Withdrawal/Redaction Sheet
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. paper	Sweet Auburn Club Street Market; RE: phone numbers [partial] (2 pages)	n.d.	P6/b(6)
002a. memo	HUD Memo; RE: DOBs/SSNs/phone/pager numbers [partial] (3 pages)	n.d.	P6/b(6)
002b. paper	North Yards Business Park; RE: phone numbers [partial] (1 page)	n.d.	P6/b(6)
003. paper	Sallie Adams Daniel; RE: DOBs/SSNs/phone numbers [partial] (2 pages)	n.d.	P6/b(6)
004. memo	From Caren L Solomon to Lynn Cutler; RE: SSNs/DOBs [partial] (2 pages)	05/08/1999	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20590

FOLDER TITLE:

Atlanta, GA [2]

2012-0043-S
ms205

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Instructions

At [illegible] checklist for president on CRA accomplishments more than what's in packet

Following 3 points

memo to president

no readings on returns

NEW MARKETS – MAY 11 CEO ROUNDTABLE AND TRIP TO ATLANTA
TO DISCUSS WITH GENE

Bio's for President [illegible] to include [illegible] they've done

PROGRAM
(see attached)

PAPER

- Verbiage for Backdrop and Press (Melissa working on with Janenda)
- Press Paper for Full Day of Events (draft version will be ready for meeting)
- Talking Points for Gene's Pre-Briefing of CEOs (working on)
- List of CEOs and bios (OPL is collecting)
- 2-3 pager on New Markets initiative (Brian will help format to look better)
- Information packets for CEOs at meeting
  - Background on New Markets Initiative (3 pager, what else)
  - Press Paper
  - 1 Pager on the Adminsitration's accomplishments - more to do
  - 1 pager with statistics on untapped markets (Carl is preparing)
- Briefing Book (what does POTUS generally expect?, what will Gene expect?)
  - Backgrounds on CEOs
  - Complete Package that CEOs will receive
  - Background on Atlanta roundtable participants and vendors on tour
  - Script for Roundtable
- Speeches/Remarks (We expect a draft for review from speechwriting on Sunday)

Background for President - on New Efforts as well like new commitments

no script

~~no [illegible]~~

~~[illegible]~~

just a [illegible]

~~notes on different people~~

John-Jackson

John-George

OTHER

John Lewis (phone call)

Atlanta roundtable issues - Check w/ Counsel

John Corzine (running for office) - will probably announce on Wednesday)

HUD Report - no [illegible] for overall initiative, not just urban, needs [illegible]

- [illegible] trip - [illegible] Secretary of Commerce [illegible], taking a delegation of Congress members and CEOs

Need to give date - [illegible], & Stephanie

Package to send Monday

Not [illegible] Gene - discuss about overall [illegible] [illegible]

Investing in America's Untapped Markets

1 page

Press Package

– 1 page announcements – this challenge called for page 6 to
most , bi partisan focus
April efforts
mention ~~micro~~-enterprise
recently passed – NM legislation

– CEOs

– back ~~up on NM~~ ground on New Markets

– Clinton Conclusions on Community Development
CRA
CDFIs

– New Initiatives
Continued CRA support

Something that says why are you just showing this year

May 11 – New Markets Initiative
PROGRAM FOR VISIT TO SWEET AUBURN MARKET IN ATLANTA EMPOWERMENT ZONE

LEGISLATIVE ISSUES TO ADDRESS

Drafting of the tax credit piece – Treasury/Rangel

Proposed June event: we need to get the scheduling request in

_________________________Issues

Schedule
Number of Folks at Roundtable
Official Greet at Airport

Officials to attend
John Lewis – Congressperson for Atlanta (very likely for him not to be there)
Mayor James Campbell

Official Greeting – Mayor to meet

1:30 Arrival in Atlanta

2:05 to 2:10 Briefing with Councilwoman
2:15 to 2:40 Tour of Vendors led by Ruby Jones, Director of Center – stopping at 5 or 6 vendors, moving through aisles
(President in Front, with Elected Officials, CEOs, Cabinet secretaries staggering behind)
13 CEOs expected to

City Council Debbi Starr, Mayor Campbell, Govenor Daniels on tour

(others being seated at

2:40 Horse Shoe – Casual Setting 3 benches or chairs, no tables (8 participants with President – 3 or 4 vendors, 3 people from multi-gender, multi-racial, multi-generational)

Cabinet and others in (unobstructed) viewing area – Microphone capability for questions or if President wants someone to say something) seated 45 degrees from right

Maybe local CEOs to be involved in roundtable

Verbiage --- Backdrop , natural setting is good, there is the market behind him, don't need, there is a sign for George Paddell through Tom Janenda

Expanded press pool (local and national) about 35 feet away 4 cameras from Atlanta,

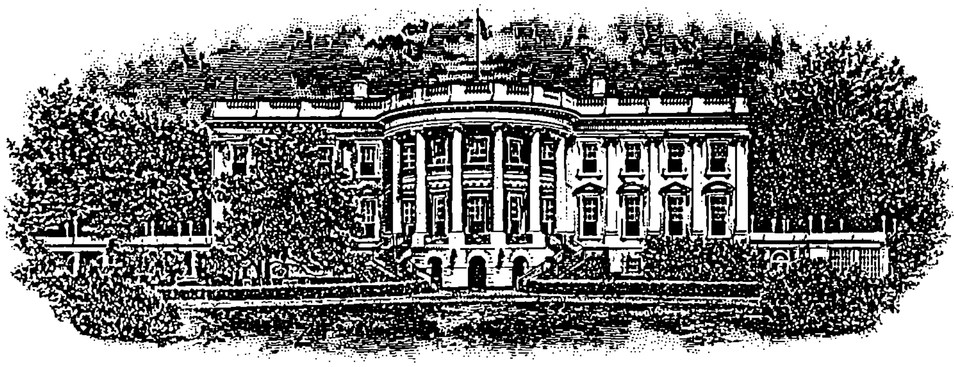
For roundtable – Lewis or Governor as moderator

Departure 3:50
Cabinet Affairs – Cuomo, Alvarez (not nailed down), Gene Glickman (save for different trip); Slater it's up to him

Rubin and Herman and Daley won't be on trip

Motorcade to Hartsfield (names to Brian
Americorp kids to Tarmac (7-809) on Departure

Bill 7-9486



THE WHITE HOUSE

LISA GREEN
SENIOR ADVISOR
NATIONAL ECONOMIC COUNCIL
202-456-2803 (ph)
202-456-2223 (fax)

TO: JULIE GOLDBERG

PHONE: 6-6201

FAX: ____________

DATE: ____________ PAGES TO FOLLOW: ________

COMMENTS: ____________

FAX 708 4087 CEOS

SWEET AUBURN CURB STREET MARKET
209 Edgewood Avenue

Background

The Sweet Auburn Curb Street Market (formerly the Municipal Market) has been operating since 1923. It originally began as an open air market in 1918 until the Atlanta Women's Club transformed it into an enclosed structure. The market is located in the City's historic Sweet Auburn area, the City's first African American commercial district, and also is part of the City of Atlanta's Empowerment Zone.

The market was in disrepair in 1992 when the City applied for a Section 108 loan guarantee in the amount of $4,980,000 to refurbish the facility including correcting existing code violations, replacing major building systems, restoring the facade and expanding the facility's rental space. In 1992, the market's manager described the facility in this way:

> "...if you drive or walk by the Municipal Market it looks like a warehouse, possibly abandoned. Where there were once storefronts are now concrete block walls, and windows have been bricked over. Banks of doors have been reduced to just a few, making entrances look like those into a bunker. Trucks that cannot utilize the loading dock visually block the remaining entrances. Razor wire tops the canopies, with many sections broken off. And there is little signage proclaiming what is going on inside this rundown building, nor that there is parking lot just behind it for its customers."

Economic Development at the Market

There are approximately 24 businesses currently located within the market with total space for approximately 35 businesses. Businesses include produce vendors, a florist, a garden center, meat market, seafood market, grocery store, and various restaurants. Eight of these businesses have been directly assisted with EZ money: Earthworks, Southcity Cuisine, Afrodish Restaurant, Seacoast Restaurant, Sweet Auburn Bread Co., Kaffee Shop, Sign Shop, Naqshi Johan, Inc.

According to Ruby Jones, the Sweet Auburn Curb Market Property Manager, the market has experienced an increase of approximately seven vendors and approximately 30-40 jobs since 1994.

Businesses within the market are encouraged to hire residents from the surrounding EZ neighborhood, which includes several public housing buildings. Businesses within the market have received tax credits for hiring EZ residents. Individual success stories include the property manager's receptionist, previously a welfare recipient, who has been employed at the market for one year this month. A mother of five, the receptionist is now preparing to buy her first home.

HUD Report

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. paper	Sweet Auburn Club Street Market; RE: phone numbers [partial] (2 pages)	n.d.	P6/b(6)

COLLECTION:
Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20590

FOLDER TITLE:
Atlanta, GA [2]

2012-0043-S
ms205

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

[001]

Two different sets of business owners in particular have successfully moved from owning one to two businesses at the market:

- Sonja and Robert Jones own SouthCity Cuisine and Sweet Auburn Bread Company. The businesses employ 6 people with occasional assistance by Mr. Jones and their son. The projects were assisted with Empowerment Zone funds that financed equipment purchase and leasehold improvements. Mrs. Jones, a professional Chef trained at the Culinary School of America in New York, was initially the owner of the SouthCity Cuisine, a Southern style restaurant that count among its clientele, the employees of the adjacent Grady Hospital, Hugh Spaulding Childrens Hospital, residents of the Grady Homes and the remaining community, when she learned of a second business opportunity. In late 1997 she assumed ownership of Sweet Auburn Bread Company.

  (404) 525-8900 (SouthCity Cuisine)
  (404) 525-2253 (Sweet Auburn Bread Company)

- Mr. Rajesh Naik is the owner of two businesses within the market, Blimpie's & Market Pharmacy. Mr. Naik was educated in Bombay, and came to this country with only $10 in his pocket. His goal was to achieve the American Dream. He and his wife work extremely long hours, over 100 hours a week each, to assure their dream. Prior to locating in the Sweet Auburn Curb Market, he was the proprietor of 5 other Blimpie's. While driving through the Sweet Auburn area, Mr. Naik recognized that the area was under served in the pharmaceutical area. However, he recognized that in order to begin a successful Pharmacy, he would first have to use his knowledge, expertise, and Blimpie's franchise to pave his way. To this end he opened his 6th Blimpie's franchise in the Sweet Auburn Market. Recently, he was able to open The Market Pharmacy. Mr. Naik stated that he believes in conducting his own market study; interview individuals in the area in order to provide the needs and services that people want and need. Mr. Naik is a firm believer in the American System and believes that hard work and perseverance will be rewarded. In addition to his wife and himself, the two businesses employ 6 employees, some of whom are residents of the surrounding neighborhoods. The improvement to the Market financed through the Section 108 and the Empowerment Zone provided an incentive for him to locate his businesses there.

  (404) 524-9999 (Blimpie's)

  P6/(b)(6)

Community Activities at the Market

In addition to handling the marketing and leasing for the market, the market property manager, Ruby Jones, coordinates community events such as twice a year voter registration drives (estimated 200-300 voters registered), cooking demonstrations, and educational tours for children (approximately 400 children participated in a tour within the last month).

