



# Fiscal Year 2012 Report to Congress on Community Services Block Grant Discretionary Activities—Community Economic Development and Rural Community Development Programs

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## I. Introduction

The Community Economic Development Discretionary Grant program (CED) and the Rural Community Development program (RCD) are authorized under Section 680(a)(2) and Section 680(a)(3)(B), respectively, of the Community Services Block Grant Act of 1981 (Public Law 97-35), as amended by the Community Opportunities, Accountability, and Training and Educational Services Act (COATES Act) of 1998 (Public Law 105-285). The programs, along with the Community Services Block Grant (CSBG), are administered by the Office of Community Services (OCS) within the Administration for Children and Families (ACF) at the Department of Health and Human Services (HHS) and support low-income individuals.

These two programs target specific investments in communities that augment mandatory CSBG activities to benefit low-income individuals. In order for families to increase stability and self-sufficiency, they need access to employment opportunities and safe environments. The CED and RCD programs aim to address these concerns. The CED program promotes employment opportunities through investment in disinvested neighborhoods to support low-income individuals. It provides technical and financial assistance to nonprofit community development corporations (CDCs). CDCs develop business opportunities and provide equity investments to benefit low-income individuals in high-needs communities. In turn, these businesses create jobs and opportunities for the residents of these communities. The RCD program addresses the safe infrastructure need by providing training and technical assistance for small water and wastewater

## More Information

For more information about the Community Economic Development or Rural Community Development Programs, please visit the following links:

- Office of Community Services: [www.acf.hhs.gov/programs/ocs](http://www.acf.hhs.gov/programs/ocs)
- Community Economic Development Program: [www.acf.hhs.gov/programs/ocs/programs/ced](http://www.acf.hhs.gov/programs/ocs/programs/ced)
- Rural Community Development Program: [www.acf.hhs.gov/programs/ocs/programs/rcd](http://www.acf.hhs.gov/programs/ocs/programs/rcd)

systems in low-income rural communities to ensure that residents have access to safe water systems. It does this by providing grants to multi-state, regional, private, nonprofit organizations that provide training and technical assistance to small, rural communities for the purpose of improving access to safe water through creating new systems, bringing existing systems up to standard or connecting an unserved community with neighboring systems.

This report provides a summary of the accomplishments and activities undertaken by the CED program and the RCD program in 2012. This report also provides Congress with a complete description of all CED and RCD grants that concluded in Fiscal Year (FY) 2012. A brief overview of the report format for each program is provided below:

- CED Program: This report focuses on CED grants (CED-Healthy Food Finance Initiative grants and CED Multi-Purpose grants) that were awarded, in progress, and completed in 2012 and includes:
  - Program History
  - Mission and Objectives
  - Program Overview
  - Description of Special Initiatives
  - Summary of Program Accomplishments
    - CED-HFFI Grants
      - Snapshot of CED-HFFI Projects Awarded
      - Snapshot of CED-HFFI Projects In Progress
    - CED Multi-Purpose Grants
      - Snapshot of CED Multi-Purpose Projects Awarded
      - Snapshot of CED Multi-Purpose Projects In Progress
      - Snapshot of CED Multi-Purpose Projects Completed
  - Appendix: Project Descriptions for Completed Grants



- RCD Program: This report focuses on three types of RCD grants that were in progress in 2012—a national support effort, regional training and technical assistance, and training and technical assistance to tribal organizations. This report includes:
  - Program History
  - RCD Program Today
  - Summary of Program Accomplishments
    - National Support Effort
    - Regional Training and Technical Assistance
    - Training and Technical Assistance to Tribal Organizations
  - Appendix: Project Descriptions for In Progress Grants

In subsequent sections, the report provides an overview covering each of the programs and key outcomes and accomplishments achieved by grantees.



## II. Community Economic Development Program

### A. Program History

Like all of the programs most recently authorized by the COATES Act, the CED program grew out of the anti-poverty efforts created by the Economic Opportunity Act of 1964. The Economic Opportunity Act of 1964 was passed as part of President Lyndon B. Johnson's "War on Poverty", and created a federal Office of Economic Opportunity (OEO). In his special message to Congress on March 16, 1964, President Johnson declared, "The [Economic Opportunity] Act does not merely expand on old programs or improve what is already being done. It charts a new course. It strikes at the causes, not just the consequences of poverty. It can be a milestone in our 180-year search for a better life for your people." Its purpose was "to eliminate the paradox of poverty in the midst of plenty in this nation by opening to everyone the opportunity for education and training, the opportunity to work, and the opportunity to live in decency and dignity."

The CED program was originally created as the Special Impact Program in 1966 and was administered by OEO in order to demonstrate that economic development was a viable strategy to help disinvested communities and the families that live in them leave poverty. The first project was in the Bedford-Stuyvesant neighborhood of Brooklyn, New York, and created 4,000 jobs for low-income residents with an investment of \$7 million (\$49.6 million in 2012 dollars<sup>1</sup>). This led to the growth of the program, which for a time was jointly administered by OEO, the U.S. Department of Agriculture, and the U.S. Department of Labor. In 1970, the program was expanded to \$30 million (\$177.5 million in 2012 dollars<sup>2</sup>) and full administration of the program returned to OEO, where Congress charged the program with encouraging the development of special programs by which residents of urban and rural low-income communities could participate in the design and implementation of small business development and other job creation efforts.

In 1981, Congress created the Community Services Block Grant, consolidated many of the programs originated in the OEO, and created the Office of Community Services. During this process, the Special Impact Program became the Community Economic Development Program, formally connecting the job creation activities to the services and efforts of the CSBG network, where they continue today.

Administered by OCS in concert with the other programs of the COATES Act, the CED program continues to help CDCs invest in communities to create jobs for low-income individuals. The CED program supports these investments both directly and also by absorbing some of the risk involved to encourage other private and public investments in these often overlooked communities.

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1 Based on Consumer Price Index (CPI) for all goods and services, adjusting 1966 dollars to 2012 dollars.

2 Based on CPI for all goods and services, adjusting 1970 dollars to 2012 dollars.



## B. Mission and Objectives

Community economic development is a process that helps a community garner and use resources to attract capital in order to increase commercial and business development and employment opportunities for its residents. OCS supports projects that build and expand local enterprises, create career opportunities with upward mobility for low-income individuals, and facilitate economic growth in communities that need it most.

Community economic development is a crucial component to helping low-income families succeed in their communities. Unlike programs that support families by providing cash assistance or program services, community economic development strengthens families and communities by creating jobs that employ local low-income individuals and strengthen the community by growing local revenue. The CED program does this through the support of CDCs. CDCs are community-based, private, nonprofit organizations with experience in planning, developing or managing low-income housing or community development activities with the purpose of revitalizing urban and rural communities. Similar to the agencies funded by CSBG, CDCs must be governed by a board of directors that includes community residents and business and civic leaders. The success of the CED program is due, in large measure, to partnerships with other public and private organizations that 1) also invest in the projects, 2) collaborate to refer and support potential employees, and 3) provide community support to CED development projects. The CED program is designed to leverage other private and public dollars, build community ownership and investment, and revitalize communities through physical improvements and increased income from business or job creation. As a consequence, low-income individuals and families become more empowered and invested in the communities in which they live.



### **CED in the Context of Communities**

CED grants benefit communities by strengthening the impact of CDCs in economic development projects. CDCs are more invested in their own communities than outside private developers because they have a community-based ownership stake in the success of projects and businesses. CDCs are building community assets and ensuring the profits and subsequent reinvestments remain in the local community. The subsequent reinvestments by CDCs continue revitalization of targeted neighborhoods and the promotion of social change within the community. This has been critical in reversing the disinvestment in these communities.

CED grants also benefit communities because they provide specific direct investment. Most federal economic development programs provide funds to state and/or local governments that in turn commit them to a particular



project. One of the most important features of CED is that CED funds go directly to the targeted community. This enables the federal government to directly target investment in a given community to create businesses and job opportunities more swiftly. Further, the versatility of the CED program allows communities to drive the type of investment and/or business to that which is most needed in the community.

### **CED in the Context of the Economy**

Due to the recent economic downturn, particularly in CED-targeted communities, the CED program has become even more important. Obtaining project equity funding has become even tougher in this environment. Banks and other lenders are demanding more equity on the part of borrowers, which adds to the decline of additional funding streams for CDCs (such as funding from foundations and private donors) and places a larger burden on project equity fundraising. In addition, state and local government dollars have been more difficult to obtain than in the past, primarily due to lower revenues during the economic downturn. Furthermore, conventional financing markets have declined greatly since the 2007 and 2008 global financial crisis. Support from CED for development projects reduces the risk for other investors and thereby attracts additional investment. The CED program provides reliable financing that enables conventional lenders to have enough confidence to invest in projects in communities that historically have been avoided.

### **CED in the Context of Government**

The CED program within OCS works in partnership with communities and other agencies to provide a range of human and economic development services and activities which ameliorate the causes and characteristics of poverty. It provides technical and financial assistance to locally based businesses that revitalize communities with low-income individuals and address the economic needs of residents by creating jobs and goods and services that keep funds in the community. Projects supported by the CED program address the personal and community barriers that must be overcome to help low-income individuals become self-sufficient, revitalize communities, and build the stability and capacity of children, youth, and families.

The CED program is authorized under the same legislation as CSBG, which also is housed at OCS. CSBG provides assistance to a network of community action agencies and other neighborhood-based organizations to reduce poverty and empower low-income individuals and families to become fully self-sufficient. While CSBG supports a wide range of efforts to assist families and communities, the CED program targets community economic barriers directly. The local organizations funded by the CED program and CSBG are both required to focus their efforts on community determined needs of low-income residents.

Further, by bringing together an array of community-driven human services and economic development activities through its work with the CED program and the RCD program, described later in this report, along with the CSBG and

Assets for Independence (AFI) programs, OCS has gained extensive experience in collaborating with and supporting nonprofit community-based and community-driven institutions.

### C. Program Overview

The CED program promotes and supports projects that address the economic self-sufficiency needs of low-income individuals and families in distressed communities by awarding funds to CDCs to create employment and business development opportunities. Depending on the annual appropriation level, approximately 25 to 45 grants are awarded each year with a maximum award level of \$800,000 per grant. The award levels are based on the applicant's program design and the requested funding needed to support a successful project.

Grants are awarded to cover project costs for business start-up or expansion and the development of new products and services. CED grants are usually the critical piece of financing that makes development projects feasible, as the other funding typically is in the form of loans.

While other federal community economic development programs either administer funds through local governmental entities or establish loan programs to public entities, CED is the only program that directly funds private, nonprofit, CDCs for job-creating activities specifically for opportunities targeted for low-income individuals. For example, the Department of Housing and Urban Development's (HUD) Community Development Block Grant program and the Department of Commerce's Economic Development Administration fund community economic development through government entities, and the Department of Treasury's Community Development Financial Institutions (CDFI) loans and Small Business Administration loans are provided to local intermediary organizations for the establishment of revolving loan funds. Neither of these programs has a specific requirement to address the economic needs of low-income individuals and families by creating business development and employment opportunities. CED is the only program required by statute to both create jobs for low-income individuals and directly fund only CDCs as eligible entities.

The basic premises of the CED program are as follows:

- Jobs lead to increased self-sufficiency for low-income individuals and their families;
- Community economic development can create businesses and jobs in low-income communities, improving the livelihood of not only those who obtain those jobs but the community itself;
- Nonprofit CDCs know their communities and are poised to efficiently and effectively create new community economic development projects in their communities; and
- CED funding attracts additional public and private funds to increase investment and quality of life in low-income communities.



## Target Population

Beneficiaries of the CED program are low-income individuals that may be unemployed or receiving public assistance including: Temporary Assistance for Needy Families (TANF) recipients, at-risk youth, custodial and non-custodial parents receiving child support services, residents of public housing, persons with disabilities, persons who are homeless, individuals transitioning from incarceration into the community, and other disadvantaged populations.

## Eligible Applicants

Private, nonprofit CDCs experienced in developing and managing economic development projects are eligible to apply for a CED grant. The CDC must be governed by a board consisting of community residents and business and civic leaders and have as a principle purpose planning, developing, or managing low-income housing or community development projects. Faith-based and community organizations meeting the statutory eligibility requirements also are eligible to apply.

## Uses of Funding

CED grant funds are flexible and can be used for commercial development and equity investments or loans to capitalize a new business or expand an existing business, as long as the project creates new full-time permanent jobs for low-income individuals.

Grants are awarded to cover project costs for the following purposes:

- Start-up or expansion of businesses, including physical and/or commercial activities;
- Capital expenditures such as the purchase of equipment or real property;
- Allowable operating expenses, such as salary for key project staff; and
- Loans or equity investments.

## Project Length

CED-funded projects can be non-construction<sup>3</sup> or construction<sup>4</sup> projects. The grant period for non-construction projects is three years; for construction projects, the grant period is five years. The CED program permits facility construction as needed to support business creation, business expansion, and/or job creation. However, it is important to note that short-term construction jobs associated with preparing for business start-up or expansion are not counted when determining the number of jobs created under the CED program as they are designed to be temporary in nature.

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3 Non-construction projects are those that have no construction or renovation activities.

4 Construction projects are those that involve the initial building, large-scale modernization, or improvement of a facility.



## D. Special Initiatives

In FY 2012, OCS continued to undertake two special initiatives, which highlighted the Administration's priorities and further aided the CED program in efforts to help low-income individuals achieve economic self-sufficiency: Healthy Food Financing Initiative (HFFI) and Outreach to Underserved States.

### Healthy Food Financing Initiative

The Healthy Food Financing Initiative is a part of First Lady Michelle Obama's Let's Move! campaign to solve the epidemic of childhood obesity within a generation. The HFFI promotes a range of interventions that expand access to nutritious foods, including developing and equipping grocery stores and other small businesses and retailers to sell healthy food in communities that currently lack these options. These communities, which are sometimes called "food deserts," are often found in economically distressed areas, and typically served by fast food restaurants and convenience stores that offer little or no fresh produce. Lack of healthy, affordable food options for residents can lead to higher levels of obesity and other diet-related diseases, such as diabetes, heart disease, and cancer.



HFFI brings together the expertise and resources of the U.S. Departments of Agriculture (USDA), Treasury, and HHS to give stakeholders a full range of tools to increase access to healthy foods. These three federal partners made funding available through a shared set of goals and objectives.

Through this multi-year initiative and by engaging with the private sector, the Obama Administration is working to eliminate food deserts across the country within seven years. According to the 2012 Progress Report from the Partnership for a Healthier America, this initiative is already making great strides in providing healthy food access. Since FY 2011, 141 new or renovated grocery stores or other retail locations have opened in or around food deserts. These grocery stores and other retail locations have provided healthy food access to 507,293 people who previously did not have healthy options.<sup>5</sup>

The CED program awarded its first round of CED-HFFI grants in FY 2011 by providing grants to 16 different organizations. The 2011 CED-HFFI grantees proposed to create a variety of healthy food-oriented businesses, such as grocery stores, farmers markets, and food-distribution businesses. Although these projects have only completed one year of their three-or five-year project periods, the 2011 CED-HFFI grantees have already created or expanded 62 businesses and produced 103 jobs.

<sup>5</sup> Partnership for a Healthier America. 2012 Annual Progress Report. <http://ahealthieramerica.org/wp-content/themes/pha/images/files/assets/common/downloads/PHA%20FINAL%2022213.pdf>



In FY 2012, the CED program awarded \$10 million in grant funds to organizations that proposed to implement projects that increase access to healthy, affordable foods. In subsequent sections, the accomplishments of CED-HFFI grantees are discussed in more detail.

### **Outreach to Underserved States**

As part of the CED program's outreach plan, OCS reached out to community and economic development agencies in underrepresented states and territories in an effort to encourage an increase in applications for CED grants from these states. Some of these states have never had a CED award. As a result of outreach efforts in FY 2012, 25 applications were received from the States of Alaska, Connecticut, Idaho, Kansas, Mississippi, Nebraska, Nevada, New Hampshire, Oregon, Utah, Vermont, Washington, and West Virginia and four CED grants were awarded to projects in Alaska, Idaho, Oregon, and Washington. One of which, Idaho, had never received a CED grant before.

## **E. Summary of CED Program Accomplishments in FY 2012**

In 2012, the CED program made awards to two distinct groups of CED grants:

- **CED Multi-Purpose grants:** CED grants used to create or expand businesses in a variety of industries including technology, manufacturing, retail, hospitality, and more.
- **CED-HFFI grants:** CED grants used to create or expand a variety of healthy food-oriented businesses, such as grocery stores, farmers markets, and food-distribution businesses, in an effort to improve access to healthy, affordable foods.

Even though the CED-HFFI grants have a focus on projects that address healthy, affordable food, the program requirements for both groups remain the same and all CED grants work towards the CED program objectives of creating jobs for low-income individuals and facilitating economic growth in communities.

This section presents outcomes and accomplishments for both groups of grants in FY 2012 as well as a summary of overall CED program highlights. It should be noted that there were no "completed" CED-HFFI grants during 2012 because the first CED-HFFI funds were awarded in 2011 and projects have three to five years to complete their projects.

Beginning in October 2011, all CED grantees, both CED-HFFI and CED Multi-Purpose, reported detailed project data through semi-annual Performance Progress Reports (OMB Approval Number: 0970-0386), an electronic reporting tool provided by OCS. The data provided on grants in progress in subsequent sections is based on information gathered from this electronic reporting tool. Also, for grants in progress and completed in 2012, data presented throughout this report includes outcomes achieved to date throughout the lifetime of the project.



Table 1 provides an overview of all 212 CED projects that were awarded, in progress, or completed during FY 2012. Overall, CED grants as a whole created or expanded 758 businesses, created 4,475 jobs, and leveraged over \$662 million in non-CED funds for their projects.

**Table 1: Summary of All CED Grants in FY 2012**

	Number of Grants	Businesses Created/ Expanded	Jobs Created*	Funds Leveraged
New Grants Awarded	38	**	**	**
Grants In Progress	115	434	1,794	\$473,712,496
Completed Grants***	59	324	2,681	\$188,679,785
Total	212	758	4,475	\$662,392,281

\*For grants in progress, the job creation number captures full-time, full-year positions created for low-income individuals only. For jobs completed in FY 2012, the job creation numbers reflect all full-time, full-year positions created. This difference is due to how the information was collected.

\*\* No outcome data is available for these grants as they were awarded on September 30, 2012.

\*\*\* No CED-HFFI grants were completed in FY 2012.

