



Fiscal Year 2011 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 (CED) program and the Rural Community Development (RCD) program 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). These 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 and disinvested neighborhoods.

The CED and RCD programs target specific investments in communities that augment mandatory CSBG activities to bring needed investment 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 non-profit 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

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
- Community Economic Development Program: www.acf.hhs.gov/programs/ocs/programs/ced
- Rural Community Development Program: www.acf.hhs.gov/programs/ocs/programs/rcd

program addresses the safe infrastructure need by aiding access to safe water systems in low-income rural communities. It provides grants to multi-state, regional, private, non-profit 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 2011. This edition is expanded from previous years to provide a more complete description of the programs and continues to provide Congress with information on key outcomes for both programs. A brief overview of the new report format for each program is provided below:



Alameda Point Collaborative, California, CED Grant: 90EE0874.

- **CED Program:** In past reports to Congress, OCS shared the results of projects that were funded by the appropriations process for the period beginning three years earlier. For example, the last report focused on the accomplishments of CED and RCD grants awarded in FY 2006. The challenge to this framework is that CED grants, particularly those that include construction efforts, were still in progress at the time of the report and their work was not complete. As a result, past versions of the report have not provided Congress with a comprehensive overview of program activities. This report focuses on CED grants that were awarded, in progress, and completed in 2011. It captures the grants that had more than three year project periods in FY 2006 and all grants awarded from 2007 through 2011. Future editions of this report will provide Congress with a complete description of all CED and RCD grants that concluded by the end of the previous Federal FY prior to the report. This report and future reports will include:

- Program History
- Mission and Objectives
- Program Overview
- Special Initiatives



- Summary of Program Accomplishments
 - Snapshot of CED Projects Awarded
 - Snapshot of CED Projects In Progress
 - Snapshot of CED Projects Completed
- Appendix: Project Descriptions for Completed Grants
- **RCD Program:** This year's report focuses on three types of RCD grants that were in progress in 2011—a national support effort, regional training and technical assistance, and training and technical assistance to tribal organizations. This report and future reports will include:
 - Program History
 - RCD Program Overview
 - Summary of Program Accomplishments
 - Homeland Security National Support
 - Regional Training and Technical Assistance
 - Training and Technical Assistance to Tribal Organizations
 - Appendix: Project Descriptions for In Progress Grants

In subsequent sections, the report will provide 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 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." In his special message to Congress, on March 16, 1964, President Johnson declared, "The [Economic Opportunity] Act does not merely expand 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 our people."¹ 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 in order to demonstrate that local economic development was a viable strategy to help disinvested communities and the families that live in them leave poverty. Community economic development is a place-based strategy to create jobs in low-income neighborhoods. 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 (\$48.6 million in 2011 dollars²). This success led to the growth of the program, which was a partnership across the following federal agencies: Office of Economic Opportunity (OEO), the U.S. Department of Agriculture, and the U.S. Department of Labor. In 1970, the program was expanded to \$30 million (\$173.9 million in 2011 dollars³) 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.



Business Outreach Center Network, New York,
CED Grant: 90EE0868.

¹ www.presidency.ucsb.edu/ws/?pid=26109

² Based on Consumer Price Index (CPI) for all goods and services, adjusting 1966 dollars to 2011 dollars.

³ Based on CPI for all goods and services, adjusting 1970 dollars to 2011 dollars.



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. While a state block grant, CSBG requires locally driven community action plans to describe how funds will be used in the community. 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.

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 the CSBG, CDCs also must be governed by boards of directors that include 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/job creation. As a consequence, low-income individuals and families become more empowered and invested in the communities they live in.

CED in the Context of Communities

CED grants benefit communities by strengthening the impact of CDCs on 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 this placed a larger burden on project equity fundraising. In addition, state and local government dollars have been more difficult to obtain than in the past as a result of lower revenues. Furthermore, conventional financing markets have depleted greatly since the 2007 and 2008 global financial crisis. Support from the CED program 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 have historically 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 that ameliorate the causes and conditions 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, 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.

CSBG, which is authorized under the same legislation as the CED program and administered by OCS, 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 organizations funded by the CED program and CSBG are both required to be governed by boards of directors that include community residents and business and civic leaders and 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. The CED program, in turn, has developed an understanding of building the capacity of the nonprofit CDCs that build and implement CED projects which has added to the effectiveness of the program and OCS.



Gulf Coast Housing Partnership, Louisiana, CED Grant: 90EE0872.

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 25-45 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 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. Typically, non-construction projects are funded for periods of up to three years. Construction projects are funded for periods of up to five years. 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 (CDBG) program and the Department of Commerce's Economic Development Administration (EDA) fund community economic development through government entities, while 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. None of these programs have 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.

CED grants serve as catalysts for attracting additional private and public dollars; for every CED dollar awarded in 2011, an additional \$5.51 was proposed to be leveraged.⁴

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

Direct 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 IV-D 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 that may secure jobs at businesses created or expanded with CED funds.

Eligible Applicants

Private, nonprofit CDCs experienced in developing and managing economic development projects are eligible to apply for a CED program 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 community organizations meeting the statutory eligibility requirements also are eligible to apply.

⁴ Reported data is from grants awarded in 2011. Leveraging funds can be public or private dollars that supports a CED project.



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:

- Startup or expansion of businesses, including both 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-construction⁵ or construction⁶ 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 startup 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.

D. Special Initiatives

In FY 2011, OCS undertook a number of special initiatives which furthered the Administration's goal to increase access to nutritious foods and aided the CED program in efforts to help low-income individuals achieve economic self-sufficiency.



Kentucky Highlands Investment Corporation, Kentucky,
CED Grant: 90EE0770.

⁵ Non-construction projects are those that have no construction or renovation activities.

⁶ Construction projects are those that involve the initial building, large scale modernization, or improvement of a facility.

Healthy Food Financing Initiative

The Healthy Food Financing Initiative (HFFI) 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. Residents of these communities are often found in economically distressed areas, which are sometimes called "food deserts," and typically served by fast food restaurants and convenience stores that offer little or no fresh produce. Lack of healthy, affordable food options can lead to higher levels of obesity and other diet-related diseases, such as diabetes, heart disease, and cancer.

Through this new, 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. With the first year of funding in FY 2011, the Administration's initiative has leveraged enough investments to begin expanding healthy food options into as many as one-fifth of the nation's food deserts and creating thousands of jobs in urban and rural communities across the nation.

The 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.

In FY 2011 the HFFI leveraged \$10 million in funding from the CED program for new grocery stores, farmers markets, and other interventions to attract purveyors of fresh food to economically-distressed communities.

Outreach to Underserved States

For the past three years, as part of the CED program's outreach plan, OCS has reached out to community and economic development agencies in underrepresented states and US 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, and some have not had a CED award in the past three years. As a result of outreach efforts in FY 2011, 15 applications were received from the States of Alabama, Kansas, Mississippi, New Hampshire, Oregon, and Rhode Island, and two CED grants were awarded to projects in Alabama and Rhode Island.



Midwest Minnesota CDC, Minnesota, CED Grant: 90EE0882.



E. Summary of CED Program Accomplishments as of FY 2011

This section provides an overview of CED funds that were awarded in FY 2011 and presents a summary of accomplishments of CED grants currently in progress and those that have been recently completed. For grants in progress and completed in 2011, data presented throughout this section includes outcomes achieved to date throughout the lifetime of the project.

Table 1 provides a summary of all CED grants that were awarded, in progress, and completed in FY 2011.

Table 1: Summary of All CED Grants FY 2011

	Number of Grants	Businesses Created/ Expanded	Jobs Created*	Dollars Leveraged
New CED Grants Awarded	25	**	**	**
CED Grants In Progress	154***	466	1,967	\$46,416,851
Completed Grants	42	421	2,350	\$83,623,316

* For grants in progress, the job creation number captures full-time, full-year positions only. For grants completed in 2011, the job creation numbers reflect *all* jobs created. This difference is due to a change in reporting format.

** No outcome data is available for these grants as they were awarded on September 30, 2011.

*** The data for this report were gathered from the semi-annual reporting period that ended on September 30, 2011. At that time there were 154 CED grants in progress, in addition to the 25 new grants awarded. Of these, 138 grantees provided outcome data through the new online reporting system.



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

- **Project Type:** As mentioned earlier, funded projects can be one of two 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.⁷ Below is a summary of the states that 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

Snapshot of CED Projects Awarded in 2011⁸

Twenty-five CED grants, including those with an HFFI focus, worth a total of \$16 million were awarded in FY 2011. The average grant amount was \$640,000. These funds went to a geographically diverse group of organizations, with three in the West, seven in the Midwest, eleven in the South, and four in the Northeast. Of these 25 grants, 13 were construction projects and 12 were non-construction. In addition, 16 of the 25 CED grantees received grants for HFFI-related projects. Table 2 presents general characteristics on the 25 FY 2011 CED grants.

⁷ US Census Bureau: http://www.census.gov/geo/maps-data/maps/pdfs/reference/us_regdiv.pdf.

⁸ All data presented in this section is based on proposed numbers provided in grantee applications.



Table 2: Summary of CED Grants Awarded in FY 2011

Grantee Type	Grants Awarded	Grant Dollars Awarded	Average Grant Amount
Project Type			
Construction	13	\$7,576,134	\$582,779.54
Non-construction	12	\$8,423,866	\$701,988.83
Census Region			
West	3	\$1,689,607	\$563,202.33
Midwest	7	\$4,902,242	\$700,320.29
South	11	\$6,769,314	\$615,392.18
Northeast	4	\$2,638,837	\$659,709.25
CED-HFFI Grants			
CED-HFFI	16	\$10,000,000	\$625,000.00
Non-CED-HFFI	9	\$6,000,000	\$666,666.67
All FY 2011 Grants			
All grants	25	\$16,000,000	\$640,000.00

The 25 grants awarded in FY 2011 proposed to create 54 new businesses and expand 274 existing businesses. These businesses are expected to create 919 new full-time, full-year positions—762 of which are targeted to low-income individuals—at a cost per job of \$17,410. FY 2011 grantees are expected to use \$16 million in CED funds to leverage \$88.12 million additional dollars—or \$5.51 per \$1 of CED funds. Table 3 presents proposed project outcomes for all projects awarded in FY 2011.



Table 3: Proposed Project Outcomes for FY 2011 CED Projects by Construction or Non-Construction

		Construction	Non-construction	All FY 2011 Grantees
Number of Grants		13	12	25
Award Amount		\$7,576,134	\$8,423,866	\$16,000,000
Jobs Proposed	Total jobs	451	468	919
	Jobs per grant	34.7	39.0	36.8
	Cost per job	\$16,799	\$18,000	\$17,410
Low-Income Jobs Proposed	Jobs	381	381	762
	Low-income jobs per grant	29.3	31.8	30.5
Businesses Proposed to Create	Total businesses	46	8	54
	Businesses per grant	3.5	0.7	2.2
Businesses Proposed to Expand	Total businesses	13	11	24
	Businesses per grant	1.0	0.9	1.0
Funds Proposed to Leverage	Total leveraging proposed	\$48,229,302	\$39,890,686	\$88,119,988
	Leveraged dollars per CED award dollar	\$6.37	\$4.74	\$5.51

The four FY 2011 grants in the Northeast proposed to create the largest number of positions, on average, at 45 per grantee for a cost per job of \$14,825. Each grantee will slate thirty-five of those positions for low-income individuals. The Midwest grantees plan to leverage the most funds per CED dollar, raising \$10.34 in leveraged funds for every \$1 of CED funds awarded. Table 4 presents proposed outcomes for all projects beginning in FY 2011 by Census region.