Funding Sources

HUD SOURCES	AMOUNT	USE
CDBG (multiple year funding)	$1,400,000	site improvements, commercial rehab
Section 108 (FY93)	$4,980,000	commercial rehab
Section 108 (FY96)	$500,000	commercial rehab
Spec. Purpose Grant (early 90s)	$1,000,000	commercial rehab, operating expenses
EZ (1998)	$450,000	grants to businesses for equipment

Contact Information

Ruby Jones - Market Property Manager, 404-659-1665
John Perry - P6/(b)(6)
Genie Taylor - Joe D'Agosta's office, P6/(b)(6)

Municipal Market Company-Rent Roll May 1999

MAIN FLOOR

Booth	Tenant	Eff Date	Bth SF	#4010 Bth Rnt	#4012 Clr Rnt $15.00	#4012 C/Fr Rnt $17.50	#4013 Frz Rnt $20.00	#4014 Strg Rnt $5.00	0.02941 #4018 Water $30.80	0.01949037 #4019 Gas	#4017 Elec Bill $8,917.97	Monthly Total	Beg Bal	Grand Total	Paid in May	New Bal
101	Vacant		1,745	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
102	Vacant		320	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
103	Vacant		405	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
104	Vacant		415	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
105	~~AAA Tropical Mkt, J Teasebaugh~~	~~15-Sep-98~~	~~345~~	~~$600.00~~	~~$0.00~~	~~[illegible]~~	~~[illegible]~~	~~[illegible]~~	~~[illegible]~~	~~[illegible]~~	~~[illegible]~~	~~[illegible]~~	~~$0.00~~	~~$600.00~~		~~650.00~~
106A	Vacant		475	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
107	Roy's Poultry Market, Inc	11-May-95	980	$3,504.32	$158.75	$0.00	$211.67	$0.00	$78.21	$33.87	$148.25	$4,133.07	$0.00	$4,133.07		4133.07
109	Selective Services Inc, Roger Nak	17-Dec-97	645	$2,000.00	$58.33	$0.00	$0.00	$0.00	$77.00	$30.00	$300.00	$2,465.33	($1.67)	$2,463.66		2463.66
110	Earthworks, Debra Spights X	01-Apr-99	267	$300.00	$0.00	$0.00	$0.00	$0.00	$15.00	$10.00	$75.00	$400.00	$0.00	$400.00		400.00
111	Vacant		520	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
112	Vacant		610	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
113	Seng Xue Lee dba Chicken Farm	01-Nov-95	468	$1,673.00	$105.00	$0.00	$83.33	$0.00	$37.02	$21.57	$151.08	$2,056.00	$0.00	$2,065.00		2056.00
114	Cho's Produce Market	01-May-97	520	$1,500.05	$170.00	$0.00	$0.00	$0.00	$32.00	$20.00	$100.00	$1,822.05	$0.00	$1,822.05		1822.05
115	Vacant		579	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
116	FWI YI Produce Stand	01-Feb-98	533	$888.33	$150.00	$0.00	$0.00	$0.00	$32.00	$20.00	$100.00	$1,180.33	$664.31	$1,854.64		1854.64
117	Charles Benson Tapes	01-Feb-99	260	$175.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$25.00	$200.00	($200.00)	$0.00		0.00
118	Wood Creations, Paul Andrews	01-Mar-99	320	$175.00	$0.00	$0.00	$0.00	$0.00	$15.00	$10.00	$25.00	$225.00	$0.00	$225.00		225.00
119	FOOD COURT		0	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
120B	J & S Meats Insuk Chang	01-May-98	655	$1,819.00	$150.00	$0.00	$0.00	$0.00	$83.00	$50.00	$300.00	$2,404.00	$8,609.40	$11,013.40		11013.40
121	Sandy Lee Hong	22-Jun-95	527	$1,792.24	$325.00	$0.00	$0.00	$59.58	$14.45	$20.67	$121.51	$2,333.45	$0.00	$2,333.45		2333.45
122	Pork Market, chicken #2 Sang Kun Lee	11-May-95	613	$2,500.00	$350.00	$0.00	$0.00	$0.00	$125.00	$80.00	$175.00	$3,230.00	$0.00	$3,230.00		3230.00
123	Sun Ha [illegible] Produce	01-Oct-98	599	$600.00	$100.00	$0.00	$0.00	$0.00	$15.00	$20.00	$50.00	$785.00	$0.00	$785.00		785.00
124	S.H. Chang	11-May-95	566	$2,125.00	$220.00	$0.00	$0.00	$0.00	$45.17	$38.51	$173.01	$2,601.69	$0.00	$2,801.69		2801.69
125	Southern Cuisine, Sonya Jones X	18-Nov-97	416	$1,200.00	$0.00	$0.00	$0.00	$0.00	$60.00	$50.00	$200.00	$1,510.00	$0.00	$1,510.00		1510.00
126	Afrondish Restaurant, Vincenza & X	01-Sep-97	416	$1,494.79	$58.33	$0.00	$0.00	$0.00	$50.00	$73.85	$150.00	$1,828.97	$18.58	$1,845.55		1845.55
127A	The Great King Rest Ester Byrun	01-Nov-98	416	$600.00	$125.00	$0.00	$0.00	$0.00	$150.00	$50.00	$200.00	$1,225.00	$0.00	$1,225.00		0.00
128A	Wok (moved out 1-15-99)mole X		416	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$2,790.00	$2,790.00		2790.00
128B	Seafood Rest Elena Jones X	01-Jun-99	416									$0.00	$0.00	$0.00		
129	Mary Ann Gatlin dba Gatlin's Flowers	NA	378	$368.98	$0.00	$0.00	$0.00	$0.00	$0.00	$14.73	$20.51	$404.20	$587.16	$991.38		991.36
130A	Chul Produce Market No 2	01-Jun-98	416	$900.00	$0.00	$0.00	$0.00	$0.00	$30.00	$20.00	$100.00	$1,050.00	$0.00	$1,050.00		1050.00
131	Sweet Auburn Bread Co Sonya Jones X	05-Nov-97	605	$1,875.00	$133.00	$0.00	$0.00	$50.00	$77.00	$50.00	$200.00	$2,185.00	$0.00	$2,185.00		2185.00
132	Vacant		320	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00		0.00
133	Emray Inc dba G&V Supermarket	01-Aug-95	5,242	$4,500.00	$0.00	$0.00	$0.00	$0.00	$61.80	$25.20	$788.34	$5,375.14	$0.00	$5,375.14		5375.14
134	Angel Speaks Pat Jones	01-Dec-98	340	$500.00	$0.00	$0.00	$0.00	$0.00	$15.00	$10.00	$25.00	$550.00	$0.00	$550.00		550.00
135A	Kettle Shop, Harriet Macon X	01-Sep-97	682	$750.00	$0.00	$0.00	$0.00	$0.00	$30.80	$0.00	$100.00	$880.80	$25.80	$906.60		506.60
Bsmt	Sign Shop X	08-Apr-99	938	$300.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$50.00	$350.00	$0.00	$350.00		350.00
Bsmt	Hayashi Jabaz, Inc John Handley X	01-Mar-99	800	$400.00	$0.00	$0.00	$0.00	$0.00	$10.00	$25.00	$75.00	$510.00	$0.00	$510.00		510.00
	TOTAL		23,978	$32,540.69	$2,098.41	$0.00	$295.00	$109.58	$955.25	$673.40	$3,700.71	$40,373.04	$12,493.58	$52,866.82	0.00	51641.82

(X= EMPOWERMENT ZONE TENANT)

FLEA MARKET

Booth	Tenant	Rent	Monthly Total	Beg Bal	Grand Total	Paid in May	New Bal
#1	FIK Enterprises	$165.00	$165.00	$0.00	$165.00		165.00
#11	King BB Que	$175.00	$175.00	$0.00	$175.00		175.00
		$0.00	$0.00	$0.00	$0.00		0.00
#9	Image Plus	$200.00	$200.00	$0.00	$200.00		200.00
	TOTAL	$560.00					
			40933.04	12493.58	53051.62	0.00	52201.82

Prepd May	200.00
PARKING	
Sec/Dep(128E	
PAY PHONE	
CONNESSIO	
WESTERN U	
COMPRESSE	
MARTA(Stock	
Prepd June	

S&W International Foods Uses SBA Loans To Expand Production; Add New Workers

ATLANTA, Ga. - After getting several long-term contracts, Jason Slaughter recently used two SBA guaranteed loans from Heller First Capital Corp., to add new plants and equipment at his company which manufactures a unique line of frozen biscuits and cut and repackage meat products for the foodservice and retail industry.

"These SBA loans were extremely important," said Slaughter who spent 8 years with Kraft Foods in executive and quality management. "The level of support received from the SBA and Heller has allowed my company to grow significantly and meet its contract obligations."

Earlier this year, Slaughter's company, S&W International Food Specialties (IFS) secured contracts with PYA Monarch (Sara Lee Corp.), HomeAde Foods and a supply agreement with America's Favorite Chicken (Church's & Popeyes) to supply a new line of frozen biscuits and beef products to these companies. The IFS biscuits come in a variety of flavors including Southern Style, Buttermilk, Honey Buttered Drop Style, Jalapeno Drop Style, and Garlic Cheddar Drop Styles. The biscuits are manufactured at a 35,000 square foot plant in Forest Park, Ga., and distributed to retail and foodservice markets.

Slaughter's company will be supplying over 2.9 million pounds annually of cut and repackaged beef products which are being manufactured and distributed out of two USDA approved plants at Forest Park and Lake City, Ga.

Working with other distributors, IFS is selling its biscuits to WalMart, Publix, Kroger, and Bi-Lo, according to Slaughter who has a degree in Chemistry & Biology from LaGrange College, LaGrange, Ga.

"We also have our own house-brand of biscuits called 'Miss Marcile's' Biscuits, "he said.

IFS used its most recent $730,000 SBA-backed loan to buy the USDA approved plant building in Lake City, Ga.

At Lake City, IFS produces its line of meat products which include cubed steaks, stew beef, T-Bone, Rib Eye and Porterhouse steaks, filet mignon, and ground beef under its new contract with PYA Monarch, a $4.5 billion division of Sara Lee. The plant, in metro Atlanta, is equipped with six large freezer rooms, with total capacity of 14 million pounds of meat.

"With these new contracts, our employment is going from 12 to about 40 full and part-time employees," said Slaughter who also gained food production experience with the Pillsbury Co. Several of the new IFS employees are former welfare recipients who are part of Georgia's 'WorkFirst" program, he noted.

A national SBA goal is to encourage companies, like IFS, to hire employees under various Welfare-to-Work programs.

Slaughter's company, established in 1996, has another division, SCAI Adhesives, which distributes adhesive supplies for packaging used by food manufacturer. This division recently entered into an alliance with Henkel Adhesives, a German company that is one of the world's largest adhesive manufacturers.

Prior to its SBA-backed loans, IFS was producing its meat and biscuit products at the one plant in Forest Park and shipping dry goods out of the Decatur facility. The Heller financial package, including some monies for working capital, was made over the past two years. It allowed the company to add the second plant and eliminate the daily conversion of its production process at one facility.

"Our two SBA-backed loans gave us longer terms on the pay-back, with good interest," explained Slaughter. "And the paperwork was no problem."

A native of Henry County, Slaughter is a graduate of Morrow High School. After graduation from LaGrange College, he earned an MBA in Strategy & Marketing from Pepperdine University in Malibu, California.

Slaughter is a member of the National Minority Suppliers and Development Council, and the Atlanta Chamber of Commerce. His company takes part in the annual DeKalb County Feed the Hungry Christmas program as well as the one in Atlanta. IFS also supports local firemen and police charity drives.

For additional information, contact Jason Slaughter at 404/289-2790.

Itinerary

8:45-9:10am CEO Briefing with Cabinet Members (Roosevelt Room)

8:45-9:10am Pre-brief POTUS (Sperling)

Option: *If POTUS is running late Sperling begins (open, welcome) CEO briefing.*

9:15-10:30am POTUS-CEO Roundtable (Cabinet Room)

Participants: POTUS, VP, CEOs
Note: Cabinet seated behind

10:40-11:00am Rose Garden Announcement

11:00am Depart WH

Note: In Motorcade with CEOs (can not helicopter, too many CEOs)

11:40am Depart Andrews

1:30pm Arrive Atlanta

Note: Welcoming Committee: Mayor and other electeds (both Ds & Rs and mostly airport representatives and statewides)

1:55pm Arrive Sweet Auburn Market

2:00-2:05pm Briefing by local Councilwoman Starr

Note: She was the architect behind the Sweet Auburn Market and it is her district

2:10-2:40 POTUS tour of Sweet Auburn Market

Note: The President lead by Ruby Jones (The Director of the Market) walks out and after National picture is taken (only President and Jones) he is rejoined by CEOs, Cabinet, and Elected Officials staggering behind. They walk down aisle of market with the President stopping at 1 or 2 vendors that have an especially good Clintonesque story.

2:45-3:45pm POTUS Roundtable

Note: Mayor (if okay with Governor) will moderate the roundtable, which will include 3 vendor owners from the market, 2 residents of the EZ who have benefited from economic development, and 2 welfare to work people. The CEOs, the electeds, and the Cabinet will *be in a close-by-viewing space. There has been talk of an open microphone and that the President may want to direct a question to a CEO. Also has been talk of including any of the Atlanta based CEOs who have had some involvement with the EZ.*

Format: Outside under a white tent that connects to the Market building. Very informal, no table, but a semi-circle of chairs, stools, or benches.

3:45pm Depart for Airport

4:00pm Arrive Airport

Note: Greeted by Americorp Kids

4:20pm Arrive Andrews

May 11 – New Markets Initiative
PROGRAM FOR ROUNDTABLE AT SWEET AUBURN MARKET IN ATLANTA EMPOWERMENT ZONE

Time: 2:45 to 3:45 PM

Press: Open

Participants: The President
We are waiting on confirmation for other participants. Jackie's team along with the Director of the EZ, and a Caron Solomon from the Mayor's office are on the Ground, working up a list of options for us to confirm tomorrow. They have been instructed to give us approximately 12 names to choose from to create a roundtable of 9 or 10 individuals. They will include EZ residents, EZ employees (hopefully with some link to welfare to work), EZ business owners (including at least 1 or 2 of the market vendors), representatives from a local company or business that has invested in the EZ.

Order and Format of Program: The President will give opening remarks and a dialogue will ensue.
Mayor Campbell has been proposed as the moderator, pending confirmation on the Governor's attendance.
The roundtable will be seated casually in a horseshoe with no tables.

Seating/ Audience: The CEOs, Cabinet Members and elected officials will be seated about 45 degrees to the right of the President in a viewing area. There will be microphone available to the group, if the President chooses to call on one of them to comment. White House and agency staff will be seated in the round.