Analysis in the following sections has been done by grant type, project type and region:

- **Grant Type:** As outlined earlier, the CED program funds two different types of grants, CED Multi-Purpose grants and CED-HFFI grants. This report will present data on outcomes and accomplishments separately for both groups.
- **Project Type:** Funded projects can be one of two project types—non-construction or construction projects. The CED program permits facility construction as needed to support business creation, business expansion, and/or job creation. However, short-term construction jobs associated with preparing for business start-up or expansion are not counted when determining the number of jobs created under the CED program as they are designed to be temporary in nature.
- **Region:** For this report, regions are defined by the US Census Bureau<sup>6</sup>. Below is a summary of what states are included in each region.

Region	States
West	AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY
Midwest	IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI
South	AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, NC, OK, SC, TN, TX, VA, WV
Northeast	CT, MA, ME, NH, NJ, NY, PA, RI, VT

6 US Census Bureau: [http://www.census.gov/geo/www/us\\_regdiv.pdf](http://www.census.gov/geo/www/us_regdiv.pdf)



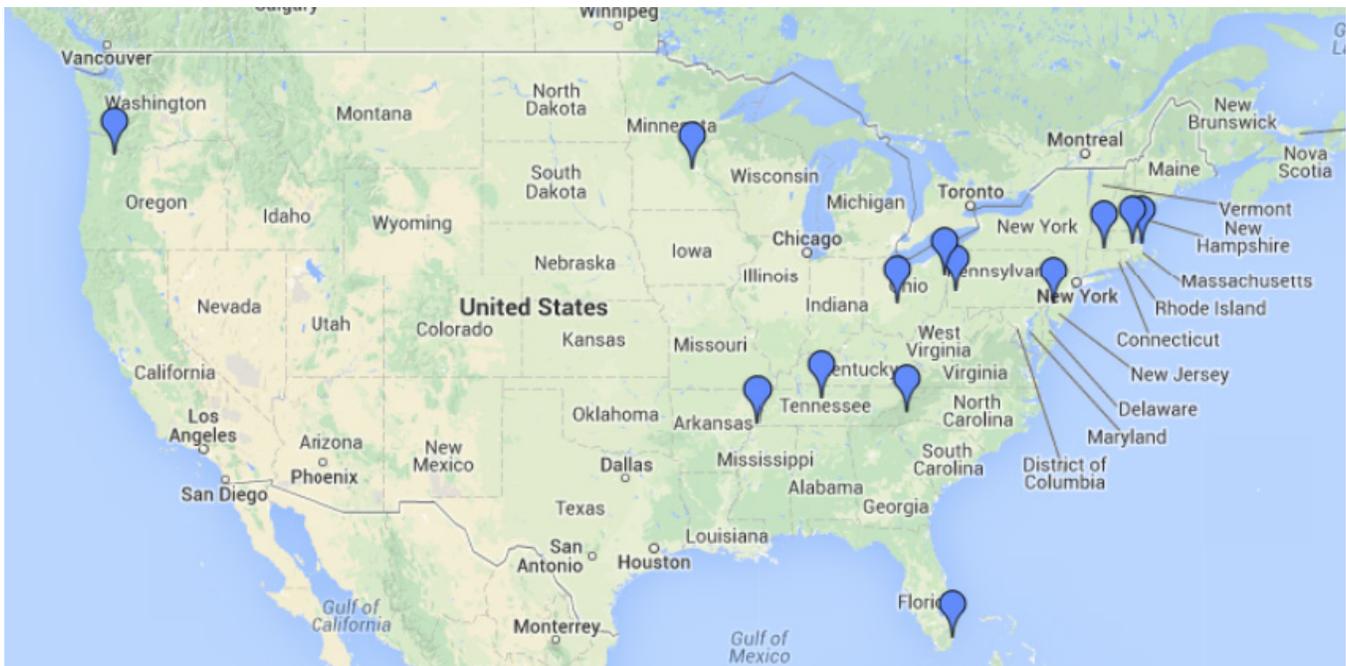
## CED-HFFI Grants

### Snapshot of CED-HFFI Projects Awarded in 2012<sup>7</sup>

\$10 million in CED-HFFI grants were awarded to thirteen CED-HFFI grantees in FY 2012. The FY 2012 CED-HFFI cohort is a set of experienced CDCs throughout the country that are employing a variety of job and business creation strategies.

These funds went to a geographically diverse group of organizations, as noted in Figure 1 and Table 2. Five grantees are located in the Northeast<sup>8</sup>, four are located in the South, three are located in the Midwest, and one is located in the West.

Figure 1: 2012 CED-HFFI Grantee Locations



Of the 13 HFFI grants awarded in FY 2012, eight were construction projects and five were non-construction. The average grant amount was \$769,231. Table 2 presents general characteristics of the 13 CED-HFFI grants awarded in FY 2012.

<sup>7</sup> All data presented in this section is based on proposed numbers provided in grantee applications.

<sup>8</sup> One of the five Northeast grantees is Brightwood Development Corporation, based in Springfield, Massachusetts, but actually operating a project in Puerto Rico with their FY 2012 CED-HFFI grant.

**Table 2: Summary of CED-HFFI Grants Awarded in FY 2012**

Grantee Type	Grants Awarded	Grant Funds Awarded	Average Grant Amount
<b>Project Type</b>			
Construction	8	\$6,309,384	\$788,673
Non-construction	5	\$3,690,614	\$738,123
<b>Census Region</b>			
West	1	\$788,673	\$788,673
Midwest	3	\$2,366,019	\$788,673
South	4	\$2,906,019	\$726,505
Northeast	5	\$3,939,287	\$787,857
<b>All CED-HFFI Grants Awarded in 2012</b>			
CED-HFFI Grants	13	\$9,999,998	\$769,231

These projects expect to create 616 new full-time, full-year positions by the end of their respective grants. They also will create or expand 57 businesses. A full breakdown of the proposed outcomes for these grants is provided in Table 3.

**Table 3: Proposed Project Outcomes for CED-HFFI Grants Awarded in FY 2012**

		CED-HFFI Grants
<b>Number of Grants</b>		<b>13</b>
<b>Award Amount</b>		<b>\$9,999,998</b>
New Jobs Proposed to be Created	Total jobs	616
	Jobs per grant	47
Businesses Proposed to be Created/Expanded	Total businesses	57
	Businesses per grant	4
Funds Proposed to be Leveraged	Total amount to be leveraged	\$39,915,235
	Amount to be leveraged per grant	\$3,070,403

These projects plan to leverage a total of \$39.9 million in additional funding from a variety of sources, including \$1.8 million from the U.S. Department of Agriculture (USDA) (e.g., Rural Business Development Grants), \$333,000 from the U.S. Department of Treasury (e.g., New Markets Tax Credits, Community Development Financial Institutions, etc.), other federal grants, private investments, and foundations. Table 4 provides a breakdown of the funds grantees will leverage for their projects.



**Table 4: Breakdown of Funds Proposed to be Leveraged by FY 2012 CED-HFFI Grantees**

	Funds Leveraged
Funds to be Leveraged from USDA	\$1,815,458
Funds to be Leveraged from Treasury	\$333,000
Funds to be Leveraged from Other Sources	\$37,766,777
Total Funds to be Leveraged	\$39,915,235
Funds to be Leveraged per CED-HFFI Award Dollar	\$3.99

The FY 2012 CED-HFFI grantees are employing a wide variety of project strategies to accomplish their proposed job creation, business creation or expansion, and leveraging goals for their healthy food projects as follows:

- **Grocery Store Creation** projects propose the construction of a new store and involve and require leveraging of additional funds for project completion.
- **Direct Assistance to Farmers** projects provide direct assistance to farmers providing loans for capital to expand farm operations.
- **Urban Retail Markets** projects provide equity investment to expand urban retail outlets that will house vendors of healthy food and various other products and services.
- **Food Distribution** projects support the expansion of existing food distribution businesses.
- **Revolving Loan Fund/Food Business Entrepreneurs** projects provide loans for capital, equipment, and renovations to small businesses or entrepreneurs that will provide access to healthy food.

As seen in Table 5, the most common use of FY 2012 CED-HFFI funds will be used for projects establishing revolving loans, helping food business entrepreneurs, and establishing grocery stores in their communities.

**Table 5: Summary of FY 2012 CED-HFFI Project Strategies**

Strategy	Number of Grants Awarded	Grant Funds Awarded	Average Grant Amount	States
Grocery Stores	3	\$2,366,019	\$788,673	MA, PA, TN
Direct Assistance to Famers	1	\$540,000	\$540,000	FL
Urban Farmers	0	\$0	—	—
Urban Retail Markets	2	\$1,577,346	\$788,673	NC, OR
Food Distribution	2	\$1,577,346	\$788,673	MA
Revolving Loan fund/Food Business Entrepreneurs	5	\$3,939,287	\$787,857	MN, PA, OH, TN
<b>Total</b>	<b>13</b>	<b>\$9,999,998</b>	<b>\$769,231</b>	



## Grantee Spotlight: Dorchester Bay Economic Development Corporation, Boston, Massachusetts

Grant Number	90EE1006
Project Period	9/30/2012– 9/29/2015
Award Amount	\$700,000

Dorchester Bay Economic Development Corporation (DBEDC) will use CED funds to re-develop a 35,650 square-foot industrial building in the Bornstein & Pearl Food Production Center in an area of Dorchester, Massachusetts recognized as a food desert. DBEDC will do this by providing an equity investment in DB Industrial, Inc. for development and equipment fit-out of the new center to: house permanent tenants involved in

food production and wholesale distribution, expand a successful shared commercial kitchen, and provide ancillary services such as cold and dry storage, a dedicated commissary, and wash-down area for mobile food truck operators.

DBEDC plans to partner with two culinary training programs that serve low-income individuals facing barriers to employment and continue their own Re-Entry Initiative that helps ex-offenders transition into the Dorchester community. This project will create a minimum of 37 new full-time jobs, which will greatly benefit the low-income neighborhood of Dorchester in Boston's inner-city.

### *Snapshot of CED-HFFI Projects In Progress in 2012*

The first round of CED-HFFI grantees began their projects in 2011 and undertook a variety of healthy food ventures. The analysis in this section is based on data gathered from grantees during the first year of their grants. At the time of the semi-annual reporting period ending on September 30, 2012, there were 16 active CED-HFFI grantees. The information presented in this section is based on information provided by the sixteen grantees through their semi-annual reports.

These 16 CED-HFFI grantees were located across the country with six grantees located in the South, four in the Midwest, three in the West, and three in the Northeast as noted in Figure 2.



Figure 2: 2011 CED-HFFI Grantee Locations



Though CED-HFFI grants in progress in FY 2012 have only completed the first year of their three or five year project periods, they have already created or expanded 62 businesses, created 103 jobs, and leveraged \$31.7 million in funds. It is expected that these numbers will continue to increase as their projects progress.

Table 6: Project Outcomes for CED-HFFI Grants In Progress by Project Strategy<sup>9</sup>

Project Strategy	Grants Awarded	Grant Funds Awarded	Businesses Created/ Expanded	Jobs <sup>10</sup> Created	Funds Leveraged
Grocery Stores	4	\$2,700,522	1	23	\$5,615,294
Direct Assistance to Famers	3	\$1,860,466	1	2	\$359,999
Urban Farmers	3	\$1,476,033	14	8	\$18,004,500
Urban Retail Markets	2	\$1,139,061	15	16	\$125,220
Food Distribution	2	\$1,305,174	6	13	\$7,064,150
Revolving Loan Fund/Food Business Entrepreneurs	2	\$1,518,744	24	42	\$567,605
<b>Totals</b>	<b>16</b>	<b>\$10,000,000</b>	<b>62</b>	<b>103</b>	<b>\$31,736,768</b>

<sup>9</sup> Construction projects often have longer start-up phases and therefore generally create or expand more businesses in years two and three. It is expected that the business and job outcomes for construction projects will increase as these projects complete construction and the grocery stores open their doors.

<sup>10</sup> Because of the electronic reporting tool format, the job creation number captures full-time, full-year positions created for low-income individuals only.



### CED-HFFI Performance Indicator: Business Creation and Expansion

Of the 62 businesses created or expanded by the CED-HFFI grants in progress, projects located in the Midwest were able to create or expand the most businesses with 43 businesses created or expanded. The following table provides a breakdown of the number of businesses created or expanded by the CED-HFFI grantees by region.

**Table 7: Businesses Created and Expanded by CED-HFFI Grants In Progress by Region**

Region	Number of Grants	Total Businesses Created/Expanded
West	3	1
Midwest	4	43
South	6	17
Northeast	3	1
<b>Total</b>	<b>16</b>	<b>62</b>

### CED-HFFI Performance Indicator: Job Creation

Thus far, the 16 CED-HFFI projects in progress in FY 2012 have created 103 jobs, or an average of six jobs per grant as noted in Tables 8 and 9. It is expected that these numbers will increase significantly as projects further their plans to complete construction and/or establish or expand additional businesses in the upcoming project years.

**Table 8: Jobs Created by CED-HFFI Grants In Progress by Project Strategy**

Project Strategy	Grants Awarded	Grant Funds Awarded	Jobs Created	Average Jobs Created Per Grant
Grocery Stores	4	\$2,700,522	23	6
Direct Assistance to Farmers	3	\$1,860,466	2	1
Urban Farmers	3	\$1,476,033	8	3
Urban Retail Markets	2	\$1,139,061	15	8
Food Distribution	2	\$1,305,174	13	7
Revolving Loan Fund/Food Business Entrepreneurs	2	\$1,518,744	42	21
<b>Total</b>	<b>16</b>	<b>\$10,000,000</b>	<b>103</b>	<b>6</b>

Of the 103 jobs created by the CED-HFFI grants in progress, projects in the Midwest were able to create the most jobs with a total of 80 new jobs created. Table 9 provides a breakdown of the number of jobs created by the CED-HFFI grantees by region.



**Table 9: Jobs Created by CED-HFFI Grants In Progress by Region**

Region	Number of Grants	Jobs Created	Average Jobs Created Per Grant
West	3	3	1
Midwest	4	80	20
South	6	18	3
Northeast	3	2	1
<b>Total</b>	<b>16</b>	<b>103</b>	<b>6</b>

**CED-HFFI Performance Indicator: Funds Leveraged**

The CED-HFFI grants in progress in FY 2012 have already leveraged a considerable amount. On average, each CED-HFFI grant has leveraged \$1,983,548. Projects utilizing urban farming leveraged the most funds at approximately \$18 million total or an average of \$6 million per grant. Overall, these CED-HFFI grantees have leveraged over \$31 million and are expected to continue leveraging additional funds in the upcoming project years.

## Grantee Spotlight: Economic and Community Development Institute, Columbus, Ohio

Grant Number	90EE0977
Project Period	9/30/2011-9/29/2014
Award Amount	\$759,370

The Economic and Community Development Institute (ECDI) is implementing a Food Desert Community Outreach and Jobs Creation Program in Columbus, Ohio. ECDI is taking a three-pronged approach to this program that will help to eliminate a food desert and ultimately create jobs for low-income individuals in the Columbus area. First, ECDI is creating a revolving loan fund and expanding several already successful food-related businesses. The second piece of the program is the development of the FCI Plaza Market grocery store. In addition to selling fresh, local and healthy foods, the FCI Plaza

Market grocery store is partnering with the Cooking Matters program, which offers healthy cooking and eating classes. Finally, CED funds are being used to expand ECDI's Food Commissary, which is an incubator for food-based businesses and the base for community-wide fresh food distribution.

As of September 30, 2012, this project, which was awarded funds in 2011, had already been able to book most available times at the community kitchen located within the food commissary and was in the process of creating 102 jobs and creating or expanding 51 food-related businesses. ECDI is looking to expand the project to include two additional food warehouses due to the preliminary success of the Food Desert Community Outreach and Jobs Creation Program.

**Table 10: Funds Leveraged by CED-HFFI Grants In Progress by Project Strategy**

Project Strategy	Grants Awarded	Grant Funds Awarded	Total Funds Leveraged	Average Funds Leveraged Per Grant
Grocery Stores	4	\$2,700,522	\$5,615,294	\$1,403,824
Direct Assistance to Famers	3	\$1,860,466	\$359,999	\$120,000
Urban Farmers	3	\$1,476,033	\$18,004,500	\$6,001,500
Urban Retail Markets	2	\$1,139,061	\$125,220	\$62,610
Food Distribution	2	\$1,305,174	\$7,064,150	\$3,532,075
Revolving Loan Fund/Food Business Entrepreneurs	2	\$1,518,744	\$567,605	\$283,803
<b>Total</b>	<b>16</b>	<b>\$10,000,000</b>	<b>\$31,736,768</b>	<b>\$1,983,548</b>

### CED Multi-Purpose Grants

#### *Snapshot of CED Multi-Purpose Projects Awarded in 2012<sup>10</sup>*

The 25 CED Multi-Purpose grants awarded in FY 2012 proposed to create or expand 159 businesses. These businesses are expected to create 1,195 new full-time, full-year positions. Further, the FY 2012 CED Multi-Purpose grantees are expected to use over \$17.4 million in CED funds to leverage \$63.8 million additional funds – or \$3.66 per \$1 of CED grant funds. The following table presents proposed project outcomes for all CED Multi-Purpose projects awarded in FY 2012.

<sup>10</sup> All data presented in this section is based on proposed numbers provided in grantee applications.



**Table 11: Proposed Project Outcomes for CED Multi-Purpose Projects Awarded in FY 2012**

		Construction	Non-construction	FY 2012 CED Multi-Purpose Grantees
<b>Number of Grants</b>		<b>9</b>	<b>16</b>	<b>25</b>
<b>Award Amount</b>		<b>\$6,177,698</b>	<b>\$11,273,250</b>	<b>\$17,450,948</b>
New Jobs Proposed to be Created	Total jobs	511	684	1,195
	Jobs per grant	57	43	48
New Low-Income Jobs to be Created	Total low-income jobs	404	607	1,011
	Low-income jobs per grant	45	38	40
Businesses Proposed to be Created/ Expanded	Total businesses	11	148	159
	Businesses per grant	1.2	9.3	6.4
Funds Proposed to be Leveraged	Total leveraging proposed	\$42,325,895	\$21,466,588	\$63,792,483
	Leveraged funds per CED award dollar	\$6.85	\$1.90	\$3.66

Based on region, the five CED Multi-Purpose projects located in the Midwest proposed to create the largest number of positions with 348, which averages out to 72 positions per grantee. The grantees located in the Midwest also plan to leverage the most funds per CED grant dollar, raising \$7.14 in leveraged funds for every \$1 of funds awarded. Table 12 presents proposed outcomes for all CED Multi-Purpose projects awarded in FY 2012 by Census region.



