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Empowerment Zones Enterprise Communities (2)

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THE CLINTON ADMINISTRATION PROPOSES A SECOND ROUND OF EMPOWERMENT ZONES AND ENTERPRISE COMMUNITIES

March 19, 1996

"We are helping America's communities--not with more bureaucracy, but with more opportunities--through our successful empowerment zones and community development banks, we are helping people to find better jobs and to start new businesses. And, with tax incentives for the companies that clean up abandoned properties, we can bring back jobs to the places that desperately, desperately need them,"

--President Clinton, State of the Union, January 23, 1996.

BUILDING ON THE SUCCESS OF THE FIRST ROUND OF THE EZ/EC PROGRAM:

In 1992, candidate Bill Clinton promised to help revitalize distressed American neighborhoods with a number of initiatives--most notably enterprise zones and community development banks- that now form the Clinton/Gore Administration's "Community Empowerment Agenda." Thirteen years after the first enterprise zone legislation was introduced in Congress, President Clinton signed a bill to create 9 Empowerment Zones (EZs) and 95 Enterprise Communities (ECs) that would receive a combination of tax incentives and direct grants. The President also created the Community Empowerment Board, chaired by Vice President Gore, to provide regulatory relief and priority responsiveness for EZ/EC communities from the 17 federal agencies on the Board. The 1994 competition for the first round of EZ/EC designations resulted in over 500 applications, unprecedented new partnerships for community revitalization, and well over \$8 billion in additional private/public commitments.

NATIONAL CHALLENGE FOR COMMUNITY EMPOWERMENT: The Administration proposes a second round of Empowerment Zones and Enterprise Communities to continue to stimulate economic opportunity in America's distressed communities. As in the first round, the President and Vice President would challenge communities to develop their own comprehensive strategic plans for revitalization, with the input of residents and a wide array of community partners. We would invest in those communities that developed the most innovative plans and garnered significant local and private-sector commitments.

OUTLINE OF THE CHALLENGE:

Number of New Designations: We will designate **20 Empowerment Zones** (15 urban, 5 rural or Indian Nation) and **80 Enterprise Communities** (50 urban, 30 rural or Indian Nation.). These communities will receive a combination of tax incentives, direct grants and priority consideration for flexibility from the Community Empowerment Board.

Eligible Areas: Communities that were designated in the first round as Supplemental Zones and Enterprise Communities would be eligible to compete for the new designations, as would all other urban, rural and Indian Nation communities that meet the EZ/EC poverty criteria. (In lieu of the poverty criteria, outmigration may be taken into account in designating a limited number of new rural communities.)

Funding Levels and Types of Tax Incentives: The President's FY 1997 budget includes approximately \$1 billion for tax incentives, such as a Brownfields tax incentive for the targeted EZ/EC area and nearby industrial acreage, and incentives for business expansion and investment. It also includes \$1 billion for direct grants, over three years. As in the first round, each designated community will be required to identify performance benchmarks for what they expect to accomplish each year of the ten-year designation.

SUMMARY OF BENEFITS TO NEW AND EXISTING EZs AND ECs:

Brownfields Tax Incentive: The President's Budget proposes a new Brownfields tax incentive that would be available to businesses located in all areas of 20% poverty, existing EZs and ECs, and new EZs and ECs that would be designated in the second round. With this incentive, a business could fully deduct the cost of environmental clean-up of contaminated properties within an EZ or EC.

Liberalization of Eligibility Rules for EZ Bonds and 179 Expensing: Changes would be made to the tax-exempt private activity bond provisions and the "enterprise zone business" definition, allowing a broader range of businesses to qualify for the EZ Bonds and the enhanced 179 expensing. This liberalization will apply both to the existing EZs and ECs and those that would be designated in the second round. (179 expensing applies only to EZs.)

SUMMARY OF BENEFITS TO ROUND II EZs AND ECs

Grant Awards: Each new EZ will receive up to \$75 million in direct grants over three years (exact amounts will vary with the population of the local jurisdiction). Each new EC will receive direct grants of up to \$3 million over three years.

Tax Incentives for EZs: Each new EZ will be afforded the following tax incentives:

Special Brownfields Tax Incentive. Extends the tax incentive for clean-up of Brownfields (that will automatically apply to areas of 20% poverty) to up to 2000 acres of non-poverty, industrial acreage that will be the focus of job creation for zone residents.

Special Private Activity Bonds. \$30-\$240 million in flexible private-activity bond authority, outside the state volume cap, to subsidize large-scale job creation projects and business expansion in the zone. The amount of authority per zone will depend on the population size of the designated area. Authority may also apply to up to 2000 acres of non-poverty acreage.

Increased Section 179 Expensing. For zone businesses, \$20,000 in additional expensing for investments in capital and equipment, with the liberalized eligibility rules noted above.

Regular EZ Bonds. Private-activity bond authority, subject to the state volume cap, with liberalized eligibility rules noted above.

Tax Incentives for ECs: Each new EC will receive the regular EZ bonds, with the liberalized eligibility rules and an extension of the Brownfields tax incentive to up to 1000 acres of non-poverty industrial acreage that will be the focus of job creation for zone residents.

**EMPOWERMENT ZONES/ENTERPRISE COMMUNITIES
AND NATIONAL SERVICE -- THE USDA LINK
FEBRUARY 8, 1994**

National service is a civic compact in which any citizen can be tied to the nation by the simple virtue of making a difference in the lives of others...President Clinton has made it absolutely clear to his cabinet members that he wants every one of us to make national service a top priority.

- Secretary of Agriculture Mike Espy

As Secretary Espy announced in his Senate testimony last summer, USDA is now planning a **Rural Development Team**, a **Public Lands and Environment Team**, and an **Empowerment, Nutrition, and Anti-Hunger Team** as part of AmeriCorps, Clinton's national service initiative.

As much as possible, our programs will be placed in Empowerment Zones and Enterprise Communities (EZ/EC). The Rural Development Team has the most potential for interacting with Empowerment Zones and Enterprise Communities.