Table 4: Proposed Outcomes for FY 2011 CED Projects by Census Region

		West	Midwest	South	Northeast	All FY 2011 grantees
Number of Grants		3	7	11	4	25
Award Amount		\$1,689,607	\$4,902,242	\$6,769,314	\$2,638,837	\$16,000,000
Jobs Proposed	Total jobs	82	291	368	178	919
	Jobs per grant	27	42	33	45	37
	Cost per job	\$20,605	\$16,846	\$18,395	\$14,825	\$17,410
Low-Income Jobs Proposed	Jobs proposed	62	264	298	138	762
	Low-income jobs per grant	21	38	27	35	30
Businesses Proposed to Create or Expand	Total businesses	10	14	36	18	78
	Businesses per grant	3.3	2.0	3.3	4.5	3.1
Funds Proposed to Leverage	Total leveraging proposed	\$765,625	\$50,699,490	\$16,320,662	\$20,334,211	\$88,119,988
	Leveraged dollars per OCS award dollar	\$0.45	\$10.34	\$2.41	\$7.71	\$5.51

Of the 25 FY 2011 CED grants funded, 16 were HFFI ventures. The CED-HFFI projects received a total of \$10 million in CED funds at an average of \$625,000 per grant. Like the FY 2011 CED projects on the whole, the CED-HFFI projects were geographically and strategically diverse—going to a cross-section of organizations throughout the country employing a variety of job and business creation strategies. Table 5 presents general characteristics of the FY 2011 CED-HFFI grants.



Table 5: Summary of CED-HFFI Grants Awarded in FY 2011

Grantee Type	Grants Awarded	Grant Dollars Awarded	Average Grant Amount
Project Type			
Construction	9	\$5,234,930	\$581,658.89
Non-construction	7	\$4,765,070	\$680,724.29
Census Region			
West	3	\$1,689,607	\$563,202.33
Midwest	4	\$2,724,250	\$681,062.50
South	6	\$3,687,708	\$614,618.00
Northeast	3	\$1,898,435	\$632,811.67
All FY 2011 CED-HFFI Grants			
All grants	16	\$10,000,000	\$625,000

As noted in Table 6, the 16 CED-HFFI grantees proposed to create 570 new full-time, full-year positions—478 for low-income individuals—at an average cost per job of \$17,544.



Table 6: Proposed Project Outcomes for FY 2011 CED-HFFI Grants

		CED-HFFI Grantees
Number of Grants		16
Award Amount		\$10,000,000
Jobs Proposed	Total jobs	570
	Jobs per grant	35.6
	Cost per job	\$17,544
Low-Income Jobs Proposed	Jobs	478
	Low-income jobs per grant	29.9
Businesses Proposed to Create	Total businesses	50
	Businesses per grant	3.1
Businesses Proposed to Expand	Total businesses	19
	Businesses per grant	1.2

These projects plan to leverage a total of \$50.2 million in additional funding from a variety of sources, including the U.S. Department of Treasury (e.g., New Markets Tax Credits, Community Development Financial Institutions, etc.), and the U.S. Department of Agriculture (USDA) (e.g., Rural Business Development Grants), though funds from the USDA were not specifically designated as HFFI. Table 7 depicts these proposed project outcomes.



The Reinvestment Fund, Maryland, CED-HFFI Grant: 90EE968.

Grantee Spotlight: The Reinvestment Fund (TRF), Maryland

Grant Number	90EE0968
Project Period	9/30/2011–9/29/2014
Award Amount	\$759,374

The Reinvestment Fund (TRF) is undertaking an initiative to bring a full service supermarket and 60 new full-time jobs to the Howard Park community of Baltimore, Maryland. The Howard Park neighborhood has been without a full-service supermarket for more than a decade. As a result, community leaders, local elected officials, and the Baltimore Development Corporation have been working together for more than six years to bring a full-service supermarket and much needed jobs back to the Howard Park community. Using CED funding, TRF is supporting the development of a supermarket, construction of a commercial kitchen for community use within the supermarket, enhancement of the Howard Park Farmer’s Market, and a variety of community outreach and nutrition education programs that promote the purchase and consumption of healthy foods. In addition to improving access to fresh food in this area of the city, the project will bring new full-time and part-time jobs to the community.

Table 7: Funds Proposed to be Leveraged by CED-HFFI Grantees From USDA, Treasury, and Other Sources

Source	Amount to be Leveraged
Amount to be Leveraged from USDA	\$399,374
Amount to be Leveraged from Treasury	\$37,126,433
Amount to be Leveraged from Other Sources	\$12,686,331
Total Amount to be Leveraged	\$50,212,138
Dollars to be Leveraged per CED Award Dollar	\$5.02

The 16 FY 2011 CED-HFFI projects⁹ were grouped into six categories based on the types of strategies used to provide access to healthy foods:

- **Grocery Stores:** These projects propose the construction of a new store and require leveraging of additional funds for project completion.
- **Direct Assistance to Farmers:** These projects provide direct assistance to farmers through loans for capital to expand farm operations.
- **Urban Farmers Markets:** These projects propose the growing of fruits and vegetables within an urban setting through community gardening.
- **Urban Retail Markets:** These projects provide equity investment to expand urban retail outlets that will house vendors of healthy food and various other products and services.

⁹ Summaries of all FY 2011 CED-HFFI projects funded are available at: www.acf.hhs.gov/programs/ocs/resource/2011-ced-hffi-grantees

- **Food Distribution:** These projects support the expansion of an existing food distribution business.
- **Revolving Loan Fund/Food Business Entrepreneurs:** These projects provide loans for capital, equipment, and renovations to small businesses or entrepreneurs that will provide access to healthy food.

Table 8: Summary of FY 2011 CED-HFFI Project Strategies

Strategy	Number of Grants Awarded	States
Grocery Stores	4	AL, FL, OH, MD
Direct Assistance to Famers	3	NM, PA, TX
Urban Farmers	3	CA, OH, SC
Urban Retail Markets	2	FL, RI
Food Distribution	2	CA, WI
Revolving Loan fund/Food Business Entrepreneurs	2	OH, VA

Snapshot of CED Projects In Progress in 2011

This report is based on data gathered from grantees during the course of their grants. Beginning in October 2011, grantees reported detailed project data in semi-annual Performance Progress Reports (OMB Approval Number: 0970-0386) through the On-Line Data Collection System (OLDC), an electronic reporting tool provided by OCS. Data gathered earlier was provided by grantees through semi-annual and final narrative reports as well as information provided through a voluntary OMB-approved survey (OMB Approval Number: 0970-0317) that was administered once a year through FY 2011.

At the time of the semi-annual reporting period ending on September 30, 2011, there were 154 active CED grants. Due to changes in the reporting format, many grantees were still learning the requirements of the new format and how the new system functions. Therefore, information was available for only 138 of those grantees as of the end of that reporting period. Efforts were made to collect data from the remaining 16 grants through telephone calls, emails, and delinquency letters, but data was not available in time for this report. Of these 16 grantees that did not report in the online system, three had adverse action taken against them by OCS, such as disallowances. These grants, while still considered “in progress,” typically will not submit reports because of bankruptcy, legal issues, etc.



Table 9 shows the percentage of grants that submitted reports, by grant year and project type. For the purposes of this report and the tables in this section, the grant year for projects in progress is defined as follows:

- Year 1: FY 2010
- Year 2: FY 2009
- Year 3: FY 2008
- Year 4: FY 2007
- Year 5: FY 2006

In general, non-construction projects have three-year grant periods and construction projects have five-year grant periods. However, some grantees receive no-cost extensions, which may push non-construction projects to four years and construction projects to six years.

To that end, all Year 3 non-construction grants (i.e., non-construction grants awarded in FY 2008) that are still in progress in this report 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 2011 are captured in the section entitled, “Snapshot of CED Projects Completed in 2011.”

Similarly, all Year 5 construction grants (i.e., construction grants awarded in FY 2006) 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 2011 are captured in the section entitled, “Snapshot of CED Projects Completed in 2011.”

The following information represents data from the 138 grantees for which data are available.

Table 9: Grants Reporting by Grant Year and Project Type

Year	Number of Grants		Number Reporting		Percentage Reporting	
	Construction	Non-construction	Construction	Non-construction	Construction	Non-construction
1	18	28	17	25	94%	89%
2	12	36	12	32	100%	89%
3	20	13	18	13	90%	100%
4	20	0	16	0	80%	N/A
5	7	0	5	0	71%	N/A
All	154		138		90%	



CED Program Indicator: Business Creation and Expansion

Overall, the 138 grants in progress for which we have data created or expanded a total of 490 businesses, or 3.6 per grant. Table 10 presents the businesses created and expanded by those grantees by grant year and project type.

Table 10: Business Creation and Expansion by Grant Year and Project Type

Year	Number of Grants Reporting		Total Businesses		Average Businesses Per Grant	
	Construction	Non-construction	Construction	Non-construction	Construction	Non-construction
1	17	25	47	24	2.8	1.0
2	12	32	7	123	0.6	3.8
3	18	13	147	22	8.2	1.7
4	16	0	45	0	2.8	N/A
5	5	0	75	0	15.0	N/A
All	138		490		3.6	

CED Program Indicator: Job Creation

Overall, the 138 CED grants created a total of 2,088 full-time, full-year positions for low-income individuals. 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. The average grantee in this group created about 15 positions for low-income individuals. The 32 non-construction grants in Year 2 of the project period created positions at the fastest rate—28.7 full-time, full-year positions were created on average for low-income individuals per grant. Table 11 presents the number of full-time, full-year positions created by grant year and project type.

Table 11: Full-time Positions Created for Low-income Individuals by Grant Year and Project Type

Year	Number of Grants Reporting		Total FT Jobs Created		Average FT Jobs Per Grant	
	Construction	Non-construction	Construction	Non-construction	Construction	Non-construction
1	17	25	136	181	8.0	7.2
2	12	32	41	917	3.4	28.7
3	18	13	288	129	16.0	9.9
4	16	0	334	0	20.9	N/A
5	5	0	62	0	12.4	N/A
All	138		2,088		15.1	



The 70 non-construction projects created a total of 1,227 low-income positions, while the 68 construction projects created 861 low-income positions. However, construction projects created most of their jobs in Years 3, 4, and 5 of their grants—showing that construction projects tend to take a bit longer to get off the ground and begin creating employment opportunities. Therefore, many of the construction projects currently in Year 1 and Year 2 of their grants are expected to continue to create positions throughout the course of their grants.

CED Program Indicator: Federal Funds Leveraged

Overall, these 138 projects leveraged \$386,135,560 million with CED funds to date—or an average of \$2,789,084 per grant. Many of these grantees will continue to leverage additional funds throughout the course of their projects. Table 12 presents the funds leveraged by grant year and project type.

Table 12: Leveraging by Grant Year and Project Type

Year	Number of Grants		Total Dollars Leveraged		Average Leveraging Per Grant	
	Construction	Non-construction	Construction	Non-construction	Construction	Non-construction
1	17	25	\$102,719,575	\$16,361,201	\$6,042,328	\$654,448
2	12	32	\$59,290,891	\$55,241,191	\$4,940,908	\$1,726,287
3	18	13	\$40,876,898	\$30,192,375	\$2,270,939	\$2,322,490
4	16	0	\$73,230,429	N/A	\$4,576,902	N/A
5	5	0	\$8,223,000	N/A	\$1,644,600	N/A
All	138		\$386,135,560		\$2,798,084	

Snapshot of CED Projects Completed in 2011

CED projects are often large and effort-intensive projects with 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 dollars to make their CED funds go even further. The following sections present an analysis of the achievements of grantees with projects that were completed in FY 2011. Appendix 1 also provides detailed summaries of each CED project that was completed in FY 2011.