CEO participants
comments we want?
"we invested in zone"
we are doing good by doing well
paying people; creating jobs

Ruby Jones shines at Sweet Auburn Curb Market

By Veronica R. Johnson
For the Journal-Constitution

Bright, inviting colors, both inside and out, at the Sweet Auburn Curb Market lure customers in, and vibrant people like Ruby Jones keep them there.

Jones is the property manager for the market, located at 209 Edgewood Ave. in Atlanta. She is an energetic woman who loves the day-to-day challenges she encounters on her job.

Originally from Knoxville, Tenn., Jones says she always wanted to live in Atlanta and moved here in 1969. She has been involved in many facets of residential property management and has her CPN designation and Georgia Real Estate license.

"The company I used to work for managed the market and in the fall 1998 the board of directors asked me if I wanted to work directly for the market," says Jones. "I started working here last September and I just love it."

Attracting new businesses, meeting and developing relationships with neighborhood residents, and embracing the various cultures in the downtown area are all part of the job for Jones. "It's a totally different business than anything I've been in before because I have always done housing, but I love the challenge here," Jones says.

With the resurgence of the downtown area, the market is changing its vendor mix to offer more services and to service the new residents downtown. "Since we are in the empowerment zone, I encourage the vendors to hire residents from the neighborhood," says Jones.

Jones moved to Buckhead when she first came to Atlanta, but she relocated to the downtown Atlanta area in 1993 and has lived there ever since.

"I'm very involved with what's going on downtown," says Jones, who is the volunteer coordinator for the Atlanta Downtown Partnership. She is also on the board of directors of the Midtown Assistance Center.

In 1997, Jones founded the Men's Clothes Closet, located at the Atlanta First United Methodist Church at 360 Peachtree St.

The organization, which served 845 men in 1998, helps the working poor by providing them with clothing for interviews and work, as well as helping them obtain identification.

As the property manger for the Sweet Auburn Curb Market, Jones' many duties include leasing, marketing and coordinating events at the market, which have included voter registration drives, cooking demonstrations, educational tours of the market and food drives.

She says that funding for the market comes from grant money. "I've been real fortunate because the One Stop Capitol Shop and the Empowerment Zone have been very generous to the market with grants.

"We sponsor a lot of different programs that encourage neighborhood purchasing," says Jones. Looking ahead, she also said the market is going to be one of the designated places involved in the Buy Atlanta program.

LEITA COWART/Special

Ruby Jones holds a bouquet of paper flowers from a vendor who has been in business since 1923.

Ruby Jones

More on page 14

Atlanta Journal Constitution

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002a. memo	HUD Memo; RE: DOBs/SSNs/phone/pager numbers [partial] (3 pages)	n.d.	P6/b(6)

COLLECTION:
Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20590

FOLDER TITLE:
Atlanta, GA [2]

2012-0043-S
ms205

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

HUD Memo

[002a]

Tricia Donegan, Owner, Eureka Restaurant

P6/(b)(6)

Work Phone (404) 588-0006

P6/(b)(6)

is a resident

One of three partners that own Eureka, a restaurant that opened in the Empowerment Zone in November 1998. She received technical assistance from the Atlanta One Stop Capital Shop (OSCS) in putting together her business plan. There are 20 total employees with half being EZ residents. She uses the Empowerment Zone Wage Tax Credit for the EZ employees. The partners also own a restaurant in another low-income East Atlanta neighborhood. It is the philosophy of the partners to invest in revitalizing areas and to reach out and hire local residents. The renovation of the Fulton Bag and Cotton mill was a key t their decision to locate in the neighborhood.

Yes

David Sherman, President, United Water

DOB
SS#
Home Phone (404)
Cell Phone (404)
Pager Number (404)
Work Phone (404)

New Jersey

No

United Water was the winner of the competition to own the city's water system, the largest private water system in the country. As part of its winning bid, United Water committed to locate its regional headquarters in the EZ. Company officials will offer employees $1000 in down-payment assistance to locate in the EZ. United Water is also committed to hiring a least 20% of its employees from the EZ and they will utilize the EZ Wage Tax Credit for those employees.

Louis Evans Brown, President or John Aderhold, Chairman,
Aderhold Properties (Developer of the Fulton Bag and Cotton Mill in the EZ)

Louis Brown

P6/(b)(6)

Work Phone (404) 526-9800

John Aderbold
Chairman
DOB
SS#

P6/(b)(6)

Cell Phone
Pager Number
Work Phone (404) 526-9800

Aderhold Properties is the developer of the Fulton Bag and Cotton Mill project, one of the marquis projects helping to revitalize the Atlanta EZ. The project is comprised of 206 loft apartments of which 83 are rented by low-and moderate income persons. The projects used a $1 million EZ loan to leverage a $10 million HUD Section 221(d)4 loan, a $400,000 City of Atlanta Loan and over $6 million in Historic Tax Credits and Low-Income Tax Credits. This project has anchored a flurry of redevelopment in the surrounding area including the Eureka restaurant which is referred to above. The Chairman and President will state that the project was not possible without the various forms federal assistance.

Kenneth Daniel Bleakely, President
North Yards Business Park, LLC

P6/(b)(6)

Important to Secretary

221(D)(4)

Yes

Pager Number
Work Phone (404) 524-2672

The Atlanta EZ recently announced a $5 million dollar loan to North Yards Business Park, LLC to develop an industrial park in the EZ. The Empowerment Zone loan made the project possible. The project also received a $500,000 Brownfields Economic Development Initiative grant and associated $500,000 HUD Section 108 loan to help develop the project. Coca Cola has already purchased over 10 acres at the site which will be ready for building in November/December 1999. North Yards LLC has made a commitment to get its infrastructure contractors to hire 50% EZ residents and also has set a target of having park tenants hire 50% of their employees from the EZ. The businesses would use the EZ Wage Tax Credit for EZ residents hired.

Welfare to Work Stories

Ms. Brenda Lee

DOB
SS#
Home Phone (404)

Pager Number (404)
Work Phone (404) 853-7485

She coordinates the Atlanta EZ welfare-to-work initiative which if funded by the State Department of Family and Children Services. P6/(b)(6) P6/(b)(6) She is deeply committed to working with mothers with small children so they can enter the workforce and break the dependency n welfare.

Joann Jason
Chair of Master Board
community empowerment

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
002b. paper	North Yards Business Park; RE: phone numbers [partial] (1 page)	n.d.	P6/b(6)

COLLECTION:
Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20590

FOLDER TITLE:
Atlanta, GA [2]

2012-0043-S
ms205

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

[0026]

NORTH YARDS BUSINESS PARK
(project bounded by North Avenue, Northside Drive,
Jones Avenue, and the Norfolk Southern Railroad line)

Overview

Located in the Atlanta Empowerment Zone, the 55-acre North Yards Business Park will be developed and owned by a limited liability company (LLC). The three partners representing the LLC are ADA (the official redevelopment agency of the City of Atlanta), Antioch Urban Ministries, Inc. (a non-profit), and COPA, Inc. (a private non-profit corporation created by the downtown business community to facilitate development within the area around Centennial Olympic Park). The project site envelopes the Herndon Homes public housing project on three sides.

The total development cost of the project is estimated at $25 million. Section 108 funds will be used to demolish dilapidated structures north and east of Herndon Homes, thereby removing blight and providing site preparation and infrastructure improvements to enhance the attraction of the North Yard Business Park tenants. BEDI funding will be used for environmental remediation. Blighted conditions directly to the south will be turned into a parking lot and other areas immediately to the north and south of Herndon Homes will turn into a mix of uses containing replacement housing, community facilities and a job training center. These efforts will be partially funded by an EZ grant.

Targeted companies for the business park include: light manufacturing, assembly, food preparation, data processing, medical products, exhibit manufacturing, sports equipment and apparel, and back office operations. When completed, the project is expected to employ 1,000 individuals. Approximately $85-$100 million in private investment is expected to be stimulated from the initial project investment.

The groundbreaking occurred on March 9, 1999.

HUD SOURCES	AMOUNT	USE
Section 108 (FY99)	$500,000	demolition, infrastructure
BEDI grant (FY98)	$500,000	environmental clean-up
EZ (announced 3/9/99)	$5,000,000	land acquisition, relocation, clearance, multi-purpose center, child care center
Atlanta H.A.	$600,000	demolition of 200 condemned units

Contact Information

John Perry - P6/(b)(6)
Genie Taylor - Joe D'Agosta's office, P6/(b)(6)

Atlanta Empowerment Zone

Strategic Vision for Change: Summary of Strategic Plan

The EZ Strategic Plan identifies four major categories of need expressed as key principles of economic opportunity and sustainable community development:
- expanding employment and investment opportunities
- creating safe and livable communities
- lifting youth and families out of poverty
- providing adequate housing for all

Community development strategies established six urban village centers which currently serve as focal points to support neighborhood commercial and business enterprises and residential redevelopment. The Zone plan expounded upon the support of these centers and focused attention on those areas undergoing economic revitalization. In the area of workforce development, a comprehensive job training program was established which utilized universities, colleges and technical schools to promote upward mobility. Businesses have been assisted through promotional tools, entrepreneurial initiatives, and one-stop-shops for small business expansion and new business development .

Access to capital has been facilitated through programs such as tax credits, bond financing, revolving loan funds, property tax abatement, impact fee waivers and commercial area development, as well as through the formation of community development financial institutions and the Atlanta Community and Individual Investment Corporation.

Housing opportunities have been increased and upgraded through homeownership programs, mortgage assistance, new construction and rehabilitation. Rental housing opportunities have included the revitalization of large public housing properties with related efforts to support resident self-sufficiency.

Public safety has focused on community policing and citizen involvement, with new programs for computer information systems and youth violence intervention. Wide-ranging infrastructure improvements as well as environment and ecological initiatives have been realized and implemented throughout the Zone. Health programs have been established to focus on substance abuse problems particularly with youth and education in the Zone has been enhanced by new partnerships and new approaches to learning.

Summary of Governance

The Atlanta Empowerment Zone Corporation (AEZC) is a 501(c)(3) corporation that is independent from the city. The Mayor acts as chair and appoints 11 of the AEZC Executive Board's 17 members. The other six citizen appointments are made by the Community Empowerment Advisory Board (CEAB). The chair of the CEAB serves as vice-chair of the AEZC. The AEZC acts as both the policy-making body and the fiscal agent for the EZ. It entered into a cooperative agreement with Atlanta's Department of Housing and Community Development to maximize the use of funds and share program administration.

The CEAB's 36-member board consists of one representative from each of the 30 EZ neighborhoods and six representatives from other stakeholder groups. The CEAB plays an integral role in its function as an advisory body to the AEZC and in providing many other services to the community. It also plays an implementing role in executing program activities.

Atlanta has engaged its 230 neighborhoods, grouped as neighborhood planning units, in its comprehensive planning process for years. This mechanism was employed in forming the Zone Community Empowerment Board, which developed the EZ strategic plan by involving nearly 300 entities. It continues to provide linkages to such initiatives as the Atlanta Project and appeals to the Atlanta business community to invest in the inner city.

As the EZ continues to implement its revitalization strategies, both the CEAB and the AEZC are utilizing tools such as resident surveys, technical assistance and training to tap community resources and remain responsive to resident priorities and sentiments. Efforts such as the public safety survey and the Zone Asthma Project are examples of how community-based partnerships are building community input into program design and implementation. Funds have also been allocated to keep residents informed of activities occurring in their neighborhoods through both town hall meetings and leadership training seminars.

Progress on Selected Activities

United Water - In August, 1998, the City of Atlanta selected United Water, to provide utility service its citizen. Through an unprecedented commitment to the Atlanta EZ, United Water has decided to locate its regional headquarters in the Zones and support the EZ through a number of financial and business commitments. These commitments include:

- A goal of hiring Zone residents for 20% of open positions;
- Support of businesses through a contribution of $100,000 per year through its first five years of contract with the City. This funding can be used as seed money for business start-up;
- Relocation assistance to any employee who agrees to purchase a home and reside in the Zone; and the
- Creation of an Empowerment Zone School Program, modeled after the successful partnership with Arlington High School in Indianapolis, IN.

North Yards Business Park - This project, spearheaded by Centennial Olympic Park Area (COPA) —a partnership between the City of Atlanta, the Atlanta Development Authority, the Atlanta Housing Authority, COPA, Inc. and Antioch Baptist Church North—is estimated to create 1,500 to 2,000 jobs. This one million square foot business park will not only include light manufacturing, business, and office services but will offer the community a child care/community center and a job-training program for EZ residents.

Welfare to Work - The Atlanta EZ, in partnership with the Georgia Department of Family and Child Services and Department of Labor has secured $20 million to assist 18,000 Zone residents in their move from welfare to work.. Funding will support job training and transitional programs as well as child care and transportation services.

