

**THE WHITE HOUSE
OFFICE OF THE VICE PRESIDENT**

FOR IMMEDIATE RELEASE
SATURDAY, February 24, 1996

CONTACT: 202-456-7035

**VICE PRESIDENT, GOVERNOR SIGN INTERGOVERNMENTAL AGREEMENT
-New Partnership Will Help to Revitalize Connecticut Neighborhoods
FEDERAL- STATE-LOCAL PLAN SERVES AS MODEL NATIONWIDE**

NEW BRITAIN, CT -- Announcing a federal-state-local partnership that will serve as a model nationwide, Vice President Al Gore and Governor John Rowland signed today (2/24) an agreement that will help revitalize Connecticut communities by rebuilding inner city neighborhoods and stimulating local economic development. Connecticut joins Oregon as the second state that has an agreement with the federal government to redesign and test new forms of intergovernmental cooperation.

"The people of New Britain and other local communities know best how to rebuild and revitalize their communities and their economy," said Vice President Gore, who heads the National Performance Review to create a federal government that works better and costs less, a government that encourages innovative and flexible solutions at all levels of government. "The federal government should give them the technical support and the flexibility they need to get the job done. That's what we're doing today."

The agreement, called a Memorandum of Understanding: Connecticut Neighborhood Revitalization Partnership, will encourage and facilitate cooperation among federal, state and local entities to promote economic development and neighborhood revitalization. Specifically, the agreement reduces red tape and encourages flexibility among federal, state, and municipal governments.

The partnership serves as a model for improvements in federal-state-local partnerships across the nation. It is another example of the Clinton Administration's effort to create a common sense federal government that eliminates unnecessary regulations, removes bureaucratic barriers, streamlines organizations, and provides better and more cost-effective service for the American people.

In his visit to Connecticut, Vice President Gore was joined by Governor Rowland, Housing and Urban Development Secretary Henry Cisneros, Assistant to the President for Domestic Policy Carol Rasco, members of the Connecticut congressional delegation, and other federal, state and local officials on a tour of a Neighborhood Revitalization Zone where they talked with local residents and business owners working to bring back their community. The Vice President then addressed an audience of concerned citizens and officials at New Britain High School where he talked about the need to create better partnerships among local, state, and federal governments.

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MEMORANDUM OF UNDERSTANDING CONNECTICUT NEIGHBORHOOD REVITALIZATION PARTNERSHIP

Purpose

The purpose of this Memorandum of Understanding is to encourage and facilitate cooperation among Federal, State and local entities to promote economic development and neighborhood revitalization in Connecticut's neighborhoods and to improve outcomes for Connecticut's residents. This special partnership will serve as a demonstration of principles and practices which may serve as a model for improvements nationwide.

Short term action plans or project agreements will supplement this Memorandum of Understanding as the partners work together on specific issues identified as barriers to economic development and neighborhood revitalization. Examples of areas where Connecticut would like to begin working together include: exploring innovative financing structures; developing a common property disposition agreement to dispose of abandoned and foreclosed property through a coordinated approach; modification of historical preservation requirements in low-income neighborhoods; reviewing lead paint abatement, asbestos removal, and urban site remediation procedures and regulations to develop ways to reduce the barriers yet retain necessary safeguards of public health and welfare.

Background

A six-year recession with the loss of more than 200,000 jobs, from which Connecticut is only now emerging, has caused Connecticut to completely reshape the landscape of community development and neighborhood revitalization. Public Act 95-340, An Act Establishing a Neighborhood Revitalization Zone Process was developed to articulate a new paradigm and vision. The Act represents the integration of three policy documents:

- o Connecticut's Goals and Benchmarks for the Year 2000 and Beyond
- o The Conservation and Development Policies Plan for the State of Connecticut
- o Consolidated Plan for Housing and Community Development

The goals, objectives and strategies embraced by Connecticut represent an innovative approach to community development requiring a major shift in roles and responsibilities for local, state and federal stakeholders -- one which moves all levels towards working together to solve problems and achieve results rather than focusing on specific rules.

These efforts led Connecticut, with overwhelming bipartisan support, to pass an extremely

innovative law, "An Act Establishing a Neighborhood Revitalization Zone Process." Public Act No. 95-340, which took effect on October 1, 1995. This Act creates a new model for economic revitalization of deteriorating neighborhoods -- the creation of Neighborhood Revitalization Zones (NRZ's) and a process for communities and governments to work together to support them. The law aims to empower local communities to make decisions; provide relief from burdensome state and local regulations and systems barriers, and provide for federal, state and local collaboration to coordinate governmental functions and personnel to develop and implement locally-driven strategic plans for neighborhood revitalization.

Numerous Connecticut State and local officials and the entire Congressional delegation approached the Vice President asking the federal government to partner with Connecticut in these efforts. This Memorandum of Understanding establishes the parameters for that partnership.

Principles to Guide Partnership

The following principles should guide the parties' cooperation in this undertaking. The partnership will:

- o Be structured, managed, and evaluated on the basis of results (i.e., progress in achieving Connecticut's stated goals or benchmarks). Moves toward measurement of results rather than micro-management and red tape.
- o Focus on customers.
- o Shift the impetus of planning and service design and delivery to the local level. Empower municipalities, neighborhood leaders, regional entities, and community constituency groups to foster neighborhood development.
- o Maximize use of federal, state, local and private resources through enhanced coordination and communication. Encourage a problem solving approach between communities and government (local, state and federal) based on mutual trust, collaboration and consensus decision making, where creative solutions to provide flexibility to achieve better results are negotiated and implemented, while streamlining the government's bureaucracy.
- o Integrate planning to account for the social, economic and physical development strengths and needs of communities.

Responsibilities of the Parties

Federal Role

The Community Empowerment Board, the National Performance Review, and federal agencies

Working Group Members will identify appropriate experts and staff from their agencies to work with Connecticut as needed.

- o Connecticut will be able to access the technical assistance being provided to the EZ/EC cities.

Flexibility: To the fullest extent feasible in terms of authority and available resources and without compromising public health and welfare, the federal partners will help provide flexibility to Connecticut by processing waiver requests, removing barriers, using regulatory discretion, and providing technical assistance to identify possible alternatives to enhance local flexibility.

