Withdrawal/Redaction Sheet
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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. paper	Delta Opportunity Day; RE: phone numbers [partial] (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
Policy Development
Lisa Green
OA/Box Number: 20586

FOLDER TITLE:

[New Markets---Potential Tour Sites and Cities] [1] [loose]

2012-0043-S
ms245

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]
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- 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]

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- 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]

DELTA OPPORTUNITY DAY

3rd Annual Entrepreneurial Agricultural Conference
November 5, 1999
Dumas Community Center, Dumas, Arkansas

Agenda

7:30 A.M. **STATE OF THE DELTA BREAKFAST**
with Governor Mike Huckabee
and U.S. Representative Jay Dickey

NEW INDUSTRIES FOR THE DELTA

9:00 A.M. **Emerging Aquaculture Industries**

Hybrid striped bass	Chris Dionigi, USDA/ARS, New Orleans
Fresh water shrimp	Steve Fratesi, Stoneville, Mississippi Grower

9:40 A.M. **Row Crop-based Industries**

Sweet Potato	Mike Cannon, Louisiana State University, Chase Station
Aromatic Rice	Chuck Gibson, Specialty Rice Marketing, Brinkley, AR
	Ed Risler, Texas A&M University, College Station

Break

Identity-Preserved Grains &	Pete Moss, Frazier, Barnes and Associates, Memphis
Ethanol/Feed Production	Paul Teague, Delta Fresh
	Van Ayers, University of Missouri

11:20 A.M. **Fiber Crops**

Retrofitting Cotton Gins for Recyling	Stanley Anthony, USDA/ARS
Cotton/Kenaf: Healthy Home Insulation	Nozar Sachinvala, USDA/ARS/SRRC

12:30 **DELTA FUTURES LUNCHEON**
with Senator Blanche Lincoln
and USDA Undersecretary Jill Long Thompson

1:30 P.M A. MEETING OF DELTA CAUCUS AND ARKANSAS DELTA COUNCIL
Update on Delta Caucus, Washington trip and future activities
B. TOUR OF DUMAS COTTON GIN
2nd largest in the world
C. TOUR OF ARKAT
Feed exporters

All sessions and meals are free.
For more details contact Delta Council 870-673-2132.

Withdrawal/Redaction Marker
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DELTA OPPORTUNITY DAY

Friday, November 5 Dumas Community Center, Dumas, Arkansas

Would you like to see new industries in your community?
Are you concerned about the future of agriculture?

You're invited to the **DELTA OPPORTUNITY DAY** on November 5 at the Dumas Community Center in Dumas Arkansas. Sure there are lots of problems in agriculture. But there are lots of opportunities, too. On November 5, farmers, businessmen and community leaders will discuss **seven new industries** which will soon be transforming communities in our region.

You will also hear from ***Governor Mike Huckabee and U.S. Representative Jay Dickey*** (at breakfast), ***Senator Blanche Lincoln and USDA Undersecretary Jill Long Thompson*** (at lunch) and the ***Delta Caucus*** on initiatives to assist our region.

If you are a farmer, a businessman or an elected official, you owe it to yourself and your community to meet the leaders of emerging new industries for our region. Speakers discussing new industries will be coming from six states. They include:

Aromatic Rice: *Chuck Gibson, Specialty Rice Marketing and Ed Rister, Texas A&M University*
Sweet Potato: *Mike Cannon, Louisiana State University*
Identity-Preserved Grains and Ethanol/Feed from Southern Corn:
Pete Moss, Frazier, Barnes and Associates, Memphis, Tennessee
Paul Teague, Delta Fresh; and Van Ayers, University of Missouri
Retrofitting Cotton Gins for Recyling: *Stanley Anthony, USDA, Stoneville, Mississippi*
Cotton/Kenaf for Healthy Home Insulation:
Nozar Sachinvala, USDA, New Orleans, Louisiana
Freshwater Shrimp and Hybrid Striped Bass:
Steve Fratesi, Stoneville, Mississippi
Chris Dionigi, USDA/ARS/SRRC

You should come! Why?

1. You want to find new markets.
2. You want to diversify your farm or community.
3. You have a market and need to find growers.
4. You have an idea and need capital.
5. You have capital to invest and need a good opportunity.
6. You like the Delta and want to see new industries come in.
7. You like meeting people with practical ideas for profitable new industries.

See you at the Dumas Community Center at 7:30 am on Friday, November 5

Admission to the conference, breakfast and lunch are free, provided by the Delta Council.
For more details or to register, contact the Delta Council main office at 870-673-2132, or Field Coordinator Steven Gregory P6/(b)(6) P6/(b)(6)

U.S. Department of Housing and Urban Development
Washington, DC 20410-800

From: Ariel Zwang

Phone: (202) 708-0614 x 4839
Fax: (202) 708-9981

FACSIMILE TRANSMITTAL

10/22/99 DATE: Paul Richmond,

TO: Lisa Green, Natasha Bolimarica

ORGANIZATION:

FAX: TELEPHONE:

FROM: Ariel Zwang / Ken Sain

MESSAGE: Here is the info you requested from Ken Sain

NUMBER OF PAGES (including this page): 6

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b) Corporate Initiatives

lmost two decades ago, corporate involvement in Hartford was defined by the so-called Bishops - a handful of leaders from the major insurance companies who directed most corporate and public sector investments in the city. Their concerns focused primarily on downtown and cultural affairs. They were primarily men. And, they did not devote much of their attention to the employment needs of neighborhood residents. Their days are over in Hartford. A new structure of corporate leadership is emerging in Hartford. A new entity - the Millennium Group - has been formed to oversee the implementation of a regional strategic plan. This group has representation from the public and private sector, from Hartford neighborhoods, and from other cities and towns in the region. The Millennium Group has recognized that race is a serious economic issue in the region, and the members have individually committed to undergoing an intensive diversity training process. The Millennium Group has recognized that you cannot revitalize the city without paying attention to employment in the neighborhoods. This group is committed to working with the City on implementing the Strategic Plan in the Empowerment Zone.

Recent article in the Hartford Advocate focused on the new collaborative environment in the city and cited as evidence the extensive efforts of Phoenix Home Life Mutual Chairman Robert Fiondella to consult with various community groups at each stage in the planning of the AdriaenÁs Landing development. As the head of one of the local community based organizations noted: *"There's a much greater sense of collaboration, there are a lot of people working together. It has to be a partnership."* With these changes at the neighborhood, city and regional levels, Hartford is ready and able to fully implement the strategic plan for its Empowerment Zone.

(1) Public Education Partnerships

ollowing the takeover of the Hartford Public Schools, by the State of Connecticut, the Board of Trustees began putting in place initiatives and partnerships to not only improve the school system itself, but to create partnerships with other entities in the community. The School Strategic Plan, adopted by the Administration and Trustees, is now serving as a framework for school improvement. The Trustees established a working relationship with the State Department of Education and the Commissioner Theodore Sergi. Together, the Commissioner and the Trustees are working with the business community to develop programs and linkages. In addition, the relationship between the School Board and the City of Hartford, formerly a rocky one, has improved greatly and both parties are working together as partners.

arents of Hartford school children are also participating in the reform of the Hartford school system. A group of concerned parents convened in February of 1995 and became the group known as Educate Our Children Now (EOCN). In 1996, EOCN held a press conference and called for a state of emergency and then was involved in the State takeover. Since that time, the EOCN and other parent groups such as OPMAD (Organized Parents Make a Difference) have worked with the Board of Trustees on adopted an organizing resolution. The resolution states that Hartford 2000 consists of the chair (or his or her designee) of each NRZ committee. Other organizations and individuals are welcome to participate in the discussions, but only the representatives of the NRZÁs may vote.

Hartford 2000 meets on the 3rd Thursday of every month at 5:30 PM in City Hall. To date, it has designed and overseen the process of NRZ applications for $12 million in new Urban Act funds and sponsored the organizing the meeting of the Empowerment Zone process. The Co-Chairs of Hartford 2000 also chaired the large community meetings, which were held as part of the EZ process.

- MetroHartford Millennium

After many years of downsizing, restructuring, and societal and economic changes, the Bishops who provided the civic leadership in the Hartford region were gone; the corporate leadership that remained was focusing upon survival; and a new generation of leadership had not yet emerged. The void was felt throughout the region,,from arts institutions, political leadership, educational institutions, and other service providers. To respond, the Capital Region Growth Council built a Steering Committee composed of the new civic leaders to guide the development of a region-wide strategic plan. Chaired by Karl Krapek, the President of Pratt and Whitney, individuals from the public, private, and nonprofit sectors were brought together to oversee the effort.

The MetroHartford Millennium Project was deeply committed to developing an action agenda that represented the diversity within the community. This meant undertaking extensive outreach efforts. Early in the process, 11 community meetings were held throughout the Greater Hartford region where hundreds of citizens were in attendance. Of these meeting four were held in the city of Hartford:

- On Tuesday February 11, 1997 a meeting was held covering the Tri-Neighborhood community, Asylum Hill and the West End.
- On Tuesday February 25th 1997 a meeting was held in the Southend
- On Friday February 28 a meeting was held in the Downtown.
- And on February 12 and March 3 of 1997 meetings were held in the North End.

These meetings essentially involved the type of SWOT analysis that is part of the Empowerment Zone strategic planning process. The focus was on community assets, problems and opportunities. At least 50-100 residents of Hartford attended these initial meetings. In addition, the meetings were attended by numerous stakeholders in organizations in the City.

In September of 1997, 1,400 individuals were invited to four community meetings to get feedback from residents on the preliminary directions of the Millennium Project. These meetings were held in Hartford and were attended by hundreds of residents. In addition, numerous meetings were held with community-based organizations, civic associations, business organizations, and political leadership from throughout the region.

Five task forces were also convened as part of the Millennium Process; Fiscal and Policy; Workforce Development; Small Business; Arts and Tourism; and Neighborhoods. Task Force members met to identify and discuss key issues and developed specific recommendations that were incorporated into the Millennium Action Agenda. Of most relevance to the Empowerment Zone process was the Neighborhood Task Force. This Task Force met six times between April of 1997 and September of 1997. The Task Force included representative of many of the cityÁs NRZÁs and community based organizations. The Task Force made specific recommendations about priority neighborhood issues - these included the reorganization of city economic development, resources for increasing the capacity of community based organizations, a focus and emphasis on improving public schools, the design of initiatives to stimulate greater housing investment and home ownership in HartfordÁs neighborhoods, efforts to increase business investment in the neighborhoods, initiatives to use the cityÁs ethnic diversity as an economic development tool, and efforts to bridge the racial, economic and geographic divisions in the region. All of these recommendations were included in the Millennium Action Plan and many of them are further enhanced in this Empowerment Zone plan.

Finally, two economic cluster groups were also convened as part of the Millennium Process. The first group included business leaders in the ***precision manufacturing industry***. This group has convened to develop strategies for that industry, starting with solutions for the critical and growing shortage of trained employees. Second, business leaders and human resource professionals in the leading ***financial services*** companies in the region have been meeting to design employer driven training programs that meet their workforce needs. The work of these two groups is also incorporated in the Empowerment Zone strategic plan. The cluster based training program included in our Empowerment Zone strategy emerged directly from the discussion and the needs expressed by employers.

- Reinventing Government

The City Administration and the Court of Common Council hired David Osborne, author of Reinventing Government, and his firm, the Public Strategies Group, in 1997 to take an objective look at Hartford City Government and recommend strategies to make the City more efficient, more effective, and more customer-oriented. When the recommendations were reviewed, the City decided to engage the Public Strategies Group to assist in the implementation of the action plan.