CED Program Indicator: Business Creation and Expansion

Overall, the 42 grants that were completed in 2011 created/expanded 421 businesses throughout their project period. The average construction project created/expanded 3.4 businesses (mostly large retail establishments creating large numbers of positions), while the average non-construction project created/expanded nearly 17 businesses (in many cases, smaller businesses and microenterprise ventures). Table 13 presents the number of businesses created/expanded by these grantees by project type.



Grantee Spotlight: Wisconsin Women's Business Initiative Corporation (WWBIC), Wisconsin

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

Wisconsin Women's Business Initiative Corporation's (WWBIC) Small Business Development Continuum (SBDC) has already utilized CED funds to expand 20 different businesses and create 49 jobs for low-income individuals. One example includes clients Ryan and John, who began their import-based retail business, Commercial Bargains, in John's parents' basement. When their first inventory purchase sold out in three months, they made the decision to venture out of the basement and into a 600 square-foot warehouse space. Their business continued to grow and within six months both John and Ryan were fully self-employed. Commercial Bargains relocated into a larger facility nearly every year for the last three years to accommodate growth. At the end of FY 2011, they resided in a 14,000 square-foot warehouse, employed six individuals, and planned on creating four to eight more jobs within the next 12 months.

Despite only being in the second year of the grant, WWBIC has provided technical assistance and/or capital to many successful businesses that have received local or national recognition. In 2011, National Public Radio Station featured a story on WWBIC client, Daphne Wilson, and her business, Zoe Engineering, which provides electrical power and plant automation engineering services to public and private clients. Also, in 2011, Diamond Discs International, a WWBIC client, was awarded the State of Wisconsin's Governor's Minority Business Award for Outstanding Small Business at Marketplace in Green Bay, Wisconsin.



Table 13: Businesses Created/Expanded by Project Type for Projects Completed in FY 2011

	Number of Grants	Total Businesses Created/Expanded	Average Businesses Per Grant
Construction	21	71	3.4
Non-construction	21	350	16.7
All Grants	42	421	10.0

On average, the eight projects in the Northeast created/expanded the largest number of businesses, at 16 businesses per grant, while the 15 projects in the South created/expanded 11.1 businesses per grant. Table 14 presents the number of businesses created/expanded by Census region.

Table 14: Businesses Created/Expanded by Census Region for Projects Completed in FY 2011

	Number of Grants	Total Businesses Created/Expanded	Average Businesses Per Grant
West	11	89	8.1
Midwest	8	21	2.6
South	15	182	12.1
Northeast	8	129	16.1
All Grants	42	421	10.0

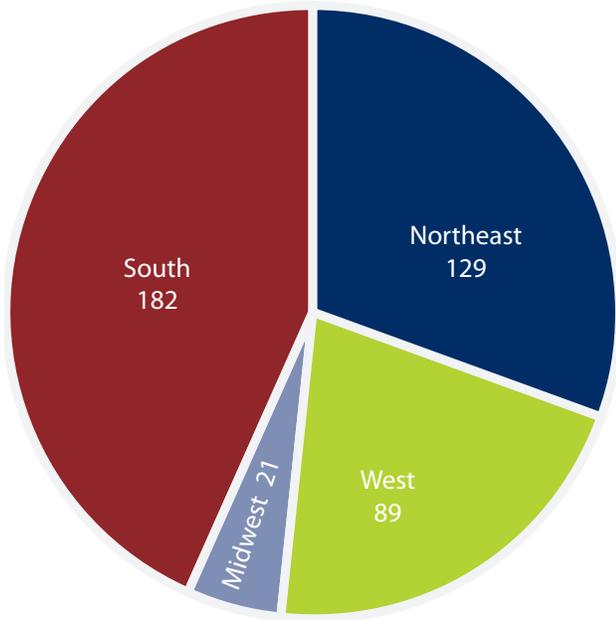
As shown in Figure 1, most of the businesses that were created or expanded by grants completed in 2011 were located in the South, although business creation and expansion occurred throughout the country.



Siete del Norte CDC, New Mexico, CED Grant: 90EE0972.

CED Program Indicator: Job Creation

Figure 1: Businesses Created/Expanded by Census Region for Projects Completed in FY 2011



Overall, the 42 CED grants that ended in 2011 created a total of 2,350 new full-time, full-year positions, 75 percent of which were reserved for low-income individuals. The grants that resulted in the highest numbers of job creation were the non-construction projects, which created an average of 79.5 positions apiece. Table 15 presents the number of positions created by project type.

Table 15: New Positions Created by Project Type for Projects Completed in FY 2011

	Number of Grants	Total Jobs Created	Average Jobs Created Per Grant
Construction	21	680	32.4
Non-construction	21	1,670	79.5
All Grants	42	2,350	56.0

On average, the eight projects in the Northeast created the largest number of positions at 77 positions per grant. Table 16 presents the number of positions created by Census region.

Table 16: New Jobs Created by Census Region for Projects Completed in FY 2011

	Number of Grants	Total Jobs Created	Average Jobs Created Per Grant
West	11	529	48.1
Midwest	8	197	24.6
South	15	1,007	67.1
Northeast	8	617	77.1
All Grants	41	2,350	56.0



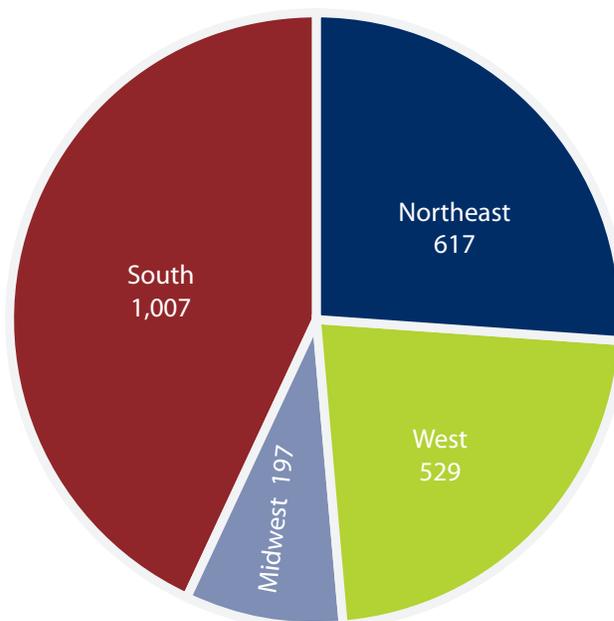
Grantee Spotlight: The East Los Angeles Community Union (TELACU), California

Grant Number	90EE0786
Project Period	9/30/2007– 9/29/2011
Award Amount	\$500,000

Using 2007 CED funds, The East Los Angeles Community Union (TELACU) expanded and updated the Tamayo Restaurant in Los Angeles, California, which was created to serve local families and businesses and provide a menu selection to support every budget. CED funds allowed TELACU to leverage \$1.1 million of its own funds into Tamayo for working capital for the expansion. By updating its facilities, establishing a new catering department, and creating a marketing program to attract new patrons, the Tamayo Restaurant was able to create 43 new jobs, of which 29 have been filled by low-income individuals. Starting wages for these jobs ranged from \$8.00 to \$11.00 per hour plus tips and all included the opportunity for retirement benefits.

As shown in Figure 2, the majority of the positions created by grants completed in FY 2011 were created in the South. However, new positions were created in all four Census regions.

Figure 2: New Jobs Created by Census Region for Projects Completed in FY 2011



It should be noted that there were six grantees whose grant period ended in FY 2011 that were not able to create any jobs by the time their grant period expired. As detailed in Appendix 1, 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.

CED Program Indicator: Federal Funds Leveraged

Overall, the 42 projects that ended in 2011 used \$24.51 million in CED funds to leverage \$83.62 million. In other words, for every one CED dollar, grantees leveraged a total of \$3.41 additional dollars. The projects that leveraged the greatest amount of funding per OCS dollar were the 21 construction projects. Table 17 presents the funds leveraged by project type.

Table 17: Funds Leveraged by Project Type for Projects Completed in FY 2011

	Number of Grants	Grant Amount	Total Leveraged Dollars	Leveraged Dollars Per CED Award Dollar
Construction	21	\$10,858,829	\$48,911,834	\$4.50
Non-construction	21	\$13,655,116	\$34,711,482	\$2.54
All Grants	42	\$24,513,945	\$83,623,316	\$3.41

On average, the 11 projects in the West leveraged the most dollars per CED grant dollar—with a total of \$36.41 million leveraged from \$7.12 million in grant dollars. Table 18 presents the dollars leveraged by Census region.

Table 18: Funds Leveraged by Census Region for Projects Completed in FY 2011

	Number of Grants	Grant Amount	Total Leveraged Dollars	Leveraged Dollars Per CED Award Dollar
West	11	\$7,123,891	\$36,4512,013	\$5.11
Midwest	8	\$4,187,000	\$16,150,710	\$3.86
South	15	\$8,674,137	\$15,165,031	\$1.76
Northeast	8	\$4,588,917	\$15,895,562	\$3.46
All Grants	42	\$24,513,945	\$83,623,316	\$3.41



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 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 non-profits and public entities to improve rural facilities. This program was continued in 1981 as the Rural Community Development program, 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, non-profit 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, non-profit organizations to enable the organizations to provide training and technical assistance to small, rural communities concerning meeting their community facility needs."¹⁰

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, more than one million Americans live without water and waste water facilities and another five million are served by small systems (accommodating fewer than 3,300 residents) that are inadequate to meet the needs of their communities. Unlike the other funding sources that strengthen existing systems, 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 people with no clean water systems and or no 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

¹⁰http://archive.acf.hhs.gov/programs/ocs/csbg/documents/csbg_Jaw.html



Virginia and the New England states. Of the population served by the RCD program, more than one-third has 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.¹²

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 lower income families to water supply and waste disposal services;
- Preserve affordable water and waste disposal services in lower income rural communities;
- Increase local capacity and expertise to establish and maintain needed community facilities;
- Increase economic opportunities for lower 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 client 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 5 year grants that are funded annually for the duration of the grant, pending completion of a yearly, non-competitive continuation.
- **Training and Technical Assistance to Tribal Organizations:** 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 5 year grants funded annually for the duration of the grant, pending completion of annual non-competitive continuations.

¹² Stephen Gasteyer, PhD, "Still Living without Basics in the 21st Century"



The most recent RCD awards were made in FY 2010, when a total of \$9,696,513 was provided to nine grantees. Therefore, activities conducted by RCD grantees in FY 2011 were funded through the grants awarded in FY 2010. Table 19 provides a summary of the RCD funds that were awarded September 30, 2010 and in progress in FY 2011.

