

FAX TO:

USDA NRCS

ATTN: Darrel Dominick

FAX: 202-720-8819

(South Bldg. Rm. 216A)

4 pp.

8/27/99

From:

Marsha Gery, California State Outreach Coordinator

USDA Natural Resources Conservation Service

530-792-5604 ph

530-792-5790 fax

RE: Multi Ethnic Center

Here is a start on some information re: the Multi-Ethnic Small Farm and Community Development Center. I'll FedEx copies of their quarterly reports, a San Francisco Examiner article on Black Farmers, and a chart of our other outreach projects in CA. You should receive these materials on Monday, Aug. 30. Hope this helps.

If you come up with any other questions, shoot them my way and I'll do my best to find the answers!

Marsha Gery

Multi-Ethnic Small Farm and Community Development Center

Area Served

California Central Valley including Fresno, Madera, Stanislaus, San Joaquin, Kings, Kern and Tulare Counties

Partners

Natural Resources Conservation Service
Rural Development
Farm Service Agency
California State University-Fresno
National Banker's Association
California Futures Institute
Central Valley Technology Center
Great Valley Center

Board of Directors

The Board is currently made up of eight minority small farmers and business persons and meet the second Thursday of every month. Board meetings to date have averaged 90% attendance.

Albert Smith	Chair	Small Farmer/Businessman (also President of Black Farmers Assn.)
Powell Brannon	Vice Chair	Small Farmer/Community Activist
John Oaxaca		Farm Labor Contractor/Activist
Larry Sandoval	Secretary	Farm Superintendent
Mike Smith	Treasurer	Small Farmer
Phen Vue	President	California Highlander Cooperative (represents 360 Southeast Asian small farmers)

Locale/Population Background

California's Central Valley is one of the most agriculturally productive areas in the world producing 250 crops worth \$13 billion each year.

Demographic Magazine recently identified the top 20 multi-ethnic cities in the nation—17 of which are either in California or Texas. The other three are Chicago, New York and Washington D.C. Within the top 10, four are in Central California; one of them is Fresno. A community is considered multi-ethnic when it has at least two ethnic populations over 30%.

Seventy-one percent of the farms in Fresno County are operated by small farmers.

The Southeast Asian community represents the fastest growing segment of small farmers in the San Joaquin Valley. Among the 26 specialty crops and nine American fruits and vegetables produced by Hmong, Mien and Laotian farmers, 680 acres of strawberries, 600 acres of cherry tomatoes, 750 acres of squash, 2,000 acres of green beans, 1,520 acres of oriental vegetables and 600 acres of eggplant are cultivated.

Of the 24,660 farms in the area, approximately 95 are operated by Black farmers.

Hispanics make up 34% of the county's population.

Project Description

The primary objective of the Multi-Ethnic Center is to create a healthy community of historically underserved small farmers and businesses by achieving economic self-sufficiency through coordinated public and private investment. To accomplish this vision, the Center has developed services in four major areas: 1.) technical assistance, 2.) access to capital, 3.) marketing and outreach, and 4.) farmland acquisition.

The Center operates as an extended outreach tool for the USDA agencies, utilizing program coordinators and community development specialists that have community outreach responsibilities. Community assessments include outreach efforts that include 502/504 single family housing programs, 514/516 multifamily housing projects, business and industry, and rural enterprise grants.

The Multi-Ethnic Center leverages outreach efforts with community-based organizations as well as conventional financial institutions that have major community Reinvestment Act (CRA) commitments to historically underserved rural communities.

Project Background

Congressman Calvin Dooley's office convened a planning process in early 1998 that brought together representatives from USDA, UC Cooperative Extension, American Farmland Trust, California State University-Fresno, and small farmers and business persons from the Asian, African-American, and Hispanic communities. Over a series of five meetings, the group identified the needs of traditionally underserved farmers and small businesses currently operating in Fresno County and California Central Valley, evaluated existing programs available, established a vision, goals, and objectives for programs to service minority owned businesses and small farmers, and formed an advisory committee to implement the program.

The outcome of this planning effort was the creation of a framework (the Multi-Ethnic Center) for carrying out the program and the establishment of a solid working relationship between the small farm and rural communities and the agencies responsible for providing services to them.

Monitoring Outcome

Although there are no hard statistics available at this point on the number of people served, a database is in developmental stages. The opportunities are enormous. Relevant economic and community development outreach includes realistic and comprehensive "real world" measures as follows.

- Number of new, closed, or stabilized business addresses;
- Number of farm labor housing units available;
- Increases and decreases in value of locally assess tax base;
- Number of "quality" jobs created and available (measured by wages, working environment, and benefits);
- Changes in community attitude; (measured by fewer gangs, less graffiti, home improvements, and news articles about local development);
- Public health indicators;
- Increase and decreases in County food stamp applications;
- Quality of inventory.

The Multi-Ethnic Center will review and evaluate progress in implementing its work plan on a quarterly basis. Based on this evaluation, the Center will submit a mid-year and an annual report describing progress on priorities in relation to the work plan. Categories of outcomes may include, but are not limited to:

- Building local capacity;;
- Removing barriers;
- Leveraging resources;
- Creating partnerships;
- Developing networks;
- Providing education on issues relating to agricultural practices and trends affecting community development;
- Special initiatives and methods undertaken to overcome special challenges posed by conditions such as remoteness, population loss, low education, agricultural land challenges, language population diversity, physical barriers, etc.

Funding

NRCS, through an agreement with the California Association of Resource Conservation Districts, provided \$45,000 in start-up funds in FY98. Since receiving that initial funding, the Center has leveraged it about 6 to 1.

Business



SECTION

CALENDAR
STOCKS

• 2
• 3

THE FRESNO BEE • SATURDAY, MARCH 27, 1999

THE MARKET

Dow Jones 30 Industrials
Down 14.15 points to 9,822.24

Standard & Poor's 500
Down 7.19 points to 1,282.80

Nasdaq Composite
Down 15.63 points to 2,419.17

THE NATION

gold fell; dollar rises

prices drifted lower in sluggish Friday.
dollar rose broadly. Gold fell to off \$3.20, on the New York Exchange.

equity securities change little

NEW YORK — Treasury securities changed Friday as investors weighed the escalating tensions in the Middle East and several huge corporate bond

prices of the benchmark 30-year bond fell 1/16 point, or 63¢, to \$1,000 in face value. Its yield, however, moved in the opposite direction, 59¢ from 5.58% late Thursday. In the broader market, prices of short-term Treasury securities rose 1/16, while late Treasury securities rose 1/2 and 1/4 point from Thursday. In the bond market, Bridge-Telco, a financial services company, was the human Brothers Daily Treasury Index, reflecting price movements with maturities of a year or less, rose 0.21 point to 1,282.90.

blame at fraud culprits, signs

CHICAGO — When it comes to corporate fraud, small companies are the culprits, a new study reports. The financial snagging is the damage of the fraud. Half the companies in the study wound up reorganizing

Small farm center opens

BY JIM STEINBERG
THE FRESNO BEE

New hope and help for small and ethnic farmers and business owners arrives Tuesday in the central San Joaquin Valley with the official opening of a small farm center in Fresno, one of only five in the United States.

Experts will begin helping African-American, Hispanic, Asian and other small farmers and merchants at the new venture, located at the University of California Center, 550 E. Shaw Ave.