The **Rural Development Team** would establish regional clusters of "professional" and "paraprofessional" participants who could assist communities in identifying needs and resources necessary for economic well-being. The participants would have diverse education and training and would be matched up with individual communities or regions that have specific needs that can be filled by someone with that specific background. The need to develop new leadership in rural America was a continuing theme of Secretary Espy's recent Rural Development Forum. AmeriCorps/USDA Rural Development Team can help address that need by playing a major role in developing that leadership. We will make a concerted effort to recruit participants who want to return to areas similar to those in which they were raised. Thus, this program can help begin reversing the "brain drain" from rural America.

Participants in the **Empowerment, Nutrition, and Anti-Hunger Team** would work in brigades of ten in urban and rural areas to fight hunger and to help low-income families and individuals move towards self-sufficiency. Participants in the **Public Lands and Environment Team** would work in brigades of ten in both urban and rural programs to perform needed conservation and environmental projects on public and private lands.

USDA wants the input of those working in these areas to play a vital role in the development of this program. Contact Joel Berg or Katherine Gibney at 720-4623.

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Empowerment Zones and Enterprise Communities

Goals

- **Promote economic self-sufficiency**
- **Build public-private partnerships**
- **Involve low-income residents**
- **Balance human, economic, and physical development**
- **Promote innovative approaches**

Eligibility Criteria

- 1000 square miles
- High levels of poverty
- 30,000 population limit
- Up to three areas within one state
- One contiguous area in up to 3 states

Rural Definition

- **Areas outside Metropolitan Statistical Areas (MSA)**
- **Areas inside MSA but outside Census-defined "urbanized areas"**
- **"Urban" zones are "non-rural" areas**

Vision and Objectives

- **Demonstrate leadership in solving social and economic challenges**
- **Showcase innovative strategies for empowering communities**
- **Promote strategic action to enhance long-term development**

Selection Criteria

- **Meet basic distress criteria**
- **Prepare sound, innovative strategic plan**
- **Demonstrate strong buy-in by state, local, private partners**
- **Show commitment to follow through**
- **Have good procedure to monitor results**

Program Benefits

Benefit Category	Empowerment Zones — apply stat. poverty criteria	Enterprise Communities — can request waiver of poverty criteria
Tax credits — \$5,000/wk	Yes	No
Tax-free bonds	Yes	No
Technical assistance	Yes	Yes
Title XX grants block grants	Yes	Yes
Program menu	Yes	Yes

* single towns should not apply → encourage regional cooperation

• no size difference

Outreach Plan

- Strong initial publicity to reach low-income communities
- Assist communities organize and develop strategic plans / National Service Volunteers
- Follow-through during program to assure effective implementation

Program Management

- **Joint USDA-HUD implementation**
- **Combined notice**
- **One application form**
- **Consistent rules**
- **Separate regulations**
- **Separate selection processes**

Timetable

Action	Date
Announcement	Fall, 1993
Applications Due	Spring, 1994
Selections Made	Summer, 1994
Program Begins	October, 1994 <i>Fy'95</i>

Community Enterprise Board

- **Chaired by Vice President**
- **Major Cabinet Secretaries are members**
- **Oversee EZ/EC program and empowerment policy**

RURAL EMPOWERMENT ZONES AND ENTERPRISE COMMUNITIES

Fact Sheet

VISION

What does the Program seek to achieve?

- To create self-sustaining, long-term economic development in areas of pervasive poverty, unemployment and general distress.

MISSION

What is the purpose?

- To create 9 Empowerment Zones (6 urban, 3 rural) and 95 Enterprise Communities (65 urban, 30 rural) that demonstrate how innovative, comprehensive, strategic alliances between private, public and nonprofit entities can develop the capabilities for achieving economic self-sufficiency for the community and its residents.

PROCEDURES

How will the program operate?

- Communities, with the cooperation of their States and local governments, will develop strategic plans for combining public and private investments that build local economic self-sufficiency. Communities selected as Empowerment Zones and Enterprise Communities will receive additional benefits.

BENEFITS TO THE ZONES

What are the benefits?

- ✱ • Every community that participates will benefit through technical assistance given to applicants in: strategic plan development, partnership building and leadership development. Applicants designated as Empowerment Zones and Enterprise Communities will have the following benefits available to them:
 - 2 Title XX grants worth a total of \$40 million for each Empowerment Zone in the State.
 - Tax credits-25% of the first \$15,000 of wages for qualified Zone employees.
 - Tax-free facility bonds of up to \$3 million for each Empowerment Zone and Enterprise Community.
 - Program menu of federal programs available to both Zones and Communities.
 - 1 Title XX grant worth about \$3 million for each Enterprise Community.
 - \$20,000 increase in the value of property that can be expensed for investments in Zones.

WAYS AND MEANS

How will the program be implemented?

- Overseen by an Enterprise Board, chaired by the Vice President.
- Joint effort by HUD and USDA combined application for both rural and urban participants.
- ✱ • Application assistance workshops will be held on a regional basis to help in developing strong strategic plans.
- Rural designations will be made by the Secretary of Agriculture.

RURAL ELIGIBILITY CRITERIA

Who qualifies?

- Maximum population of 30,000 in rural areas.
- Areas must contain pervasive poverty, unemployment and general distress.
- Area must not exceed 1,000 square miles.
- May have up to 3 noncontiguous parcels.
- Must be entirely within no more than 3 contiguous States.
- ✱ • Nominated by both State and local governments.

SELECTION CRITERIA

What will selections be based on?

- Innovative, comprehensive and effective strategic plans.
- Types and strengths of commitments from the private and non-profit sectors.
- Types and strengths of commitments from State and local governments.
- The effectiveness of the plan in building economic self-sufficiency for Zone communities and residents.
- Consistency of Zone strategy with regional economic development strategy.