## Grantee Spotlight: East Liberty Development, Inc., Pittsburgh, Pennsylvania

Grant Number	90EE0977
Project Period	9/30/2011– 9/29/2014
Award Amount	\$759,370

East Liberty Development, Inc. (ELDI) will undertake the Y Hotel Project, which will transform the local YMCA, a National Historic Landmark, into a hotel in the East Liberty neighborhood of Pittsburgh, Pennsylvania. The redevelopment will result in a 63-room hotel to be operated by the Ace Group International with amenities including a restaurant, exercise facilities, coffee bar, specialty retail, and event and programming spaces. The Y Hotel Project will create 45 new, full-time jobs and meet the

growing hotel demand generated by the University of Pittsburgh Medical Centers (UPMC), UPMC bio-tech and bio-medical centers, UPMC Hilman Cancer Center, nearby universities, growing hospital systems in Pittsburgh’s East End, and other area businesses.

The Y Hotel will provide a source of employment in the core of the East Liberty community, which has suffered greatly since the departure of many steel manufacturing jobs that used to employ neighborhood residents. The jobs created at the hotel will offer health benefits and provide training to help employees achieve and maintain economic self-sufficiency.

**Table 12: Proposed Outcomes for CED Multi-Purpose Projects Awarded in FY 2012 by Region**

		West	Midwest	South	Northeast	All FY 2012 CED Multi-Purpose Grantees
<b>Number of Grants</b>		6	5	8	6	25
<b>Award Amount</b>		\$3,785,174	\$3,584,774	\$5,601,250	\$4,479,750	\$17,450,948
New Jobs Proposed to be Created	Total jobs	238	360	348	249	1,195
	Jobs per grant	40	72	44	42	48
Businesses Proposed to be Created/ Expanded	Total businesses	49	5	93	12	159
	Businesses per grant	8.2	1.0	11.6	2.0	6.4
Funds Proposed to be Leveraged	Total leveraging proposed	\$5,817,170	\$25,583,529	\$10,020,597	\$22,371,287	\$63,792,483
	Leveraged funds per OCS award dollar	\$1.54	\$7.14	\$1.79	\$4.99	\$3.66



### *Snapshot of CED Multi-Purpose Projects In Progress in 2012*

The analysis in this section is based on data gathered from CED Multi-Purpose grantees during the course of their grants. At the time of the semi-annual reporting period ending on September 30, 2012, there were 99 active CED Multi-Purpose grantees. The information presented in this section is based on information provided by the 99 grantees through their semi-annual reports. Table 14 shows these grants by grant year and project type. For the purposes of this report, the grant year for projects in progress is defined as:

- Year 1: FY 2011<sup>11</sup>
- Year 2: FY 2010
- Year 3: FY 2009
- Year 4: FY 2008
- Year 5: FY 2007
- Year 6: FY 2006



In general, non-construction projects have three-year grant periods and construction projects have five-year grant periods. However, some grantees receive one-year no-cost extensions. To that end, all Year 3 non-construction grants (i.e., non-construction grants awarded in 2009) that are still in progress are grants that received no-cost extensions. As a result, the data for these grants represent progress through the third year of their respective four-year project periods. Year 3 non-construction grants that concluded in September 2012 are captured in the section entitled, “Snapshot of CED Multi-Purpose Projects Completed in 2012.”

Similarly, all Year 5 construction grants (i.e., construction grants awarded in 2007) that are still in progress are grants that received no-cost extensions, so the data for these grants represent progress through the fifth year of their respective six-year project periods. Year 5 construction grants that concluded in September 2012 are captured in the section entitled, “Snapshot of CED Multi-Purpose Projects Completed in 2012.”

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<sup>11</sup> Grants are listed in descending chronological order because grants awarded most recently are presented in the report first. Grants awarded in FY 2011 would be in their first year (year 1), which are reported on first; grants awarded in FY 2010 would be in their second year (year 2) and reported on secondly; etc.

**Table 13: CED Multi-Purpose Grants Reporting by Grant Year and Project Type**

Year	Number of Grants	
	Construction	Non-construction
1	4	5
2	17	29
3	12	8
4	20	1
5	1	1
6	1	0
<b>Total</b>	<b>99</b>	

**CED Performance Indicator: Business Creation and Expansion**

Overall, the 99 grants in progress created or expanded a total of 371 businesses, or on average four businesses per grant. Table 14 presents the businesses created and expanded by those grantees by grant year and project type.

**Table 14: Businesses Created and Expanded by CED Multi-Purpose Grants In Progress**

Year	Number of Grants		Total Businesses Created/Expanded		Average Businesses Created/Expanded Per Grant	
	Construction	Non-construction	Construction	Non-construction	Construction	Non-construction
1	4	5	1	4	0	1
2	17	29	102	68	6	2
3	12	8	10	21	1	3
4	20	1	164	1	8	1
5	1	1	0	1	0	1
6	1	0	0	N/A	0	N/A
<b>Total</b>	<b>99</b>		<b>371</b>		<b>4</b>	

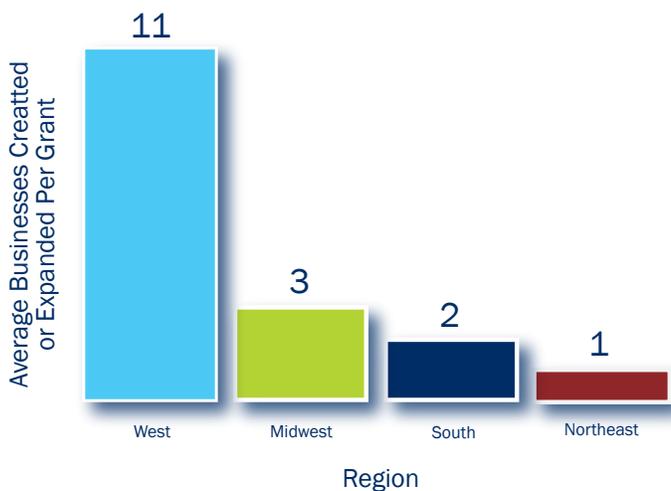
Of the 99 CED Multi-Purpose grants in progress, projects located in the West were able to create or expand the most businesses with 201, while projects located in the South created or expanded 78 businesses, projects in the Midwest created or expanded 70 businesses, and projects in the Northeast created or expanded 22 businesses. Table 15 provides a breakdown of the number of businesses created or expanded by region.

**Table 15: Businesses Created and Expanded by CED Multi-Purpose Grants In Progress by Region**

Region	Number of Grants	Total Businesses	Average Businesses Created/Expanded Per Grant
West	19	201	11
Midwest	24	70	3
South	38	78	2
Northeast	17	22	1
<b>Total</b>	<b>99</b>	<b>371</b>	<b>4</b>

Projects located in the West also created or expanded, on average, 11 businesses per grant. In Figure 3, the average number of businesses created or expanded is highlighted for all regions.

**Figure 3: Average Business Creation and Expansion Per CED Multi-Purpose Grant In Progress by Region**



**CED Performance Indicator: Job Creation**

Overall, the 99 CED Multi-Purpose grants in progress created a total of 1,691 full-time, full-year positions for low-income individuals.<sup>12</sup> On average, these grantees created 17 positions per grant. The following table presents a summary of positions created by grant year and project type.

<sup>13</sup> Because of the new reporting format for current grantees, these numbers reflect positions for low-income individuals only; many grantees created additional positions for individuals that do not qualify as low-income.



**Table 16: Jobs Created by CED Multi-Purpose Grants In Progress by Grant Year and Project Type**

Year	Number of Grants		Jobs Created		Average Jobs Created Per Grant	
	Construction	Non-construction	Construction	Non-construction	Construction	Non-construction
1	4	5	0	90	0	18
2	17	29	204	471	12	16
3	12	8	140	154	12	19
4	20	1	570	31	29	31
5	1	1	0	31	0	31
6	1	0	0	N/A	0	N/A
<b>Total</b>	<b>99</b>		<b>1,691</b>		<b>17</b>	

The majority of the low-income positions created by CED Multi-Purpose grants in progress were created by construction projects. Construction projects created most of their jobs in Years 2, 3, and 4 of their grants — showing that construction projects tend to take a bit longer to get off the ground and begin creating employment opportunities. Accordingly, the numbers cited for construction grants in earlier years should increase substantially as the grants progress.

Projects located in the Midwest were able to create the most jobs thus far with a total of 565 full-time jobs created. Table 17 illustrates a regional breakdown of the 1,691 jobs that have been created.

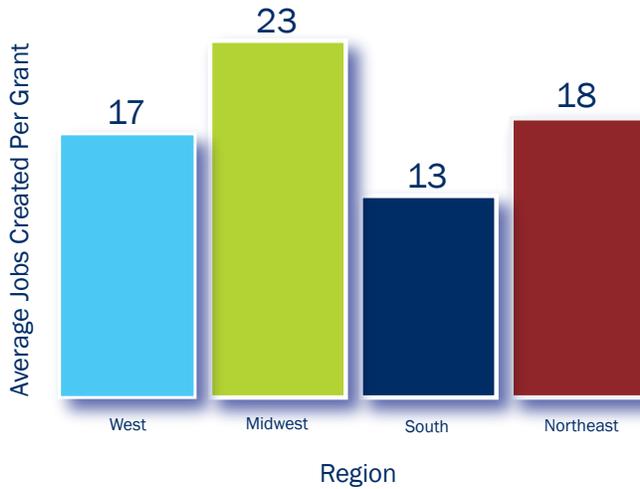
**Table 17: Jobs Created by CED Multi-Purpose Grants In Progress by Region**

Region	Number of Grants	Jobs Created	Average FT Jobs Created Per Grant
West	19	330	17
Midwest	25	565	23
South	38	486	13
Northeast	17	310	18
<b>Total</b>	<b>99</b>	<b>1,691</b>	<b>17</b>

In addition to creating the most jobs in total, projects located in the Midwest also created, on average, the most jobs per grant. Projects in the Midwest have created an average of 23 jobs per grants. As these projects are still in progress, these averages could continue to increase as these grants conclude their project periods. The regional breakdown for average full-time jobs created per grant at the time of this report is presented in Figure 4.



**Figure 4: Average Job Creation Per CED Multi-Purpose Grant In Progress by Region**



**CED Performance Indicator: Funds Leveraged**

Overall, the 99 CED Multi-Purpose projects leveraged over \$440 million<sup>13</sup> with CED funds – or an average of \$4,460,910 per grant. The following table presents the funds leveraged by grant year and project type.

**Table 18: Funds Leveraged by CED Multi-Purpose Grants In Progress by Year and Project Type**

Year	Number of Grants		Total Funds Leveraged		Average Funds Leveraged Per Grant	
	Construction	Non-construction	Construction	Non-construction	Construction	Non-construction
1	4	5	\$17,269,394	\$14,532,992	\$4,317,349	\$2,906,598
2	17	29	\$103,532,233	\$38,032,383	\$6,090,131	\$1,311,461
3	12	8	\$68,715,288	\$10,461,233	\$5,726,274	\$1,307,654
4	20	1	\$185,479,236	\$957,318	\$9,273,962	\$957,318
5	1	1	\$0	\$2,650,000	\$0	\$2,650,000
6	1	0	\$0	N/A	\$0	N/A
<b>Total</b>	<b>99</b>		<b>\$441,630,077</b>		<b>\$4,460,910</b>	

<sup>14</sup> This number represents the total amount leveraged by all active CED-Multi-purpose grants. Several grants were used for large-scale projects, such as Northeast South Dakota Economic Development that leveraged over \$120 million for their project that resulted in the construction of a brand new meat-packing factory, which created 77 jobs for low-income individuals.



Projects located in the Midwest have leveraged the most funds thus far by securing an additional \$203 million in funding to help implement their grants. This equates to an average of over \$8 million in leveraged funds per grant. The breakdown for all regions can be seen in the following table.

**Table 19: Funds Leveraged by CED Multi-Purpose Grants In Progress by Region**

Region	Number of Grants	Total Funds leveraged	Average Funds Leveraged Per Grant
West	19	\$35,587,740	\$1,873,039
Midwest	25	\$203,567,137	\$8,142,685
South	38	\$63,071,156	\$1,659,767
Northeast	17	\$139,404,044	\$8,200,238
<b>Total</b>	<b>99</b>	<b>\$441,630,077</b>	<b>\$4,460,910</b>

## Grantee Spotlight: Gulf Coast Partnership, New Orleans, Louisiana

Grant Number	90EE0872
Project Period	9/30/2009–9/29/2014
Award Amount	\$765,828

Gulf Coast Housing Partnership, a New Orleans-based community development company, is using CED funds to partner with Reconcile New Orleans, Inc. on a project focusing on renovation and expansion of an existing facility that accommodates the Café Reconcile Workforce Development Program (CRWDP). CRWDP is a nonprofit restaurant and culinary job training and placement program. CRWDP focuses on serving low-income, at-risk young adults in Central City, New Orleans. This expansion is allowing CRWDP to double its enrollment, while enabling Reconcile New Orleans to increase income and employment generating capabilities through expanded restaurant and catering operation, including the

establishment of the Emeril Lagasse Culinary Training Center, which provides a hospital-certified institutional kitchen, training area, and banquet and catering facility seating 150. This project has already created 59 jobs in the hospitality and health care industries, paying wages averaging \$7.49–\$14 per hour to low-income individuals.

In 2012, Reconcile New Orleans, Inc. hosted a major kick-off event, America’s Hometown Sweets, for the New Orleans’ Food Festival in the new facility. It brought the best sweets from all over the country to New Orleans, giving guests an unprecedented opportunity to sample, compare, and contrast regional tastes in all things sweet. The dining room, outdoor courtyard, and Emeril Lagasse Foundation Hospitality Center were all set up for chefs to offer samples and give demonstrations of their desserts. All proceeds from ticket sales benefited the Café.

### Snapshot of CED Multi-Purpose Projects Completed in 2012<sup>14</sup>

CED projects have ambitious goals for local communities. To ensure that program goals are met, grantees are expected to create jobs, create or expand businesses, and leverage grant funds to make their CED funds go even further. The following sections present an analysis of the achievements of CED Multi-Purpose projects that were completed in FY 2012.

#### CED Performance Indicator: Business Creation and Expansion

Overall, the 59 CED Multi-Purpose grants that were completed in FY 2012 created or expanded 324 businesses throughout their project period. There were seven grantees whose grant period ended in FY 2012 that used CED funds to create or expand a business, but were not able to create any jobs by the time their grant period expired. On average, construction projects created or expanded about four businesses per grant (mostly large retail establishments creating large numbers of positions). Additionally, non-construction projects, on average, created or expanded over six businesses per grant (in many cases, these were smaller businesses and microenterprise ventures). The following table presents a summary of businesses created or expanded by these grantees by project type.

**Table 20: Businesses Created and Expanded by CED Multi-Purpose Grants Completed in FY 2012 by Project Type**

	Number of Grants	Total Businesses Created/Expanded	Average Businesses Created/Expanded Per Grant
Construction	23	94	4
Non-construction	37	230	6
<b>Total</b>	<b>59</b>	<b>324</b>	<b>5</b>

Further, the 24 projects located in the Midwest created or expanded the most businesses with 158, which is to be expected considering the region had the most grants awarded. Projects located in the West created or expanded an average of 12 businesses per grant, which was the highest average for all regions. Projects located in the South created or expanded an average of three businesses per grant and projects in the Northeast created or expanded an average of two businesses per grant. The following table presents the number of businesses created or expanded by Census region.

<sup>14</sup> None of the CED-HFFI grants were completed in 2012 and therefore are not included in this section.

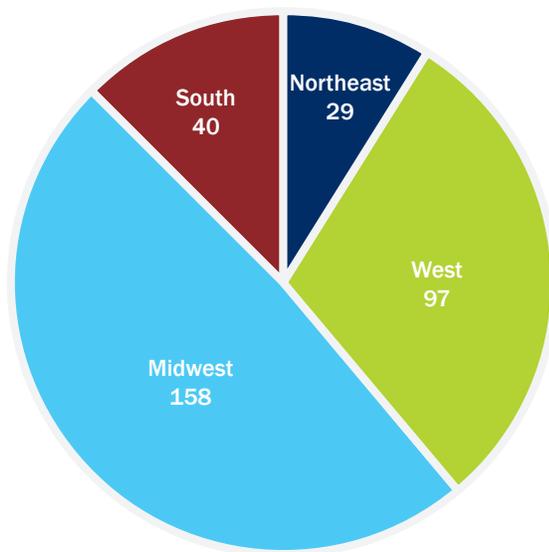


**Table 21: Businesses Created and Expanded by CED Multi-Purpose Grants Completed in FY 2012 by Region**

	Number of Grants	Total Businesses Created/Expanded	Average Businesses Created/Expanded Per Grant
West	8	97	12
Midwest	24	158	7
South	13	40	3
Northeast	14	29	2
<b>Total</b>	<b>59</b>	<b>324</b>	<b>5</b>

As shown in the following figure, most of the businesses that were created or expanded by grants completed in FY 2012 were located in the Midwest, although business creation and expansion occurred throughout the country.

**Figure 5: Businesses Created and Expanded by CED Multi-Purpose Grants by Region**



**CED Performance Indicator: Job Creation**

Overall, the 59 CED Multi-Purpose grants that ended in 2012 created a total of 2,681 new full-time, full-year positions, 75 percent of which were reserved for low-income individuals. The non-construction projects resulted in the highest numbers of job creation which created an average of 53 positions per grant. The five projects that created the most jobs were run by the following grantees: 1) Impact Sere, Inc. (200 jobs); 2) Kentucky Highlands Investment Corporation (185 jobs); 3) Tacoma-Pierce County Small Business Incubator (181 jobs); 4) Saint Augustine’s College Community Development (177 jobs); and 5) CAP Services, Inc. (101 jobs); More information on all of these projects can be found in Appendix 1. The following table presents the number of positions created by project type.



