e No. 1
LICATION SEQUENCE ORDER

Department of Housing and Urban Development
Processing and Control Branch
Office of Management, Community Planning And Development
Application Status By Program

Date: 07/06/94
Time: 9:28 AM

ORD ATOR	REQN	DATE APP RCVD	APP RCPT STATUS	APPLICANT NAME/STATE, CITY	APPLICANT TYPE	TYPE OF REQUEST	CURRENT STATUS	DATE REQ RECEIVED	DATE RET MAILED	REVIEW STATUS	REQUEST AMOUNT
PROGRAM 3595: CDBG											
227-01	0001	06/27/94	ON TIME	CITY OF ANNISTON AL, Anniston	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
258-01	0002	06/29/94	ON TIME	CITY OF PINE BLUFF AR, Pine Bluff	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
242-01	0003	06/29/94	ON TIME	EAST ST. LOUIS, ILLINOIS IL, East Saint Louis	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
381-01	0004	06/29/94	ON TIME	ORANGE, TEXAS TX, Orange	OTHER	BASIC GRAN	UNKNOWN	07/02/94	/ /	NOT REVIEW	0
241-01	0005	06/29/94	ON TIME	CITY OF GARLAND, TEXAS TX, Garland	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
289-01	0006	06/29/94	ON TIME	CITY OF FORT WORTH TX, Fort Worth	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
276-01	0007	06/29/94	ON TIME	CITY OF SAN ANTONIO TX, San Antonio	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
283-01	0008	06/29/94	ON TIME	HOUSTON, TX TX, Houston	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
268-01	0009	06/29/94	ON TIME	CITY OF EL PASO, TEXAS TX, El Paso	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
288-01	0010	06/29/94	ON TIME	WACO TX, Waco	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
292-01	0011	06/29/94	ON TIME	NORFOLK, VIRGINIA VA, Norfolk	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
415-01	0012	06/29/94	ON TIME	CITY OF OAKLAND CA, Oakland	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
311-01	0013	06/29/94	ON TIME	CITY OF FORT LAUDERDALE FL, Fort Lauderdale	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
372-01	0014	06/29/94	ON TIME	CITY OF SAN DIEGO CA, San Diego	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
357-01	0015	06/29/94	ON TIME	SIOUX CITY, IOWA IA, Sioux City	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
354-01	0016	06/29/94	ON TIME	CITY OF FLINT, MI MI, Flint	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
414-01	0017	06/29/94	ON TIME	CHESTER CITY, PENNSYLVANIA PA, Chester	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
363-01	0018	06/29/94	ON TIME	METROPOLITAN DADE COUNTY FL, Miami	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
375-01	0019	06/29/94	ON TIME	CITY OF AUSTIN TX, Austin	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
253-01	0020	06/29/94	ON TIME	CITY OF BOSTON MA, Boston	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
269-01	0021	06/29/94	ON TIME	CITY OF GALVESTON TX, Galveston	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
335-01	0022	06/29/94	ON TIME	CITY OF KENT OH, KENT	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
251-01	0023	06/29/94	ON TIME	CITY OF LONGVIEW, TEXAS TX, Longview	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
146-01	0024	06/29/94	ON TIME	VERNON/LYNWOOD/LOS ANGELES CITY/LOS ANGE CA, Los Angeles	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
250-01	0025	06/29/94	ON TIME	CITY OF DUQUESNE PA, Pittsburgh	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
167-01	0026	06/30/94	ON TIME	CITY OF CHARLESTON WV, Charleston	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	NOT REVIEW	0

: No. 1
ZICATION SEQUENCE ORDER

Department of Housing and Urban Development
Processing and Control Branch
Office of Management, Community Planning And Development
Application Status By Program

Date: 07/06/94
Time: 9:29 AM

AD TOR	SEQN	DATE APP RCVD	APP RCPT STATUS	APPLICANT NAME/STATE, CITY	APPLICANT TYPE	TYPE OF REQUEST	CURRENT STATUS	DATE REQ RECEIVED	DATE RTT MAILED	REVIEW STATUS	REQUEST AMOUNT
NOGRAM 3995: OED											
314-01	0027	06/30/94	ON TIME	CITY OF CENTRAL FALLS RI, Pawtucket	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
254-01	0028	06/30/94	ON TIME	CITY OF PHOENIX AZ, Phoenix	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
298-01	0029	06/29/94	ON TIME	CITY OF FRESNO CA, Fresno	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
221-01	0030	06/29/94	ON TIME	CITY OF PHILADELPHIA PA, Philadelphia	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
412-01	0031	06/29/94	ON TIME	CITY OF PEORIA IL, Peoria	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
289-01	0032	06/29/94	ON TIME	CITY OF KANSAS CITY, MISSOURI MO, Kansas City	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
370-01	0033	06/30/94	ON TIME	CITY OF ATLANTA GA, Atlanta	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
255-01	0034	06/30/94	ON TIME	FAIRBANKS/NORTH STAR BOROUGH AK, Fairbanks	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
427-01	0035	06/30/94	ON TIME	CITY OF LOUISVILLE, KENTUCKY KY, Louisville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
426-01	0036	06/30/94	ON TIME	CITY OF DETROIT MI, Detroit	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
272-01	0037	06/30/94	ON TIME	CITY AND COUNTY OF DENVER CO, Denver	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
413-01	0038	06/30/94	ON TIME	CITY OF TUCSON AZ, Tucson	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
304-01	0039	06/30/94	ON TIME	CITY OF MILWAUKEE WI, Milwaukee	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
334-01	0040	06/30/94	ON TIME	CITY OF SYRACUSE NY, Syracuse	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
279-01	0041	06/30/94	ON TIME	SULLIVAN COUNTY NY, Monticello	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
324-01	0042	06/30/94	ON TIME	CITY OF ROCHESTER NY, Rochester	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
287-01	0043	06/29/94	ON TIME	OUACHITA PARISH POLICE JURY LA, Monroe	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
332-01	0044	06/30/94	ON TIME	CITY OF ASHEVILLE NC, Asheville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
364-01	0045	06/30/94	ON TIME	CITY OF STEUBEN OH, Steubenville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
396-01	0046	06/29/94	ON TIME	CITY OF DALLAS TX, Dallas	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
392-01	0047	06/30/94	ON TIME	CITY OF SAVANNAH GA, Savannah	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
400-01	0048	06/30/94	ON TIME	PORT ARTHUR, TEXAS TX, Port Arthur	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
385-01	0049	06/30/94	ON TIME	CITY TO TACOMA WA, Tacoma	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
543-01	0050	06/29/94	ON TIME	CITY OF OKLAHOMA CITY OK, Oklahoma City	OTHER	BASIC GRAN	UNKNOWN	07/02/94	/ /	NOT REVIEW	0
408-01	0051	06/30/94	ON TIME	CITY OF BRIDGEPORT CT, Bridgeport	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
351-01	0052	06/30/94	ON TIME	CITY OF BUFFALO NY, Buffalo	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0

Department of Housing and Urban Development
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RECORD LOCATOR	SEQN	DATE APP RCVD	APP RCPT STATUS	APPLICANT NAME/STATE, CITY	APPLICANT TYPE	TYPE OF REQUEST	CURRENT STATUS	DATE REQ RECEIVED	DATE RIT MAILED	REVIEW STATUS	REQUEST $AMOUNT
PROGRAM 3385: CED											
06409-01	0053	06/30/94	ON TIME	CITY OF KNOXVILLE TN, Knoxville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06410-01	0054	06/30/94	ON TIME	CITY OF MINNEAPOLIS MN, Minneapolis	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06411-01	0055	06/30/94	ON TIME	CITY OF RICHMOND VA, Richmond	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06754-01	0056	06/30/94	ON TIME	HIGHLAND HILLS NEIGHBORHOOD ASSOCIATION TX, Dallas	OTHER	BASIC GRAN	UNKNOWN	07/06/94	/ /	NOT REVIEW	0
06415-01	0057	06/29/94	ON TIME	CITY OF GREELEY CO, Greeley	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06422-01	0058	06/30/94	ON TIME	CITY OF SHREVEPORT LA, Shreveport	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06430-01	0060	06/30/94	ON TIME	CITY OF BALTIMORE MD, Baltimore	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
06429-01	0061	06/30/94	ON TIME	CITY OF HAMPTON VA, Hampton	OTHER	s/b A,B,C,	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06431-01	0062	06/30/94	ON TIME	CITY OF GULFPORT MS, Gulfport	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
06455-01	0063	06/30/94	ON TIME	NEW YORK COUNTY/BRONX COUNTY NY, New York	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
06431-01	0064	06/30/94	ON TIME	NEW CASTLE COUNTY DE, Wilmington	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
06421-01	0065	06/30/94	ON TIME	CITY OF HARTFORD CT, Hartford	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06258-01	0067	06/30/94	ON TIME	CITY OF GREENVILLE SC, Greenville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06491-01	0069	06/29/94	ON TIME	CITY OF NEWARK NJ, Newark	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
06505-01	0070	06/30/94	ON TIME	CITY OF PORTLAND OR, Portland	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06542-01	0073	06/29/94	ON TIME	CITY OF JACKSONVILLE FL, Jacksonville	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
06442-01	0075	06/30/94	ON TIME	CITY OF SACRAMENTO CA, Sacramento	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
06463-01	0077	06/30/94	ON TIME	CITY OF JERSEY CITY NJ, Jersey City	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
06452-01	0078	06/30/94	ON TIME	CITY OF CLEVELAND OH, Cleveland	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
06752-01	0100	06/30/94	ON TIME	CITY OF MEMPHIS TN, Memphis	OTHER	BASIC GRAN	UNKNOWN	07/06/94	/ /	NOT REVIEW	0
06502-01	0101	06/30/94	ON TIME	CITY OF WASHINGTON DC DC, Washington	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
06347-01	0102	06/30/94	ON TIME	CITY OF MOBILE AL, Mobile	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06515-01	0103	06/30/94	ON TIME	CITY OF CHICAGO, ILLINOIS IL, Chicago	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
06467-01	0171	06/30/94	ON TIME	CITY OF SACRAMENTO CA, Sacramento	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0

