Language
<b>EZ</b>	Empowerment Zone
<b>GED</b>	General Equivalency Diploma
<b>HHS</b>	U.S. Department of Health and Human Services
<b>HOME</b>	HUD HOME funding program
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>JTPA</b>	Job Training Partnership Act
<b>NASA</b>	National Aeronautics and Space Administration
<b>SBA</b>	Small Business Administration
<b>SEZ</b>	Supplemental Empowerment Zone
<b>SSBG</b>	Social Services Block Grant
<b>USDA</b>	U.S. Department of Agriculture

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