FINAL (DRAFT) TEACHING AGENDA

NATIONAL USDA EZ/EC FIELD STAFF TRAINING

Grand Hyatt Hotel -- 1000 H St. NW

Washington, DC

December 14-16, 1993

Overall Workshop Objective: Participants (Rural Development Administration State Rural Development Coordinators, RDA Strategy Staff, FmHA-Designated Empowerment Zone Coordinators, State Directors, and other Cooperators) will attain a clear understanding of the Empowerment Zone/Enterprise Community (EZ/EC) program; understand the responsibilities and opportunities inherent in their (and others') roles in the EZ/EC Program; and learn procedures, tools, and mechanisms for implementing the EZ/EC Program process at the state and local level.. Further, participants will attain greater knowledge of the rural development mission and initiatives of USDA, and how these relate to their other program goals.

Day One -- Dec. 14 -- Getting Up to Speed

(Constitution Ballroom C, D, & E)

Objective: *Participants will be able to:*

- *intelligently answer questions from the public and interested agencies regarding the EZ/EC Program and process;*
- *understand USDA's role in the process; and*
- *determine suitable target areas and population groups for EZ/EC.*

8:00-8:15 Introduction and Welcome -- Peter Necheles (*confirmed*) Special Assistant to the Under Secretary for Small Community and Rural Development

8:15-8:30 EZ/EC Expectations -- Bob Nash, Under Secretary for Small Community and Rural Development -- addresses some remarks to the audience and perhaps reads a letter from Secretary Espy or Vice President Gore.

8:30-8:45 Workshop Mission & Charge -- Wilbur Peer, Acting Administrator, Rural Development Administration, Mike Dunn, Administrator, Farmers Home Administration & Wally Beyer, Administrator, Rural Electrification Administration
Remarks addressing expectations for what the Administration expects of each and every participant personally regarding commitment to the program and its ideals. Team will work with Stan Z. for talking points.

- 8:45-9:00 Training Overview -- Rick Wetherill (*confirmed*)** Deputy Regional Director, RDA Southwest Region
- A. Outreach; Font of wisdom and Information (Covered in Days 1 & 3)
 - 1. To the general public
 - 2. To cooperators/partners/colleagues/consultants/agencies
 - 3. To interested communities/organizations
 - B. Technical Assistance role (Covered in Day 2 & Day 3)
 - 1. Assistance in filing notices of intent to apply.
 - 2. Personal contact with communities who have filed letter of intent to apply.
 - 3. Preliminary Community Assessment (community situation in relation to program deliverables.
 - 4. Data Collection Overview
 - a. Statistical Data
 - b. SWOT
 - c. Needs Assessment
 - d. Capacity Assessment
 - e. Resources
 - f. Linkages to other programs.
 - C. Process and Evaluation roles (Introduced in Day 2, Intensive training at a later time -- what we're currently calling Phase II Training)
 - 1. How to run a demonstration program
 - 2. How to overcome impediments for rural EZ/ECs
 - 3. How to identify successes and transfer the technology of how they happened.
 - 4. How to monitor and evaluate.
 - D. Executive Track

Speaking Note: "Over the next three days, we're going to be trying very hard to make this a "live ammo" exercise for you. This training will allow you to work strategically for rural America whether or not you end up having an Empowerment Zone or an Enterprise Community as a major part of your responsibilities."

9:00-10:00 EZ/EC Overview -- Norm Reid (*confirmed*) Director, Strategy Development Staff, RDA National Office
Norm will talk around his EZ/EC overheads

10:00-10:45 BREAK

10:45-11:00 HUD's urban parts of the program -- Mike Savage (*Bev to confirm*)

11:00-11:45 Rural Economic Geography 101 as it applies to EZ/EC-- Ken Deavers (*confirmed*) Acting Administrator, Economic Research Service

- 1. Overview of new ERS County Classifications
- 2. Information sets stage for county classifications for EZ/EC.

11:45-1:00 LUNCH (on your own)

1:00-1:30 Targeting 101 -- Norm Reid (*confirmed*) Director, Strategy Development Staff, RDA National Office

1. Defining/Identifying differences in needs by types of places.
2. Various ways of defining distressed communities.
3. How to focus our efforts.
4. Divorcing community needs from community data. How to tell the difference.

1:30-2:30 Demographic Data Collection and Application for EZ/EC --
Mideast Region Strategy Staff, RDA (*confirmed*)

Where to find the data. How to use the data (display, interpret)

1:30-1:35	Introduction to Demographic Data Collection	Poe
1:35-1:55	Natural Resource Data	Letton
1:55-2:10	Infrastructure and Other Agency Problems	Phillips
2:10-2:30	Human Resource and RDA Program Data	Nesbitt

General Instructions:

Prepare handouts in groups of 100

Use overheads to display data

Answer the following about each data set:

What is it?

Why is it needed for EZ/EC?

Where can it be obtained

Do an excellent job of displaying data but do not go over time allotted.

If you are short of time, show some data and read list of data available.

Core data all that is presented

Program strategy

Method of analysis

GIS system

2:30-3:15 BREAK

3:15-4:30 EZ/EC Mapping Exercise -- Rick Wetherill, David Poe, and Jenny Phillips (*confirmed*)

Purpose of Exercise: Become prepared to assist communities in deciding boundaries of Empowerment Zones or Enterprise Communities

Seating Arrangements: 5-6 people at each table

Review of materials at desk:

1990 CPH 3 for West Virginia, Table 1 and Table 19

Map showing counties within Met. Statistical. Area

Map showing congressional districts

Set of County maps with census tracts -- brief explanation of census tracts.

- Census tracts are identified by large number with gray line boundaries

- Legend for County maps are all identical

Colored pencils

Access to marking pencil and masking tape

Review rules for developing EZs & ECs:

20% rule

25% rule

35% rule

Rounding off rule -- Explain

1000 Sq. mile rule

30,000 population rule

Must not exceed 3 non-contiguous areas rule

Explanation of Table 1:

Square Miles

Population

Explanation of Table 19:

Poverty level

Explanation of Congressional District Map:

How to get Started:

Put check mark on census tracts above 35%

Put % below poverty level on census targets

Put the following on each census tract above 25% poverty level:

- % below poverty level
- Square miles of tract
- Population of tract

Using calculators, draw proposed boundaries of EZs and ECs without breaking rules. Make as many EZs and ECs as possible without using any census tracts more than one time.