07/06/94 15:59 PBC II (SATELLITE) → 202 456 7028 NO.005 D04

ge No. 1
PLICATION SEQUENCE ORDER

Department of Housing and Urban Development
Processing and Control Branch
Office of Management, Community Planning And Development
Application Status By Program

Date: 07/06/94
Time: 9:32 AM

ORD CATOR	SEQN	DATE APP RCVD	APP RCPT STATUS	APPLICANT NAME/STATE, CITY	APPLICANT TYPE	TYPE OF REQUEST	CURRENT STATUS	DATE REQ RECEIVED	DATE XIT MAILED	REVIEW STATUS	REQUEST AMOUNT
PROGRAM 3394: OED											
06206-01	0001	06/10/94	ON TIME	CITY OF YAKIMA WA, Yakima	OTHER	BASIC GRAN	UNKNOWN	06/10/94	/ /	NOT REVIEW	0
06217-01	0002	06/27/94	ON TIME	SALT LAKE CITY CORPORATION UT, Salt Lake City	OTHER	BASIC GRAN	UNKNOWN	06/27/94	/ /	NOT REVIEW	0
06218-01	0003	06/28/94	ON TIME	CITY OF OPELIKA, ALABAMA AL, Opelika	OTHER	BASIC GRAN	UNKNOWN	06/28/94	/ /	NOT REVIEW	0
06219-01	0004	06/29/94	ON TIME	POLK COUNTY BOARD OF COUNTY COMMISSIONER FL, Bartow	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
06220-01	0005	06/29/94	ON TIME	CITY OF KALAMAZOO MI, Kalamazoo	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
06219-01	0006	06/28/94	ON TIME	LAFAYETTE PARISH LA, Lafayette	OTHER	BASIC GRAN	UNKNOWN	06/28/94	/ /	NOT REVIEW	0
06221-01	0007	06/29/94	ON TIME	LEXINGTON-FAYETTE URBAN COUNTY GOVERNMEN KY, Lexington	OTHER	BASIC GRAN	UNKNOWN	06/28/94	/ /	NOT REVIEW	0
06220-01	0008	06/28/94	ON TIME	CITY OF PADUCAH KY, Paducah	OTHER	BASIC GRAN	UNKNOWN	06/28/94	/ /	NOT REVIEW	0
06222-01	0009	06/28/94	ON TIME	BROOKLYN NAVY YARD DEVELOPMENT CORPORATI NY, Brooklyn	OTHER	BASIC GRAN	UNKNOWN	06/28/94	/ /	NOT REVIEW	0
6224-01	0010	06/28/94	ON TIME	CLARK COUNTY NV, Las Vegas	OTHER	BASIC GRAN	UNKNOWN	06/28/94	/ /	NOT REVIEW	0
6214-01	0011	06/29/94	ON TIME	MARICOPA COUNTY AZ, AVONDALE	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
6208-01	0012	06/29/94	ON TIME	HILLSBOROUGH COUNTY FL, TAMPA	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
6139-01	0013	06/29/94	ON TIME	DEKALB COUNTY, GEORGIA GA, Decatur	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
6238-01	0014	06/29/94	ON TIME	CITY OF JACKSON, TENNESSEE TN, Jackson	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
6229-01	0015	06/29/94	ON TIME	OGDEN CITY UT, Ogden	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
6225-01	0016	06/29/94	ON TIME	CITY OF FAGEDALE MO, Saint Louis	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
6314-01	0017	06/29/94	ON TIME	CITY OF RIVERSIDE CA, Riverside	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
6310-01	0018	06/29/94	ON TIME	CITY OF FORT SMITH, ARKANSAS AR, Fort Smith	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5332-01	0019	06/29/94	ON TIME	CITY OF BELOIT WI, Beloit	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
5337-01	0020	06/29/94	ON TIME	PIERCE COUNTY, WASHINGTON WA, Tacoma	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5444-01	0021	06/29/94	ON TIME	HUNTINGTON PARK/LOS ANGELES CITY/LOS ANG CA, Los Angeles	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
5240-01	0022	06/29/94	ON TIME	CITY OF SPARTANBURG SC, Spartanburg	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5231-01	0023	06/29/94	ON TIME	CITY OF CEDAR RAPIDS, IA IA, Cedar Rapids	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5236-01	0024	06/29/94	ON TIME	CITY OF MACON, GEORGIA GA, MACON	OTHER	BASIC GRAN	UNKNOWN	06/28/94	/ /	NOT REVIEW	0
5294-01	0025	06/30/94	ON TIME	CITY OF RACINE WI, Racine	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
5302-01	0026	06/30/94	ON TIME	CITY OF BELL CA, BELL	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0

e No. 2
LICATION SEQUENCE ORDER

Department of Housing and Urban Development
Processing and Control Branch
Office of Management,Community Planning And Development
Application Status By Program

Date: 07/06/94
Time: 9:33 AM

ORD ATOR	SEQN	DATE APP RCVD	APP RCPT STATUS	APPLICANT NAME/STATE, CITY	APPLICANT TYPE	TYPE OF REQUEST	CURRENT STATUS	DATE REQ RECEIVED	DATE RIT MAILED	REVIEW STATUS	REQUEST $AMOUNT
PROGRAM 2594: CDB											
5244-01	0027	06/29/94	ON TIME	CITY PONTIAC MI, PONTIAC	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5245-01	0028	06/29/94	ON TIME	CITY OF BEAUMONT TX, Beaumont	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5253-01	0029	06/30/94	ON TIME	STATE OF MICHIGAN MI, Saginaw	OTHER	BASIC GRAN	UNKNOWN	07/04/94	/ /	NOT REVIEW	0
5247-01	0030	06/29/94	ON TIME	CITY OF LAREDO, TEXAS TX, Laredo	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5243-01	0031	06/29/94	ON TIME	CITY OF GALENA PARK TX, Houston	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5512-01	0032	06/30/94	ON TIME	CITY OF SANTA ANA CA, Santa Ana	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
5320-01	0033	06/29/94	ON TIME	CITY OF SPRINGFIELD MA, Springfield	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
5246-01	0034	06/29/94	ON TIME	HCTOR COUNTY, TEXAS TX, Odessa	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5232-01	0035	06/29/94	ON TIME	CITY OF INKSTER, MICHIGAN MI, Inkster	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5231-01	0036	06/29/94	ON TIME	CITY OF LUBBOCK TX, Lubbock	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
5235-01	0037	06/29/94	ON TIME	METROPOLITAN GOVERNMENT OF NASHVILLE & D TN, Nashville	OTHER	BASIC GRAN	UNKNOWN	06/29/94	/ /	NOT REVIEW	0
248-01	0038	06/30/94	ON TIME	SCRANTON PA, Scranton	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
332-01	0039	06/30/94	ON TIME	CITY OF ALTOONA PA, Altoona	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
336-01	0040	06/29/94	ON TIME	CITY OF TEXARKANA TX, Texarkana	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
328-01	0042	06/29/94	ON TIME	CITY OF LA CROSSE WI, La Crosse	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
340-01	0043	06/29/94	ON TIME	CITY OF DENTON TX, Denton	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
337-01	0044	06/30/94	ON TIME	BROCKTON MA, Brockton	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	COMPLETED	0
323-01	0045	06/29/94	ON TIME	CITY OF JOPLIN, MISSOURI MO, Joplin	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
351-01	0046	06/29/94	ON TIME	ATHENS-CLARKE COUNTY GA, ATHENS	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
263-01	0047	06/29/94	ON TIME	CITY OF EAST PALO ALTO CA, Palo Alto	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
285-01	0048	06/30/94	ON TIME	CITY OF NEW IBERIA LA, New Iberia	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
755-01	0049	06/30/94	ON TIME	MICHIGAN MI, Taylor	OTHER	BASIC GRAN	UNKNOWN	07/04/94	/ /	NOT REVIEW	0
344-01	0050	06/30/94	ON TIME	EAST CLEVELAND OH, Cleveland	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
339-01	0051	06/29/94	ON TIME	CITY OF GAINESVILLE FL, Gainesville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
381-01	0052	06/29/94	ON TIME	CITY OF WARREN, OHIO OH, Warren	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
110-01	0053	06/29/94	ON TIME	CITY OF MANSFIELD, OHIO OH, Mansfield	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0

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** PROGRAM 3194: CDBG											
0006287-01	0054	06/29/94	ON TIME	CITY OF BIRMINGHAM, ALABAMA AL, Birmingham	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006278-01	0055	06/29/94	ON TIME	CITY OF ERIE PA, Erie	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006362-01	0056	06/30/94	ON TIME	ORANGE COUNTY FL, Orlando	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006191-01	0057	06/29/94	ON TIME	CITY OF ORLANDO FL, Orlando	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006259-01	0058	06/29/94	ON TIME	CITY OF BROWNSVILLE TX, Brownsville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006349-01	0059	06/29/94	ON TIME	CITY OF WEST PALM BEACH FL, West Palm Beach	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006447-01	0060	06/30/94	ON TIME	CITY OF READING PA, Reading	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006284-01	0061	06/29/94	ON TIME	CITY OF BEAVER FALLS PA, Beaver	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006287-01	0062	06/29/94	ON TIME	MANATEE COUNTY FL, Bradenton	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006273-01	0063	06/29/94	ON TIME	PHILADELPHIA PA, Philadelphia	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006267-01	0064	06/29/94	ON TIME	CITY OF HUNTINGTON WV, Huntington	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006296-01	0065	06/29/94	ON TIME	CITY OF LANCASTER PA, LANCASTER	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006301-01	0066	06/29/94	ON TIME	CITY OF HARRISBURG PA, Harrisburg	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006441-01	0068	06/29/94	ON TIME	LONG BEACH/COMPTON/LYNWOOD/LOS ANGELES C CA, Los Angeles	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006257-01	0069	06/30/94	ON TIME	CITY OF OKLAHOMA CITY OK, Oklahoma City	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006513-01	0069	06/30/94	ON TIME	CITY OF FARRELL PA, Sharpsville	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006330-01	0071	06/30/94	ON TIME	PROVIDENCE RI, PROVIDENCE	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006489-01	0071	06/30/94	ON TIME	CITY OF GARY IN, Gary	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006332-01	0072	06/30/94	ON TIME	CITY OF ROANOKE VA, Roanoke	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006463-01	0072	06/30/94	ON TIME	CITY OF PASSAIC NJ, PASSAIC	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006307-01	0073	06/30/94	ON TIME	CITY OF FALL RIVER MA, Fall River	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006271-01	0074	06/30/94	ON TIME	CITY OF YORK PA, York	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006265-01	0075	06/30/94	ON TIME	CITY OF MUSKEGON MI, Muskegon	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006261-01	0076	06/30/94	ON TIME/DE	CITY OF HARLINGEN TX, Harlingen	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006266-01	0077	06/29/94	ON TIME	CITY OF FLORENCE SC, Florence	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006338-01	0077	06/30/94	ON TIME	CITY OF FLORENCE SC, Florence	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0