A grass-roots effort pushed the idea for years, enlisted Rep. Cal Dooley, D-Hanford, both the University of California and California State University,

Fresno, and the U.S. Department of Agriculture.

The center's name is long and intimidating: The USDA National Center for Excellence and Multi-Ethnic Small Farm and Community Development. Its mission and reason for being are simple: Ethnic and other small farmers and merchants deserve the same level of service that larger farmers and merchants receive from the USDA, other federal and state agencies and lending institutions.

The Fresno center follows a prolonged legal fight by African-American farmers who sued the federal government over access to loans.

A grand opening and ribbon cutting

are scheduled at 4 p.m. Tuesday. Speakers will include Dooley, President John Welty of Fresno State, USDA officials and banking representatives.

The only other centers of this type operate in Kentucky, Texas, Mississippi and Washington state, said Vicente Orduno Jr., the center's chief administrative officer.

"In many respects, this is about rural poverty," says Sharon Nance, a state rural sociologist who works for the Natural Resources Conservation Service, a division of the USDA. "All the economic indicators support the need for trying to give an opportunity for

Please see Center, Page C2

"Bluntly speaking, minorities and women have not been served by USDA agencies. There has been flagrant neglect."

— Dan Glickman, U.S. Agriculture secretary

GAS PRICES SOAR

Fresno customers see costs jump by 30 cents a gallon and more.

BY DENNIS POLLOCK
THE FRESNO BEE

A customer groaned at the pump prices at Rae Burton's gas station in Fresno Friday. "Why so high?" she asked.

Burton himself groaned as he spilled an unintended pun while explaining a big part of the reason: earlier shutdowns or significant cutbacks in production at two major refineries in the state.

"An explosion at another refinery (Thursday) is just adding more fuel to the fire," he said.

Exacerbated by prices in recent



China willing to open markets

Country wants to cut a deal with U.S. for membership in the World Trade Organization.

Center: Dooley credited with crucial role in project

and from Page C1
to work. If it comes in
social agriculture, fine. It
sense."
ce points to small farmer
Palacios as "the energy
I that center." Palacios
ay president of the cen-
corporate board Orduno
at other staff members in-
omas Martinez, a former
State criminology profes-
sion professor Robert
of Fresno State; manage-
professor Dewey Johnson,
r of Fresno State's Small
as Institute; and adminis-
assistant Terry Fleming.
Center will serve Fresno,
i, Tulare, Kings, Kern and
ous counties; concentrat-
specific objectives: techni-
assistance; access to capital,
ing and research; and
ad acquisition.
culture Secretary Dan

Glickman established the latest
center, in part to redress the
USDA's and other agencies' fail-
ure to serve small farmers and
rural business owners of African-
American, Hispanic, Asian,
American Indian and other eth-
nic ancestry, Orduno said.
"Bluntly speaking," he said,
"minorities and women have not
been served by USDA agencies.
There has been flagrant neglect.
That's why you have the black
farmers' class-action lawsuit."
Years of effort to set up the
Fresno center coincided with the
National Black Farmers Associa-
tion lawsuit alleging USDA dis-
crimination by denying or stall-
ing federal loans.
The group reached a settle-
ment on its \$3 billion complaint
in January, and payments to
farmers may eventually exceed
\$300 million. However, some of
the farmers oppose the settle-

ment and a federal judge has is-
sued a Monday deadline for filing
objections to the government's
revised settlement proposal.
Officials of the new Fresno
center point to Dooley as playing
a central role in getting it. Dool-
ey said Friday from Washington,
D.C., that recent immigrants
who brought tastes and farming
techniques from Southeast Asia
or other areas represent a model
for "niche" market farming that
can succeed in the Valley.
"Agriculture is an enterprise
that some of our recent immi-
grants are most familiar with
and interested in continuing," he
said. They farm small plots, and
their smaller-scale operations
can succeed economically if
joined to niche marketing, Dool-
ey said. But the small farm cen-
ter extends beyond ethnic groups
to include other small rural
farmers and merchants of any

ancestry who have been "under-
served" by government and lend-
ing agencies.
Palacios has worked with Val-
ley farmworkers for the Ford
Foundation and has owned an
interpreters service, check cash-
ing and travel service businesses.
She farmed 22 years along Man-
ning Avenue until last year,
growing grapes, cotton, soybeans
and alfalfa.
Palacios said the center's bud-
get, financed through the USDA
and private donors, was submit-
ted this week at \$350,000, but it
could reach to \$1 million or more
by year's end.
"History shows that minorities
have a tougher time getting ac-
cess to capital," she said. "It has
been very difficult getting ser-
vices of the Department of Agri-
culture."
Palacios took pains emphasizing
that the center doesn't view

larger farming operations and
businesses as antagonists.
"This is beneficial for every-
body," she said. "There is no at-
titude of us versus the status
quo. I think it's high time that
organizations come together."
The new organization is nego-
tiating to buy 15 acres in Fresno
for a one-stop center for farmers
and rural small business owners.
Plans call for a federal credit
union, training and extensions
for such groups as Future Farm-
ers of America and 4-H.
In Visalia, Greg Kirkpatrick
represented the American Farml-
and Trust, a national organiza-
tion dedicated to preserving
farming, in helping launch the
new center.
The farmland trust has
worked about three years with
Hmong representatives, the
USDA, the two university sys-
tems and Dooley's office.

"I think the times — consoli-
dation and concentration for
larger markets — will present
opportunities for local growers,"
Kirkpatrick said. He mentioned
"colonies" in such areas as
southwest and southeast Fresno,
Easton and Kearney Park.
Farmers bought 20- and 40-
acre parcels, forming a farming
mosaic, he said. Many large com-
mercial growers aren't interested
in farming such small parcels to-
day, and families can earn an
income by intensive, "hands-on"
production of niche crops.
"The American Farmland
Trust is interested because these
are the areas most threatened by
urban sprawl," Kirkpatrick said.
"They are the buffer between cit-
ies and larger farms. It is impor-
tant to make them economically
viable. As the saying goes, the
best way to protect farmland is
to farm it."