The City is implementing that plan at this time. The first component of the action plan is to create a citywide performance management

(g) Riverfront Recapture

Riverfront Recapture, Inc. is a private, non-profit organization that is leading the effort to restore public access to the Connecticut River in Greater Hartford. A regional network of parks and public recreational facilities are taking shape on the riverfront with new improvements completed each year. The Riverfront project has three goals:

1. to restore access to the Connecticut River and develop parks and recreational facilities that will improve the quality of life for people who live and work in Greater Hartford;
2. to make the Riverfront a destination for visitors from outside the region; and
3. to leverage the public investment in the riverfront parks to attract private investment for economic development that will create jobs, generate tax revenues, and help to revitalize Greater Hartford.

Completed portions include:

- Charter Oak Landing, **a new Hartford park, south of downtown, containing a dock for excursion boat service, a public boat launch, a wharf, riverwalks and picnic areas;**
- Riverside Park, **a restored Hartford park, north of downtown, containing a public boat launch, riverwalks, picnic areas and a boat house for a popular community rowing program; and**
- Great River Park, **a new park in East Hartford featuring a public boat launch, an amphitheater seating 350 people, a picnic area, and a riverwalk.**

Projects in construction include:

- Riverfront Plaza, **a landscaped plaza over Interstate Highway 91 connecting downtown Hartford with the Connecticut River. Features include grassy terraces to the river, an amphitheater seating 2,000 people, a bulkhead and dock for boat service and water taxis and a pedestrian promenade across the Founders Bridge linking riverfront park systems in Hartford and East Hartford;**
- Bulkeley Bridge Walkabout, **a bridge around an abutment will restore the historic connection between the center city and Riverside Park.**

Projects in the planning phase include extensions of the riverwalk north to the Farmington River in Windsor and south to Wethersfield Cove. Construction will proceed, as funding becomes available.

When Riverfront Recapture is completed, says President Joseph Marfuggi, ‰It will tie this region together. It will be a stimulus for development.Â A process, he adds, that already has begun. ‰I donÁt think weÁd be talking about AdriaenÁs Landing if we hadnÁt started with this,Â he says.

(h) The Learning Corridor

In July of 1997, groundbreaking ceremonies took place on the site of a former bus garage in the Frog Hollow neighborhood. **Trinity College**, in conjunction with **Hartford**

Hospital, the **Institute of Living, Connecticut Public Television**, and the **Connecticut Children's Medical Center**, began transforming the neighborhood surrounding the college. The $175 million project will create a Montessori public elementary school, a public middle school, and a math, science, and technology high school resource center joined with a performing arts academy. Across the street, **Southside Institutions Neighborhood Alliance** (SINA, the coalition of the institutions listed above) dedicated a new Girls and Boys Club, which will be staffed by Trinity students.

This neighborhood initiative also includes a family resource center to which the Aetna Corporation has committed $1.0 million in seed money. At a speech at the Brookings Institution in June, Trinity President Evan Dobelle explained the schoolÂs strategy, ‰oTrinity is embracing its city ... the college does not wish to be an island within its city, nor an ivory tower with walls so high they are impossible for our neighbors to scale. We intend to draw our neighbors in, not drive them away.Â

An additional 15-block area surrounding the Trinity campus and Learning Corridor has been targeted by SINA for a variety of improvements presently underway, including the transformation of 96 abandoned properties into approximately 80 two and three-family homes, a jobs center, and a streetscape program to upgrade the physical look of the neighborhood. The program will emphasize home ownership.

(i) Charter Oak Business Park:

Public housing in Hartford is being transformed. The total number of rental housing units is being reduced by approximately half. Density is being reduced in the housing projects, former residents are being provided with ‰oportableÂ Section 8 certificates that can be used in Hartford or its suburbs, and homeownership opportunities are being created. The Charter Oak Housing Project, located in the Empowerment Zone, in the Behind the Rocks neighborhood, is being demolished. Single family homes and duplexes are being constructed on a portion of the site. The Job Corps Center will be constructed on a second portion of the land. And a business park is proposed for the remaining acres of the former Charter Oak Terrace.

Creation of the business park will include long-term leases to private businesses, joint ventures with outside entrepreneurs and the start-up of Authority owned or resident owned businesses. Preliminary estimates suggest that over 700 jobs suitable to public housing residents could be generated. This job generator ties into new State regulations that require welfare recipients to become employed.

In a period of economic stagnation in the northeastern United States, and with alarmingly high levels of unemployment among public housing families, it is incumbent on all concerned to find innovative means to create jobs. Research to date suggests that the multi-acre parcel is highly desirable because it is located at the entrance ramp to interstate 1-84, abuts a railroad line, and is adjacent to other light industrial development on New Park Avenue.

I'll take Manhattan, the Bronx and Staten Island and Brooklyn and Queens too!—

Economic Development through Cultural and Heritage Tourism

THURSDAY NOVEMBER. 4TH 7-9 P.M.
Reception at 6:30 p.m.
Preview segments of *New York: A Documentary film.* with director Ric Burns and special guests. Co-sponsored by the J.M Kaplan Center for NYC Affairs and WNET Channel 13. (Film *premiering on PBS.* Nov. 14-18. 1999)

Friday, November 5th Conference

8:00 a.m.
Registration. Coffee and Exhibit of Successful Community Projects

9:00
Welcome - Five Borough Initiative. Alexia Lalli. *Executive Director.* Heritage Trails New York
Special Remarks – Cristyne Lategano, *President & CEO.* NYC & COMPANY / New York Convention Visitors Bureau

9:30
A National Perspective on Heritage and Cultural Tourism Jerry Kappel. *Director of Development.* American Association of Museums, and *Founder.* Partners in Tourism. Culture and Commerce

10:15
Who Visits New York? A Profile
George Wachtel. *President.* Audience Research & Analysis

10:35
Coffee Break

11:00
Success Stories from Other States
Robert Barrett, *Vice President.* Los Angeles Convention and Visitors Bureau. Donna Shaw, *Former Director,* Illinois Bureau of Tourism Administration.

12:00-1:00
Lunch and Networking

1:00
Attracting Foreign Visitors to US Cultural and Heritage Tourism Venues Leslie Doggett. *Director of Travel Services.* US Department of Commerce

1:30
Tourism is Big Business
A panel of travel industry leaders will discuss the ways that businesses can contribute to the cultural. social and economic lives of New York communities. Moderated by Michael Seltzer. *Executive Director.* Business Enterprises for Sustainable Travel

2:30
Afternoon Break

3:00
Concurrent Workshops
(pre-registration required)

Developing Partnerships
Oceola Bragg. *Director of Public Presentations.* Lower Manhattan Cultural Council; Terri Osborne. *Executive Director.* Queens Council on the Arts

Packaging Tourism Opportunities:
Alexander Campos. *Director of Marketing and Communications.* Bronx Museum of Art; Nanette Rainone. President. BRIC/Brooklyn Information and Culture

Using Tourism for Economic Development: Toni Griffin. *Vice President.* Upper Manhattan Empowerment Zone and Development Corporation; Alexa Lalli. *Executive Director.* Heritage Trails New York; Doris Quinones, *Executive Director,* Bronx Tourism Council, *Marketing Director,* Bronx Overall Economic Development Corporation; Laura Jean Waters, *Executive Director.* Council on the Arts & Humanities for Staten Island; Barbara Fischetti, *Project Manager,* Staten Island Tourism Council.

4:00
FREE AND OPEN TO THE PUBLIC
Grant Application Seminar
Announcement of New Guidelines for grants to Cultural and Heritage Tourism sponsored by the New York State Council on the Arts and the Arts and Business Council.

Conference Sponsors
J.M. Kaplan Center for New York City Affairs. Milano Graduate School. New School University • Con Edison • KeySpan • Arts & Business Council • New York State Council on the Arts

Special thanks to the American Express Company and the New York Convention & Visitors Bureau, a Division of New York & Company for their generous contributions which helped to make this event possible.

NYCVB   AMERICAN EXPRESS
Arts Business
NYSCA   KEYSPAN ENERGY   Con Edison

CONFERENCE REGISTRATION

CONFERENCE REGISTRATION FEE IS $45.00 which includes lunch. Full payment must accompany completed reservation forms. All registrations must be received by October 20, 1999. No phone reservations will be accepted.

Attendee #1 Attendee #2

Thursday November 4th 7:00 p.m.
☐ ☐ Ric Burns Presentation is included in registration fee, but attendees **must reserve by checking box to be admitted.**

Friday, Nov. 5th Concurrent Sessions (Choose One)
☐ ☐ Developing Partnerships
☐ ☐ Packaging Tourism Opportunities
☐ ☐ Using Tourism for Economic Development

Name (attendee #1) ______________________

Name (attendee #2) ______________________

Organization/Business ______________________

Address ______________________

City State Zip ______________________

Phone ______________________

Attending __x $45.00 = $__________
Please duplicate this form for additional registrations.

Please make checks payable and send to:

Heritage Trails New York
c/o LMCC
5 World Trade Center, Suite 9235
New York, NY 10048

Phone: 212 466-3600 x205
Fax: 212 466-0020

Heritage Trails New York
c/o LMCC
5 World Trade Center, Suite 9235
New York, NY 10048
Phone: 212 466-3600 x205
Fax 212 466-0020

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I'll take Manhattan, the Bronx and Staten Island and Brooklyn and Queens too!—

Economic Development through Cultural and Heritage Tourism

November 4, 1999 7:30 p.m. - 9:00 p.m.
November 5, 1999 9:00 a.m. - 4:45 p.m.

New School University
Tishman Auditorium
66 West 12th Street
New York City

I'll take Manhattan, the Bronx and Staten Island and Brooklyn and Queens too!—

Economic Development through Cultural and Heritage Tourism

NYC Tourism Trends

- **Tourism is one of the top five growth industries in NYC with more than 131,000 jobs directly supported by visitor spending.**
- **34 million tourists visited NYC in 1998 generating $14.3 billion in total spending - a 17% increase since 1996.**
- **NYC's visitor market is expected to grow 2% in 1999, bringing travel volumes up to 34.8 million trips and visitor spending up 1% totaling $14.5 billion for the year.**

Cultural and Heritage Tourism Trends

- **Heritage tourism is the fastest growing segment in the tourism industry.**
- **Travelers to historic and cultural sites spend more money per trip and stay longer (4.7 nights versus 3.3 nights for other visitors.)**
- **Heritage visitors are more likely to stay in locally-based lodging (especially B&Bs).**
- **45% of heritage visitors will include shopping in local establishments as part of their visit versus 33% of all other visitors.**

The NYC 5-Borough Cultural and Heritage Tourism Initiative

Following the first Heritage and Cultural Tourism Forum, held in February, 1998, a group representing the Bronx, Brooklyn, Staten Island, Queens, Upper and Downtown Manhattan met and established as its goal *to make culture and heritage the focus of a citywide, five-borough tourism initiative in order to attract tourists and native New Yorkers to areas outside of midtown Manhattan.* The initiative is working towards the economic revitalization of communities throughout the city, developing, packaging and marketing their cultural, historic and ethnic attractions.

5 Borough Cultural & Heritage Tourism Members

Bronx Tourism Council • Bronx Museum of the Arts • Brooklyn Tourism Council, a project of BRIC/Brooklyn Information & Culture • Heritage Trails, New York • Lower Manhattan Cultural Council • Queens Council on the Arts • New York University's Center for Hospitality, Tourism and Travel • Staten Island Tourism Council • The Council on the Arts & Humanities for Staten Island • Upper Manhattan Empowerment Zone & Development Corporation

U.S. Department of Housing and Urban Development
Washington, DC 20410-800

~~Office of Intergovernmental Relations~~
A Zwarg

Tel: (202) 708-0030
Fax: (202) 708-3707

FACSIMILE TRANSMITTAL

DATE: 10/13/99

TO: Lisa Green, Natasha Bilimoria

ORGANIZATION: NEC

FAX: ____________ TELEPHONE: ____________

FROM: Ariel Zwarg

MESSAGE: ____________

NUMBER OF PAGES (including this page): ______

If problems occur during transmission of fax, please call (202) 708-0030.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE OFFICE OF THE SECRETARY
WASHINGTON, DC 20410-0001

TO: Lisa Green

FROM: Jacquie Lawing, Ariel Zwang AMZ

DATE: October 13, 1999

RE: University Programs at HUD

We are delighted that the NEC is considering University Programs as a potential theme for a New Markets site, and are glad to send information about HUD's University Programs. These include the Hispanic-serving Institutions Assisting Communities Program, the Historically Black Colleges and Universities Program, Joint Community Development Program, Community Development Work Study Program, and Doctoral Dissertation Grant Program. But the cornerstone is the Community Outreach Partnership Centers Program (COPC).