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** PROGRAM 2584: CHD											
0006160-01	0078	06/30/94	ON TIME	CITY OF LAWRENCE MA, Lawrence	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006309-01	0078	06/30/94	ON TIME	CITY OF LAWRENCE MA, Lawrence	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006325-01	0080	06/30/94	ON TIME	CITY OF PHILADELPHIA PA, Philadelphia	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006304-01	0081	06/29/94	ON TIME	CITY OF GRAND RAPIDS, MI MI, Grand Rapids	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006313-01	0082	06/30/94	ON TIME	CITY OF JOHNSTOWN PA, JOHNSTOWN	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	NOT REVIEW	0
0006517-01	0083	06/29/94	ON TIME	CITY OF MANCHESTER NH, Manchester	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006280-01	0084	06/30/94	ON TIME	CITY OF CANTON OH, Canton	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006274-01	0085	06/30/94	ON TIME	CITY OF TAMPA FL, TAMPA	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006516-01	0086	06/30/94	ON TIME	CITY OF NORWICH NY, Norwich	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006293-01	0087	06/30/94	ON TIME	CITY OF LYNN MA, Lynn	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006432-01	0087	06/30/94	ON TIME	CITY OF LYNN MA, Lynn	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006371-01	0088	06/30/94	ON TIME	CITY OF ALBANY NY, ALBANY	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006270-01	0089	06/29/94	ON TIME	COUNTY OF WASHINGTON PA, WASHINGTON	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006315-01	0089	06/30/94	ON TIME	COUNTY OF WASHINGTON PA, WASHINGTON	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006305-01	0090	06/30/94	ON TIME	CITY OF BINGHAMTON NY, Binghamton	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006340-01	0091	06/30/94	ON TIME	CITY OF AUBURN NY, Auburn	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	NOT REVIEW	0
0006300-01	0092	06/30/94	ON TIME	CITY OF CORPUS CHRISTI TX, Corpus Christi	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006328-01	0093	06/30/94	ON TIME	CITY OF KINGSTON NY, NEWBURGH	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006290-01	0094	06/30/94	ON TIME	NEW YORK CITY NY, New York	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006347-01	0094	06/30/94	ON TIME	NEW YORK CITY NY, New York	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006321-01	0095	06/30/94	UNKNOWN	NEW YORK CITY NY, Jamaica	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006316-01	0096	06/29/94	UNKNOWN	CITY OF SAN BERNARDINO, CALIFORNIA CA, San Bernardino	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006317-01	0097	06/30/94	ON TIME	CITY OF RICHMOND, KENTUCKY KY, Richmond	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006291-01	0098	06/30/94	ON TIME	CITY OF UTICA NY, Utica	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006375-01	0098	06/30/94	ON TIME	CITY OF UTICA NY, Utica	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006383-01	0099	06/30/94	ON TIME	CITY OF DUNKIRK NY, Dunkirk	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0

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** PROGRAM 3594: OED											
0006454-01	0099	06/30/94	ON TIME	CITY OF DUNKIRK NY, Dunkirk	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006286-01	0100	06/30/94	ON TIME	CITY OF YONKERS NY, Yonkers	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006487-01	0100	06/30/94	ON TIME	STATE OF TENNESSEE TN, Memphis	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006295-01	0101	06/30/94	ON TIME	CITY OF COLUMBIA SC, Columbia	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006373-01	0101	06/30/94	ON TIME	CITY OF COLUMBIA SC, Columbia	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006448-01	0101	06/30/94	ON TIME	CITY OF COLUMBIA SC, Columbia	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	REVIEW IN	0
0006366-01	0103	06/30/94	ON TIME	CITY OF CHELSEA MASSACHUSETTS MA, Boston	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006332-01	0105	06/29/94	ON TIME	COUNTY OF SANTA BARBARA CA, Santa Barbara	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006327-01	0107	06/30/94	ON TIME	CITY OF CHARLOTTE NC, Charlotte	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006323-01	0107	06/30/94	ON TIME	BENTON HARBOR/BENTON TOWNSHIP MI, Benton Harbor	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006326-01	0108	06/29/94	UNKNOWN	CITY OF PARKERSBURG WV, Parkersburg	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006312-01	0109	06/29/94	UNKNOWN	CITY OF YOUNGSTOWN OH, Youngstown	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006338-01	0110	06/29/94	UNKNOWN	CITY OF SANTA CRUZ CA, Santa Cruz	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006345-01	0111	06/29/94	UNKNOWN	CITY OF TOLEDO OH, Toledo	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006350-01	0112	06/29/94	UNKNOWN	CITY OF PHILADELPHIA PA, Philadelphia	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006359-01	0113	06/30/94	ON TIME	CITY OF SOUTH BEND, INDIANA IN, South Bend	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006360-01	0114	06/30/94	UNKNOWN	CITY OF INDIANAPOLIS CA, INDIANAPOLIS	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006263-01	0115	06/30/94	ON TIME	CITY OF FORT WAYNE, IN IN, Fort Wayne	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006339-01	0116	06/29/94	ON TIME	LEE COUNTY, FL FL, Fort Myers	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006341-01	0117	06/29/94	ON TIME	VILLAGE OF URBANCREST OH, URBANCREST	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006352-01	0118	06/29/94	ON TIME	CITY OF COMMERCE CITY CO, Commerce City	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006405-01	0118	06/29/94	ON TIME	CITY OF COMMERCE CITY CO, Commerce City	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006348-01	0119	06/30/94	ON TIME	HENNEPIN COUNTY MN, Minneapolis	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006406-01	0119	06/30/94	ON TIME	HENNEPIN COUNTY MN, Minneapolis	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006369-01	0120	06/30/94	ON TIME	CITY OF WICHITA KS, Wichita	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006355-01	0121	06/29/94	ON TIME	CITY OF CINCINNATI, OHIO OH, Cincinnati	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0

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** PROGRAM 3594: OED											
0006361-01	0122	06/30/94	ON TIME	CITY OF HAGERSTOWN MD, Hagerstown	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006451-01	0123	06/29/94	ON TIME	CITY OF PETERSBURG FL, ST. PETERSBURG	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006356-01	0124	06/29/94	ON TIME	CITY OF DAYTON OH, Dayton	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006368-01	0125	/ /	UNKNOWN	CITY OF PORTSMOUTH VA, Portsmouth	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006475-01	0125	06/30/94	ON TIME	CITY OF PORTSMOUTH VA, Portsmouth	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006385-01	0126	06/29/94	ON TIME	STATE OF TEXAS TX, Temple	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006439-01	0126	06/30/94	ON TIME	CITY OF TEMPLE TX, Temple	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006382-01	0127	06/29/94	ON TIME	CITY OF DAYTONA BEACH, FLORIDA FL, DAYTONA BEACH	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006399-01	0127	06/29/94	ON TIME	CITY OF DAYTONA BEACH FL, DAYTONA BEACH	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006366-01	0128	06/30/94	ON TIME	EAST ORANGE NJ, East Orange	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006374-01	0129	06/30/94	ON TIME	CITY OF AKRON OH, Akron	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	NOT REVIEW	0
0006391-01	0130	06/29/94	ON TIME	CITY OF SAN JOSE CA, San Jose	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006386-01	0131	06/30/94	ON TIME	CITY OF WHEELING WV, WHEELING	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006403-01	0132	06/30/94	ON TIME	CITY & COUNTY OF SAN FRANCISCO CA, San Francisco	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006404-01	0133	06/30/94	ON TIME	CITY OF AUGUSTA, GEORGIA GA, Augusta	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006369-01	0134	06/30/94	ON TIME	CITY OF BURLINGTON VT, Burlington	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006380-01	0135	06/30/94	ON TIME	CITY OF SUMTER, SOUTH CAROLINA SC, Sumter	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006402-01	0135	06/30/94	ON TIME	CITY OF SUMTER, SOUTH CAROLINA SC, Sumter	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006451-01	0135	06/30/94	ON TIME	CITY OF SUMTER SC, Sumter	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006376-01	0136	06/30/94	ON TIME	CITY OF DETROIT MI, Detroit	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	NOT REVIEW	0
0006377-01	0137	06/30/94	ON TIME	CITY OF ELIZABETH NJ, Elizabeth	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006378-01	0138	06/30/94	ON TIME	CITY OF ASBURY PARK NJ, Asbury Park	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	NOT REVIEW	0
0006379-01	0139	06/30/94	ON TIME	SEMINOLE COUNTY FL, Sanford	OTHER	BASIC GRAN	COMPLETE	06/30/94	/ /	COMPLETED	0
0006381-01	0140	06/30/94	ON TIME	CITY OF CHARLESTON SC, Charleston	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006509-01	0141	06/30/94	ON TIME	CITY OF SPRINGFIELD IL, Springfield	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006520-01	0142	06/30/94	ON TIME	CITY OF EVANSVILLE IN, Evansville	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0

