

Thomas Hunter, Executive Director
Appalachian Regional Commission
1666 Connecticut Avenue, NW
Washington, DC 20235
202-884-7700

Alan Greenlee and Ben Hecht
The Enterprise Foundation
415 2nd Street, NE 2nd Floor
Washington, DC 20002
202-543-4599

Sephania O'Keefe and Buzz Roberts
Local Initiative Support Corporation
1825 K Street, NW
Suite 1100
Washington, DC 20006
202-7852908

Roland Anglin, Frank Degiovanni
Ford Foundation
320 East 43rd Street
New York, NY 10017
212-573-5000

Bob Friedman
Corporation for Enterprise Development
777 N. Capital Street, NE
Suite 410
Washington, DC 20002
415-495-2333

Anne Habiby, Director of Research and Communication
Initiative for a Competitive Inner City
727 Atlantic Ave, Suite 600
Boston, MA 0211
617-292-2363

Julia Lopez, Director Equal Opportunity
Jim Pickman, or Designee
The Rockefeller Foundation
New York, NY
212-852-8350

Jim Carr
Fannie Mae Foundation
4000 Wisconsin Ave, NW
North Tower
Washington, DC 20016-2804
202-274-8060

Bill French
Rural Community Assistance Corp
2125 19th Street, Suite 203
Sacramento, CA 95818
916-447-2854

Welthy Soni
Association for Enterprise Opportunity
70 East Lake Street, Suite 1120
Chicago, IL 60601-5907
312-357-0177

Amy Whiteall, Lynn Whiteside
Social Compact
5225 Wisconsin Avenue, NW
Suite 204
Washington, DC 20015
202-686-5161

Helen Dunlap
Shorebank Advisory Services
Sally Herman, Managing Director
1950 E. 71st Street
Chicago, Illinois 60649
773-753-5139

Judy Kennedy
National Ass. for Affordable Housing Lenders
1050 17th Street, NW
Washington, DC 20036
202-429-5150

Ana Wadia
Ms. Foundation
120 Wall Street, 33rd Floor
New York, NY 10005
212-742-2300

Kerwin Tesdell
Community Development Venture Capital Alliance
9 East 47th Street
5th Floor
New York, NY 10017
212-980-6790

Paul Brock, Senior Associate
Village Foundation
Alexandria, VA
703-548-3200

Roy Priest
National Congress for Community Economic Development
1030 15th Street, NW Ste. 325
Washington, DC 20005
202-289-2020

Frank Altman
Community Reinvestment Fund
2400 Forshay Tower
821 Marquette Ave
Minneapolis, MN 55402
612-338-3050

Robert Angus
National Cooperative Bank
1401 Eye Street, NW Ste. 700
Washington, DC 20005
202-336-7700

Audrey Alvarado
National Council of Nonprofit Associations
1900 L Street, NW
Suite 605
Washington, DC 20036-5024
202-467-6262

Matt Hamill, Vice President Public Policy
Independent Sector
1200 18th Street NW, Suite 200
Washington, D.C. 20036
202-467-6100

Gary D. Bass, Executive Director
OMB Watch
1742 Connecticut Ave., NW
Washington, DC 20009-1171
202-234-8494

Kate Conover
National Committee for Responsive Philanthropy
2001 S Street, NW
Suite 620
Washington, DC 2009
202-397-9177

Bill Grinker and Roland _____
SEEDCO
915 Broadway, 17th Floor
New York, NY 10010
212-473-0255

The Wall Street Project
330 West 42nd Street
Suite 1511
New York, NY 10036-6902
212-425-7874

Council for Urban and Economic Development
1730 K Street, NW
Suite 700
Washington, DC 20006
202-223-4735

Economic Development Assistance Corporation

Mark Pinsky, Rapoza
Community Development Tax Credit Coal.
215-923-4754 x210

Non-Profit Outreach Plan for New Markets Trip

Over the next week, we need to reach out to a number of non-profit organizations to discuss the New Markets Trip in early July.

Purpose: The non-profits are able to help in at least three key ways.


- (1) Public-private efforts. Working with their existing private partners to develop new announcements/new investments.
- (2) Expanding technical assistance. Thinking through the possibilities of creating support/technical assistance efforts through some of the intermediaries for the New Markets Initiative. (For example, there is a collaboration with Ford, Enterprise, and LISC called the National Community Development Initiative which has focused primarily on affordable housing development. Could NCDI be expanded to focus more on venture capital and small business or microenterprise activities?)
- (3) Other new announcements or investments. Making their own organizational announcements/new investments related to the New Markets Initiative.

Next Steps:

- We propose that we call the individuals listed below beginning June 4.
 - We will divide the individuals below into different call sheets for Gene, Lisa, others
- We also propose that we invite the individuals listed below to a Sperling meeting at the White House early next week (June 7-9).
- In both our calls and meeting, we want to ask each group for input on announcement ideas and other proposals in the likely locations we have selected. We would also ask about their interest in participating on the trip.

Lisa has ~~relationships~~ with about half of the people on the list and has already started making calls to let them know there ~~will be a meeting some~~ time next week. Also, several of these individuals have been involved with the Administration on the New Markets legislation. Many of them also know about the trip and are already working on putting together proposals. We are enlisting Treasury and HUD's help on making these calls as well.

List of of External People to Invite:

- Appalachian Regional Commission (or other groups they may recommend) - Thomas Hunter 
- ✓ The Enterprise Foundation - Alan Greenlee and Ben Hecht ✓
- ✓ LISC (Local Initiative Support Corporation) - Stephanie O'Keefe and Buzz Roberts
- ✓ Ford Foundation - Roland Anglin, Frank Degiovanni, or Designee

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NY NY 10017
212-573-5000

Corporation for Enterprise Development
Bob Friedman or Designee
415-495-2333

Initiative for a Competitive Inner City
Anne Habiby - Director of
617-292-2363 Research & Communication

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202-408-9788

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Julia Lopez, Director Equal Opportunity
Jim Pickman, or Designee
New York, NY
212-852-8350

727 Atlantic Ave, Suite 600
Boston, MA 02111
617-292-2363

Fannie Mae Foundation 4000 Wisc Ave, NW
Jim Carr or Designee North Tower
274-8060
Washington DC 20016 202-424-2304
202-274-8000
(202-424-2304?)

Economic Development Assistance Corporation
(202-424-2304?)

Rural Community Assistance Corp
Bill French
2125 19th St, Suite 203
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~~202-656~~

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Kerwin Tesdell

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212-742-2300

Village Foundation
Paul Brock, Senior Associate
Seth Harris will get name
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703-548-3200

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SM Floor
NY NY 10017

212 480-0790

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Roy Priest
1030 15th Street, NW Ste. 325
Washington, DC 20005
202-289-2020

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2400 Foshay Tower
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202-387-4177

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212-473-0255

730 K NW
Suite 700
Wash DC 20006
202-223-4735

330 West 12nd St
Suite 1511
NY, NY 10036 - 6902



Xavier Briggs <Xavier_Briggs@hud.gov>

05/27/99 04:53:18 PM

Record Type: Record

To: Lisa Green/OPD/EOP

cc: Joseph Hacala <Joseph_Hacala@hud.gov>, Ana Marie Argilagos <Ana_Marie_Argilagos@hud.gov>

Subject: Re: Non-Profit Meeting for New Markets July Trip

lisa --

a few suggestions. (joe - do you have any thoughts on lisa's note? lisa, joe is the secretary's lead person for the nonprofit sector and for NCDI.)

LISC - buzz roberts, too (has been involved in APIC design)

Ford - roland is headed to SEEDCO. maybe frank degiovanni (econ devt program, former PRI director, former urban planning professor) or his boss (forget the name). ford has a rural community foundations initiative. it is run by the aspen institute on rural policy here in DC. i would include a person from there.

rockefeller - julia lopez or designee, plus jim pickman, consultant who manages NCDI

suggest adding: economic devt assistance corporation - marcus weiss, prez (boston); and

surdna foundation - ed skloot, president

any of the big, young california foundations? they're always left out--and are still maturing in terms of focus on these issues, but ford and rockefeller will know the lay of the land.

just got off the phone with ann at ICIC. she's pretty jazzed about all the activity.

i'm in texas tomorrow and reachable. out of the country much of next week. ana marie (202-708-4230 and e-address above on copy list) can always find me.

-- xav

MJB

Check (Dina) 5/24/11

Gene:

Attached are the following documents we have worked on today and want to discuss with you. I am not sure that these are exactly right just yet.

- Plan for deciding the New Markets tour locations
- Non-profit outreach plan for the New Markets trip
- Legislative outreach plan for the New Markets trip (to be redrafted based on today's meeting)
- CEO outreach plan for the New Markets trip (we still need to add the most important information to this, which Lisa and I will do tonight)

Please note that we are also working on a memo to be distributed in Friday's 2:00 pm meeting with Maria that will highlight the best site options we have for the President's trip.

Kaplan

LS
5/24/11

Plan for Deciding New Markets Tour Locations

I suggest the following plan for reaching final decisions about where to visit on President Clinton's New Markets tour from July 6-8.