Attached please find general information about COPC's economic development activities; some more detailed case studies of programs that have made substantial progress; and a list of current grantees.

Please let us know if you would like additional information on other COPC sites. There are exciting things going on with all the grantees, and if you have an interest in a particular geographical area not already on the "short list," we can quickly provide information on the university's economic development-related activities there.

As for the "short list" sites, we are preparing a comprehensive list of HUD programs (not just University programs) in operation there, and will forward it to you shortly.

I. Overview of COPC

The campus-community partnership supported by HUD's Community Outreach Partnership Centers program (COPC) are contributing directly to the creation and retention of jobs, the training and hiring of local residents, and the development of strategies by which lower-income neighborhoods and cities will become more economically competitive. They employee universities' technical and research expertise, facilities, local spending, and capital investments, along with the students' and faculty members' commitments to community service. Since 1994, HUD has awarded 98 COPC grants, totaling $45 million. In addition, $12 million was awarded in 1995 under the Joint Community Development program to five universities for intensive neighborhood revitalization partnerships.

Creating mixed-use, mixed-income retail and residential developments that address local consumer demand for goods, services and quality housing. Universities are investing their own funds in affordable housing and retail for inner-city residents, and are providing the planning and business expertise for new construction and rehabilitation. For example, the East St. Louis Action Research Project, which is the COPC of the University of Illinois at Urbana-Champaign, has worked with the City, a local CDC, and private developers to create a large housing and commercial development project tied to the extension of the regional light rail transit system.

Devising strategies for retention and attraction of business and industry. Many COPC colleges and universities are central to the planning in many regions to attract new knowledge-based industries and to retain key manufacturing sectors. For example, Los Angeles Trade-Tech Community College is enhancing the viability of the local apparel and textile industry by developing sophisticated forecasts of industry needs and improving workers' skills to match those increasingly technical requirements.

Starting and expanding small businesses: Colleges are assisting small firms to reach new markets, improve management practices, and obtain financing. For example, the COPC at Fitchburg State College in Massachusetts has created an innovative micro-enterprise tracking and reporting software program which is being used not only in Fitchburg but statewide to greatly improve the capacity of business assistance programs. The COPC award also funds the College's Business Support Center for other financial and technical assistance to local firms.

Preparing a competitive workforce. COPC partnerships are designing and carrying out a wide variety of innovative training strategies for youth and adults, going well beyond their traditional degree programs. For example, Hunter College is collaborating with a youth service organization to prepare high school students for technical and leadership careers in health sciences, one of New York City's growth sectors.

II. Case Studies

Clark University, Worcester, MA Located in a post-industrial urban area, Clark's immediate neighborhood has suffered increased levels of poverty, crime, and arson for profit. The largely immigrant neighborhood has a high concentration of rental housing with absentee landlords. With a five-year, $2.4 million JCD grant from HUD, Clark was able to capitalize on neighborhood partnerships to accomplish the following:

- Together with the Main South Community Development Corp. (which Clark had helped to form in the 1980s), the City of Worcester, and the Boys and Girls Clubs, plan a $30 million joint project on a 30-acre parcel in the neighborhood, which will include 100 new units of housing, a $5 million Boys and Girls Club, and a new athletic center.
- Provide a $1 million line of credit for the Main South CDC, which has built hundreds of units of housing over the past several years.
- Offer free tuition to any student from a nearby public high school who meets Clark's admissions requirements and has lived in the neighborhood for five years.
- Offer staff incentives for homeownership in the immediate neighborhood: a $5,000 downpayment grant and 12% of the employee's salary, up to $4,000 per year for seven years, toward mortgage payments.
- The HUD grant has leveraged an additional $7.2 million from Clark's endowment to support these and other community development and educational activities with a 100 block radius of the campus.

University of California at Berkeley The Joint Community Development Program, funded by HUD(a total of $2.4 million, in the period 1995-1999) and the University (which has marshaled $2 million in matching private resources), is a partnership making positive impacts in many of Oakland's most economically challenged neighborhoods. So far, the Program has involved more than 15 University departments, 44 small businesses, 30 community-based organizations, and six City agencies.

Partnership initiatives include:

- A Commercial Facade Improvement program, which includes a design manual produced by a UC architecture student; matching grants of up to $10,000 provided by UC and the City's Community Economic Development Agency for commercial façade improvement work; and assistance in preparing drawings and bids from local architects. In Oakland's Fruitvale District, this includes completion by the University, City and local CDC of more than 30 facades and related investments in commercial district street and open space improvements, which are key elements of the Fruitvale Transit Village.

- The Fruitvale Transit Village, a path-breaking mixed-use development with housing, retail, and community services. This program is a partnership of public, private, and nonprofit investors led by the Spanish-Speaking Unity Council, a community development corporation.
- Credit Union: A group of residents from Oakland neighborhoods abandoned by commercial banking have worked with University graduate students and community organizations to complete a business plan, and have gathered several hundred thousand dollars in investments for a new low-income people's credit union. The credit union will provide basic consumer banking services and loans for small business and personal needs

Trinity College, Hartford, CT Trinity College, located in downtown Hartford, was funded in the first round of the HUD's COPC (Community Outreach Partnership Centers) program in 1994, for $580,000. Our support was for the initial planning, neighborhood organizing and partnership building that has led to a now massive amount of new investment by university, private, and other public sources in the low-income areas around the Trinity campus, and more broadly in Hartford, and which all together represent $175 million of investment. Programs include the Center for Neighborhoods, Southside Institutions Neighborhood Alliance (SINA), and The Learning Corridor

Cityscape is sponsored by SINA (see above), which was founded by Trinity College, Connecticut Public Television, and area hospitals. The effort is well underway with a new Boys and Girl's club in service, beautiful new schools under construction, and some housing units complete. On July 16th, a $2 million EDI with a $6.2 million 108 loan was announced. The EDI included the commitment of $2.3 million in private funds for retail development.

Potential Announcement: The Cityscape visit could include the announcement of three private donations which have not been made public. They are almost $400,000 from the Hartford Foundation, $50,000 from Lincoln Trust, and $10,000 from the Hartford Courant Foundation. These funds are for youth education associated with the project. There is a possibility of announcing the tenants who will occupy some of the retail space in this low income community. The sponsors would work very hard to facilitate a meaningful visit for the president and the community.

The Learning Corridor is a 16-acre campus adjacent to Trinity College (nine of the acres formerly were used for a bus maintenance facility). When the campus is complete in the summer of 2000, it will include an inter-district, Montessori-style elementary school; a Hartford public middle school; and a high school resource center.

III. This Year's COPC Grantees

New Grants:

Occidental College, Los Angeles, CA	$399,654
Georgetown University, Washington, DC	$399,463
University of West Florida, Pensacola, FL	$399,999
Mercer University, Macon, GA	$400,000
Loyola University Chicago, Chicago, IL	$399,984
Butler University, Indianapolis, IN	$399,145
Valparaiso University, Valparaiso, IN	$399,740
Springfield College, Springfield, MA	$399,843
Rowan University, Glassboro, NJ	$397,900
Cornell University, Ithaca, NY	$399,770
State University of New York College at Cortland, Cortland, NY	$400,000
University of Toledo, Toledo, OH	$399,650
University of Oregon, Eugene, OR	$399,765
University of Tennessee at Chattanooga, Chattanooga, TN	$399,919
Lynchburg College, Lynchburg, VA	$399,838
University of Vermont, Burlington, VT	$399,845

New Directions Grants (Repeat-Year Grants)

Howard University, Washington, DC	$150,000
University of South Florida, Tampa, FL	$150,000
University of Michigan-Flint, Flint, MI	$149,931
Pratt Institute, Brooklyn, NY	$150,000
University of Tennessee Knoxville, Knoxville, TN	$149,998
University of Texas-Pan American, Edinburg	

SUBJECT:

SBA Proposal for Second POTUS New Markets Tour – BROOKLYN, NY

CC:

Fred Hochberg, SBA
Kris Swedin, SBA
Mike Schattman, SBA
Michele Kreiss, SBA
Jane Merkin, SBA
Tom Bettridge, SBA, Region 2 Administrator
Aubrey Rogers, SBA, NY District Director
Michael Day, Rep. Nydia Velazquez

BROOKLYN, NY

A. Theme: Small business development, job creation, and private sector investment in ethnically-diverse, economically-distressed neighborhoods.

A. Event: President will do a drop-by at FirstSource Staffing in the Park Slope neighborhood of Brooklyn, a temp placement employment agency established by Fifth Avenue Committee, that specializes in job placement for low-income workers and is part of the President's Welfare-to-Work initiative.

FirstSource currently specializes in finding jobs for administrative and office workers, data entry workers and telemarketers. FirstSource also helps those with what the agency terms "barriers" to work – lack of long-term work experience, job lay-offs, child-care problems, or substance or drug abuse problems. FirstSource goes beyond other temp agencies, by doing follow up with both employers and new workers to monitor progress and also offering additional training to candidates when needed.

President will then proceed to Boricua College, to attend the opening of a *Small Business Development Center* (SBDC) focused on the Hispanic community at Brooklyn's Boricua College. This SBDC is designed to provide business assistance to the currently untapped community in an effective, culturally-conscious environment. Funds for this program have already been committed by Banco Popular, and several other banking institutions prominent in the area are expected to announce their involvement shortly.

A. **Deliverable:**

President to announce the New Markets Lending Cooperative, an innovative program that will bring together all levels of capital funding to one of New York's most impoverished neighborhoods. The New Markets Lending Cooperative has obtained several million dollars in commitments from private venture capital sources. Additionally, the Cooperative has obtained a commitment from a microlender, Accion, to do $10 million in microloans in Brooklyn. The Cooperative will be a first-of-its kind effort in Brooklyn, a much-needed vehicle to bring debt and equity capital, coupled with technical assistance, to business owners in this predominantly Hispanic neighborhood. The program will offer one-stop shopping for loans and venture capital, bringing together in one location a microlender (Accion), a Small Business Lending Company, and a venture capital company (TBD prior to the President's announcement).

A. Background

The 12th District of New York is a textbook example of the sort of economic conditions the New Markets Initiative was created to address. Even while much of the country is experiencing an all-time low unemployment of 4.2%, this predominantly Hispanic area has seen unemployment rates of as high as 9.6%. The New Markets Lending Cooperative will do much to give much-needed access to capital to Hispanic businesses, whether as start-up money or capital for expansion, which, in turn, will help with job creation in neighborhoods where they are needed most.

Appropriately, the Small Business Development Center that will be opened at this event is located at Boricua College, an institution with branches in Manhattan and Brooklyn that emphasizes the inseparability of culture and education. Created to meet the needs of New York City by helping form a well-educated Puerto Rican and Hispanic leadership, Boricua College is continuing that mission with this business outreach.

Fifth Avenue Committee

The Fifth Avenue Committee (FAC), a non-profit, community-based organization, was created in 1977 to rebuild Fifth Avenue's Lower Park Slope in Brooklyn, New York. The economic and service organization resides in a neighborhood recognized for its diversity: 42% of the residents are Hispanic, 33% white, 19% black, and 6%are Asian Pacific American and other ethnic groups. FAC is a coalition of neighbors working to develop housing and job opportunities, prevent displacement of low-income residents, and ensure that all residents share in the benefits or a revitalized community regardless of their racial background.