- o The HUD and EPA liaisons will process waiver/barrier removal requests that fall within their respective jurisdictions.
- o The HUD single point of contact for Connecticut will work with the Empowerment Zone/Enterprise Community task force to ensure that flexibility requests from Connecticut that impact agencies other than HUD and EPA are processed by the relevant agencies.
- o The HUD liaison will present to the Community Empowerment Board working group any interagency policy issues or requests for assistance as they arise.

Information and Technical Assistance: To the extent feasible, the federal partners will provide Connecticut and its municipalities information and technical assistance as needed (e.g., benchmarking, performance measurement, data, capacity building, community development financing, negotiated environmental strategies, public safety strategies).

State Role

Single Point of Contact: The Connecticut Office of Policy and Management will provide a single point of contact between the Neighborhood Revitalization Zones (NRZs) and the federal government.

Coordination: The State will process waiver requests from municipalities and will look systematically across NRZs to analyze, synthesize, determine common requests, and coordinate waiver/barrier requests from the NRZs. The State will negotiate creative solutions which overcome barriers to community development. The State will help NRZs determine which flexibility requests require federal action and will then notify federal partners through the HUD single point of contact. To allow federal partners to address the State's most pressing needs and achieve the greatest results, the State will prioritize requests for flexibility based on the priority needs and the degree to which the alternatives offered by neighborhoods are likely to lead to superior results. The State will also identify common or "generic" requests to eliminate duplication.

will work together to support this federal-state-local partnership with Connecticut in the following ways. Federal partners will showcase Connecticut as a national model, to furnish information to Connecticut and federal agencies about related efforts, to provide maximum flexibility, to ensure interagency involvement, to designate staff to work with the federal representatives and Connecticut as needed, and to inform and involve the Vice President as needed.

National Model: Federal partners will promote and highlight Connecticut as a national model for innovative community revitalization and will share lessons learned from this partnership with federal agencies and other States and localities. As part of this effort, Connecticut officials will be invited to address other States at national forums. Federal partners will share available information with Connecticut on potential resources in conjunction with this effort.

Single Point of Contact and HUD Support: As the Connecticut Plan focuses on neighborhood revitalization, economic development, and housing issues, the Department of Housing and Urban Development (HUD) will take the lead on this partnership and assign a field representative as the ongoing single point of contact with Connecticut for purposes of this partnership. The State and HUD single point of contact will meet at least quarterly to review the progress in implementation of this Partnership. Additional HUD staff will partner with Connecticut as specific issues arises. The HUD single point of contact will serve as an interagency representative and will serve as convener on interagency issues to bring together other federal representatives as needed. Intergovernmental Project Teams will be formed to work through specific issues.

EPA Support: Connecticut is also focusing on environment, health and safety codes and regulations, as well as using "Brownfields" and other foreclosed and abandoned properties as a primary tool to revitalize neighborhoods. Therefore, the Environmental Protection Agency (EPA) will also assign one person as a primary EPA liaison for the Connecticut partnership with additional EPA staff support as relevant issues arise. EPA's Region I Office will provide the primary EPA liaison for the Connecticut partnership with support from EPA headquarters. The EPA staff will collaborate with the HUD contact to work regularly with Connecticut on this partnership.

Interagency Support: Other federal agencies will participate as needed throughout this partnership to support Connecticut and its communities.

- o The single point of contact (from HUD) will serve as convener on interagency issues.
- o Through the Empowerment Zone/Enterprise Community (EZ/EC) Task Force, the HUD lead will notify other agencies of waiver/barrier removal requests affecting their agencies and will process these requests.
- o Through the Community Empowerment Board (CEB) Working Group, HUD and EPA will notify other agencies of policy and other issues affecting their agencies. CEB

Measure Results: The State will work with NRZs to help them meet the requirement of the law that they monitor and evaluate the progress of their plan. This will include the use of outcome and performance measures. The State will work with NRZ's to develop measures to track performance towards established goals.

Flexibility: The State will process waiver/modification requests from municipalities. The state official responsible for code enforcement will hold a public hearing after notification from the Office of Policy and Management (OPM) and must notify the municipal chief executive after the hearing of the decision regarding the waiver request.

Interagency Support: The State will review all NRZ Committee plans and provide feedback. The Connecticut Office of Policy and Management will coordinate multiagency collaboration to provide services, fund reallocation, technical support and training to neighborhoods. For example, the State may recommend models for community outreach, job training and education, conflict resolution, environmental and health performance standards, new technologies, and public safety strategies.

Local (Municipality) Role

Create Neighborhood Revitalization Zones: Through municipal resolutions, municipalities may create Neighborhood Revitalization Zones (NRZs) -- in areas where a significant number of properties are foreclosed, abandoned, blighted, substandard, or pose a public safety hazard. The municipalities will jointly determine zone boundaries with neighborhood committees.

Support NRZs: Municipalities will facilitate neighborhood planning processes, assign municipal staff, provide information to neighborhood committees, and modify municipal procedures to assist NRZs.

Planning: Municipalities will hold public hearings prior to the adoption of a neighborhood committee's strategic revitalization plan. Municipalities will submit proposed plans to the State (Secretary, Connecticut Office of Policy and Management) for review and comment. The municipality will then adopt the plan through municipal ordinance

Flexibility: Municipalities will review requests for waivers/modifications of local codes and regulations and forward relevant requests for waivers/modifications to state officials. Upon receipt of waiver requests from the neighborhood committees, the municipal chief executive official must notify the local official responsible for code enforcement and the Secretary of Connecticut's Office of Policy and Management. The local official will hold a public hearing and provide to the municipal chief executive after the hearing a decision regarding the waiver request and a reason if the waiver is denied.

Interagency Support: Municipalities will establish multi-agency collaborative delivery teams and will collaborate to identify regional solutions to achieve community development results.