Thursday, June 3

- NEC working group meeting with agency/White House staff to review options and fill in blanks
- Key information we are seeking includes:
 - details on best CDFI options from Treasury
 - Hartford ideas from all agencies
 - more details on visuals (i.e., specific businesses to visit or neighborhoods to tour)
 - information from Fannie Mae on Pine Ridge
- NEC drafts revised proposed site memo for Friday meeting

Friday, June 4

- Meeting with Sperling, Echaveste to review revised proposed site memo
- Try to reach conclusion on several strong suggestions (e.g., Kentucky Highlands, Los Angeles) and develop options for the remaining sites (e.g., Hartford OR New York City)
- Political offices conduct final vet of proposed sites
- Draft POTUS memo with strong suggestions and options from Sperling, Echaveste, and Streett for Sperling review over weekend

Monday, June 7

- Finalize POTUS memo with other White House offices

Tuesday, June 8

- Discussion in 8:30 am meeting on presentation to the President of suggestions and options for locations
- Final memo to the President laying out the several suggestions and remaining options

Week of June 9-15

- Resolve final locations before the President leaves for Europe on Tuesday, June 15

Friday, June 25

- Advance team to locations to assess sites



Felipe Floresca <FFLORESCA@doleta.gov>

06/10/99 02:35:54 PM

Record Type: Record

To: Lisa Green/OPD/EOP

cc:

Subject: New Markets and foundations

As per your request, the attached provides a listing of foundations.

The list is expanding as I consult with Hispanics in Philanthropy, National Association of Black Philanthropy and the National Association of Community Foundations.



- FOUNDCEO.WPD

NEW MARKETS INITIATIVE

PRIVATE FOUNDATIONS

National Foundations

The Village Foundation
Alexandria, Virginia
Paul Brock
Senior Associate
(703) 548-3200
548-5296 (fax)

Bobby W. Austin
President

Annie E. Casey Foundation
Baltimore, Maryland
Bob Giloth
Senior Associate
(410) 223- 2908
574- 6624 (fax)

Douglas W. Nelson
Executive Director

Ford Foundation
New York, New York
Ron Mincy
Senior Program Officer
(212) 573-5000
286-0871

Susan V. Berresford
President

Rockefeller Foundation
New York, New York
Julia Lopez
Director, Equal Opportunity
(212) 852-8350
852-8273

Gordon Conway

Charles Stewart Mott Foundation
Flint, Michigan
Jack Litzenberg
Senior Program Officer
(810) 238-5651
766-1753 (fax)

William S. White
President

Chase Manhattan Foundation
New York, New York
(212) 332-4060/1
332-4617 (fax)

Mark Willis
President

W.K. Kellogg Foundation
Battle Creek, Michigan
(616) 968-1611
968-0413

William C. Richardson
President
**(Village Foundation arranging
to have President call top 40
Foundations)**

Pew Charitable Trust
Philadelphia, Pennsylvania
(215) 575-9050

Rebecca Rimel
President

Prudential Foundation
Newark, New Jersey
(201) 802-7352

Peter B. Goldberg
President

John D. & Catherine T.
MacArthur Foundation
Chicago, Illinois
Spruiell Weber White
Senior Program Officer
(312) 726-8000
917-0330 (fax)

Adele Simmons
President

Los Angeles Foundations (Kulick affiliated)

Ahmanson Foundation
Beverly Hills, California
(310) 278-0770

Robert H. Ahmanson
President

ARCO (Atlantic Richfield) Foundation
Los Angeles, California
(213) 486-3342

Eugene R. Wilson
President

California Community Foundation
Los Angeles, California
(213) 413-4042

Jack Shakely
President

California Wellness Foundation

J. Paul Getty Trust
Los Angeles, California
(310) 395-0388

Harold M. Williams
President

W.M. Keck Foundation
Los Angeles, California
(213) 680-3833

Howard B. Keck
President

Ralph M. Parsons Foundation
Los Angeles, California
(213) 482-3185

Joseph G. Hurley
President

Weingart Foundation
Los Angeles, California
(213) 688-7799

Charles W. Jacobson
President

David & Lucile Packard Foundation
Los Altos, California
(415) 948-7658

Susan Packard Orr
President

Michael Oliver - 212-573-4000.²
or 5000

Frank DeGianni

square feet of commercial real estate and community facilities space; and creating more than 8,000 jobs.

- **Enterprise Corporation of the Delta, Jackson, Mississippi** is a not-for-profit business development organization that provides financing and management assistance to entrepreneurs in the impoverished Delta regions of Arkansas, Louisiana, and Mississippi. ECD has established an impressive track record of retaining and creating jobs, and works in close tandem with the region's banks, educational institutions, public agencies, non-profits, and other related entities. ECD has also assisted 633 businesses, 262 of which are minority-owned, and 345 women-owned.
- **Rural Development & Finance Corporation, San Antonio, Texas** works in the *colonias* areas along the U.S.-Mexico border, native American lands, and largely African American rural communities in the Southeast. With an \$8 million loan fund, RDFC supports micro-enterprises creating jobs and encouraging economic development in the region.

Please feel free to call me with any questions at (202) 393-5225.

Thank you for your interest and attention.

Sincerely,

Bob Rapoza

CD TAX CREDIT GROUP

Alan Greenlee
The Enterpriese Foundation
415 2nd Street, N.E., 2nd Floor
Washington, DC 20002
202-543-4599
202-543-8130 (FAX)

Bill Bynum
Enterprise Corporation of the Delta
308 East Pearl Street, 4th Floor
Jackson, MS 39201
601-944-1100
601-944-0808 (FAX)

Buzz Roberts
Local Initiatives Support Corporation
1825 K Street, N.W., Suite 1100
Washington, DC 20006
202-785-2908

202-785-8931 (FAX)

Carol Wayman
National Congress for Community Economic
Development
1030 15th St., NW, Ste. 325
Washington, DC 20005
202-289-2020
202-289-7051 (FAX)

David Lizarraga
TELACU
5400 East Olympia Blvd.
Los Angeles, CA 90022
213-721-1655
213-724-3372 (FAX)

Dennis West
Northern Economic Initiatives Corp.

228 W Washington Street
Marquette, MI 49855
906-228-5571
906-228-5572 (FAX)

Don Harker
MACED
433 Chestnut Street
Berea, KY 40403
606-986-2373
606-986-1299 (FAX)

Donald Maxwell
Community Development Corporation of Kansas
City
2420 East Linwood Blvd., #400
Kansas City, MO 64109
816-924-5800
816-921-3350 (FAX)

Ellen Golden
Coastal Enterprises, Inc.
P.O. Box 268 Water Street
Wiscasset, ME 04578

Harry Bowie
Delta Foundation
P.O. Box 588
819 Main Street
Greenville, MS 38701
601-335-5291
601-335-5295 (FAX)

Helen Dunlap
Shorebank Chicago Companies
1950 East 71st Street
Chicago, IL 60649
773-753-5647
773-753-5880 (FAX)

Jerry Rickett
Kentucky Highlands Development Corporation
362 Old Whitley Road
London, KY 40741
606-864-5175
606-864-5194 (FAX)

John MacDonald
Impact Services, Inc.
124 East Indiana Avenue
Philadelphia, PA 19134
215-739-1600
215-739-3283 (FAX)

Kerwin Tesdell
Community Development Venture Capital Alliance

207-882-7552
207-882-7308 (FAX)

Ron Phillips
Coastal Enterprises, Inc.
P.O. Box 268 Water Street
Wiscasset, ME 04578
207-882-7552
207-882-7308 (FAX)

Frank Altman
Community Reinvestment Fund
821 Marquette Ave., Suite 2400
Minneapolis, MN 55402
612-338-3050
612-338-3236 (FAX)

Gloria Guerrero
National Rural Development & Finance Corporation
711 Navarro Street, Suite 350
San Antonio, TX 78205-1721
210-212-4552
210-212-9159 (FAX)

915 Broadway, Suite 1703
New York, NY 10010
212-475-8104
212-473-0357 (FAX)

Lee Beaulac
Rural Opportunities, Inc.
400 East Avenue
Rochester, NY 14607
716-546-7180
716-546-7337 (FAX)

Mark Pinsky
National Community Capital Association
924 Cherry Street, 2nd Floor
Philadelphia, PA 19107-2411
215-923-4754
215-923-4755 (FAX)

Mary Houghton
South Shore Bank
7054 S. Jeffery Blvd.
Chicago, IL 60649
(773) 753-5697
(773) 753-5699 (FAX)

Mary Mathews
Northeast Entrepreneur Fund
140 Olcott Plaza
820 9th Street, North
Virginia, MN 55792
218-749-4191

218-749-5213 (FAX)

Mary Nelson
Bethel New Life
367 N Karlov
Chicago, IL 60624
773-826-5540
773-826-5728 (FAX)

Monsignor William Linder
New Community Corporation
233 West Market Street
Newark, NJ 07105
973-482-0682
973-623-3612 (FAX)

Nick Smith
Northeast Ventures Corporation
700 Lonsdale Building
Duluth, MN 55802
218-722-0861
218-725-6800 (FAX)

Paul Denton
Northern Community Investment Corporation
P.O. Box 904, 20 Main Street
St. Johnsbury, VT 05819
802-748-5101
802-748-1884 (FAX)

Peter Garcia
Chicanos Por La Causa
1112 E. Buckeye Road
Phoenix, AZ 85034
602-257-0700
602-256-2740 (FAX)

Ray Codey
New Community Corporation
233 West Market Street
Newark, NJ 07105
973-639-7805
973-623-3612 (FAX)

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National Cooperative Bank
1401 Eye Street, NW, Ste. 700
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Steve McConnell
South Shore Bank
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Chicago, IL 60649
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(773) 753-5699 (FAX)

Tom Harris
Alaska Village Initiatives
1577 C Street Plaza, #304
Anchorage, AK 99501
907-274-5400
907-263-9971 (FAX)

Tom McRae
Arkansas Enterprise Group
605 Main Street, Suite 203
Arkadelphia, AR 71923
870-246-9739

870-246-2182 (FAX)

William Bay
Impact Seven, Inc
651 Garfield Street
Almena, WI 54805
715-357-3334
715-357-6233 (FAX)

William French
Rural Community Assistance Corporation
2125 19th Street, Suite 203
Sacramento, CA 95818
916-447-2854
916-447-2878 (FAX)



Xavier Briggs <Xavier_Briggs@hud.gov>

05/27/99 04:53:18 PM

Record Type: Record

To: Lisa Green/OPD/EOP

cc: Joseph Hacala <Joseph_Hacala@hud.gov>, Ana Marie Argilagos <Ana_Marie_Argilagos@hud.gov>

Subject: Re: Non-Profit Meeting for New Markets July Trip

lisa --

a few suggestions. (joe - do you have any thoughts on lisa's note? lisa, joe is the secretary's lead person for the nonprofit sector and for NCDI.)