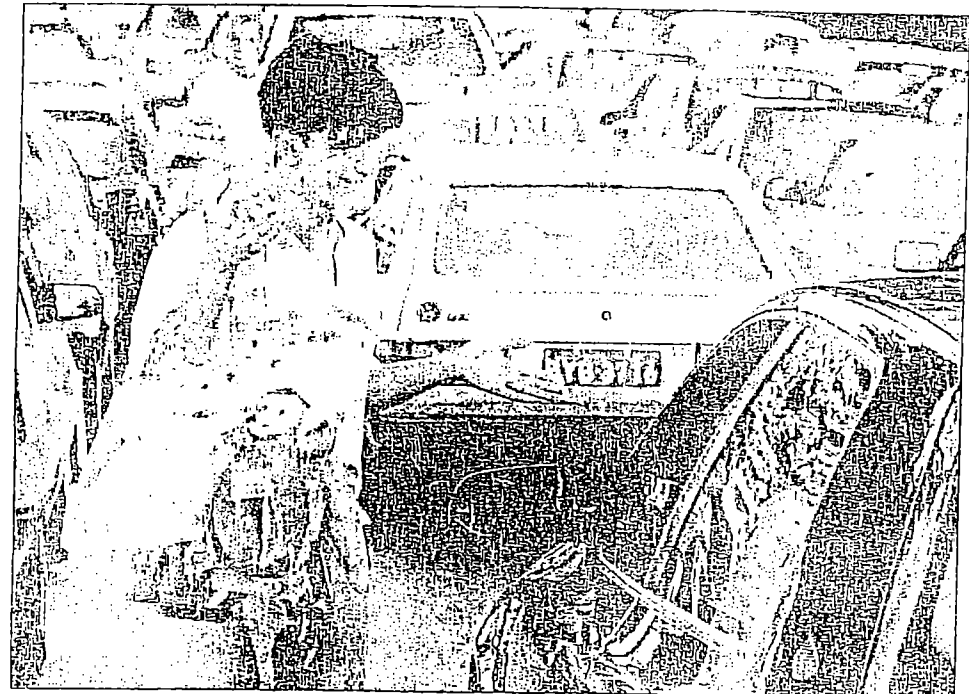
TODAY

business calendar

Leading Your Busi-
a seminar offered by
nial California chapter
Service Corps of Re-
cutive — 9 a.m.-4
S. Small Business
stration Office confer-
om, 2719 N. Air Fre-
e, Fresno. Cost: \$30
son. Pre-registration
mended. Details:
31, ext. 102; JoAnne
at 346-0380.

aza Lawyers' Dinner
— 9 p.m.-1:30 a.m.,
anca banquet hall,
olumine St., Fresno.
10 per person; \$20
ents. Details:
30.

Markets
in st...y
Lib... and



A vendor sells Teletubby dolls in Sao Paulo, Brazil, as residents look for sources of income

Gas: Prices leap 30 cents or more within weeks in Fresno

Continued from Page C1
He said the record high pre-
viously registered in the AAA
survey of mostly Northern Cal-
ifornia stations was \$1.60 in
May 1996.
Moreno said a special survey
of prices in select cities will be
released Tuesday because of
the rapid climb.
Tuesday's survey will not in-
clude Fresno, but it will include
Sacramento, San Francisco,
San Jose, Oakland, Reno, Las
Vegas and Salt Lake City.
Both Moreno and Burton say
those who sell gasoline at retail
have had no recourse as prices
for their deliveries have risen.
No escape from increases
"If a customer has a hard
time paying \$2 more for a
tankful of gas," Burton said,
"imagine having to pay \$2,000
more. In two days, a 9,000-gal-
lon load for me went up to
\$12,000, an increase of \$2,000."
At Burton's Shell station, the

Warren Maguire, owner of
Maguire's Airport Chevron,
said he was surprised gas
prices had dropped as low as
they did in recent months.
"I was sure we would never
see gas below a dollar, even at
Arco," he said. "If you go back
two or three years ago, you saw
oil at \$20 a barrel. A little over
a month ago, it was barely \$11.
It's around \$16 now."
A plan by the Organization
of the Petroleum Exporting
Countries to cut the world's
supply of oil is not yet a signifi-
cant factor in the state's price
increases, said Will Woods, ex-
ecutive director of the Auto-
motive Trade Organizations of
California, an Irvine-based
trade group representing more
than 2,000 gasoline retailers.
"At least half of our gasoline
is domestically produced, and
some comes from 'zuela,"
Woods said. "It t... to 45
days for an OPEC

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Seth Harris DOL

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TADE SULLIVAN USDA

720-0164

TADE_SULLIVAN@^{wdc.}fsa.
usda.
gov

Author: Linda Lawson at ostnovp
Date: 09/15/1999 7:52 PM
Priority: Urgent
Receipt Requested
TO: Linda Darr at OSTNOV2
Subject: attached rough cut new markets ideas

Linda,

As you know, this is rough cut and needs lots of vetting. It is a summary of the discussion. Also is below in case you don't have the time to open the other one. L

Potential Locations for New Markets II

Hartford, Connecticut - A city that is committed to economic revitalization in partnership with private sector interests. A key representative of the private sector community - Aetna Insurance - has, through its CEO, expressed a strong interest in having the President visit Hartford as part of this NMI tour. He was an active participant in the first NMI trip. Hartford has been working diligently on transportation to get welfare recipients and other low income people to jobs and has recently received a DOT Job Access grant.

Pittsburgh, Pennsylvania - While the economic dislocations caused by the decline of the steel and other heavy industries in this area have been largely absorbed, there continue to be pockets of poverty and unemployment. Surrounding communities, like Aliquippa and Homestead, continue to be depressed, as do in town communities such as the hill district. There is a strong corporate headquarters presence (e.g., US Steel) and the principal US Airways hub at Pittsburgh International Airport. These provide opportunities to develop private sector involvement. The Pittsburgh Area Transit system is an active and innovative transit provider.

Access to Financing DOT's innovative financing program - the Transportation Infrastructure Finance and Innovation Act (TIFIA) -- will provide loan guarantees that leverage private sector financing that that otherwise might not be available for some major transportation projects. While final decisions have not yet been made, an intermodal terminal in Miami, Florida may be one of the recipients of a TIFIA loan. If so, Miami would be a potential new market initiative site. This project is expected to spur job growth for the community. Miami, is a city with diverse ethnic communities, and a relatively high proportion of elderly Americans that includes an Enterprise Zone.

Displaced workers in rural/natural resource/farm communities: Small family-owned farms in America's Heartland are suffering from low market values and rising production costs. Small communities in the rural northwest whose economies are based natural resource industries are prey to the same fate. Public/private partnerships are needed in order to revitalize economic development and bring new jobs to these locations. This could be focused on hard-hit Iowa or Nebraska rural farm communities or coastal fishing or lumber towns.

Southwest border: Communities of poverty riddle America's southwest border. Basic infrastructure, housing sewer, and roads are lacking. Large immigrant communities reside in these locations. While some border communities have benefited from increased trade, these communities are true examples of the new markets initiative and need investments to spur economic development and provide new jobs.

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*AETNA, CEO
copy of →*

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Rust Belt / New England / Urban Indians / — Julian Potter
69044

DOL. 0

- Nat'l Academy Foundation -
< a schools w/in schools. business/ED focus. technology

^

- Round III

- Community focus / match-up
- Tribal / urban
 - ✓ a tribal colleges / American Indian Partnership
 - ✓ a formal internship commitment
 - ✓ a sewing / Minneapolis.
 - ✓ formal. Bus Line tribal

— Youth Offender Program. (Seattle) Gangs ✓

— Sears Tower. Minneapolis.

— Boj A - Rural Call Centers —→

— ~~New~~ Seattle. tele. commuting.

— Wildcat < San Antonio >

— Mills : Newark.

— TJMax —→ A J Wright Anchor Stores
Alt/Chi/Oct — Boston. current

→ OTHER STORES
GAP. NAVY

— Rust Belt

^ Faith Based > capital/ Housing
JOBS

^ Connecting financial institutions to
the faith based community -
Partnerships / goals
"Faith-Based LINC"

^ Small business / access to Capital

New Market Tour Opportunities
The Welfare to Work Partnership

Mary Smith
65571

Site: TBD

Corporate Champion: Citigroup

Theme: Expansion of Wildcat job training program

Summary: Salomon Smith Barney's successful welfare to work effort has not yet been integrated into Citigroup's overall hiring program. The company would announce the expansion of their partnership with Wildcat and the launch of new training programs around the country in cities like San Antonio.