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** PROGRAM 3594: OKD											
0006383-01	0143	06/30/94	ON TIME	DISTRICT 1 AL, Huntsville	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006435-01	0143	06/30/94	ON TIME	DISTRICT 1 AL, Huntsville	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006321-01	0144	06/30/94	ON TIME	VILLAGE OF MAYWOOD IL, Maywood	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006394-01	0145	06/29/94	ON TIME	CITY OF TALLAHASSEE FL, Tallahassee	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006399-01	0146	06/30/94	ON TIME	CITY OF BATON ROUGE-PARISH OF EAST BATON LA, Baton Rouge	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006388-01	0147	06/29/94	ON TIME	CITY OF ANAHEIM CA, Anaheim	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006387-01	0148	06/30/94	ON TIME	CITY OF COLUMBUS OH, Columbus	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006434-01	0149	06/30/94	ON TIME	CITY OF FAYETTEVILLE NC, Fayetteville	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006398-01	0150	06/30/94	ON TIME	CITY OF JACKSON MS, Jackson	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006508-01	0151	06/30/94	ON TIME	CITY OF CHICAGO IL, Chicago	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006407-01	0152	06/30/94	ON TIME	CITY OF BLOOMINGTON IN, Bloomington	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006500-01	0153	06/30/94	ON TIME	CITY OF CHICAGO IL, Chicago	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006416-01	0154	06/30/94	ON TIME	CITY OF KENOSHA WI, Kenosha	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006417-01	0155	06/30/94	ON TIME	TERREBONNE PARISH CONSOLIDATED GOVERNMEN LA, Thibodaux	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006418-01	0156	06/30/94	ON TIME	CITY OF PLAINFIELD NJ, PLAINFIELD	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006419-01	0157	06/30/94	ON TIME	CITY OF SALINAS CA, Salinas	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006420-01	0158	06/29/94	ON TIME	CITY OF PUEBLO CO, Pueblo	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006506-01	0159	06/30/94	ON TIME	COOK COUNTY IL, Chicago	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006423-01	0160	06/30/94	ON TIME	CITY OF CAMBRIDGE, MA MA, CAMBRIDGE	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006426-01	0161	06/30/94	ON TIME	CITY OF JACKSON MI, Jackson	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006428-01	0162	06/29/94	ON TIME	CITY OF SOUTH EL MONTE CA, El Monte	OTHER	BASIC GRAN	UNKNOWN	06/30/94	/ /	NOT REVIEW	0
0006519-01	0162	06/30/94	ON TIME	CITY OF SOUTH EL MONTE CA, SOUTH EL MONTE	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006438-01	0163	06/30/94	ON TIME	THE CITY OF NATIONAL CITY CA, NATIONAL CITY	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006437-01	0166	06/30/94	ON TIME	CITY OF ALBANY GA, Albany	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006440-01	0167	06/30/94	ON TIME	CITY OF OMAHA NEBRASKA NE, Omaha	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006445-01	0168	06/30/94	ON TIME	CITY OF ALBUQUERQUE NM, Albuquerque	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0

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** PROGRAM 3594: CDD											
0006478-01	0169	06/30/94	ON TIME	ROCKFORD, ILLINOIS IL, Rockford	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006443-01	0170	06/30/94	ON TIME	CITY OF CHATTANOOGA TN, Chattanooga	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006480-01	0172	06/30/94	ON TIME	CITY OF WORCESTER MA, Worcester	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	COMPLETED	0
0006503-01	0173	06/30/94	ON TIME	TOWNSHIP OF WAUKEGAN IL, Waukegan	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006452-01	0174	06/30/94	ON TIME	CITY OF SPOKANE WA, Spokane	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006453-01	0175	06/30/94	ON TIME	CITY OF RALEIGH NC, Raleigh	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	COMPLETED	0
0006450-01	0176	06/29/94	ON TIME	LOS ANGELES CITY/LOS ANGELES COUNTY CA, Los Angeles	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006449-01	0177	06/29/94	ON TIME	HUNTINGTON PARK/LOS ANGELES CITY/LOS ANG CA, Los Angeles	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
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0006479-01	0181	06/30/94	ON TIME	STANISLAUS COUNTY CA, MODESTO	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
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0006485-01	0183	06/30/94	ON TIME	CITY OF SEATTLE WA, Seattle	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006468-01	0184	06/30/94	ON TIME	CITY OF LAS CRUCES NM, Las Cruces	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006464-01	0185	06/30/94	ON TIME	PULASKI COUNTY AR, Little Rock	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006486-01	0186	06/30/94	ON TIME	PULASKI COUNTY AR, Little Rock	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006456-01	0186	06/30/94	ON TIME	CITY OF GREENSBORO NC, GREENSBORO	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
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0006461-01	0189	06/30/94	ON TIME	NEW HAVEN, CONNECTICUT CT, New Haven	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
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0006470-01	0194	06/30/94	ON TIME	OKLAHOMA CITY OK, Oklahoma City	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
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0006473-01	0196	06/30/94	ON TIME	NEW YORK CITY NY, Brooklyn	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0

Department of Housing and Urban Development
Processing and Control Branch
Office of Management,Community Planning And Development
Application Status By Program

Date: 07/06/94
Time: 9:17 AM

RECORD LOCATOR	SEQN	DATE APP RCVD	APP RCPT STATUS	APPLICANT NAME/STATE, CITY	APPLICANT TYPE	TYPE OF REQUEST	CURRENT STATUS	DATE REQ RECEIVED	DATE RTT MAILED	REVIEW STATUS	REQUEST $AMOUNT
** PROGRAM 15541 CED											
0006476-01	0197	06/30/94	ON TIME	CITY OF HOLYOKE MA, HOLYOKE	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006501-01	0198	06/30/94	ON TIME	CITY OF JOLIET IL, Joliet	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006477-01	0199	06/30/94	ON TIME	CITY OF NORTH CHARLESTON SC, Charleston	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	NOT REVIEW	0
0006483-01	0200	06/30/94	ON TIME	CITY OF ST. JOSEPH, MISSOURI MO, Saint Joseph	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
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0006487-01	0202	06/30/94	ON TIME	CITY OF LYNCHBURG VA, Lynchburg	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
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0006495-01	0209	06/30/94	ON TIME	CITY OF AUGUSTA GA, Augusta	OTHER	BASIC GRAN	COMPLETE	07/01/94	/ /	REVIEW IN	0
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0006510-01	0213	06/30/94	ON TIME	COMMERCIAL TOWNSHIP NJ, Bridgeton	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
0006511-01	0214	06/30/94	ON TIME	CITY OF NEW BEDFORD, MA MA, New Bedford	OTHER	BASIC GRAN	UNKNOWN	07/01/94	/ /	NOT REVIEW	0
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Edley / OMB

Urban policy

draft: July 8, 1994

Metropolitan Empowerment Zones:
The Next Phase of the Clinton Urban Policy

Concentrated urban poverty and the surrounding web of problems undercut some of our most basic national goals: increased economic competitiveness; civil peace and democracy; equality of opportunity. A bold and worthwhile Administration initiative should envision a fundamental reconstruction not only of current policies but of the relationship between the Federal government and local and State governments. To be successful, it will require refocusing the Nation's attention on problems that have been ignored by national leaders for over a decade; and it will require overcoming political and bureaucratic barriers that have defeated all prior urban initiatives.

The Empowerment Zones competition has energized communities across the country and built local enthusiasm and momentum for tackling these problems. Over 500 cities are expected to apply and are forming new coalitions and strategies attuned to local realities. We should find a way to build on this momentum, tapping energy and creativity from the neighborhood level on up. The Clinton urban agenda must not end with a competition that creates six urban "big winners", 65 "small winners", and hundreds of losers.

In summary, our proposal has the following premises: (1) a *metropolitan focus* to address the isolation of central city neighborhoods and reflect the interdependencies of city and suburbs; (2) *reinvention and reform* of fragmented programs to attack waste, improve effectiveness and move the private sector to center stage; (3) *dialogue* and consensus-building around values, goals and measures to create the predicate for change at both the national and metropolitan levels; and (4) *accountability* to make a break with special interest giveaways and reward bold efforts by local communities.

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Metropolitan Focus: The economic and social destinies of cities and suburbs are interwoven. Many urban problems spill over local political boundaries and affect every metropolitan area resident to one degree or another. Where city-suburban disparities in income and opportunity are higher, metropolitan job growth is slower. Where central cities are able to forge interjurisdictional partnerships with suburban governments and employers, they are better able to provide educational and employment opportunities for their citizens, ensure safe neighborhoods, prevent disinvestment and business and residential flight, and deal with fiscal pressures. Metropolitan areas are far more likely to have within themselves the economic resources to tackle inner-city problems; and they generally function as single labor and housing markets, despite their political fragmentation. Unfortunately, political fragmentation, reinforced by patterns of Federal and State funding, is often a major obstacle to forging a metropolitan-level coalition and strategy. By fostering (without imposing) a different structure for local decisionmaking, the Federal government can help localities to overcome the problem of fragmentation.

Reinvention and Reform: Similarly, the Federal response to urban problems has historically been fragmented and incomplete, perhaps in part a consequence of jurisdictional boundaries of both Congressional committees and Federal bureaucracies. Major Clinton initiatives -- including the

Health Security Act, Welfare Reform, the strengthened EITC, Goals 2000, Community Policing, Headstart expansion, and the Reemployment Act -- will benefit the urban poor. Beyond these, Empowerment Zones, Community Development Banks, and reinvigorated civil rights enforcement will help. However, budget constraints virtually rule out major additional spending. To do more, we must tie together these disparate initiatives, and move beyond a laundry list of resource-starved investment proposals at HUD and elsewhere. We must *reinvent* the jumble of federal regulations and the myriad bureaucratic impediments to effective use of limited public resources across grant programs for community development, housing, transportation, schools, job training, and health care. Similarly, a Clinton initiative must challenge state and local leaders to consolidate and better coordinate *their* programs, as well as overcome impediments created by jurisdictional boundaries. Even all of this will fail, however, unless our initiative also makes a direct and effective effort to engage the leadership, ingenuity and resources of the private sector in metropolitan partnerships.