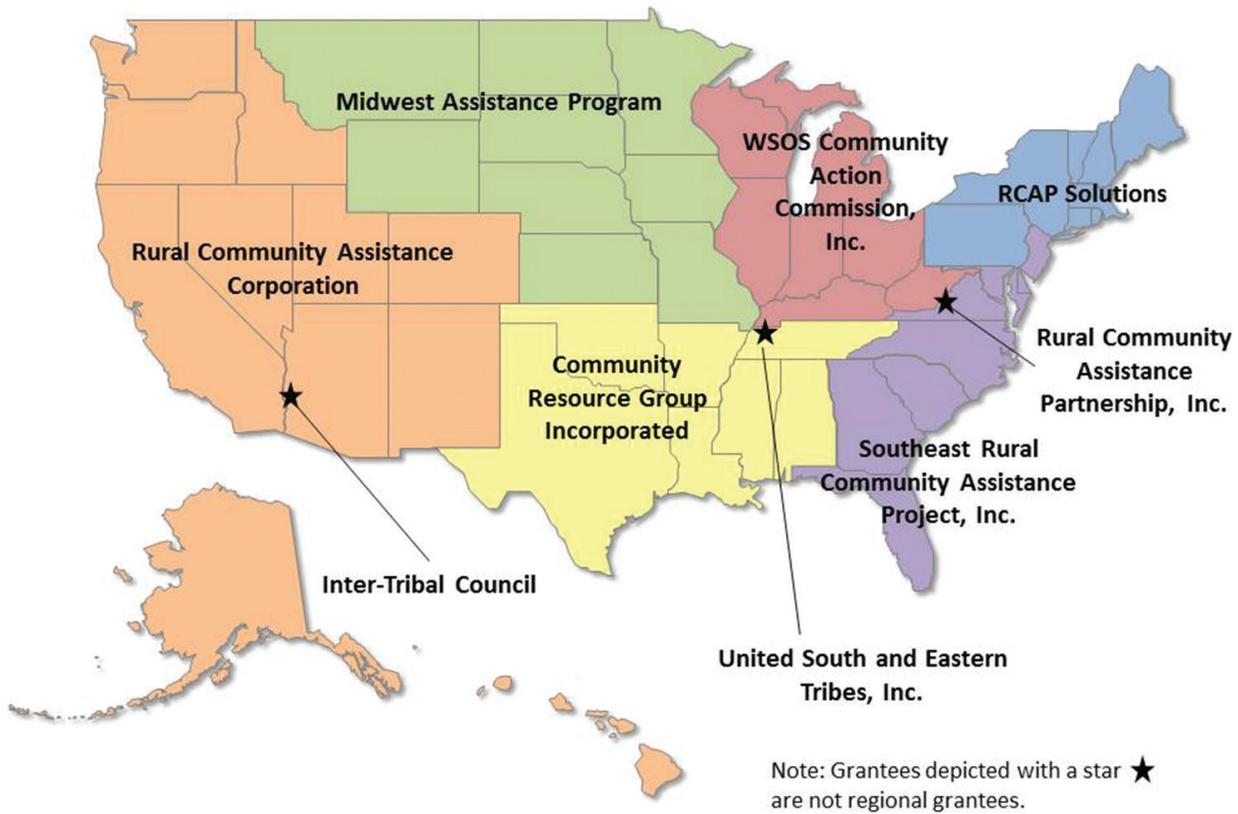
Table 19: Summary of Rural Community Development Grants In Progress in FY 2011

Grantee	Census Region	State	Award Amount
Homeland Security National Support			
Rural Community Assistance Partnership, Inc. (RCAP National)	South	DC	\$400,000
Regional Training and Technical Assistance			
Community Resource Group, Inc. (CRG)	South	AR	\$1,435,344
Midwest Assistance Program, Inc. (MAP)	Midwest	MN	\$1,435,344
Rural Community Assistance Corporation (RCAC)	West	CA	\$1,435,344
RCAP Solutions, Inc. (RCAPS)	Northeast	MA	\$1,435,344
Southeast Rural Community Assistance Project, Inc. (SERCAP)	South	VA	\$1,435,344
WSOS Community Action Commission, Inc. (WSOS)	Midwest	OH	\$1,435,344
Training and Technical Assistance to Tribal Organizations			
Inter Tribal Council of Arizona, Inc. (Inter Tribal)	West	AZ	\$529,046
United South and Eastern Tribes, Inc. (USET)	South	TN	\$230,403
Total			\$9,696,513

RCD grants support Americans living in rural communities throughout the country. As shown in Figure 3, RCD grants in progress in FY 2011 are located across the country.



Figure 3: Map of RCD Grants in Progress in FY 2011



C. Summary of RCD Program Accomplishments in FY 2011

As noted earlier, RCD grants are funded annually throughout the grant period. This section focuses on RCD grantee accomplishments and activities undertaken in FY 2011. Since each RCD grant supports different activities, outcomes for the RCD program are presented by each funding type. Also, for purposes of this report, communities are defined as the service area, which may be a town, county, or a subset of either.

In 2011, OCS instituted a new Performance Progress Report for gathering data on the program. The data presented in this report is based on data provided by grantees in their semi-annual Performance Progress Reports.

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 FY 2011, RCAP National conducted 23 trainings focusing on topics such as protecting drinking water for 3,359 attendees.

Table 20: Summary of Homeland Security National Support Training Efforts

National Grantee	Trainings Conducted	Training Attendees
Rural Community Assistance Partnership, Inc. (RCAP National)	23	3,359

Regional Training and Technical Assistance

Six Regional Training and Technical Assistance grants were in progress during FY 2011. In the tables below, the achievements for these six grantees are covered by showing the number of people and communities served, trainings conducted, training attendees, and funds leveraged.

People and Communities Served

Overall, the six regional grantees were able to serve more than 1.4 million people and more than 700 communities. Table 21 displays the breakdown of people and communities served by each regional grantee.



Table 21: Summary of People and Communities Served for Regional Grantees

Regional Grantees	People Served	Communities Served
Community Resource Group, Inc. (CRG)	312,647	160
Midwest Assistance Program, Inc. (MAP)	97,111	159
Rural Community Assistance Corporation (RCAC)	106,587	103
RCAP Solutions, Inc.(RCAPS)	432,552	64
Southeast Rural Community Assistance Project, Inc. (SERCAP)	88,838	49
WSOS Community Action Commission, Inc. (WSOS)	407,975	201
Total	1,440,710	736

Trainings Conducted and Training Attendees

The regional grantees held a total of 104 trainings in FY 2011. These trainings included a variety of activities from certification, remedial, and regulatory training to construction management training for system operators. As evident in Table 22, every regional grantee conducted trainings in FY 2011, and these trainings were attended by 2,301 individuals.

Table 22: Summary of Regional Grantee Training Efforts

Regional Grantees	Trainings Conducted	Training Attendees
Community Resource Group, Inc. (CRG)	18	330
Midwest Assistance Program, Inc. (MAP)	20	335
Rural Community Assistance Corporation (RCAC)	14	151
RCAP Solutions, Inc.(RCAPS)	13	157
Southeast Rural Community Assistance Project, Inc. (SERCAP)	5	73
WSOS Community Action Commission, Inc. (WSOS)	34	1,255
Total	104	2,301



Funds Leveraged

Much like the CED grants, additional funding is often necessary to accomplish programmatic goals. All of the regional grantees were able to leverage their RCD grants to secure additional funds to help them increase access to affordable water and waste disposal services in low-income communities. Table 23 details the amount that each regional grantee was able to leverage in additional funds. These grantees, in total, leveraged over \$94 million, which is an average of more than \$15 million per grant.

Table 23: Summary of Funds Leveraged for Regional Grantees

Regional Grantees	Funds Leveraged
Community Resource Group, Inc. (CRG)	\$46,096,562
Midwest Assistance Program, Inc. (MAP)	\$11,828,820
Rural Community Assistance Corporation (RCAC)	\$3,038,947
RCAP Solutions, Inc. (RCAPS)	\$4,285,950
Southeast Rural Community Assistance Project, Inc. (SERCAP)	\$11,227,619
WSOS Community Action Commission, Inc. (WSOS)	\$18,518,604
Total	\$94,996,502

Training and Technical Assistance to Tribal Organizations

Two grants to organizations working with tribes were in progress in FY 2011. While many of the measurements that are collected from these grantees are the same as those of the regional grantees, some measurements differ slightly. For example, the tribal grantees do not report on the amount of funds leveraged by their RCD grant. In addition, the tribal grantees detail new or revised trainings that were developed, rather than trainings conducted. Regional grantees work closely with tribal grantees in neighboring areas and provide support when necessary. The tables below discuss the achievements of the tribal grantees.

People and Communities Served

The tribal grantees were able to serve a total of 208,037 individuals in FY 2011. These grantees also served over 40 tribal communities.



Table 24: Summary of People and Communities Served for Tribal Grantees

Tribal Grantees	People Served	Communities Served
Inter Tribal Council of Arizona, Inc. (Inter Tribal)	180,700	27
United South and Eastern Tribes, Inc. (USET)	27,337	16
Total	208,037	43

New or Revised Trainings Developed and Training Attendees

The tribal grantees developed 63 new or revised trainings, which were attended by 478 attendees. Table 25 demonstrates the breakdown of trainings developed by each tribal grantee.

Table 25: 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)	54	467
United South and Eastern Tribes, Inc. (USET)	9	11
Total	63	478



IV. Summary and Closing

Both the CED and RCD programs change communities and help populations in need. Through the creation and expansion of businesses and improved access to safe water and wastewater treatment facilities, these programs strengthen the community assets and enhance the quality of life for community residents.

The CED program promotes and supports projects that address economic self-sufficiency for low-income individuals by awarding funds to CDCs to create employment and business development opportunities. Through the 42 grants completed in FY 2011, CED grantees created 2,350 new full-time, full-year positions, created/expanded 421 businesses, and leveraged an additional \$83.62 million in funding for their projects.

The CED program continues to create new jobs for low-income individuals every year. CED grants in progress in FY2011 have created/expanded at least 466 businesses and 1,967 jobs, which may not have existed without CED funding. In FY2011, the CED program awarded 25 grants, investing a total of \$16 million in many of the country's most distressed areas. It is expected that these grants will create/expand 78 new businesses, create 919 new jobs, and leverage an additional \$88.12 million in funding—or \$5.51 per \$1 of CED funds.

CED funding is particularly essential to the viability of job-generating projects in low-income communities during these austere economic conditions, as traditional sources of funding such as banks, foundations, and private donors have been difficult to obtain. These grants serve as catalysts for attracting scarce private and public dollars.

Similarly, the RCD program assists some of the country's most vulnerable populations, including rural communities that are often neglected by other programs and private investment, in an effort to help develop and maintain affordable, secure, and safe water and wastewater treatment facilities. In FY 2011, RCD grantees provided water and/or wastewater technical assistance to over 750 rural communities and served over 1.5 million people.

This report includes the following appendices:

- Appendix 1: Project Descriptions for CED Grants Completed in FY 2011
- Appendix 2: Project Descriptions for RCD Grants In Progress in FY 2011





Appendix 1: Project Descriptions for CED Grants Completed in FY 2011

This section includes individual project descriptions for the 42 CED grants that were completed in FY 2011; it is organized alphabetically by organization within each state. Information provided for each grant 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 six grantees whose grant period ended in FY 2011 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.

Arizona

Grantee:

Moenkopi Developers Corporation, Inc.
Clifford Honahni Building
Upper Village of Moenkopi, 322 Highway 264
Tuba City, AZ 86045
www.moenkopidevelopers.com

Grant Information	
Grant Number	90EE0833
Project Period	9/30/2008– 9/29/2011
Award Amount	\$633,891

Project Overview:

The Moenkopi Developers Corporation, Inc. (MDC) used CED funds to develop Legacy Inn & Suites, a hotel and conference center solely owned by the Upper Village of Moenkopi and MDC. The Legacy Inn & Suites, which opened in 2010, is located on the Hopi Reservation. The hotel was built at the Upper Village of Moenkopi commercial development site on 56 acres at the intersection of US Hwy 160 and State Hwy 264, adjacent to the Navajo town of Tuba City, Arizona. Recently, the hotel received top honors from Fodor's Travel, one of only three hotels in northern Arizona to earn such distinction. The targeted communities served by this project include the Native American residents of the Upper and Lower Villages of Moenkopi and Tuba City, Arizona. The project resulted in 122 jobs for village residents and other Native Americans in the hotel service industry, including the adjacent restaurant.