Neighborhood Role

Strategic Planning: Neighborhoods will form Neighborhood Revitalization Planning Committees (tenants, property owners, community organizations, businesses with property in neighborhood, municipal official) to create and approve the neighborhood strategic plan for short term and long term revitalization of the neighborhood. The strategic plan:

- o will promote self-reliance in the neighborhood, home ownership, property management, sustainable economic development, effective relations between landlords and tenants, coordinated and comprehensive delivery of services to the neighborhood and creative leveraging of financial resources and shall build neighborhood capacity for self-empowerment;
- o will include provisions for obtaining funds from public and private sources;
- o will consider provisions for property usage, neighborhood design, traditional and nontraditional financing of developing, marketing and outreach, property management, utilization of municipal facilities by communities, recreation, and the environment;
- o will include recommendations for waivers of state and local environment, health and safety codes, and regulations that unreasonably jeopardize implementation of the plan;
- o will assign responsibility for implementing each aspect of the plan;
- o may contain an inventory of abandoned, foreclosed and deteriorated property;
- o may analyze federal, state and local environmental, health and safety codes and regulations that impact revitalization of neighborhoods;
- o may include components for public safety, education, job training, youth, the elderly, and arts and culture; and
- o may contain recommendations for establishment of municipal multi-agency collaborative delivery teams, including code enforcement teams.

Flexibility: Neighborhood Committees may request waivers and/or barrier removal regarding rules and regulations that impede the plan, particularly state and local environment, health and safety codes and regulations that unreasonably jeopardize implementation of the plan. Neighborhood Committees may also request local and state government to reallocate funds and personnel to the NRZs.

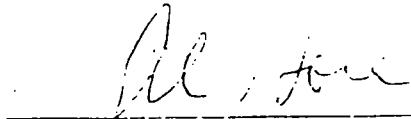
Measure Results: Neighborhoods will monitor and evaluate the progress of the plan.

Neighborhoods will report on the plan's implementation to the local legislative body, municipal chief executive official, and the Connecticut Office of Policy and Management -- every 6 months during the first year; annually thereafter.

Authorities

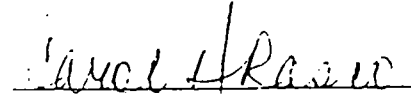
The principles and responsibilities covered in this memorandum are intended to improve the process of communities and government working together to revitalize neighborhoods. This memorandum does not commit any of the parties to a particular level of resources; nor is it intended to create any right or benefit or diminish any existing right or benefit, substantive or procedural, enforceable at law by a party against the United States, State of Connecticut, any state or federal agency, any state or federal official, any part of this agreement, or any person. While significant changes to the intergovernmental system are anticipated as a result of this effort, this is not a legally binding or enforceable agreement. Nothing in this memorandum alters the responsibilities or statutory authorities of the Federal agencies, or State or local governments.

Federal Partners



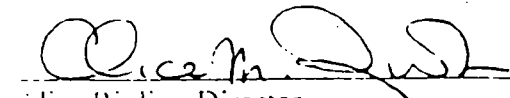
Al Gore
Vice President of the United States

Date: February 24, 1996



Carol Rance
Assistant to the President for Domestic Policy

Date: February 24, 1996



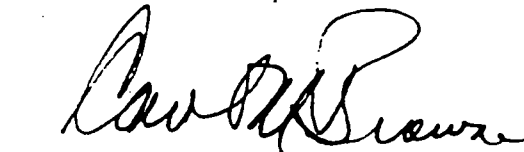
Alice Rivlin Director
Office of Management and Budget

Date: Feb. 22 1996



Henry Cisneros, Secretary
U.S. Department of Housing
and Urban Development

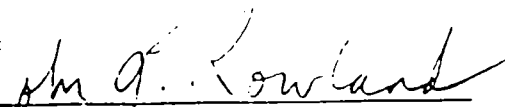
Date: Feb. 24 1996



Carol Browner, Administrator
U.S. Environmental Protection Agency

Date: Feb. 22, 1996

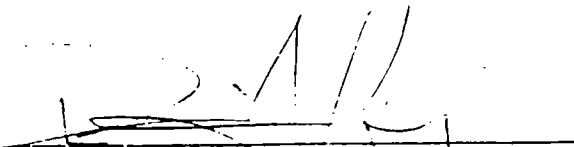
State Partners


John Rowland, Governor
State of Connecticut

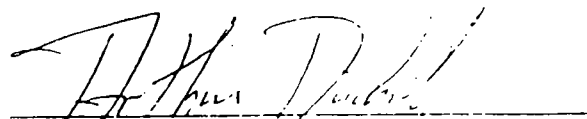
Date: 29 Feb 96


Reginald L. Jones, Jr., Secretary
Office of Policy and Management

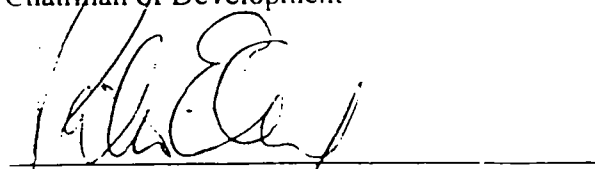
Date: 27 Feb 96


Dennis J. King
Executive Assistant to the Governor for Urban Affairs

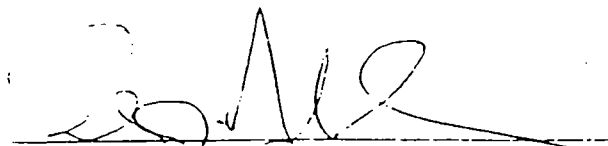
Date: 29 Feb 96


Arthur H. Diedrick
Chairman of Development

Date: 24 Feb 96


Peter C. Ellef, Commissioner
Department of Economic and Community Development

Date: 24 Feb 96


Sidney J. Holbrook, Commissioner
Department of Environmental Protection

Date: 24 Feb 96

 - Paul Brogan → Local Initiatives Support Corp.
 - Buzz Roberts - ~~296-4580~~
 785-2908

NRZ Meeting
 Office of Policy & Management (OPM)
 State of Connecticut
 Hartford, CT
 June 14, 1996, 10:00 A.M.

Attendees:

Raymond A. Jordan (HUD), Jeffrey Wallace (CPD-HUD), Barbara Petitjean (OPM), Maraide Prior (OPM), Judith Walter (OPM), Kathy Dempsey (OPM), Gilberto Belaval (OPM), Andrea Perreria (Dept. of Economic & Community Development-DECD), Nancy Hadley (LISC - Local Initiative Support Corp.), Barbara McGrath (CEDF - CT. Economic Development Fund) 203/525-4821

Absentees: Bruce Carlson (OPM)
 Meeting chaired by Maraide Prior (OPM)

The purpose of the meeting was to provide up-dates on State NRZ "pilots"

Mr. Jordan asked if any of the pilots are near "NRZ designation". Ms. Prior indicated that the "Hollow" neighborhood in Bridgeport was the closest to this designation. However, Ms. Hadley indicated otherwise.