4:30-5:00 Reaction Panel -- John Buckstead, Office of Community Services, Department of Health and Human Services, and Dr. Frank McCune, Physician, Jackson, MS

John Buckstead and Dr. Frank McCune, who served as resource persons and observers during the day) will:

1. Share with the participants their observations and perceptions regarding the day's activities; and
2. Response and Dialogue with participants.

Adjourn for Day and Dinner on Your Own

Notes on the Day:

Day Two -- Dec. 15 --Getting the Word Out (Constitution Ballroom C & D)

Objective: At the end of the day, participants will:

- *have gained greater understanding of the EZ/EC Program support roles taken by other national, state, and local level players;*
- *understand marketing principles and practices which relate to the EZ/EC effort; and*
- *have completed a first draft of a state outreach plan for EZ/EC.*

8:15-8:20 Introduction and Housekeeping -- Beverly Gillot, RDA EZ/EC Coordinator, National Strategy Development Staff(*confirmed*)

8:20-9:30 Outreach Roles -- Ruth Rodriguez, Colorado State FmHA Director, Moderator (*confirmed*)

Leslie Carlson, Facilitator (*confirmed*)

Who does what? - The National Role

1. USDA Information Resources -- Jim Brownlee, Under Secretary Nash's Communications Coordinator, USDA Office of Public Affairs
2. FmHA LAPIS Support to the Program -- Joe O'Neill, Director, National Office, FmHA (*confirmed*)
3. Thoughts from the perspective of the State Director -- Ruth Rodriguez

MATRIX Exercise -- Who else is in the picture? -- A group exercise that reaches some agreement on National, State, and local roles in EZ/EC outreach. Group will finish the matrix that has already been started. This will ensure that the people in the field will validate appropriate outreach roles for the EZ/EC program.

Other thoughts:

1. Where do the resources come from?
2. How best to mutually cooperate and use USDA assets/resources.
3. Suggestions on Effective Networking.

9:30-10:00 BREAK (State Directors who wish to join the Executive parallel training track now adjourn to that session for the rest of the day)

10:00-11:30 EZ/EC Marketing 101 -- Nan Christianson, Rural Development Staff Officer, Bitterroot National Forest, USDA Forest Service and Jerry Bird, Planning Staff Officer, Selway Ranger District, Nez Perce National Forest (*confirmed*)

We will do very little lecturing and a great deal of interactive exploration of what marketing is/can be, and how to put marketing principles to use.

10:00 Marketing Philosophy 101

- What marketing is and what it is not.
- The value of a customer oriented approach.
- The Five "P" Principles of Marketing

11:00 Getting Started: Developing a Marketing/Outreach Plan

- Outline of Strategy: Contents and Usefulness
- Great resources that are available to help with strategic marketing efforts.

11:30-12:30 LUNCH (ON YOUR OWN)

12:30-2:30 Marketing and Program Delivery at the State Level

Doing It! Drafting a State Marketing/Outreach Plan

We'll use a lot of brainstorming exercises to help generate ideas that each participant can consider for inclusion in their individual plans. We'll provide an outline or worksheet to facilitate this process and to serve as a reference for future marketing efforts. We'll lead the group through the process of drafting a plan for their immediate use.

2:30-3:00 BREAK

3:00-4:00 Outreach Planning

3:00 Completion/Review of draft Outreach Plans:

Include a monitoring section (to determine effectiveness of strategies, and how/if/when modifications need to be made).

3:30 Last Minute Questions: (I fully expect there to be lots of discussion among participants and Jerry and I throughout the day, so there should be very few last minute questions to answer.)

3:50 Closing thoughts on marketing and our relationships to our diverse customer groups.

4:00-4:30 Regional Public Workshops

There are some yet-to-be-made policy decisions that will drive a large part of the content of this section of the training.

1. USDA Regional Workshops -- Bev Gillot (*confirmed*)
Locations, Timing, USDA Coordinators' Roles & Responsibilities

2. SRDCs' roles -- David Salem, Desk Officer, National Initiatives Office
3. HUD's workshops and the USDA role -- ?????
4. Others' Roles (state, local, regional, etc.)

4:30-5:00

Reaction Panel -- Calvin King, Executive Director, Arkansas Land and Farm Development Corporation and Dr. Frank McCune, Physician, Jackson, MS

Dinner on your own.

Notes on the Day:

Day Three -- Dec. 16 -- Getting the Applications In and the Dollars Out (Constitution Ballroom A)

Objective: At the end of the day, participants will:

- *be able to provide quality technical assistance to other cooperators and to communities in the preparation of their strategic plans and applications;*
- *have gained an understanding of various principles, as well as tools and techniques, relating to strategic planning;*
- *increase their knowledge levels about collaborative opportunities within the federal system in order to strengthen the EZ/EC process;*
- *understand the relationship of strategic thinking to both program goals and to their annual program of work, and*
- *understand how to proceed with EZ/EC process implementation.*

8:30-8:40 Introduction and Housekeeping -- Dave Gibson, State Rural Development Coordinator, WI, RDA (*confirmed*)

8:40-9:40 USDA Handbook for EZ/EC -- Jim Masters, Center for Community Futures (*confirmed*)

- Handbook purpose
- Why EZ/EC?
- Who is eligible?
- The Whats -- about the program
- The Whens -- timetables
- The Hows -- who is eligible to apply
- Developing and application
- The application package
- EZ/EC designation
- Where to get help
- Implementing the plan

9:40-10:00 BREAK

10:00-11:30 A Strategic Planning Process -- Phil Hyatt, Tennessee Valley Authority (*confirmed*)

1. The "Quality Community Initiative"
 - a. Goal of the program
 - b. Outcomes
 - c. The Process
 - Planning and Organizing
 - Team Building, Community Issues Assessment, and Strategic Planning
 - Planning and Implementing Improvement Projects
 - Continuous Improvement

11:30-12:30 LUNCH (ON YOUR OWN)