Project Outcomes	
Jobs created	122
Businesses created/ expanded	1
Funds leveraged	\$13,000,000



California

Grantee:

Pacific Asian Consortium in Employment
1055 Wilshire Boulevard, Suite 1475
Los Angeles, CA 90017
www.pacela.org

Grant Information	
Grant Number	90EE0864
Project Period	9/30/2008– 9/29/2011
Award Amount	\$680,000

Project Overview:

The Pacific Asian Consortium in Employment (PACE) established a wholly-owned, for-profit business in Los Angeles, California called BGreenLA, which offers a wide range of energy reduction products and services to customers including home energy assessments, weatherization, and installation of alternative energy technology (solar thermal and photo voltaic). BGreenLA currently provides subcontracting work on weatherization contracts for Southern California Edison, Southern California Gas Company, and the State of California Community Development Department. Workers are paid in accordance with the Davis-Bacon Prevailing Wage Scales (\$19.00 -\$25.00 per hour on average for BGreenLA positions). All jobs include benefits including health insurance, pension, and paid time off (vacation, sick, or personal leave). Additionally, workers are given the opportunity to participate in training programs that can result in increased certifications which lays the groundwork for them to be promoted and increase their earnings. BGreenLA created 85 new, permanent, full-time jobs with benefits.

Project Outcomes	
Jobs created	85
Businesses created/ expanded	1
Funds leveraged	\$12,544,301



California

Grantee:

San Fernando Valley Financial
Development Corp.
5121 Van Nuys Boulevard, 3rd Floor
Los Angeles, CA 91403

www.sfvfdc.org

Grant Information	
Grant Number	90EE0849
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

The San Fernando Valley Financial Development Corporation (SFVFD), with support from the Valley Economic Development Center (VEDC), used CED funds to establish the Pacoima Training Center, an initiative that would provide low-income individuals in the San Fernando Valley of California with services such as job readiness assessment, career counseling, job training, referrals to other resources, financial literacy, and access to financial services such as a checking or savings account. Through partnerships with two local supermarkets that committed to employ project participants, the SFVFD created 47 new jobs.

Project Outcomes	
Jobs created	47
Businesses created/ expanded	1
Funds leveraged	\$157,205



California

Grantee:

Thai Community Development Center, Inc.
6376 Yucca Street, Suite B
Los Angeles, CA 90028
www.thaicdc.org

Grant Information	
Grant Number	90EE0752
Project Period	9/30/2006– 9/29/2011
Award Amount	\$468,821

Project Overview:

The Thai Community Development Center, Inc. (Thai CDC) proposed to use CED funds to develop a public market and food court in Thai Town/East Hollywood, California, in an effort to create employment and business opportunities for low-income individuals and TANF recipients. Through the public market and their small business program and entrepreneurial training, Thai CDC aimed to contribute to revitalization efforts, create business incubation opportunities, and increase financial literacy and business management skills of program participants. Thai CDC used all of the CED funds to pay for architectural services, entitlement and permitting, general contractors, staff time to engage in predevelopment activities, and the development of materials to recruit, train, and educate vendors, entrepreneurs, and marketing staff. Due to project development costs that increased three-fold because of a forced selection of a new site, the landlord backed out of the partnership. Although the construction of the facility has been delayed, Thai CDC applied for a line of credit from City National Bank to begin construction with the expectation that future grants will be secured. To date, Thai CDC has secured approximately 90 percent of the necessary funds to complete construction of the public market and still anticipates completing the original project goals, including the creation of jobs for low-income individuals.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$969,250



California

Grantee:

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

Grant Information	
Grant Number	90EE0698
Project Period	9/30/2005– 9/29/2011
Award Amount	\$700,000

Project Overview:

The East Los Angeles Community Union (TELACU) used CED funding to construct a 160,000 square foot building, with parking, in the TELACU Industrial Park located in East Los Angeles, California. The project involved demolition of the existing building, environmental abatement of the property, and construction of the new structure. TELACU has leased the building to Apparel Projects, an apparel packager and distributor for major retailers. Apparel Project has expanded its operations quickly and is looking at possibly having a need for additional space within a year. This project resulted in the creation of 55 jobs for low-income individuals.

Project Outcomes	
Jobs created	55
Businesses created/ expanded	1
Funds leveraged	\$2,266,889



California

Grantee:

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

Grant Information	
Grant Number	90EE0786
Project Period	9/30/2007– 9/29/2011
Award Amount	\$500,000

Project Overview:

The East Los Angeles Community Union (TELACU) used CED funds to expand Tamayo's Restaurant (its subsidiary) in East Los Angeles, California. The restaurant serves local families and businesses and provides a menu selection to support every budget. CED funds allowed TELACU to leverage \$1.1 million of its own funds into Tamayo for working capital for the expansion. Funds were used for major renovations including installing a new HVAC system, roof repairs, parking lot repairs, establishing a new catering department, creating a marketing program targeting new patrons, and the purchase of two delivery vans. This project resulted in the creation of 43 jobs with starting wages from \$8.00 to \$11.00 per hour plus tips, and the opportunity for retirement benefits.

Project Outcomes	
Jobs created	43
Businesses created/ expanded	1
Funds leveraged	\$1,116,684



California

Grantee:

The East Los Angeles Community Union
5400 East Olympic Boulevard
Los Angeles, CA 90222
<http://telacu.com>

Grant Information	
Grant Number	90EE0847
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

The East Los Angeles Community Union (TELACU) used CED funds to expand the TELACU Weatherization Initiative in East Los Angeles, California in response to a mandate by the California Public Utilities Commission for all utilities to further their expansion of energy efficient weatherization services and target low-income households. CED funds have allowed TELACU Weatherization to create new jobs, provide training, and purchase several more vehicles and tools needed for the expansion of its services, including multiple “specialized” tools for both HVAC and Weatherization installations and repairs and two Solar PV systems to be used in training and installation. Since the inception of the funds, TELACU has expanded to two new service areas and has expanded business revenues by 150 percent since 2008. The project targeted low-income individuals and TANF recipients. The project created 40 jobs with a starting wage of \$12.64 per hour. All of the jobs created came with health care benefits, paid sick leave, retirement benefits (401k), and profit-sharing in the form of bonuses. In addition, 20 of the newly hired employees have received promotions since joining TELACU Weatherization.

Project Outcomes	
Jobs created	40
Businesses created/ expanded	1
Funds leveraged	\$3,576,412



Georgia

Grantee:

Southwest Georgia United
Empowerment Zone, Inc.
1150 Industrial Drive
Vienna, GA 31092
<http://www.swgrc.org>

Grant Information	
Grant Number	90EE0776
Project Period	9/30/2007– 9/29/2011
Award Amount	\$684,199

Project Overview:

Southwest Georgia United (SGU) used CED funds to expand and enhance the services provided by Southwest Georgia Business Development Center (Center), a business incubation program that supports local entrepreneurs and the expansion of existing local businesses. The Center operates in a 50,000 square foot business incubation facility owned by the Crisp-Dooly Joint Development Authority. SGU expanded the Business Incubation program into a second facility in a neighboring town. Funds also were used to expand and grow SGU's Community Development Entity/Community Development Financial Institution, which provides loans to local, small, and emerging businesses as well as for large-scale industrial recruitment. Funds flowed to businesses in the form of technical assistance and loans. SGU provided loans to a variety of different businesses including an OBGYN practice, poultry processing facility, home health care agency, taxi and limousine services business, and a computer sales and repair business. This project created 97 jobs by providing support to individuals, micro-enterprises, and small businesses in order to ensure their success and increase their growth.

Project Outcomes	
Jobs created	97
Businesses created/ expanded	42
Funds leveraged	\$873,330



Hawaii

Grantee:

Hawaii County Economic
Opportunity Council
47 Rainbow Drive
Hilo, HI 96720-2013
No website

Grant Information	
Grant Number	90EE0835
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

Hawaii County Economic Opportunity Council (HCEOC) used CED funds to establish a self-supporting small industry for the manufacturing and marketing of new and nonpolluting renewable energy devices in Hawaii County, Hawaii. The venture resulted in the generation of four new jobs in Hawaii County, Hawaii. These new positions include fabricators for components for renewable energy devices consisting of welders, machinery operators, and assemblers; system installers; and sales and marketing associates.

Project Outcomes	
Jobs created	4
Businesses created/ expanded	1
Funds leveraged	\$150,000



Illinois

Grantee:

Bethel New Life, Inc.
4950 West Thomas Street
Chicago, IL 60651
www.bethelnewlife.org

Grant Information	
Grant Number	90EE0760
Project Period	9/30/2006– 9/29/2011
Award Amount	\$350,000

Project Overview:

Bethel New Life (BNL) proposed to use CED funds to help establish the Maypole and Pulaski Community Economic Development Project, which was to include the construction of a 15,000 square foot commercial structure with adjacent parking and development of a neighborhood based “green” grocery store. Due to challenges securing and maintaining a project partner, BNL requested and was granted a change in scope to create an urban farm in lieu of a grocery store. However, BNL was again unable to secure necessary partners and funding to complete the project. BNL requested to terminate the project and returned \$102,600 in unspent funds.

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



Illinois

Grantee:

Seguin Services, Inc.
3100 South Central Avenue
Cicero, IL 60604
www.seguin.org

Grant Information	
Grant Number	90EE0732
Project Period	9/30/2006– 9/29/2011
Award Amount	\$424,000

Project Overview:

Seguin Services, Inc. used CED funds to establish the Seguin Works Garden Center, a business that employs low-income individuals with disabilities in Cicero, Illinois. The SeguinWorks Garden Center makes and sells do-it-yourself indoor and outdoor lawn and garden products and merchandise along with seasonal products and special holiday items. The garden center opened in May, 2009 and sold goods to perennial and vegetable/herb wholesalers. The garden center grew seasonal products such as pumpkins, hay, and corn. In addition, the center created floral arrangements and gift baskets to increase revenues. This project created 13 jobs such as plant care technicians, retail associates, and custodians.

Project Outcomes	
Jobs created	13
Businesses created/ expanded	1
Funds leveraged	\$1,556,935



Kentucky

Grantee:

Kentucky Highlands Investment Corporation
362 Old Whitley Road
London, KY 40744
www.khic.org

Grant Information	
Grant Number	90EE0770
Project Period	9/30/2006– 9/29/2011
Award Amount	\$700,000

Project Overview:

The Kentucky Highlands Investment Corporation (KHIC) loaned CED funds to Senture, LLC to construct a new 24,000 square foot call center and data management plant located in Wayne County, Kentucky. This area is a part of the Kentucky Highlands Empowerment Zone, a federally designated Rural Empowerment Zone led by Kentucky Highlands. The Senture facility was one of 11 call centers across the nation to handle calls through the 2010 Decennial Response Integration System (DRIS) for the U.S. Census Bureau. After completing this project, Senture was able to secure contracts with a student loan program and a benefit program funded by the U.S. Department of Veterans Affairs. In total, this project generated 140 permanent, full-time jobs.