Site: Newark, NJ (Meadowlands)

Corporate Champion: Mills Corporation

Theme: Permanent, construction and entrepreneurial opportunities for employment

Summary: Mills hopes to connect their large-scale mall developments with existing sports centers. As with other developments around the country, Mills plans to work with the Rockefeller Foundation, the City of Newark, community organizations and training/employment intermediaries to develop and implement recruitment, hiring and retention program.

Site(s): Atlanta, Chicago, and Detroit. (Currently, the program operates in Boston, through a partnership with Morgan Memorial Goodwill.)

Corporate Champion: TJX Companies

Theme: Inner city investment

Summary: The corporation is also opening a new line of stores, A.J. Wright in areas where large businesses have left and where the community is seeking a major business to anchor a store. The A.J. Wright stores will be established in numerous inner cities in the northeast.

More information to follow on all of the above examples.

Attended

Don Graves - Treasury - 622

CEA - Doug Almond - 55012

• Coordinated Activity, Business

Mary Smith
65571

Proposed New Markets Initiative Site: Minneapolis, MN

Minneapolis, MN is a promising site for a Presidential New Markets Initiative event. With a focus on creating economic opportunities, Minneapolis is an example of large untapped markets and newly mobilized communities. As of April 1999, over 10 businesses, including banks, had commitments under the Welfare-to-Work Partnership. Moreover, all of the welfare reform, economic development, job creation, education, housing, child care and transportation issues that are prevalent on a national basis are more than evident in Minneapolis.

The Minneapolis/St. Paul metropolitan area has the single largest urban Indian population in the United States. The Twin Cities also account for the largest diversity of cultures per capita for a city of their size. With this large population and great diversity, however, comes a vast need for appropriate services and opportunities, as well as ample ingenuity on behalf of the Indian service providers to meet the needs of their clients.

Minneapolis is a thriving center for urban Indian welfare-to-work activities. The Indian community has been working diligently and effectively on Welfare Reform since 1996. They have formed partnerships with a large number of Indian and non-Indian businesses and corporations, in both the public and private sectors. The American Indian Partnership, a coalition of over 30 organizations and agencies in Hennepin County (including the 6 largest Native non-profit agencies in city), have joined together to facilitate welfare-to-work from cultural standpoint. This model has been so successful that it is expanding to other areas of Minnesota, as well as to other states.

The Minneapolis campus of the Native American Educational Service (NAES) Tribal College has also been quite involved in welfare reform and opening economic opportunities for Native students. In the past year, NAES has developed a curriculum about welfare reform and, supported by funding from the W. K. Kellogg Foundation, have held their first community forum about devolution and welfare reform. These community forums, including service providers, welfare recipients, students and other members of the community, will continue in the coming years.

In addition to efforts made in by tribal organizations in Minneapolis itself, the surrounding region has a wealth of successful tribally-administered programs. The regional, inter-tribal organization, the Midwest Alliance of Sovereign Tribes, represents tribes from Minnesota, Michigan, Wisconsin, and Iowa and works closely with North Dakota and South Dakota tribes. Moreover, Minnesota is a long-standing Democratic state, with tribes supporting and contributing resources to national and local Democratic campaigns, including President Clinton.

MEMORANDUM

Minneapolis
Seattle

To: Maurice Jones : *Treasury*
Deputy Director for Policy and Programs, CDFI Fund

From: Bill Luecht
External Affairs, CDFI Fund

Re: Results from CDFI Fund brainstorming session on second new markets trip

Possible Themes

- Continuum of Capital
(Coastal, Working Capital, BAC in FL, check with SELP)
- Faith Based Community Development
(Leviticus, Mercy Loan Fund, McAuley, Faith Community, New Community, souther credit unions)
- Industries stepping up to the plate before CRA like regulations (Insurance, Telecommunications, & Utilities)
(IFF and Alstate, DVCDLF and utilities, etc.)
- Funding of facilities: child care centers, health care centers, youth centers and other facilities)
(NFF and youth centers, PCDC and health center)
- State establishing CDFI Fund like programs
(Pennsylvania, etc.)
- Social conscious investing/community development venture capital
- Rural Infrastructure
(RCAC, Rural LISC, etc)

Geographic Areas

- New England (rural, fishing industry, agriculture)
(NHCLF, VCLF, Coastal, BCC/BCLF, Working Capital, NJCLF, CBAC, etc.)
- Southern States (CDCUs)
- Rust Belt (rural, manufacturing, decaying urban industrial areas)
(CLFSWP- Pittsburgh, N.E. Ventures – Ore belt, Sable, Legacy – Milwaukee)
- Pacific Northwest (rural, agriculture, microenterprise development)
(Cascadia)
- Rural West (infrastructure)
(RCAC, Rural LISC)

Ariel Zwang - HUD
708-0614
4839

HUD
New Markets
List of High-Possibility Sites as of 9/15/99

Site	Info Provided for First New Markets Tour	Info Received from Field Since September 10
CT, New Haven		New EZ; was designated EC in '95. Omni took over only large downtown hotel; complete rehab using welfare-to-work trainees has resulted in 85 permanent jobs. HOPE VI awarded approx. '94 now underway; 365 units to come down. NOTE: FBI is investigating a livable cities initiative grant.
FL, Palm Beach /WPB		Issue would be dichotomy between haves and have-nots. A number of homeless projects there.(Awaiting detailed info.)
IN, Gary	ACE Hardware.	Field reminds that Sec'y was there in March to announce EZ designation (with 2 neighboring cities). Consortium of local banks established \$50 million pool for Zone. Zone expects 3000 jobs created over 3 years. Also \$19.8 HOPE VI award this year. Total HUD dollars 1995-99: \$118 million..
MA, Boston	Dudley Square.	New EZ. Field says Dudley Square still a good choice, much to look at. Adjacent neighborhood is Grove Hall, where EZ investment is making inroads.
MI, Benton Harbor	CDFI - 1	Proposed by field. "Most distressed central city in Michigan." 1998 HUD/Cornerstone Foundation Financial Summit. BEDI grant, \$1.5 million 108 loan., significant other HUD involvement. (AZ checking for private sector involvement.)
MI, Flint	(No project identified.)	City continues to reel from plant closings. New Homeownership Zone will include 309 homes; total \$50 million investment of which \$2 million from HUD. Mayor has announced Buick City Task Force to strategize attracting new business. Universities partnering in small business development.
MN, Minneapolis		New EZ. Sears Tower redevelopment for multi-use complex, Phillips Eco-Enterprise Center. EZ was critical in developing both. More direct HUD role unclear.
NY, Buffalo		Mile-long abandoned rail corridor converted to new parkway; \$7m investment included \$1 from EZ and \$1 from HUD. Buffalo Medical Corridor area includes medical enterprises, businesses; \$9.7 million 108 loan for 100-room hotel. LTV Steel will donate 100-350 acres for multi-year redevelopment to retain/create 5,000-8,000 jobs. Inner Harbor project will encourage recreational, cultural activities and tourism; HUD recently announced EDI and 108 funding totaling \$9.2 million in this year, which will result in 1000 new jobs. Former GM plant was purchased by American Axle & Manufacturing, creating largest mfg employer in Buffalo. 300 jobs created; 7 new businesses now located nearby.
NY, New York	Harlem USA: major retail complex in EZ.	