12:30-1:30 Alphabet Soup: Mobilizing Federal Resources

1. RBEGs and IRPs -- Their Place in the EZ/EC Program -- Dwight Carmon, Director, B&I, RDA(*confirmed*)
2. SBA -- One-Stop Capital Shops -- Mary Leslie (*confirmed*)
3. HHS -- Title XX Block Grants for Social Services -- Ann Rosewater (*confirmed*)
4. Treasury -- Tax Benefits in the EZ/EC context -- Val Strehlow, Attorney Advisor, Office of Tax Policy, U.S. Treasury (*confirmed*)
5. AmeriCorps -- Joel Berg, Director of Public Liaison, USDA Office of Public Affairs (*confirmed*)

1:30-2:00 Reaction Panel -- Calvin King, Executive Director, Arkansas Land and Farm Development Corporation and Dr. Frank McCune, Physician, Jackson, MS

2:00-2:30 Wrap up and Charge _____
(Ed. note: End the day with impassioned send-off speaker; Peter N. is asking the White House for Carol Rasco)

We need to be sure that we vacate the room by 2:30 because the hotel needs the space immediately. Participants must clear away ASAP.

ADJOURN (Have a safe trip home)

Notes on the Day:

Possible topics on which information is needed
to assist rural communities to apply (Them)
to enable USDA to assist rural communities (Us)

Subject	More what	More how	HBook ?
I. Intro to EZ/EC. The WHY:			
a. EZ/EC vision and values			
b. Benefits to applicant			
c. Competitiveness Useful knowledge Useful experience			
II. The WHO			
a. Eligibility Req			
b. Options for combining tracts			
c. Nomination process			
d. Nominator applicant reln			
III. The WHATs			
a. Types of federal funds			
b. Uses of federal funds			
c. State/local/private funds			
IV. The WHENs			
a. Application deadline			
b. Designation timetable			
c. Program start up			
V. The HOWs			
a. Six ssteps to an application			
b. Required application components			
c. Importance of planning			
V. Hows continued			

Subject	More what	More how	HBook ?
d. Applicant entity selection			
Step 1. What tracts are elig			
Step 2. Decide to apply			
Step 3. Identify roles			
Step 4. Create planning structures			
Step 5. Develop strategic plan			
Step 6. Prepare app package			
VI. Develop Strategic Plan			
a. statutory requirements			
b. strat planning basics			
1. Vision Values			
2. problem/cmtty analysis			
3. problem ranking			
4. resource analysis			
5. priority setting			
6. capacity building			
7. action plan (multi-year)			
a. goals/objectives			
b. strategies			
c. waivers			
d. applications for \$			
8. assessment/improvement			
VII. Planning Products			
a. Describe plng method			
b. written result of process			
VIII. Prepare the app package			
IX. USDA Designation			

[illegible]

OPTIONAL FORM 99 (7-92)

202-720-4614

FAX TRANSMITTAL

of pages 4

To: DAVE GIBSON	From: U. DAVID GONZALEZ
Dept./Agency	Phone: 210-481-5576
Fax: 215-341-4095	Fax: 210-482-4882
GENERAL SERVICES ADMINISTRATION	

- A. Entity of EZ/EO applicant entity
Rio Grande Valley Empowerment Zone
- B. Name of contact person for the Ameri Corps member
David Gonzalez, District Director, RECD - USDA
- C. Name of the person who will provide supervision for the
AmeriCorps member
Bonnie Gonzalez, CEO, Rio Grande Valley Empowerment Zone
- D. Address entity
901 S. Texas, Mercedes 78570
- E. Counties in which the work will take place
Cameron, Hidalgo, Starr, and Willacy
- F. Congressional districts in which the work will take place
Congressional Districts 27 and 15
- G. Telephone and fax numbers
Tel: (210) 514-4000; fax: (210) 514-4007

Joel -

Other than missing exact figures
in que. #3, Does this pass muster?
They are insistent as hell.

OCT 26 '95 16:48

PHOTOCOPY
PRESERVATION

2105144007 PAGE.002

**Subject: Community Service Objectives and Recruitment
Rio Grande Valley Empowerment Zone**

**To: Joel Berg
Director of National Service**

Community Service Objectives:

To assist in the development and implementation of affordable housing, rehabilitation, and weatherization programs.

1. What work will be done? What service will your members engage in?

The Rio Grande Valley Empowerment Zone encompasses four census tracts within Starr, Willacy, Hidalgo and Cameron Counties. The rural communities of these areas are experiencing extreme poverty. According to the 1990 U.S. Census, the levels of poverty in the census tracts proposed in the Empowerment Zone exceeds the threshold of thirty-five percent (35%). In fact, more than half of the tracts have in excess of fifty percent (50%) of their people living in poverty. One of the barriers that has stagnated the growth and development of these areas is the lack of affordable housing. There are some federal programs that are providing some form of housing aid to rural residents, but on the most part we have seen that the majority of rural residents have struggled alone to deal with endless frustrations. In our endeavors we hope to provide the assistance that federal, state and local programs cannot make available. As an outreach community entity we are dealing with communities where residents have experienced difficulty in building a home. The case is that families have enough money to give low monthly payments but not enough to pay for closing costs. Many of the times they lack the knowledge in financial planning and are faced with barriers that cannot be removed. (Average annual income for rural residents is \$6,000.) As residents turn to the alternative of rental housing, they come against another barrier that poses more frustration. In attempts to alleviate this problem, County Housing Authorities have tried to address the need of housing but yet has found it difficult because they have to meet the demand have a waiting list that exceeds five hundred families.

As a community organization, we have set an objective to work in partnership with

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other non-profit organizations to help meet the housing needs of rural communities. The AmeriCorps will assist in this initiative through the development and implementation of affordable housing, rehabilitation and weatherization programs. The member will assist in this endeavor through the process of identifying low income families who are in need of better housing. Part of the service will also include educating families through the financial planning that is involved in building a home. The member will assist in the monitoring of the building of these houses as they are upgraded or constructed according to local, state, and government standards.