Project Outcomes	
Jobs created	140
Businesses created/ expanded	1
Funds leveraged	\$2,040,000



Kentucky

Grantee:

Louisville Central Development Corporation
1300 West Muhammad Ali Boulevard
Louisville, KY 40203
No Website

Grant Information	
Grant Number	90EE0741
Project Period	9/30/2006– 9/29/2011
Award Amount	\$500,000

Project Overview:

The Louisville Central Development Corporation (LCDC) proposed to use CED funds to partner with Louisville Central Community Centers, Inc. (LCCC) to complete the first floor construction of the Old Walnut Street building (Walnut Plaza), an 80 year old, 71,000 square foot, commercial building. The first floor redevelopment was to include the renovation of 19,000 square feet of existing space and the construction of a 4,600 square foot addition/atrium. The combined 23,600 square foot space on the first floor would have provided 18,000 square feet of rentable first floor commercial space, to be leased to a restaurant, microbusinesses, and other tenants. Due to the downturn in the economy and a delay in the in the construction of the incubator, which impacted LCDC's ability to secure additional funding to complete the facility in accordance with the originally proposed project, LCDC has not been able to lease spaces to businesses as retailers and other potential leasers failed to keep their agreements with LCDC. LCDC expended \$488,440 in construction for the project and a copy of the Notice of Federal Interest was provided to the Office of Grants Management. The remaining \$11,660 was used for the development of a tracking system for the future employment of TANF recipients. Since the grant period ended, construction has continued with successful fundraising of over \$250,000 to help pay for handicap accessible requirements, which are necessary to secure a Certificate of Occupancy that is required for occupancy of all new or renovated buildings. When these items are completed (anticipated by June 30, 2013), tenants can begin relocating to the space. Several tenants have already expressed interest, including a health-services call center, a printing and graphics company, and a retail merchandising establishment.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$3,889,000



Kentucky

Grantee:

Southeast Kentucky Economic
Development Corporation
2292 South Highway 27, Suite 340
Somerset, KY 42501-2905
www.southeastkentucky.com

Grant Information	
Grant Number	90EE0839
Project Period	9/30/2008– 9/29/2011
Award Amount	\$400,000

Project Overview:

The Southeast Kentucky Economic Development Corporation (SKED) used CED funds to provide a loan in the amount of \$400,000 to BRUSS North America, Inc., a majority-owned subsidiary of German thermoplastic rocker cover specialist and a developer and supplier of automobile sealant systems (used to seal automotive engines, transmissions, and axles). The loans were used for working capital to expand manufacturing operations in Russell Springs, Kentucky. SKED worked with the local ETA funded One-Stop Career Center, TANF administrator, Child Support Services office, and Housing Agency to identify and help prepare potential applicants to apply for and retain employment. The projects resulted in the creation of 297 full-time jobs (managerial, technical, office, craftsman, operators, and laborers).

Project Outcomes	
Jobs created	297
Businesses created/ expanded	1
Funds leveraged	\$535,952



Maryland

Grantee:

Accohannock Indian Tribe, Inc.

28380 Crisfield-Maroon Road

Marion, MD 21838

http://skipjack.net/le_shore/accohannock

www.indianwatertrails.com

Grant Information	
Grant Number	90EE0858
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

The Accohannock Indian Tribe (Tribe) used CED funds to provide a \$425,000 loan to Sweet Shoppe Bakery to expand the business' operations through the purchase and renovation of a 3,360 square foot building. Part of the loan also was used to cover various infrastructure costs necessary to expand and establish the business, as well as provide the Sweet Shoppe with operating capital. The bakery defaulted on the loan, and the Tribe filed a civil lawsuit. That lawsuit was settled, and the commercial property purchased with the loan was assigned to the Tribe. Prior to the legal suit, the property owner stripped the building to a shell and as a result, the value of the building has decreased significantly. The Tribe has listed the building for sale and has requested permission to use any funds recovered to start a revolving loan fund to help other businesses create jobs for low-income individuals.

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



Maryland

Grantee:

Baltimore American Indian Center, Inc.
113 South Broadway
Baltimore City, MD 21231
<http://baic.org>

Grant Information	
Grant Number	90EE0747
Project Period	9/30/2006– 9/29/2011
Award Amount	\$178,000

Project Overview:

The Baltimore American Indian Center, Inc. (BAIC) used CED funds to renovate and establish the new American Indian Heritage Museum and Gift Shop (Museum). BAIC installed a new roof, furnace, lighting, and security system for the Museum, which opened in March of 2012. BAIC has hosted two Pow Wows since the opening, which attracted more than 500 visitors each. The Museum has acquired artifact collections from the Baltimore Museum of Art, including a ten-foot tall Totem Pole. BAIC is currently finalizing the online portion of the gift shop, which should bring additional revenue to the museum. This project created 3 new jobs.

Project Outcomes	
Jobs created	3
Businesses created/ expanded	1
Funds leveraged	\$0



Maryland

Grantee:

Economic Development and Training Institute, Inc.
5625 Allentown Road, Suite 107
Suitland, MD 20746
No website

Grant Information	
Grant Number	90EE0739
Project Period	9/30/2006– 9/29/2011
Award Amount	\$700,000

Project Overview:

Economic Development and Training, Inc. (EDTI) used CED funds to facilitate the creation of the Crawford Seafood Restaurant and Retail Center in Prince George’s County, Maryland. EDTI utilized the Individual Career Advancement Network (ICAN) project to provide TANF participants with the “work skills” to maintain and retain employment. This project created 15 new jobs.

Project Outcomes	
Jobs created	15
Businesses created/ expanded	1
Funds leveraged	\$649,200



Maryland

Grantee:

Economic Development and Training Institute, Inc.
5625 Allentown Road, Suite 107
Suitland, MD 20746
No website

Grant Information	
Grant Number	90EE0840
Project Period	9/30/2008– 9/29/2011
Award Amount	\$687,000

Project Overview:

Economic Development and Training Institute (EDTI) used CED funds to create the Community Business Development Center (CBDC), a new business incubator that targets businesses in the construction, transportation, and security industries. CBDC facilitated the expansion of these businesses through access to flexible financing, specialized technical assistance, and business workshops. As a result of the expansion, CBDC member businesses created 38 new jobs for low-income individuals residing in Enterprise Zone communities of Prince George's County, Maryland.

Project Outcomes	
Jobs created	38
Businesses created/ expanded	8
Funds leveraged	\$547,550



Maryland

Grantee:

Microenterprise Council of Maryland
100 community Place #1529
Crownsville, MD 21202
www.emicromaryland.com

Grant Information	
Grant Number	90EE0813
Project Period	9/30/2007– 9/29/2011
Award Amount	\$700,000

Project Overview:

The Microenterprise Council of Maryland (MCM) used CED funds to expand a seafood processor and retailer, the Crab Place, in Crisfield, Maryland. The Crab Place processes, packages, and ships fresh and prepared seafood products across the nation. The development not only created new jobs and career opportunities, but also restored vacant community property, established locally held assets, and promoted local product development. Crab Place has opened a small retail facility and restaurant on Main Street. The facility features an exhibition area highlighting crabbing history and watermen of Crisfield, Maryland. The Crab Place purchases products from local waterman, which has indirectly sustained jobs in a declining industry. Crab Place has hosted three annual Crab and Cruise weekend events for their national customer base each summer and fall. These events are sold out months in advance and bring people to Crisfield from all over the nation. A major piece in the expansion of Crab Place was the establishment of Crabplace.com, an ecommerce site that currently has a fan base of over 26,000 people on Facebook. This website has recently added the option of purchasing gift cards and has undergone an update to improve its user-friendliness. This project created 44 jobs.

Project Outcomes	
Jobs created	44
Businesses created/ expanded	3
Funds leveraged	\$1,005,000



Maryland

Grantee:

Women Entrepreneurs of Baltimore, Inc.
1118 Light Street, Suite 101
Baltimore, MD 21230
www.webinc.org

Grant Information	
Grant Number	90EE0817
Project Period	9/30/2007– 6/30/2011
Award Amount	\$677,000

Project Overview:

The Women Entrepreneurs of Baltimore, Inc. (WEB) used CED funds to develop a comprehensive self-employment/micro-enterprise project that assists individuals at or below the federal poverty line achieve economic self-sufficiency through small business development. Project participants participated in pre- and post-business planning services, including individualized assessments, placement, and personal and business coaching/mentoring. Over the course of the grant period, WEB received over 1,500 applications to participate in its First Step program, which is an entry-level business training course that included topics such as improving credit, marketing, and designing business plans. This project created 98 new jobs from the creation of 88 businesses in the service industry sector.

Project Outcomes	
Jobs created	98
Businesses created/ expanded	88
Funds leveraged	\$536,000



Michigan

Grantee:

Derrick Coleman Foundation
8276 Woodward Avenue
Detroit, MI 48202
No website

Grant Information	
Grant Number	90EE0763
Project Period	9/30/2006– 9/29/2011
Award Amount	\$300,000

Project Overview:

The Derrick Coleman Foundation (DCF) used CED funds to construct a 6,200 square foot retail mall in Coleman's Corner, a very distressed Detroit Empowerment Zone neighborhood. This project was part of a larger redevelopment plan to initiate reinvestment in the area to stimulate economic growth, while providing local shopping and other services to residents. Job training and placement assistance is provided to residents with the ultimate goal of self-sufficiency. This project created 21 jobs.

Project Outcomes	
Jobs created	21
Businesses created/ expanded	4
Funds leveraged	\$1,050,437



Minnesota

Grantee:

Great Neighborhoods Development Corporation
1113 East Franklin Avenue, Suite 202
Minneapolis, MN 55404
No website

Grant Information	
Grant Number	90EE0740
Project Period	9/30/2006– 9/29/2011
Award Amount	\$700,000

Project Overview:

The American Indian Development Corporation/Great Neighborhoods Development Corporation proposed to use CED funds to renovate a 47,000 square foot vacant lot to establish the Broadway Business Center, a mixed-use retail, office, and small business center in North Minneapolis, Minnesota, 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



Missouri

Grantee:

Hi-Tech Charities
1371 Hamilton Avenue
St. Louis, MO 63312
www.htchar.org

Grant Information	
Grant Number	90EE0755
Project Period	9/30/2006– 9/29/2011
Award Amount	\$700,000

Project Overview:

HiTech Charities used CED funds to implement the “New Opportunities, New Jobs” program, which renovated an abandoned building to facilitate economic development and provide free employer technical assistance and placement services for low-income individuals. Hi-Tech Charities provided technical assistance to participants in a wide range of areas including construction, soft skills, financial education and asset development, time management, and conflict resolution. One start-up business to which Hi-Tech Charities provided technical assistance, A Child at Heart Daycare Co., became a registered childcare provider with the State of Missouri and received a grant from the State of Missouri to serve more than 75 additional children for an expanded summer program. Overall, this project created 101 permanent, full-time jobs.

Project Outcomes	
Jobs created	101
Businesses created/ expanded	9
Funds leveraged	\$1,190,941



New Mexico

Grantee:

Cuatro Puertas
P.O. Box 26824
Albuquerque, NM 87125
www.c4puertas.org

Grant Information	
Grant Number	90EE0768
Project Period	9/30/2006– 9/29/2011
Award Amount	\$682,000

Project Overview:

Cuatro Puertas used CED funds to make a loan to a specialty apparel manufacturer, Bona Leather Company, located in rural Gallup, New Mexico, to expand their business through the development of a new product line, Taos Moccasins. Funds were utilized to renovate necessary manufacturing space in a building currently owned by Bona Leather Company. The company has held their business steady and is currently working to address the lack of reliable, affordable transportation for employees and housing in Gallup. The Bona Leather Company also has contributed to surrounding business by selling wholesale leather to local artisans for Native American crafts and using a local printing company to create moccasin boxes. The company recently purchased a 6,000 square foot building and plans to upgrade their manufacturing operations. Among the successes of the business is the starting average salary of \$10 per hour plus commissions and an employee profit-sharing program. This project has created 16 jobs.

Project Outcomes	
Jobs created	16
Businesses created/ expanded	1
Funds leveraged	\$375,323



New York

Grantee:

Harlem Commonwealth Council, Inc.
361 West 125th Street
New York, NY 10027
<http://harlemcommonwealth.org>

Grant Information	
Grant Number	90EE0792
Project Period	9/30/2007– 9/29/2011
Award Amount	\$677,000

Project Overview:

The Harlem Commonwealth Council, Inc. (HCC) used CED funds to establish the Harlem Entrepreneurial Fund, LLC, as a revolving loan fund that provided capital investments for 55 start-ups and expanding small companies that serve the Harlem community in New York. In addition, the project included establishing entrepreneurial training and investment models. This project resulted in the creation of 106 new permanent, full-time jobs in the field of food preparation and as bakers' assistants, drivers, youth workers, and sales clerks. Out of the 106 new jobs created, 99 were filled by individuals that had been receiving Temporary Assistance for Needy Families.