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suggest adding: economic devt assistance corporation - marcus weiss, prez (boston); and

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any of the big, young california foundations? they're always left out--and are still maturing in terms of focus on these issues, but ford and rockefeller will know the lay of the land.

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i'm in texas tomorrow and reachable. out of the country much of next week. ana marie (202-708-4230 and e-address above on copy list) can always find me.

-- xav

Lisa_Green@opd.eop.gov on 05/27/99 02:51:07 PM

To: Xavier Briggs/PDR/HHQ/HUD, Michael.Barr@do.treas.gov,
Clifford.kellog@do.treas.gov
cc: Sarah_Rosen_Wartell@opd.eop.gov, Jonathan_A._Kaplan@opd.eop.gov
Subject: Non-Profit Meeting for New Markets July Trip

As part of the plan to develop deliverables for the July New Markets trip, we want to reach out to the non-profit sector in a coordinated manner. We will be calling a meeting very soon (tentatively Monday, June 7) with non profits that may be helpful in the planning process as we begin to narrow down sites. Rather than solicit ideas from them about where to go, I would like to ask for their thoughts on announcements or new programs they can help or encourage their private sector partners to develop. We also need to decide how non-profits should be involved in the actual trip. Who will be invited to be part of the delegation that will accompany the President?

Gene will lead the meeting, and our plan is to have approximately 10 of the leading nonprofits represented at the table. In addition to the three of you, do you think there are other members of the working group that should join us. I'd like your thoughts on who should be invited to this meeting (from the working group and the non-profit sector) as well as your thoughts on overall process for this aspect of the trip. I'm thinking that it makes most sense to invite the hands on people to the meeting with Gene (i.e. Alan Greenlee rather than Bart Harvey from Enterprise). The focus of the meeting will be on identifying deliverables. We would do a separate outreach to the heads of non-profits that we want to be part of the delegation. That is another reason for keeping the initial meeting rather small, so that everyone doesn't get the idea that their chairman can come on the trip. As a later followup we may ask to meet with the heads of organizations or arrange phone calls with Gene to confirm their participation/commitments.

I think the meeting should include primarily community based economic development intermediaries (i.e. the Enterprise Foundation's and LISC's of the world). There are some other broader non-profits that should also be included because of their size, scope and influence (i.e. the Ford Foundation).

I'd like your input as soon as possible, so that we can begin making calls to invite people tomorrow, with actual invitation letters going out no later than Tuesday. The meeting will be held in Gene's office or the Roosevelt Room.

The following is a list of organizations and people that I think we should consider inviting (in order of priority). Do you have contacts at any of the places where I have question marks? Have I overlooked anyone obvious? Also, is there anyone we should not invite based on information that you know? Are any of the individuals, people you think would not be appropriate to do the hands on, heavy lifting to help with deliverables for the trip? Thanks for your assistance and I look forward to talking with

you later today.

The Enterprise Foundation - Alan Greenlee
LISC (Local Initiative Support Corporation) - Stephanie O'Keefe
Ford Foundation - Roland Anglin or Designee
Corporation for Enterprise Development - Bob Friedman or Designee
Initiative for a Competitive Inner City - Anne Habiby
The Rockefeller Foundation - ????
Rural Community Assistance Corp - Bill French
Association for Enterprise Opportunity - Welthy Soni
Shorebank Advisory Services - Helen Dunlap or Designee
Community Development Tax Credit Coal. - Mark Pinsky, and Rapoza
National Ass. for Affordable Housing Lenders - Judy Kennedy
Ms. Foundation (focus on microenterprise) - Ana Wadia
Community Development Venture Capital Alliance - Kerwin Tesdell
Village Foundation (active in Youth Opportunities) - Seth should be able
to provide contact name
National Community Reinvestment Coalition - ????
National Congress for Community Economic Development - Roy Priest
Community Reinvestment Fund - Frank Altman
National Cooperative Bank - Robert Angus
Council for Urban and Economic Development - ???



Lisa Green
05/24/99 04:49:26 PM

Record Type: Record

To: Jackson T. Dunn/WHO/EOP@EOP
cc: Jonathan A. Kaplan/OPD/EOP@EOP
Subject: Non Profit Meeting for New Markets

I could use your help on the nonprofit meeting we are trying to arrange for this week (or early next week). It would be great to do the same type of mailing we did for the Washington Reps to the non profits. I have some contact names and information (and a list of non-profits that we want to include) but I'm wondering if OPL has a nonprofit database that we could work from.

Also, on a related but separate matter, several non-profit industry people are coming in to meet with me on Friday. Gary Bass from OMB Watch asked for this meeting at the suggestion of Audrey Choi from CEA. Apparently there are some non-profits that are concerned that there is no clear vehicle they can use to voice their opinions and perspective at the White House. I think they are probably right -- there doesn't appear to be a group at the White House focussed specifically on them (i.e. business interests have OPL and cities/states have IGA).

The group that I'm meeting with on Friday has a constituency that is broader than the New Markets constituency. Friday's group includes a philanthropic coalition (i.e. museums, health care non-profits, etc.) and an academic think tank. I will talk with them somewhat about New Markets, but the meeting was intended to be much more general. I'll send you a copy of the e-mail about Friday's meeting from Gary Bass. Please join us if you'd like to come.

Separately however, we need need to assemble a group to help us with the New Markets trip. This group should be very specific and mostly community based economic development organizations. (i.e. the Enterprise Foundation's and LISC's of the world). There are also a few organizations based out of town (like the Ford Foundation in New York City and ICI in Boston) that should be included in the New Markets non-profit meeting. For folks who will have to fly in, the sooner we get the meeting on the schedule the better. Once we have a date, I will make sure that the appropriate agency people are invited. Let me know how you want to proceed on pulling together this meeting. Thanks.

The following is start on a list of organizations and people we should consider inviting:

The Enterprise Foundation - Alan Greenlee
LISC (Local Initiative Support Corporation) - Stephanie O'Keefe
Ford Foundation - Roland Anglin or Designee
Ms. Foundation (focus on microenterprise) - Ana Wadia
Initiative for a Competitive Inner City - Anne Habiby
Rural Community Assistance Corp - Bill French
Corporation for Enterprise Development - Bob Friedman or Designee
Association for Enterprise Opportunity - Welthy Soni
Foundation for Int'l Community Assistance - Zachary Gast
Shorebank Advisory Services - Helen Dunlap or Designee

Community Development Tax Credit Coal. - Rapoza and Associates
American Association of Enterprise Zones - ????
Community Development Venture Capital Alliance - Kerwin Tesdell
Village Foundation (active in Youth Opportunities) - Seth should provide contact name
National Community Reinvestment Coalition - ???
National Congress for Community Economic Development - Roy Priest
Community Reinvestment Fund - Frank Altman
National Cooperative Bank - Robert Angus
Council for Urban and Economic Development - ???
National Ass. for Affordable Housing Lenders - Judy Kennedy

Lisa_Green@opd.eop.gov on 05/27/99 02:51:07 PM

To: Xavier Briggs/PDR/HHQ/HUD, Michael.Barr@do.treas.gov,
Clifford.kellog@do.treas.gov
cc: Sarah_Rosen_Wartell@opd.eop.gov, Jonathan_A._Kaplan@opd.eop.gov
Subject: Non-Profit Meeting for New Markets July Trip

As part of the plan to develop deliverables for the July New Markets trip, we want to reach out to the non-profit sector in a coordinated manner. We will be calling a meeting very soon (tentatively Monday, June 7) with non profits that may be helpful in the planning process as we begin to narrow down sites. Rather than solicit ideas from them about where to go, I would like to ask for their thoughts on announcements or new programs they can help or encourage their private sector partners to develop. We also need to decide how non-profits should be involved in the actual trip. Who will be invited to be part of the delegation that will accompany the President?

Gene will lead the meeting, and our plan is to have approximately 10 of the leading nonprofits represented at the table. In addition to the three of you, do you think there are other members of the working group that should join us. I'd like your thoughts on who should be invited to this meeting (from the working group and the non-profit sector) as well as your thoughts on overall process for this aspect of the trip. I'm thinking that it makes most sense to invite the hands on people to the meeting with Gene (i.e. Alan Greenlee rather than Bart Harvey from Enterprise). The focus of the meeting will be on identifying deliverables. We would do a separate outreach to the heads of non-profits that we want to be part of the delegation. That is another reason for keeping the initial meeting rather small, so that everyone doesn't get the idea that their chairman can come on the trip. As a later followup we may ask to meet with the heads of organizations or arrange phone calls with Gene to confirm their participation/commitments.

I think the meeting should include primarily community based economic development intermediaries (i.e. the Enterprise Foundation's and LISC's of the world). There are some other broader non-profits that should also be included because of their size, scope and influence (i.e. the Ford Foundation).

I'd like your input as soon as possible, so that we can begin making calls to invite people tomorrow, with actual invitation letters going out no later than Tuesday. The meeting will be held in Gene's office or the Roosevelt Room.