SSBG Drawdown (1st Qtr., FY 99)

Total Draw: $9,919,148

Balance: $90,080,852

May 11 – New Markets Initiative
PROGRAM FOR TOUR OF SWEET AUBURN MARKET IN ATLANTA EMPOWERMENT ZONE

Time: 1:55 to 2:40 PM

Press: Open

Participants: The President and Ruby Jones (manager of market – see article attached)

Elected Officials - Governor Daniels (pending confirmation), Mayor Campbell, and City Councilwoman Starr (who has been very active with the market and seats on the board of the local community development group) . Waiting on confirmation for John Lewis.

Cabinet Members - Cuomo confirmed. Waiting on confirmation from Alvarez and Slater. Herman, Rubin, and Daley will not attend. Glickman is very interested in coming, but we communicated our preference that he wait to come on the July trip to Cabinet Affairs.

CEOs – Everyone is travelling to Atlanta except for Franklin Raines and Richard Grasso. From yesterday to today the number grew from 2 to 14?

Order and Format of Program: The President will tour the market and stop to speak with selected vendors. He will be followed by the rest of the participants who will "stagger" behind. We may have the President separate from the group towards the end of the tour to get a good shot with a vendor and Ruby Jones. It was also recommended that some of the Cabinet members may want to make purchases?

Seating/ Audience: None. The tour will be a walk through the market.

(Note for Gene Sperling: You may need to call John Lewis to encourage his attendance? We are waiting to hear back from Legislative Affairs.)

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
003. paper	Sallie Adams Daniel; RE: DOBs/SSNs/phone numbers [partial] (2 pages)	n.d.	P6/b(6)

COLLECTION:
Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20590

FOLDER TITLE:
Atlanta, GA [2]

2012-0043-S
ms205

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P3 Release would violate a Federal statute [(a)(3) of the PRA]
P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

b(1) National security classified information [(b)(1) of the FOIA]
b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

[003]

Sallie Adams Daniel, Senior Vice President, Manager of Community Relations, Nations Bank of Georgia

P6/(b)(6)

Work Phone (404) 607-5246

Ms. Daniel is an active member of the Atlanta Empowerment Zone. She is a member of the board of directors of the Atlanta Empowerment Zone Corporation which serves as the governance structure for the Atlanta EZ. Besides active involvement in the Atlanta EZ, Nations Bank has undertaken a number of activities that support the revitalization of the Atlanta Empowerment Zone and other distressed and underserved communities. Nations Banks is a partner with two CDCs located in the EZ – the Historic District Development Corporation and the Summerhill Neighborhood Development Corporation. Nations Bank provides the CDCs with technical assistance, teaches them to be developers and invests in their projects. Through this capacity building, the CDCs have created single family and multi-family housing for EZ residents. Since 1992, Nations Bank has invested $75 million in this type of project in the Atlanta area. Nations Banks also purchased multi-family properties from Resolution Trust Corporation and renovated them for low-moderate income residents in the Atlanta area. These properties offer residents child care centers and after school centers called "Make a Difference Centers." Ms. Daniel will also talk about Nations Bank commitment to community revitalization around the nation.

Tricia Donegan, Owner, Eureka Restaurant

P6/(b)(6)

Work Phone (404) 588-0006

P6/(b)(6)

One of three partners that own Eureka, a restaurant that opened in the Empowerment Zone in November 1998. She received technical assistance from the Atlanta One Stop Capital Shop (OSCS) in putting together her business plan. There are 20 total employees with half being EZ residents. She uses the Empowerment Zone Wage Tax Credit for the EZ employees. The partners also own a restaurant in another low-income East Atlanta neighborhood. It is the philosophy of the partners to invest in revitalizing areas and to reach out and hire local residents. The neighborhood revitalization resulting from the renovation of the Fulton Bag and Cotton Mill was a key to them locating the restaurant in this EZ neighborhood.

John Aderhold, Chairman,
Aderhold Properties (Developer of the Fulton Bag and Cotton Mill in the EZ)

P6/(b)(6)

Work Phone (404) 526-9800

Aderhold Properties is the developer of the Fulton Bag and Cotton Mill project, one of the marquis projects helping to revitalize the Cabbage Town neighborhood in the heart of the Atlanta EZ. The project is comprised of 206 loft apartments of which 83 are rented by low-and moderate income persons. There is also commercial development at the site which is expected to create jobs and businesses in the EZ. The projects used a $1 million EZ loan to leverage a $10 million HUD Section 221(d)4 loan, a $400,000 City of Atlanta Loan and over $6 million in Historic Tax Credits and Low-Income Tax Credits. This project has anchored a flurry of redevelopment in the surrounding area including the Eureka restaurant which is referred to above. The Chairman and President will state that the project was not possible without the various forms federal assistance.

Kenneth Daniel Bleakely, President
North Yards Business Park, LLC

P6/(b)(6)

Pager Number
Work Phone (404) 524-2672

The Atlanta EZ recently announced a $5 million dollar grant to the three partners of the North Yards Business Park, LLC to develop a 55-acre industrial park in the EZ that will cost $25 million. The partners are the Atlanta Development Authority, Antioch Urban Ministries and COPA, a partnership created by the downtown business community. The Empowerment Zone investment made the project possible. The project also received a $500,000 Brownfields Economic Development Initiative grant and associated $500,000 HUD Section 108 loan to demolish dilapidated structures which will remove blight and make way for infrastructure improvements. Coca Cola has made a commitment to purchase 13 acres at the site which will be ready for building in November/December 1999. North Yards LLC has made a commitment to get its infrastructure contractors to hire 50% EZ residents and also has set a target of having park tenants hire 50% of their employees from the EZ. The businesses would use the EZ Wage Tax Credit for EZ residents hired.

Withdrawal/Redaction Marker
Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
004. memo	From Caren L Solomon to Lynn Cutler; RE: SSNs/DOBs [partial] (2 pages)	05/08/1999	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20590

FOLDER TITLE:

Atlanta, GA [2]

2012-0043-S
ms205

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.
PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).
RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Atlanta Trip

Memo

[004]

To: Lynn Cutler

From: Caren L. Solomon

Date: 05/06/99

Re: Vendors at the Sweet Auburn Curb Market

SONYA JONES- P6/(b)(6)

Sonya owns 2 "shops" in the market, the Sweet Auburn Bread Company, and Southern Cuisine. She is a native Atlantan, attended UGA, Atlanta Area Technical Institute, and then the Culinary Institute of America. After graduation, she moved back to Atlanta and taught pastry making at the Atlanta Technical Institute. Sonya decided that she wanted to open her own business, and had heard that there was need for a bakery here at the market. The match was perfect because with the EZ incentives offered, she was able to save almost $6,000 in "build out" fees because she opened here in the market. She has been in business here for 2 years.

Definite for RT

T. VIVIAN REID- P6/(b)(6)

Vivan is one of three sisters who own different shops or work in the Market. She works for her sister who owns the Kaffee Shop, which sells a variety of coffee products. Her sister Harriett (who also lives in the zone) decided to open in the market because as part of her full time job, she works as a housing developer with the non-profit group, the Housing Assistance Council, which works directly with the EZ regularly. She knew they were looking for a coffee shop, and was aware of the benefits of opening in the zone. Harriett has one employee who is a Welfare to Work participant and lives in the Empowerment Zone. The Kaffee shop has been in business for a year and a half. * Harriet will be out of Town on Tuesday.

Definite for RT

ELAINE JONES-

Elaine will be opening the Seacoast Restaurant in the market on June 1. Elaine received technical assistance from the One Stop Capital Shop in creating her overall business plan.

KENNETH TINSLEY- P6/(b)(6)

Kenneth runs Roy's Seafood, and his family has been in business in the market since it opened in 1923. They bought Roy's Seafood from S&W Seafood. While they have not received any federal money directly, Kenneth speaks well to the benefits that the EZ has had on the market. Kenneth can also speak well to the history of the market and its significance to the community.

S & W International Foods
Forest Park, Georgia

Owner: Jason Slaughter Phone Number: (404) 363-1199

S & W International Foods was established in 1996. The owner Jason Slaughter, an African American, is a native of Henry County, Georgia and graduated from Morrow High School. He earned an MBA in Strategy and Marketing from Pepperidge University in Malibu, California.

His company cuts and repackages meat products for the foodservice and retail industry. The company also manufacturers a unique line of frozen biscuits.

Two SBA guaranteed loans have helped this company to add two new plants and equipment allowing the company to grow significantly.

The company has grown from 12 employees to a staff of 60. Many of the employees are former welfare recipients. The company grew last year to total sales of $6 million and sales are expected to exceed $13 million by the end of 1999.

Earlier this year, Slaughter's company secured contracts with PYA Monarch (Sara Lee Corp.), HomeAde Foods and a supply agreements with America's Favorite Chicken (Church's & Popeye's). Slaughter's company is also selling biscuits to WalMart, Publix, Kroger, and Bi-Lo Grocery. The company is also supplying over 2.9 million pounds of meat products annually to various retailers.

THIS COMPANY IS LOCATED IN FOREST PART, GEORGIA. APPROXIMATELY 15 MINUTES FROM DOWNTOWN ATLANTA.

406 Main Street
#30297
Forest Park, GA

Possibly okay

meeting for Friday

White House Staff

DISCUSSION ISSUES

9:30 - 15 minutes before hand

They can arrive @ 9:00 Rangel

Pre-clearance

breakfast

explanation of what we will do

get people in advance

LEGISLATIVE ISSUES

- Status
- Drafting of tax credit piece – Treasury/Rangel
- Our proposed June event

start in Roosevelt Room

MAY 11 EVENT ISSUES

- Paper for May 11:

  1 page announcement: July event/CEO efforts
  list of CEOs and bios
  background on Atlanta EZ site
  2-3 pager on New Markets initiative
  Need to compile packet of info to send the CEOs

Sperling*
Herman*
- Rubin
Aida Alvarez Daley
- Cuomo
Slater*
Glickman*

- Structure of roundtable:
  - -- Open press or closed
  - -- Cabinet and WH senior staff participation (who; roles?)
  - -- Location (Roosevelt Room, 450, other?)
  - -- Program: POTUS opens
    - Options: ~~POTUS asks for commitments, each CEO speaks~~
    - POTUS asks for commitments, opens dialogue
  - -- Need script for the President
  - -- How seat the table?

could sit behind and asked to speak by Pres.

President & V.P. at table in Rose Garden

move table for cheerleaders put the same

just a little scripting between two - primers on CEOs getting people in advance

allows for dialogue

- Structure of Rose Garden Announcement
  - -- Sperling/Jackson?/CEO/POTUS
  - -- VPOTUS? FLOTUS?
  - -- Flanking POTUS or in audience: CEOs? Members? Cabinet?
- Program for Atlanta Visit
  - -- Which business/venue to propose? Green recommends Diaz
  - -- Who speaks: Local member; CEO; small local business owner; POTUS
- Additional Names/Companies to Invite
  - -- Other list/diversity issues
  - -- Pathmark (eliminated when we decided not to go to New York)

Future

Smart Album - not to reinstated

- -- Starbucks (see front page Post article today)
- -- John Corzine (Chairman at Goldman Sachs) rather than Hank Polson (CEO) Yes
- -- Alalnta companies added

- Readout for us on breakfast
- Update for Gene on Cuomo's call to Maria
- Incorporating CRA into message?

JULY EVENT ISSUES

Need to discuss

OTHER

- Requests for One Pagers

Friday: Mtg

Letter

1st ¶

This summer I would like to issue a challenge

Bring vehicles to do this

Talk about how we're going to debt

Informal Conversations

Trip Meeting

General comments: any big company
that's excited about this

announce ~~July~~ Trip   note: July 24th meeting on Section Housing

do trip like May a regional trip

just Senator Delegation - no private citizens

---

visual:

more efforts on Enforcement - manner in which people employed

APPALACHIAN REGIONAL COMMISSION
A Proud Past. A New Vision

ARC

cc: Lisa

Date April 26, 1999

Total number of pages (including cover sheet) 2

From: Duane J. DeBruyne
Appalachian Regional Commission
Washington, DC

202-884-7663 ARCnews@arc.gov
202-884-7693 fax

To: Sarah Rosen

This press release went out last week. I thought you might find it of interest.

Duane DeBruyne —
Special Assistant to
Jesse White

APPALACHIAN REGIONAL COMMISSION
A Proud Past, A New Vision

For Immediate Release -- April 22, 1999

Contact: Duane J. DeBruyne, ARC, 202-884-7663, ARCnews@arc.gov
Mike Kiernan, ARC, 202-884-7771, mkiernan@arc.gov

ARC-99-083

President Clinton's New Markets Initiative Provides New Opportunities for Rural Areas

ARC's Jesse White to be Keynote Speaker at SBA "New Markets Workshop" May 6 in Atlanta

WASHINGTON, April 22 – One of the nation's most ardent and out-spoken proponents of an "entrepreneurial approach" to rural economic development, will be the keynote speaker May 6 in Atlanta at a Small Business Administration- (SBA) sponsored workshop on expanding private venture capital in underserved areas – a key component of President Clinton's New Markets Initiative.

Jesse L. White, Jr., who led the Southern Growth Policies Board from 1982 to 1990, and who since 1995 has overseen the revitalization of the 13-state Appalachian Regional Commission (ARC), will speak Thursday, May 6, 12:30 p.m., at the Atlanta Hyatt Regency, 265 Peachtree Street, NE.