A discussion of the potential State selected pilot NRZ's, city by city, followed.

Bridgeport	The Hallow
New Britain	Broad
Stamford	South End
Waterbury	W.O.W. (Walnut, Orange, & Wood)

Bridgeport

Hollow neighborhood.

- o Comprehensive plan has been developed
- o LISC, The State of Connecticut and General Electric (GE) have provided financial resources as follows:

\$ 50,000	GE
\$ 50,000	State
\$100,000	LISC

- o United Way is the fiduciary agent
- o Consultant hired to identify neighborhood residents with leadership potential. 30-40 interviews conducted over a 3 month period, which has resulted in the formation of a 15 member advisory board.
- o Mayor's assistant a member of the board
- o Board currently discussing the future of the Hollow neighborhood
- o Board working toward establishing a CDC, with the intention of forming an NRZ
- o Board has obtained legal services to draft by-laws

Ms. Hadley indicates splinter-groups have come together. However, the Board needs to have a Green Homes tenant join the Board.

General Electric (GE) is represented by Gus Serra, Community Relation Specialist, who has been helpful and seems to understand how the process needs to work

Eastside neighborhood

...has asked LISC for assistance, but LISC is holding off. CEDF is rescinding grants, as "the neighborhood is splintered".

The Eastside has no signed letter of agreement.

Southend neighborhood

Shiloh CDC. Some activity there, but no one elaborated on the nature of this activity.

New Britain

Two neighborhoods have established boundaries. These designated areas are before City Council for approval.

Arch Street Neighborhood/aka/AANA (Arch Street Neighborhood Association).

- o Visited by V.P. Gore
- o Neighborhood has completed a needs assessment and identified tasks e.g., clean-ups, safety policies, etc. No project as such identified, but the organization is having success in getting people

involved in neighborhood issues.

- o Focus is "jobs"

Broad Street Neighborhood

- o City focusing on this neighborhood
- o Neighborhood Housing Services (NHS) involved. Neighborhood has a plan, but new one developing with NHS's assistance
- o NHS is "housing" oriented (vs. jobs oriented) by the nature of who they are
- o City and business community involved
- o Neighborhood is meeting twice weekly, examining such issues as economic development, public safety, recreation, social service, housing, etc.
- o No serious organizing done in this neighborhood. LIISC indicated it may want to provide funding to hire organizers to get the "stakeholders" at the meetings

Mayor's focus seems to be limited to jobs. Commissioner Peter Ellef of DECD spoke to this group recently, stressing the importance of community development (in addition to economic development). He intends to out-station DECD staff in New Britain (as well as other cities) to assist the process.

No serious friction between neighborhood organizations according to OPM. Both organizations are moving along with little assistance from OPM. LIISC intends to provide financial resources to both groups.

Stamford

Southend neighborhood

Pitney-Bowes (manufacturer of business machines) hosted a meeting of non-profit organizations, City officials and neighborhood residents to get all the players around the table.

The Mayor's Office and David Anderson of the Stamford Partnership have indicated that the State Enterprise Zone will be the NRZ.

An "expensive" plan has been developed. CTE (the CAP agency) is chairing the 130 person committee.

The Waterside Neighborhood (which abuts the Southend) is included in the Enterprise Plan/NRZ..

CTE chairperson is looking for approval of the plan, and brought it to the City Council on June 9. Some 20 committee members felt this was premature and want to see more resident involvement/input before a plan is endorsed by the Council.

CEDF expects to offer grant funds to this group.

Pitney-Bowes is taking the lead. They seem to understand how the process should work.

Waterbury

WOW (Walsh, Orange, and Walnut) neighborhood

The neighborhood seemed to have its act together and was ready to approach City Council, according to information learned at a CT NRZ Conference on May 18. However, it appears this didn't happen. Both OPM and LISC have had an opportunity to review the plan and have found it deficient in a number of respects, one area being that there is no evidence of a real partnership in place with the business sector.

New Haven - Not a pilot but closely considered.

A resolution has been presented to the Board of Alderman to look into establishing six NRZs.

Newhallville neighborhood/aka/The Newhallville Restoration Corporation is the "unofficially designated priority" neighborhood.

Hill Development Corporation. OPM and LISC find this organization to show a greater potential, as it appears to have a better understanding of the process.

The Committee will meet again at OPM on July 10, 1996 at 9:30 a.m.



STATE OF CONNECTICUT
OFFICE OF POLICY AND MANAGEMENT

July 9, 1996

VIA TELECOPIER

Mr. Raymond A. Jordan, State Coordinator
Department of Housing and Urban Development
330 Main Street
Hartford, Connecticut 06106

Dear Ray:

It was a pleasure meeting with you last week to discuss the Federal/State of Connecticut relationship in Connecticut's Neighborhood Revitalization Zone Program. As you know, I have recently been designated as the Office of Policy and Management's (OPM) contact for NRZs.

The NRZ process involves bottom-up community organizing with support from local, state, and federal governments. Public Act 95-340 requires that membership of NRZs "reflect the composition of neighborhood and include ... tenants and property owners, community organizations, and representatives of businesses located in the community or which own property in the neighborhood". The statute also requires that the NRZ Planning Committee follow a fixed procedure for the establishment of NRZs and the development of a strategic plan.

Connecticut has designated four pilot NRZ programs, and OPM has assigned a staff person to each of those programs. The community planning process for the NRZs is both time consuming and labor intensive, in part because of the important requirement that the NRZ truly reflects the composition of its neighborhood. To date, we have not received any strategic plans, as required in the legislation, as each of the pilot NRZs are at various stages in the planning process. However, the state is working closely with the federal liaison and various community-based not-for-profit organizations to keep them informed on the progress and the issues emerging from the planning efforts in the pilot NRZs. We will continue to work closely with all of the pilot NRZ programs and will keep you apprised of their status.