The following is a list of organizations and people that I think we should consider inviting (in order of priority). Do you have contacts at any of the places where I have question marks? Have I overlooked anyone obvious? Also, is there anyone we should not invite based on information that you know? Are any of the individuals, people you think would not be appropriate to do the hands on, heavy lifting to help with deliverables for the trip? Thanks for your assistance and I look forward to talking with

you later today.

The Enterprise Foundation - Alan Greenlee
LISC (Local Initiative Support Corporation) - Stephanie O'Keefe
Ford Foundation - Roland Anglin or Designee
Corporation for Enterprise Development - Bob Friedman or Designee
Initiative for a Competitive Inner City - Anne Habiby
The Rockefeller Foundation - ????
Rural Community Assistance Corp - Bill French
Association for Enterprise Opportunity - Welthy Soni
Shorebank Advisory Services - Helen Dunlap or Designee
Community Development Tax Credit Coal. - Mark Pinsky, and Rapoza
National Ass. for Affordable Housing Lenders - Judy Kennedy
Ms. Foundation (focus on microenterprise) - Ana Wadia
Community Development Venture Capital Alliance - Kerwin Tesdell
Village Foundation (active in Youth Opportunities) - Seth should be able
to provide contact name
National Community Reinvestment Coalition - ????
National Congress for Community Economic Development - Roy Priest
Community Reinvestment Fund - Frank Altman
National Cooperative Bank - Robert Angus
Council for Urban and Economic Development - ???



Los Angeles

July 20, 1999

Gene B. Sperling
Assistant to the President for Economic Policy
The White House
Second Floor, West Wing
Washington, DC 20502

Dear Mr. *Gene* Sperling,

We enjoyed meeting with you in Los Angeles during President Clinton's visit. As you review the attached information, you will note that CHARO is implementing and serving as a vehicle to bridge financial institutions and investors with our community of interest. The President's message to bring investment and capital to the under-utilized communities is an integral part of our services. At this time, we are developing a proposal to establish an SBIC that was briefly discussed with you by Congressperson Xavier Becerra and me during our meeting. We will keep you updated on our project in consultation with Mr. Becerra.

We encourage the President and Vice President to visit the heart of the Latino and Mexican-American community, which begins with the 30th Congressional District. There is concern that the opposition will place significant focus and time in the East and Northeast Los Angeles area of the largest concentration of Latino voters in California.

It was indeed an honor to share the day and to visualize that what CHARO is doing is so much a part of the President's and your vision for the socio-economic development of the under-utilized areas. If we can provide any assistance or information, please let us know.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard S. Amador', written over a large, stylized flourish.

Richard S. Amador
President & CEO

cc: Congressperson Xavier Becerra



**APPALACHIAN
REGIONAL
COMMISSION**

*A Proud Past,
A New Vision*

*S/W
for
New
Projects*

Entrepreneurship Initiative *ARC Approved Projects*

May, 1999

ARC views entrepreneurship as a critical element in the establishment of self-sustaining communities that create jobs, build local wealth, and contribute broadly to economic and community development. While the region has several outstanding examples of entrepreneurial organizations, and possesses many entrepreneurial assets, including the self-reliance of its people, it also faces many challenges. These shortcomings stem from the region's longstanding dependence on extractive industries and branch plant manufacturing, and the presence of many absentee landlords who have siphoned off value from the region. Furthermore, the culture of entrepreneurship is neither broad nor deep throughout the region, and evidence suggests that there are many gaps in the infrastructure for supporting entrepreneurship, ranging from technical assistance to development finance. Appalachia needs to cultivate resourceful entrepreneurs who not only create value by recognizing and meeting new market opportunities, but who increase the value-added within the region.

In 1997, ARC launched a three-year, \$15 million regional initiative to build entrepreneurial economies in Appalachia. To date, activities have focused on providing support for five key elements of an entrepreneurial economy: access to capital and financial assistance; technical and managerial assistance; technology transfer; entrepreneurial education and training; and entrepreneurial networks. In each of these areas, ARC has convened advisory committees comprised of regional practitioners and state partners to identify innovative programming and bring additional resources and expertise into the region. One emphasis for the Entrepreneurship Initiative is to leverage support from other institutions, including other federal agencies and foundations, to support activities in these five key areas.

Through this Entrepreneurship Initiative, the Commission has so far approved over 60 projects providing a total of over \$3.5M of support for a range of activities. Funded projects include: support for youth entrepreneurial education projects like the REAL Enterprise program; capitalization of micro-business lending programs and support for state-wide technical assistance intermediaries; targeted support for specific strategic industries like wood products, value added food processing, and ceramics manufacture; and support for business incubators.

For additional information on ARC's Entrepreneurship Initiative, visit our web site at <http://www.arc.gov/programs/reginit/entrep.htm> or contact Ray Daffner, Manager - Entrepreneurship Initiative, at (202) 884-7777, email: rdaffner@arc.gov.

1666 CONNECTICUT AVENUE, NW WASHINGTON, DC 20225 (202) 884-7777 FAX (202) 884-7691

Alabama
Georgia

Kentucky
Maryland

Mississippi
New York

North Carolina
Ohio

Pennsylvania
South Carolina

Tennessee
Virginia

West Virginia

ALABAMA**PROJECT: Entrepreneurial Development Training****GRANTEE: Alabama Small Business Development Consortium
(ASBDC)****Purpose:** To provide in-depth entrepreneurial training to small business owners in Appalachian Alabama.

Funding:	ARC	\$43,000
	Local	<u>33,760</u>
	Total	\$76,760

Description: This project will provide two entrepreneurial training programs in five separate locations throughout Appalachian Alabama. These ten-week training programs will prepare approximately 130 small business owners and prospective owners for the challenges of small business ownership. Business counseling also will be provided. In addition, this project will support a pilot seminar on procurement practices for small businesses. The Procurement Advantage seminar will help small firms with strategies in securing federal procurement awards. This project will involve over 130 participants and create approximately 13 new jobs over a two-year period.

PROJECT: Shoals Entrepreneurial Training Program**GRANTEE: Shoals Entrepreneurial Center****Purpose:** To implement a multi-faceted entrepreneurial development effort, including creating a training curriculum and providing workshops for youth.

Funding:	ARC	\$48,000
	Local	<u>12,000</u>
	Total	\$60,000

Description: The Shoals Entrepreneurial Center (SEC) will undertake three major activities aimed at fostering entrepreneurship in northwest Alabama. The first of these activities, which is focused on the education of potential entrepreneurs, will create a training curriculum and workbook, introducing future entrepreneurs to the basics of business practices. The SEC will pursue a second entrepreneurial activity, which focuses on young people and will include several workshops and an entrepreneurship conference. This is a targeted effort to create awareness among Appalachian youth of entrepreneurship as a viable alternative to working for someone else. Finally, a "Small Business Start-up Packet" will be developed and distributed to potential entrepreneurs. About 160 youth are expected to attend the workshops and "start-up" packets will be distributed to approximately 350 people.

KENTUCKY**PROJECT: WINGS Entrepreneurial Training Networking & Mentoring Program****GRANTEE: Women's Initiative Networking Groups, Inc. (WINGS)** ✓

Purpose: To expand entrepreneurial training, marketing and financial consultations, networking activities and mentoring opportunities to low and moderate income women from Appalachia.

Funding:	ARC	\$50,000
	State	\$50,000
	Other	<u>\$80,000</u>
	Total	\$180,000

Description: WINGS provides entrepreneurial training, marketing and financial consultations, networking activities and mentoring opportunities to low and moderate income women in Appalachia. This project will expand its existing programming into two additional counties of Adair and Carter, reaching a 25-30 new entrepreneurs during the term of the project. WINGS will continue to support the 53 current entrepreneurs affiliated with the program in Letcher, Madison, Owsley, Bath and Laurel Counties.

PROJECT: Strategic Capital Fund**GRANTEE: Mountain Association for Community Economic Development (MACED)**

Purpose: To provide capital to expand start-up and other entrepreneurial firms in Appalachian Kentucky.

Funding:	ARC:	\$100,000
	Federal:	\$300,000
	<u>Local:</u>	<u>\$20,000</u>
	Total:	\$420,000

Description: MACED will create a Strategic Capital Fund to provide needed capital to developing businesses in Appalachian Kentucky. The fund will also serve as a model to demonstrate the use of strategic equity for creative deal structuring. The fund will seek to attract commercial capital to business deals, will wed equity with debt, and will take equity positions smaller than those frequently taken by venture capitalists. The fund will help finance working capital needs, as well as inventory, receivables, marketing and other operating needs. An Investment Advisory Board composed of individuals knowledgeable in the field of equity investing will be formed to review fund investments.

MARYLAND**PROJECT: Frostburg Entrepreneurial Internship Program****GRANTEE: Frostburg State University**

Purpose: The Frostburg University Business Administration Department will start a program placing Frostburg University Business students in small entrepreneurial companies located in Appalachian Maryland.

Funding:	ARC	\$50,000
	Local	<u>87,183</u>
	Total	\$137,183

Description: The Frostburg Entrepreneurial Internship Project will place 20-25 students in entrepreneurial companies in Appalachian Maryland. These students will receive 13 weeks of hands-on experience in companies that earn \$25 million or less in annual sales and have 200 employees or less. Through this project, students will have a greater opportunity to connect classroom learning with on-the-job experience in the many new and emerging entrepreneurial companies of western Maryland. The economy of Western Maryland will be enhanced by this project through an increased pool of students trained in entrepreneurial business and leadership.

PROJECT: Garrett County Micro Business Partnership**GRANTEE: Garrett County Community Action Agency (CAA)**

Purpose: To develop a micro loan program, with corresponding training and support in business management.