The one-day workshop, designed for bankers, venture capitalists and representatives of community development organizations, is being hosted by the SBA's Small Business Investment Company (SBIC) program. It will be the only workshop of its kind taking place in the southeast region. The workshop is designed to recruit potential new SBIC investors and management teams with experience in investing in small businesses in low- and moderate-income areas.

SBA Deputy Administrator Fred Hochberg will be the morning keynote speaker.

In 1997, White oversaw the launch of ARC's largest single new initiative of the past two decades -- a $15 million, three-year effort to strengthen the creation and development of "entrepreneurial-based" economies in rural Appalachia.

In his State of the Union Address this year, President Clinton called for investors to help "build a bridge" between Wall Street and underserved urban and rural markets in the U.S. The President's New Markets Initiative includes new opportunities for venture capital companies.

To obtain information on attending the SBIC workshop in Atlanta, contact SBA at 1-800-U-ASK-SBA, or on the Web at www.sba.gov.

####

- Phoned [illegible]
- no a good
- Sweet Auburn
- Northside Industrial Park [illegible] $ [illegible] [illegible] [illegible]

U.S. Department of Housing and Urban Development
EZ/EC Initiative

Empowerment Zones & Enterprise Communities

Phone: (202) 708-6339
Fax: (202) 401-7615

To:	**Lisa Green**
Fr:	**Ken Sain**
Date:	~~**May 6, 1999**~~ 5-7-99
~~4~~ 2	**Pages to follow**
Comments:	~~**I should have more information for you in the morning.**~~ More info. to come on the Curb St. Market project

get copies of press stuff

- S & W
- Sweet Auburn

Be able to talk to Wolfson to Dal folks
Grasso on

Talk w/ company

pull together same people

~~[illegible]~~ . Kelly & Mullin to confirm to [illegible]
need to [illegible] Arthur Grasso

get people for roundtable in Atlanta
person from HND to visit

Central Atlanta P. – include the fine people

Create a Task Force !

matrix

Cabinet Affairs

[illegible] Bob

Privatization as an Economic Development Tool for Urban Areas

On August 27, 1998, the City of Atlanta reached a milestone in its decision to privatize it water services by selecting United Water Services Atlanta to assume responsibility for the management and delivery of water services to the citizens of the City of Atlanta. This historic agreement has set a new standard and milestone in the economic development relationship between corporations and communities. The commitments made by United Water Services Atlanta to the City of Atlanta and the residents of the Atlanta Empowerment Zone (AEZ) in this agreement definitively illustrate how privatization can be used effectively to stimulate or facilitate economic development in urban areas. This agreement will go well beyond the issue of insuring the availability of clean and safe drinking water for the citizens of Atlanta. It will also have a significant and measurable impact on the AEZ in the areas of employment training, new and meaningful employment opportunities, home ownership opportunities and community development, business development opportunities, and the creation of a new research and development facility at Clark Atlanta University. The mutual benefit UWSA and the City of Atlanta will derive from this agreement forms the basis for a strong partnership which will ensure these commitments become a reality in the AEZ. A summary of the UWSA commitments to the Atlanta Empowerment Zone are listed below:

Employ 20% Empowerment Zone Residents

United Water Services Atlanta has committed to a goal of 20% of its employees residing in the Empowerment Zone. Based on current staffing levels, this equates to 85 employees. To achieve this aggressive goal, UWSA will maintain a continuous "best efforts" program to identify and employ Empowerment Zone residents.

Provide Capital for Empowerment Zone Businesses

United Water Services Atlanta (UWSA) has committed to providing $100,000 per year for the first five years of its contract with the City of Atlanta to the Atlanta Empowerment Zone Corporation (AEZC) to use as seed capital for new Atlanta Empowerment Zone businesses. These funds will represent a portion of the value UWSA will receive from the Employment Tax Credits, Welfare to Work Tax Credits, Work Opportunity Tax Credits and the Georgia Jobs Creation Credits to an Empowerment Zone Investment fund.

Empowerment Zone Relocation Assistance

United Water Services Atlanta (UWSA) is committing up to $1000 of down payment assistance to any employee who currently lives outside the Zone and agrees to purchase a home and reside within the Empowerment Zone. This $1000 is in addition to the $8000 in down payment assistance available to individuals and families under the Atlanta Empowerment Zone Mortgage Assistance Program (MAP) for the purchase of a home in the Empowerment Zone. United Water Services Atlanta has also committed to providing $500 in rental assistance to employees who are relocating to the

[Click here and type return address and phone and fax numbers]

ICIC

Fax

To:	Lisa Green	**From:**	Raisa Lawrence
Fax:	202-456-2223	**Pages:**	5 + cover
Phone:	202-456-2803	**Date:**	05/06/99
Re:	Inner City 100, Diaz Foods		

☐ **Urgent** ☑ **For Review** ☐ **Please Comment** ☐ **Please Reply** ☐ **Please Recycle**

Lisa,

Enclosed are a few additional documents pertaining to Diaz Foods, including the interview notes from Inc. Magazine's interview with the CEO, a copy of their qualification form and a copy of the Inc. Magazine column on Diaz.

Again, I'm sorry we don't have more information about this particular company for you, but please give me a call if you require any additional information.

Thanks,

Raisa

INTERVIEW TEMPLATE

CEO NAME: Rene Diaz

COMPANY NAME: Diaz Wholesale & Manufacturer

DATE: Monday, December 7, 1998

1. Where did you get the idea for your company?
Family business -- passed down.
2. How long did you continue to work at your old job after founding your company?
Did it from high school
3. Did you have a formal business plan when you started?
no
4. Looking back, what surprises you most about your company's development?
Food distribution margins are small. We've grown at 23 percent a year. That's been the surprise.
5. Describe an innovative practice in each of the following business areas that works especially well in your company: Hiring and managing people, managing sales and marketing, raising capital, controlling finances, managing technology, managing operations.
Warehouse setup, slotting, etc all the same. No innovation. We differ in selling the product. Traditionally could not order through the cust. Service. We have inside sales staff and supported by the outside sales. Over the phone. We use the inside sales force. Technology. Y2k compliant. We use it as communication.
6. Describe the worst mistake you've ever made in each of these areas: Hiring and managing people, managing sales and marketing, raising capital, controlling finances, managing technology, managing operations.
Hiring. In upper management. We hired people who didn't match the culture. The rule of three. Hire three people to get the right person for the job. We are small enough that one person can influence an entire department. Recently hired someone who was friend and his philosophy didn't work. He had a take no prisoner attitudes.
7. What is your biggest business worry?
How are we going to sustain growth? Ipo, raise cap., what are the best options.
8. What is the toughest cash-flow problem you've ever faced?
We bought out an uncle, got the new computer system and we had huge cash flow problem. We asked vendors for a couple of extra days.(used vendors to get the credit.)
9. How did you solve your cash-flow problem?
Used the vendors as the credit.
10. What kind of training programs do you offer?
n/a
11. What is the most unusual employee benefit your company offers?
No real answer. Bail out people for family emergency. The informal network. Going to closing with people and help them translate. The human side of the business. Stories of helping employees
12. What is the structure of employee work hours?
9 to 5.
13. Do you publish and distribute annual reports or other financial reporting documents?
no.
14. Do you use any special techniques when you interview job candidates?
n/a
15. What is your most successful method of finding good employees?

n/a
16. Do you have any policy on members of the same family working in your company?
We do hire family members ... they should always conduct themselves in a professional manner.
17. Are members of your family involved in your company?
yes.
18. What do you see as your competitive advantages of being located in the inner city?
The location -- we cover 18 states from here. Two miles from I-20. The building cost. Less expensive working in the innner city. If we moved to the indstrial park would be 17,000 versus 6,000 a month now. 1.75 a square foot and it goes up to 6.25 a square foot.
19. What do you see as your competitive disadvantages to being located in the inner city?
Getting bilingual employees. Those people live outside the city ... we need bilingual. There just aren't many hispanics around. Once they do the commute once they usually will stay.
20. How does your company fit into the economy of the inner city?
We are role model for an integrated business. We've adopted a middles chool ... we do maintenance around the city and involved in the school. The middle school --Garden Hills School.
21. Have you faced any challenges related to security?
No.
22. If yes, what solutions did you develop?
N/A --but we are implementing a personal id system now -- security within
23. Where do you expect to be five years from now?
See above
24. Name one responsibility or job you will never delegate.
Not really
25. Describe the finest hour in your company's history so far.
The sales department keep outdoing themselves. Momentum has kept up for 18 years. They broke a sales records (500,000 in week?) and made me ride down the street in my underwear. They faxed the customers and the neighbors and I was wearing a whig and the customers and neighbors saw me. They actually showed it on CNN pinacle. They've seen it all over the world. The company and the family.
26. Describe the darkest hour in your company's history so far.
none.
27. Now, or in the past, has your company had any serious problems with local, state, or federal government regulations?
No problems. Dealt with bureaucracy, etc. Dealt with nitpickey inspectors.
28. Is your company based on one core business? Multiple core businesses? Did it start as one core and grow from there?
29. Did you start a company with an exit strategy in mind? Do you feel the need to consider any of the following in the foreseeable future; roll-up, selling out, looking for companies to acquire, looking for other company to merge with?
no
30. What has been the biggest downside to your company's growth?
You wish it comes with control.
31. What would make your business more competitive?
Supply and demand -- need to buy right to be more competitive. Need more cash to get more clout with vendors.

32. **What steps are you most likely to take to improve the value of your company?**
above
33. **What source of competition do you fear most?**
Small independent distributor. The big guys do a promotion for a few months, but they have more liability exposure. The ultimate strategy is to make more money. **The small guys like we were, works out of the house without the insurance paying under the table and using unfair advantage. The small guys don't have the same constraints. They concern us and they can string it out for five or six years. They don't care if they don't make money and they string out the bills. They don't do deliveries. Fear the unknowledgeable competitors.**
34. **Has your company ever filed for Chapter 11 (bankruptcy) protection?**
never
35. **What will be the most important challenge facing your company over the next twelve months? Over the next three years?**
Getting the departments to walk in the same directions. Passing the culture along
36. **What opportunities do you see in your industry over the next three years (market changes, etc.)?**
Education ?? retail is the convenient stores want hispanic. Education -- helping customers to understand how to sell hispanics. **We might even consult in the future. Finding the time to do it.**
37. **Are you satisfied with the people who work for you?**
Very satisfied.

05/06/99 15:33 FAX 1 617 292 7506 ☑005

THE INNER CITY 100

QUALIFICATION FORM

11/12

All of these criteria must apply

1. Independent, for-profit corporation, partnership or proprietorship (not a subsidiary or division).
2. Have 51% or more of physical operations in inner-city areas. (Inner cities are defined as core urban areas that currently have income and employment levels that are lower than their surrounding metropolitan areas.)
3. 10 or more employees in 1997.
4. A five year operating sales history that includes:
   - at least 6 months of sales revenue in 1993.
   - an increase in 1997 sales over 1996 sales.
   - sales of at least 1 million in 1997.

Mail

Inner City 100
Initiative for a Competitive Inner City
727 Atlantic Avenue, Suite 600
Boston, MA 02111

Phone 617.292.2367 **Fax** 617.292.7506

(please print or type)

1. Company name DIAZ WHOLESALE & MANUFACTURING CO., INC. 2. Year founded 1980
3. Street address 5500 BUCKNELL DR.
   City ATLANTA State GA Zip 30336
   Phone 404 344 5421 Fax 404 344 9375 World Wide Web URL —
4. Chief Executive Officer RENE DIAZ 5. CEO's email address —
6. Is the CEO the founder? YES
7. If not, how many years has the CEO been with the company? ____
8. Sector *(circle one)*

Mining	Manufacturing	Health care & Social assistance
Transportation	Wholesale trade	Real estate, Rental & Leasing
Construction	Retail trade	Professional, Scientific & Technical services
Media	Education services	Management of companies & enterprises
Finance & Insurance	Accommodation & Food services	Arts, Entertainment & Recreation
Telecommunications	High Tech (hardware/software)	

9. Brief business description HISPANIC FOOD DISTRIBUTOR
10. Number of acquisitions (1993-1997), if any 0
11. Number of full time employees in 1997 85 In 1993 60
12. Company profitability *(After tax income as % of sales)* Note: S corporations use pretax income

Check one for each year	16% or more	11% to 15%	6% to 10%	1% to 5%	Breakeven	Loss
1997					X	
1993						X

13.

Fiscal Year* *(indicate month ending)*	Revenues *(total net sales)*
(month) 9/30 1993	9,872,939 ✓
(month) 9/30 1996	21,034,207 ✓
(month) 9/30 1997	23,524,372 ✓

*If your company's fiscal year ends in January, February or March, you must submit revenues for the years 1998, 1997, 1994.

To be considered for The Inner City 100, you must submit one of the following to document revenue figures:
1. First three pages of the signed tax forms for 1993, 1996, and 1997.
2. Financial statements (audits or reviews) prepared by an outside auditor or accountant.