Very truly yours,

Barbara Petitjean

Barbara Petitjean, Undersecretary
Intergovernmental Policy Division

cc: Mr. Dennis King

Phone:

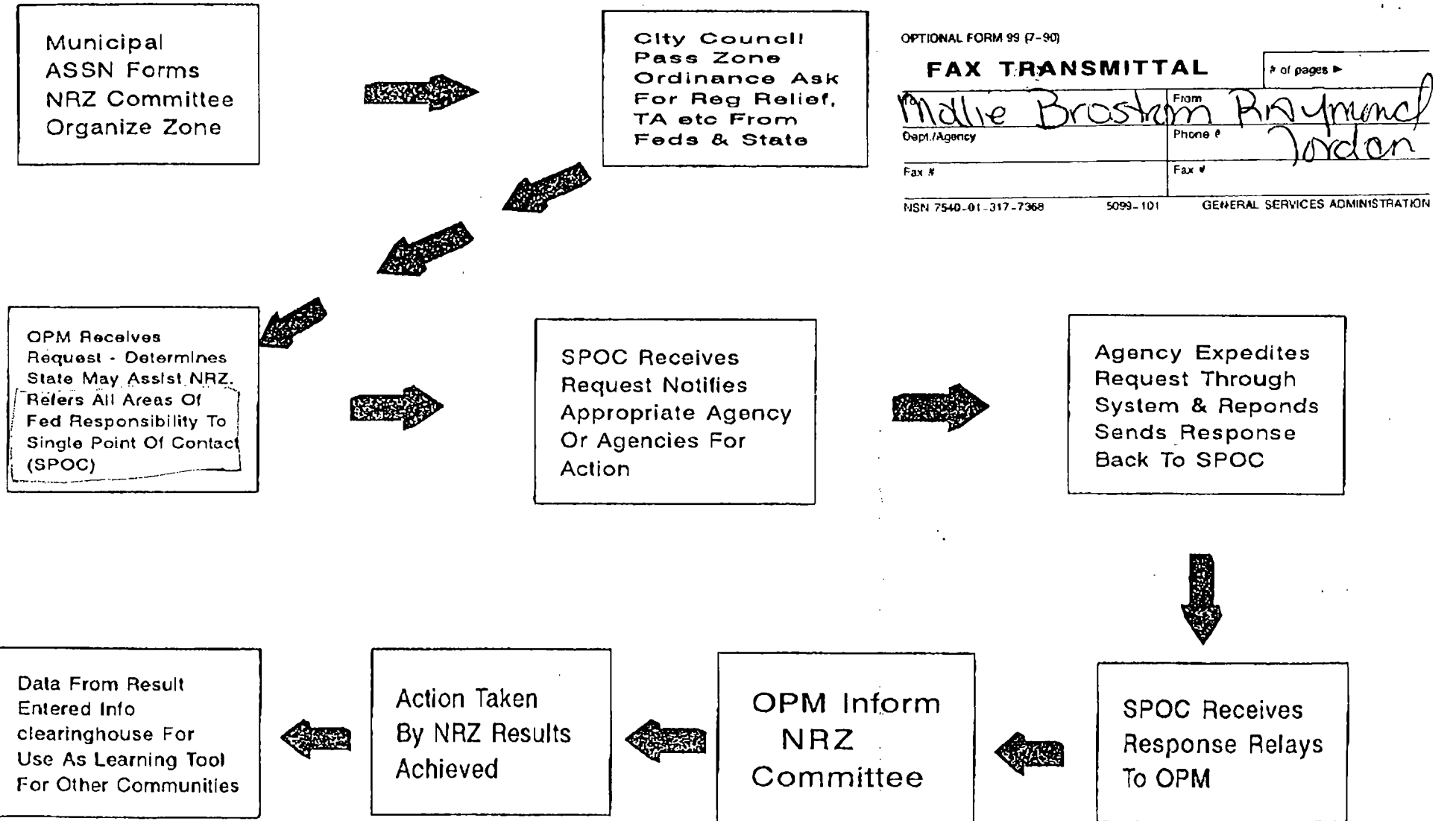
450 Capitol Avenue

Fax:

Hartford, Connecticut 06134-1441

CONNECT CU

Neighborhood Revitalization Zone Process Chart



THE WHITE HOUSE
WASHINGTON

July 9, 1996

MEMORANDUM FOR ATTORNEY GENERAL JANET RENO
SECRETARY BRUCE BABBITT
SECRETARY DANIEL R. GLICKMAN
SECRETARY ROBERT B. REICH
SECRETARY DONNA E. SHALALA
SECRETARY FEDERICO PENA
SECRETARY RICHARD W. RILEY
ADMINISTRATOR CAROL M. BROWNER
DIRECTOR PHILIP LADER

FROM: CAROL H. RASCO 
SUBJECT: CONNECTICUT PARTNERSHIP

As you may recall, the Clinton-Gore Administration last winter entered into a partnership with Connecticut to redesign and test new forms of intergovernmental cooperation. The "Memorandum of Understanding: Connecticut Neighborhood Revitalization Partnership (MOU)" encourages and facilitates collaboration among federal, state and local entities to promote economic development and neighborhood revitalization.

I am writing to seek your active participation in this partnership. This request is part of our ongoing effort, Partnerships for Stronger Families (PSF), to make the federal government a more responsive and supportive partner in efforts to implement comprehensive community-based initiatives to serve children and families. As indicated by the attached PSF steering committee list, the participating agencies have begun to explore new and innovative ways to enable us to achieve our goal. The Connecticut Partnership provides another opportunity to develop intergovernmental partnerships.

The Connecticut MOU was signed at the federal level by Vice President Gore, former OMB Director Rivlin, HUD Secretary Cisneros, EPA Administrator Browner, and me. Although HUD and EPA will initially take the lead on this partnership because Connecticut is focusing on revitalizing abandoned neighborhoods, most federal agencies will have a role as this partnership unfolds.

One unique feature of this MOU is that it designates a federal single point of contact for Connecticut in implementing the neighborhood revitalization partnership. The person designated as the single point of contact is Ray Jordan, an employee of HUD, stationed in Connecticut.

In this role, Ray will act as the convener to bring together other federal representatives as needed. Intergovernmental Project Teams will be formed to work through specific issues. At the national level, interagency support will come through the Community Empowerment Board.