FAC's work is carried out through a community-based board of directors and a collaboration of neighborhood leaders and active residents. Among its activities are a temporary job placement company, FirstSource Staffing, an environmentally friendly dry cleaning franchise, Ecomat Cleaners, an auto repair training business, South Brooklyn Community Auto Repair, and youth-adult entrepreneurship programs. FAC assists 5,000 people annually. It has renovated 500 housing units, which include nearly every vacant building in the neighborhood. FAC has helped more than 300 residents obtain jobs or implement career plans and has directly created dozens of jobs through its Ecomat Cleaners.

October 4, 1999

DRAFT

MEMORANDUM TO MARIA ECHAVESTE

FROM: GENE SPERLING
LISA GREEN
NATASHA BILIMORIA

SUBJECT: NEW MARKETS NOVEMBER TRIP – FOLLOWUP ON PRELIMINARY SITE RECOMMENDATIONS

I. STRATEGY FOR SELECTING SITES

As you know, the New Markets Interagency Policy Working Group has been working to identify potential locations and deliverables for the President's trip in November, which will involve visits to several distressed communities. Agencies have been asked to focus on sites based on geographic categories and policy deliverables.

II. BEST PRELIMINARY OPTIONS

Out of the more than 50 recommendations made by the working group, several of the strongest options raised are outlined on the following pages. ***Materials from each agency with additional detail about the communities described in this memorandum are attached.***

- **Rural/Agricultural Areas**: Saginaw, MI; North Carolina
- **Large Cities**: Newark, NJ; Chicago, IL; Washington, DC; Detroit, MI; and Minneapolis, MN.
- **Small/Medium Cities**: Hartford (and other cities in CT); Benton Harbor, MI; Gary, IN

RURAL AND AGRICULTURAL AREAS

1. Tarboro/Raleigh, North Carolina

- FOCUS: Investment in Rural and Agricultural Areas

Potential Deliverables:

- **Creation of Economic Opportunities Fund Authority:** The Department is working with the State Treasurer and North Carolina's private investment community to create an "Economic Opportunities Fund Authority" (the "Authority") to support the formation of private investment funds. These funds will provide growth capital for entrepreneurial companies starting, expanding or locating within the North Carolina's rural counties and development zones. The Authority would be a non-profit organization that would be given authority from the state's General Assembly to receive investment from the State Treasurer.

Potential Sites

- Tarboro located in Edgecombe County and just northeast of Raleigh, is the site of the worst Hurricane Floyd devestation in the Eastern Seaboard. The hurricane and resulting floods resulted in severe crop loss. There are several public sector efforts taking place in this area including farm ownership loan funds and crop los disaster assistance. As of yet there are no private sector investment commitments or opportunities identified.
- Raleigh is home to the Self-Help Credit Union, which has received grants from the CDFI fund and could be highlighted as an example of successful investment activity in a rural area.

2. Saginaw, Michigan

- FOCUS: Investment in Rural and Agricultural Areas

Potential Sites

- With assistance from Michigan State University and a grant from the Kellogg Foundation, soybean farmers in the Thumb area of Michigan established a cooperative. The initial stock offering was in 1998 at $1,250 per share which gives the producer the right and obligation to deliver 500 bushels of soybeans. By the time the initial offering closed 198 people from 10 Michigan counties had invested in the new cooperative. Prior to the formation of the cooperative and construction of the processing facility soybeans grown in this area were being hauled to northern Indiana, northern Ohio, and western Michigan for processing with the soybean meal then being hauled back for livestock feed.
- The $2.2 million plant recently placed into operation was financed in part by USDA's Alternative Agricultural Research and Commercialization Corporation. The plant has a 900,000 gallon capacity which will meet the needs of its 198 members and will provide a market for about 20,000 acres of soybeans.

LARGE CITIES

1. Newark, New Jersey

- FOCUS: Investment by Sports Teams and Organizations in New Markets

Potential Site Visits

- We are currently working to develop a suitable goal around this theme in order to create a lasting and sustainable effort. While we are certainly in favor of doing an event around sports teams, we want to identify firm commitments and clear goals before holding an event. Therefore, this idea may not be ready for an event on October 18th.

- The President could participate in a tour of the Newark neighborhood where a new sports and entertainment facility will be constructed. We are exploring an idea with Ray Chambers and Lewis Katz, principal owners of the New York Yankees and New Jersey Nets, to provide an on-going and lasting partnership related to sports organizations and investment in New Markets. It is conceivable that a coalition, with other sports team owners/organizations, such as Jerry Reinsdorf owner of the Chicago Bulls and White Sox, could help to create such partnerships all over the country. Reinsdorf's organization for example has developed successful supplier/vendor relationships with small minority businesses, which could be used as a model for other sports teams.
- The Urban League of Essex County in Newark, New Jersey is one of four National Urban League affiliates selected to participate in a 1997 TIIAP award. Under this project each affiliate has designed a Technology Education and Access Center (TEAC). The TEAC in Newark has 30 personal computers connected to the Internet through an ISDN connection. Seven instructors provide classes covering topics from computer literacy to basic Internet skills. The average class size is around 30 students.

Potential Deliverables

- On October 22nd, the New Community Corporation (NNC) has plans to announce the Youth Automotive Training Center (YATC), an innovative partnership with Ford Motor Company, Bell Atlantic, and Hillside Auto Mall. NCC is the largest grassroots community development corporation in the United States and was founded in 1968 by residents of Newark Central Ward. YATC will soon become an official training program for Ford and will offer at-risk youth job training in automotive careers. Ford will use YATC as a prototype for community-based organizations and local auto dealers to train and certify technicians in urban areas. Ford's commitment to NCC will reach $1 million in financing alone.
- The Mills Corporation (founder of Potomac Mills) hopes to connect several of their large-scale mall developments with existing sports centers. Specifically, Mills plans to work with the Rockefeller Foundation, the City of Newark, community organizations and training/employment intermediaries to develop and implement a recruitment, hiring, and retention program for its development near the Meadowlands. The President could highlight this investment commitment as part of his visit to Newark.

2. Chicago, Illinois

- FOCUS: Investing in Inner Cities and BusinessLINC

Potential Site Visits

- The President could participate in a kick-off ceremony to announce a new training partnership with Alliance, a minority owned business, and its corporate clients FedEx, UPS, Coca-Cola, McDonald's, McGraw-Hill and DePaul University. He could highlight this example of a successful BusinessLINC type of partnership with Allied Van Lines, which groomed an in-house executive to establish a new company and attract new inner-city customers. Allied saw the need to expand ownership and employment opportunities in an industry where minorities not well represented.

- The President could highlight the local BusinessLINC coalition operated in partnership with the Business Roundtable. The Chicago BusinessLINC Coalition is led by the Civic Committee of the Commercial Club of Chicago. The coalition will provide a platform for Chicago's private sector to create new opportunities for companies in Chicago's Empowerment Zone and other distressed areas.
- The President could tour the Englewood neighborhood as an example of the conditions that the New Markets Initiative is designed to address. Englewood is a distressed community that has been highlighted by Reverend Jesse Jackson and Representative Bobby Rush as an example of a neighborhood that could benefit from the New Markets Initiative. **NOTE:** The Salaam Restaurant, which is operated by the Nation of Islam is located in Englewood. The restaurant is the first stage in an economic development plan presented by Louis Farrakhan in 1995.

Potential Deliverables

- Major corporations, including Shorebank, are establishing a fund that will do New Markets investing. Shorebank, is the country's premier community development organizations with a 25-year history of urban community lending and more than $700 million in assets. The President could announce investments of $15.5 million in SB Partners, specifically targeted to inner city investing: $6 MM from Bank of America, $4 MM from State Farm, $3.5 MM from Shorebank and POSSIBLE: $2 MM from Prudential Insurance, and investment by City of Chicago pension fund.

3. <u>Washington, DC</u>

- <u>FOCUS: Commitment from the Legal Community to Support New Markets</u>
  Lawyers for One America (LFOA) is a loose-knit coalition of national, state and local legal organizations that are committed to promoting greater diversity within the legal profession and providing pro-bono service to those who are unable to retain legal services.

Potential Site Visits

- The President could visit one of the commercial sites that the East River Community Development Corporation (ERCDC) is developing. In 1998, the DC Bar Public Service Activities Corporation established the Community Economic Development (CED) Pro-bono project to provide a vehicle for corporate and transactional lawyers to provide pro-bono services to the community. An example of the group's success is the work that Latham and Watkins (DC law firm) has been doing with ERCDC, a community development group working to revitalize Ward 8 in southeast Washington, DC.

Potential Deliverables

- We are exploring the possibility that LOFA would commit to a target number of programs (perhaps 100) to be established in the next year. LOFA is currently working on survey of attorneys throughout the country to identify transactional pro-bono programs that are specifically targeted to businesses in low-income communities.

4. **Detroit, Michigan**

- FOCUS: Investment in Manufacturing

Potential Site Visits

- The President could attend the first production run from new factory, a joint venture in the Detroit Empowerment Zone to create a major minority-owned auto supplier. Bridgewater Interiors, LLC, is a joint venture between Johnson Controls, Inc. and a minority business. This type of corporate joint venture is increasingly common in auto business, and creates minority-owned companies of significant size -- very significant as a business investment strategy. Bridgewater has built a new building in EZ (grand opening June 10) and will create 180 new jobs.

Potential Deliverables

- We could explore the possibility of the National Association of Manufacturers making a commitment to encourage these types of partnerships.

MEDIUM AND SMALL CITIES

1. **Hartford or New London or Groton, Connecticut**

- FOCUS: Investment by New England Institutions in New Markets

Potential Deliverables:

- On the first trip, Aetna referenced but did not specifically announce its $20 million investment in the Metro-Hartford Millennium Project. Other companies, including United Technology and Pratt Whitney have pledged to help raise $150 million for this effort.
- The Southside Institutions Neighborhood Alliance (SINA)/Trinity College Project involves five private institutions from the Hartford area who are working on a comprehensive neighborhood revitalization plan for the distressed area surrounding Trinity College. The project is a $300 million private/public partnership and it is possible that Aetna would have an announcement to make related to the group's efforts.

Potential Site Visits

- Chase Bank operates several programs that cover the New England Area including:

1) The CIED (Credit Institute for Economic Development) provides financial training for CDFIs and those seeking to organize a CDFI. Previous classes have been held in Bridgeport and we could highlight the success of a "graduate" and visit a business that they helped to finance.
2) Chase's Business Resource Centers provide free consulting to small businesses. The BRC provides one-on-one advice, referrals, and help applying for business loans. We could visit a company that has benefited from the help of a BRC.

- Other investments that we could highlight include a commitment by Pfizer in partnership with New London Development Corporation, to locate its worldwide research and development headquarters in the Groton, Connecticut Enterprise Community. This recent partnership and relocation will result in 500 new jobs for the Enterprise Community and a state financed biotech research center. The President could tour the proposed site or participate in a groundbreaking activity for part of the project.
- The President could tour a training site that works to employ welfare recipients and inner-city youth. There are community based efforts taking place in Hartford such as the Connecticut Workforce Partnership with Connecticut Business and Industry Association, Hartford Public High School's Technology Academy, the A.I. Prince Vocation-Technical High School and the National Association of Manufacturers that are working toward placing welfare recipients and inner-city youth in jobs.
- The President could do a roundtable event inside a colorful indoor market, known as the Mercado, located in the midst of the distressed area around Trinity College. Several Latino merchants who operate businesses in this market have been involved in the current strategies for economic development with the Trinity College Project, mentioned above.

2. **Portland, Oregon**

- FOCUS: University Efforts in New Markets
  There are a number of universities that provide technical assistance to small businesses in low-income communities. This theme has great flexibility and depending upon the deliverables could involve a number of locations throughout the country.

Potential Site Visits

- The University of Oregon School of Business operates a program, called the Lundquist Center for Entrepreneurship that provides low-income people the opportunity to gain knowledge and expertise in starting their own businesses. The program uses local business people, alumni and professors and holds seminars for interested parties, most of whom are welfare recipients. Relevant topics include marketing strategies, financial planning and legal issues. The aim of these seminars is to provide lessons on the basics of setting up a small business and will help individuals go through the process of moving a business idea into reality. The program also links participants with mentors who will provide individual help and advice for starting a business.