CDFI's
Business Investment

	200 construction jobs, plus 300 permanent. Broadway Video: 20 jobs for EZ residents in high-tech post-production facility.	
NY, Rochester		Upper Falls Shopping Center: \$3m EZ, \$980,000 CDBG, more than \$4m in other local and federal funds, \$2.8 m private sector. Anchor tenant is Tops supermarket that gives preference in training and hiring to neighborhood residents; more than 120 jobs created. August '99 EDI award for Sx to German-Simonow for renovations and upgrades of their facilities. City and HUD have executed one of the first Single Family Asset Control Agreements in the county.
PA, McKeesport	People's Building Family Support Project: \$750k in EC funds developed complex of 30 human service agencies.	Various HUD investments
TX, Fort Worth	Minyards Grocery: <i>outstanding</i> project combined public, private investment to create 165 jobs and attract additional businesses. First local grocery in over 20 years.	

DRAFT

Peter Hamm
219.6871

**Potential Sites and Cities
for a Potential New Markets Tour
U.S. Department of Labor Programs**

Note: all specific sites listed are subject to further review and vetting.

NEWARK, NJ

SPORTS TEAMS - LIVABILITY - WELFARE TO WORK

**Site TBD
Newark**

Mills
Corp

The President and the Secretary join Nets owner Ray Chambers, players for the New Jersey Nets and other New York area athletes and business leaders for an announcement of a major financial investment and partnership effort to revitalize inner-city Newark, creating jobs for local Welfare-to-Work clients and out-of-school youth and youthful offenders.

Contact: Ana Ma for Ray Bramucci, DOL, 202-693-2700

DENVER, CO

OUT OF SCHOOL YOUTH

**Manual High School
1700 E. 28th Street
Denver**

Urban
Initiative

The President/Secretary visits Manual High School, taking a tour of the school's Technology Lab, where vocational students will demonstrate one of the many programs and tutorials available on computer work stations, such as a flight simulator program. Joined by Mayor Wellington Webb, local businessman Rollie Heath, additional businesses that pledge commitments and young people from the high school and other local out-of-school youth programs including a new Youth Opportunity program.

Contact: Wilma Webb, 303-844-1256

DETROIT, MI

WELFARE TO WORK, OUT OF SCHOOL YOUTH

**Arbor Career Center
1500 Southfield Freeway
Detroit**

The President, the Secretary and area CEOs from the big three automakers tour this highly rated One Stop Career Center, announcing linkages between Michigan's Welfare-to-Work program and Detroit's new Youth Opportunity grant to major area employers.

Contact: Willie Walker, Detroit SDA, 313-876-0674

BOSTON, MA

OUT OF SCHOOL YOUTH, MANUFACTURING

Site: TBD

The President/Secretary convene a meeting of Boston Mayor Thomas Menino's high-energy Youth Council, made possible by passage of the landmark Workforce Investment Act, and area CEOs pledging jobs.

Contact: Thomas O'Brien, Boston SDA, 617-722-4300

SEATTLE, WA

OUT OF SCHOOL YOUTH, YOUTH VIOLENCE

**Safe Futures Youth Center
6337 35th Avenue SW
Seattle**

The President/Secretary join law enforcement and business leaders at this center, one of several possible sites that are involved in a wide-ranging effort by Seattle to crack down on runaway gang activity by getting young people out of gangs and into meaningful jobs.

Police

Contact: Alfred Starr, Seattle/King SDA, 206-448-0474

NEW ORLEANS, LA

OUT-OF-SCHOOL YOUTH

**New Orleans Job Corps Center
3801 Hollygrove Street
New Orleans**

The President/Secretary tour the Job Corps Center, representing the federal government's most effective, long-running program to help out-of-school and at-risk youth, with New Orleans area business leaders. Announcements include a new agreement linking the Job Corps system nationwide with the Americorps program.

Contact: Jose deOlivares, Regional Job Corps, 214-767-2567

ATLANTA, GA

OUT-OF-SCHOOL YOUTH, WELFARE-TO-WORK

**Bell South
5375 Chamblee Dunwoody Road
(Or other facility)
Atlanta**

The President/Secretary tour a Bell South facility where youth and former welfare recipients are at work, as Bell South announces a major national commitment to employ at-risk youth and Welfare-to-Work participants.

Contact: Stephanie Swirsky, DOL 202-693-6006

2000
1/2000

MEMORANDUM

To: Maurice Jones
Deputy Director for Policy and Programs, CDFI Fund
From: Bill Luecht
External Affairs, CDFI Fund
Re: Results from CDFI Fund brainstorming session on second new markets trip

Possible Themes

- Continuum of Capital
- Faith Based Community Development
- Industries stepping up to the plate before CRA like regulations (Insurance, Telecommunications, & Utilities)
- Funding of facilities: child care centers, health care centers, youth centers and other facilities)
- State establishing CDFI Fund like programs
- Social conscious investing/community development venture capital
- Rural Infrastructure

Geographic Areas

- New England
- Southern States
- Rust Belt
- Pacific Northwest
- Rural West



Lisa Green
09/15/99 06:41:13 PM

Record Type: Record

To: Elizabeth J. Potter/OVP@OVP, Carl Haacke/OPD/EOP@EOP, Jackson T. Dunn/WHO/EOP@EOP, Kathleen K. Ahn/WHO/EOP@EOP

cc: Jonathan A. Kaplan/OPD/EOP@EOP, Melissa G. Green/OPD/EOP@EOP

Subject: Small Groups for Tomorrow's Brainstorming Session on New Markets



brainstormingagenda.dbrainstmemotogene.dideas for 2nd trip.do

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Thanks again for agreeing to facilitate the small groups. If you have any other thoughts ideas please let me know first thing in the morning. Also, don't forget that, in addition to being a facilitator you should contribute your own ideas.

See you tomorrow, unless of course we are all flooded out by Floyd.



Lisa Green
09/15/99 06:50:03 PM

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To: Jackson T. Dunn/WHO/EOP@EOP, Carl Haacke/OPD/EOP@EOP, Elizabeth J. Potter/OVP@OVP,
Kathleen K. Ahn/WHO/EOP@EOP

cc: Jonathan A. Kaplan/OPD/EOP@EOP

Subject: Rooms for Tomorrow's Brainstorming Session

Just so you know ahead of time --- the groups will be as follows

Jay - Room 209	Group #1
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If we end up with too many people and we need five groups, I will facilitate the fifth group. But I think it will work best if I'm able to circulate in case there are questions or problems.

September 15, 1999

*For
Public
Initiative*

MEMORANDUM TO GENE SPERLING

FROM: LISA GREEN

SUBJECT: NEW MARKETS BRAINSTORMING SESSION

Background

We are holding a brainstorming session in preparation for the second trip and in effort to be more creative and prolific with New Markets events over the next fourth months. This an informal session designed to encourage innovative ideas for the trip or separate stand alone events.