I ask that you designate a contact person from your field, state, regional or national office who currently deals with Connecticut to work closely with Ray Jordan. Your representative should be able to access a broad range of information within your department in response to Ray's requests. We plan to convene a working meeting in mid-August with Ray and all of the department's representatives. Please fax your representative's name and contact information to Jeanine Smartt at the Domestic Policy Council (202) 456-7028 or call her at (202) 456-5228 by Monday July 15, 1996.

Thank you for your cooperation in this effort. I look forward to working with you to successfully implement this agreement and to make federal practices more supportive of community efforts.

Attachments:

Connecticut Memorandum of Understanding
Partnerships for Stronger Families Steering Committee list

cc: Secretary Henry G. Cisneros

REPORT OF MEETING HELD ON JUNE 5, 1996
BETWEEN THE STATE COORDINATOR OF THE CT FIELD OFFICE AND
THE STATE OF CT OFFICE OF POLICY AND MANAGEMENT (OPM)

SUBJECT: NRZ Update

PRESENT:

Raymond Jordan, CT State Coordinator
Mary Ellen Morgan, Director Office of CPD
Bruce Carlson, Director of Policy Development, OPM (State)
Judy Walter, Policy Development Specialist, OPM (State)

The meeting was held to exchange information and formulate next steps in coordination between HUD and other federal agencies and the State of CT, with particular but not exclusive reference to the State's Neighborhood Revitalization Zones.

WE RECEIVED OUR FIRST REQUESTS TO SERVE AS CONVENER FOR
OTHER FEDERAL AGENCIES

Actually, several areas where HUD can operate as convener to expedite resolution of issues were discussed. The most immediate is the former Paffner facility in New Britain, and the need for coordination between the State DEP and the federal EPA on environmental remediation. Mr. Jordan will act on this as soon as EPA notifies its local staff regarding the NRZ and the HUD role as convener on issues of federal interagency concern.

In Bridgeport, the State of CT has committed \$2 million for site remediation in the West End Industrial Park. Bridgeport has also been selected by the EPA as one of three demonstration locations in the country to participate in its Brown Fields to Green Fields initiative. The City will ultimately identify from 3 to 5 sites where environmental cleanup will have the greatest economic impact on reuse value. The City is evaluating over 100 sites that are being narrowed down to the finalists, using the program criteria. Bruce Carlson (OPM) thinks it makes sense to wait until this study is completed before spending the State money, so that the State money will be spent in accord with the results of the EPA-funded study. Private funds may also be available, along with other federal funds.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages ▶

To <i>Mollie Brostrom</i>	From <i>Ray Jordan</i>
Dept./Agency	Phone #
Fax # <i>456-7028</i>	Fax #

NSN 7540-01-017-7365

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GENERAL SERVICES ADMINISTRATION

Also in Bridgeport, the City is coordinating funds in an account called the "Grow Bridgeport Fund." So far the investors are the State of CT at \$1m, and People's Bank (Private) at \$1m. There will also be other private and non-profit investors. The Fund will be administered by a board composed of the investors. A letter has been sent to EDA asking for \$3m. There has been no response.

Bruce Carlson mentioned that he is aware of the technical assistance that can be made available under the Enterprise Community Grant, and that the MOU for NRZ is worded in such a way as to enable the State to tap in to the technical assistance resources.

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JOINT STATE/FEDERAL MEETING ON NRZs TO BE HELD IN CT

Further discussion led to agreement that there should be a joint meeting of federal and State agencies regarding the NRZ MOU and the plans for implementing it. Groundwork will first be laid with State agencies and federal agencies separately. Bruce Carlson (OPM) proposed that the Governor's Office call a meeting of all the State departmental heads, and that Mr. Jordan would convene all the federal agencies for separate briefings. Then all the federal and State agency heads would come together for a joint meeting on the same day.

LOCAL REPRESENTATION AND COMMITMENT

The State Dept. of Economic and Community Development (DECD) is reorganizing so as to locate key personnel in each of seven local offices: New Britain, Bridgeport, Hartford, New Haven, Norwich, Willimantic and Waterbury. The only one of these that is not a CPD entitlement city is Willimantic, a Small Cities participant. It has been suggested that these offices be co-located with the State's Job Training Centers (of which there are 13 in the State). State OPM staff have a relationship with all these cities, except New Haven, through the NRZ process. There is no plan to outstation OPM staff, but these local offices can become the focus of efforts to coordinate State and federal programs. We discussed holding regular meetings of State agencies to exchange information and coordinate programs in these cities. The HUD CPD Reps who are assigned to these cities could be the natural point people to participate in these discussions.

E X E C U T I V E O F F I C E O F T H E P R E S I D E N T

25-Jun-1996 08:44pm

TO: brostrom_m

FROM: Amy_S._Liu

SUBJECT: Re[3]: Bridgeport and their threatening faxes

Howard, according to your message, it sounds like the stalemate has been broken. Was the resolution reached before or after the June 3rd Bridgeport City Council meeting that voted to abolish the CCB's role in the strategic plan? WH is curious about whether we responded to CCB's June 4th request for a formal hearing. I just wanted to make sure that all the negotiations you described below happened in the last several weeks. Thanks. ASL

No, we denied the hearing request after city council acted. The city and other players followed all of the ground rules approved by OGC to make a change in the strategic plan. Note that the two co chairs of the CCB agreed with the change . . . strongly argued to us that we approve it in fact, so that the community could get its money. The one remaining chair dissents and has written the letters you have seen. She has litigation against the city pending. We have advised her that the court is the proper forum to review our actions if she wishes to continue. We are confident that the resolution reached after almost a year of delay best protects the interests of community involvement while allowing the strategic plan to move forward.