Funding:	ARC:	\$50,000
	Federal:	109,000
	State:	82,000
	Local:	<u>42,500</u>
	Total:	\$283,500

Description: The Garrett County Community Action Agency will create a micro loan fund, providing financial, training and technical assistance to individuals interested in starting a new business. Training will be provided in partnership with the Garrett Community College and the University of Maryland's Cooperative Extension Service. Networking and peer counseling will be available through the Garrett County Chamber of Commerce. Approximately 30 people will participate in Garrett County's Micro Business Partnership, creating 30 new jobs and 5 new businesses.

PROJECT: Western Region SBDC Revolving Micro Loan Fund**GRANTEE: Western Region Small Business Development Center**

Description: The Mississippi State Extension Service plans to open an Entrepreneurial Education Training Center at its northeast District. The Center will serve as a technology-based incubator designed to deliver on-going entrepreneurial training to client groups. Home-based businesses, small farmers and young people will learn how to use technology in order to improve management efficiency to be more competitive. Approximately 40 home and micro-based businesses will be trained in marketing and record keeping within the first year. Another 40 youth will receive entrepreneurial training. Approximately forty small farmers will be trained in business management.

NEW YORK

PROJECT: Ithaca Business Innovation Center

GRANTEE: Tompkins County Area Development

Purpose: To establish a new program that provides targeted managerial services to entrepreneurs and their new ventures.

Funding:	ARC:	\$43,140
	Local:	<u>80,115</u>
	Total:	\$123,255

Description: This project will provide business planning and other assistance services to new businesses and entrepreneurial start-ups, most of which are spin-offs from Cornell University's research activities. In addition to providing services directly, Ithaca Business Innovation Center (IBIC) will broker services from a number of attorneys, accountants, and other consultants. IBIC will create a network of providers and has already garnered commitments worth approximately \$19,500 in pro bono services. An estimated 60 businesses will be served by the Ithaca Business Innovation Center, creating 286 jobs.

PROJECT: Ceramic Corridor Cluster Project

GRANTEE: Southern Tier West Regional Planning & Development Board

Purpose: To support the development of a strategic industrial sector in Southwestern New York State, the ceramics industry.

Funding:	ARC:	\$60,000
	Local:	<u>\$15,000</u>
	Total:	\$75,000

Description: This project will support the development of a strategic industrial sector—the ceramics industry—in Appalachian New York. Most small and medium-sized firms in Appalachian New York are unconnected to the existing support infrastructure for the ceramics industry. The project will undertake a variety of activities to strengthen entrepreneurial ceramic

PROJECT: Entrepreneurial Assistance Program
GRANTEE: Accord Corporation

Purpose: To provide business assistance to small and emerging businesses within the target region.

Funding:

ARC:	\$39,424
State:	\$7,500
<u>Local:</u>	<u>\$7,000</u>
Total:	\$53,924

Description: The non-profit Accord Corporation will provide intensive, one-on-one counseling to individual small businesses as well as hold two workshops on business issues. The goal of the project is to establish an assistance program for graduates of an existing micro-enterprise program and to make classroom instruction available to these graduating entrepreneurs. Specific project outcomes include establishing 3 new businesses and creating 18 new jobs.

OHIO

PROJECT: Byesville Area Entrepreneurial Development Partnership
GRANTEE: Byesville Area Community Development Corporation

Purpose: To enhance opportunities for entrepreneurial development through mentorships, scholarships, and school projects.

Funding:

ARC:	\$48,940
Local:	<u>12,235</u>
Total:	\$61,175

Description: A series of 12 workshops for small business entrepreneurs, financial support to new growing firms and the disbursement of student scholarships for youth with promising business proposals are part of The Byesville Area Community Development Corporation's effort to foster entrepreneurship in its service area. The grantee also will conduct a business services exposition and develop a mentorship program for youth. Project activities will be coordinated by the newly formed Byesville Area Entrepreneur Development Council, which is composed of representatives from the student population, government, and local businesses. Approximately 100 individuals will participate, creating 12 new jobs and 12 businesses.

PROJECT: Entrepreneurial Technical and Managerial Assistance
GRANTEE: Jackson County Economic Development Board

Purpose: To provide direct technical assistance to small and emerging businesses and facilitate access to financing.

stat-up. Opportunities for minority youth entering the workforce are severely limited due to a steadily declining manufacturing base. The project will help 25 persons start their own businesses and 100 – 150 new jobs will ultimately result from the project activities.

PROJECT: Rio Grande Entrepreneurial Development Program
GRANTEE: University of Rio Grande

Purpose: To support the development of entrepreneurial enterprises and youth in the region.

Funding:	ARC:	\$43,428
	<u>Local:</u>	<u>\$28,607</u>
	Total:	\$72,035

Description: This project will provide training for elementary and secondary school teachers in the area of entrepreneurial skills. A summer workshop will be held for 5th – 9th grade teachers to introduce teachers to the concepts of entrepreneurship and curriculum integration. It is anticipated 80 teachers will participate in this program, which will meet Ohio Department of Education teaching credential requirements. Approximately 2,000 students will receive exposure to entrepreneurial activities as a result of this teacher training workshop. In addition, the grantee will develop a SCORE chapter, which will be composed of retired business owners residing in the area. Members of SCORE will be available to mentor new entrepreneurs and participate in the entrepreneurial education activities in the region's schools.

PROJECT: Economic Education Project
GRANTEE: Junior Achievement of Central Ohio

Purpose: To support youth entrepreneurial education throughout the region.

Funding:	ARC:	\$50,000
	State:	\$100,000
	<u>Local:</u>	<u>\$68,456</u>
	Total:	\$218,456

Description: Junior Achievement of Central Ohio will deliver the 5th grade 'Our Nation' program to all 29 Ohio Appalachian counties, reaching 293 classrooms and 6,451 students. The program will be delivered in a classroom setting by representatives from the community and local businesses. The grantee's partners include several successful Ohio Junior Achievement franchises and the state Rotary Club. Program evaluations will be conducted at the conclusion of the contract activities. In Ohio, 16 Appalachian counties are not covered by Ohio's Junior Achievement franchises. The 'Our Nation' program is part of an ongoing Junior Achievement curriculum targeted at helping students become entrepreneurs and better prepared employees.

on the development of cottage industries.

PROJECT: Appalachian State Research Technical Assistance & Demonstrations
GRANTEE: The Ohio State University, Piketon Research Center

Purpose: To analyze business incubator feasibility data, prepare a written report, and make recommendations regarding the establishment of a business incubator in southern Ohio.

Funding:	ARC	\$15,400.00
	State	\$11,000.00
	<u>Local</u>	<u>\$14,375.00</u>
	Total	\$40,775.00

Description: The grantee will help to produce a business incubator feasibility analysis. A consultant will be hired to analyze data and prepare a report on the feasibility of creating a business incubator in southern Ohio. The feasibility analysis will include a study of the types of businesses that would benefit from an incubator, with particular attention given to the region's abundant farming and natural resources. The results of the feasibility analysis will be used to determine if the establishment of a business incubator would successfully offset defense industry downsizing in the area. The results will also be shared with community leaders and organizations responsible for economic development in the region.

PENNSYLVANIA

PROJECT: Team Pennsylvania Entrepreneurial Network Initiative
GRANTEE: Department of Community and Economic Development

Purpose: To provide targeted managerial and technical assistance to entrepreneurs and support collaborative efforts to coordinate and improve the provision of assistance to entrepreneurs.

Funding:	ARC:	\$550,600
	State:	92,275
	Local:	<u>45,375</u>
	Total:	\$688,250

Description: ARC grant funds will be used to develop work plans to strengthen entrepreneurial technical and financial assistance for seven regional networks as a means to stimulate new business formation, identify new types of value-added services, and target market opportunities for new ventures. Training programs are also a part of the grantee efforts to foster an entrepreneurial culture in Appalachian Pennsylvania, including a "train-the-trainers" program that focuses on the financial and technical resources available to small business and a program

Funding:	ARC:	\$75,000
	Local:	<u>18,750</u>
	Total:	\$93,750

Description: The grantee will use ARC funds to provide direct technical assistance and outreach to entrepreneurs in targeted counties throughout Appalachian South Carolina. Clients will have priority access to \$425,000 in Revolving Load Fund (RLF) support—funds that will be leveraged by additional bank loans. Partners from the local Small Business Development Centers, community colleges, chambers of commerce, and county development offices will be involved in outreach activities. A minimum of 15 entrepreneurs will be provided technical support through this program, and it is anticipated that at least 10 loans will be made from the RLF to entrepreneurs in the targeted communities. Approximately 15 jobs will be created through this targeted assistance.

TENNESSEE

PROJECT: Tennessee's Regional Entrepreneurship Initiative

GRANTEE: Technology 2020

Purpose: To increase the number of locally owned businesses in Tennessee's ARC service area.

Funding:	ARC	\$310,000
	Local	55,000
	Applicant	<u>30,000</u>
	Total	\$395,000

Description: The grantee will use ARC funds develop programs to improve access to capital and financial networks and provide business and managerial assistance to entrepreneurs in Appalachian Tennessee. A technology transfer pilot project, in collaboration with Oak Ridge National Laboratory (ORNL), will identify ORNL technologies with significant commercial potential. A selected group of entrepreneurs with proven track records will then receive special assistance to create new businesses. Technology 2020 will contract with three sub-regional organizations to supplement their geographic coverage of Appalachian Tennessee. This program will attract some 150 participants resulting in 40 new jobs and 20 business start-ups.

PROJECT: Tennessee Entrepreneurship Training and Education

GRANTEE: Tennessee Department of Economic and Community Development

Purpose: To expand a pilot program that provides entrepreneurial education at the high school level in Knox County, with the goal of duplicating the program in the entire Tennessee ARC service area.