**Table 22: Jobs Created by CED Multi-Purpose Grants Completed in 2012 by Project Type**

	Number of Grants	Total Jobs Created	Average Jobs Created Per Grant
Construction	23	787	34
Non-construction	36	1,894	53
<b>Total</b>	<b>59</b>	<b>2,681</b>	<b>45</b>

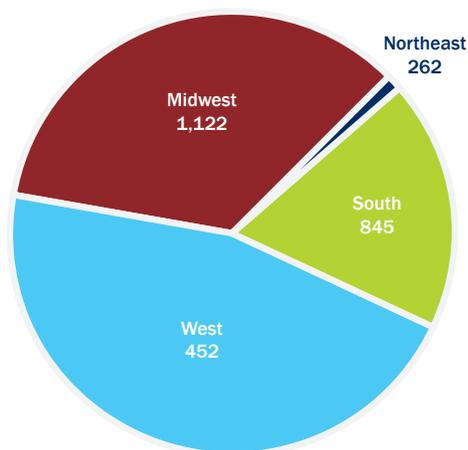
On average, the 13 projects located in the South created the largest number of positions at an average of 65 positions per grant. Table 23 presents the number of positions created by Census region.

**Table 23: Jobs Created by CED Multi-Purpose Grants Completed in 2012 by Region**

	Number of Grants	Total Jobs Created	Average Jobs Created Per Grant
West	8	452	57
Midwest	24	1,122	47
South	13	845	65
Northeast	14	262	18
<b>Total</b>	<b>59</b>	<b>2,681</b>	<b>45</b>

As shown in Figure 6, the majority of the positions created by grants completed in 2012 were created in the Midwest while projects located in the South created the most jobs per grant. However, new positions were created in all four Census regions.

**Figure 6: Jobs Created by CED Multi-Purpose Grants Completed in 2012 by Region**



**CED Performance Indicator: Funds Leveraged**

Overall, the 59 projects that ended in 2012 used \$34.7 million in CED funds to leverage \$188.6 million. In other words, for every one CED dollar, grantees leveraged a total of \$5.44 additional dollars. The 23 construction projects leveraged \$7.57 for every CED dollar, while non-construction projects leveraged \$4.31 for every CED dollar. The following table presents the amount of funds leveraged by project type.



**Table 24: Funds Leveraged by CED Multi-Purpose Grants Completed in 2012 by Project Type**

	Number of Grants	Grant Amount	Total Leveraged Funds	Leveraged Funds Per CED Award Dollar
Construction	23	\$12,028,796	\$91,016,808	\$7.57
Non-construction	36	\$22,672,664,	\$97,662,977	\$4.31
<b>Total</b>	<b>59</b>	<b>\$34,701,460</b>	<b>\$188,679,785</b>	<b>\$5.44</b>

On average, the 14 projects in the Northeast leveraged the most funds per CED grant dollar – with a total of \$79.6 million leveraged from \$6.55 million in grants. Table 25 presents the funds leveraged by Census region.

**Table 25: Funds Leveraged by CED Multi-Purpose Grants Completed in 2012 by Region**

	Number of Grants	Grant Amount	Total Leveraged Funds	Leveraged Funds Per CED Award Dollar
West	8	\$5,386,435	\$23,271,353	\$4.32
Midwest	24	\$14,701,760	\$76,104,468	\$5.18
South	13	\$8,068,111	\$9,747,038	\$1.21
Northeast	14	\$6,545,154	\$79,556,926	\$12.16
<b>Total</b>	<b>59</b>	<b>\$34,701,460</b>	<b>\$188,679,785</b>	<b>\$5.44</b>

## Grantee Spotlight: Cap Services, Inc., Steven’s Point, Wisconsin

Grant Number	90EE0871
Project Period	9/30/2009– 9/29/2012
Award Amount	\$500,000

CAP Services, Inc. used CED funds to provide a \$500,000 loan to Intevation Foods Group, LLC to complete their start-up facility in central Wisconsin and purchase freezing and cooling equipment. Since receiving CED funding, the Intevation Foods project has resulted in the creation of 101 new production jobs in Plover, Wisconsin. Of those jobs, 41 were filled by low-income individuals. Intevation Foods Group offers benefits and in-house career

development opportunities to its production workforce. To date, 16 of the low-income production workers hired through this project have received promotions and pay increases averaging \$2.60 per hour.

Intevation Foods Group ([www.intevationfoods.com](http://www.intevationfoods.com)) now specializes in the custom manufacturing of value-added food products in the frozen and handheld appetizers lines. Products produced by Intevation, as a result of CED funding, include breaded and pan-fried vegetables, rice balls, potato bites, and onion rings.

### III. Rural Community Development Program

#### A. Program History

Like the CED program, the Rural Community Development (RCD) program also has its origins in the federal government's "War on Poverty" in the 1960s, originally focusing on home repair for rural America.

In 1972, the federal government through the Community Services Administration (CSA) launched a program to improve drinking water in rural communities. Using demonstration funds, CSA funded the National Demonstration Water Project, which worked with nonprofits and public entities to improve rural facilities. This program was continued as the Rural Community Development program in 1981, when Congress authorized the RCD program under Section 680(a)(3) of the Community Services Block Grant Act. Under this program, the Secretary was to provide: "(A) grants to private, nonprofit corporations to enable the corporations to provide assistance concerning home repair to rural low-income families and concerning planning and developing low-income rural rental housing units; and (B) grants to multi-state, regional, private, nonprofit organizations to enable the organizations to provide training and technical assistance to small, rural communities concerning meeting their community facility needs."<sup>15</sup>

In 1995, Congress rescinded the housing repair section of the legislation, Section 680(a)(3)(A), leaving only the training and technical assistance part of the legislation intact. Since then, the RCD program has continued to serve the nation's smallest communities, helping them access safe, affordable drinking water and waste water services.

#### B. RCD Program Overview

According to the 2000 Census<sup>16</sup>, more than one million Americans live without water and waste water facilities and another five million are served by small systems (accommodating less than 3,300 residents) that are inadequate to meet the needs of their communities. Unlike the other funding sources that strengthen existing systems, the RCD funds create the path for these communities to develop new safe water systems and in the process, preserve and expand jobs, attracting additional public and private investment and building property values.



The RCD program is the only federal program that provides training and technical assistance on creating and maintaining safe and affordable water and waste water systems for the nation's lowest-income communities, including tribal areas, many of which have populations at or below 2,500 individuals with no clean water systems and/or no

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<sup>15</sup> [http://archive.acf.hhs.gov/programs/ocs/csbg/documents/csbg\\_law.html](http://archive.acf.hhs.gov/programs/ocs/csbg/documents/csbg_law.html)

<sup>16</sup> While Census 2010 data could be analyzed to update this figure, there is no standard table for this information.



access to existing water systems. Unlike large, urban areas with dedicated and experienced staff to address water needs and manage and maintain systems, these small communities often lack experienced and professional staff.

Most people impacted by the program are very-low-income individuals living in sparsely populated rural areas. They reside in almost every state from coast to coast—in the vast reaches of Alaska; the sprawling colonias bordering Mexico; the Indian reservations and counties of the Four Corners region in the West; and the underserved rural communities of West Virginia and the New England states. Of the population served by the RCD program, more than a third have household incomes below the federal poverty level and live in homes without adequate indoor plumbing. While these people are from all racial and ethnic backgrounds, most often they are members of racial or ethnic minority groups. Among American Indians and Alaska Natives, nearly one in 20 households across the nation lacks complete working indoor plumbing. In the State of Alaska alone, one in every 16 households lacks these facilities, and in some boroughs, such as the Bethel Census area, more than half of all Native homes do not have adequate plumbing. Similarly, one in every three American Indian homes in Apache and Navajo counties in Arizona goes without these services.<sup>17</sup>

The RCD program assists these small communities, often with or through the Community Action Agencies supported by CSBG, by providing expertise and capacity-building support. RCD funds are used to:

- Increase access for low-income families to water supply and waste disposal services;
- Preserve affordable water and waste disposal services in low-income rural communities;
- Increase local capacity and expertise to establish and maintain needed community facilities;
- Increase economic opportunities for low-income rural communities by ensuring they have basic water and sanitation;
- Utilize technical assistance to leverage additional public and private resources; and
- Promote improved coordination of federal, state, and local agencies and financing programs to benefit low-income communities.

There are three different types of funding that can be awarded through the RCD program:

- **Homeland Security National Support:** This is a cooperative agreement grant focused on conducting water and wastewater infrastructure assessment, homeland security technical assistance, and emergency preparedness training for small water systems.
- **Regional Training and Technical Assistance:** These grants provide a regional resource for assistance in ensuring that small communities have access to safe water systems by either helping them develop their own systems, connecting to systems in neighboring communities, or improving their existing systems. These grants are awarded as five-year grants that are funded annually for the duration of the grant, pending completion of a yearly, non-competitive continuation.

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<sup>17</sup> Stephen Gasteyer, PhD, “Still Living Without Basics in the 21st Century.”



- **Tribal Training and Technical Assistance:** Similar to the Regional Training and Technical Assistance grants, organizations receiving Tribal Training and Technical Assistance grants work with tribal communities to ensure that they too have access to safe water systems. These are awarded as five-year grants funded annually for the duration of the grant, pending completion of annual non-competitive continuations.

The most recent RCD awards were made in FY 2011, when a total of \$5,075,505 was provided to nine grantees.

Therefore, activities conducted by RCD grantees in 2012 were funded through the grants awarded in FY 2011.

Table 26 provides a summary of the RCD funds that were awarded September 30, 2011 and in progress in FY 2012.

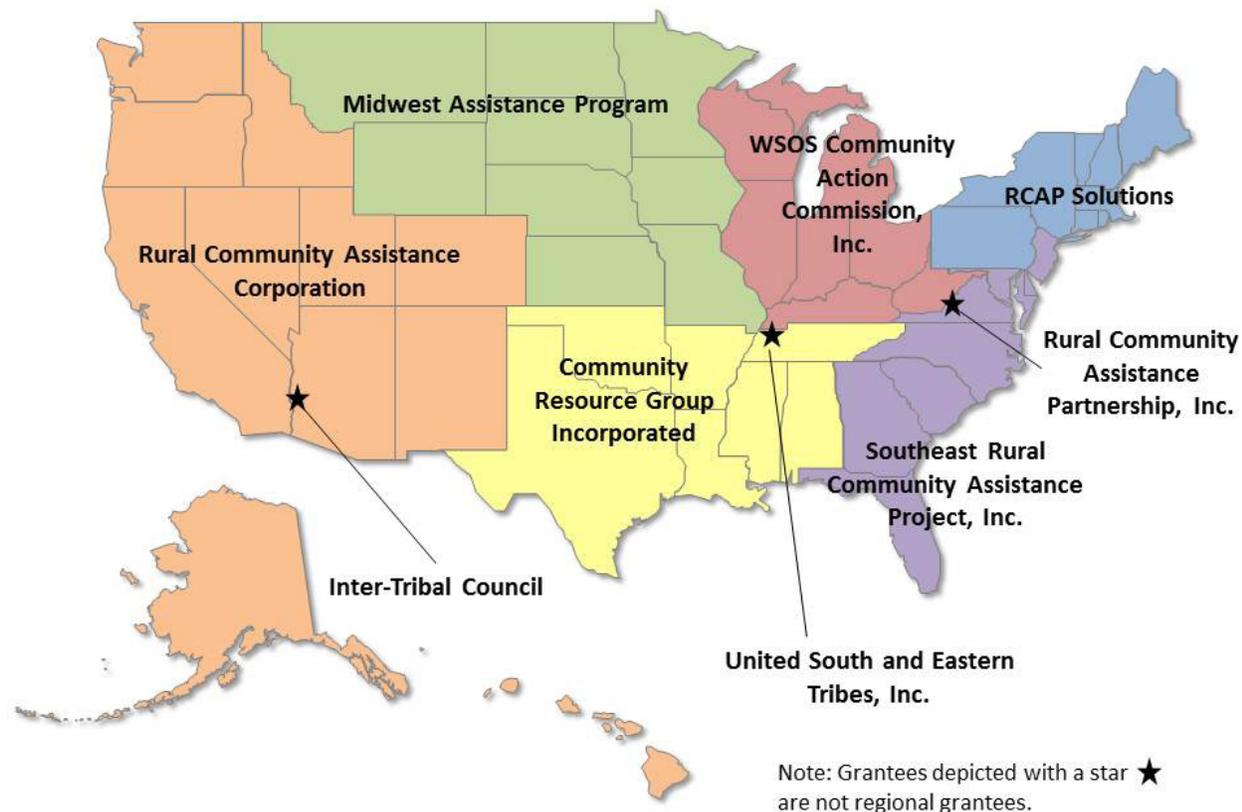
**Table 26: Summary of Rural Community Development Grants In Progress in 2012**

Grantee	Census Region	State	Award Amount
Homeland Security National Support			
Rural Community Assistance Partnership, Inc. (RCAP National)	South	DC	\$180,000
Regional Training and Technical Assistance			
Community Resource Group, Inc. (CRG)	South	AR	\$722,000
Midwest Assistance Program, Inc. (MAP)	Midwest	MN	\$722,000
Rural Community Assistance Corporation (RCAC)	West	CA	\$722,000
RCAP Solutions, Inc. (RCAPS)	Northeast	MA	\$722,000
Southeast Rural Community Assistance Project, Inc. (SERCAP)	South	VA	\$722,000
WSOS Community Action Commission, Inc. (WSOS)	Midwest	OH	\$722,000
Tribal Training and Technical Assistance			
Inter Tribal Council of Arizona, Inc. (Inter Tribal)	West	AZ	\$400,000
United South and Eastern Tribes, Inc. (USET)	South	TN	\$163,505
Total			\$5,075,505

As shown in Figure 7, RCD grants in progress in 2012 were located throughout the country and support individuals living in rural communities throughout the country.



Figure 7: Map of RCD Grants in Progress in 2012



### C. Summary of RCD Program Accomplishments in 2012

As noted earlier, RCD grants are funded annually throughout the grant period. This section focuses on RCD grantee accomplishments and activities undertaken in FY 2012. Since each RCD grant supports different activities, outcomes for the RCD program are presented by each funding type. For purposes of this report, communities are defined as the service area, which may be a town, county or a subset of either.

#### Homeland Security National Support

The key activity for the Homeland Security National Support grantee, Rural Community Assistance Partnership, Inc. (RCAP National), is to provide training and technical assistance to the nation’s rural communities regarding the safety and security of small community water and wastewater systems in the case of a terrorist threat. The goal of the project is to improve the capacity of small systems to prepare for emergencies, develop emergency preparedness training materials for small system administrators, identify appropriate technologies to secure such systems, and provide technical assistance to small communities that struggle to deal with these issues. Overall in 2012, RCAP National conducted 20 trainings, focusing on topics such as protecting drinking water, for 468 attendees.

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**Table 27: Summary of Homeland Security National Support Training Efforts**

National Grantee	Trainings Conducted	Training Attendees
Rural Community Assistance Partnership, Inc. (RCAP National)	20	468

### Regional Training and Technical Assistance

Six Regional Training and Technical Assistance grants were in progress during FY 2012. In the tables below, the achievements for these six grantees are covered by showing the number of individuals and communities served, trainings conducted, training attendees, and funds leveraged.

#### *Individuals and Communities Served*

Overall, the six regional grantees served 1,026,060 individuals and 558 communities. Table 28 displays the breakdown of individuals and communities served by each regional grantee.

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**Table 28: Summary of Individuals and Communities Served for Regional Grantees**

Regional Grantees	Individuals Served	Communities Served
Community Resource Group, Inc. (CRG)	338,622	156
Midwest Assistance Program, Inc. (MAP)	699,999	111
Rural Community Assistance Corporation (RCAC)	64,066	75
RCAP Solutions, Inc.(RCAPS)	205,877	29
Southeast Rural Community Assistance Project, Inc. (SERCAP)	98,485	52
WSOS Community Action Commission, Inc. (WSOS)	249,011	135
Total	1,656,060	558

### *Trainings Conducted and Training Attendees*

The regional grantees held a total of 112 trainings in 2012. These trainings included a variety of activities such as certification, remedial and regulatory training, and construction management training for system operators. As presented in the following table, the regional grantees conducted a total of 112 trainings with a total of 2,257 attendees.

**Table 29: Summary of Regional Grantee Training Efforts**

Regional Grantees	Trainings Conducted	Training Attendees
Community Resource Group, Inc. (CRG)	26	422
Midwest Assistance Program, Inc. (MAP)	18	335
Rural Community Assistance Corporation (RCAC)	3	15
RCAP Solutions, Inc.(RCAPS)	39	157
Southeast Rural Community Assistance Project, Inc. (SERCAP)	7	73
WSOS Community Action Commission, Inc. (WSOS)	19	1,255
Total	112	2,257

### *Funds Leveraged*

Much like CED grantees, RCD grants often require additional funding to accomplish programmatic goals. All of the regional grantees were able to leverage their RCD grants to secure additional funds to help increase access to affordable water and waste disposal services in low-income communities. Table 30 details the amount of additional funds that each regional grantee was able to leverage. These grantees, in total, leveraged over \$100 million, which is an average of more than \$16 million per grant.

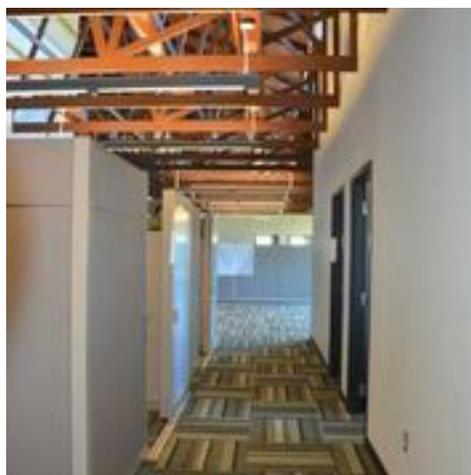


**Table 30: Summary of Funds Leveraged for Regional Grantees**

Regional Grantees	Funds Leveraged
Community Resource Group, Inc. (CRG)	\$45,878,352
Midwest Assistance Program, Inc. (MAP)	\$22,797,470
Rural Community Assistance Corporation (RCAC)	\$3,638,165
RCAP Solutions, Inc. (RCAPS)	\$25,827,000
Southeast Rural Community Assistance Project, Inc. (SERCAP)	\$1,792,840
WSOS Community Action Commission, Inc. (WSOS)	\$1,272,503
<b>Total Funds Leveraged</b>	<b>\$101,206,330</b>
<b>Average Funds Leveraged Per Grant</b>	<b>\$16,867,721</b>

**Tribal Training and Technical Assistance**

Two grants to organizations working with tribes were in progress in FY 2012. Regional grantees also work closely with tribal grantees in neighboring areas and provide support when necessary. While many of the outcomes collected from the tribal grantees are the same as those collected by the regional grantees, some outcomes differ slightly. Specifically the tribal grantees do not report on the amount of funds leveraged by their RCD grant. Additionally, the tribal grantees detail new or revised trainings that were developed and disseminated, rather than report on the number trainings conducted. The following sections detail the achievements of the tribal grantees.