Note: Documentation should reflect same method of accounting for all three years.

14. Signature [signature]
15. Company officer's name *(print)* M. ERIC NEWBERG
16. Accounting firm BLACKWELL POOLE, LLP
17. Accountant's name RANDY DURNWALD
    Firm address 636 CENTRAL AVENUE
    City HAPEVILLE State GA Zip 30354 Phone 404 762 7758

IC98

COMPANY	1997 NO. OF EMPLOYEES	1997 REVENUES	SALES GROWTH 1993–1997 (% INCREASE)	COMPOUND ANNUAL GROWTH (CAG) 1993–1997
41 **FBG Services** Omaha, NE Provides janitorial & facility-mgmt. svcs.	1,700	$44,639,112	218%	34%
42 **Tire Group International** Miami, FL Wholesales & exports tires & rubber-related prods.	42	33,316,839	202	32
43 **Building Products Plus** South Houston, TX Supplies & consults on specialty wood prods.	12	3,972,146	195	31
44 **Interlink Group** Denver, CO Provides information-systs. consulting svcs.	142	12,936,752	187	30
45 **Fischer Group** Louisville, KY Develops single- & multifamily affordable housing	20	3,788,106	181	29
46 **Color Reflections** Philadelphia, PA Provides digital & traditional photographic & printing svcs.	46	4,835,965	178	29
47 **Steeltech Manufacturing** Milwaukee, WI Fabricates & coats metal	215	40,485,513	174	29
48 **Advanced Electronics** Boston, MA Does contract electronics manufacturing	295	36,845,363	173	29
49 **Quality Laser Services** Buffalo, NY Remfrs., distr., & svcs. laser-printer cartridges	16	1,363,157	168	28
50 **Ullman Electric** Cleveland, OH Provides electrical-contracting svcs.	65	6,161,281	162	27
51 **Arizona Office Equipment & Supply** Phoenix, AZ* Sells & svcs. imaging equip.	64	4,795,007	161	27
52 **Jen-Cyn Enterprises** Camden, NJ Distr. galvanized sheet steel	51	10,914,302	161	27
53 **Automotive Technologies** Indianapolis, IN Remfrs. disc-brake calipers	28	1,517,962	160	27
54 **Stagecoach Cartage & Distribution** El Paso, TX Provides regional trucking & warehousing svcs.	220	12,494,557	158	27
55 **E. Morris Communications** Chicago, IL Provides advertising, public relations, & promotional svcs.	20	2,106,175	156	27
56 **International Power Devices** Boston, MA Mfrs. electronic power converters	324	25,547,038	154	26
57 **Girard's Fine Foods** Los Angeles, CA Mfrs. salad dressings & other condiments	49	16,331,614	152	26
58 **Shawmut Design and Construction** Boston, MA Provides construction-mgmt. & general-contracting svcs.	160	101,813,455	152	26
59 **Hopkins & Hopkins** Milwaukee, WI Provides general construction svcs.	18	2,170,384	150	26
60 **Best Care** Minneapolis, MN Provides home-health-care svcs.	115	3,188,067	149	26
61 **Boulevard Brewing** Kansas City, MO Brews beer	31	3,876,499	139	24
62 **Tracey/Soltrace** Philadelphia, PA Mfrs. & sells custom office furniture	28	1,395,315	139	24
63 **Diaz Foods** Atlanta, GA Mfrs. & distr. Hispanic foods	85	23,524,372	138	24
64 **Load King Manufacturing** Jacksonville, FL Mfrs. food-service & waste-handling equip.	309	34,894,698	138	24
65 **Alegre Construction Specialists** Holyoke, MA Provides general-contracting svcs.	60	1,655,395	133	24

*Relocated to Tempe, AZ, as of 1/99

Being There

PHOTOGRAPH DANIEL LINCOLN

CEO: René Diaz
Company: Diaz Wholesale & Manufacturing (dba Diaz Foods), #63
Location: Atlanta
Business: Manufactures and distributes Hispanic foods

Reasons for locating in the inner city: Diaz knows the area intimately: he grew up in midtown Atlanta, where his father and grandfather owned five grocery stores. His father, Julio Diaz, founded the business, which made a gradual transition from retailer to manufacturer/distributor when René, at 18, began buying spices from Florida and putting out feelers to area stores and restaurants. The company is 12 minutes from the airport. Diaz often uses that advantage to strike deals with Mexican manufacturers during their stopovers. "I can get there between the time they arrive at the gate and the time they're finished with baggage claim," he says.

Key inner-city disadvantage: "There's not really a pool of people in the inner city to hire," Diaz says. "We're often looking for Spanish speakers, and a lot of the Latino population lives in Norcross [some 40 miles away]. It's difficult drawing people in, because of the big commute and the traffic." Of Diaz's 25 salespeople, all but 3 know Spanish. "We want the operator to know Spanish and funnel customers in immediately, instead of having the callers hold for the next available Spanish speaker."

Quote: "My dad is the best salesman we have," Diaz says. "He sold his store, and now he leads us in sales. In a year he put 70,000 miles on his new Lincoln Navigator." —*Ilan Mochari*

THE WHITE HOUSE
WASHINGTON

MAY 5, 1999
6:30 PM

MARIA/GENE/LORETTA:

ATTACHED ARE RECENT ARTICLES FROM THE ATLANTA JOURNAL CONSTITUTION ON THE ATLANTA EZ PER OUR MEETING THIS AFTERNOON.

- J

4TH STORY of Level 1 printed in FULL format.

The Atlanta Journal and Constitution

April 6, 1999, Tuesday JOURNAL EDITION

SECTION: Local News; Pg. 1e

LENGTH: 502 words

SERIES: Today's News

HEADLINE: Report pushes empowerment zone review

BYLINE: Alfred Charles, Julia Malone, Staff

BODY:
The investigative arm of the U.S. Department of Housing and Urban Development has recommended that the agency review the progress of the Atlanta Empowerment Zone and three other big city zones after federal administrators failed to follow up on shortcomings cited six months ago.

A report issued last week by the HUD inspector general said the federal housing agency has not established "adequate controls" over the zones to ensure that they are making progress.

But Joseph Reid, executive director of the Atlanta zone, said Monday that his agency is moving forward despite some past missteps.

"We are making progress," he said. "And doing what the zone was designed to do."

The Clinton White House created the zones in 1994 as an attempt to seed economic development by using $ 250 million in federal cash grants and tax breaks which were to be awarded over a 10-year period.

The zones were awarded to Atlanta, Chicago, Baltimore, Detroit, New York and Philadelphia during a first round. Late last year, the Clinton administration awarded a new round of zone designations, which included Crisp and Dooly counties in southwest Georgia.

In October, HUD's inspector general completed an audit of the zones in Atlanta, Chicago, Detroit and Philadelphia during a comprehensive assessment of their progress. In that report, the Atlanta zone was ordered to repay $ 1. 1 million the investigators said was misspent.

The auditors concluded that the money should be repaid because it was used to serve residents who did not live in the empowerment zone.

Reid said Monday that his agency has not repaid the money and is negotiating with federal regulators over the findings. "We're trying to resolve the concerns they raised," he said.

The newest inspector general report criticizes HUD administrators for failing to monitor the zones despite the investigations that found flaws last year.

''If the cities are found not making the necessary progress, then HUD should issue warning letters to the cities based upon the lack of progress as required,'' the report said.

The inspector general report said that HUD administrators in Washington were so ''busy planning for the second round of zone designations'' that HUD declined to assess problems at the four earlier sites.

A spokeswoman at the HUD office in Atlanta could not be reached for comment late Monday. U.S. housing officials strenuously disputed the inspector general's findings.

"We strongly disagree with the IG's allegations of misspending which, even by their own admission amounts to less than 1 percent of funding in the four empowerment zones,'' HUD spokesman Peter Ragone said late Monday.

"In this case, we agree with independent observers who characterize this report as a drive-by audit which smacks of nit-picking and lacks substance," he said.

Also, housing officials said they have contacted the four cities, offering reassurances that if the cities can justify the spending they will not have to return the funds.

LOAD-DATE: April 7, 1999

10TH STORY of Level 1 printed in FULL format.

The Atlanta Journal and Constitution

March 14, 1999, Sunday, ALL EDITIONS

SECTION: EDITORIAL; Pg. 04R

LENGTH: 219 words

SERIES: Home

HEADLINE: Letters, Faxes & E-Mail;
Zone enhancing the city

BYLINE: Joseph Reid

BODY:

I was disappointed that the article "Central city comeback: Shaping a new Atlanta" Perspective, Feb. 28) failed to mention the role the Atlanta Empowerment Zone has played. Although the article pointed out that the Coca-Cola Co. lent $ 4 million for land acquisition, it didn't mention that the Empowerment Zone put up the initial $ 5 million to spark the project.

The Empowerment Zone was not only instrumental in that development effort but is also responsible for other promising central-city projects. For instance, we are making a $ 12.4 million assortment of loans and grants to redevelop the Pryor Road corridor in southwest Atlanta. We've awarded $ 9.2 million to a commercial shopping village in the M.L. King-Ashby business district, and we've approved a $ 4 million loan to EcoPark Atlanta Inc., which plans to build a 30-acre business park along University Avenue.

These projects will create thousands of jobs and funnel millions of dollars into neighboring communities over the next several years.

The Empowerment Zone has had its share of difficulties, but we're making progress, creating jobs and housing, helping beautify neighborhoods and transforming blighted communities into more livable places. JOSEPH REID Reid is executive director of the Atlanta Empowerment Zone Corp.

GRAPHIC: Photo jreid.jpg:
mug of Joseph Reid

LOAD-DATE: March 14, 1999

13TH STORY of Level 1 printed in FULL format.

The Atlanta Journal and Constitution

January 3, 1999, Sunday, ALL EDITIONS

SECTION: LOCAL NEWS Pg. 10D

LENGTH: 855 words

SERIES: Home

HEADLINE: Power struggles still plague Empowerment Zone

BYLINE: Alfred Charles

BODY:

Even before Atlanta was awarded its federal Empowerment Zone status in 1994, city officials and zone residents argued over how the program would be run.

Instead of subsiding in the four years since, the bickering over the Atlanta Empowerment Zone --- which has $ 250 million in cash grants and tax breaks to dole out for community revitalization over a 10-year period --- has escalated, especially in recent weeks.

As the zone recently marked the fourth anniversary of the White House announcement that Atlanta had won the coveted designation, some say its potential is being lost in infighting and political power plays. A new struggle between the agency's top administrator and several zone residents is a variation on that theme and could cast a pall over its remaining six years, urban experts said.

The essence of the dispute: Joseph Reid, the newly appointed executive director, contends that previous administrators have appeased community representatives to win their support and may have disregarded federal rules in the process. Residents accuse Reid of wanting to micromanage their operation and minimize their influence over how zone dollars are spent.

"We're still not willing to respect all partners in this partnership," said Wallace Jackson, who is vice chairman of the agency's 17-member governing board and is one of six zone residents on the board. "They believe if we can just get the community out of the way, we could move this initiative forward."

"There are some fundamental disagreements over who has the responsibility for the implementation of the initiative," said Reid, who was appointed to the top post five months ago after being passed over for the top job three years ago. "There (has been) a tendency to cater to the community to move the initiative forward."

Zone residents worked with Reid to put together the city's lengthy application and secure the lucrative zone designation from the Clinton White House. Atlanta, Baltimore, Chicago, Detroit, New York and Philadelphia were the first cities to set up Empowerment Zones, which municipal leaders believed would

be a great tool to help reverse inner-city decay.
The idea was to foster urban renewal in blighted inner-city neighborhoods with the use of $ 100 million in federal cash grants and $ 150 million in tax breaks in each zone during a 10-year period. The incentives are used to lure businesses or develop housing and promote safety.

The Atlanta effort has been beset by false starts since its inception, including the firing of nearly all its office staff by Mayor Bill Campbell last year, scathing audits from state and federal regulators and a perception that the zone hasn't moved fast enough to spur development in the 30 neighborhoods surroundng downtown that make up the zone.

Projects approved The zone appears to be moving forward --- or at least finally spending its money. It has put up $ 5 million to back a proposal by Centennial Olympic Park Area, a nonprofit business coalition, that aims to build a business park near downtown; awarded a $ 12.4 million package of loans and grants to redevelop the Pryor Road corridor in southwest Atlanta; and has approved a $ 4 million loan to EcoPark Atlanta Inc., which plans to build a $ 10 million, 30-acre business park along University Avenue; and a $ 3.5 million loan to Empowerment Plastics, an industrial firm on Ralph David Abernathy Boulevard that recycles plastic materials.

Arguably, the biggest threat to the zone's ability to accomplish its goal of neighborhood revitalization in the remaining six years is the warring that has flared anew between Reid and community representatives on the 17-member governing board

Although the discord at times seems to stem from personality clashes, some zone board members insist that Reid favors supporting big business interests that want to set up shop in the zone over mom-and-pop establishments that community residents say provide lasting jobs.