There is more to this. You may want to sit in when I brief Roberta. I'll get back to you with some possible times today. hg

Could we please have Millie set up a meeting on Wednesday, or as soon thereafter as possible for the three of us to get together amd decide how we are going to respond to the letter and what course the department is in fact pursuing in Bridgeport. Thanks. RA

RA: I was out all last week. I can get together pretty much anytime this week. Please note that we denied the request for a hearing, approved a modification to

Bridgeports Strategic plan and signed an MOA to allow Bridgeport to begin drawing down its EZ funds. We did so after many months of consultation and negotiation with community leaders, city officials, state officials, HHS, Congressman shays and senator kerry, and HUD OGC, in which both Andrew and I were directly involved. If you wish, I can send up to you the package of correspondance on the subject, and brief you on the proposal we approved to resolve the Bridgeport stalemate. hg

COMMUNITY COLLABORATIVE OF BRIDGEPORT, INC.
1475 Noble Avenue, Bridgeport, CT 06610

June 4, 1996

Henry Cisneros
Secretary
U.S. Department of
Housing and Urban Development
491 7th Street S.W. (Room 10000)
Washington D.C. 20410

Re: Updated request for formal hearing
on Bridgeport Enterprise Community

Dear Secretary Cisneros:

In our letter of June 3, 1996 we requested that the U.S. Department of Housing and Urban Development ("HUD") conduct a formal hearing concerning the Bridgeport Enterprise Community program. The urgent need for such a hearing has been heightened by the actions taken at the June 3rd meeting of the Bridgeport City Council. We hope that you will act swiftly.

We had anticipated that the Bridgeport City Council would pass an amendment to the Bridgeport Strategic Plan, rendering the Community Collaborative of Bridgeport (CCB) an advisory body to the City of Bridgeport. That itself would be illegal and a violation of the strategic plan. But the Council went even further: it passed an amendment to abolish ("delete") the CCB from any role in the strategic plan. In its place, as the attached resolution outlines, the Council is creating a new "Bridgeport Enterprise Community Partnership". This body would be wholly appointed by Bridgeport Mayor Ganim. What began as a bottom-up democratic process would now be a top-down, rubber stamp creation of City Hall.

This new amendment is illegal and a gross violation of the strategic plan, EZ/EC regulations and the HUD policy enunciated in the official guidebooks for the EZ/EC program. The CCB is the permanent governance structure for the plan and as such must approve any amendments and cannot be abolished by political fiat. In keeping with our June 3, 1996 letter, we will be asking any hearing officer(s) to order HUD to declare null and void this new amendment. Since the proposed amendment negates the CCB by-laws which enunciate its function as the permanent governance structure for the strategic plan, it would also violate Connecticut state statute.

In its resolution, the City Council cites the mistaken assumption expressed in the May 17, 1996 letter from HUD Assistant Secretary Cuomo to Mayor Ganim that the CCB has been non-functional. Encouraged by the erroneously based procedures "recommended" in that letter and private conversations in which the CCB did not participate, the City is set to eviscerate the 2-year bottom-up process of the strategic plan and Enterprise Community.

06/06/96

10:13

E2 OFFICE -> REGION 1 COUNSEL

NO.001

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COPY BREAK

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P.03

-2-

At the June 3 Council meeting, Mayor Ganim again invoked HUD support for the proposed City of Bridgeport course of action. He also stated that today he would be announcing the membership of his new creation, the Bridgeport Enterprise Community Partnership.

Since the City of Bridgeport is on a fast-track to put in place this illegal body, we urge you to act swiftly on our request for a formal HUD hearing on the Enterprise Community designation. Pending such a hearing, we ask that you direct the City and State not to take any actions in furtherance of the June 3rd City Council resolution. If we do not hear from you by the end of the business day on Friday June 7 concerning the scheduling of such a hearing, we will understand that HUD is turning down our requests and approves the City's actions.

We look forward to hearing from you and trust that you share our outrage at this violation in HUD's name of all that this empowering initiative has stood for.

Sincerely Yours,



Alma Maya
President
Community Collaborative of
Bridgeport, Inc.

cc: President Clinton
Vice-President Gore
Andrew Cuomo
Bruce Katz
Nelson Diaz
Roy Priest
Governor Rowland
Marie Nichols Dixon, GAO
Senator Dodd
Senator Lieberman
Congressman Shays
Congressman Rangel
Senator Dole



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D.C. 20410-7000

OFFICE OF THE ASSISTANT SECRETARY FOR
COMMUNITY PLANNING AND DEVELOPMENT

May 17, 1996

Joseph P. Ganim
Mayor
City of Bridgeport
Office of the Mayor
45 Lyon Terrace
Bridgeport, Connecticut 06604

Dear Mayor Ganim:

Pursuant to an application submitted by the State of Connecticut and the City of Bridgeport, Bridgeport was designated an Enterprise Community (EC) on December 21, 1994. Since the designation, no funds allocated to Bridgeport have been drawn down for EC activities. The City alleges that the governance structure designated in the Strategic Plan, the Community Collaborative of Bridgeport (CCB), has demonstrated that it is not capable of carrying out its management and fiduciary responsibilities, and has excluded broad participation in the EC process. The State of Connecticut, which is the direct grantee of Federal Social Service Block Grant Funds, has refused to enter into a sub-grantee contract with the CCB due to these concerns. The CCB, in a lawsuit filed against the City, denies these allegations, and asserts that the city is improperly attempting to remove the CCB as the governing body for EC activities. Two of the three co-chairs of the CCB have petitioned for the withdrawal of the lawsuit, contending that it is an unauthorized, unilateral action of one member of the board. The City, in its letter of May 7, has now inquired as to whether the Department of Housing and Urban Development will approve a modification to the Strategic Plan which would alter the governing and administrative structure of the Enterprise Community.

As a general rule, an Enterprise Community (EC) may, from time to time, amend or modify the Strategic Plan upon which the designation as an EC was based. The modification must meet two basic tests. First, the process by which the modification is proposed must be consistent with the original EC strategic plan development process. In most cases, particularly where the proposed modification is not substantial, approval by the EC governance board will satisfy this requirement. However, in this case, the reason for the proposed modification is that there is no functional EC governance board. Given the lack of a functional board, a substantial modification to the strategic plan may still be made if an alternate submission process safeguards the original strategic plan development process.