### *Individuals and Communities Served*

The tribal grantees were able to serve a total of 308,363 individuals in 2012. These grantees also served 83 tribal communities.

**Table 31: Summary of Individuals and Communities Served for Tribal Grantees**

Tribal Grantees	Individuals Served	Tribal Communities Served
Inter Tribal Council of Arizona, Inc. (Inter Tribal)	267,618	52
United South and Eastern Tribes, Inc. (USET)	40,745	31
Total	308,363	83

### *New or Revised Trainings Developed and Training Attendees*

The tribal grantees developed and disseminated 295 new or revised trainings, which were attended by 720 individuals. Table 32 demonstrates the breakdown of trainings developed by each tribal grantee.

**Table 32: Tribal Grantees New or Revised Trainings Developed and Training Attendees**

Tribal Grantees	New or Revised Trainings Developed	Training Attendees
Inter Tribal Council of Arizona, Inc. (Inter Tribal)	265	672
United South and Eastern Tribes, Inc. (USET)	30	48
Total	295	720







## Appendix 1: Project Descriptions for CED Multi-Purpose Grants Completed in FY 2012

This section includes individual project descriptions for CED Multi-Purpose grants that were completed in FY 2012—it is organized alphabetically by organization within each state. Information provided for each project includes basic grant information, a description of the project, and summary of key outcomes achieved.

For purposes of reporting for the CED program, a business is only reported as “created” or “expanded” if at least one new job is created at the new or newly expanded business. There were seven grantees whose grant period ended in FY 2012 that used CED funds to create or expand a business, but were not able to create any jobs by the time their grant period expired. As a result, the number of businesses created or expanded in the “project outcomes” table is zero in the individual project description. As detailed in the individual project description, a number of these projects still plan on completing their original job-creation goals. However, in some instances, OCS had to take adverse action to recoup funds awarded to grantees that had various issues with their projects, such as grantee bankruptcy, third-party default on loan repayment, or third-party bankruptcy.





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## Arizona

### Grantee:

Chicanos Por La Causa, Inc.  
1112 E. Buckeye Road  
Phoenix, AZ 85034  
[www.cplc.org](http://www.cplc.org)

Grant Information	
Grant Number	90EE0900
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,828

### Project Overview:

Chicanos Por La Causa, Inc. (CPLC) used CED funding to invest in the development of three quick-service restaurants that were created in the form of a food court to attract repeat business and synergies between the three brands. The restaurant brands include Samurai Sam's Teriyaki Grill, Frullati Café and Bakery and Blimpie Subs and Salads. The overall approach was to utilize one cross trained staff among the three concepts in order to employ more full time staff across Breakfast (Frulatti) lunch (Blimpie) and Dinner (Samurai Sams) CPLC created 52 jobs primarily in the food service industries.

Project Outcomes	
Jobs created	52
Businesses created/ expanded	3
Funds leveraged	\$360,350



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## Arkansas

### Grantee:

Southern Financial Partners  
605 Main Street, Suite 203  
Arkadelphia, AR 71923-6037  
[www.southernbancorp.com](http://www.southernbancorp.com)

Grant Information	
Grant Number	90EE0783
Project Period	9/30/2007- 9/29/2012
Award Amount	\$690,000

### Project Overview:

Southern Financial Partners (SFP) used \$690,000 in CED funding to establish a child care center in Clark County, Arkansas, that operates 24 hours a day, seven days a week, allowing parents to work night and weekend shifts. The facility has classroom space, a kitchen, storage, bathrooms, a cafeteria/activity room, a wellness room, reception area, and an office. There also is a fully-fenced playground area for the children. This project resulted in the creation of 16 new jobs, including child care and pre-school teaching positions, support staff (maintenance, administrative, bookkeeping, and kitchen staff), and management positions.

Project Outcomes	
Jobs created	16
Businesses created/ expanded	1
Funds leveraged	\$0



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## California

### Grantee:

New Economics for Women  
303 South Lama Drive  
Los Angeles, CA 90017  
[www.neweconomicsforwomen.org](http://www.neweconomicsforwomen.org)

Grant Information	
Grant Number	90EE0866
Project Period	9/30/2009– 9/29/2012
Award Amount	\$329,553

### Project Overview:

New Economics for Women (NEW) used \$329,553 in CED funding to establish SOCOS, LLC, a wholly-owned Green Property Maintenance subsidiary corporation based at the NEW Prosperity Center in Los Angeles, California. Socos secured five contractual agreements for janitorial services: NEW Academy of Science and Arts, a K-5 charter school; New Economics for Women; WorkSource/Westlake; and as part of the Neighborhood Stabilization Program 2 (NSP2), where SOCOS landscapes and provides routine garden services at 48 foreclosed homes purchased throughout the San Fernando Valley. Participants in SOCOS were often recruited from the Belmont-Pico Union community in Los Angeles, one of the poorest neighborhoods in the city, where over 70 percent of the population is comprised of Latino immigrants and close to 25 percent of the families are headed by single parents. Participants were unemployed and are looking for work to support their families. Most were immigrants with limited English language skills. During the grant period, SOCOS created 16 full-time positions.

Project Outcomes	
Jobs created	16
Businesses created/ expanded	1
Funds leveraged	\$45,000



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## California

### Grantee:

Pacific Asian Consortium in Employment  
1055 Wilshire Boulevard, Suite 1475  
Los Angeles, CA 90017  
[www.pacela.org](http://www.pacela.org)

Grant Information	
Grant Number	90EE0890
Project Period	9/30/2008– 9/29/2011
Award Amount	\$680,000

### Project Overview:

The Pacific Asian Consortium in Employment (PACE) used CED funding to establish a wholly-owned, for-profit business in Los Angeles, California called GreenBiz sPACE, which offers assistance and services to a variety of small businesses. These services often include office space, one-on-one counseling, mentoring, training, credit building and access to capital. Through the work of PACE at the GreenBiz sPACE, 36 businesses have been created or expanded, some of which include a healthy food market, a computer repair and recycling retail outlet, a surplus fashion discount store, a commercial cleaning service, a natural ingredient personal skin care business, and an automobile transmission remanufacturing shop. These businesses have been able to create 72 full-time jobs.

Project Outcomes	
Jobs created	72
Businesses created/ expanded	36
Funds leveraged	\$2



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## California

### Grantee:

Spanish Speaking Unity Council of Alameda County, Inc.  
1900 Fruitvale Avenue, Suite 2A  
Oakland, CA 94601  
[www.unitycouncil.org](http://www.unitycouncil.org)

Grant Information	
Grant Number	90EE0859
Project Period	9/30/2008– 9/29/2012
Award Amount	\$675,000

### Project Overview:

The Spanish Speaking Unity Council (Spanish) of Oakland, California, used \$675,000 in CED funding to expand its social enterprise subsidiary, the Peralta Service Corporation, to provide Safety and Neighborhood Ambassador Program (SNAP) services in urban, small business commercial districts in Oakland, Berkeley, and other San Francisco Bay Area cities. SNAP provides public safety services, merchant organization, and commercial district marketing. Participants in the project were bi-lingual, low-income, and typically multi-ethnic workers that matched the diverse communities in which they worked. Participants often arrived in the program with multiple barriers to sustainable employment, including inconsistent job histories, low levels of English-language literacy, and personal backgrounds that included substance abuse, homelessness, and/or incarceration. Peralta Service Corporation gave these participants a fresh start and a supportive working environment so that they could improve their lives while also being paid a living wage for their work. In Fruitvale, ten SNAP Ambassadors and a Marketing and Administrative Specialist were recruited from the city's OneStop Career Center and were hired using grant/loan funds.

Project Outcomes	
Jobs created	11
Businesses created/ expanded	1
Funds leveraged	\$13,248



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## California

### Grantee:

The East Los Angeles Community Union  
5400 East Olympic Boulevard  
Los Angeles, CA 90022  
<http://telacu.com>

Grant Information	
Grant Number	90EE0879
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

The East Los Angeles Community Union (TELACU) used CED funding as an equity investment for the business expansion of the TELACU Property Management Initiative (TPM.) This investment allowed TPM to increase the number of low-income multi-unit properties that it manages for low-income individuals and families. TPM expanded the number of properties by 303 percent to a total 1,955 units. TPM created 71 full-time jobs with an average starting wage of \$15.10. These jobs included property managers, assistant property managers, maintenance workers, payroll clerks, and receptionists. All full-time jobs include health care benefits, paid sick leave, retirement and profit-sharing.

Project Outcomes	
Jobs created	71
Businesses created/ expanded	1
Funds leveraged	\$3,442,205



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## District of Columbia

### Grantee:

ARCH Development Corporation  
1227 Good Hope Road, S.E  
Washington, D.C. 20020  
[www.archdevelopment.org](http://www.archdevelopment.org)

Grant Information	
Grant Number	90EE0877
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,828

### Project Overview:

ARCH Development Corporation (ADC) used \$765,828 in CED funding to make an equity investment in Washington DC Solar, Inc. (WDC Solar), a community-based solar installation and panel assembly company located in the nation's capitol. WDC Solar specializes in the installation of solar photovoltaic systems (system capable of producing a voltage when exposed to radiant energy, especially light) on commercial and government buildings, as well as residential homes in the District of Columbia's metropolitan area. This installation enhances the effectiveness of solar systems, as well as energy auditing. WDC Solar created 36 full-time jobs and has established partnerships with Housing Evaluation Plus, the DC Department of Environment and Energy, and the DC Fashion Chamber of Commerce.

Project Outcomes	
Jobs created	36
Businesses created/ expanded	1
Funds leveraged	\$0



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## Florida

### Grantee:

Community Rehabilitation Center, Inc.  
623 Beechwood Street  
Jacksonville, FL 32206  
[www.communityrehabcenter.org](http://www.communityrehabcenter.org)

Grant Information	
Grant Number	90EE0878
Project Period	9/30/2009- 9/29/2012
Award Amount	\$765,828

### Project Overview:

The Community Rehabilitation Center, Inc. (CRC) used \$765,828 in CED funding to create a micro-loan program to provide small amounts of financing (\$10,000 or less) to small and minority-owned businesses in Jacksonville, Mississippi. CRC focused on businesses located in the Jacksonville Enterprise Zone that had been denied or could not access the funds they needed to grow and stabilize their businesses. The micro-loans provided necessary capital to allow for the purchase of additional equipment, supplies, and additional personnel. CRC also provided the micro-loan program participants with technical assistance through formal workshops designed to support business development and growth. Additionally, low-income residents of the target area were trained to be employed in the positions created by micro-loan recipient organizations and other partners. CRC created 58 full-time jobs in the industries of renewable energy, automotive, transportation, seaport, and freezer storage. CRC also leveraged more than \$600,000 and established partnerships with the City of Jacksonville Community Development Block Grant, , Sun Trust Bank, and local training entities.

Project Outcomes	
Jobs created	58
Businesses created/ expanded	13
Funds leveraged	\$614,919



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## Georgia

### Grantee:

Two Thousand Opportunities, Inc.  
1170 Brown Avenue  
Columbus, GA 31906  
No Website

Grant Information	
Grant Number	90EE0878
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,828

### Project Overview:

Two Thousand Opportunities, Inc. used \$400,000 in CED funding to renovate Millie's International Market, Inc. in Columbus, Georgia. Millie's International Market, Inc. consists of a supermarket, with a restaurant/delicatessen, a bakery, and catering services, all of which feature a variety of international products catering to multiple ethnic groups. With CED funds, Millie's underwent an extensive renovation of the 6,100 square foot grocery store. The store's facade and interior decor were updated, and most of the interior equipment was replaced. Millie's International Market, Inc. also expanded its items to accommodate its Asian, Indian, and Middle Eastern clients. The store has been a part of the Columbus community for over 11 years and has developed a strong relationship with the surrounding community. Each September, the public is invited to a store-sponsored Customer Appreciation Day, offering customers free food, entertainment, and prizes as a thank you for their business. Two Thousand Opportunities, Inc. has created 16 full-time jobs through this venture.

Project Outcomes	
Jobs created	16
Businesses created/ expanded	1
Funds leveraged	\$70,000



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## Illinois

### Grantee:

Seguin Services, Inc.  
3100 South Central Avenue  
Cicero, IL 60604  
[www.seguin.org](http://www.seguin.org)

Grant Information	
Grant Number	90EE0805
Project Period	9/30/2007– 9/29/2012
Award Amount	\$275,000

### Project Overview:

Seguin Services, Inc. (Seguin) used \$275,000 in CED funding to construct a 1,500 square foot warehouse and production facility in Cicero, Illinois for Seguin Gardens & Gift's assembly and manufacturing. Seguin created jobs ranging from store manager/buyer, sales associates, kiosk/travelling store coordinator, janitorial, production coordinator, and production staff. Seguin Gardens & Gifts created two full-time jobs and provided integrated employment for 48 individuals with intellectual/developmental disabilities who work alongside people without disabilities. These individuals worked part-time as it was not feasible for them to work 40 hour work weeks.

Project Outcomes	
Jobs created	2
Businesses created/ expanded	1
Funds leveraged	\$529,197



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## Indiana

### Grantee:

Muncie Urban Enterprise Association, Inc.  
407 South Walnut Street  
Muncie, IN 47305  
No Website

Grant Information	
Grant Number	90EE0736
Project Period	9/30/2006– 9/29/2012
Award Amount	\$511,560

### Project Overview:

Muncie Urban Enterprise Association, Inc. (MUEA) used \$511,560 in CED funding to develop the 67,000 square foot Millennium Unity Center. The Millennium Unity Center houses several programs, including a child development center, a Boys and Girls Club, and new facilities for the South Madison Community Center (including a gym and classroom space for youth programs). The Millennium Unity Center is located in the Millennium Place, the premier urban revitalization project in Muncie, Indiana. MUEA created 65 jobs for low income individuals.

Project Outcomes	
Jobs created	65
Businesses created/ expanded	1
Funds leveraged	\$1,668,750



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## Indiana

### Grantee:

West Side Hope Community  
1503 Louise Street  
Anderson, IN 46016  
No Website

Grant Information	
Grant Number	90EE0816
Project Period	9/30/2007– 9/29/2012
Award Amount	\$231,560

### Project Overview:

The West Side Hope Community Development Corporation, Inc. (WSHCDC) used CED funding to expand the New Hope Family Life Center's Community Center to house a commercial kitchen and adjoining multipurpose room, technology lab, full service child development center, adult education component, health care station, and office space. Funds were used to complete the interior construction and tenant improvements for space used for the child development center and the commercial kitchen. After WSHCDC developed the 15,000 square foot New Hope Life Center, the facility was occupied for a brief time, but the operational support for the child development center and other proposed tenants was not realized. Though the renovations were completed, the project suffered from an economic downturn and poor fundraising, resulting in the project never coming to full fruition. The grant also suffered from the loss of key project management, which adversely impacted the successful operation of project. The property was foreclosed upon and sold to a private corporation. In keeping with the part of the original CED project design, the new property owner developed the property into a day care center that is currently operating a Head Start Center, supported by HHS funds. The project originally leveraged \$1,200,000 in non-grant dollars.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$1,200,000



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## Iowa

### Grantee:

Highway 63 Gateway Community Development Corporation  
212 East 4th Street  
Waterloo, IA 50703  
No Website

Grant Information	
Grant Number	90EE0779
Project Period	9/30/2007– 9/29/2012
Award Amount	\$688,176

### Project Overview:

The Highway 63 Gateway Community Development Corporation (Highway 63) used CED funding to implement a construction project aimed at revitalizing the Logan Plaza shopping center and improving existing retail shops located in Waterloo, Iowa. After much effort it was determined and documented that the owner of the main property was unwilling to work with the CDC and continued to keep rents above market prices. This discouraged new tenants from moving in and encouraged existing ones to move out. As a way for the CDC to be successful and aggressively address their job creation goals for low-income individuals the CDC requested a change in how it disbursed its CED funds. Subsequently, the CDC was able to inject capital into 2 new projects that included a new Subway Restaurant anchoring a new strip mall and a new Family Dollar store. Highway 63 created six jobs for low-income individuals. These developments occurred in the Logan Plaza Shopping area. The shopping center is located on a 25 acre site with ample parking facilities and 61,915 square feet of leasable space.

Project Outcomes	
Jobs created	6
Businesses created/ expanded	2
Funds leveraged	\$1,470,021



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## Iowa

### Grantee:

Highway 63 Gateway Community Development Corporation  
212 East 4th Street  
Waterloo, IA 50703  
No Website

Grant Information	
Grant Number	90EE0826
Project Period	9/30/2008– 9/29/2012
Award Amount	\$687,000

### Project Overview:

Highway 63 Gateway Community Development Corporation (Highway 63) used CED funding to establish Ryder's Restaurant, an 8,000 square foot motorcycle-themed, full-service restaurant and entertainment facility located in the City of Waterloo, Iowa. Highway 63 used \$411,967 of CED grant funds for accounting services, workforce development services, evaluation services, and staff salaries. Ryder's Restaurant discontinued plans to open its restaurant citing the recession of the economy. After efforts to find a replacement project were unsuccessful, Highway 63 returned CED funds in the amount of \$275,033 to HHS. Highway 63 created two new jobs for low-income individuals, which included staff to facilitate the project.

Project Outcomes	
Jobs created	2
Businesses created/ expanded	1
Funds leveraged	\$0



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## Kentucky

### Grantee:

Kentucky Highlands Investment Corporation  
362 Old Whitley Road  
London, KY 40744  
[www.khic.org](http://www.khic.org)

Grant Information	
Grant Number	90EE0778
Project Period	9/30/2007– 9/29/2012
Award Amount	\$677,000

### Project Overview:

Kentucky Highlands Investment Corporation (KHIC) used \$677,000 in CED funding to provide a working capital loan to Foothills Academy, Inc. at Otter Creek in Wayne County, Kentucky. Foothills Academy, Inc. is a nonprofit corporation organized for the purpose of establishing and maintaining a home for at-risk youth. The project provided funds to expand the school's residential treatment and care facility. The expansion allowed the facility to accommodate 48 young female residents between the ages of 14 and 18 in approximately 20,000 square feet of space on a 46 acre site in Wayne County. The facility provides life skills training, work skills training, academic instruction, basic health care services, and anger management and substance abuse counseling. By expanding the Foothills facility to include a facility for girls, the project created 109 full-time jobs and filled a vital need in this rural community, by serving 141 female residents at the Otter Creek facility over the course of its operation since March 2010.