- There are a number of other universities that have programs such as the one in Oregon. Accordingly, an event with this focus could be held in a number of different locations. We could conduct research with the help of the Department of Education on what programs similar to Oregon's program exist in economically distressed areas throughout the country.

Potential Deliverables

- We could explore the possibilities of a number of universities and or business schools forming a coalition to support and provide assistance to businesses in low and moderate-income areas.
- Representative McGovern and Senator Wellstone have proposals on the Hill that would provide for technical assistance funding to universities to do research in support of Community Development Venture Capital Funds. We could explore the possibility of working with either member on deliverables from academic institutions.

3. Benton Harbor, Michigan

FOCUS: Investment in the Midwest

Benton Harbor is the most distressed central city in Michigan. There have been several recent investments in the community which are good examples of New Markets efforts.

Potential Site Visits

- The President could visit a local community college/technology center funded by a coalition known as Cornerstone Alliance. The Center was developed with funding from Whirlpool and a coalition of local businesses known as the Cornerstone Alliance, which makes grants and loans to support local job creation and training.
- The President could also visit the Atlantic Automotive Components factory, which opened in July 1999 and employs over 130 people. The company's success has been attributed in part to the work of the Cornerstone Alliance.

3. Other Sites

- **Gary, Indiana** was recommended by HUD as a potential site. Although the potential site visits and deliverables were good we did not include this city, because it was eliminated from the first trip on the basis of steel concerns.

• October 8, 1999

To: Gene
From: Natasha
cc: Lisa
Re: Additional ideas in the Cities

The following are some additional "Potential Sites" from the nine cities that the President could highlight. I wasn't sure if they should be added to the memo to the President but also did not want to delete them either. If there are some ideas on this list that you would like added to the memo please let Lisa and I know.

Thanks.

1. welfare to work partnership, Chicago, iLLINOIS (dpc)

- Sears. The Welfare to Work Partnership is very active in Chicago and is in the process of identifying specific business commitments related to hiring and retaining welfare recipients. For example, Sears has hired welfare recipients in more than 60 stores and auto centers located in Empowerment Zones. The company is committed to re-opening stores in urban markets where few retail options exist and to expand in rural markets to reach out to former catalogue customers. The Partnership is checking to see if Sears has anything new to announce in Chicago or any of the other potential trip sites.

- *NOTE: The Welfare to Work Partnership has tentatively identified a number of other possible commitments from its business partners, building on initiatives already underway. They are now checking whether any of these will coincide with the places that are on our potential list of sites, and are also pursuing other commitments in the places under consideration.*

- Citigroup/Wildcat Job Training Program. With the Welfare to Work Partnership, we could announce the expansion of Citigroup's successful welfare to work effort, the Wildcat job training program. Citigroup would announce the expansion of their partnership with Wildcat and the launch of new training programs in select cities around the country. Wildcat is an intermediary organization with a successful track record of placing welfare recipients in good jobs in the financial industry.

- TJX Companies. Working with the Welfare to Work Partnership, we could announce that the TJX Companies (T.J. Maxx and Marshalls) is opening a new line of stores in inner cities where large businesses have left and where the community is seeking a major store to anchor a development project. This new line, the A.J. Wright stores, will be established in numerous inner cities in the Northeast. TJX is on the board of the Welfare to Work Partnership and has already hired over 10,000 former welfare recipients. They work closely with community-based groups such as Goodwill, and participated in the Chicago Welfare to Work event with the President in August.

2. HARTFORD AND OTHER AREAS OF CONNECTICUT (HUD)

- Coltsville Heritage Park This historic building, the former Colt former manufacturing facility, has been empty for several years. A dome atop the building, a landmark visible from the highway and for miles, was just renovated, and construction has begun on a mixed-use commercial, entertainment and residential facility that will be complete in 2003. Funding includes various state and local sources; $1.5 million in HUD UDAG funds; and $3 million from Colt. The property consists of 17 acres of land, close to 660,000 square feet to be developed; construction has begun, and is scheduled to finish in 2003. The Dome is having its official dedication on November 16, unfortunately too late for Presidential participation. However, the complex as a whole (given that construction has already done) could be a good stop for a Presidential visit.

- Charter Oak Business Park In 1994 and 1995, HUD awarded a total of $41.4 million to the Charter Oaks Housing Project to reinvent its delivery of low-income housing. Nine hundred forty-six units were demolished, and in Phase I of the redevelopment, approximately 131 low-density, one- and two-family homes have been constructed. (The remaining residents were relocated with the use of Section 8 vouchers or to adjacent State Housing Authority homes.) Assistant Secretary Cardell Cooper awarded Hartford a Best Practices Award for this redevelopment. In Phase II of the redevelopment, the City is seeking to finalize plans for the Charter Oak Business Park, which would be a $30 million undertaking to provide light industrial and commercial space. Also to be located in Phase II is a Job Corps Center, for which Hartford recently won a $12 million grant from the Department of Labor, and which will be open in 2001. The City is seeking to forge a formal partnership between HUD, DOL and Commerce, along with city and state agencies, to finalize the plans for development. They are hopeful that they can bring private investment money in, but none has yet become apparent. However, several regional businesses have expressed an interest in expanding or relocating to the Business Park.

- Riverfront Recapture This $60 million project that has revitalized Hartford's riverfront corridor (the Connecticut River has been designated an American Heritage River). The project is complete and was opened on Labor Day. Although it does not contain private investment dollars, it is an anchor for more private redevelopment throughout the city, including the projects that follow. $2.3 million in Special Purpose grants were channeled through HUD for this project, and CDBG funds support ongoing improvements to the riverfront.

- Yale has had a 1994-96 Community Outreach Partnership Center (COPC) and a 1995-99 Joint Community Development (JCD) program grant, combined totaling $3 million, and has brought forth a wide range of housing and neighborhood commercial development activities, principally in the Dwight neighborhood. They used JCD and Yale's own funds to capitalize and cover operating costs of a new community development corporation, and other projects are underway to exploit the local economic potential of the life sciences, to create an Enterprise Center for small ventures, recast university purchasing and hiring to increase local employment, promote homeownership, and more. Any Yale employee who works more than 20 hours per week can receive an up-front payment of $5,000 and an income supplement of $2,000 a year if they buy a home in New Haven. So far, more than 350 people have taken advantage of the program, a large proportion of whom have bought homes in neighborhoods identified as most in need of greater investment and stability.

- Waterfront Revitalization A $33 million project with several phases, which will include a food terminal and the expansion of the Central Business District. The waterfront is New Haven's most underutilized natural resource, with the largest deep-water port in the state.

- Science Park This biotech/biomedical facility is a re-use of the Winchester Repeating Arms factory complex. While the project has had mixed results in bringing jobs to neighborhood residents, recent successes include the expansion of Genaissance, a biotech company, and a closer connection with Yale University to spin off biotech and biomedical companies.

- Expansion of Palmieri Foods A BEDI grant is helping fund demotion and clean-up of structures to expand a family-owned food processing plant in the inner-city Fair Haven neighborhood, across from a public housing project. Section 108 funds will help finance acquisition and improvement. **Timing may work for a groundbreaking of the expansion,** which will double the number of employees to 40, most of whom are minority local residents.

- Shaw's Supermarket This inner-city supermarket and shopping center opened last year. It is a partnership of a local CDC (which owns the center), Yale University, LISC, the City, and the supermarket chain. Leveraged $1 million in public investment, and neighborhood residents hold most jobs.

3. NEWARK, NEW JERSEY

Prudential Insurance: The New Newark Foundation has announced plans to redevelop a 1.8 million square foot parcel of Newark. This project is being financed by Prudential and the Amelior Foundation and developed and directed by Tony Goldman of Goldman Properties, who redeveloped the Soho section of Manhattan and South Beach in Miami. This plan will re-establish chain and boutique retail in Newark, along with new restaurants and other commercial development near the New Jersey Performing Arts Center. **According to OPL, Prudential would be willing to come up with a new commitment for the President to announce if he were to come to Newark.**

RE: Ideas for New Markets Tour

FROM: Mary Smith

1. **Urban Indian Site – Portland, Oregon.** On the last New Markets Tour, the President visited the Pine Ridge Reservation. However, a large percentage of Native Americans live in urban areas, and often these Native Americans get overlooked. The President could visit a city with a high population of Native Americans. The Portland, Oregon metropolitan area has a large urban Indian population.

Possible Announcements:

- Unfortunately, there is no tribal college in Oregon. Nonetheless, we could try to get a commitment from local businesses to hire 50 or 100 Native American interns from local colleges. This would fit with the New Markets idea of getting investment from private business and would generate community-based support for the area's tribal college.
- We may be able to work with local businesses and the Welfare-to-Work Partnership to get commitments to hire people off welfare, including Native Americans.
- We could announce the expansion of BusinessLinc to Indian Country.
- Unfortunately, at this time, the Department of Defense is not able to get a commitment from Boeing for activities in the Portland area. Boeing feels more comfortable making commitments in the Seattle area because that is their backyard. Nonetheless, if we are still interested, Boeing, one of the big defense contractors, is willing to sign a Memorandum of Understanding to increase small business involvement in the Seattle, including Native American firms and other small disadvantaged businesses, in DoD contracting. We could set a dollar goal of getting X million of dollars in defense contracting to small businesses.
- Boeing is also willing to work with the tribal college in the Seattle area to create some type of training program for Native American students.
- Another possible announcement would be to have some companies commit to creating distance learning courses to be used at the tribal and community colleges to train persons to work in the high-tech industy.
- We could also highlight partnerships with businesses to promote part-time, after school, and summer job opportunities for youth, including Native American youth. It may be possible to encourage corporate partners to promote youth educational savings accounts by matching funds saved by employees. There are a number of potential partners that could be approached about this type of initiative.

5∪
PLM-Tracy

UNIVERSITY OF OREGON
LUNDQUIST CENTER FOR ENTREPRENEURSHIP

July 9, 1999

President Bill Clinton
White House
1600 Pennsylvania Avenue
Washington DC 20502

President Clinton:

I applaud the concern that you expressed regarding low-income neighborhoods in your recent so-called "poverty tour" from Newark to Watts. I agree that the reasons that these neighborhoods are considered disadvantaged are because they commonly lack educational opportunities and the traditional support networks that provide skills, expertise and financial backing for business opportunities. Not only do I support this sentiment, but already I have put in motion a program which will deliver exactly those very needs to persons in these neighborhoods.

I am writing to you on behalf of the Lundquist Center for Entrepreneurship, where I am the Assistant Director. The Lundquist Center is housed at the University of Oregon School of Business. Among other programs, I recently have launched a program in Portland, Oregon to provide knowledge and expertise to low-income persons interested in starting their own businesses. Using local businesspersons and professors, starting this fall, the Lundquist Center will host seminars for a group of interested persons – all whom are current welfare recepients. ~~The aim of the seminars is to provide lessons on the basics of setting up a small business.~~ Moreover, the program will help shepherd the participants through the process of maturing a business idea into reality. This program will link participants with mentors who will help advise and direct them through the process of starting up and running their own businesses. I believe that such links between the educational institutions and those persons who often lack access to them can provide a certain empowerment.

I will follow up with some of the organizations with whom you visited during your tour. Over the course of the upcoming year, I hope that the Lundquist Center will fashion a model for other universities to use in an effort to reach out to disadvantaged persons and help them recognize their professional potential and dreams.

Thank you for your time.