2. What is the hoped result of the work activities described above?

One of the major goals identified in the RGVEZ strategic plan is to construct quality homes for families who have lived in substandard conditions. There is approximately 6,000 families living in the rural areas of the Rio Grande Valley Empowerment Zone census tracts, some of which have never had the opportunity to own a home. In attempt to make this dream a reality, the RGVEZ strategic plan will use forty percent of its budget to be leveraged with other funding sources to housing and infrastructure projects. As part of the project program, the AmeriCorps will assist in the development and implementation of affordable housing, rehabilitation and weatherization for 65 families who have been identified as indigent families living in substandard housing conditions. The AmeriCorps will further assist in the monitoring of the home construction to make sure that timeliness are met accordingly. We anticipate that by the end of FY 95, the AmeriCorps efforts will assist approximately 45 families in preliminary stages of building their house and approximately 45 families who are waiting to have their homes rehabilitated. It is hoped that by the end of the term a total of 100 low income families will have received assistance in better housing.

3. How will you measure the performance of the Member providing the service?

The performance of the member will be measured through the number of homes that are built and rehabilitated. The impact of the service will be that at least eighty percent (80%) of the families who have no homes be assisted in the process of owning one and that at least 40% of those living in dilapidated homes be assisted in upgrading their living conditions.

4. How many individuals do you estimate will receive the benefit of the Member's service.

The outreach services will be provided to meet the needs of families who have not owned a home or whose house has failed to meet the standards as they are defined by the local, state and federal government. The RGVEZ housing budget for FY 95 and FY 96 is 1,525,625. This budget will be leverage with other funds to provide housing for a total of 100 families. It is estimated that a total of 500 rural residents will receive direct and indirect benefits from the service of the AmeriCorps.

5. Please briefly describe how the Member will accomplish the service objectives in an average week?

The AmeriCorps member will spend eighty (80%) of the time in the rural communities assisting low income families through the process of building a home. During this process, the member will act as a mediator on behalf of the families to make sure that homes are built according to state and housing standards. The member will also act as an educator who will help families through understanding the financial planning required in the process of building a home.

The Rio Grande Valley Empowerment Zone has joined efforts with those of President Clinton's in the commitment to the opportunity in improving the quality of life of residents in rural communities. We are certain that your program can be very instrumental in making this initiative a success. If you have any questions concerning this work plan, please feel free to call me at (210) 514-4000.

Bonnie Gonzalez

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** TOTAL PAGE.004 **

Office of the Vice President
Communications Office
Old Executive Office Building #272
Washington, DC 20501
(202) 456-7035
Fax: (202) 456-2685

TO:

Katherine Gibney

FROM:

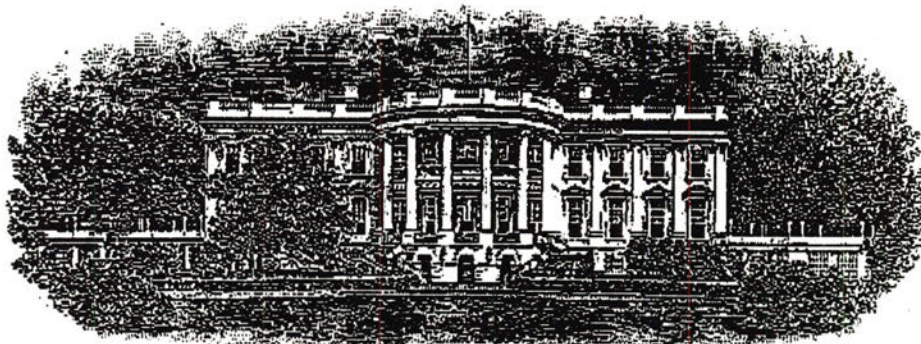
Lorraine Voles
Heidi Kukis
Julia Payne
Joe Cerrell

Anne ✓

DATE:

*2/22/95*Number of pages to follow: *4*

COMMENTS:



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Remarks
by
The Vice President
at
Community Empowerment Zone Visit
Business Leaders Discussion
Kentucky Highlands
January 13, 1995

A little over one year ago, we began the application process for the Empowerment Zones. We had 500 applications from people across America.

Kentucky Highlands: Yours was one of the very best.

I am very proud to be here today.

Congratulations!

What made your application stand out?

The people in this room

In the past, efforts at community development haven't worked very well.

Some would only concentrate on separate individual problems . . . Ignoring the fact that we must focus on entire communities to make any lasting change. One of the biggest problems with past initiatives was that the private sector was not a full partner.

President Clinton's approach is different.

It's an approach that brings together the whole community -- Public and private.

Our approach involves a federal government that works as a true partner.

A federal government that doesn't get in the way of re-development, but helps foster development with resources, flexibility, and cooperation.

Our approach envisions the active involvement of a private sector committed to

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creating jobs and economic opportunity. . . A private sector that is eager to invest in their community's future.

That's exactly what has developed here in your community . . . under the leadership of the Kentucky Highlands Investment Corporation, one of the most successful rural development corporations in the country.

Your program should create 700 new construction jobs, and 3,000 new permanent jobs.

You stress entrepreneurship as a solution.

And, at the same time, you will be preparing a workforce to meet the demands of the newly-created jobs and opportunities.

But, your commitment doesn't stop here.

In fact, we hope that it's only beginning.

We hope that each year during the ten-year life of your plan, you will add to the base of commitments from the private sector, foundations, and others.

You in this room are in the position to recruit other business leaders to this effort, generate new interest, and attract new investments.

You in this room can find new creative ways to leverage other Federal dollars.

I know you will live up to your commitments, and we intend to live up to ours.

Our commitment to cut through bureaucratic red tape.

Our commitment to provide flexibility.

And, our commitment to work with you each year to garner other Federal resources to implement your strategic plan.

Though our enthusiasm is endless, the Federal government's role must be limited.

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Experience has taught us that if we are truly to succeed at the economic rebirth of distressed communities in America, the private sector must act as a true partner.

Because it is the private sector that lies at the root of empowering individuals and communities that lack the resources and know-how to make it on their own.

In 1960, President Kennedy said that the country needed "a new generation of leadership to cope with new problems and new opportunities." A year ago, when we began the Empowerment Zone application process, we dreamt of finding those new leaders. From your remarkable achievement and your commitment to the future, it is clear that we did, indeed.

I look forward to celebrating how much you'll have accomplished a year from now.