Project Outcomes	
Jobs created	109
Businesses created/ expanded	1
Funds leveraged	\$3,906,211



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## Kentucky

### Grantee:

Kentucky Highlands Investment Corporation  
362 Old Whitley Road  
London, KY 40744  
[www.khic.org](http://www.khic.org)

Grant Information	
Grant Number	90EE0876
Project Period	9/30/2009- 9/29/2012
Award Amount	\$765,828

### Project Overview:

Kentucky Highlands Investment Corporation (KHIC) used \$765,828 in CED funding to make a loan to Patriot Industries, Inc., a manufacturer of protective clothing and load carrying equipment for members of the National Guard, U.S. Army, and Marines, as well as the Homeland Security Border Control, located in London, Kentucky. The loan allowed Patriot Industries, Inc. to expand and create 185 factory operation positions (with wages averaging at least \$10 per hour) for low-income individuals. Patriot Industries, Inc. recently secured a new contract as a subcontractor for BAE Systems for the manufacturing of Improved Outer Tactical Vests (IOTV), which increased production of IOTVs to 875 units per day in December 2012. This has helped the company to maintain the newly created positions filled by low-income individuals and resulted in the hiring of additional low-income individuals.

Project Outcomes	
Jobs created	185
Businesses created/ expanded	1
Funds leveraged	\$34,172



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## Kentucky

### Grantee:

Mountain Association for Community Economic Development  
433 Chestnut Street  
Berea, KY 40403  
[www.maced.org](http://www.maced.org)

Grant Information	
Grant Number	90EE0850
Project Period	9/30/2008– 9/29/2012
Award Amount	\$686,000

### Project Overview:

The Mountain Association for Community Economic Development (MACED) used \$686,000 in CED funding to create a revolving loan fund to finance new and existing enterprises, which created new, full-time, permanent jobs that provided livable wages and career advancement opportunities for low-income residents of the economically distressed region of Appalachian Kentucky. MACED worked directly with the Regional Kentucky Works Program and East Kentucky Concentrated Employment Program to provide workforce development services to employers, as well as training and employment services to low-income individuals seeking employment. One business that received a loan was CDM Foods, Inc., which operates 14 grocery stores across Appalachian Kentucky, and used funds to complete an energy retrofit and expansion of a new store purchased in Jackson, Kentucky. As of October 2012, CDM Foods, Inc., Comfort Hills (home health service business), and Teague Metal & Truss had created a total of 72 new, full-time jobs.

Project Outcomes	
Jobs created	72
Businesses created/ expanded	3
Funds leveraged	\$534,430



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## Kentucky

### Grantee:

Southeast Kentucky Economic Development Corporation  
2292 South Highway 27, Suite 340  
Somerset, KY 42501  
[www.southeastkentucky.com](http://www.southeastkentucky.com)

Grant Information	
Grant Number	90EE0888
Project Period	9/30/2009- 9/29/2012
Award Amount	\$600,000

### Project Overview:

Southeast Kentucky Economic Development Corporation (SKED) used CED funding to provide a business expansion loan to Southeastern Kentucky Rehabilitation Industries, Inc. (SEKRI) to expand its manufacturing operations in Cumberland, Kentucky. SEKRI obtained a military contract to produce a new Army Advanced Combat Shirt and created 53 jobs for low income individuals to meet its production quota.

Project Outcomes	
Jobs created	53
Businesses created/ expanded	1
Funds leveraged	\$614,889



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## Maine

### Grantee:

Coastal Enterprises, Inc.  
36 Water Street, P.O Box 268  
Wiscasset, ME 04578  
[www.ceimaine.org](http://www.ceimaine.org)

Grant Information	
Grant Number	90EE0907
Project Period	9/30/2009– 12/31/2012
Award Amount	\$765,827

### Project Overview:

Coastal Enterprises, Inc. (CEI) used \$765,827 in CED funding to establish the Portland Regional Initiative for Manufacturing Employment (PRIME) revolving loan fund in Portland, Maine. CEI partnered with the Manufacturers Association of Maine (MAME) to target financially feasible, high growth, job-generating, advanced, and emerging manufacturing businesses—these enterprises were characterized by computerized and robotic systems and advanced quality control and green production processes that reduced or mitigated their environmental impact. One company that was expanded by the loan fund was Wentworth Technology, a technology-based company that designs, manufactures, and sells industrial headsets, headset systems, and accessories. Its latest product development efforts resulted in a superior drive-thru headset system, SPEEDTHRU™, which prompted its expansion. CEI has developed a sector strategy that meets the needs of businesses for skilled workers, satisfies the career goals of workers, and helps meet the state’s economic development goals. CEI created 30 full-time jobs through the PRIME revolving loan fund.

Project Outcomes	
Jobs created	30
Businesses created/ expanded	5
Funds leveraged	\$16,705,000



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## Massachusetts

### Grantee:

Codman Square Neighborhood Development Corporation  
587 Washington Street  
Dorchester, MA 02124  
www.csndc.com

Grant Information	
Grant Number	90EE0772
Project Period	9/30/2006– 9/29/2012
Award Amount	\$349,500

### Project Overview:

Codman Square Neighborhood Development Corporation (CSNDC), Inc. used \$349,500 to help redevelop a vacant commercial building at 157 Washington Street to accommodate the expansion of City Fresh Foods, a minority-owned food service and distribution company. The construction of the commercial space for job creation was not completed, until after the project period, so no jobs were created during the operational period of the grant. CSNDC leveraged over \$15 million to develop the Four Corner Fairmont Station project, which featured housing and 3,500 square feet of commercial space. Since that time, space in the building has been leased to a business that has created two permanent full-time jobs in the target area for low-income people. CSNDC reports additional space will be leased, during 2014 that will create two additional jobs.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	1
Funds leveraged	\$594,076



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## Massachusetts

### Grantee:

Jamaica Plain Neighborhood Development Corporation  
31 Germania Street, Building A  
Jamaica Plain, MA 02130  
[www.jpndc.org](http://www.jpndc.org)

Grant Information	
Grant Number	90EE0788
Project Period	9/30/2007– 9/29/2012
Award Amount	\$150,000

### Project Overview:

The Jamaica Plain Neighborhood Development Corporation (JPNDC) used \$150,000 in CED funding to help four existing businesses expand and relocate to a 12,000 square foot abandoned and blighted warehouse space in the heart of Boston's inner city. The businesses that relocated to the space were: Bella Luna, a local restaurant; City Life/Vida Urbana, a tenant advocacy nonprofit; Children's Music Center, a music education business; and Mike's Fitness, a fitness center. The space was formerly occupied by the Haffenreffer Brewery, which employed approximately 250 people before it closed its doors in 1965. Since JPNDC bought the abandoned complex in the 1980s, it has brought over 500 jobs back to the area, including 30 full-time positions created by this CED grant. Of these employees, over half are minorities and/or women. The former brewery site and the new businesses located there have become a destination for Boston locals and tourists alike.

Project Outcomes	
Jobs created	30
Businesses created/ expanded	4
Funds leveraged	\$0

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## Massachusetts

### Grantee:

Asian American Civic Association  
200 Tremont Street  
Boston, MA 02116  
[www.aaca-boston.org](http://www.aaca-boston.org)

Grant Information	
Grant Number	90EE0796
Project Period	9/30/2007– 9/29/2012
Award Amount	\$395,000

### Project Overview:

The Asian American Civic Association (AACA) used \$395,000 in CED funding to create the Chinatown Community Education Center, LLC. In Boston, Massachusetts. The Chinatown Community Education Center included the construction of a six-story building with office and commercial space. The building provided more than 34,000 square feet of leasable space that was anchored by a child care program called Buds and Blossoms Early Education and Care Center. In addition, the center housed a retention services and employment center, the Sampan Newspaper, a workforce development center, and the Kwong Kow Chinese School that created adult education programs in the building. AACA created 41 full-time jobs through this project and provided entrepreneurial support services and training programs.

Project Outcomes	
Jobs created	41
Businesses created/ expanded	6
Funds leveraged	\$12,600,000



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## Massachusetts

### Grantee:

Community Teamwork, Inc.  
155 Merrimack Street  
Lowell, MA 01852  
[www.comteam.org](http://www.comteam.org)

Grant Information	
Grant Number	90EE0901
Project Period	9/30/2009– 9/29/2012
Award Amount	\$280,000

### Project Overview:

Community Teamwork, Inc. (CTI) used \$280,000 in CED funding to expand RENEW Jobs, a green energy installation business in the City of Lowell, Massachusetts, to meet the industries growing need for skilled “green” contractors. RENEW Jobs focused on the increasing demand for weatherization experts in the targeted community by expanding their technical “green” installations, including weatherization and solar. The Greater Lawrence Community Action Council allocated multiple jobs that overlapped in schedule in order to keep employees of RENEW Jobs working full-time. The crew members have gained more hands-on experience and are now able to work independently and with less supervision. CTI created nine full-time jobs through this venture.

Project Outcomes	
Jobs created	9
Businesses created/ expanded	1
Funds leveraged	\$1,738,886



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## Massachusetts

### Grantee:

Nuestras Raices, Inc.  
245 High Street  
Holyoke, MA 01040  
[www.nuestras-raices.org](http://www.nuestras-raices.org)

Grant Information	
Grant Number	90EE0906
Project Period	9/30/2009- 9/29/2012
Award Amount	\$540,000

### Project Overview:

Nuestras Raices, Inc. used \$540,000 in CED funding to make an equity investment in Nuestras Raices Energy Enterprises LLC, an energy efficiency contractor that provided energy auditing, weatherization, and solar hot water systems services to targeted areas of Holyoke, Massachusetts. The services focused on the areas of public housing, low income residential and general residential housing, and small commercial markets. Most of the energy efficiency business has remained in the residential sector, however commercial work increased as well. Nuestras Raices, Inc. has made significant efforts to move into the cutting-edge solar hot water commercial sector. Nuestras Raices, Inc. created 27 jobs for low income individuals.

Project Outcomes	
Jobs created	27
Businesses created/ expanded	1
Funds leveraged	\$163,793



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## Minnesota

### Grantee:

Midwest Minnesota Community Development Corporation  
119 Greystone Plaza, Suite 100  
Detroit Lakes, MN 56501  
[www.mmcdc.com](http://www.mmcdc.com)

Grant Information	
Grant Number	90EE0733
Project Period	9/30/2006– 9/29/2012
Award Amount	\$526,000

### Project Overview:

Midwest Minnesota Community Development Corporation (MMCDC) used \$526,000 in CED funding to provide working capital to open the first production facility, Mahnomen Baked Chip Plant, on the White Earth Indian Reservation in northwest Minnesota. While a company has been created and a new facility developed, it remains inoperable. MMCDC believes that there remains potential for a food-related manufacturer to occupy the facility. MMCDC continues to keep the building in excellent condition in anticipation of a company needing space that is peanut, tree nut, and gluten free, in order to realize the project's intended goals of stimulating the local economy and creating jobs for low-income individuals.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	1
Funds leveraged	\$7,173,000



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## Minnesota

### Grantee:

Great Neighborhoods Development Corporation  
1113 East Franklin Avenue, Suite 202  
Minneapolis, MN 55404  
[www.aindc-mn.com](http://www.aindc-mn.com)

Grant Information	
Grant Number	90EE0794
Project Period	9/30/2007– 9/29/2012
Award Amount	\$677,000

### Project Overview:

The American Indian Development Corporation/Great Neighborhoods Development Corporation proposed to use \$677,000 in CED funding to construct a 30,000 square foot, mixed-use commercial center (718 Commercial Center) in North Minneapolis, Minnesota. The center would house a mix of for-profit and nonprofit businesses, as well as a new community safety center managed by the Minneapolis Police Department, but the organization filed for bankruptcy. In January 2012, HHS received an initial distribution of \$11,424 on the claim placed against Great Neighborhood's bankruptcy case pursuant to the debtor's confirmed second modified plan of reorganization. A second, larger distribution is expected in 2018.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$0



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## Minnesota

### Grantee:

Midwest Minnesota Community Development Corporation  
119 Greystone Plaza, Suite 100  
Detroit Lakes, MN 56501  
[www.mmcdc.com](http://www.mmcdc.com)

Grant Information	
Grant Number	90EE0841
Project Period	9/30/2008- 9/29/2012
Award Amount	\$267,500

### Project Overview:

Midwest Minnesota Community Development Corporation (MMCDC) used \$267,500 in CED funding to establish a new product venture with Sungrown Foods in Detroit Lakes, Minnesota. The project leased a vacant cold storage facility and produced a new food product-sunflowerbutter and jelly thaw-and-serve sandwiches-to be sold as a part of Minnesota's school lunch program. To support the facility and its production, MMCDC created 19 full-time production line, materials supply, inventory management, and sanitation jobs for low-income individuals. The company has gained traction in the marketplace driven partly by new rules governing the school lunch program nationally, which has resulted in an increase in product demand.

Project Outcomes	
Jobs created	19
Businesses created/ expanded	2
Funds leveraged	\$600,000



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## Minnesota

### Grantee:

Midwest Minnesota Community Development Corporation  
119 Greystone Plaza, Suite 100  
Detroit Lakes, MN 56501  
[www.mmcdc.com](http://www.mmcdc.com)

Grant Information	
Grant Number	90EE0882
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

The Midwest Minnesota Community Development Corporation (MMCDC) used \$765,827 in CED funding to make a loan to TEAM Industries, Inc. (TEAM), a local, high-tech, engineering and manufacturing firm located in Bagley, Minnesota. This expansion allowed for the manufacturing of TEAM's new product line of environmentally-friendly automotive parts for electronic vehicles. With the funding from MMCDC, TEAM has expanded its physical space to accommodate future business activity. MMCDC created 75 full-time jobs, primarily on the final assembly line and various automotive production related positions. MMCDC leveraged an additional \$7,000,000 in funding, and the project has generated \$83,928 in program income.

Project Outcomes	
Jobs created	75
Businesses created/ expanded	1
Funds leveraged	\$7,000,000



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## Minnesota

### Grantee:

Neighborhood Development Center, Inc.  
663 University Avenue, Suite 200  
Saint Paul, MN 55104  
[www.ndc-mn.org](http://www.ndc-mn.org)

Grant Information	
Grant Number	90EE0892
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

Neighborhood Development Center, Inc. (NDC) used \$765,827 in CED funding to create a revolving loan fund for ventures that will create jobs for low-income individuals within Saint Paul, Minnesota. The initial loan recipient was NEDU, LLC, who developed Frogtown Square, a mixed-use residential and commercial facility in the community of Frogtown. The City of St. Paul and the Metropolitan Council were both contributors to the project. Frogtown Square helped create new retail businesses, including two hair salons, a convenience store, a clothing store, a phone store, and two restaurants. Among the businesses created was the Frogtown Daily Diner, which was a project of Union Gospel Mission and trained formerly homeless clients for careers in the food service industry. In total, NDC has created 39 full-time jobs through its revolving loan fund.

Project Outcomes	
Jobs created	39
Businesses created/ expanded	7
Funds leveraged	\$1,813,470



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## Minnesota

### Grantee:

Project for Pride in Living, Inc.  
1035 East Franklin Avenue  
Minneapolis, MN 55404  
[www.ppl-inc.org](http://www.ppl-inc.org)

Grant Information	
Grant Number	90EE0899
Project Period	9/30/2009– 9/29/2012
Award Amount	\$580,000

### Project Overview:

Project for Pride in Living (PRIDE) used \$580,000 in CED funding to establish a new business venture, Second Chance Recycling, located in Minneapolis, Minnesota through its wholly-owned subsidiary, PPL Industries. This business harvested steel springs and related materials from used mattresses to be recycled into manageable bales that were in high demand by scrap metal firms. The business has procured a three-year contract with a possible two-year extension to provide mattress recycling services for all residential pick-up sites within the City of Minneapolis. PRIDE created 41 jobs for low-income individuals in the heart of a designated Empowerment Zone in Minneapolis.

Project Outcomes	
Jobs created	41
Businesses created/ expanded	1
Funds leveraged	\$3,495,829



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## Missouri

### Grantee:

East Missouri Action Agency, Inc.  
107 Industrial Drive, P.O. Box N  
Park Hills, MO 63601  
[www.eastmoaa.org](http://www.eastmoaa.org)

Grant Information	
Grant Number	90EE0842
Project Period	9/30/2008– 9/29/2012
Award Amount	\$687,000

### Project Overview:

East Missouri Action Agency, Inc. used \$687,000 in CED funding to establish the River Hills Restaurant project in Park Hills, Missouri. The project centered around the purchase and operation of a restaurant facility serving lunch and dinner in a family atmosphere. The restaurant employs low-income individuals who have learned valuable skills and gained work experience related to the high-growth hospitality and food service industry. A second phase of the project included leasing the space to vendors and clients needing the use of commercial kitchen facilities. East Missouri Action Agency, Inc. has created 22 full-time jobs that included chefs/cooks, restaurant managers, servers, bookkeepers, and commercial food producers.

Project Outcomes	
Jobs created	22
Businesses created/ expanded	2
Funds leveraged	\$310,835



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## Montana

### Grantee:

Montana Community Development Corporation  
110 East Broadway Street, 2nd Floor  
Missoula, MT 59802  
[www.mtcdc.org](http://www.mtcdc.org)

Grant Information	
Grant Number	90EE0886
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

Montana Community Development Corporation (MCDC) used \$765,827 in CED funding to expand its Small Business Lending Program in Missoula, Montana. The project helped expand three businesses: a hotel, a coffee shop, and a timber company. MCDC helped sustain businesses by offering entrepreneurial training and technical assistance and programs providing loans. The hotel, coffee shop, and timber company hired local low-income individuals in positions such as baristas, janitors, house-keepers, and supervisors. Together, these three businesses have created 17 full-time jobs.