VIRGINIA

PROJECT: Value Added Agriculture Program

GRANTEE: Appalachian Sustainable Development

Purpose: To support the development of value added agricultural businesses in Southwest Virginia and Northeast Tennessee.

Funding:	ARC	\$	36,000
	Federal		20,500
	Local		<u>15,375</u>
	Total	\$	71,875

Description: The Clinch Powell Sustainable Development Initiative (CPSDI), in partnership with community based organizations and Virginia Cooperative Extension, will identify and develop markets for high value agricultural products produced in the region. Tobacco farmers and cattlemen face shrinking profit margins, increased pressure from large conglomerates, and, in the case of tobacco, a declining market. Small farmers face a myriad of pressures as our food system becomes increasingly global. In order to create viable alternatives for tobacco, beef, and traditional agricultural crops, small farmers must have not only profitable crops, but also strong market linkages and a physical and institutional infrastructure to support growing alternative crops and value added processing. Funds will be used to: 1) gather additional market information about high-value opportunities for Appalachian products, 2) develop links to commercial and institutional buyers interested in sustainably raised products, 3) identify value added processing needs and purchase needed equipment, and 4) educate and train entrepreneurs in equipment and regulatory issues related to value added food production. This project will result in actual sales of product by entrepreneurs.

PROJECT: Appalachian Sustainable Wood Products Primary Processing

GRANTEE: Appalachian Sustainable Development

Purpose: To support the development of value-added wood product businesses in Appalachian Virginia.

Funding:	ARC	\$	47,500
	Federal		\$147,000
	Local		<u>\$149,500</u>
	Total		\$344,000

Description: ARC funds will be used to develop a primary processing center for sustainable wood products in southwest Virginia. The processing of lumber harvested through sustainable methods will enable local wood product entrepreneurs to expand their businesses and produce sustainable, harvested products. Building a healthy local economy that makes maximum sustainable use of its' resources requires the ability to add value to raw materials. According to the Virginia Department of Forestry, lack of available dry kiln capacity is limiting the factor for

PROJECT: Appalachian Partnership Project
GRANTEE: People Inc. of Southwest Virginia

Purpose: To increase the number of small businesses that operate within the community and to create jobs in the community.

Funding:	ARC:	\$45,000
	<u>Local:</u>	<u>\$89,000</u>
	Total:	\$134,000

Description: This grant will connect Appalachian craft producers with outside buyers through a network marketing strategy among faith-based communities. Marketing staff will contact networks of churches to identify organizations that would be interested in purchasing gift and craft products. The project will expand the work of Appalmade, which has been taking the work of local craft producers to wholesale markets for the past three years. Through this project, Appalachian artisans will also have access to financial resources and business training through People Inc's BusinessStart loan program. They will also have access to technical resources through the Appalmade program, including design and production training, marketing services and purchase order fulfillment services. This project will provide work and new income for 50 low income residents of the region.

WEST VIRGINIA

PROJECT: West Virginia Micro Loan & Rural Outreach
GRANTEE: West Virginia Small Business Development Center

Purpose: To create a program to improve the quality of services offered to rural entrepreneurs and to facilitate more effective micro loan program operation.

Funding:	ARC:	\$68,680
	State:	<u>17,170</u>
	Total:	\$85,850

Description: ARC support will be used to provide for the services of a micro loan program liaison officer who will offer technical assistance to micro loan programs throughout the state. West Virginia currently provides funding to a network of micro capital providers. To date, 11 organizations have been capitalized with \$400,000 of state funds. The program will provide training grants of up to \$5,000 to support the efforts of micro loan programs to improve in the areas of technology, technical skills, compliance, or customer service. In addition to assistance provided by a micro loan program liaison, funds will also be used to create a mini-grant program of up to \$2,000 for micro loan programs. These mini-grants will be used for marketing, advertising, additional training, or other activities that would enhance the overall performance of local programs. At least two training seminars will be provided each year for the micro loan programs, and all programs will be visited at least once and provided on-site technical assistance

PROJECT: REAL Enterprise Distressed County Expansion
GRANTEE: Concord College – Center for Economic Action

Purpose: To support the development of entrepreneurial education in the region.

Funding: ARC: \$28,500
Local: \$7,500
 Total: \$36,000

Description: REAL will add five new sites to the youth educational program in high schools and community colleges in distressed counties in West Virginia, bringing the total sites in the state to 15. Many distressed communities lack an existing or growing job base, and need to develop home grown businesses to stimulate their economies. The REAL program is designed to help participants develop skills, expand their knowledge, and create tangible products, including new enterprises. REAL employs an experiential learning model and is a national school-to-work technical assistance provider. Each site will reach a minimum of 15 students, with expectation that 75 to 125 students will participate in REAL activities. Five teachers will be trained at the REAL summer institute and subsequent in-service events. Ongoing activities at these sites will be self-sustaining.

PROJECT: Appalachia by Design Entrepreneurial Assistance
GRANTEE: Appalachia by Design

Purpose: To support the development of new businesses in Appalachian West Virginia.

Funding: ARC: \$121,166
Local: \$29,925
 Total: \$151,091

Description: This project will assist in the creation of 10 new businesses and strengthen 50 existing businesses through technical training and business assistance. By increasing the sales and production capability of the network hub, Appalachia by Design (ABD) will increase sales for its network of entrepreneurs. ABD is a knitters network initiated in 1995 that involves 120 persons in home based businesses. ABD is both market driven and labor oriented. Many distressed communities lack an existing or growing job base, and need to develop home grown businesses to stimulate their economies. ABD acts as a broker, seeking contracts for the network and helping the network to develop its competitive edge through training. ABD allows rural women to fit formal-sector work into their lives, rather than having to leave home for long days or move to urban areas to make a living.

PROJECT: Entrepreneurial Camp for High School Students
GRANTEE: Ohio-West Virginia YMCA

capital – a mix of debt and equity – to new and expanding businesses in the target region. The NCIF will build on a model lending service successfully operated in Kentucky by the Mountain Association for Community Economic Development. The NCIF will work closely with the WV Small Business Development Center and other local and regional service providers in the state to provide technical assistance to applicants seeking funding. This fund will complement existing entrepreneurial training and development programs offered by the Conservation Fund's Freshwater Institute and WWSBDC. The NCIF will make up to \$200,000 in investment capital available; one half for equity investments and one half in loans. Twenty new jobs are expected to be created as a result of these activities.

West Virginia lags behind the rest of the nation in established venture capital markets and the number of commercial lenders in many of the most rural and depressed areas of the state. Natural resource based businesses in new and emerging industries have particular trouble accessing financing. This limits opportunities for small and medium sized businesses and slows the pace of enterprise formation and expansion.



**APPALACHIAN
REGIONAL
COMMISSION**

*A Proud Past,
A New Vision*

Entrepreneurship Initiative *ARC Approved Projects*

May, 1999

ARC views entrepreneurship as a critical element in the establishment of self-sustaining communities that create jobs, build local wealth, and contribute broadly to economic and community development. While the region has several outstanding examples of entrepreneurial organizations, and possesses many entrepreneurial assets, including the self-reliance of its people, it also faces many challenges. These shortcomings stem from the region's longstanding dependence on extractive industries and branch plant manufacturing, and the presence of many absentee landlords who have siphoned off value from the region. Furthermore, the culture of entrepreneurship is neither broad nor deep throughout the region, and evidence suggests that there are many gaps in the infrastructure for supporting entrepreneurship, ranging from technical assistance to development finance. Appalachia needs to cultivate resourceful entrepreneurs who not only create value by recognizing and meeting new market opportunities, but who increase the value-added within the region.

In 1997, ARC launched a three-year, \$15 million regional initiative to build entrepreneurial economies in Appalachia. To date, activities have focused on providing support for five key elements of an entrepreneurial economy: access to capital and financial assistance; technical and managerial assistance; technology transfer; entrepreneurial education and training; and entrepreneurial networks. In each of these areas, ARC has convened advisory committees comprised of regional practitioners and state partners to identify innovative programming and bring additional resources and expertise into the region. One emphasis for the Entrepreneurship Initiative is to leverage support from other institutions, including other federal agencies and foundations, to support activities in these five key areas.

Through this Entrepreneurship Initiative, the Commission has so far approved over 60 projects providing a total of over \$3.5M of support for a range of activities. Funded projects include: support for youth entrepreneurial education projects like the REAL Enterprise program; capitalization of micro-business lending programs and support for state-wide technical assistance intermediaries; targeted support for specific strategic industries like wood products, value added food processing, and ceramics manufacture; and support for business incubators.

For additional information on ARC's Entrepreneurship Initiative, visit our web site at <http://www.arc.gov/programs/reginit/entrep.htm> or contact Ray Daffner, Manager - Entrepreneurship Initiative, at (202) 884-7777, email: rdaffner@arc.gov.

1666 CONNECTICUT AVENUE, NW WASHINGTON, DC 20225 (202) 884-7799 FAX (202) 884-7691

Alabama
Georgia

Kentucky
Maryland

Mississippi
New York

North Carolina
Ohio

Pennsylvania
South Carolina

Tennessee
Virginia

West Virginia

ALABAMA

PROJECT: Entrepreneurial Development Training
GRANTEE: Alabama Small Business Development Consortium (ASBDC)

Purpose: To provide in-depth entrepreneurial training to small business owners in Appalachian Alabama.

Funding:	ARC	\$43,000
	Local	<u>33,760</u>
	Total	\$76,760

Description: This project will provide two entrepreneurial training programs in five separate locations throughout Appalachian Alabama. These ten-week training programs will prepare approximately 130 small business owners and prospective owners for the challenges of small business ownership. Business counseling also will be provided. In addition, this project will support a pilot seminar on procurement practices for small businesses. The Procurement Advantage seminar will help small firms with strategies in securing federal procurement awards. This project will involve over 130 participants and create approximately 13 new jobs over a two-year period.