Dialogue and Consensus: It has been a long time since national leaders brought focus to urban problems. For the past 25 years, problems of concentrated poverty and racial isolation that were once viewed as fundamental challenges have been treated as secondary issues. Before we can fashion fresh solutions that will command national and local majorities, we must have a fresh conversation about fundamental values and goals, what strategies to pursue, how to measure success, and what roles should be played by different levels of government and the private sector. This dialogue is an essential political predicate for meaningful change at the national level, and in participating metropolitan areas. It will require a substantial investment of Federal leadership, and some targeted resources to provide essential data and analysis. The most concrete product of this dialogue will be an "urban report card" which captures, for major metropolitan areas, consensus measures of national and local priority concerns.

Accountability: Finally, new Federal initiatives must break with unsuccessful efforts of the past by incorporating accountability based on performance, in return for new funding and broad discretion in the local choice of means. As New Democrats, we should reject another generation of giveaways to traditional constituencies, and instead offer *a vision in which rewards fuel bold efforts by the people and leaders closest to the problems*. Therefore, in order to reward communities for effort and progress in meeting national and local performance targets, some fraction of grants and generous regulatory flexibility must be based on performance. Furthermore, we need new incentives for suburban jurisdictions and businesses to participate in developing and executing metropolitan-wide strategies, even though such approaches are in everyone's interest: past patterns of funding and neglect have convinced so many jurisdictions, businesses, and citizens to believe that their best or only choice is to try to opt out of and insulate themselves from the problems of the cities.

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Program Structure

The **Metropolitan Empowerment Zones** initiative we propose combines programmatic, budgetary and communications elements as follows: **(a)** Senior Clinton Administration officials would lead a national discussion of the urban condition and our ambitions for change, in parallel with similar neighborhood- and metropolitan-level discussions seeking consensus on an "urban report card." The series of roundtables and forums would identify key measures of selected problems (crime, job opportunities, housing, etc.) and formulate sets of national and metropolitan goals for improvement,

with flexible milestones. (b) With the benefit of planning grants, dozens of metropolitan areas would cooperatively develop comprehensive plans to achieve the national and metro-specific goals. The plans would propose integration of public and private resources, and reinvention of bureaucratic and jurisdictional relationships, all tied to measurable outcomes. (c) The Vice President's Community Enterprise Board, assisted by advisory panels, would review the plans and competitively select a dozen Metropolitan Empowerment Zones (MEZs). Each MEZ would receive a share of a pot of flexible new grant funds over several years, perhaps some specialized tax incentives, *plus* significant deregulation of the various existing federal grants-in-aid flowing to MEZ jurisdictions.[1] (d) For accountability, both grant deregulation and flexible funding would be at least partially contingent on the MEZ's good faith execution of its plan and (where feasible) on measured results.

What follows is a more detailed sketch of how this initiative could be structured as a follow-on to our Empowerment Zones effort.

National Dialogue and an Urban Report Card

We recommend that the President and the Vice President launch a national dialogue, to be led over a period of months by the Secretary of HUD, other members of the Cabinet, and appropriate surrogates. It would include public and private leaders, as well as respected experts. The process that led to Goals 2000 is instructive, in that a sustained national and local dialogue, built in part on research results, has fomented important changes in the education system, with more to come.[2]

In addition to organizing this consensus-building process, the Federal government can support it by supplying statistical information that will allow metropolitan areas to see how they stack up on major dimensions that relate to national and local policy objectives. Examples are: (1) openness and civility -- including incidence of racial discrimination in employment and housing, levels of violence; (2) democratic practice -- including voting rates and representation of ethnic and racial minorities in local government; (3) minimum standards of economic and social opportunity -- including rates of extreme deprivation (hunger, homelessness, infant mortality), levels of opportunity (high school dropout rates, unemployment rates); and (4) equality of economic and social

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[1] Initial funding, perhaps limited to planning grants, would be included in the FY 1996 budget. Tax expenditure components might be included in FY 1996 reconciliation, just as the President's Empowerment Zones program was included in FY 1994 reconciliation. This proposal characterizes the MEZ grant as "new" funding in deference to the practical difficulty of persuading appropriators to carve resources out of existing categorical and block grant programs, together with the need to make additional resources available as an inducement to certain suburban jurisdictions now receiving little grant money. In principle, however, the MEZ funding could be structured as a consolidation of existing streams of funding, with a portion of that funding recast as a reward contingent on effective planning and implementation.

[2] Other promising models include: the goal-setting process being used by the Public Health Service to define prevention initiatives for the year 2000; States' allocation of so-called "five percent" funds under the Job Training and Partnership Act based on local performance goals that exceed Labor's national "performance standards"; State initiatives in Indiana, Oregon, and elsewhere that are using measurable objectives to organize public debate and set priorities.

opportunity -- including differential individual access (by race, incomes, geography) to education, employment, and capital.

To support goal setting and to measure progress, Federal agencies and cooperating researchers can develop and publicize a set of metropolitan rankings, related to several measures along the policy dimensions listed above; metro areas may elect to use supplementary measures. (This will require a modest investment in new data collection and analysis and possibly acceleration of the Census Bureau's plan for continuous measurement between decennial censuses.) For example, national and metropolitan dialogues would be sharpened by presenting comparative data on violent crime rates, the ratio of central city to suburban crime rates, the incidence of drug-related crimes against person or property, the crime rates in public housing, and so forth -- preparatory work with key leaders would help focus the research support. Planning in this kind of data-rich environment should discipline thinking about these tough problems on both the national and local levels. Locally, comparisons with other metropolitan areas should encourage a healthy competition and desire for self-improvement.

Such dialogues -- on both national and local levels -- are critical for several reasons. To fashion a system of political and programmatic accountability, there must first be some agreement on measures of success and on goals. No such agreement exists at present, nor can we expect to have a single, national report card. We envision an evolutionary process combining measurable national-consensus goals *with* measurable goals identified in each participating metropolitan region. The necessary dialogue will be an opportunity to engage the public on the plane of values and aspirations, so that public and private leaders can seek agreement on *what* matters, *why*, and *how much*. In the process, neighborhood and community leaders will build new capacity for cooperative problem-solving. Moreover, this discussion will create the elusive political context for the necessary legislative and administrative actions -- in Washington D.C. and throughout the country. Finally, the dialogue will provide an important opportunity for the President and other officials to demonstrate leadership through action and example. This is far more than symbolic, however, in as much as the dialogue will produce a valuable concrete product: an urban report card.

Metropolitan Plans and Covenants

With the assistance of Federal planning grants, interested metropolitan areas would continue the consensus-building effort described above and formulate their Metropolitan Empowerment Plans indicating how the participating jurisdictions, working with federal, state, local and private resources, expect to make measurable progress over time on key indicators of opportunity, community security, and so forth. No application for planning funds would be required for jurisdictions centered on cities which were unsuccessful finalists in the first round of Empowerment Zone awards. The plans would be the basis for competitive awards of federal funding and for significant deregulation of grants-in-aid provided by HUD and other agencies. (One gain for communities that win a planning grant could be a substantial reduction in the number of overlapping Federal program planning and reporting requirements they would otherwise have to prepare during the same period.)

In essence, the plans would identify measurable goals and timelines for the various dimensions of the urban report card, and specify the various public and private strategies to be pursued in achieving those goals. (Appended as Tab A are three examples of how a metropolitan

plan might identify a particular concern, such as unequal educational opportunity, then select performance measures, choose one or more goals, and propose a particular set of strategies to achieve those goals.) Plans also would describe the proposed metropolitan-level structure for consultation and for oversight of the strategy's implementation. This would include a proposal for how the participating jurisdictions would share governance, would distribute rewards for cooperation, and would respond to dissent as they implement the plan over time.[3] Among the themes we expect would emerge from the strategies are the reinvention and integration of various Federal, State and local programs; the creation of public-private partnerships and cross-jurisdictional coalitions; waivers of program regulations; and improved forms of citizen and neighborhood participation in decisionmaking.

The intention is to provide participating jurisdictions with maximum flexibility regarding their choice of means, or strategies. A review process involving public, private and expert "jurors" would study the plans and make recommendations to the Vice President's Community Enterprise Board. (Again, finalists in the Empowerment Zones competition would receive some form of preference in this process, perhaps an "automatic" consideration by the Vice President's Board.)

The most important criterion for selection as a Metropolitan Empowerment Zone would be the reasonableness of the proposed strategies for achieving the stated goals. Our expectation is that these strategies would incorporate the best thinking concerning effective approaches to critical problems, from job creation to housing construction to teen pregnancy prevention to community policing.[4] In addition, quality could be judged by such factors as: (1) the number of participating jurisdictions (percent of metropolitan population); (2) the State's participation; (3) private sector participation; (4) the value of the resource and other commitments by all participants; (5) the ambition and realism of the specific performance targets promised in the application.

Funding, Flexibility and Accountability for MEZs

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[3] We do not envision a uniform structural solution the problems of metropolitan coordination -- along the lines, say, of the old Councils of Government. In fact, we want to encourage locally designed solutions, including possible leadership roles for non-governmental coalitions. Similarly, there need not be a single model for the distribution of rewards and sanctions. Proposals may suggest different approaches, and the plausibility of the scheme would be a factor in awarding the MEZ designation. Moreover, metropolitan Boston might have an exciting idea about how to structure coordinate local governments or how to distribute flexible funds. Through consultation and negotiation, Boston's approach might be adopted by metropolitan Atlanta in order to improve their application.

[4] For example, Professor Michael Porter, in "The Competitive Advantage of the Inner City", outlines new strategies to stimulate central city economies by building on their innate competitive advantages and on "clusters" of economic strength in the metropolitan area (Harvard Business School, 1995). Other recent work of substantive interest includes a report by Susan V. Smith on "Strategies to Reduce Urban Poverty" (Carnegie Corporation of New York; June 1994) and *Confronting the Nation's Urban Crisis: From Watts (1965) to South Central Los Angeles (1992)*. (The Urban Institute, 1992).