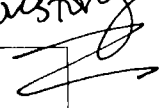
Agenda and Format

- We will open with the full interagency working group gathered in one room.
- A few minutes will be spent talking about the goals of the New Markets Initiative, to encourage private sector investment in economically distressed communities, and how we can accomplish a great deal even without legislation.
- We will emphasize the importance of thinking of the New Markets Initiative as an ongoing effort. The brainstorming session is not just about the trip but about ways we can promote the goals of the New Markets Initiative, through the President's use of the bully pulpit and other efforts.
- We will then ask the group to comment on what elements of the 1st trip were particularly good and what lessons we learned that can be used to make the 2nd trip and other New Markets events even better.
- I will refer to the four M's as a way to think about events for New Markets.
 - Mobilization of the Private Sector** – The themes that we focus on and the places we visit must center upon the role of the private investment in helping to improve conditions in poor communities. We want to involve the private sector and encourage them to respond to specific challenges, revolving around certain themes or locations.
 - Memorable Settings** – We are looking for places to visit that will be of interest and will bring attention to the needs of distressed communities. As in the first trip, we also want these places to illustrate the possibilities under the right conditions and given the right tools.
 - Moving Stories** – Accordingly, we want to be able to point to some signs of hope --- storeis that show something good has happened in the community, preferably as a result of a program that was created or expanded under the Clinton-Gore Administration.
 - Measurable Impact** – Ultimately, we want companies to establish goals that can be measured, so that we can look back in a year or more and point to concrete accomplishments that would not have happened without the New Markets effort.

- The session will then breakout into smaller groups that will be asked to come up with at least five ideas. The small groups will be encouraged to think out of the box. The interagency working group was also provided beforehand with the attached set of ideas to start people thinking. A copy of that idea sheet will be provided for each the smaller groups. There is a White House staff person helping to facilitate each of the small group sessions.
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Followup

Agencies have already been asked to submit memos by Monday September 20 on ideas for both locations and themes for the second trip. We expect that some of the ideas from this brainstorming session will be fleshed out in more detail in these memos.

Patrick - Newsletter
custody


AGENDA
BRAINSTORMING SESSION FOR NEW MARKETS
Room 231 Old Executive Office Building
10:30 AM – 12:30 PM

I. Introductions and Overview (10:30 – 10:45 AM)

- Goals for The New Markets Initiative
- Review of the 1st Trip's Success
- The Four Ms
- Need for an Ongoing Effort
- Instructions for Breakout Groups

II. Breakout Groups (10:45 - 11:45)

III. Reports and Wrap-up (11:45 – 12:30)

Author: Linda Lawson at ostnovp
Date: 09/15/1999 7:52 PM
Priority: Urgent
Receipt Requested
TO: Linda Darr at OSTNOV2
Subject: attached rough cut new markets ideas
Linda,

As you know, this is rough cut and needs lots of vetting. It is a summary of the discussion. Also is below in case you don't have the time to open the other one. L

Potential Locations for New Markets II

Hartford, Connecticut - A city that is committed to economic revitalization in partnership with private sector interests. A key representative of the private sector community - Aetna Insurance - has, through its CEC, expressed a strong interest in having the President visit Hartford as part of this NMI tour. He was an active participant in the first NMI trip. Hartford has been working diligently on transportation to get welfare recipients and other low income people to jobs and has recently received a DOT Job Access grant.

Pittsburgh, Pennsylvania - While the economic dislocations caused by the decline of the steel and other heavy industries in this area have been largely absorbed, there continue to be pockets of poverty and unemployment. Surrounding communities, like Aliquippa and Homestead, continue to be depressed, as do in town communities such as the hill district. There is a strong corporate headquarters presence (e.g., US Steel) and the principal US Airways hub at Pittsburgh International Airport. These provide opportunities to develop private sector involvement. The Pittsburgh Area Transit system is an active and innovative transit provider.

Access to Financing DOT's innovative financing program - the Transportation Infrastructure Finance and Innovation Act (TIFIA) -- will provide loan guarantees that leverage private sector financing that that otherwise might not be available for some major transportation projects. While final decisions have not yet been made, an intermodal terminal in Miami, Florida may be one of the recipients of a TIFIA loan. If so, Miami would be a potential new market initiative site. This project is expected to spur job growth for the community. Miami, is a city with diverse ethnic communities, and a relatively high proportion of elderly Americans that includes an Enterprise Zone.

Displaced workers in rural/natural resource/farm communities: Small family-owned farms in America's Heartland are suffering from low market values and rising production costs. Small communities in the rural northwest whose economies are based natural resource industries are prey to the same fate. Public/private partnerships are needed in order to revitalize economic development and bring new jobs to these locations. This could be focused on hard-hit Iowa or Nebraska rural farm communities or coastal fishing or lumber towns.

Southwest border: Communities of poverty riddle America's southwest border. Basic infrastructure, housing sewer, and roads are lacking. Large immigrant communities reside in these locations. While some border communities have benefited from increased trade, these communities are true examples of the new markets initiative and need investments to spur economic development and provide new jobs.



Lisa Green
09/15/99 06:41:13 PM

Record Type: Record

To: Elizabeth J. Potter/OVP@OVP, Carl Haacke/OPD/EOP@EOP, Jackson T. Dunn/WHO/EOP@EOP, Kathleen K. Ahn/WHO/EOP@EOP
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September 3, 199

MEMORANDUM FOR GENE SPERLING

FROM: LISA GREEN

SUBJECT: IDEAS FOR THE SECOND NEW MARKETS TRIP

Background

Following our recent conversation, I have done some brainstorming for the next New Markets trip. This memo outlines several ideas on how we can distinguish the second trip from the first. The following information includes suggestions from members of the interagency working group and White House staff. I am also planning a brainstorming session the week of September 13th to solicit additional ideas and to expand upon those summarized below.

Suggestion for an Overall Theme

The New Markets Initiative is an effort to encourage the private sector to invest in underserved and economically distressed areas – or what we refer to as New Markets. As part of the first New Market tour, the President challenged corporate America to invest in poor communities throughout the nation. The response, which was tremendous, came primarily from financial institutions --- banks, insurance companies, and mortgage firms. On this second trip the President could extend his challenge to various areas of the private sector, with a focus on specific types of private institutions on each stop of his tour.

The second tour could focus on the role that different segments of the economy can serve in stimulating economic growth in New Markets.

Specific Themes

Examples of industries that could be highlighted on legs of the tour include:

The Legal Community: Members of the One America Lawyer's steering committee have already expressed an interest in providing support or pro-bono work for investment funds or small business activity that would result from the New Markets Initiative. The President could be accompanied by managing partners from some of the major law firms in the country on one leg of the trip. We could highlight existing programs (such as the one created locally by the DC bar) where attorneys are working with small businesses or investment funds in New Markets.

Private Universities: SBA has suggested that we identify Universities that are providing technical assistance to small businesses in low income communities and use them as a model to encourage such programs across the country. We have also received a letter from the University of Oregon, where they have such a program, that we could highlight. On this leg of the trip, the President would be accompanied by University and College Presidents from institutions that were making commitments to create or expand such programs.

Faith Based Institutions: We could highlight successful faith based efforts to encourage economic development, such as the types of programs developed by Reverend Floyd Flake in his Queens, NY church which owns and operates several businesses in a distressed community. The President could be accompanied by religious leaders, announcing commitments by their institutions to create programs connected to New Markets. There are also numerous faith-based CDFIs and Credit Unions, focussed on New Markets, that we could highlight.

Private Foundations and Non Profits: The possibilities here are endless. One exciting idea, would be to have some of the larger community development intermediaries (i.e. LISC, Enterprise, Ford Foundation) create a joint program to support Community Development Venture Capital funds. This type of collaborative program has been done successfully in the housing/CDC arena with the National Community Development Initiative.

Private Research Organizations and Think Tanks: There could be a commitment from research groups to commit to provide data on New Markets. The internal interagency working group on New Markets research and data is already exploring ways the government might be able to work with private data companies and think tanks to provide indicators for investment in low and moderate income communities.