PROJECT: Shoals Entrepreneurial Training Program
GRANTEE: Shoals Entrepreneurial Center

Purpose: To implement a multi-faceted entrepreneurial development effort, including creating a training curriculum and providing workshops for youth.

Funding:	ARC	\$48,000
	Local	<u>12,000</u>
	Total	\$60,000

Description: The Shoals Entrepreneurial Center (SEC) will undertake three major activities aimed at fostering entrepreneurship in northwest Alabama. The first of these activities, which is focused on the education of potential entrepreneurs, will create a training curriculum and workbook, introducing future entrepreneurs to the basics of business practices. The SEC will pursue a second entrepreneurial activity, which focuses on young people and will include several workshops and an entrepreneurship conference. This is a targeted effort to create awareness among Appalachian youth of entrepreneurship as a viable alternative to working for someone else. Finally, a "Small Business Start-up Packet" will be developed and distributed to potential entrepreneurs. About 160 youth are expected to attend the workshops and "start-up" packets will be distributed to approximately 350 people.

KENTUCKY

PROJECT: WINGS Entrepreneurial Training Networking & Mentoring Program

GRANTEE: Women's Initiative Networking Groups, Inc. (WINGS)

Purpose: To expand entrepreneurial training, marketing and financial consultations, networking activities and mentoring opportunities to low and moderate income women from Appalachia.

Funding:	ARC	\$50,000
	State	\$50,000
	Other	<u>\$80,000</u>
	Total	\$180,000

Description: WINGS provides entrepreneurial training, marketing and financial consultations, networking activities and mentoring opportunities to low and moderate income women in Appalachia. This project will expand its existing programming into two additional counties of Adair and Carter, reaching a 25-30 new entrepreneurs during the term of the project. WINGS will continue to support the 53 current entrepreneurs affiliated with the program in Letcher, Madison, Owsley, Bath and Laurel Counties.

PROJECT: Strategic Capital Fund

GRANTEE: Mountain Association for Community Economic Development (MACED)

Purpose: To provide capital to expand start-up and other entrepreneurial firms in Appalachian Kentucky.

Funding:	ARC:	\$100,000
	Federal:	\$300,000
	<u>Local:</u>	<u>\$20,000</u>
	Total:	\$420,000

Description: MACED will create a Strategic Capital Fund to provide needed capital to developing businesses in Appalachian Kentucky. The fund will also serve as a model to demonstrate the use of strategic equity for creative deal structuring. The fund will seek to attract commercial capital to business deals, will wed equity with debt, and will take equity positions smaller than those frequently taken by venture capitalists. The fund will help finance working capital needs, as well as inventory, receivables, marketing and other operating needs. An Investment Advisory Board composed of individuals knowledgeable in the field of equity investing will be formed to review fund investments.

MARYLAND

PROJECT: Frostburg Entrepreneurial Internship Program

GRANTEE: Frostburg State University

Purpose: The Frostburg University Business Administration Department will start a program placing Frostburg University Business students in small entrepreneurial companies located in Appalachian Maryland.

Funding:	ARC	\$50,000
	Local	<u>87,183</u>
	Total	\$137,183

Description: The Frostburg Entrepreneurial Internship Project will place 20-25 students in entrepreneurial companies in Appalachian Maryland. These students will receive 13 weeks of hands-on experience in companies that earn \$25 million or less in annual sales and have 200 employees or less. Through this project, students will have a greater opportunity to connect classroom learning with on-the-job experience in the many new and emerging entrepreneurial companies of western Maryland. The economy of Western Maryland will be enhanced by this project through an increased pool of students trained in entrepreneurial business and leadership.

PROJECT: Garrett County Micro Business Partnership

GRANTEE: Garrett County Community Action Agency (CAA)

Purpose: To develop a micro loan program, with corresponding training and support in business management.

Funding:	ARC:	\$50,000
	Federal:	109,000
	State:	82,000
	Local:	<u>42,500</u>
	Total:	\$283,500

Description: The Garrett County Community Action Agency will create a micro loan fund, providing financial, training and technical assistance to individuals interested in starting a new business. Training will be provided in partnership with the Garrett Community College and the University of Maryland's Cooperative Extension Service. Networking and peer counseling will be available through the Garrett County Chamber of Commerce. Approximately 30 people will participate in Garrett County's Micro Business Partnership, creating 30 new jobs and 5 new businesses.

PROJECT: Western Region SBDC Revolving Micro Loan Fund

GRANTEE: Western Region Small Business Development Center

Description: The Mississippi State Extension Service plans to open an Entrepreneurial Education Training Center at its northeast District. The Center will serve as a technology-based incubator designed to deliver on-going entrepreneurial training to client groups. Home-based businesses, small farmers and young people will learn how to use technology in order to improve management efficiency to be more competitive. Approximately 40 home and micro-based businesses will be trained in marketing and record keeping within the first year. Another 40 youth will receive entrepreneurial training. Approximately forty small farmers will be trained in business management.

NEW YORK

PROJECT: Ithaca Business Innovation Center

GRANTEE: Tompkins County Area Development

Purpose: To establish a new program that provides targeted managerial services to entrepreneurs and their new ventures.

Funding:	ARC:	\$43,140
	Local:	<u>80,115</u>
	Total:	\$123,255

Description: This project will provide business planning and other assistance services to new businesses and entrepreneurial start-ups, most of which are spin-offs from Cornell University's research activities. In addition to providing services directly, Ithaca Business Innovation Center (IBIC) will broker services from a number of attorneys, accountants, and other consultants. IBIC will create a network of providers and has already garnered commitments worth approximately \$19,500 in pro bono services. An estimated 60 businesses will be served by the Ithaca Business Innovation Center, creating 286 jobs.

PROJECT: Ceramic Corridor Cluster Project

GRANTEE: Southern Tier West Regional Planning & Development Board

Purpose: To support the development of a strategic industrial sector in Southwestern New York State, the ceramics industry.

Funding:	ARC:	\$60,000
	Local:	<u>\$15,000</u>
	Total:	\$75,000

Description: This project will support the development of a strategic industrial sector—the ceramics industry—in Appalachian New York. Most small and medium-sized firms in Appalachian New York are unconnected to the existing support infrastructure for the ceramics industry. The project will undertake a variety of activities to strengthen entrepreneurial ceramic

PROJECT: Entrepreneurial Assistance Program
GRANTEE: Accord Corporation

Purpose: To provide business assistance to small and emerging businesses within the target region.

Funding:	ARC:	\$39,424
	State:	\$7,500
	<u>Local:</u>	<u>\$7,000</u>
	Total:	\$53,924

Description: The non-profit Accord Corporation will provide intensive, one-on-one counseling to individual small businesses as well as hold two workshops on business issues. The goal of the project is to establish an assistance program for graduates of an existing micro-enterprise program and to make classroom instruction available to these graduating entrepreneurs. Specific project outcomes include establishing 3 new businesses and creating 18 new jobs.

OHIO

PROJECT: Byesville Area Entrepreneurial Development Partnership
GRANTEE: Byesville Area Community Development Corporation

Purpose: To enhance opportunities for entrepreneurial development through mentorships, scholarships, and school projects.

Funding:	ARC:	\$48,940
	Local:	<u>12,235</u>
	Total:	\$61,175

Description: A series of 12 workshops for small business entrepreneurs, financial support to new growing firms and the disbursement of student scholarships for youth with promising business proposals are part of The Byesville Area Community Development Corporation's effort to foster entrepreneurship in its service area. The grantee also will conduct a business services exposition and develop a mentorship program for youth. Project activities will be coordinated by the newly formed Byesville Area Entrepreneur Development Council, which is composed of representatives from the student population, government, and local businesses. Approximately 100 individuals will participate, creating 12 new jobs and 12 businesses.

PROJECT: Entrepreneurial Technical and Managerial Assistance
GRANTEE: Jackson County Economic Development Board

Purpose: To provide direct technical assistance to small and emerging businesses and facilitate access to financing.

stat-up. Opportunities for minority youth entering the workforce are severely limited due to a steadily declining manufacturing base. The project will help 25 persons start their own businesses and 100 – 150 new jobs will ultimately result from the project activities.

PROJECT: Rio Grande Entrepreneurial Development Program
GRANTEE: University of Rio Grande

Purpose: To support the development of entrepreneurial enterprises and youth in the region.

Funding:	ARC:	\$43,428
	<u>Local:</u>	<u>\$28,607</u>
	Total:	\$72,035

Description: This project will provide training for elementary and secondary school teachers in the area of entrepreneurial skills. A summer workshop will be held for 5th – 9th grade teachers to introduce teachers to the concepts of entrepreneurship and curriculum integration. It is anticipated 80 teachers will participate in this program, which will meet Ohio Department of Education teaching credential requirements. Approximately 2,000 students will receive exposure to entrepreneurial activities as a result of this teacher training workshop. In addition, the grantee will develop a SCORE chapter, which will be composed of retired business owners residing in the area. Members of SCORE will be available to mentor new entrepreneurs and participate in the entrepreneurial education activities in the region's schools.

PROJECT: Economic Education Project
GRANTEE: Junior Achievement of Central Ohio

Purpose: To support youth entrepreneurial education throughout the region.

Funding:	ARC:	\$50,000
	State:	\$100,000
	<u>Local:</u>	<u>\$68,456</u>
	Total:	\$218,456

Description: Junior Achievement of Central Ohio will deliver the 5th grade 'Our Nation' program to all 29 Ohio Appalachian counties, reaching 293 classrooms and 6,451 students. The program will be delivered in a classroom setting by representatives from the community and local businesses. The grantee's partners include several successful Ohio Junior Achievement franchises and the state Rotary Club. Program evaluations will be conducted at the conclusion of the contract activities. In Ohio, 16 Appalachian counties are not covered by Ohio's Junior Achievement franchises. The 'Our Nation' program is part of an ongoing Junior Achievement curriculum targeted at helping students become entrepreneurs and better prepared employees.

on the development of cottage industries.