As documented in the National Performance Review, the present system of Federal grants and subsidies is too fragmented, complicated, and rigid. It is inefficient not only because it is costly to administer but because it wastes Federal funds on ineffective, partial approaches. Block grants, on the other hand, give communities wide flexibility without achieving accountability; formula-driven, they come to be viewed by receiving communities as entitlements. An effective system of performance-based accountability will allow localities broad discretion in the choice of means so long as they demonstrate effort and progress.[5] As with the initial designation, the monitoring of implementation of Metropolitan Empowerment Zone plans would be assisted by blue-ribbon panels of experts and civic figures, reporting to the Vice President's Community Enterprise Board.

In several years, it may be possible to consolidate a great many federal programs into this structure, and have all metropolitan areas participate in a system of goal-setting, planning, flexible funding, and accountability. Meanwhile, there is much we can do in the President's FY 1996 budget and legislative proposals to get started. We propose participation by selected metropolitan areas in a voluntary goal-setting process, rewarding them from a limited pool of new resources, and use of new statutory authority for a broader set of performance-based waivers in key program areas. The range of program areas is encompassed by this framework of flexibility and accountability is largely a matter of our ability to "reinvent" the Federal government's balkanized structure of agencies and Congressional committees. Added flexibility in a few HUD programs would suffice in FY 1996; complementary flexibility in programs at several other Departments and agencies would be all to the good. The national dialogue on urban policy goals and the report card may help win legislative approval of the needed resources and reinvention.

While participation in the planning and competition would be voluntary, once selected, the Metropolitan Empowerment Zone would be *accountable*, in the sense that the special funding and broad deregulation are *rewards* for adopting *and implementing* comprehensive plans reasonably calculated to achieve the measurable national and local goals identified earlier.

A Work Plan

1. In July, discussions with EOP and interested Departments to develop a consensus on the overall framework. This process should include discussions with key Cabinet officers who are potential partners. The forthcoming Urban Policy Report drafted by HUD and a working group of NEC/DPC staff, has already been revised to foreshadow this or similar initiatives. In particular, it calls for a national conversation on urban policies with the goal of developing consensus on measures and goals, and it explicitly stresses the importance of a metropolitan focus in future initiatives. Also in July, lay the foundation for developing performance goals by mobilizing the research and policy communities inside and outside of the Administration to examine data and debate alternative measures.

2. In July, identify pending legislative and regulatory initiatives that should be immediately redirected to reflect the urban policy principles. These include, for example, the Housing Bill that will reach the House and Senate floors in July; the HUD Consolidated Planning

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[5] Some of these concepts are realized in the Clean Air Act, which has evolved over two decades into an effective process for focusing attention and resources on metropolitan-level air quality problems.

regulation now at OMB for clearance; the Reemployment Act; and implementation plans for Goals 2000.

3. In the 1996 budget process, develop a Metropolitan Empowerment Zones initiative. The "low option" would focus on a limited pot of new discretionary funding to reward successful metro applicants, plus statutory authority for waivers in as many federal grant programs as politically feasible. The "high option" would include a tax-based reward as well, flowing to individuals and firms, for inclusion in FY 1996 Reconciliation.

4. In Fall of 1994, begin the National Conversation with meetings between key cabinet officials, and State/local officials, noteworthy experts, and representative citizens to build consensus on the approach and on metropolitan "problem dimensions".

5. In November/December, announce that the sequel to the Empowerment Zones competition will be a Metropolitan Empowerment Zones initiative, to be proposed in the President's FY 1996 Budget and legislative program. Jurisdictions that submitted high quality proposals in the first round of Empowerment Zones competition could form the core of a new round.

6. To develop the information needed for performance measures, take the following steps: (a) Support Census's move to a continuous "rolling Census". This would be necessary to measure progress for individual metro areas in reducing inequalities, racial and income separation. (b) Provide resources to selected Federal agencies to begin data collection and research on performance measures and to design the "technology" needed for problem ranking and measuring progress. (c) Encourage States and metropolitan areas to experiment with similar techniques.

7. The Community Enterprise Board could lead a rigorous review of other Federal urban programs for consistency with the new approach, refashioning where possible to stress metropolitan cooperation, flexibility and accountability.

Conclusion

More is at stake than sating the appetite of political constituencies or pundits for another bold stroke in the urban policy arena. And there are risks to undertaking another effort when the legislative agenda is crowded with other critical measures of great concern to urban America. We must take care not to promise too much. We need to design a process that is open-ended and adaptable, so that both we and localities can adjust goals and approaches as we learn more.

The overriding imperative, however, is clear: after so many years of neglect, we now have an opportunity too precious to put aside -- an opportunity created by the broad public support for certain fundamental ideas. Part of this is America's renewed commitment to shared economic growth and competitiveness, to public civility and personal security, and to each other. But another part of the opportunity comes specifically because the President's domestic program as a whole contains the philosophical underpinnings of what can be a significant departure in urban policy, based on new patterns of metropolitan and public-private cooperation, on the reinvention and reform of inflexible bureaucratic gridlock, on a national dialogue to forge consensus, and on a new accountability that rewards bold local efforts to achieve measurable results.

We have studied the lessons of history, and are wiser for it. Success is by no means assured. But we will be judged by whether we act boldly with that wisdom, or simply pass it along in the hope that others will.

EXAMPLE 1: EMPLOYMENT ACCESS

Goal: *Reduce Disparities in Employment Access*

Measures: *Disparities (geographic, racial) in:*

- *employment rates for younger high school graduates*
- *wage rates for comparable jobs*
- *high school achievement and graduation rates*

Partial Menu of Local Actions to Address:

- *create reverse commuting opportunities for inner-city residents*
- *re-orient transit systems*
- *create regional integrated jobs information system*
- *provide additional training slots for inner-city hard-to-employ youth*

Requirements and Progress Targets (for Lowest Attainment Areas)

- *Metro communities would have to develop and subscribe to a specific plan for moving the area to the goal established in the MEZ Plan (which might be related to a national goal and timeline). For example:*

  - *By 1998: Increase employment rate of inner-city recent high school graduates by 10 percent*

  - *By 2005: Reduce intra-metropolitan disparity in labor participation rates by 20 index points*

- *Those jurisdictions in the metro area failing to carry out their assigned responsibilities under the approved MEZ Plan could have their Federal grants restricted (loss of flexibility) or, eventually, reduced.*

Example 2: HOUSING DISCRIMINATION

Goal: *Reduce Racial Discrimination in Housing*

Measures:

- *incidence of racial discrimination in metropolitan rental housing market (sources: HUD and local fair housing organization),*
- *racial disparities in mortgage lending rates controlling for risk (source: modified HMDA data)*
- *evidence of racial steering by real estate agents (source: testing programs)*

Partial Menu of Local Actions to Address:

- *use testers to detect violations, publicize, and enforce equal access to housing laws*
- *develop/participate in metropolitan housing strategy to improve housing choice and mobility of racial minorities*
- *train all real estate agents and firms regarding potential activities resulting in disparate treatment of homebuyers*
- *create local fair housing organizations to investigate cases of racial discrimination and monitor activities of metropolitan housing market*

Requirements and Progress Targets (for Lowest Attainment Areas)

- *Metropolitan communities would have to develop and subscribe to a specific plan (perhaps a modified version of proposed fair housing plan) for moving the area into attainment with national minimum standard.*

  - *By 1997: Implement testing program in all "hypersegregated" metropolitan areas and publish results.*
  - *By 2000: Reduce number of racial housing discrimination cases reported to metropolitan fair housing organization by 20 percent.*
  - *By 2010: Reduce metropolitan dissimilarity index by 25 points (from 1990 base)*

- *Those jurisdictions in the metro area opting out of the process could have their Federal grants reduced or restricted.*

EXAMPLE 3: INFANT MORTALITY RATE

Goal: *Reduce infant mortality rate*

Measures: *Disparities in:*

- *Infant, neonatal, and postnatal deaths and mortality rates by metro area for race and income;*
- *Metro area mortality rates due to AIDS virus; and*
- *Access to basic infant, neonatal, and postnatal health care*

(Note: these statistics can be obtained from the annual Vital Statistics prepared by HHS)

Partial Menu of Local Actions to Address:

- *increase access to prenatal and postnatal care;*
- *develop community health clinics;*
- *increase educational outreach on prenatal care;*
- *increase provision of basic nutrition and vaccination services;*
- *increase access to drug and alcohol abuse centers; and*
- *increase outreach and counseling programs for unwed mothers*

Requirements and Progress Targets

- *MEZ Plan would describe intermim milestones for meeting a (hypothetical) national minimum standard.*
  - *By 1998: Decrease infant mortality by 10 percent.*
  - *By 2005: Reduce intra-metropolitan disparities in infant mortality rates by 5 percent.*

f:urban policy.

Urban Policy Workplan: Proposed Oversight Structure

Management Issue: It is imperative that we have a finshed product ready to present to the President by late October to mid-November. Assuming we are going to go forward with the proposed sub-group structure, that means that the sub-groups must develop and present tangible options in about 4 weeks -- a hurculean task at best. To have a disciplined process and a quality work product, I suggest the following oversight structure. [This is just a draft; I am open to any suggestions.]

Co-Chairs of SubGroups:

Youth Development: Belle Sawhill and Sheryll Cashin

Sawhill and Cashin have both been co-chairing ETR Subgroups that have already invested a great deal of time on relevant policies. Sawhill also has a breadth of policy experience in this area.

Economic/Business Development: Ellen Seidman and Paul Weinstein

Weinstein and Seidman have been the main leaders in the ongoing capital access group, which dovetails somewhat with the mission of this group.

Community Reinvention: Chris Edley and Paul Dimond

Edley has invested a great deal of time and thought into metropolitan strategies, reinvention and accountability. Dimond led last year's group that developed the EZ/EC proposal and has co-chaired the overall ETR group.