Project Outcomes	
Jobs created	106
Businesses created/ expanded	55
Funds leveraged	\$500,000



Ohio

Grantee:

Union Miles Development Corporation
9250 Miles Park Avenue
Cleveland, OH 44105-5151
<http://www.unionmiles.org/>

Grant Information	
Grant Number	90EE0706
Project Period	9/30/2005– 9/29/2011
Award Amount	\$350,000

Project Overview:

Union Miles Development Corporation (UMDC) used CED funds to construct the Miles Pointe Plaza and loan capital to Miles Buy Rite Supermarket to assist in the renovation of a 20,190 square foot facility in the Miles Shopping Plaza. The supermarket was the anchor store in a commercial development that includes a Fifth Third Bank, a K & P sports store, and retail clothing stores, among other local businesses that cater to the needs of the residents of the neighborhood. This project created 19 full-time jobs as grocery clerks, meat clerks, cashiers, financial service representatives, and security officers.

Project Outcomes	
Jobs created	19
Businesses created/ expanded	3
Funds leveraged	\$3,792,397



Ohio

Grantee:

Broken Connections, Inc.
12832 Euclid Avenue
Cleveland, OH 44112
No website

Grant Information	
Grant Number	90EE0753
Project Period	9/30/2006– 9/29/2011
Award Amount	\$700,000

Project Overview:

Broken Connections (BC) used CED funds to redevelop The Waverly, a vacant 18,000 square foot building into a mixed-use commercial, residential, and educational facility. The commercial, economic development expansion brought several new businesses and services to the area including child care, educational programs, apprenticeship training, a community technology learning center, and affordable housing. BC leased the housing component of the project to a nonprofit housing agency that was losing its lease in another building. By doing so, BCI preserved 30 jobs and added 10 new jobs. This project has created a total of 43 full-time jobs.

Project Outcomes	
Jobs created	43
Businesses created/ expanded	4
Funds leveraged	\$1,060,000



Oklahoma

Grantee:

Kiamichi Opportunities Incorporated
405 North 16th Street
Hugo, OK 74743
<http://kiamichiopportunities.com>

Grant Information	
Grant Number	90EE0745
Project Period	9/30/2006– 9/29/2011
Award Amount	\$300,000

Project Overview:

Kiamichi Opportunities, Inc. used CED funds to build a new sheltered workshop to house a laundry facility and provide services to local businesses. Kiamichi produced flyers and radio spots to market the laundry facility and, as a result, has secured enough contracts to run at full capacity from 8:00am–4:00pm on weekdays and run at half capacity on the weekends. The project enabled Kiamichi Opportunities to expand its current vocational program and reach more individuals with developmental disabilities. The expansion of its vocational program and increase in outreach enables individuals with developmental disabilities to become tax payers who contribute income and sales tax in the communities where they live. This project created 30 jobs, which has enabled low-income individuals with disabilities to move towards self-sufficiency.

Project Outcomes	
Jobs created	30
Businesses created/ expanded	1
Funds leveraged	\$111,000



Oklahoma

Grantee:

Rural Enterprises Of Oklahoma, Inc.
2912 Enterprise Boulevard, P.O. Box 1335
Durrant, OK 74701
<http://www.okrehab.org/drupal/guide/rural-enterprises-oklahoma-inc-rei>

Grant Information	
Grant Number	90EE0734
Project Period	9/30/2006– 9/29/2011
Award Amount	\$600,000

Project Overview:

Rural Enterprises of Oklahoma, Inc. (REI) used CED funds to construct and develop the REI Food Enterprise Development Center (Food Center), a 2,500 square foot one-stop source and unique shared kitchen incubator facility designed to help rural southeast Oklahoma entrepreneurs start and expand their food related businesses. The Food Center promoted economic development by providing a stimulus for the local economies of the service area and creating jobs for low-income individuals leading to self-sufficiency. These jobs include managers, chefs, cooks, bakers, and food handlers. This project created 25 jobs.

Project Outcomes	
Jobs created	25
Businesses created/ expanded	9
Funds leveraged	\$437,999



Pennsylvania

Grantee:

Community Action Southwest
150 West Beau Street, Suite 304
Washington, PA 15301
www.caswg.org

Grant Information	
Grant Number	90EE0735
Project Period	9/30/2006– 9/29/2011
Award Amount	\$700,000

Project Overview:

Community Action Southwest (CAS) used CED funds to build a 23,000 square foot building to house DocSolutions, an electronic archive and shredding center, in the economically distressed community of Highland Ridge in the City of Washington, Pennsylvania. The facility created 14 jobs and recently purchased a mobile shred truck to expand business into the onsite document destruction sector.

Project Outcomes	
Jobs created	14
Businesses created/ expanded	2
Funds leveraged	\$275,000



Pennsylvania

Grantee:

Neighbors in the Strip
1212 Smallman Street—Mezzanine Office
Pittsburgh, PA 15222
<http://www.neighborsinthestrip.com/>

Grant Information	
Grant Number	90EE0759
Project Period	9/30/2006– 9/29/2011
Award Amount	\$700,000

Project Overview:

Neighbors in the Strip used CED funds to construct, renovate, and operate The Strip Marketplace, a public market in the Strip District of Pittsburgh, PA. Neighbors in the Strip assisted entrepreneurs in starting or expanding businesses that operated in the Marketplace. Each entrepreneur received technical assistance in areas such as business license acquisition, product production, insurance coverage, and booth and sign display. Neighbors in the Strip used various marketing techniques to promote commerce at the Marketplace, including a website that promotes upcoming activities and events. In the past year, the Marketplace has been host to over 190,000 shoppers and has generated \$1,305,111 in gross sales.

Project Outcomes	
Jobs created	71
Businesses created/ expanded	14
Funds leveraged	\$5,373,463



Pennsylvania

Grantee:

Southwestern Pennsylvania
Community Development Corporation
150 West Beau Street
Washington, PA 15301
No website

Grant Information	
Grant Number	90EE0771
Project Period	9/30/2006– 9/29/2011
Award Amount	\$350,000

Project Overview:

Southwestern Pennsylvania Community Development Corporation (SWPACDC) used CED funds to make a loan investment for the development of a retail commercial center at Ever Green Technology Park located in Washington County, Pennsylvania. Phase I of this commercial center provided approximately 1,000,000 square feet of retail space to an economically depressed rural area. The Ever Green Technology Park is comprised of three building, which are completed and now fully occupied. CNX Gas Corporation, R.J. Lee Group, and Westmoreland Community College have all leased space in the technology park and have created jobs including accounting and clerical positions, engineering positions, gas well agents, land agents, and real estate agents. The commercial center created 40 permanent, full-time jobs and three microenterprise opportunities.

Project Outcomes	
Jobs created	40
Businesses created/ expanded	3
Funds leveraged	\$4,250,000



Pennsylvania

Grantee:

Northern Cambria Community
Development Corporation
4200 Crawford Avenue
Northern Cambria, PA 15714
No website

Grant Information	
Grant Number	90EE0804
Project Period	9/30/2007- 9/29/2011
Award Amount	\$397,917

Project Overview:

The Northern Cambria Community Development Corporation (NCCDC) used CED funds to make a loan to Tire Visions, Inc. (TVI) to purchase machinery and equipment to repurpose NCCDC's former coal mining portal complex and expand it into a state of the art recycling facility in the CDC's service area, Cambria County, Pennsylvania. NCCDC leased the former coal complex to TVI, which will accept used tires from individuals and businesses, providing a solution to land filling and illegal dumping of tires. Throughout the process, NCCDC has stayed in close communication with TVI in order to ensure the fledgling business would thrive. Because of this close communication, NCCDC was able to be flexible with rent and deadlines and assisted with book keeping and other administrative tasks. This expansion created 13 new jobs for area residents and diversified the area's economy.

Project Outcomes	
Jobs created	13
Businesses created/ expanded	1
Funds leveraged	\$0



Pennsylvania

Grantee:

Impact Services Corporation
1952 East Alleghany Avenue
Philadelphia, PA 19134
www.impactservices.org

Grant Information	
Grant Number	90EE0822
Project Period	9/30/2008– 9/29/2011
Award Amount	\$687,000

Project Overview:

Impact Services Corporation, in partnership with Wolfson Verrichia Group, Inc. and East Butler Associates, L.P., used CED funds to develop a formerly vacant area into a commercial shopping complex, Aramingo Crossing, in the Port Richmond section (Port Richmond Keystone Opportunity Zone) of Philadelphia, Pennsylvania. With a gross leasing area of 311,132 square feet, the new tenants include Lowes, Sonic, Chic-fil-A, and WalMart, which had its grand opening in April 2013. This project created 285 new, permanent, full-time jobs, with the average job starting at \$9.00 per hour. Impact Services was able to combine its financing role with its community organizing skills to network the new retailers with local bankers, police, volunteers, and residents. These partners played various roles in marketing the site and ensuring that the merchants are not victimized by crime or other activities that might discourage maximized patronage of the stores.

Project Outcomes	
Jobs created	285
Businesses created/ expanded	3
Funds leveraged	\$123,099



Pennsylvania

Grantee:

Hispanic Association of Contractors and Enterprises
167 West Allegheny Avenue
Philadelphia, PA 19140
No Website

Grant Information	
Grant Number	90EE0845
Project Period	9/30/2008– 9/29/2011
Award Amount	\$400,000

Project Overview:

The Hispanic Association of Contractors and Enterprises (HACE) used CED funds to construct a new 17,900 square foot LIFE Day Health Center in Philadelphia, Pennsylvania. HACE partnered with St. Agnes Continuing Care to serve as the operator of the new “all-inclusive” adult (elderly) care center. This project provided comprehensive medical, health, and social services to elderly citizens in Eastern North Philadelphia. The center is the third to be operated by St. Agnes LIFE, a member of Mercy Health System and Catholic Health East, one of the nation’s largest Catholic health systems. HACE and St. Agnes partnered with Congreso’s Career Link Center to recruit low-income individuals for newly created full-time jobs in the field of healthcare, including nursing assistants, drivers, escorts, activity staff, and dietary technicians. The project created 20 new jobs.

Project Outcomes	
Jobs created	20
Businesses created/ expanded	1
Funds leveraged	\$5,374,000



Texas

Grantee:

El Puente Community
Development Corporation
2000 Texas Avenue
El Paso, TX 78704

www.mujerobrera.org/elpuente.html

Grant Information	
Grant Number	90EE0742
Project Period	9/30/2006– 9/29/2011
Award Amount	\$500,000

Project Overview:

El Puente Community Development Corporation (EPCDC) used CED funds to assist Centro Mayapan (EPCDC's for-profit subsidiary) in the expansion of its indoor/outdoor public marketplace called Centro Mayapan Festival Marketplace. EPCDC provided staff and financial support to Centro Mayapan through a revolving loan fund, assisted with marketing, and established an e-commerce website for the marketplace. This marketplace, located in a USDA "food desert," offers fresh fruits, vegetables, meats, baked goods, and quality artisan Latin cuisine. The marketplace also serves as a cultural hub for the community, featuring Mexican cultural entertainment such as performances from dance troops and exhibits focused on the life and efforts of those living on the Mexican-Texas border. The expansion of Centro Mayapan created 71 new jobs.