A struggle has resulted over what direction the zone will take and what weight will be given to the community's input.

The conflict could lead to paralysis, zone experts said. "These issues need to be resolved," said Michael Rich, an Emory University faculty member who monitors the zones' progress for federal housing officials. "Failure to resolve them has been detrimental and led to a lot of energy spent on addressing the same issues."

Some of the six zone board members who live in the area point to two recent decrees by Reid as proof that he does not want to share power. One would require that neighborhood planning units that elect zone representatives hold new elections or certify the current representative's term is valid.

A second measure would subject the 36-member board, called the Community Empowerment Advisory Board, to more stringent review of its operation and include periodic monitoring of how it spends the annual $ 200,000 subsidy it receives from the zone.

Reid's actions have so outraged community members that some are threatening to sue him or force him out of office. He is appointed by the zone board.

LOAD-DATE: January 4, 1999

8TH STORY of Level 1 printed in FULL format.

The Atlanta Journal and Constitution

August 7, 1998, Friday, JOURNAL EDITION

SECTION: EDITORIAL; Pg. 22A

LENGTH: 337 words

SERIES: Today's News

HEADLINE: Empowerment Zone needs a triumph

BODY:

JOSEPH REID has his work cut out for him as the new executive director of the Atlanta Empowerment Zone. Most of the zone's administrative money has already been spent. Only a handful of employees remain. One of those, Reka Eaton, was "loaned" after being forced out of the city's mismanaged job-training program.

Reid's advisory board is untrusting of the zone's leadership, the 50,000 residents he's supposed to empower are largely uninterested, and to top it all, he works for a micromanaging mayor. Good luck, we say.

Our advice to make it work despite all the obstacles is to concentrate on getting one thing accomplished. One. The zone needs one big triumph, something that will be of lasting value to the zone and its impoverished neighborhoods. Otherwise, the federal money amounting to $ 100 million in cash and $ 150 million in tax breaks will be frittered away, a dime and a dollar at a time.

We've seen no focus. Charged with empowering residents, it has instead delivered more handouts: low-flush toilets, burglar bars, smoke detectors. Giveaways empower nobody. Neither does turning the Fulton Bag and Cotton Mill into loft apartments, or funding a downtown development.

Reid could score a success by leveling ramshackle sections of the zone and offering cleared, cheap land to businesses who will employ zone residents. Perhaps he could secure job training for the zone residents who want to work --- and offer tax incentives for employers to hire them.

America's most frustrating war has been waged against poverty. Model Cities, a 1970s program, spent the equivalent of the $ 100 million cash grant of the Empowerment Zone, but there is no trace of it ever having touched Atlanta. Nationally, more than $ 1 trillion was spent on the War on Poverty, but poverty is as entrenched, if not more so, than in the 1960s.

Reid needs to produce something to show for this $ 250 million endeavor. If he doesn't, Bill Clinton's Empowerment Zones could be one of the last battles in a lost war.

LOAD-DATE: August 8, 1998

Fulton Cotton Bag Mill

The Fulton Cotton Mill is a complex of nine historic industrial buildings located 1.1 miles east of the center of downtown Atlanta. The complex has a total gross floor area of 550,000 square feet on a 12.5 acre site. The buildings were built over a forty-year period beginning in 1881, and the Mill operated continuously until 1977. The primary product was cotton bags used to package agricultural and industrial products. At its peak, the Mill employed 2,600 workers, housing many of them in an adjacent company owned village known as Cabbagetown. The Mill and village (previously sold to the residents) have been added to the National Register of Historic Places.

Redevelopment of the Fulton Cotton Mill will take place in three phases and is expected to take approximately four years to complete. Phase I of the project (Fulton Cotton Mill Apartments) has 182 loft apartments in four of the buildings. The second phase of the redevelopment is expected to comprise commercial/retail space providing approximately 140,000 square feet of office and studio space. The last phase of construction is expected to add another 150 loft apartments to the property and to be completed by 2001.

The project is located at 170 Boulevard, SE in the City of Atlanta, Georgia. The project will consist of four buildings comprising of 182 apartment units as follows:

Number of Units	Type of Unit	Square Feet
22	Studio	755 - 807
74	One bedroom/one bath	769 - 907
86	Two bedroom/two bath	1026- 1231

At least forty percent of the units in the project (seven of the 22 studio units, 37 of the 74 one bedroom units and 72 of the 86 two bedroom units) will be set aside for persons of low or moderate income.

Sources of Funds:

Bond Proceeds:	$9,915,000
EZ loan	$1,000,000
Additional City loan	$400,000
Total loans:	$11,315,000
LITC & other equity	$5,385,000
Total Sources:	$16,700,000

Partners: GMAC is the lender/Servicer and Suntrust Bank is the Trustee.

Fulton Cotton Bag Mill

The Fulton Cotton Mill is a complex of nine historic industrial buildings located 1.1 miles east of the center of downtown Atlanta. The complex has a total gross floor area of 550,000 square feet on a 12.5 acre site. The buildings were built over a forty-year period beginning in 1881, and the Mill operated continuously until 1977. The primary product was cotton bags used to package agricultural and industrial products. At its peak, the Mill employed 2,600 workers, housing many of them in an adjacent company owned village known as Cabbagetown. The Mill and village (previously sold to the residents) have been added to the National Register of Historic Places.

Redevelopment of the Fulton Cotton Mill will take place in three phases and is expected to take approximately four years to complete. Phase I of the project (Fulton Cotton Mill Apartments) has 182 loft apartments in four of the buildings. The second phase of the redevelopment is expected to comprise commercial/retail space providing approximately 140,000 square feet of office and studio space. The last phase of construction is expected to add another 150 loft apartments to the property and to be completed by 2001.

The project is located at 170 Boulevard, SE in the City of Atlanta, Georgia. The project will consist of four buildings comprising of 182 apartment units as follows:

Number of Units	Type of Unit	Square Feet
22	Studio	755 - 807
74	One bedroom/one bath	769 - 907
86	Two bedroom/two bath	1026- 1231

At least forty percent of the units in the project (seven of the 22 studio units, 37 of the 74 one bedroom units and 72 of the 86 two bedroom units) will be set aside for persons of low or moderate income.

Sources of Funds:

Bond Proceeds:	$9,915,000
EZ loan	$1,000,000
Additional City loan	$400,000
Total loans:	$11,315,000
LITC & other equity	$5,385,000
Total Sources:	$16,700,000

Partners: GMAC is the lender/Servicer and Suntrust Bank is the Trustee.

in EZ

170 Boulevard Avenue, SE
Atlanta, GA 30308

Empowerment Zone but are not yet ready to purchase a home. In any year where total assistance does not total at least $50,000 UWSA will donate any shortfall to the Empowerment Zone Center for Home Ownership.

Institute for Water Resources Development

United Water Services Atlanta (UWSA) and Empowerment Zone based Clark Atlanta University have co-founded the Institute for Water Resources Development which will be an Empowerment Zone based research and training center. United Water Services Atlanta has committed $1 million to fund this research facility. To meet the requirement for an appropriate facility, UWSA will work through the Atlanta Development Authority to access tax-exempt EZ Facilities Bonds to fund any construction or rehabilitation required to create the institute. Up to 10 new employment opportunities will be created within the Empowerment Zone as a result of the Institute - in addition to the construction jobs created by this project.

Empowerment Zone Endowment Fund

United Water Services Atlanta (UWSA) has proposed to create an endowment fund by setting aside 10% of its pretax profits after achieving a threshold return. In the future, when the legislated funding for the Empowerment Zone Initiative expires, UWSA proposes that the endowment be used to fund the operating and administrative costs of this program.

Empowerment Zone School Program

United Water Services Atlanta (UWSA) will work with the Atlanta Public Schools to select and Empowerment Zone school where we can implement a program modeled after their successful partnership with Arlington High School in Indianapolis, Indiana.

Curb Street Market

Regina M. Taylor

05/07/99 10:34 AM

To: Jacquie M. Lawing/SECY/HUD/GOV@HUD
cc:
Subject: Information on Atlanta CDBG Funded Businesses

---------------------- Forwarded by Regina M. Taylor/CPD/HHQ/HUD on 05/07/99 10:28 AM ---------------------------

John L. Perry
05/07/99 10:28 AM

To: Bill Rudy/CPD/HHQ/HUD@HUD, Regina M. Taylor/CPD/HHQ/HUD@HUD
cc:
Subject: Information on Atlanta CDBG Funded Businesses

We have identified two Section 108 projects which are good candidates for demonstrating the use of Section 108 and CDBG funds.

One is the Atlanta Curb Street Market, an inner-city market that offers groceries and other goods and services for inner-city low and moderate income neighborhoods. It is also located in the historic Auburn Avenue District. In 1994 the City received a Section 108 Loan Guarentee for nearly $5 million, and over $1 million in CDBG funds have been invested. In addition, the City received a second 108 Loan for $500,000 in 1997. There is also Empowerment Zone money in the project. There are a number of small businesses located within the Market, and we will get more details regarding the Market from the Property Manager and the City. The Property Manager is Ms. Ruby Jones, (404) 659-1665.

<u>SWEET AUBURN CURB MARKET (AKA MUNICIPAL MARKET)</u>

209 Edgewood Avenue

Source	Amount	Use
CDBG	$1,400,000	Site improvements, commercial rehabilitation
Section 108	$5,498,000	Commercial rehabilitation
HUD Special Purpose Grant	$1,000,000	Commercial rehabilitation, operating expenses
EZ	$450,000	Commercial rehabilitation

There are currently 24 small businesses located in the Market.

Curb Street Market

Empowerment Zone Businesses located at the Sweet Auburn Curb Market Roll as of May 1999

Tenant:

- Earthworks, Debra Spights
- Southcity Cuisine, Sonya Jones
- Afrodish Restaurant, Vincencia & Rafel
- Seacoast Restaurant, Elaine Jones
- Sweet Auburn Bread Co., Sonya Jones
- Kaffee Shop, Harriet Macklin
- Sign Shop, Charles Johnson
- Naqshi Johan, Inc. , John Hendley

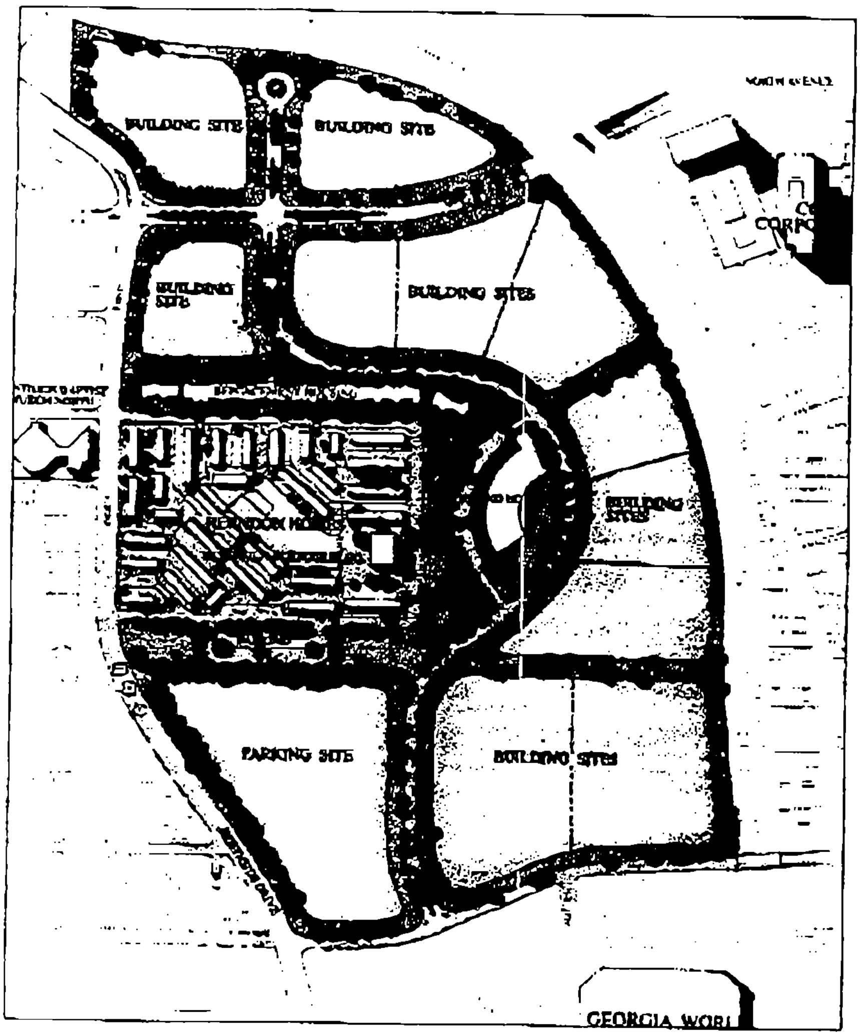
Northyards

Defining Roles and Relationships.

Development in Downtown is not a singular entity task. And the continuance of Downtown's rebirth engendered many public and private partnerships that have paved the way for the creation of new commercial development.