The role of the co-chairs would be to "ride-heard" on the process, focus discussion and options and--the bottom line--make sure that the process moves forward and a product is completed in time. The agencies would be welcome to send whomever they wanted (one person preferably) to these subgroup meetings.

Chairs of Separable Efforts: The draft workplan alludes to several separate items. I would task the following people to ensure that a presentation is developed and scheduled for the overall working group on those subjects:

Infrastructure Bank, GSE or Financing: Michael Deich

National Homeownership Strategy: Bruce Katz (or HUD's Designee)

Access to Private Capital Access: Paul Weinstein (or it could be incorporated into the work product of the Economic SubGroup, where relevant)

Reinventing Education, Training and Reemployment Programs: Belle Sawhill

Addressing the Housing Problems of Urban America (Reinventing Public Housing, Consolidating HUD programs, Fair Housing Enforcement): Bruce Katz

Urban Environmental Problems: Kumiki Gibson

Overall Oversight: The sub-group co-chairs and the chairs of the separable efforts would meet frequently, along with Sperling, Galston, and Reed to ensure that the entire process coheres and that things are moving forward.

LM

BR/GS/SM

To: P. Dimond
Sheryll Cashin
From: Bob Rubin

John Podesta / GS/Bruce

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone (212) 310-9000

August 10, 1994

MEMORANDUM

TO: Robert Rubin
Assistant to the President
for Economic Policy

BR Are we doing anything on this.

From: Hugh B. Price
President
National Urban League

Subj: **Mobilization of the Military to Address Urban Needs**

I hope that my fax about suggested follow-up steps regarding the "bully pulpit" idea has reached you by now. As a prelude to action on the national and/or local levels, we expect to reconvene the group that met in June, this time to begin outlining a concrete game plan. I want to maintain the momentum gained at that meeting. We can gear this gathering to the availability of key Administration people. Please have someone let me know who should participate and we'll proceed accordingly.

The primary purpose of this fax is to follow-up on the other idea discussed with the President, that of enlisting the military to help out on urban problems. In addition to the National Guard Youth Challenge Corps, which is already in a demonstration mode, I have broached variations on this theme with Bob Reich and Joe Stiglitz. I learned last week, at a meeting at the Center for Strategic and International Studies, that there's interest as well inside the Pentagon.

CSIS and the National Urban League have been planning for some time to partner in a study of the myriad roles the military might play on the inner-city scene. Our intent has been to do this with the participation of the Pentagon. Doing such an analysis outside the auspices of government might enable us to examine some possibilities in a thoughtful way that might be difficult were this an "official" exercise.

Even if the study is structured that way, it could and should involve Administration officials extensively and at every stage. This would assure a receptive and already tuned-in audience for any recommendations that resonate with the White House and the Pentagon. As was the case with the CSIS study that spawned the Youth Challenge Corps, it's essential that Congress be represented as well.

Our original thought was for this to be a nine to twelve month exercise. If there is serious Administration interest, we can place the study on a faster track.

Current plans call for us to schedule the meeting with Joe Stiglitz for later this month. I'm due to see Bob Reich in mid-September and will resume the conversation about this idea that we began when he spoke at our conference. If you think there's a better or more coordinated way to proceed with the Administration, please let me know. Meanwhile, CSIS and NUL are jointly searching for funding to underwrite our respective roles in the study.

We look forward to the possibility of working closely with you and your colleagues on this intriguing set of ideas.

:::

Urban policy

THE WHITE HOUSE

WASHINGTON

MEMORANDUM TO LEON PANETTA

FROM: Carol H. Rasco CHR
Bob Rubin RER
Jack Quinn JQ

SUBJ: Urban Policy

DATE: July 18, 1994

You asked earlier that Carol visit with Bob and Jack to propose a process to determine a cohesive urban policy, instead of the many different and largely unconnected activities now in place. This would involve making some difficult choices amongst competing claims on budget and outreach resources. Towards these ends, we have set into motion the following:

1. A team made up of staff members from DPC, NEC and the Vice President's office will within two weeks prepare an inventory and analysis of the known projects, policies and programs considered under the umbrella of Urban Policy. OMB will be consulted in this process.

2. We will meet with the staff that compiles the inventory/analysis during the week of August 1 to determine what steps are to be taken next. We anticipate that we will follow our usual process within the NEC/DPC for policy development which involves calling for initial work through a deputies' council of the NEC/DPC followed by a Principals' meeting of the two groups and/or an interagency working group of the appropriate members of the two councils. The Vice President's office will be involved as well in his position as chair of the Community Enterprise Board.

We also believe a key component to a comprehensive Administration urban policy is the assignment of a communications staff member to the task. A number of critical components of this cohesive urban policy are in place, whatever decisions are made, and we need a coordinated communications plan throughout the Administration to obtain the best coverage. We therefore request that the Communications Department assign a staff member to this effort on a part time basis within the next two weeks.

We believe there is a reasonably good chance that major systematic, long term, and business support could be developed around an urban policy once the administration makes the basic decisions.

Finally, we think you should send a memo to appropriate Cabinet members describing the process for the administration's urban policy to be developed and coordinated, and we will be happy to have one drafted if you agree.

We will keep you posted on the progress of this process.

Thank you.

August 14, 1994

MEMORANDUM TO THE PRESIDENT AND VICE PRESIDENT

From: Gene Sperling

Subject: Positive Feedback on the Empowerment Zones Process

When the Community Empowerment Working Group first started to design the Empowerment Zone proposal, our hope was that much of the good from the legislation would come through creating a process that would encourage local communities to pull together, analyze their needs together, and come up with comprehensive strategies for reinventing ourselves together. This emphasis on innovation, comprehensiveness, and direct community involvement in the preparation of the applications has been inspired by the belief that effective revitalization must begin with local level planning. In announcing the initiative, the President stressed this point by stating that "not a dime will go out without a coordinated strategy developed at the grass-roots level." (New York Times, May 5, 1993) The Vice President's role in leading the Community Enterprise Board -- and magic feather metaphor -- have only put additional emphasis on the community building role of the very process of empowerment zone applications.

Reports from around the country are coming in that support the notion that the process of doing the empowerment zone application is itself having a very positive effect. I asked my intern, Sean Fox from Georgetown Law School to research and analyze this and he did an excellent job in coming up with several strong examples. We found three main themes in the regional articles:

1. The existence of a common goal has brought together diverse groups which rarely, if ever, cooperated in the past.

2. Many communities have for the first time developed a "holistic" approach to economic revitalization which encompasses both capital formation strategies and the provision of social services such as child-care, job-training, education, and health care.

3. The public-private partnerships that have developed as a result of the application process will be a force for change far into the future.

While the reports are overall positive, we should be aware that there are a couple of negative points made in a few articles. Those are that 1) that the drawing of the empowerment zone's boundaries has prompted intense political disputes in some cities "pitting the poor against the poor," and 2) that the selection process by the Community Enterprise Board is being depicted by some a process driven solely by political considerations, with assertions that certain major cities are assured of an empowerment zone based on their political importance. Clearly, we must be vigilant in showing that this process will be fair and objective competitive process. As to the pitting the poor against one another, there seem to be three responses: First, the positive quotes below show that rather than causing divisiveness many cities are already winners in terms of creating new cooperation. Second, that the innovation and connection with the private sector are creating positive-sum scenarios of economic development and not just moving existing companies around; Finally, that many people called

for an empowerment zones process where there was some concentration of resources, so that dilution didn't prevent us from being able to see what really worked.

We have fed all of our research to Jeff Birnbaum of the Wall Street Journal who is doing a story that hopefully will echo some of the themes below. The Vice President has given Birnbaum an interview which reportedly went very well.

POSITIVE ARTICLES ON THE EMPOWERMENT ZONE PROCESS:

Below are 10 positive scenarios followed by a few articles that contain some of the negative comments.

1.HOUSTON CHRONICLE:

"Whether or not Houston wins an empowerment zone designation, the participation of a wide variety of community players to prepare the application will result in on-going discussions. . . . The process has brought people together who had never worked with each other before." Judy Butler, aide to Mayor Bob Lanier (Houston Chronicle, May 28, 1994)

2. DETROIT FREE PRESS:

In an editorial entitled, "Empowerment Zone: Application Cooperation Gives Detroit a New Attitude" from June 20, 1994, the article states: "Detroit's empowerment zones application is nearly ready to be sent to Washington....*But even if Detroit is denied, the application process itself will benefit the city.* The process has created a previously unfamiliar sense of cooperation among Detroit citizens, neighborhood groups, and city officials."

3. DETROIT NEWS:

Excerpts from "Project Empowers Spirit of City Unity," by Vivian Toy, The Detroit News, June 12, 1994 "A preliminary draft of Detroit's application for a federal empowerment zone focuses on family and the workforce and promises unprecedented cooperation among Detroit businesses and community organizations."

"The process has spurred a continuing effort to raise millions of dollars in commitments for area businesses from investment in some of the city's poorest neighborhoods."

"It's a rare day when you have the Big Three auto giants sitting down at the same table with neighborhood leaders to talk about turning things around in Detroit,' said Arthur Carter, a Detroit public schools administrator and a co-chair of the education and training task force. 'It's been an invaluable learning experience for everyone."