Sincerely,

Phil Busse

CHARLES H. LUNDQUIST COLLEGE OF BUSINESS
1208 University of Oregon · Eugene OR 97403-1208 · Telephone (541) 346-3420 · Fax (541) 346-3359

LUNDQUIST CENTER FOR ENTREPRENEURSHIP

OUTREACH TO DISADVANTAGED NEIGHBORHOODS PROGRAM:

HELPING LOW-INCOME INDIVIDUALS TO START THEIR OWN BUSINESSES

Program Description

The goal of this program is to provide knowledge and expertise to low-income persons interested in starting their own businesses. Two approaches will be taken to reach this goal. First, using professors, alumni and local businesspersons, the Lundquist Center will host a seminar-style course. This course will address relevant topics for a small business owner, such as marketing strategies, financial planning and legal issues. As a central project of the course, each participant will be encouraged to put together a business plan.

In addition, during or immediately following the course, the Lundquist Center will match interested participants with an individual consultant who will provide help and advice for starting a business.

Purpose

The term "disadvantaged" is often associated with low-income neighborhoods. This is so because these neighborhoods commonly lack educational opportunities and the traditional support networks that provide skills, expertise and financial backing to individuals. Banks, for example, hesitate to provide loans and financial backing to low-income persons, as the risk for repayment is perceived as too high. Without such infrastructure, it is an arid environment for an entrepreneur to flourish.

The Lundquist Center has many of these very resources which disadvantaged neighborhoods lack. This program would deliver these resources to the people who most need them and who may otherwise not have access to them.

Resources

A strong network of entrepreneurs, professors and alumni provides the Lundquist Center with the human resources necessary to delivery salient teaching, training and consulting to interested parties.

One of the primary activities of the Lundquist Center over the past ten years has been to help students form effective business plans. This experience and the resources acquired to accomplish these tasks are applicable to help anyone – not just graduate students – start a business. In addition, the Lundquist Center works in conjunction with Palo Alto Software, the producer of the leading software for business plans – Business Plan Pro.

Background on Program
The University of Oregon School of Business operates a program, through the Lundquist Center for Entreprenueurship that provides low-income people the opportunity to gain knowledge and expertise in starting their own businesses. The program uses local business people, alumni and professors and holds seminars for interested parties, most of whom are welfare recipients. Relevant topics include marketing strategies, financial planning and legal issues. The aim of these seminars is to provide lessons on the basics of setting up a small business and will help individuals go through the process of moving a business idea into reality. The program also links participants with mentors who will provide individual help and advice for starting a business.

There may a number of universities that provide technical assistance to small businesses in low-income communities. This theme has great flexibility and depending upon the deliverables could involve a number of locations throughout the country.

We would like to conduct research with the Department of Education on what programs similar to Oregon's program exist in other economically distressed areas throughout the country.

Potential Ideas for New Markets
We could explore the possibilities of a number of universities and or business schools forming a coalition to support and provide assistance to businesses in low and moderate-income areas.

October 5, 1999

MEMORANDUM TO GENE SPERLING

FROM: LISA GREEN
NATASHA BILIMORIA

SUBJECT: LUNDQUIST CENTER FOR ENTREPENEURSHIP AT THE UNIVERSITY OF OREGON

This afternoon you asked for information about the program at the Univesity of Oregon's business school. The following is the information we currently have. We will be contacting Phil Busse, Assistant Director at the Lundquist Center, tomorrow to gather more information on the program.

The Lundquist Center for Entreprenueurship at the University of Oregon provides low-income people the opportunity to gain knowledge and expertise in starting their own businesses. **The program uses local business people, alumni and professors and holds seminars for interested parties, most of whom are welfare recipients.** The aim of these seminars is to provide lessons on the basics of setting up a small business and will help individuals go through the process of moving a business idea into reality. The program also links participants with mentors who will provide individual help and advice for starting a business.

LUNDQUIST CENTER FOR ENTREPRENEURSHIP

OUTREACH TO DISADVANTAGED NEIGHBORHOODS PROGRAM:

HELPING LOW-INCOME INDIVIDUALS TO START THEIR OWN BUSINESSES

The working name of this project is the Business Education Program. It is styled upon a traditional seminar styled course. The classroom portion of the Business Education Program will consist of two six week courses. The first six-week course will cover introductory information about running a business and assessing one's skills and needs. The second six-week course will cover more advanced concepts such as marketing, accounting and legal issues. As each seminar is a self-contained lesson, participants may join at any time, but are encouraged to follow the course from its prescribed beginning to end.

At the conclusion of the twelve weeks, participants will be invited to partner with a mentor, a local businessperson who can help move the participant's business idea into reality. In addition, participants will continue to have access to local accountants and attorneys at reduced or pro bono rates.

The goal of this program is to provide knowledge and expertise to low-income persons interested in starting their own businesses.

Attached are further details regarding the format of the seminars as well as proposed topics that these seminars should cover.

TABLE OF CONTENTS

NEED STATEMENT

The term "disadvantaged" is often associated with low-income neighborhoods. This is so because these neighborhoods commonly lack educational opportunities and the traditional support networks that provide skills, expertise and financial backing to individuals. Banks, for example, hesitate to provide loans and financial backing to low-income persons, as the risk for repayment is perceived as too high. Without such infrastructure, it is an arid environment for an entrepreneur to flourish.

In the Portland area, there is a significant need for a program aimed at low-income entrepreneurs and with the purpose of teaching relevant skills and knowledge for starting a micro-enterprise. Although there are several micro-enterprise training programs, including the Neighborhood Pride Team, Portland State University's Business Outreach Program, and Portland Community College's Small Business Development Center, none of these programs offer an educational program specifically targeted to low-income entrepreneurs and offered at no cost. Furthermore, the proposed program introduces important features not available elsewhere, such as pairing participating low-income entrepreneurs with mentors.

The University of Oregon's Lundquist Center for Entrepreneurship, recognizing that there is a large population of potential entrepreneurs whose educational needs are not being meet, is the sponsoring educational institution for the Business Education Program (BEP). Housed at the UO College of Business, the Lundquist Center provides courses and programs to graduate and undergraduate students. Although located in Eugene, Oregon, the Lundquist Center is a part of the larger business community of Oregon, providing services around the state. The guiding philosophy of the Lundquist Center is to train persons interested in starting their own businesses and to express their identities in terms of business endeavors. This mission, however, is not limited to current UO students. Currently, the Lundquist Center sponsors classes to the general community, with classes in marketing and writing business plans offered in Eugene and Portland. With BEP, the Lundquist Center extends its services and resources to persons often lacking such educational opportunities and links low-income entrepreneurs with the larger business community of Oregon.

The Business Education Program offers a tremendous opportunity for low-income people who are interested in starting their own business. BEP will play an integral role in a new collaborative called the Portland Regional Individual Development Account program (PRIDA). PRIDA is comprised of six nonprofits that will offer "Individual Development Accounts" (IDAs.) IDAs are matched savings accounts that allow low-income individuals and families to build assets and move up and out of poverty. Participants save money for specific goals. Their savings are matched at a one-to-one or one-to-two ratio, depending on the type of account. They may save towards the down payment on a home, education, or a small business. All participants saving for a small business will be required to complete the Business Education Program. The tools and skills that they pick up from these courses will help them properly manage their accounts.

HYPOTHETHICAL

In order to people this proposal with a sense of reality, the following anecdote shadows a hypothetical participant through the Business Education Program. Take, for example, a single Caucasian mother of two children, Kelly. Kelly works full-time as a checker at Safeway and earns approximately $1400 each month. Kelly's only asset of value is a 1986 Toyota Camry. She has no financial liabilities.

Kelly hears about the class through a friend and shows up on the first day of class not knowing what the course means. She has a high school education, but did not attend college. She vaguely hopes that this course will provide her some practical work skills. She does not plan to start her own business.

In late January, Kelly attends the first class. The course is taught by Kay Hutchinson. There are six participants. They spend three hours conducting a "self-assessment" test. Kelly enjoys the course and decides to return the following week. Over the next six weeks, through March, Kelly attends each seminar. She begins to learn about how businesses are put together. Much of the information is a new vocabulary, but Kelly begins to recognize some of the topics that her instructors talk about in the life around her and at work at Safeway. She understands how the "Safeway member card" is a marketing tool. Moreover, she begins to form an idea that she would like to run an event planning business that helps organize small parties like bridal showers. Kelly has helped her sister organize birthday parties and her sister's wedding. She begins to gain confidence that she could run a business on the side.

At the completion of the first six week courses, Kelly and three of the other members of her course sign up for the "advanced" education program, another six weeks of seminars. Kelly shows up the first week of the course and is given a Business Plan Pro computer program. She does not have a home computer, but is told that she may use computers at Human Solutions. Over the next six weeks, Kelly learns about more advanced concepts and begins to put together a business plan. One of her instructors, a woman who manages her own design company in Portland, helps her answer some of her questions about marketing her idea.

At the end of six weeks, Kelly "graduates." She is paired with the woman who answered her questions about marketing. In addition, Kelly is given a list of professionals in Portland who are willing to work on a pro bono or reduced rate – lawyers, accountants and advertising executives. Over the next few months, Kelly talks with her "mentor" about once every other week. She starts a sole proprietorship and opens a checking account in the name of "Showers To Order." She calls a "web designer" from the list of professionals. He helps her design a website from which users may find out more about her services. Although Kelly continues to work full-time at Safeway, in July, Kelly organizes her first event, a bridal shower, and "Showers To Order" receives its first check.

FORMAT

The Education Program will follow a two-tier format with back-to-back six week courses. In order to provide interaction, self-assessment and on-going learning opportunities, these course will be designed in the format of a traditional seminar. This means that classes will maintain a small size of fifteen or fewer participants. During each seminar the instructor will use a variety of instructional tools to guide the participants through lessons. Instructors will present basic information through lectures. In addition – and perhaps more importantly – instructors also will challenge participants with interactive exercises and self-assessment worksheets. Each seminar will be highly interactive, with the instructor calling upon participants to take part in the exercises.

The first six weeks will consist of weekly, three hour seminars. The goal of this course is that participants assess their skills and opportunities, and that they gain remedial business skills and information. This six-week course will serve as a foundation for the subsequent six-week course. (*see*, Attachment A: Education Program - Introductory Course) The second six-week course, immediately following the introductory six-week course, also will consist of weekly, three hour seminars. The goal of this course is that participants continue to refine assessment skills and learn more advanced skills and knowledge about running a business (*see*, Attachment B: Education Program – Forming a Business). In addition, during these six weeks participants will assemble a business plan for a proposed endeavor.

Each seminar will be a self-contained unit. Each seminar will last three hours and will have at least one self-assessment worksheet associated with its lessons. Even though the seminars will be self-contained units, there will be information that carries over from previous seminars. Although participants may join at any time, the course will build a base of knowledge from one seminar to the next, so that participants will benefit most by starting the course with the first seminar and continuing through all twelve weeks.

Following the classroom courses, participants will be matched with mentors who will help these participants carry their business plans past the course work and actually launch the proposed business. In addition, participants will have access throughout the course and afterwards to a pool of professionals, including accountants and attorneys, who will provide pro bono or reduced rate services.

PARTICIPANTS

Participants can attend the courses at no cost. Each seminar will be a self-contained unit so that participants may join at any time. Each seminar will last three hours and will contain at least one self-assessment worksheet associated with its lessons. Participants can join any seminar and may join the course at any time. It is recommended, however, that participants begin the course on the first day as each seminar will build upon a base of knowledge. Participation in the second six-weeks may be conditioned upon completion of the first six week introductory course.

Current participants in the IDA Program will be given priority for joining in the program. Although the courses will be available to all interested persons, classes will be limited to fifteen persons. Based upon related courses throughout the Portland area, it is also assumed that the vast majority of participants will be low-income women.

Childcare and food will be provided for participants during each seminar.

LOGISTICS AND RESOURCES

The Lundquist Center for Entrepreneurship can provide the necessary and appropriate resources. Those resources include the human power and knowledge necessary to make this program go. The Lundquist Center can arrange for knowledgeable instructors. In addition, the Lundquist Center currently is organizing directories of Portland-area attorneys, accountants and other professionals who are willing to provide services at pro bono or reduced rates. These professionals will be available to current University of Oregon students. They also can be available to participants to the Business Education Program. In addition, the Lundquist Center has a group of alumni who are willing to serve as mentors to participants in the Business Education Program.