Sports Teams and Organizations: We could build off of the program created by the New Jersey Nets/New York Yankees that supports youth programs in Newark, NJ. Jeffrey Rheinsdorf, who participated in the Rainbow/PUSH Conference, and owns the White Sox/Chicago Bulls is another leader investing in New Markets. His organization has developed successful supplier/vendor relationships with small minority businesses, which could be used as a model for other sports team. Both of these organizations could be asked to challenge other sports teams to invest in New Markets. The President could be accompanied on this leg of the trip by team owners and athletes, which would no doubt bring great media attention to the tour.

Pension Funds: We held a very successful meeting last week with ULLICO and the Building and Construction Trades Department of the AFL-CIO. They are considering making a major announcement involving their pension funds money and a new investment vehicle based on the New Markets Initiative model that would target low and moderate-income communities. They believe their investment would spur others to action. The President could be accompanied by the heads of major pension funds such as TIA-CREF, CALPERS (the California State fund) as well as the AFL-CIO.

Retailers: We could have one leg of the trip focussed specifically on retail investment with major retailers, for example Howard Schultz from Starbucks, accompanying the President. We could ask the National Retail Federation to take the lead on creating an event or a program.

Manufacturers: Similarly, we could ask the Manufacturing Association to make a commitment as an organization to support New Markets. We could seek innovative programs and investment commitments made by large manufacturers, in particularly the Big Three could be encouraged to announce a significant commitment to New Markets.

States and Local Governments: At some point we could turn attention to the role of the public sector, on a local level, in creating an environment that supports private investment in New Markets. There are several good examples of proposed State programs that would mirror and certainly complement the New Markets Initiative. The programs that would be far enough along to announce include a tax credit program in California (that LISC has been very involved in developing) and a program in North Carolina that involves numerous incentives to private investors. The President could be accompanied by Governors and local officials, making announcements about commitments in their cities and states. We could also invite the heads of the appropriate associations to join us and could ask for supporting resolutions from the National Governor's Association and the U.S. Conference of Mayors.

Summary

There are a lot of ideas here and there will probably be additional ideas coming out of our brainstorming session. I believe it will be easier to plan and strategize for the trip if we work with themes and then pick locations, events, and participants that are consistent with the themes.

Time Line

If you agree with this strategy, I would like to set the following deadlines for the second trip:

Early September (no later than 9/15)	Brainstorming Session Written Summaries of Ideas and Proposed Events from Agencies
Late September (no later than 9/30)	Memo on Themes/Proposed Events to Gene Sperling, et. al Solicitation of Commitments from Private Companies (this has already start somewhat, but we should have as many preliminary commitments as possible by the end of the month)
Early October (no later than 10/15)	Memo to the President outlining Themes and Possible Locations Decision on Locations
Late October (10/20 – 10/31)	Advance Teams on Location
11/3 – 6	Dates on the President's schedule for 2nd New Markets trip

HUD
New Markets
List of High-Possibility Sites as of 9/15/99

Site	Info Provided for First New Markets Tour	Info Received from Field Since September 10
CT, New Haven		New EZ; was designated EC in '95. Omni took over only large downtown hotel; complete rehab using welfare-to-work trainees has resulted in 85 permanent jobs. HOPE VI awarded approx. '94 now underway; 365 units to come down. NOTE: FBI is investigating a livable cities initiative grant.
FL, Palm Beach /WPB		Issue would be dichotomy between haves and have-nots. A number of homeless projects there.(Awaiting detailed info.)
IN, Gary	ACE Hardware.	Field reminds that Sec'y was there in March to announce EZ designation (with 2 neighboring cities). Consortium of local banks established \$50 million pool for Zone. Zone expects 3000 jobs created over 3 years. Also \$19.8 HOPE VI award this year. Total HUD dollars 1995-99: \$118 million..
MA, Boston	Dudley Square.	New EZ. Field says Dudley Square still a good choice, much to look at. Adjacent neighborhood is Grove Hall, where EZ investment is making inroads.
MI, Benton Harbor <i>- also all labor has been laid off with Big 3</i>		Proposed by field. "Most distressed central city in Michigan." 1998 HUD/Cornerstone Foundation Financial Summit. BEDI grant, \$1.5 million 108 loan., significant other HUD involvement. (AZ checking for private sector involvement.)
MI, Flint	(No project identified.)	City continues to reel from plant closings. New Homeownership Zone will include 309 homes; total \$50 million investment of which \$2 million from HUD. Mayor has announced Buick City Task Force to strategize attracting new business. Universities partnering in small business development.
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TX, Fort Worth	Minyards Grocery: <i>outstanding</i> project combined public, private investment to create 165 jobs and attract additional businesses. First local grocery in over 20 years.	

Proposed New Markets Initiative Site: Minneapolis, MN

Minneapolis, MN is a promising site for a Presidential New Markets Initiative event. With a focus on creating economic opportunities, Minneapolis is an example of large untapped markets and newly mobilized communities. As of April 1999, over 10 businesses, including banks, had commitments under the Welfare-to-Work Partnership. Moreover, all of the welfare reform, economic development, job creation, education, housing, child care and transportation issues that are prevalent on a national basis are more than evident in Minneapolis.

The Minneapolis/St.Paul metropolitan area has the single largest urban Indian population in the United States. The Twin Cities also account for the largest diversity of cultures per capita for a city of their size. With this large population and great diversity, however, comes a vast need for appropriate services and opportunities, as well as ample ingenuity on behalf of the Indian service providers to meet the needs of their clients.

Minneapolis is a thriving center for urban Indian welfare-to-work activities. The Indian community has been working diligently and effectively on Welfare Reform since 1996. They have formed partnerships with a large number of Indian and non-Indian businesses and corporations, in both the public and private sectors. The American Indian Partnership, a coalition of over 30 organizations and agencies in Hennepin County (including the 6 largest Native non-profit agencies in city), have joined together to facilitate welfare-to-work from cultural standpoint. This model has been so successful that it is expanding to other areas of Minnesota, as well as to other states.

The Minneapolis campus of the Native American Educational Service (NAES) Tribal College has also been quite involved in welfare reform and opening economic opportunities for Native students. In the past year, NAES has developed a curriculum about welfare reform and, supported by funding from the W. K. Kellogg Foundation, have held their first community forum about devolution and welfare reform. These community forums, including service providers, welfare recipients, students and other members of the community, will continue in the coming years.

In addition to efforts made in by tribal organizations in Minneapolis itself, the surrounding region has a wealth of successful tribally-administered programs. The regional, inter-tribal organization, the Midwest Alliance of Sovereign Tribes, represents tribes from Minnesota, Michigan, Wisconsin, and Iowa and works closely with North Dakota and South Dakota tribes. Moreover, Minnesota is a long-standing Democratic state, with tribes supporting and contributing resources to national and local Democratic campaigns, including President Clinton.

New Market Tour Opportunities

The Welfare to Work Partnership

Site: TBD

Corporate Champion: Citigroup

Theme: Expansion of Wildcat job training program

Summary: Salomon Smith Barney's successful welfare to work effort has not yet been integrated into Citigroup's overall hiring program. The company would announce the expansion of their partnership with Wildcat and the launch of new training programs around the country in cities like San Antonio.