Congratulations, and thank you.

POSSIBLE TOPICS FOR DISCUSSION

- Through initiatives like Empowerment Zones, the Community Development Banking and Financial Institutions Act, which will provide matching capital to start or expand community development banks, Community Reinvestment Act Reform, and the SBA's capital one-stop shops, the Clinton Administration is providing incentives for substantial investment by the private sector -- particularly the mainstream banking and economic sectors -- in impoverished communities.
- Kentucky Highlands has done a commendable job of leveraging resources. I would like to know what you think the prospects are for garnering even more financial, foundation and private sector commitments in Kentucky Highlands, and what you think the federal government can do to facilitate or encourage this
- Are there ways in which linkages, conferences and information sharing among the various empowerment zones and enterprise communities can facilitate more private sector and foundation involvement?

NEWS

United States
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Office of
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EZ/EC
News Distribution
Room 506-A
Washington, D.C. 20250

Release No. 0964.94

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Mary Dixon 202-720-4623
Jim Brownlee 202-720-2091

ESPY JOINS CLINTON TO ANNOUNCE EMPOWERMENT ZONES AND ENTERPRISE COMMUNITIES

(Three of 15 Empowerment Zones and 30 of 95 Enterprise Communities are rural)

WASHINGTON, Dec. 21 -- President Clinton, joined by Vice President Gore and Agriculture Secretary Mike Espy today announced the Rural Empowerment Zone and Enterprise Community (EZ/EC) designations, which include three rural zones and 30 rural communities across the nation.

"These designations will remove government obstacles and help local communities join together in revitalizing their communities," said Espy, who selected the rural Empowerment Zones and Enterprise Communities. "The President's EZ/EC program works because it puts Americans to work.

"And now the EZ/EC concept is a reality because of President Clinton's commitment to revitalize communities and bring jobs to families in areas that have long needed the opportunity to develop and thrive.

"As a native of the Mississippi Delta and as Secretary for all of rural America, I remain passionate about finding tangible, real world solutions to rural poverty. This will be one solution."

The EZ/EC designations were made to communities across the nation long plagued by poverty--both rural and urban. The designations were based on strategic plans developed after local leaders, organizations, state officials and the private sector pulled together.

Each Empowerment Zone and Enterprise Community designation will mean special consideration for various federal programs and other assistance, including social service block grants, new tax exempt Facility Bonds, tax incentives for employment, and other special consideration for existing federal programs. Empowerment Zone employers will qualify for tax credits for each qualified worker that resides within the zone and grants will be substantially larger. Each EZ receives \$40 million. Each EC receives \$2.95 million to implement these respective strategic plans.

The projects to be implemented are determined by the applicant, not the federal government. Each applicant identified the resources and assistance that was needed to address their specific situation, and proposed how the resources of the private sector, along with the federal, state, local governments, will be used to address the applicant's needs.

"I've been within the Washington beltway long enough to know that the real learning goes on outside, in the field," Espy said. "The Empowerment Zone and Enterprise Community program is evidence of a new way of doing business; of getting government out from behind the desk; and of finally acting like a partner instead of a gate keeper. Our challenge is to follow the lead of these 33 communities, to take their work, their models, and make them available to other communities."

-more-

USDA Under Secretary for Rural Economic and Community Development Bob Nash developed and implemented the EZ/EC program for Secretary Espy at the Department of Agriculture. "The EZ/EC program has brought people together throughout the country to develop strategies for their communities, Nash said. "In many cases, the community was divided before the EZ/EC program. The program has ended the politics of separation. Whether an area was designated or not today, those communities still have plans they can use to better develop their economies."

The EZ/EC law was signed by the President on August 10, 1993. Overall, nine EZ's were designated, of which three are rural and six are urban. In addition, the President announced the 95 EC's, of which 30 are rural and 65 are urban.

The application process opened when the program was announced on January 17, 1994, and closed June 30, 1994. Designations were made by Espy and HUD Secretary Cisneros in consultation with the Community Enterprise Board, headed by Vice President Gore. The Board's membership included other Cabinet members as well as advisors to the President on domestic issues.

In all, 227 applications for rural designations were received, 88 for designation as Empowerment Zones and 139 for designation as Enterprise Communities. Each applicant for an EZ or an EC, even those that did not get designated today has an opportunity to benefit from the program.

Applicants were eligible from the beginning to receive technical assistance in strategic plan development, partnership building, and leadership development. Those not designated today qualify for assistance in seeking regulation waivers for federal programs.

The rural Empowerment Zones announced were:

1. Kentucky Highlands (Clinton, Jackson and Wayne counties); *no*
2. Mid-Delta in Mississippi (Bolivar, Sunflower, Leflore, Washington, Humphries, and Holmes counties); and
3. Rio Grande Valley in Texas (Starr, Cameron, Hidalgo and Willacy counties). *-gr*

The rural Enterprise Communities named were:

1. Chambers County in Alabama; *Birmingham*
2. Greene and Sumter Counties in Alabama;
3. Mississippi County in Arkansas; *Adelphi (Ark.)*
4. Imperial County in California; *Phoenix Arizona*
5. Jackson County in Florida; *Chico, Lee, Monroe So. Florida*
6. Macon Ridge in Louisiana (Catahoula, Concordia, Franklin, Morehouse, Tensas parishes);
7. Lake County in Michigan;
8. North Delta area in Mississippi (Panola, Quitman and Tallahatchie counties);
9. City of East Prairie and Mississippi County in Missouri;
10. Mora County in New Mexico;
11. Halifax, Edgecombe, and Wilson Counties in North Carolina;
12. Greater Portsmouth in Ohio (Scioto county);
13. City of Lock Haven in Pennsylvania;
14. Beadle and Spink Counties in South Dakota;
15. Fayette and Haywood Counties in Tennessee;
16. Accomack and Northampton Counties in Virginia;
17. Central Appalachia in West Virginia (Roane, Braxton, Clay, Nicholas, Fayette counties);

18. McDowell County in West Virginia.
19. Scott and McCreary Counties in Tennessee;
20. Northeast Louisiana Delta in Louisiana (Madison parish);
21. Robeson County in North Carolina;
22. Yakima County in Washington;
23. Williamsburg and Florance Counties in South Carolina;
24. Josephine County in Oregon;
25. McCurtain and Choctaw Counties in Oklahoma;
26. Crisp and Dooly Counties in Georgia;
27. Central Savannah River Area in Georgia (Burke, Hancock, Jefferson, McDuffie, Taliaferro, Warren counties);
28. City of Watsonville in California;
29. Arizona Border Region of Arizona (Cochise, Yuma and Santa Cruz counties);
and
30. Eastern Arkansas in Arkansas (Cross, Lee and St. Francis counties).