The Lundquist Center has text books which can be used for classroom education. Moreover, the Lundquist Center can provide copies of Business Plan Pro for participants. Human Resources can provide computers for use between seminars.

Administration

There will be one chief administrator who will serve as the "instructor of note" so that the participants have one person to whom to address questions and concerns.

Location

One important physical resource needed is an appropriate – convenient and adequate – classroom space. The classroom will remain a fixed location throughout the twelve weeks. The classroom will be a central, easy-to-reach location.

Instructors

Each seminar will be taught by a practicing expert in the relevant professional field. Each instructor will receive training regarding teaching to this particular demographic.

These training courses for the instructors will be held prior to the first class and will be led by trained social workers.

Learning Materials

Instructors will develop worksheets for use during each seminar. Copies of Business Plan Pro, a computer program to help design business plans, will be available for participants. Text books and other learning materials will be supplied by the Lundquist Center to participants.

Mentors

One of the most exciting and unique components of this program will be the use of mentors. During the final weeks of the program, each participant will be coupled with a single mentor. These mentors will be successful entrepreneurs and professionals who can help guide participants through the process of launching their own endeavor. These mentors will be both alumni from the University of Oregon as well as business persons from around the Portland area. Most of the mentors will have served as instructors during the course.

The Lundquist Center will arrange for a group of mentors and will administer the "matching" process between these persons and the participants. Mentors will be matched to a mentoree during the final six weeks of the course. While the course is still in session, mentors will provide guidance and feedback on business plans.

Following the conclusion of the course, mentors will be encouraged to meet with their mentoree on a bi-weekly or monthly basis. These meetings may include informal phone contact, lunch meetings or more structured business meetings. During this time, the mentor should help guide his/her mentoree through the business plan constructed during the course and to solve any issues which have arisen. In addition to serving as an ad hoc consultant, the mentor will aim to inspire and keep his/her mentoree on track.

Although mentors will be trained and given suggestions for providing salient tutelage, after the completion of the course, the mentorship relationship largely will be left to the mentor and his/her mentoree.

Professional Services

The Lundquist Center currently is organizing directories of Portland-area attorneys, accountants and other professionals who are willing to provide services at pro bono or reduced rates.

Funding

The Lundquist Center will arrange for funding. There are several sources of potential revenue to support this program, including grants, foundations, corporate sponsorship and private donations. It is hoped that costs will remain low. While transportation and other marginal costs will be provided to instructors, instructors will be asked to volunteer their time. Resources such as text books and relevant computer programs are available from in-kind donations.

TIMELINE

September

- focus group
- developing pool of experts

October

- fund raising
- grant writing

November

- selection of instructors
- marketing of course
- begin marketing courses

December

- development of worksheets for in-class use
- continue marketing

January

- training course for instructors

February

- beginning of course

March

- mid-March: completion of first six-weeks
- mid-March: beginning of second six-week course

April

- match process with mentors

May

- graduation

ATTACHMENT A: EDUCATION PROGRAM - INTRODUCTORY COURSE

Seminar #1: Self-assessment

- assessing what work skills participants have
- assess how existing skills can be enhanced

Seminar #2: Assessing a Business Concept

- defining the difference between products and services
- clarifying what is the product or service for sale
- market research
- assessing competition
- introducing what persons and professionals are necessary to run a business
- defining who and what is an entrepreneur

Seminar #3: Basic Business Operation Questions

- determining an appropriate market
- assessing what skills you have
- determining start-up needs
- discussing the difference between being an employee and an owner of a business

Seminar #4: Managing Finances

- assessing financial needs
- securing funds and loans
- assessing fixed costs and variable expenses
- determining and managing cash flow

Seminar #5: Introduction to Marketing

- how to conduct a demographic study
- creating trade and product recognition
- how to show that your product is unique and/or superior

Seminar #6: Managing a Small Business

- common problems, pitfalls and issues
- trouble shooting
- employee relations

ATTACHMENT B: EDUCATION PROGRAM - FORMING A BUSINESS

Seminar #1: Putting Together a Business Plan

- introduction to Business Plan Pro
- what are the components of a business plan?
- what is the function of a business plan?
- who can help you form a business plan?

Seminar #2: Legal Issues, Part One

- forming initial contracts
- assessing the legal structure of business entities
- how to form a sole proprietor, a partnership and a corporation

Seminar #3: Legal Issues, Part Two

- assessing liability
- covering trademark and other intellectual property issues

Seminar #4: Marketing

- how to form a marketing plan

Seminar #5: Accounting

Seminar #6: Launching a Business

410-638 3103
773-224-6500
Ted Aggus fr HUD
708-3080

Lynn G. Cutler
10/12/99 11:07:25 AM

Record Type: Record

To: Maria Echaveste/WHO/EOP@EOP

cc: Marjorie Tarmey/WHO/EOP@EOP, Lisa Green/OPD/EOP@EOP, Adrienne C. Erbach/OMB/EOP@EOP
Subject: Additional recommendations for Arkansas visit

ENTERGY CORPORATION

While Entergy announced a $5 million investment in the Enterprise Cor. of the Delta on 9/24, I still think the President can talk about this on the trip to Arkansas. We certainly touted previous commitments on the earlier trip, and while this is a partial to East Arkansas, it is a significant deal. The company claims it is another step in the President's New Markets Initiative. The CEO, Wayne Leonard was with POTUS in Clarksdale and committed then to provide support. It is a good follow-up to highlight. He is now chairman of the Delta Business Linc group. It appears the prime beneficiary of this grant in Ea. Arkansas is in Pine Bluff.

MID-SOUTH COMMUNITY COLLEGE

I held a meeting with the people from the college after the larger meeting on Monday. As you know, their proposal to create a job training curriculum for the significant transportation industry in the West Memphis area is an exciting and creative idea. We had people from Education, Labor, Transportation in the meeting with college officials and local elected officials. The idea of this proposal is to create a training program that begins in the region's high schools, moves on to the community colleges, (more than Mid-South would be involved) and then to the four year university. There is a huge labor shortage in the industry--West Memphis/Memphis is the second largest transportation hub in the country, and the skills required today are vastly different than they used to be. However, there is a need for workers at all levels of skill and the proposal reflects that. It is clear that operating funds can be found in the federal and state level, but that there is no money to build the $5million building to house the equipment (that actually can be provided by Ed. funds). President Fenter said they needed one big piece done in order to get all of the other parts in place. They got a great deal of help from the agencies present in the form of information, offers of help in following up.

What I propose:the President meet with the CEO's of Fed Ex, UPS, White Trucking and others to go through the proposal with them with Dr. Fenter. They would be key advisers on the project so that all of the workforce training was in accordance with their needs. The President ask them to come up with part or all of the construction money--the balance could be raised through bonding--the college has authority--and the state should put in some money as well. Obviously, we would have this ready to go. Secretary Slater can help.
THere is a huge problem with the State's labor plan for job training. It may require the President to call the Governor to move the issue--right now, Secy. Herman would not approve what they are proposing. It is a common problem--the old JTPA folks don't want to give up power to come into compliance with the

new law and its requirements. It is a big roadblock on the regular job training monies, however, there are W2W funds as a possibility for this project--very flexible--currently a $9 million grant in Arkadelphia.

To sum up: if the President can get the corporations to commit to building the center, we are confident that there are programmatic funds. This will get at hard to employ kids--at welfare to work recipients, at folks who need training and retraining, and will ultimately provide really good jobs for residents of the area. This industry isn't going anywhere else--this is a longterm fix. A well trained workforce could also bring in other industry.

CIRCUIT RIDER TECHNICAL ASSISTANCE

One of the issues we heard about in the meeting is the critical need for help in gaining access to federal and state resources. When you realize that 88% of the towns and cities in this area have less than 5,000 people, it is understandable that they don't have the staff to find out what's available, much less to write grant applications. I think we have enough people on the ground, or near to it, that we could, through Exec. Order, create a pilot project: the first "Circuit Rider" program of technical assistance. Here's how I think it could work: Using staff from the Agriculture Dept. state office, in addition to the County Extension offices, people from the federal regional offices of Education, Labor,etc., some grantwriters from the University and community colleges,
you would construct a team that would begin to train small communities on finding programs and then applying for them. The regional Metropolitan Planning Organizations would have to be directed by the State to participate. Once an application process has begun, these folks would
visit the community, work with the people writing, and move on to the next town. I know this can work, because years ago, in Iowa, our Council of Governments had this kind of program for the small towns in our area.

SUPPORT FOR CREATION OF A DELTA REGIONAL COMMISSION

The President can announce that he will support the legislation that Senator Lincoln is proposing, or some variation of it. That he will include funding request in the next budget, and do all he can to work with Sen. Lott as well.

U.S. Department of Housing and Urban Development
Washington, DC 20410-800

Ariel Zwarg
~~Office of Intergovernmental Relations~~

Tel: (202) 708-0030
Fax: (202) 708-3707

FACSIMILE TRANSMITTAL

DATE: 10/7/99

TO: Lisa Green, Natasha Bilimoria

ORGANIZATION:

FAX: TELEPHONE:

FROM: Ariel Zwarg

MESSAGE:

NUMBER OF PAGES (including this page): 9

If problems occur during transmission of fax, please call (202) 708-0030.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE OFFICE OF THE SECRETARY
WASHINGTON, DC 20410-0001

TO: Lisa Green

FROM: Jacquie Lawing, Ariel Zwang

DATE: October 7, 1999

RE: Additional Information on Gary, Hartford and New Haven

As a follow-up to our phone tag yesterday, I am sending you some additional information on Gary, Hartford and New Haven that I hope will help in your decision process for the New Markets II sites.

Please note that, though there are many very good things going on in New Haven, there are also some significant issues. They are described below.

Please do not hestiate to call either of us if you would like any further information.

* * *

New Haven Concerns

The New Haven Housing Authority is deeply troubled. It is on HUD's Troubled Agency Recovery Center (TARC) list. There have recently been unfavorable audits by the IG, showing HOPE VI monies that cannot be accounted for. While the Housing Authority now has a new director, former Yale Professor Bob Solomon, who took over in the last month, a turnaround is likely to take a long time.

The FBI has been investigating the City of New Haven for several months, for misuse of CDBG funds (in a program New Haven called its Livable Cities Initiative). Some city officials have been fired as a result of the probe, including the Mayor's executive assistant, who apparently received an improper loan, and the director of the Livable Cities Initiative itself. The probe alleges questionable, sweetheart deals with the law firm headed by Democratic State Chairman Ed Marcus, as well as other political insiders. The Mayor has dismantled the Livable Cities Initiative and is now using CDBG in other ways. The probe is ongoing.

HUD
Additional Possible Announcements
Gary, IN

Lakefront Development Entrepreneur Don Barden, owner of Majestic Star Casino, has announced a $350 million, 190-acre lakefront development project consisting of a marina, restaurants, retail shops, office buildings, and hotels. This project is located in the Empowerment Zone, and will include conversion of abandoned warehouses into retail space. **The development is the first major lake front development to occur in Gary in a century**. NOTE: This project will not contain a Casino but will be part of a large recreational and entertainment area near two casinos. Construction is scheduled to begin in March/April 2000.

Expansion of Gary Airport, with a major new carrier: Pan American Airlines is scheduled to begin operation in November, pending FAA signoff. The hangar for this operation is scheduled to begin construction as soon as a wetlands concern is resolved. Estimated jobs produced over the next 6 years are 300-400.