For more than a year, COPA, under the guidance of CAP Executive Committee member Dr. Carl Patton, cultivated necessary partnerships with the City of Atlanta, Antioch Ministries, The Empowerment Zone, and others to bring about the development of a 40-acre business park northwest of Centennial Olympic Park. Late in the year, after hundreds of meetings, the official documents were signed to create the Northyards Business Park, LLC, a partnership designed to manage the developments of the business park, a child care/community center, and a job-training program for Empowerment Zone residents.

To ensure continued and sensible development around Centennial Olympic Park, COPA also worked with property owners and members of the Atlanta City Council to create and pass legislation to create a special public interest (SPI) district to provide specific guidelines for future retail and commercial development around the park.



The 40-Acre Northyards Business Park

Northyards

Los Angeles will receive $1.7 million of BEDI funds and $10.4 million in Section 108 loan guarantees to redevelop the 208-acre Goodyear Tract, located in Los Angeles' Empowerment Zone, into a modern business park and retail center that will provide jobs for the community and benefits to the neighborhood. The retail center is being sponsored by a neighborhood community development group and will include a supermarket, drugstore and computer training lab. The City estimates that 407 new jobs will be created in a wide range of skill levels. BEDI funds will be used for environmental remediation and Section 108 funds will be used for gap financing, site acquisition, relocation, site improvement, construction and the purchase of new equipment. The City will also use $300,000 in Community Development Block Grant funds from HUD through its Brownfields Revitalization Fund for site assessment and acquisition. The total project costs are estimated at $31.6 million.

Stockton will receive a $500,000 BEDI grant and $3 million in Section 108 loan guarantees to revitalize its downtown waterfront. Primary uses of the funds will be clearance and demolition, site preparation, and public facilities costs. The City plans to redevelop a site that has been a blighting influence for many years into a plaza that will link the downtown and waterfront areas. Total project costs are estimated at $40.5 million.

CONNECTICUT

Hartford will receive a $2 million BEDI grant and $5 million in Section 108 loan guarantees to support development of Adriaen's Landing project in downtown Hartford. The project will be mixed use complex with entertainment, retail, residential, recreational, parking, hotel and convention facilities. The City expects to create a total of 700 jobs. Total project costs will be approximately $101 million.

DISTRICT OF COLUMBIA

Washington will receive a BEDI grant of $300,000 and $300,000 in Section 108 loan guarantees to fund the Earth Conservation Corps in the renovation of the PEPCO pump house, which is located on the west side of the Anacostia River in the federally-designated Enterprise Community. The project will employ nearly 40 individuals. The BEDI and Section 108 loan guarantees will be used for lead paint and asbestos abatement, removal of existing pumping equipment, retrofitting the structure to accommodate new intended use, development of infrastructure and landscaping of the site. The estimated total project cost is $1.2 million.

COPA/
Northyards

BEDI press release

GEORGIA

Atlanta will receive a BEDI grant for $500,000 and $500,000 in Section 108 loan guarantees to assist in the redevelopment of the North Yards Business Park in the Atlanta Empowerment Zone. The BEDI grant funds will be used for environmental remediation, with the Section 108 funds used for demolition of dilapidated structures. The Business Park will be developed and owned by a limited liability company called COPA Inc. that is made up of three partners representing neighborhood residents, local government and the business community. The project when completed will employ 1,000 individuals. The project will include $85 million in private investment.

Thomson, located in the Central Savannah River Area Enterprise Community, will receive a $250,000 BEDI grant and $1.25 million in Section 108 loan guarantees to redevelop a former industrial site into a manufacturing facility for International Housing Industries, Inc. The company manufactures structural insulated panels for residential and commercial construction markets. The redevelopment of the facility will create 30 manufacturing jobs in the community. The estimated total project costs are $2.8 million.

ILLINOIS

Chicago will receive a $2.5 million BEDI grant and $18 million in Section 108 loan guarantees to spur industrial redevelopment at five sites. Businesses that ultimately locate at these sites will provide 600 jobs and revitalize nearly 85 acres. Redevelopment sites will include: (1) a vacant 37-acre site in the Greater Southwest Industrial Corridor where the City is negotiating with Stylemaster Inc., a minority-owned box and container manufacturer; (2) a 4-acre site located in the historic Stockyards; (3) a 16-acre sites within the Pilsen Industrial Corridor to expand Midland Industries; (4) a 24-acre site in the Stockyards Corridor; and (5) a 2.3 acres site in the Pilsen Industrial Corridor. Several of these sites are within the City's Empowerment Zone boundaries. Chicago earlier received $54 million in Section 108 loan guarantees and Economic Development Initiative grants from HUD to redevelop brownfields into industrial parks.

INDIANA

North yards

CITY OF ATLANTA

68 MITCHELL STREET, S.W.
SUITE 15100
ATLANTA, GEORGIA 30035-0323
(404) 330-6112

BILL CAMPBELL
MAYOR

DEPARTMENT OF PLANNING, DEVELOPMENT
AND NEIGHBORHOOD CONSERVATION

MICHAEL A. DOBBINS
COMMISSIONER

GRANTS MANAGEMENT

February 19, 1999

Mr. Paul Webster, Director
Financial Management Division
Office of Block Grant Assistance
U.S. Department of Housing and Urban Development
451 Seventh Street, SW, Room 7180
Washington, D.C. 20410

RE: City of Atlanta Request for Change of Eligible Activity for North Yards Business Park Section 108 Loan Application

Dear Mr. Webster:

Pursuant to your February 19, 1999 telephone conversation with Jim Talley, the City of Atlanta is submitting an amendment to the Section 108 Loan Application for the North Yards Business Park. The purpose of the amendment is to change the eligible activity from Demolition, Clearance, and Removal [eligible under 570.703(e)] to Site Preparation for an economic development purpose [eligible under 570.703(f)(2)]. Attached is the revised Table 3 outlining the source , use, eligibility, and beneficiary of the proposed funding.

If we need additional information, please call Jim Talley at (404) 330-6112 x7. Thank you for your assistance.

Attachment

RECEIVED
FEB 25 12 53 PM '99
OFFICE OF C.P.D.

Sincerely,

Michael Dobbins

Michael A. Dobbins

cc: Stella Taylor
Jocelyn Ross
Jim Talley
Dan Cohen
Constance Callahan

Sources and Uses of Funds

USE OF FUNDS	ESTIMATED COST	SOURCE OF FUNDS
Pre-Development		
Technical Assistance	500,000	Corporate/Foundations
Land Acquisition		
1A and 1B	7,000,000	Corporate/Institution ((3,500,000). Debt (3,500,000)
2A	500,000	Corporate/Institution Debt
4A and 4B	2,600,000	Atlanta Empowerment Zone
6	2,400,000	Not Determined - Future Phase
	13,000,000	
Relocation	1,000,000	Atlanta Empowerment Zone
	14,000,000	
Development		
Environmental Clean-Up	**2,000,000**	**BEDI Grant ($500,000),**
Infrastructure	**2,500,000**	**Section 108 Loan ($500,000)**
Roadways/Sidewalks	1,250,000	Grants
Water/Sewer/Storm Drain	1,000,000	Grants
Signage/Landscaping/ Lighting	250,000	Grants
Clearance	1,500,000	Atlanta Empowerment Zone (500,000), Grants (1,000,000)
	6,000,000	
Community Development		
Multi-Purpose Center	1,500,000	Atlanta Housing Authority (600,000), Atlanta Empowerment Zone (400,000),Grants (500,000)
Child Care Center	500,000	Atlanta Empowerment Zone
Replacement Housing	4,000,000	Private (3,000,000), Atlanta Housing Authority (1,000,000)
	6,000,000	
TOTAL	$26,000,000	

Source: COPA, Inc.

The Section 108 Loan is a critical piece of the overall financial strategy for pulling this public/private partnership together. While it only represents approximately four percent of the total project cost it covers a key portion of the costs of remediation and redevelopment of the area that are necessary for the project to proceed. Should this project not go forward as planned, remediation efforts will stall causing severe project delays

Commitments necessary for acquiring and redeveloping the majority (70 percent) of the land for the Business Park have already been made. (See appendix for COPA Board Resolutions authorizing the approval of land acquisitions.) Land costs and relocation total $13.5 million. Cost of completing the necessary infrastructure improvements is $2.5 million. This cost includes: 1) an upgrade of the water system serving the North Yards which is more than 100 years old; 2) installation of separate sanitary and storm sewer systems; and, 3) construction of a new road that will separate North Yards traffic from the Herndon Homes residential area.

Atlanta Empowerment Zone (AEZ) Q&A

Question 1 What is the status of the Atlanta Empowerment Zone?

As we see today, there are great success stories in the Atlanta EZ. Unfortunately, the press has undercounted the successes and the problems have been over-emphasized. The City and Mayor Campbell have taken important recent steps to ensure success including the hiring of a new executive director (August 1998) and increased the partnership with City Hall. The new executive director, Joseph Reid, has helped to breath new life into the operation of the AEZC. We are confident that the AEZC will continue to see many successes over the remaining six years of the EZ designation.

City officials who oversee the initiative describe the zone's problems as "growing pains" and say that the zone is now well positioned to fulfill its mission in the remaining six years. Mayor Bill Campbell, who serves as chairman has placed the zone more closely under the auspices of the City government. The AEZC moved its offices into City Hall East and its new executive director is in the process of rebuilding the staff with the support of City Hall.

Question 2 Based on the results of the four recent EZ audits including Atlanta, the HUD IG issued a negative report on the HUD's oversight of the EZ/EC Initiative in March 1999. What are the ramifications of this report and what has HUD done to remedy the issues identified in the IG report?

HUD has adequate policies and procedures in place to ensure EZ funds are spent according to an EZ/EC Strategic Plan which is HUD's statutory role. HHS, the source of federal EZ/EC funds, in concert with the states, is statutorily responsible for ensuring adequate controls are in place to ensure that EZ/EC funds are spent according to the limits on the uses of HHS EZ/EC funds. HUD strongly disagreed with the IG's finding and issued a 16-page rebuttal outlining the weaknesses of the IG report. The IG subsequently recanted on one of its major findings.

Question 3 What is your response to a recent HUD IG audit that found substantial problems with the Atlanta EZ?

HUD strongly disagreed with the HUD IG's finding of misspending by the EZs. The HUD IG used a faulty definition "permissible EZ activities" in evaluating the activities of the four EZs. Ultimately, in April 1999, the HUD IG acknowledged its misinterpretation of EZ laws and regulations, and has recanted on the findings involving misspent funds.

Regarding inaccurate EZ reporting, HUD identified the problem prior to the start of the IG audit and began instituting a new Internet-based performance measurement system (PERMS) to improve reporting. The new PERMS system has dramatically improved reporting by the EZ/ECs. The problems identified in Atlanta were similar to those identified in the other three EZs. There have been many successes in Atlanta's EZ including substantial new investments and leveraging. Additionally, the new executive director is charged with ensuring efficient administration of the EZ programs.

Some of the major accomplishments of the Atlanta EZ are:

- The Fulton Bag and Cotton Mill, a mixed housing and commercial development at an abandoned cotton has helped to reinvigorate the Cabbage Town neighborhood.
- The North Yards Business Park, a 55-acre industrial park, will create much needed jobs and economic opportunity within the EZ. Coca Cola recently purchased 13 acres to build a facility at the site and has committed to hiring EZ residents. This project received a $5 million grant from the EZ and $1 million in HUD Brownfields Economic Initiative funding to assess and remediate environmental concerns at the site.
- Establishment of the Atlanta One Stop Capital Shop which helps coordinate small business services in the EZ and surrounding area. A number of local banks federal agencies including SBA, HUD, and the Commerce Department have representatives at the site. The OSCS also provides entrepreneurs with technical assistance such as creating business plans for fledgling businesses.
- The Sweet Auburn Curb Market (the site of the Presidents visit in Atlanta) has been operational since 1923 and was renovated by a $5 million dollar HUD Section 108 loan in 1992. There are approximately 24 businesses currently located within the market.

Question 4 What entities implement the Atlanta Empowerment Zone Strategic Plan?

The Atlanta Empowerment Zone established a non-profit 501c(3) corporation, called the Atlanta Empowerment Zone Corporation (AEZC), to implement its Strategic Plan. Mayor Campbell is the Chair of the AEZC Board which also includes business leaders, EZ residents, non-profits, and other stakeholders. EZ resident involvement in the Atlanta Strategic Plan is enhanced through the Community Empowerment Advisory Board (CEAB) which includes representative from all the neighborhoods in the EZ. The CEAB is an EZ resident advisory body that work with the Atlanta Empowerment Zone Corporation in implementing the local Strategic Plan.

Question 5 How much has the Atlanta EZ committed and how much has the EZ leveraged?

The Atlanta EZ has 124 projects and programs that it is administering to implement its Strategic Plan. The Atlanta EZ has spend $10 million in HHS EZEC SSBG funds, although $4 million of that amount covered administrative expenses. The EZ has committed an additional $60 million in EZ/EC SSBG funds. When fully implemented, the 124 EZ projects/programs will leverage an additional $2 billion dollars.