Project Outcomes	
Jobs created	71
Businesses created/ expanded	10
Funds leveraged	\$3,205,000



Virginia

Grantee:

Virginia Community Capital, Inc.
100 West Franklin Street, Suite 301
Richmond, VA 23220
<http://vacommunitycapital.org>

Grant Information	
Grant Number	90EE0854
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

Virginia Community Capital (VCC) used CED funds to facilitate business expansions by providing one-on-one, onsite technical and financial assistance to 10 minority-owned small businesses in Richmond, Virginia. VCC targeted firms with 1,020 employees and annual revenues of \$13 million that demonstrated significant growth potential across a variety of industries. VCC provided \$975,000 in matching funds to this project to establish a revolving loan fund, which provided participating firms with the working capital needed to secure corporate contracts and subsequently expand and create jobs. The 10 participating firms saw a net increase in annual revenue growth of over 30 percent and average profits jumped more than 200 percent. The increased sales and earnings allowed the business owners to reinvest funds into their businesses, which has resulted in 134 new, full-time, permanent jobs.

Project Outcomes	
Jobs created	134
Businesses created/ expanded	10
Funds leveraged	\$975,000



Vermont

Grantee:

Central Vermont Community
Action Council, Inc.
195 US Route 302
Barre, VT 05641
www.cvcac.org

Grant Information	
Grant Number	90EE0801
Project Period	9/30/2007– 9/29/2011
Award Amount	\$677,000

Project Overview:

The Central Vermont Community Action Council, Inc. (CVCAC) used CED funds to expand the Local Agricultural Community Exchange (LACE), a private sector community revitalization project in downtown Barre, Vermont. LACE developed a Farm Fresh Market and Café and provided technical assistance on marketing, pricing, production, and business plan development to vendors. This project expanded the newly opened Farm Fresh Market and Café by adding vendor spaces, expanding the commercial kitchen by separating it from the market and café and adding cold storage facilities, and helping micro-businesses start up and expand their operations in order to create jobs. The commercial kitchen hosted an average of three to five rent-paying vendors per month. The market and café gave these vendors an opportunity to sell their goods and created a direct connection between farmers and the community. The market also contains a gallery to showcase crafts and art from local Vermont artists. In total, the project created 68 new jobs.

Project Outcomes	
Jobs created	68
Businesses created/ expanded	50
Funds leveraged	\$0



Washington

Grantee:

Washington Community Alliance
for Self-Help (CASH)
2100 24th Avenue South, Suite 380
Seattle, WA 98144
www.washingtoncash.org

Grant Information	
Grant Number	90EE0846
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

Washington Community Alliance for SelfHelp (Washington CASH) used CED funds to create the Business Incubator for Growth (BIG) to provide incubator services to develop 42 small businesses in South Seattle Rainier Valley. Incubator services include: 1) shared basic business management incubator services; 2) access to business office space; 3) bookkeeping services; 4) marketing services; 5) technology support services; 6) bi-weekly Peer Support Groups; 7) small business loans from \$1,000-\$35,000; 8) individual Technical Assistance customized to each participant; 9) workshops to increase specific business, life, and financial literacy skills; 10) business mentors; 11) Individual Development Accounts; 12) access to Markets and Contract Development assistance; and 13) evaluation of the project's efficacy. Washington CASH leveraged community partner agency funds, foundation grants, SBA loan funds, and non-CED government funding to successfully complete the BIG project. The project serves low-income individuals from King and Kitsap Counties, including TANF recipients, displaced workers, noncustodial parents (particularly those of children receiving TANF assistance), individuals residing in public housing, individuals with disabilities, individuals who were formerly incarcerated, and immigrants. The project created a total of 60 full-time jobs.

Project Outcomes	
Jobs created	60
Businesses created/ expanded	42
Funds leveraged	\$873,330



Washington

Grantee:

SNAP Financial Access
(Formerly Neighborhood Assets)
2116 East First Avenue
Spokane, WA 99202-3146
www.snapwa.org

Grant Information	
Grant Number	90EE0857
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

Neighborhood Assets, in Spokane, Washington, used CED funds to create a new set of loan products and services called “Access Green Loans” that promoted socially and environmentally sustainable business development and expansion. The new loan product provided incentives such as business management consulting, lower interest rates, favorable term loan capital, assistance in acquiring and training qualified employees, and environmental and energy consulting. These new loans were responsible for several new businesses and created 57 new positions. SNAP Financial Access conducted a survey in 2011 of all businesses started or expanded during the prior 3 years using a loan from SNAP. It was discovered that 86 percent were still in business at the time of the survey. Businesses reported an average of 1.9 jobs per business, and 67 percent of respondents reported seeing business growth over the period since they received their loan.

Project Outcomes	
Jobs created	57
Businesses created/ expanded	39
Funds leveraged	\$1,382,619



West Virginia

Grantee:

Upper Kanawha Valley
Economic Development Corporation
326 3rd Avenue, P.O. Box 836
Montgomery, WV 25136
<http://www.ukvedc.org>

Grant Information	
Grant Number	90EE0757
Project Period	9/30/2006– 9/29/2011
Award Amount	\$675,938

Project Overview:

The Upper Kanawha Valley Economic Development Corporation (UKVEDC) used CED funds to fund the final stages of a large-scale project, the Upper Kanawha Valley Technology Community Building, and its National Publishing Innovation Center Building (Center). After completion, the building housed the Community and Technical College at West Virginia University Institute of Technology Printing Department, which is one of the premier printing programs in the nation. The Center employs local residents, successfully reducing the area's unemployment challenges and rising poverty rates. In addition, the Center contained several community areas, including a grand reception hall, a distance learning auditorium, and a multi-media conference room. The project created 15 full-time jobs such as laboratory technicians, trainers, and maintenance staff.

Project Outcomes	
Jobs created	15
Businesses created/ expanded	7
Funds leveraged	\$360,000



Wisconsin

Grantee:

Impact Seven, Inc.
147 Lake Almena Drive
Almena, WI 54805
www.impactseven.org

Grant Information	
Grant Number	90EE0820
Project Period	9/30/2008– 9/29/2011
Award Amount	\$686,000

Project Overview:

Impact Seven, Inc. proposed to use CED funds to provide a loan to expand the manufacturing operations of Owens, Inc. located in Shawano County, Wisconsin. Owens, Inc. used the loan to purchase new equipment that would allow the business to increase manufacturing of engineered interior doors, tiles, rails, hardwood doors, and hardwood flooring planks. Due to the poor economy and lack of demand, Owens, Inc. filed for bankruptcy and the inventory and equipment of the company was sold, with funds disbursed based on the priority of liens. Impact Seven, Inc. was awarded a promissory note for the value of \$700,000 in property owned by Owens, Inc. However, this note is subject to approximately \$7 million in liens that have priority over Impact Seven, Inc.'s promissory note. This means that Impact Seven, Inc. would not receive funds from sale or transfer of the property until the earlier filing has been fulfilled and given the amount of the liens, it is unlikely that Impact Seven, Inc. will receive any funds.

Project Outcomes	
Jobs created	0
Businesses created/ expanded	0
Funds leveraged	\$7,500,000





Appendix 2: Project Descriptions for RCD Grants In Progress in FY 2011

This section includes individual project descriptions for RCD grants that were in progress in FY 2011. Information provided for each grant includes basic grant information, a description of the project, and summary of key outcomes achieved.

Homeland Security National Support

Grantee:

Rural Community Assistance Partnership, Inc.
1701 K Street, N.W., Suite 700
Washington, DC 20006
www.rcap.org

Grant Information	
Grant Number	90EF0067
Award Amount	\$400,000

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, as well as providing emergency preparedness training and technical assistance in developing emergency preparedness plans.

Project Outcomes ¹³	
Trainings Conducted	23
Training Attendees	3,359

¹³As noted in the RCD section of the report, “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.” Because of the different outcomes expected of the Homeland Security National Support grant, data such as “people served” and “communities served” was not applicable.



Regional Training and Technical Assistance

Grantee:

Community Resource Group, Inc.
3 East Colt Square
Fayetteville, AR 72704
www.crg.org

Grant Information	
Grant Number	90EF0072
Award Amount	\$1,435,344

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 more than \$11 million to provide affordable finance options for better housing and safe and sanitary water and wastewater.

Project Outcomes	
People Served	312,647
Communities Served	160
Trainings Conducted	18
Training Attendees	330
Funds Leveraged	\$46,096,562



Grantee:

Rural Community Assistance Corporation
3120 Freeboard Drive, Suite 201
West Sacramento, CA 95691
www.rcac.org

Grant Information	
Grant Number	90EF0069
Award Amount	\$1,435,344

Project Overview:

Rural Community Assistance Corporation (RCAC) used RCD funds to provide training and technical assistance, networking, and finance for more than 100 communities. RCAC targeted communities of fewer 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	106,587
Communities Served	103
Trainings Conducted	14
Training Attendees	151
Funds Leveraged	\$3,038,947



Grantee:

RCAP Solutions, Inc.
205 School Street
P.O. Box 159
Gardner, MA 01440-0159
www.rcapsolutions.org

Grant Information	
Grant Number	90EF0074
Award Amount	\$1,435,344

Project Overview:

RCAP Solutions, Inc. (RCAPS) used RCD funds to provide onsite, 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 more than \$4 million. RCAPS also focused on homeland security for water systems and providing assistance for often neglected minority groups.

Project Outcomes	
People Served	432,552
Communities Served	64
Trainings Conducted	13
Training Attendees	157
Funds Leveraged	\$4,285,950



Grantee:

Midwest Assistance Program, Inc.
212 Lady Slipper Avenue, NE
P.O. Box 81
New Prague, MN 56071
www.map-inc.org

Grant Information	
Grant Number	90EF0068
Award Amount	\$1,435,344

Project Overview:

Midwest Assistance Program, Inc. (MAP) used RCD funds to provide onsite 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 10 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	97,111
Communities Served	159
Trainings Conducted	20
Training Attendees	335
Funds Leveraged	\$11,828,820



Grantee:

WSOS Community Action Commission, Inc.
P.O. Box 590
Fremont, OH 43420
www.wsos.org

Grant Information	
Grant Number	90EF0073
Award Amount	\$1,435,344

Project Overview:

WSOS Community Action Commission, Inc. (WSOS) used RCD funds to build the 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 the preparation of vulnerability assessments and emergency plans as they related to homeland security for water and wastewater facilities.

Project Outcomes	
People Served	407,975
Communities Served	201
Trainings Conducted	34
Training Attendees	1,255
Funds Leveraged	\$18,518,604



Grantee:

Southeast Rural Community Assistance Project, Inc.
347 Campbell Avenue
Roanoke, VA 24016-3624
www.sercap.org

Grant Information	
Grant Number	90EF0071
Award Amount	\$1,435,344

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, and operational troubleshooting for water and wastewater facilities.

Project Outcomes	
People Served	83,838
Communities Served	49
Trainings Conducted	5
Training Attendees	73
Funds Leveraged	\$11,227,619



Tribal Training and Technical Assistance

Grantee:

United South and Eastern Tribes, Inc.
711 Stewarts Ferry Pike
Nashville, TN 37214
www.usetinc.org

Grant Information	
Grant Number	90EF0075
Award Amount	\$230,403

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 and 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	27,337
Communities Served	16
New or Revised Trainings Developed	9
Training Attendees	11



Grantee:

InterTribal Council of Arizona, Inc.
2214 North Central Avenue, Suite 100
Phoenix, AZ 85004
<http://itcaonline.com>

Grant Information	
Grant Number	90EF0070
Award Amount	\$529,046

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 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 in furthering 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	180,700
Communities Served	27
New or Revised Trainings Developed	54
Training Attendees	467