~~**CONFIDENTIAL**~~ -The City is in negotiation with Hiffman, Shaffer and Associates for construction of a $70 million, 1 million square foot industrial park to be located in the Empowerment Zone. This project will consist of warehousing and distribution operations. The City will be submitting a $2.8 million 108 loan request for this project. Job creation projections have not been determined at this time. HUD Technical Assistance funds are being used to assist in structuring this project. **WE ARE REQUESTED NOT TO MAKE ANY ANNOUNCEMENT WITHOUT FIRST BRINGING IN THE LOCAL GOVERNMENT.**

New Grocery Store Preliminary negotiations are underway with a co-operative grocery store which is interested in locating in the Gary area. This project would be owned by a CDC with a private company as the manager.

Housing Redevelopment The recent (September, 1999) HOPE VI announcement of $19.8 million will generate an additional $26.2 million in other investments. The breakdown of the private investment is as follows:

$15.4 million LIHTC;
3.4 million 1st Trust Mortgage;
2.1 million conventional retail financing; and
421,000 from Trump Enterprises.

The remaining funds are local public and other federal monies.

New Shopping Center A private developer has undertaken a project to develop a $30 million, 40-acre shopping center, which will include a six-screen cineplex. Location is off I-80. The developer (a member of the minority business community) is still seeking a grocery store to anchor the complex.

HUD
Additional Possible Announcements
Hartford, CT

Coltsville Heritage Park This historic building, the former Colt former manufacturing facility, has been empty for several years. A dome atop the building, a landmark visible from the highway and for miles, was just renovated, and construction has begun on a mixed-use commercial, entertainment and residential facility that will be complete in 2003. Funding includes various state and local sources; $1.5 million in HUD UDAG funds; and $3 million from Colt.

The property consists of 17 acres of land, close to 660,000 square feet to be developed; construction has begun, and is scheduled to finish in 2003.

The Dome is having its official dedication on November 16, unfortunately too late for Presidential participation.

However, the complex as a whole (given that construction has already done) could be an excellent stop for a POTUS visit.

Trinity Center for Neighborhoods / Southside Institutions Neighborhood Alliance / Learning Corridor Trinity College, located in downtown Hartford, was funded in the first round of the HUD's COPC (Community Outreach Partnership Centers) program in 1994, for $580,000. Our support was for the initial planning, neighborhood organizing and partnership building that has led to a now massive amount of new investment by university, private, and other public sources in the low-income areas around the Trinity campus, and more broadly in Hartford, and which all together represent $175 million of investment.

Cityscape is sponsored by SINA (see above), which was founded by Trinity College, Connecticut Public Television, and area hospitals. The effort is well underway with a new Boys and Girl's club in service, beautiful new schools under construction, and some housing units complete. On July 16th, a $2 million EDI with a $6.2 million 108 loan was announced. The EDI included the commitment of $2.3 million in private funds for retail development.

Potential Announcement: The Cityscape visit could include the announcement of three private donations which have not been made public. They are almost $400,000 from the Hartford Foundation, $50,000 from Lincoln Trust, and $10,000 from the Hartford Courant Foundation. These funds are for youth education associated with the project. There is a possibility of announcing the tenants who will occupy some of the retail space in this low income community. The sponsors would work very hard to facilitate a meaningful visit for the president and the community.

The Learning Corridor is a 16-acre campus adjacent to Trinity College (nine of the acres formerly were used for a bus maintenance facility). When the campus is complete in the summer of 2000, it will include an inter-district, Montessori-style elementary school; a Hartford public middle school; and a high school resource center.

Charter Oak Business Park In 1994 and 1995, HUD awarded a total of $41.4 million to the Charter Oaks Housing Project to reinvent its delivery of low-income housing. Nine hundred forty-six units were demolished, and in Phase I of the redevelopment, approximately 131 low-density, one- and two-family homes have been constructed. (The remaining residents were relocated with the use of Section 8 vouchers or to adjacent State Housing Authority homes.) Assistant Secretary Cardell Cooper awarded Hartford a Best Practices Award for this redevelopment.

In Phase II of the redevelopment, the City is seeking to finalize plans for the Charter Oak Business Park, which would be a $30 million undertaking to provide light industrial and commercial space. Also to be located in Phase II is a Job Corps Center, for which Hartford recently won a $12 million grant from the Department of Labor, and which will be open in 2001. The City is seeking to forge a formal partnership between HUD, DOL and Commerce, along with city and state agencies, to finalize the plans for development. They are hopeful that they can bring private investment money in, but none has yet become apparent. However, several regional businesses have expressed an interest in expanding or relocating to the Business Park.

Riverfront Recapture This $60 million project that has revitalized Hartford's riverfront corridor (the Conecticut River has been designated an American Heritage River). The project is complete and was opened on Labor Day. Although it does not contain private investment dollars, it is an anchor for more private redevelopment throughout the city, including the projects that follow. $2.3 million in Special Purpose grants were channeled through HUD for this project, and CDBG funds support ongoing improvements to the river front.

Redevelopment of Downtown Civic Center Mall Northland Group, a private developer, is now engaged in a feasibility study for redevelopment. Plans would include demolition of a former retail area, and replacing it with updated retail and high-rise housing. The Civic Center itself, a multi-use space which can seat 17,000, would be retained for entertainment events, sporting events, etc. They are also looking to increase the capacity of that space.

Spanish Market Park Street is a vibrant commercial corridor serving mostly the Latino community. There are currently three or four projects proposed and seeking private investment, including a hotel with conference space, new cultural center, retail, parking, housing.

HUD
Additional Possible Announcements
New Haven, CT

Galleria at Long Wharf A project of the Empowerment Zone, this is a $500 million, 1.2 million square foot retail complex to be built by the Fusco Family Partnership. $100 million will come to the project from a variety of government sources; $400 million will be private. As the largest single economic development project in New Haven's history, it is expected to generate 3,000 permanent jobs and 3,100 construction jobs. The Empowerment Zone's Construction Workforce Initiative, to train local residents for the construction jobs, has already been announced. The mall will be anchored by Macy's, Nordstrom's, Lord & Taylor, and Filene's. The project is awaiting a state permit before groundbreaking.

Potential Announcement: A Retail Academy will train local residents for the retail jobs in the complex.

Yale University Yale is the largest employer in New Haven, with 10,000 employees and an endowment of $5 billion, and it estimates that its direct economic impact on the City and State amounts to $920 million per year.

Yale has had a 1994-96 COPC and a 1995-99 Joint Community Development program grant, combined totaling $3 million, and has brought forth a wide range of housing and neighborhood commercial development activities, principally in the Dwight neighborhood. They used JCD and Yale's own funds to capitalize and cover operating costs of a new CDC, and other projects are underway to exploit the local economic potential of the life sciences, to create an Enterprise Center for small ventures, recast university purchasing and hiring to increase local employment, promote homeownership, and more.

Any Yale employee who works more than 20 hours per week can receive an up-front payment of $5,000 and an income supplement of $2,000 a year if they buy a home in New Haven. So far, more than 350 people have taken advantage of the program, a large proportion of whom have bought homes in neighborhoods identified as most in need of greater investment and stability.

Waterfront Revitalization A $33 million project with several phases, which will include a food terminal and the expansion of the Central Business District. The waterfront is New Haven's most underutilized natural resource, with the largest deep water port in the state.

Science Park This biotech/biomedical facility is a re-use of the Winchester Repeating Arms factory complex. While the project has had mixed results in bringing jobs to neighborhood residents, recent successes include the expansion of Genaissance, a biotech company, and a closer connection with Yale University to spin off biotech and biomedical companies.

Expansion of Palmieri Foods A BEDI grant is helping fund demotion and clean-up of structures to expand a family-owned food processing plant in the inner-city Fair Haven neighborhood, across from a public housing project. Section 108 funds will help finance acquisition and improvement. **Timing may work for a groundbreaking of the expansion,** which will double the number of employees to 40, most of whom are minority local residents.

Shaw's Supermarket This inner-city supermarket and shopping center opened last year. It is a partnership of a local CDC (which owns the center), Yale University, LISC, the City, and the supermarket chain. Leveraged $1 million in public investment, and neighborhood residents hold most jobs.

Ag event

Ronald Minsk
10/07/99 05:55:00 PM

Record Type: Record

To: Lisa Green/OPD/EOP@EOP, Natasha F. Bilimoria/OPD/EOP@EOP

cc: Melissa G. Green/OPD/EOP@EOP
Subject: Ag New Markets Event

I spoke with USDA this afternoon regarding the 4 agriculture stops that are currently identified in the draft memo for the President.

Saginaw, Michigan: USDA doe not like this idea. The individuals involved in the cooperative are not poor, and they are not diverse. They do not think it is a good story.

North Carolina: Here too, I am not sure that this is a good idea after talking with USDA. They said we could go to areas that were hit by the hurricane, and the drought, and that the visuals might be compelling. We could then call for private investment, and show what government money is doing to help in the recovery effort. To me, this sounds more like a call for redevelopment in the wake of a storm (storm recovery) instead of capital infusion into a distressed area. Showing government dollars at work is not what we are trying to do, as best I understand our initiative. USDA is looking into other ideas for North Carolina, but it may be a few days, they tell me.

Arkansas: This one is getting better. Not only can we show off how a USDA guaranteed loan created a cooperative that is selling millions, and saved several farmers from bankruptcy, but we may have a deliverable. USDA is planning to guarantee a loan for another cooperative about 30 minutes from the tomato guys for a bunch of cucumber guys. The cooperative will then process cucumbers into pickles and sell them to Burger King. Not only do we have something to announce, but it is an area of agriculture that is attracting increasing attention as where farmers need to move in the future: value added processing. As much of the value in food is in processing, showing that farmers cannot only grow cucumbers, but also pickle them into a value added product is a great idea. USDA thinks that if they push and have adequate notice (ASAP), they may be able to announce this thing at a POTUS visit.

Fresno, California: USDA thinks that the story in Fresno might also be a good one. There, a group of poorer farmers are moving towards self sufficiency (welfare to self-sufficiency) because of help developing marketing opportunities. Some of the farmers have needed the additional help because of poor language skills and understanding of marketing. Such assistance has come from both USDA and other private sources of funds. Moreover, because of the later harvest in California, the President could still visit with workers in the fields.

"LeBlanc, Catherine" <Catherine_LeBlanc@ed.gov>
10/18/99 10:11:05 AM

Record Type: Record

To: "'Betsy.Kim@sba.gov'" <Betsy.Kim@sba.gov>

cc: See the distribution list at the bottom of this message
Subject: RE: North Carolina announcement

Betsy,

This is an excellent proposal. Once concurred upon, please let me know if there is anything that we at Education can do to help.

> -----Original Message-----
> From: Betsy.Kim@sba.gov [SMTP:Betsy.Kim@sba.gov]
> Sent: Friday, October 15, 1999 1:31 PM
> To: lisa_green@opd.eop.gov; natasha_f._bilimoria@opd.eop.gov
> Cc: catherine_leblanc@ed.gov; Fred.Hochberg@sba.gov;
> kris.swedin@sba.gov; James.Ballentine@sba.gov; Michele.Kreiss@sba.gov;
> Michael.Schattman@sba.gov; Anna.Chavez@sba.gov
> Subject: North Carolina announcement
>
> Lisa & Natasha -- attached is a proposal for an announcement involving
> SBA's
> 7(j) initiative, Bank of America and the Kenan-Flagler Business School at
> UNC in Chapel Hill. essentially, as a result of SBA's 7(j) pilot program
> to be administered by Kenan-Flagler, Bank of America has agreed to commit
> $10 million from the newly-formed Catalyst Fund (announced during the
> first tour) to a joint community development fund with Kenan, who in turn
> has made a commitment to match the $10 million with an additional $10
> million.
>
> there are two ways the announcement could be made -- (1) stand alone
> announcement during the President's stop in North Carolina (suggesting
> Chapel Hill which is a rural community), or possibly (2) build the
> announcement into something more, have the deans of the business schools
> that will be a part of the 7(j) pilot program (listed in the proposal)
> travel with the President.
>
> as always, feel free to call me if you have any questions at 205-6440.
> thanks.
> <<#2L01!.doc>>
> << File: #2L01!.doc >>

Message Copied To:

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