Site: Newark, NJ (Meadowlands)

Corporate Champion: Mills Corporation

Theme: Permanent, construction and entrepreneurial opportunities for employment

Summary: Mills hopes to connect their large-scale mall developments with existing sports centers. As with other developments around the country, Mills plans to work with the Rockefeller Foundation, the City of Newark, community organizations and training/employment intermediaries to develop and implement recruitment, hiring and retention program.

Site(s): Atlanta, Chicago, and Detroit. (Currently, the program operates in Boston, through a partnership with Morgan Memorial Goodwill.)

Corporate Champion: TJX Companies

Theme: Inner city investment

Summary: The corporation is also opening a new line of stores, A.J. Wright in areas where large businesses have left and where the community is seeking a major business to anchor a store. The A.J. Wright stores will be established in numerous inner cities in the northeast.

More information to follow on all of the above examples.



Record Type: Record

To: Lisa Green/OPD/EOP@EOP

cc:

Subject: From Barbara

Please call Barbara at 410/879-8672 regarding today's New Market meeting.

----- Forwarded by Barbara B. Hunt/WHO/EOP on 09/16/99 10:17 AM -----



Jbwolfgang@aol.com

09/16/99 10:16:22 AM

Record Type: Record

To: Barbara B. Hunt/WHO/EOP

cc:

Subject: raynell

The following list are Mayors that IGA has heard from that would like consideration for the New Market tour.

- . Mayor Manuel Lopez
Oxnard, CA
- . County Commissioner Carol Roberts
Palm Beach County, FL —
(Glades Rural District)
- . James B. King, Presidential Fellow
Trinity College
Hartford, CT
- . Mayor Clarence Anthone
South Bay, FL



Lisa Green
09/15/99 06:50:03 PM

Record Type: Record

To: Jackson T. Dunn/WHO/EOP@EOP, Carl Haacke/OPD/EOP@EOP, Elizabeth J. Potter/OVP@OVP,
Kathleen K. Ahn/WHO/EOP@EOP

cc: Jonathan A. Kaplan/OPD/EOP@EOP

Subject: Rooms for Tomorrow's Brainstorming Session

Just so you know ahead of time --- the groups will be as follows

Jay - Room 209	Group #1
Julian - Room 231	Group #2
Carl - Room 221	Group #3
Kathleen - Room 231	Group #4

I'm just going to have folks count off 1-2-3-4 to break up into groups. I have a list of who's coming but I think there may be some no shows because of tomorrow's weather, so I'm hesitant to create pre-assigned groups.

If we end up with too many people and we need five groups, I will facilitate the fifth group. But I think it will work best if I'm able to circulate in case there are questions or problems.



Lisa Green
09/15/99 06:41:13 PM

Record Type: Record

To: Elizabeth J. Potter/OVP@OVP, Carl Haacke/OPD/EOP@EOP, Jackson T. Dunn/WHO/EOP@EOP, Kathleen K. Ahn/WHO/EOP@EOP
cc: Jonathan A. Kaplan/OPD/EOP@EOP, Melissa G. Green/OPD/EOP@EOP
Subject: Small Groups for Tomorrow's Brainstorming Session on New Markets



brainstormingagenda.dbraintsmemotogene.dideas for 2nd trip.do

Thank you for agreeing to help facilitate tomorrow's small groups for the Brainstorming Session on New Markets. Each group will consist of representatives from various agencies, as well as internal White House Staff. My expectation is that no group will have more than 2 people from the same agency.

Your role will be to

- 1) **Be a timekeeper.** Please make sure the small group ends by 11:45, which is the time on the schedule/agenda. Realistically, you will probably run a little bit over, but please try to have everyone back in the main room -- 231 no later than 12:00.
- 2) **Track all of the ideas.** By no means am I asking you to be a notetaker (in fact you may want to ask if anyone in the group wants to be a recorder). But after the session I would like to know what all the ideas were that came up (not just the five that get reported back to the larger group), so that I can record them. One sentence -- verbally after the meeting -- or on paper for each idea is fine.
- 3) **Keep any one person from hogging the floor.** Please try to encourage input and participation from everyone.
- 4) **Collect any paper that is distributed.** Some agencies will come prepared with paper on their ideas. I've heard that a few offices have had their own internal brainstorming sessions. I want to make sure that we get copies of any written product that folks are willing to share.
- 5) **Encourage thinking out of the box.** Please make people feel that all ideas are welcome and that nothing is too crazy for consideration. This is meant to be a brainstorming session where anything/everything goes.

Thanks again for agreeing to facilitate the small groups. If you have any other thoughts ideas please let me know first thing in the morning. Also, don't forget that, in addition to being a facilitator you should contribute your own ideas.

See you tomorrow, unless of course we are all flooded out by Floyd.

Anne Whitworth 09/10/99 05:25:48 PM

Brasby mth

Record Type: Record

To: Lisa Green/OPD/EOP@EOP

cc:

Subject: Re: New Markets Brainstorming Session - Thursday, September 16



hopefully you meen 10:30 AM to 12:30 PM! I think both Steph and Sara Latham are going to try to make it.

New Initiatives

Tying in Welfare-to-Work
Labor

~~Also~~ Universities & Community Colleges.

HBCUs

HS Institutions

USDA grants to Inst. for technical
assistance for farmers.

American
Bankers
Association

USDA - focus on Ag.

highlight the.

FLORIDA COOPERATIVE - model for other programs
technical assist

Florida A + M involvement

ARAMARK Corp.

tangible
increases in
dollars of
income
directly tied
to the program.

100 - 200 cooperatives across the
country

- approx. 4 - 5 yrs.

- direct involvement/help from USDA.

Excellence in

FRESNO, CA - Nat'l Center for Multiethnic

Comp. Dooley

small farmers development.

- Racially diverse farming community

- 13 Bil annually - 250 crops.

- over 100 farmers - family farms

- Increase bank involvement/commitment for
replication.

- Great example of ways to save family farms.
 - COLORADO (Denver) Rocky Mountain Cooperative
20 farmers.
cooperative - 15 mil
mostly Hispanic - above min wage salary.
-

Sports teams - labor; SBA.

Remark - as picking off point for involvement of sports leaders

Franchise movement - increasingly in urban areas.
No fans, hiring commitments.

Leaders to chain an effort: Steering/Leadership Committee.
Continuing entity - permanency.

Universities/Colleges

UNC, Harvard

Business schools - academic credit to
students consulting community
businesses.

↓
Group
commitment

Telecom firm in TX - UT Austin Austin Community
Colleges.

Dell Computers

USDA technical assistance programs at
all HBCUs, Tribal, Hispanic serving.

Private sector partnerships w/ colleges, universities.

SBA - Pres Econ Develop Tour in Phila

1/11/12

Universal companies - Mr
Project Gamble

Urban ag. plan - urban sprawl
water 2000 urban park service / forestry
prog.

Urban Forestry Service
partnership w/ private sector, local govt.

combating urban sprawl - more green, trees.
importance of urban forestry.

"Millennium groves" - tree planting in
urban centers.

Treasury - Inquire into investment/pension funds

- Developmental venture capital project - Appalachia
nd of Oct.
meeting of private banks, Fed reserve banks.

commitment to banks to create 7-10 capital
banks.

concrete results of 1st tour - expand -
Appalachia Regional Comm.

Treasury - Minnity Bank deposits prog.
minority, female, low-income banks
ways to see if fed. funds can be
housed in these institutions.