Project Outcomes	
Jobs created	17
Businesses created/ expanded	3
Funds leveraged	\$6,835,000



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## New Jersey

### Grantee:

Morning Star Community  
Development Urban Renewal Corporation  
1009 Chandler Avenue  
Linden, NJ 07036  
No Website

Grant Information	
Grant Number	90EE0793
Project Period	9/30/2007– 9/29/2012
Award Amount	\$500,000

### Project Overview:

The Morning Star Community Development Urban Renewal Corporation (Morning Star) used \$500,000 in CED funding to construct the Morning Star Plaza, which is part of a comprehensive community revitalization project in a distressed community in the City of Linden, New Jersey. This 34,500 square foot facility was intended to house a shopping center, but the site currently remains vacant because the City Council voted to withdraw support for the shopping center in favor of a Criminal Justice Center. Morning Star has legally challenged the City to reverse the action, but in the interim, it is working to ensure that the Criminal Justice Center will create employment opportunities for low-income individuals. Morning Star is working with the Office of State Senator Lesniak to continue discussions to bring the Borough of Roselle and the City of Linden together to share city services in a development that will be large enough to accommodate the Criminal Justice Center, as well as retail entities and private offices that will create entry-level jobs for low-income residents in the food service, print and copy, clerical, and security industries.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$13,550,000



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## New Jersey

### Grantee:

Isles, Inc.  
10 Wood Street  
Trenton, NJ 08618  
[www.isles.org](http://www.isles.org)

Grant Information	
Grant Number	90EE0843
Project Period	9/30/2008- 9/29/2012
Award Amount	\$250,000

### Project Overview:

Isles, Inc. used \$250,000 in CED funding to establish Isles E4, an energy efficiency and weatherization business in Mercer County, New Jersey. The business has received funding from the State of New Jersey to perform weatherization under ARRA, LIHEAP Wx, and Heating Improvement. Recently, the business' BPI accredited services were recognized by New Jersey's Clean Energy Program. The project has successfully created a total of 19 full-time jobs for formerly unemployed or underemployed low-income individuals.

Project Outcomes	
Jobs created	19
Businesses created/ expanded	1
Funds leveraged	\$3,291,511



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## New York

### Grantee:

Settlement Housing Fund, Inc.

247 West 37th Street 4th floor

New York, NY 10018

[www.settlementhousingfund.org](http://www.settlementhousingfund.org)

Grant Information	
Grant Number	90EE0775
Project Period	9/30/2007– 9/29/2012
Award Amount	\$650,000

### Project Overview:

The Settlement Housing Fund, Inc. used \$650,000 in CED funding to construct a 25,000 square foot community center as part of the New Settlement Community Campus (NSCC) in the Mt. Eden neighborhood of the Bronx, New York. NSCC was a 170,000 square foot public-private revitalization project developed in collaboration with the New Visions for Public Schools and the New York City School Construction Authority. The project converted an abandoned and distressed property into a state-of-the-art community and recreation center with an indoor swimming pool to meet the recreational, health, educational, and economic needs and demands of the low-income residents in the Bronx. Funds were used for construction, architectural and engineering fees, project management, and an evaluation to be conducted by an independent third-party. The project was completed on September 6, 2012, and Mayor Michael Bloomberg visited on opening day. In addition, the New York American Institute of Architects featured the Campus at an exhibit and panel discussion. As a result of this project, the Settlement Housing Fund, Inc. created 20 full-time jobs.

Project Outcomes	
Jobs created	20
Businesses created/ expanded	1
Funds leveraged	\$23,346,950



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## North Carolina

### Grantee:

Goshen Medical Center, Inc.  
444 Center Street, S.W. P.O. Box 187  
Faison, NC 28341  
[www.goshenmedical.org](http://www.goshenmedical.org)

Grant Information	
Grant Number	90EE0791
Project Period	9/30/2007- 9/29/2012
Award Amount	\$675,938

### Project Overview:

Goshen Medical Center, Inc. used \$677,000 in CED funding to create the Capacity Expansion Project to meet the medical and dental service needs of low-income communities, many of whom are migrant farmers or military personnel, in Sampson, Wayne, and Duplin Counties in south central and eastern North Carolina. This project required renovation, expansion, and construction or purchase of space at multiple sites. Between August 2007 and November 2009, it resulted in the creation of three businesses-Garland, Warsaw Wellness, and Faison Dental-as well as the expansion of two businesses-Goldsboro Site and Corporate Administration. Goshen created 50 full-time jobs through these newly created/expanded businesses.

Project Outcomes	
Jobs created	50
Businesses created/ expanded	5
Funds leveraged	\$1,433,770



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## North Carolina

### Grantee:

Saint Augustine's College  
Community Development Corporation  
311 North Tarboro Street  
Raleigh, NC 27610  
No Website

Grant Information	
Grant Number	90EE0911
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

Saint Augustine's College Community Development Corporation used CED funding to expand Strata Solar, a solar construction and installation business. The installation of these solar panels provided a cost saving to 600 families who had the benefit of now powering their homes through the use of solar energy. Saint Augustine's College Community Development Corporation created 177 jobs, which were primarily filled by court adjudicated youth, high school dropouts and unemployed veterans.

Project Outcomes	
Jobs created	177
Businesses created/ expanded	1
Funds leveraged	\$183,000



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## Ohio

### Grantee:

Improved Solutions For Urban Systems, Inc.  
140 North Keowee Street  
Dayton, OH 45402  
[www.isusinc.com](http://www.isusinc.com)

Grant Information	
Grant Number	90EE0798
Project Period	9/30/2007– 9/29/2012
Award Amount	\$700,000

### Project Overview:

Improved Solutions for Urban Systems (ISUS) used \$700,000 in CED funding to renovate ISUS' High Tech Homes' warehouse for its truss factory and purchase equipment for the factory in Dayton, Ohio. ISUS manufactures wood paneling for home construction and produces interior and exterior wall panels and truss systems. These items are used for the construction of single family homes and low-rise apartments. ISUS supplied wood panels for over 60 homes and secured a contract to perform HERS (energy-star) ratings and weatherization on these homes. ISUS created 36 full-time jobs, such as plant manager, marketing director, property maintenance, electrician, and production/set crew members.

Project Outcomes	
Jobs created	36
Businesses created/ expanded	1
Funds leveraged	\$0



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## Ohio

### Grantee:

Burten, Bell, Carr Development, Inc.

3226 East 93rd Street

Cleveland, OH 44104

[www.bbcdevelopment.org](http://www.bbcdevelopment.org)

Grant Information	
Grant Number	90EE0814
Project Period	9/30/2007– 9/29/2012
Award Amount	\$200,000

### Project Overview:

Burton, Bell, Carr Development, Inc. (BBCD) used \$200,000 in CED funding to develop a 13,200 square foot commercial and retail space in Cleveland, Ohio. The development, Bridgeport Place, housed a branch of the Cleveland Public Library, a general merchandise store, a bank with ATM services, a housing authority, and BBCD. Despite Cleveland's sluggish economy, budget cuts, and the road on which Bridgeport Place is located being temporarily designated as a one-way street, BBCD was able to create 13 full-time jobs. The Cuyahoga Metropolitan Housing Authority moved into the development and created 11 full-time jobs, and the public library was very successful in attracting new patrons upon its opening, and was able to create two full-time jobs. BBCD continues to maintain the development and search for additional prospective tenants.

Project Outcomes	
Jobs created	13
Businesses created/ expanded	5
Funds leveraged	\$0



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## Ohio

### Grantee:

Economic and Community Development Institute  
1655 Old Leonard Ave.  
Columbus, OH 43219  
[www.econcdi.org](http://www.econcdi.org)

Grant Information	
Grant Number	90EE0898
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,828

### Project Overview:

Economic and Community Development Institute (ECDI) used \$765,828 in CED funding to expand its organization by adding a division called ECDI Transportation Authority in Columbus, Ohio. The original project aimed to create a revolving loan fund to provide potential employees access to CDL training courses and support a trucking-business incubator. ECDI created 14 full-time jobs through this venture, but the economic downturn led them to re-evaluate the project and the most effective and efficient way to use CED funds. In September 2010, ECDI submitted a revised proposal to use the remaining CED funds to support an existing food service resource center. The revised project planned, developed, and constructed a food facility warehouse to include a food cart commissary, storage space for food carts, vans and trucks, a commercial bakery, and a product storage facility. Through this venture, ECDI created 128 full-time jobs, for a total of 142 full-time jobs across both ventures.

Project Outcomes	
Jobs created	142
Businesses created/ expanded	89
Funds leveraged	\$1,392,737



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## Oklahoma

### Grantee:

Little Dixie Community Action Agency, Inc.

209 North 4th Street

Hugo, OK 74743

[www.littledixie.org](http://www.littledixie.org)

Grant Information	
Grant Number	90EE0895
Project Period	9/30/2009– 9/29/2012
Award Amount	\$400,000

### Project Overview:

Little Dixie Community Action Agency, Inc. (LDCAA) used \$400,000 in CED funding for the LDCAA Transit Expansion Program, an effort to expand transportation services to underserved rural counties of Oklahoma. The LDCAA Transit Expansion Program provided dependable transportation to low-income and elderly citizens. By offering transportation services to the nearest urban area, residents in Choctaw, McCurtain, and Pushmataha counties now have access to employment, shopping, medical, and social opportunities that were previously inaccessible through public transportation. The creation of the new routes resulted in the hiring of 20 new transit positions, which included 18 driver positions and two new data entry positions.

Project Outcomes	
Jobs created	20
Businesses created/ expanded	1
Funds leveraged	\$486,990



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## Pennsylvania

### Grantee:

Fayette County Community Action Agency, Inc.  
108 North Beeson Blvd.  
Uniontown, PA 15401  
[www.fccaa.org](http://www.fccaa.org)

Grant Information	
Grant Number	90EE0855
Project Period	9/30/2008– 9/29/2012
Award Amount	\$675,000

### Project Overview:

Fayette County Community Action Agency (FCCAA) used \$675,000 in CED funding to expand services at its 70,000 square foot incubator site in Uniontown, Pennsylvania. This incubator created Black N' Gold Cheesecake Co./ Unforgettable Sweets, which is a wholesale baking manufacturer located in Republic, Pennsylvania. The incubator also created Hollymead Capital, which develops, operates, and arranges funding for community-based social enterprises. In addition, FCCAA helped residents of the Fairweather Lodge, a permanent supportive housing program designed to serve eight homeless individuals suffering from severe mental illness, create a business that provides cleaning services to businesses and organizations. The cleaning business was able to secure contracts to provide cleaning services to a community service center, a senior center, CTI classrooms, and a family service center. Through the assistance provided by the incubator, FCCAA created 30 full-time jobs.

Project Outcomes	
Jobs created	30
Businesses created/ expanded	4
Funds leveraged	\$1,710,648



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## Pennsylvania

### Grantee:

Firm Foundation of Pennsylvania, Inc.  
28 North 19th Street  
Harrisburg, PA 17103  
No Website

Grant Information	
Grant Number	90EE0790
Project Period	9/30/2007- 9/29/2012
Award Amount	\$677,000

### Project Overview:

The Firm Foundation of Pennsylvania, Inc. (FFPI) used \$677,000 in CED funding to provide a loan to a locally owned and operated development company to support the development of a 13-story hotel in Harrisburg, Pennsylvania. OCS conducted a monitoring site visit to FFPI on January 19-21, 2010, and reviewed FFPI's programmatic and financial management system for adherence to grant policies and procedures. During the January 2010 site visit, monitors were not able to obtain the required information regarding this grant project. Due to non-compliance, OCS disallowed the funds awarded to Firm Foundation and is in the process of recouping the CED funds.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$0



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## Pennsylvania

### Grantee:

Friendship Development Associates  
5530 Penn Avenue  
Pittsburgh, PA 15206  
[www.friendship-pgh.org](http://www.friendship-pgh.org)

Grant Information	
Grant Number	90EE0823
Project Period	9/30/2008– 9/29/2012
Award Amount	\$400,000

### Project Overview:

Friendship Development Associates used \$400,000 in CED funding to support Glass Plaza on Penn, a real estate endeavor that developed 15,010 square feet of leasable commercial, retail, and office space in Pittsburgh, Pennsylvania. The new businesses that have been created include: Volutto Coffee, MUV Fitness, Yoga Hive, and Verde Mexican Cantina. Through these businesses, Friendship Development Associates has created 30 full-time jobs. This project was part of a larger effort by local CDCs to revitalize the area, which was featured in the June 2011 issue of Pittsburgh Magazine. The article, entitled “Transformation of Penn Avenue,” noted that local CDCs began collaborating in 1998 to revitalize the neighborhood by purchasing and rehabilitating 18 unused properties, reducing retail vacancies in the Penn Avenue corridor by more than 55 percent. As a result, the CDCs, including Friendship Development Associates, are now benefiting from more retailers being drawn to these neighborhoods, including a Whole Foods grocery store, a Home Depot, and a Target store.

Project Outcomes	
Jobs created	30
Businesses created/ expanded	4
Funds leveraged	\$5,856,062



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## Pennsylvania

### Grantee:

TREHAB, Inc.  
10 Public Avenue, P.O. Box 366  
Montrose, PA 18801  
[www.trehab.org](http://www.trehab.org)

Grant Information	
Grant Number	90EE0844
Project Period	9/30/2008– 9/29/2012
Award Amount	\$687,000

### Project Overview:

TREHAB, Inc. (TREHAB) used \$687,000 in CED funding to make a \$300,000 loan investment in an information technology installation company called TLTEK, which relocated to Northeastern Pennsylvania from West Virginia with the goal of securing federal contracts. TREHAB provided advertising for TLTEK along with employee referrals, but TLTEK was never able to secure the necessary contracts to make the venture successful. In an effort to help the fledgling business, TLTEK requested an additional \$200,000 from TREHAB. After receiving technical assistance from the Office of Community Services, the additional funds were not loaned to TLTEK, and an effort to recoup the original funds was initiated. To date, TLTEK has not repaid its original loan, and TREHAB does not have the capacity to pursue additional legal action.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$0



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## Pennsylvania

### Grantee:

TREHAB, Inc.  
10 Public Avenue, P.O. Box 366  
Montrose, PA 18801  
[www.trehab.org](http://www.trehab.org)

Grant Information	
Grant Number	90EE0883
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

TREHAB, Inc. (TREHAB) used \$765,827 in CED funding to make a loan to Cargill Meat Solutions (CMS), a meat processor and distributor located in Wyalusing (Bradford County), Pennsylvania, to assist in the creation of a new line of inexpensive beef cut products. The loan was used to upgrade Cargill's slaughterhouse and meat processing equipment. The slaughterhouse environment posed obstacles in finding employees; however, TREHAB worked closely with Cargill to recruit employees and created additional job opportunities in janitorial, maintenance, electrical, and other areas of the company. As a result, 26 full-time jobs were created. TREHAB also put a strong emphasis on job retention for these employees with their Hire to Retain Program and provided employees with \$50 gas vouchers for every 30 days of employment for their first 6 months of employment. These vouchers aided employees, whose average commute was 30 minutes one-way, to get to/from work and retain their jobs.

Project Outcomes	
Jobs created	26
Businesses created/ expanded	1
Funds leveraged	\$0



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## South Dakota

### Grantee:

Lakota Fund, Inc.  
P.O. Box 340  
Kyle, SD 57752  
[www.lakotafunds.org](http://www.lakotafunds.org)

Grant Information	
Grant Number	90EE0869
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,828

### Project Overview:

The Lakota Fund, Inc. (Lakota) used \$765,828 in CED funding to design and expand target businesses on the Pine Ridge Reservation in Kyle, South Dakota. Lakota expanded a Subway Restaurant, the only fast food chain on the Reservation that promotes fresh and healthy food. Also, Lakota expanded Lakota Express, Inc., a service management/direct marketing company, Murdock Electric Inc., a native american and veteran owned business that provides heating, ventilation, and air conditioning (HVAC) services, Food Stop, a family owned restaurant; Ferguson Construction and American Horse Construction, two general purpose construction companies; and Deadman Hands Company, an S-Corp that manages a number of enterprises. Lastly, Lakota also sponsored the development of the Lakota Federal Credit Union (LFCU), which was the first federally-insured financial repository on the Reservation. Lakota provided financing, manpower, marketing, and training to these businesses, which have created 75 full-time jobs.

Project Outcomes	
Jobs created	75
Businesses created/ expanded	7
Funds leveraged	\$2,649,000



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## Texas

### Grantee:

North and East Lubbock  
Community Development Corporation  
P.O. Box 3893  
Lubbock, TX 37814  
[www.nelcdc.org](http://www.nelcdc.org)

Grant Information	
Grant Number	90EE0744
Project Period	9/30/2006– 9/29/2012
Award Amount	\$300,000

### Project Overview:

The North and East Lubbock Community Development Corporation (NELCDC) used \$300,000 in CED funding to construct and operate a 20,000 square foot retail center, Parkway Place, located in East Lubbock, Texas, in an area designated as a Texas Enterprise Zone. Parkway Place is part of a larger community revitalization effort in the North and East Lubbock area. This area had not had any type of new development since 1955 and is considered a low-income neighborhood with crime rates ranked about fourth worst in the City. There have been three organizations that have leased space in the shopping center, including the Premier Health Clinic, and has created 25 full-time jobs to date. The NELCDC also is currently in the process of trying to recruit a restaurant for the shopping center. It is hoped that another NELCDC project--a 62 unit elderly housing development and 27 new home sites to be developed--will attract additional entrepreneurs to the shopping center and to the neighborhood.

Project Outcomes	
Jobs created	25
Businesses created/ expanded	3
Funds leveraged	\$1,812,477



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## Virginia

### Grantee:

Southeastern Tidewater Opportunity Project, Inc.  
2551 Almeda Avenue  
Norfolk, VA 23513  
No Website

Grant Information	
Grant Number	90EE0893
Project Period	9/30/2009– 9/29/2012
Award Amount	\$574,800

### Project Overview:

Southeastern Tidewater Opportunity Project, Inc. (STOP) used CED funding to expand the capacity of its Klean Slate Enterprise program, while simultaneously expanding three separate subsidiaries: a lawn care service, a moving company and a window washing service. STOP created 28 jobs, which were primarily filled by ex-offenders.

Project Outcomes	
Jobs created	28
Businesses created/ expanded	3
Funds leveraged	\$56,180



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## Washington

### Grantee:

Spokane Neighborhood Economic Development Alliance  
715 East Sprague Street, Suite 101  
Spokane, WA 99202  
[www.sned.org](http://www.sned.org)

Grant Information	
Grant Number	90EE0762
Project Period	9/30/2006– 9/29/2012
Award Amount	\$700,000

### Project Overview:

The Spokane Neighborhood Economic Alliance (SNEDA) used \$700,000 in CED funding to collaborate with Community Frameworks and establish the HAARP Property Rehabilitation Company (PRC). PRC targeted mixed use, commercial/residential building and renovated them for retail/commercial space. SNEDA provided low-interest loans to entrepreneurs who created businesses such as, an urban hardware store, artisan businesses (soap, candle makers, artists jewelry makers), bakeries (bread, gluten free products, cheesecakes), aromatherapy centers, massage parlors, and candy stores. SNEDA created 30 full-time jobs.