PROJECT: Appalachian State Research Technical Assistance & Demonstrations
GRANTEE: The Ohio State University, Piketon Research Center

Purpose: To analyze business incubator feasibility data, prepare a written report, and make recommendations regarding the establishment of a business incubator in southern Ohio.

Funding:	ARC	\$15,400.00
	State	\$11,000.00
	<u>Local</u>	<u>\$14,375.00</u>
	Total	\$40,775.00

Description: The grantee will help to produce a business incubator feasibility analysis. A consultant will be hired to analyze data and prepare a report on the feasibility of creating a business incubator in southern Ohio. The feasibility analysis will include a study of the types of businesses that would benefit from an incubator, with particular attention given to the region's abundant farming and natural resources. The results of the feasibility analysis will be used to determine if the establishment of a business incubator would successfully offset defense industry downsizing in the area. The results will also be shared with community leaders and organizations responsible for economic development in the region.

PENNSYLVANIA

PROJECT: Team Pennsylvania Entrepreneurial Network Initiative
GRANTEE: Department of Community and Economic Development

Purpose: To provide targeted managerial and technical assistance to entrepreneurs and support collaborative efforts to coordinate and improve the provision of assistance to entrepreneurs.

Funding:	ARC:	\$550,600
	State:	92,275
	Local:	<u>45,375</u>
	Total:	\$688,250

Description: ARC grant funds will be used to develop work plans to strengthen entrepreneurial technical and financial assistance for seven regional networks as a means to stimulate new business formation, identify new types of value-added services, and target market opportunities for new ventures. Training programs are also a part of the grantee efforts to foster an entrepreneurial culture in Appalachian Pennsylvania, including a "train-the-trainers" program that focuses on the financial and technical resources available to small business and a program

Funding:	ARC:	\$75,000
	Local:	<u>18,750</u>
	Total:	\$93,750

Description: The grantee will use ARC funds to provide direct technical assistance and outreach to entrepreneurs in targeted counties throughout Appalachian South Carolina. Clients will have priority access to \$425,000 in Revolving Load Fund (RLF) support—funds that will be leveraged by additional bank loans. Partners from the local Small Business Development Centers, community colleges, chambers of commerce, and county development offices will be involved in outreach activities. A minimum of 15 entrepreneurs will be provided technical support through this program, and it is anticipated that at least 10 loans will be made from the RLF to entrepreneurs in the targeted communities. Approximately 15 jobs will be created through this targeted assistance.

TENNESSEE

PROJECT: Tennessee’s Regional Entrepreneurship Initiative
GRANTEE: Technology 2020

Purpose: To increase the number of locally owned businesses in Tennessee’s ARC service area.

Funding:	ARC	\$310,000
	Local	55,000
	Applicant	<u>30,000</u>
	Total	\$395,000

Description: The grantee will use ARC funds develop programs to improve access to capital and financial networks and provide business and managerial assistance to entrepreneurs in Appalachian Tennessee. A technology transfer pilot project, in collaboration with Oak Ridge National Laboratory (ORNL), will identify ORNL technologies with significant commercial potential. A selected group of entrepreneurs with proven track records will then receive special assistance to create new businesses. Technology 2020 will contract with three sub-regional organizations to supplement their geographic coverage of Appalachian Tennessee. This program will attract some 150 participants resulting in 40 new jobs and 20 business start-ups.

PROJECT: Tennessee Entrepreneurship Training and Education
GRANTEE: Tennessee Department of Economic and Community Development

Purpose: To expand a pilot program that provides entrepreneurial education at the high school level in Knox County, with the goal of duplicating the program in the entire Tennessee ARC service area.

VIRGINIA

PROJECT: Value Added Agriculture Program

GRANTEE: Appalachian Sustainable Development

Purpose: To support the development of value added agricultural businesses in Southwest Virginia and Northeast Tennessee.

Funding:	ARC	\$	36,000
	Federal		20,500
	Local		<u>15,375</u>
	Total	\$	71,875

Description: The Clinch Powell Sustainable Development Initiative (CPSDI), in partnership with community based organizations and Virginia Cooperative Extension, will identify and develop markets for high value agricultural products produced in the region. Tobacco farmers and cattlemen face shrinking profit margins, increased pressure from large conglomerates, and, in the case of tobacco, a declining market. Small farmers face a myriad of pressures as our food system becomes increasingly global. In order to create viable alternatives for tobacco, beef, and traditional agricultural crops, small farmers must have not only profitable crops, but also strong market linkages and a physical and institutional infrastructure to support growing alternative crops and value added processing. Funds will be used to: 1) gather additional market information about high-value opportunities for Appalachian products, 2) develop links to commercial and institutional buyers interested in sustainably raised products, 3) identify value added processing needs and purchase needed equipment, and 4) educate and train entrepreneurs in equipment and regulatory issues related to value added food production. This project will result in actual sales of product by entrepreneurs.

PROJECT: Appalachian Sustainable Wood Products Primary Processing

GRANTEE: Appalachian Sustainable Development

Purpose: To support the development of value-added wood product businesses in Appalachian Virginia.

Funding:	ARC	\$	47,500
	Federal		\$147,000
	Local		<u>\$149,500</u>
	Total		\$344,000

Description: ARC funds will be used to develop a primary processing center for sustainable wood products in southwest Virginia. The processing of lumber harvested through sustainable methods will enable local wood product entrepreneurs to expand their businesses and produce sustainable, harvested products. Building a healthy local economy that makes maximum sustainable use of its' resources requires the ability to add value to raw materials. According to the Virginia Department of Forestry, lack of available dry kiln capacity is limiting the factor for

PROJECT: Appalachian Partnership Project
GRANTEE: People Inc. of Southwest Virginia

Purpose: To increase the number of small businesses that operate within the community and to create jobs in the community.

Funding:	ARC:	\$45,000
	<u>Local:</u>	<u>\$89,000</u>
	Total:	\$134,000

Description: This grant will connect Appalachian craft producers with outside buyers through a network marketing strategy among faith-based communities. Marketing staff will contact networks of churches to identify organizations that would be interested in purchasing gift and craft products. The project will expand the work of Appalmade, which has been taking the work of local craft producers to wholesale markets for the past three years. Through this project, Appalachian artisans will also have access to financial resources and business training through People Inc's BusinesStart loan program. They will also have access to technical resources through the Appalmade program, including design and production training, marketing services and purchase order fulfillment services. This project will provide work and new income for 50 low income residents of the region.

WEST VIRGINIA

PROJECT: West Virginia Micro Loan & Rural Outreach
GRANTEE: West Virginia Small Business Development Center

Purpose: To create a program to improve the quality of services offered to rural entrepreneurs and to facilitate more effective micro loan program operation.

Funding:	ARC:	\$68,680
	State:	<u>17,170</u>
	Total:	\$85,850

Description: ARC support will be used to provide for the services of a micro loan program liaison officer who will offer technical assistance to micro loan programs throughout the state. West Virginia currently provides funding to a network of micro capital providers. To date, 11 organizations have been capitalized with \$400,000 of state funds. The program will provide training grants of up to \$5,000 to support the efforts of micro loan programs to improve in the areas of technology, technical skills, compliance, or customer service. In addition to assistance provided by a micro loan program liaison, funds will also be used to create a mini-grant program of up to \$2,000 for micro loan programs. These mini-grants will be used for marketing, advertising, additional training, or other activities that would enhance the overall performance of local programs. At least two training seminars will be provided each year for the micro loan programs, and all programs will be visited at least once and provided on-site technical assistance

PROJECT: REAL Enterprise Distressed County Expansion
GRANTEE: Concord College – Center for Economic Action

Purpose: To support the development of entrepreneurial education in the region.

Funding: ARC: \$28,500
Local: \$7,500
 Total: \$36,000

Description: REAL will add five new sites to the youth educational program in high schools and community colleges in distressed counties in West Virginia, bringing the total sites in the state to 15. Many distressed communities lack an existing or growing job base, and need to develop home grown businesses to stimulate their economies. The REAL program is designed to help participants develop skills, expand their knowledge, and create tangible products, including new enterprises. REAL employs an experiential learning model and is a national school-to-work technical assistance provider. Each site will reach a minimum of 15 students, with expectation that 75 to 125 students will participate in REAL activities. Five teachers will be trained at the REAL summer institute and subsequent in-service events. Ongoing activities at these sites will be self-sustaining.

PROJECT: Appalachia by Design Entrepreneurial Assistance
GRANTEE: Appalachia by Design

Purpose: To support the development of new businesses in Appalachian West Virginia.

Funding: ARC: \$121,166
Local: \$29,925
 Total: \$151,091

Description: This project will assist in the creation of 10 new businesses and strengthen 50 existing businesses through technical training and business assistance. By increasing the sales and production capability of the network hub, Appalachia by Design (ABD) will increase sales for its network of entrepreneurs. ABD is a knitters network initiated in 1995 that involves 120 persons in home based businesses. ABD is both market driven and labor oriented. Many distressed communities lack an existing or growing job base, and need to develop home grown businesses to stimulate their economies. ABD acts as a broker, seeking contracts for the network and helping the network to develop its competitive edge through training. ABD allows rural women to fit formal-sector work into their lives, rather than having to leave home for long days or move to urban areas to make a living.

PROJECT: Entrepreneurial Camp for High School Students
GRANTEE: Ohio-West Virginia YMCA

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