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*Urbe St. Louis
East*

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8. North Delta area in Mississippi (Panola, Quitman and Tallahatchie counties);
9. City of East Prairie and Mississippi County in Missouri;
10. Mora County in New Mexico;
11. Halifax, Edgecombe, and Wilson Counties in North Carolina;
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13. City of Lock Haven in Pennsylvania;
14. Beadle and Spink Counties in South Dakota;
15. Fayette and Haywood Counties in Tennessee;
16. Accomack and Northampton Counties in Virginia;
17. Central Appalachia in West Virginia (Roane, Braxton, Clay, Nicholas, Fayette counties);

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21. Robeson County in North Carolina;
22. Yakima County in Washington;
23. Williamsburg and Florance Counties in South Carolina;
24. Josephine County in Oregon;
25. McCurtain and Choctaw Counties in Oklahoma;
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28. City of Watsonville in California;
29. Arizona Border Region of Arizona (Cochise, Yuma and Santa Cruz counties);
and
30. Eastern Arkansas in Arkansas (Cross, Lee and St. Francis counties).

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E2/EC

United States
Department of
Agriculture

Economic
Research
Service

Agriculture and
Rural Economy
Division

Rural Enterprise Zones in Theory and Practice: An Assessment of Their Development Potential

Richard J. Reeder



(File) EZ/EC

DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

November 26, 1994

To: Rick Wetherill, Chief
Initiative Branch
Rural Empowerment Zone/Enterprise Community Task Force

From: Joel Berg, Director of National Service *JB* November 26, 1994

Subject: *To: Rick Wetherill, Chief*
Review of Application from the Ozark Delta Empowerment Commission
Rural Empowerment Zone/Enterprise Community Task Force

From: Joel Berg, Director of National Service
Per your request, I have reviewed the parts of the EZ/EC application that relate to the AmeriCorps national service program.

The proposals to use AmeriCorps Members to conduct outreach to reduce drug abuse and to place AmeriCorps Members in "Empowerment Neighborhoods" are both feasible, with some modifications. USDA will provide technical assistance to the applicant to seek either direct USDA funding or Corporation for National and Community Service through the competitive process for funding in 1995.



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

Rural Empowerment November 26, 1994 Community Task Force

To: Rick Wetherill, Chief, Director of National Service
Initiative Branch
Rural Empowerment Zone/Enterprise Community Task Force valley EE

From: Joel Berg, Director of National Service pp

Subject: Review of Application from Alcorn State University

Per your request, I have reviewed the parts of the EZ/EC application that relate to the AmeriCorps national service program. The proposal to use AmeriCorps members as part of a project from the Corporation for National and Community Service.

The proposal to use AmeriCorps Members who are Alcorn State University students to target community environmental hazards is feasible, with some modifications. USDA will provide technical assistance to the applicant to seek either direct USDA funding or Corporation for National and Community Service through the competitive process for funding in 1995.



DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

November 26, 1994

To: Rick Wetherill, Chief
Initiative Branch
Rural Empowerment Zone/Enterprise Community Task Force

From: Joel Berg, Director of National Service *JB*

SubJect: Review of Application from the Rio Grande Valley EZ Task Force

Per your request, I have reviewed the parts of the EZ/EC application that relate to the AmeriCorps national service program.

The proposal to use AmeriCorps Members as part of a Health Care Professional Fund is feasible, with some modifications. USDA will provide technical assistance to the applicant to seek funding for the project from the Corporation for National and Community Service through the competitive process for funding in 1995.

**EMPOWERMENT ZONES/ENTERPRISE COMMUNITIES
AND NATIONAL SERVICE -- THE USDA LINK
FEBRUARY 8, 1994**

National service is a civic compact in which any citizen can be tied to the nation by the simple virtue of making a difference in the lives of others...President Clinton has made it absolutely clear to his cabinet members that he wants every one of us to make national service a top priority.

- Secretary of Agriculture Mike Espy

As Secretary Espy announced in his Senate testimony last summer, USDA is now planning a **Rural Development Team**, a **Public Lands and Environment Team**, and an **Empowerment, Nutrition, and Anti-Hunger Team** as part of AmeriCorps, Clinton's national service initiative.

As much as possible, our programs will be placed in Empowerment Zones and Enterprise Communities (EZ/EC). The Rural Development Team has the most potential for interacting with Empowerment Zones and Enterprise Communities.

The **Rural Development Team** would establish regional clusters of "professional" and "paraprofessional" participants who could assist communities in identifying needs and resources necessary for economic well-being. The participants would have diverse education and training and would be matched up with individual communities or regions that have specific needs that can be filled by someone with that specific background. The need to develop new leadership in rural America was a continuing theme of Secretary Espy's recent Rural Development Forum. AmeriCorps/USDA Rural Development Team can help address that need by playing a major role in developing that leadership. We will make a concerted effort to recruit participants who want to return to areas similar to those in which they were raised. Thus, this program can help begin reversing the "brain drain" from rural America.

Participants in the **Empowerment, Nutrition, and Anti-Hunger Team** would work in brigades of ten in urban and rural areas to fight hunger and to help low-income families and individuals move towards self-sufficiency. Participants in the **Public Lands and Environment Team** would work in brigades of ten in both urban and rural programs to perform needed conservation and environmental projects on public and private lands.

USDA wants the input of those working in these areas to play a vital role in the development of this program. Contact Joel Berg or Katherine Gibney at 720-4623.