Project Outcomes	
Jobs created	30
Businesses created/ expanded	30
Funds leveraged	\$1,050,000



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## Washington

### Grantee:

Tacoma-Pierce County Small Business Incubator  
1423 East 29th Street  
Tacoma, WA 98404  
No Website

Grant Information	
Grant Number	90EE0802
Project Period	9/30/2007- 9/29/2012
Award Amount	\$677,000

### Project Overview:

The Tacoma Pierce County Small Business Incubator (Tacoma) used \$677,000 in CED funding to construct the Scientific and Technical Services Incubator within a federally designated Renewal Community in East Tacoma, Washington to assist in the start-up and growth of a targeted small business technology sector. Construction and operation of the Scientific and Technical Services Incubator stimulated additional commercial investments that removed blight and provided other jobs within the economically distressed area. This construction project involved site clearing, excavation, and construction of a new building. Tacoma created/expanded 23 business start-ups and has created 181 full-time jobs.

Project Outcomes	
Jobs created	181
Businesses created/ expanded	23
Funds leveraged	\$8,249,900



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## Wisconsin

### Grantee:

CAP Services, Inc.  
5499 Highway 10 East  
Stevens Point, WI 54481  
[www.capserv.org](http://www.capserv.org)

Grant Information	
Grant Number	90EE0871
Project Period	9/30/2009– 9/29/2012
Award Amount	\$600,000

### Project Overview:

CAP Services, Inc. used \$600,000 in CED funding to provide a loan to Intevation Foods for the purchase of freezer equipment needed to establish two new food production lines in. Intevation Foods produces and packages food items for a variety of clients, including nation-wide grocery store chains. The new equipment allowed Intevation to create 101 new production jobs. Intevation used Portage County Child Support and Enforcement and the Health & Human Services departments to recruit low-income individuals and reach another segment of the population it typically does not recruit from, including 26 TANF recipients. CAP Services provided post startup technical assistance to aid Intevation with job retention, setting up a promotion system, and establishing benefit packages. During the grant period, a total of 16 low-income individuals received promotions that resulted in a wage increase that averaged \$2.60 per hour.

Project Outcomes	
Jobs created	101
Businesses created/ expanded	1
Funds leveraged	\$0



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## Wisconsin

### Grantee:

Impact Seven, Inc.  
147 Lake Almena Drive  
Almena, WI 54805  
[www.impactseven.org](http://www.impactseven.org)

Grant Information	
Grant Number	90EE0897
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

Impact Seven, Inc. used \$765,827 in CED funding to expand the Riverside III Building which has brought life back to a blighted area within the City of La Crosse, Wisconsin. Riverside III now houses Logistics Health, Inc. (LHI), a creative health services company, and Kaplan Professional, a provider of continuing and business education. These two companies have rented space in the Riverside III building, which allowed both companies to expand their operations. Impact Seven, Inc. created 200 full-time jobs and was able to leverage an additional \$27,999,173 in funds to aid the riverfront revitalization process. As LHI and Kaplan Professional continue to expand, Impact Seven anticipates an excess of over 300 full-time jobs will be created by the Riverside III building project.

Project Outcomes	
Jobs created	200
Businesses created/ expanded	2
Funds leveraged	\$27,999,173



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## Wisconsin

### Grantee:

Northwest Side Community Development Corporation  
4265 North 30th Street  
Milwaukee, WI 53216  
[www.nwscdc.org](http://www.nwscdc.org)

Grant Information	
Grant Number	90EE0749
Project Period	9/30/2006– 9/29/2012
Award Amount	\$700,000

### Project Overview:

The Northwest Side Community Development Corporation (NWSCDC) used \$700,000 in CED funding to help Lena's, an African American owned grocery store chain in Milwaukee, Wisconsin, divide its Midtown location. Lena's then leased space to three additional businesses. The 13,000 square feet of leased space allowed for the expansion of CitiTrends; TCF Bank; and MHS Community Care Clinic. Lena's continues to operate its grocery store under the name of Piggly Wiggly at the same location. As a result of the CED funding, the four businesses have created a total of 52 full-time jobs, most of which were filled by TANF recipients. Lena's also hired some ex-offenders. In addition, over the course of the grant period, the grocery store succeeded in improving its appearance and increasing its selection of healthy food options. As of 2012, the CED funds have allowed NWSCDC to leverage an additional \$111,000 in funds.

Project Outcomes	
Jobs created	52
Businesses created/ expanded	4
Funds leveraged	\$111,000



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## Wisconsin

### Grantee:

Northwest Side Community Development Corporation  
4265 North 30th Street  
Milwaukee, WI 53216  
[www.nwscdc.org](http://www.nwscdc.org)

Grant Information	
Grant Number	90EE0781
Project Period	9/30/2007- 9/29/2012
Award Amount	\$677,000

### Project Overview:

The Northwest Side Community Development Corporation (NWSCDC) used \$677,000 in CED funding to provide loans supporting the creation/expansion of three businesses in Milwaukee, Wisconsin. NWSCDC used CED funds to provide a loan to expand Universal Housing Systems, a tenant of a business incubator designed to support and house businesses in the housing manufacturing; biofuel testing; weatherization training; and energy, power, and controls research fields. Two new businesses-NW Connect and WERC-also were created. Universal Housing Systems, NW Connect, and WERC together created 44 full-time new jobs. These new jobs, resulted in a total of 44 full-time jobs created for low-income individuals as a result of this grant.

Project Outcomes	
Jobs created	44
Businesses created/ expanded	3
Funds leveraged	\$12,251,456



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## Wisconsin

### Grantee:

Northwest Side Community Development Corporation  
4265 North 30th Street  
Milwaukee, WI 53216  
[www.nwscdc.org](http://www.nwscdc.org)

Grant Information	
Grant Number	90EE0818
Project Period	9/30/2008– 9/29/2012
Award Amount	\$687,000

### Project Overview:

The Northwest Side Community Development Corporation (NWSCDC) used \$687,000 in CED funding to obtain incubator services for Paradigm Sensors, LLC (Paradigm), a minority owned, state certified company and prominent global power controls firm in Milwaukee, Wisconsin. Paradigm initially was funded with help from the State of Wisconsin's Energy Independence Fund, and the NWSCDC utilized CED funds to help off-set costs of the build-out of its facility with City of Milwaukee Block Grant dollars. The project proved to be an initial success by helping launch the company and facilitate its move into the Milwaukee Technology Incubator Center in 2008. In addition, the NWSCDC and Paradigm closed on a \$590,000 loan in October of 2008 to support the development and marketing of a handheld biodiesel fuel testing kit. At the time of loan Paradigm was the only minority-owned and operated "green tech" manufacturer in the State of Wisconsin, which has been a manufacturing hub for the auto industry for years. Paradigm was successful in obtaining state and private sector contracts for its testing kit. Initial positive reviews of its testing kit and sensor technology in biofuel trade journals led to negotiations with global automotive giants, such as General motors and Daimler Mercedes Benz. NWSCDC created 18 jobs, such as production line assembly workers, equipment testers, and office staff, however, only two positions remain at this time.

Project Outcomes	
Jobs created	18
Businesses created/ expanded	1
Funds leveraged	\$1,255,000



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## Wisconsin

### Grantee:

Northwest Side Community Development Corporation  
4265 North 30th Street  
Milwaukee, WI 53216  
[www.nwscdc.org](http://www.nwscdc.org)

Grant Information	
Grant Number	90EE0889
Project Period	9/30/2009– 9/29/2012
Award Amount	\$765,827

### Project Overview:

Northwest Side Community Development Corporation (NWSCDC) used \$650,000 in CED funding to make low-interest loan to Nature Tech, a company that manufactures cellulose insulation, a high performance insulation made primarily from recycled newspapers. Additionally, the company provides sustainable millwork products, lightweight composite framing, and linseed oil paint. The loan was used for the rehabilitation of a manufacturing building that houses Nature Tech's engineered green building systems. Rather than hire contractors to complete the building remodel, Nature Tech directly hired many workers to perform tasks such as replacing windows, grinding and refinishing the terrazzo floors, and building out the interior factory and sales spaces. Overall, Nature Tech created 29 manufacturing jobs on the production line of the new plant.

Project Outcomes	
Jobs created	29
Businesses created/ expanded	1
Funds leveraged	\$4,530,000



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## Wisconsin

### Grantee:

Western Dairyland Economic Opportunity Council, Inc.  
23122 Whitehall Road, P.O. Box 125  
Independence, WI 54747  
[www.westerndairyland.org](http://www.westerndairyland.org)

Grant Information	
Grant Number	90EE0819
Project Period	9/30/2008– 9/29/2012
Award Amount	\$687,000

### Project Overview:

Western Dairyland Economic Opportunity Council, Inc. (WDEOC) used \$687,000 in CED funding to assist businesses in Buffalo, Eau Claire, Jackson, and Trempealeau County, Wisconsin expand their operations by developing a training school specifically targeting the machinery and manufacturing operations identified as having expansion potential. The project provided 100 hours of hands-on skill training to participants in order to provide area employers with entry-level welders and machinists. Participants benefited from gaining skills for entry level employment with an above average wage and the opportunity for advancement. The project established a reputation for producing highly-trained welders and quality employees. Through partnering employers, new jobs in the machine tool and welding occupations were created. WDEOC created 41 full-time jobs.

Project Outcomes	
Jobs created	41
Businesses created/ expanded	6
Funds leveraged	\$0



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## Wisconsin

### Grantee:

Wisconsin Women's Business Initiative Corporation  
2745 North Dr. Martin Luther King, Jr. Drive  
Milwaukee, WI 53212  
[www.wwbic.com](http://www.wwbic.com)

Grant Information	
Grant Number	90EE0910
Project Period	9/30/2009– 9/29/2012
Award Amount	\$725,000

### Project Overview:

Wisconsin Women's Business Initiative Corporation (WWBIC) used \$725,000 in CED funding to provide direct loans and other capacity building activities to small businesses and low-income individuals entrepreneurs. WWBIC's Jobs, Growth, and Sustainability project utilized a Small Business Development Continuum that included all of the services that business owners might need to sustain and grow their businesses as well as create job opportunities for low-income individuals in their communities. WWBIC has been named the largest micro-lender in Wisconsin every year from 2002 through 2012. WWBIC provided training and technical assistance to its clients who, in turn, created 49 full-time jobs.

Project Outcomes	
Jobs created	49
Businesses created/ expanded	20
Funds leveraged	\$655,000







## Appendix 2: Project Descriptions for RCD Grants In Progress in FY 2012

This section includes individual project descriptions for projects that were in progress in FY 2012. Information provided for each project includes basic grant information, a description of the project, and summary of key outcomes achieved.



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## Homeland Security National Support

### Grantee:

Rural Community Assistance Partnership, Inc.  
1701 K Street, N.W., Suite 700  
Washington, DC 20006  
[www.rcap.org](http://www.rcap.org)

Grant Information	
Grant Number	90EF0067
Award Amount	\$180,000

### Project Overview:

Rural Community Assistance Partnership, Inc. (RCAP National) used RCD funds to build knowledge and support for rural water system needs by partnering with other federal agencies and national organizations to provide training and technical assistance. RCAP National provided outreach to water and wastewater boards and community leaders on protecting public health, the environment, and infrastructure assets in rural areas. RCAP National also focused on a community outreach campaign called, The Water We Drink, which centered on educating people about safe drinking water. This campaign offered free, re-printable newsletter articles on The Water We Drink website and distributed them to small utility board members and small community decision makers via their state membership organizations. More specifically, RCAP has worked to help prepare small system operators and administrators to be able to protect the water supply in the case of a terrorist threat by helping them to assess their infrastructure and risks, providing emergency preparedness training and technical assistance in developing emergency preparedness plans.

Project Outcomes	
Trainings Conducted	20
Training Attendees	468



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## Regional Training and Technical Assistance

### Grantee:

Community Resource Group , Inc.

3 East Colt Square

Fayetteville, AR 72704

[www.crg.org](http://www.crg.org)

Grant Information	
Grant Number	90EF0072
Award Amount	\$722,000

### Project Overview:

Community Resource Group, Inc. (CRG) used RCD funds to assist low-income communities develop and preserve affordable community facilities and improve local capacity and leadership in rural communities. CRG provided direct onsite assistance to rural communities by providing information, conducting group training, and providing direct short-term loans for facility improvements. CRG operated a revolving loan fund of over \$11 million to provide affordable finance options for better housing and safe and sanitary water and wastewater.

Project Outcomes	
People Served	388,622
Communities Served	156
Trainings Conducted	26
Training Attendees	422
Funds Leveraged	\$45,878,352



**Grantee:**

Rural Community Assistance Corporation  
3120 Freeboard Drive, Suite 201  
West Sacramento, CA 95691  
[www.rcac.org](http://www.rcac.org)

Grant Information	
Grant Number	90EF0069
Award Amount	\$722,000

**Project Overview:**

Rural Community Assistance Corporation (RCAC) used RCD funds to provide training and technical assistance, networking and finance for over 100 communities. RCAC targeted communities of less than 3,300 people that had the greatest unmet water and wastewater needs. Through technical assistance to these communities, RCAC built the managerial and financial capacity of these small communities to build and maintain sustainable water and wastewater infrastructure. RCAC also developed a green, sustainable infrastructure assessment tool and guide to appropriate technology for use in small, rural communities.

Project Outcomes	
People Served	64,066
Communities Served	75
Trainings Conducted	3
Training Attendees	15
Funds Leveraged	\$3,638,165



**Grantee:**

RCAP Solutions, Inc.  
205 School Street  
P.O. Box 159  
Gardner, MA 01440-0159  
[www.rcapsolutions.org](http://www.rcapsolutions.org)

Grant Information	
Grant Number	90EF0074
Award Amount	\$722,000

**Project Overview:**

RCAP Solutions, Inc. (RCAPS) used RCD funds to provide on-site, individualized training and technical assistance to rural communities to meet their water supply and wastewater needs. RCAPS also helped local leaders address concerns of sustainable community development. In addition, the RCAPS staff helped plan and expedite facilities improvements by leveraging over \$4 million. RCAPS also focused on homeland security for water systems and providing assistance for often neglected minority groups.

Project Outcomes	
People Served	205,877
Communities Served	29
Trainings Conducted	39
Training Attendees	157
Funds Leveraged	\$25,827,000



**Grantee:**

Midwest Assistance Program, Inc.  
212 Lady Slipper Avenue, NE  
P.O. Box 81  
New Prague, MN 56071  
[www.map-inc.org](http://www.map-inc.org)

Grant Information	
Grant Number	90EF0068
Award Amount	\$722,000

**Project Overview:**

Midwest Assistance Program, Inc. (MAP) used RCD funds to provide on-site technical, managerial and financial assistance to rural communities. Low-cost financing was offered to these communities through a revolving loan fund. These loans were up to ten years in length and were used for either pre-development expenses on large water or wastewater projects or short-term water or wastewater capital improvements. In addition to the loan fund, MAP continued publishing its newsletter, Source, that serves as an important vehicle for disseminating information to water and sewer system operators, community leaders and others involved in sustaining rural communities.

Project Outcomes	
People Served	699,999
Communities Served	111
Trainings Conducted	18
Training Attendees	335
Funds Leveraged	\$22,797,470



**Grantee:**

WSOS Community Action Commission, Inc.  
P.O. Box 590  
Fremont, OH 43420  
[www.wsos.org](http://www.wsos.org)

Grant Information	
Grant Number	90EF0073
Award Amount	\$722,000

**Project Overview:**

WSOS Community Action Commission, Inc. (WSOS) used RCD funds to build technical, managerial and financial capacity of small, rural communities. WSOS developed manuals for these communities to follow that related to water loss and leak detection, operations and maintenance, ordinances, bookkeeping and billing systems. In addition, WSOS aided in preparation of vulnerability assessments and emergency plans as they related to homeland security for water and wastewater facilities.

Project Outcomes	
People Served	249,011
Communities Served	135
Trainings Conducted	19
Training Attendees	1,255
Funds Leveraged	\$1,272,503



**Grantee:**

Southeast Rural Community Assistance Project, Inc.  
347 Campbell Avenue  
Roanoke, VA 24016-3624  
[www.sercap.org](http://www.sercap.org)

Grant Information	
Grant Number	90EF0071
Award Amount	\$722,000

**Project Overview:**

Southeast Rural Community Assistance Project, Inc. (SERCAP) used RCD funds to provide training and technical assistance to low-income, rural communities in addressing water, wastewater, environmental, housing and economic development issues. The training and technical assistance focused on rural leadership development, water and wastewater management, operational troubleshooting for water and wastewater facilities.

Project Outcomes	
People Served	98,485
Communities Served	52
Trainings Conducted	7
Training Attendees	73
Funds Leveraged	\$1,792,840



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## Tribal Training and Technical Assistance

### Grantee:

United South and Eastern Tribes, Inc.  
711 Stewarts Ferry Pike, Suite 100  
Nashville, TN 37214-2751  
[www.usetinc.org](http://www.usetinc.org)

Grant Information	
Grant Number	90EF0075
Award Amount	\$163,505

### Project Overview:

United South and Eastern Tribes, Inc. (USET) used RCD funds to create a water and wastewater certification, training and technical assistance program to assist member Tribes in developing, operating and sustaining efficient, safe water and wastewater facilities. This program helped member Tribes achieve and maintain compliance with the Safe Drinking Water Act, Clean Water Act and other applicable state and tribal regulations. In addition, USET utilized its staff expertise to assist member Tribes build technical, managerial and financial capabilities through training, technical assistance, and Tribe-to Tribe peer assistance activities.

Project Outcomes	
People Served	40,745
Communities Served	31
New or Revised Trainings Developed	30
Training Attendees	48



**Grantee:**

Inter Tribal Council of Arizona, Inc.  
2214 North Central Avenue, Suite 100  
Phoenix, AZ 85004  
[www.itcaonline.com](http://www.itcaonline.com)

Grant Information	
Grant Number	90EF0070
Award Amount	\$400,000

**Project Overview:**

InterTribal Council of Arizona, Inc. (Inter Tribal) used RCD grant funds to carry out a project titled “Increasing Tribal Capacity for Sustainable Safe Drinking Water & Sanitation Through the Tribal Water Operator Certification Program and Site-Specific Technical Assistance Services.” The Project consisted of the three primary objectives: meeting and addressing the needs for Tribal water/wastewater operator certification, Tribal capacity building and technical assistance, and promotion of water-related professionals in Tribal communities. Inter Tribal also provided a program to assist water systems operators further their competency in the production, treatment and distribution of drinking water for public consumption, as well as the collection and treatment of wastewater.

Project Outcomes	
People Served	267,618
Communities Served	52
New or Revised Trainings Developed	265
Training Attendees	672