The Department recognizes that it is impractical to recreate precisely the original strategic plan development process to approve an amendment to the plan. The documentation provided by the City regarding the assent of CCB members to a modified budget and administrative plan provides some evidence that the City has received approval from key Enterprise Community participants for the proposed modification. However, for a substantial modification such as the one proposed, the local approval process should attempt to be as inclusive and diverse as the original process. Accordingly, the Department recommends that the Bridgeport Enterprise

6/17
cc: Jeanne Jehl
Jeremy Ben Am
Molly Brashers
Background of Bipart
fyt - Margaret

Appeal
Mayor -
Democrat

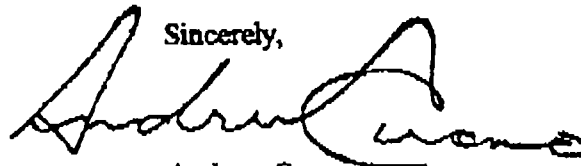
Community bring together in a public, noticed forum a group generally representative of the original participants in the strategic plan development process to review and comment on the proposed modification. To be consistent with the original process, the proposed modification, with citizen and stakeholder comments, should also be submitted to the City Council and to the State for approval. Ratification of the proposed amendment through this process will satisfy the first test for approval of the modification by the Department.

The second test for approval of a proposed modification is that the modification be consistent with the Strategic Plan. The Department's regulations require that the participants in the Strategic Plan "taken as a whole, broadly represent the racial, cultural, and economic diversity of the community". An Enterprise Community governance structure may be modified if it meets this requirement and is generally consistent with the Strategic Plan.

Based on the foregoing, the Department will approve a modification to the Strategic Plan which meets these requirements and which has been subject to a genuine community participation process as described above.

The true test of success in an Enterprise Community is the ability to forge consensus among all the stakeholders in the community. I am confident that if the Bridgeport Enterprise Community can come together to resolve this issue, the program will be as successful as any in the nation.

Sincerely,



Andrew Cuomo
Assistant secretary

cc: Senator Dodd
Congressman Shays
Josh Nessen

THE WHITE HOUSE
WASHINGTON

JUL - 8 1996

Dennis King
Executive Assistant for Urban Affairs
Executive Offices of the Governor
State Capitol of Connecticut
Capitol Avenue
Hartford, CT 06106

Dear Mr. King,

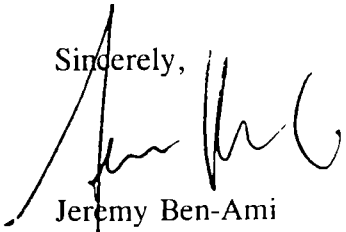
I wanted to send you a short note since we have been having trouble connecting personally. The White House remains enthusiastic about the partnership with Connecticut as outlined in the Memorandum of Understanding. It is a framework that we hope will provide a model for other communities who are interested in removing barriers and developing intergovernmental partnerships.

In that regard, we want to continue to learn from your experience and use the lessons learned to inform our process of creating similar partnerships with other states. At your convenience, we would enjoy the opportunity to come up and experience some of the work for ourselves.

Currently, we are organizing the participating federal departments to work with Ray Jordan so that he will have assistance and access to whatever information is needed. We plan to convene a meeting of representatives from these departments with Ray in early August. Please feel free to contact me at any time if there is any assistance we can provide or if you encounter any obstacles in moving forward with the MOU.

Thank you for your continued support and enthusiasm. I look forward to talking with you more in the future.

Sincerely,



Jeremy Ben-Ami
Deputy Assistant to the President
for Domestic Policy

Clinton Administration Heads of Agencies for Boston

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(Connie)

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MAUREEN O'SULLIVAN

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acting

✓
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Louis A. Elita II *Call*
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✓
Brenda Dann-Messier
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✓
Donald Stern
United States Attorney
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617-223-9400 fax - 223-4046 *or 223-~~9400~~ 4826*

Nancy McGillivray
United States Marshall
John W. McCormack Post Office and Courthouse
Boston, MA 02109
617-223-9721 fax - 223-9726

November 2, 1995

Memorandum to: Elaine Kamarek, OVP
Kumiki Gibson, OVP
Gaynor McCown, DPC
Paul Dimond, NEC

From: Beverly Godwin
National Performance Review

Sheryll Cashin
Community Empowerment Board

Subject: Draft MOU on CT Neighborhood Revitalization Partnership

Attached is a draft Memorandum of Understanding to establish a partnership with Connecticut to promote economic development and neighborhood revitalization. This MOU is a result of the State's request to the Vice President that we work together as they implement their newly enacted Neighborhood Revitalization Act, a very innovative State law which allows the State to provide flexibility needed to empower communities. The State and local roles spelled out in the MOU come mostly from this State law.

This draft is provided for your information and review. Please provide comments to either of us as soon as possible. Connecticut would like to have this MOU signed by early December. This draft has been reviewed at the staff level by EPA and HUD. OMB is currently reviewing it.

cc: Howard Glaser, HUD
Harriett Tregoning, EPA
Steve Redburn, OMB

November 2, 1995

Memorandum to: Dennis King
Executive Assistant to the Governor for Urban Affairs

From: Beverly Godwin
National Performance Review

Sheryll Cashin
Community Empowerment Board

Subject: Draft MOU on CT Neighborhood Revitalization Partnership

Attached for your review and comment is a draft Memorandum of Understanding for the Connecticut Neighborhood Revitalization Partnership. This draft has been reviewed by staff at the federal level, but has not yet gone through formal agency clearance processes. We want to make sure we have a draft that Connecticut, at least at the staff level, is comfortable with before we send it through for formal clearance. We look forward to your comments. Please provide your comments to Bev Godwin at 202-632-0150 (ext. 111), FAX 202-632-0390, or e-mail: beverly.godwin@npr.gsa.gov.

Again, we want to express our excitement over the opportunity to join Connecticut in this innovative approach to attaining economic development and revitalization in the neighborhoods of your State. We have been very impressed with Connecticut's efforts to date and look forward to working together in the future.

Univ of MD College Park
301/985-7300 Rm. 228

at side up
- 2 wks in training - place-based strategies
- training for Pbl hsg → Summit

203/240-4523 State Coordinator for HUD in CT
Ray Jordan - HUD ^{Single} PT of Contact

- helpful for
to be
family

MOV: what it means - shift from Mayor to Gov's office

- level of enthusiasm is when MOV understood

- WH letter held up → get out in next week or so

- Preston Lee ⁷⁰⁸⁻³¹⁶¹ in Dwight Robinson's office

- Larry Thompson in Michael Steiner's office

- NPR contract: Bev Godwin

- coordinate HUD programs - 98 staff in CT office -

6 Divs, report to

- groundbreaking

- interact a lot w/ Mayor

* Apptd Single PT of Contact

- DNC
Mass. deleg