4. ARKANSAS:

"In the rural area what has happened is that . . . mayors, bankers, business owners, judges, etc. are coming to meetings with community based organization--blacks and whites together as partners in a planning process." Becky Williams of Arkansas (letter

to Carol Rasco, Assistant to the President for Domestic Policy, April 21, 1994)

5. **USA TODAY**

"Cities are developing an entirely new approach to redevelopment, a more holistic approach that's going to benefit even those cities that don't win. We'll never go back to the old way." Mayor Jerry Abramson of Louisville, President of the U.S. Conference of Mayors (USA Today, May 23, 1994)

6. **ST. LOUIS DISPATCH**

"The key to this grant application is the opportunity presented to Kinloch to form a holistic plan to address its major problem areas." St. Louis County Economic Council official Claude Louishomme (St. Louis Post-Dispatch, May 26, 1994)

7. **CHICAGO TRIBUNE:**

"It [the application process] also illustrates that the media's constant focus on Chicago's very real neighborhood problems masks significant physical and human assets in these same communities. Linking these neighborhood leaders with the resources necessary to act on their plans must be a priority in the future. . . . In many respects. . . Chicago is already a winner. The empowerment zone process is a strong statement that meaningful city government-neighborhood planning can work in Chicago." Thomas Lenz, Local Initiatives Support Corporation and member of Chicago's Empowerment Zone Coordinating Council (Chicago Tribune, May 23, 1994)

8. **PHILADELPHIA INQUIRER:**

Excerpts from "The Cities Are Lining Up To Get Empowerment Zones", by Neal Pierce, Philadelphia Inquirer, May 16, 1994 (Also in Houston Chronicle) "The real story, however, is about a different politics: the Clintonites' strategy to get cities and counties to tap the will to revitalize even their poorest communities, and to evoke new city and regional alliances to support those neighborhoods."

"It is not the Jack Kemp vision of enterprise zones - throw out a bunch of tax incentives and see how many businesses then want to set up shop in graffiti-smeared, crime-plagued areas. Nor is it Lady Bountiful liberalism - show how you can spend Washington's money."

"Instead, Washington is challenging applicant communities to show buy-in from a broad range of partners - grass-roots community groups, local governments, health and social service agencies, environmental organizations, churches, businesses, universities."

"Some places seem truly to grasp the spirit and potential of the new deal the feds are offering. Consider the example of America's most ravished great city, in the nation's

most segregated region - Detroit. With the bait of empowerment zone designation, and anxious to bolster freshmen Mayor Dennis Archer, the big institutions of the Detroit region have produced a startling set of initiatives."

"A consortium of lead universities - Wayne State, Michigan State and the University of Michigan - have agreed to focus resources of multiple departments, including their schools of business development, urban studies and architecture, on Detroit's zone, and to keep up the effort whether Detroit "wins" in the competition or not."

Leading Detroit foundations, including Kresge and Hudson-Webber, have put together a $10 million fund to provide operating assistance to community-based organizations." "Detroit Renaissance - the chief executives of the region's 50 largest businesses, including GM, Chrysler and Ford - are launching a community development bank somewhat akin to Chicago's fames South Shore Bank, aiming for almost $50 million in capitalization."

"None of Washington's reinvented, user-friendly ways of running the zone competition means picking the winners won't be contentious. The process could also encounter huge snags when the federal departments begin waiving regulations that hamper local governments in the zones."

"But for now, the competition reminds us that every metropolitan area has all the resources it needs to revive its depressed neighborhoods - if it will only mobilize them. Just a dozen or two cities emulating Detroit's verve in building new coalitions to combat poverty and inner-city depression would justify the whole effort."

9. BOSTON GLOBE

Excerpts from "Plan Would Revitalize Areas Along Blue Hill Ave.", by Adrian Walker, The Boston Globe, May 9, 1994

"The steering committee writing the plan included community activists, business activists, and local and state elected officials. [Linda] Haar [the coordinator of the project] said she believes one of the strengths of the city's proposal is the broad coalition working to formulate it.... "Haar said the empowerment zone differs from other urban renewal programs because it brings together a wider array of programs that affect economic development, job training, capital and social services." "'Instead of programs that throw money at people, we're saying no none of those models, individually, can work,' Haar said. 'You really need to bring combined resources to bear.'"

10. LOS ANGELES TIMES:

Excerpts from "Cities Unite To Boost Chances for Grants," by Mary Helen Berg, Los Angeles Time, May 22, 1994. "Southeast cities have united on two fronts to form an economic development coalition to attack social problems in the area. Leaders in eight cities have voted during the past month to form a nonprofit community development corporation that they hope will help give the region clout, making the area more eligible and more attractive to public and private funding groups. In addition, six cities have created a consortium to apply for joint designation as a federal Enterprise

Community..."

"The projects 'create some joint vision on the region in terms of identifying needs and solving the area's problems,' said George Cole, a Bell councilman and founding member of the development corporation."

11. MIAMI HERALD

Excerpts from "Dade Scrambles to Win Empowerment Zone", by Tony Pugh and Dexter Filkins, Miami Herald, March 13, 1994."Just when it seemed like everyone had given up on America's ghettos, the federal government is poised to launch one of its biggest assaults in recent memory. Metropolitan Miami may be a prime beneficiary.... Bud Kanitz, executive director of the National Neighborhood Coalition, an information clearinghouse on national policies and low-income neighborhoods, said Empowerment Zones are a break with the failures of the past....'It's a comprehensive approach that's far better than the proposals made by previous administrations,' Kanitz said..... The focus on public and private investment working together differentiates Empowerment Zones from past attempts to attack inner-city poverty, some experts say....James Button [a professor of political science at the University of Florida] says the ideas of encouraging private investment with tax incentives -- coupled with the public money to train residents -- has not been tried extensively. 'The public-private venture is one worth trying,' Button said."

SELECTED NEGATIVE COMMENTS

1. Excerpts from "Empowerment Zones; Fed Program Creates Skepticism, Confusion", by Karen Rothmyer, Newsday, May 10, 1994

""Unfortunately, [Angelo] Falcon says, 'the empowerment zone program forces poor areas to compete with each other rather than developing strategies that are useful for all.' This certainly has been the case in New York. With a cap on the proposed zone's population set at 200,000 - whereas a population of at least twice that lives in the areas - boundary lines are the fiercest point of contention."

2. Excerpts from "L.A. Communities Vie For $100 Million in Federal Funding," by Robert Lopez, Los Angeles Times, March 13, 1994

"A multimillion-dollar federal empowerment zone that would promote economic development in Los Angeles will likely be carved into several portions, and communities across the city are already jockeying for their piece."

"No matter how it [empowerment zone] is carved up, the 20-square-mile zone will still exclude an overwhelming majority of the eligible areas covering 80 square miles in Los Angeles. And as a May 15 deadline approaches for the City Council to prepare a draft report on which communities will benefit, the battles among competing interests have begun."

""Hopefully, it won't get too ugly,' said Reynold Blight, director of state enterprise zone programs for the city's Community Development Department."

""We're all fighting for this piece of pie, and I don't know if there is enough money to satisfy us

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

16-Aug-1994 09:58am

TO: (See Below)

FROM: Margaret P. Smith
Economic and Domestic Policy

SUBJECT: Administration Urban Policy Process Meeting

MEMORANDUM FOR THE SECRETARY OF THE TREASURY
THE ATTORNEY GENERAL
THE SECRETARY OF COMMERCE
THE SECRETARY OF LABOR
THE SECRETARY OF DEFENSE
THE SECRETARY OF HHS
THE SECRETARY OF HUD
THE SECRETARY OF TRANSPORATION
THE SECRETARY OF EDUCATION
THE ADMINISTRATOR OF THE EPA
THE DIRECTOR OF OMB
THE CHAIR OF THE COUNCIL OF ECONOMIC ADVISERS
THE ADMINISTRATOR OF THE SBA
THE DIRECTOR OF THE ONDCP
THE PRESIDENT OF THE CORPORATION FOR NATIONAL SERVICE

FROM: CAROL RASCO
ROBERT RUBIN
JACK QUINN

SUBJECT: Administration Urban Policy Process Meeting

As a follow-up to the July 28 memorandum from the Chief of Staff, the DPC and the NEC, in conjunction with the Office of the Vice President, will convene a principals interagency meeting on Friday, August 19 from 4:00pm to 5:00pm in the Roosevelt Room. The purpose of the meeting will be to discuss process for and thoughts about a framework for making decisions on urban policy and budget priorities for FY96 and beyond.

Due to limited space, we ask that you limit accompanying staff to one individual. If you would like to provide input on the framework in advance of the meeting, please contact Sheryll Cashin (NEC) at 456-5369 of Paul Weinstein (DPC) at 456-5577.

Please notify Pat Smith at 456-5373 if you will be attending and to provide clearance information for staff.

cc: Leon Panetta

Distribution:

TO: FAX (9622-0073,Secretary Bentsen)
TO: FAX (9514-0468,Atty General Reno)
TO: FAX (9482-4576,Sec Brown/Tony Das)
TO: FAX (9219-7659,Sec Reich/Katherine)
TO: FAX (9703697-9080,Sec Perry/Melba)
TO: FAX (9690-6166,Sec Shalala/Virginia
TO: FAX (9708-1993,Sec Cisneros/Sylvia)
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TO: FAX (9401-0048,Sec Riley/Andrew)
TO: FAX (9260-0279,Admin Browner/Denise
TO: FAX (9395-1005,Dir Rivlin/Val)
TO: FAX (9395-6938,Chair Tyson/Alice)
TO: FAX (9205-6802,Admin Bowles/Frances
TO: FAX (9395-6708,Dir Brown/Barbara)
TO: FAX (9606-4928,Eli Segal/Blanche)

CC: Sylvia M. Mathews
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CC: Patricia E. Romani
CC: Kelly, Erin C.
CC: Sheryll D. Cashin
CC: Paul J. Weinstein, Jr
CC: William A. Galston
CC: Bruce N. Reed
CC: Paul A. Deegan
CC: Paul R. Dimond
CC: Kumiki S. Gibson
CC: Linda J. McLaughlin

Bob -

BR/EM/GS

OFFICE OF THE VICE PRESIDENT
WASHINGTON

BR - discussion

August 18, 1994

MEMORANDUM FOR JACK QUINN
CAROL RASCO
BOB RUBIN

FROM: KUMIKI GIBSON
PAUL WEINSTEIN
SHERYLL CASHIN

SUBJECT: EMPOWERMENT ZONES/ENTERPRISE COMMUNITIES PROGRAM: OPTIONS FOR IMPLEMENTATION AND WHITE HOUSE OVERSIGHT

As you know, many government officials, community developers, and scholars attribute the failure of the Models Cities program to the lack of coordinated support by the Federal Government. As a result, we strongly believe that the success of the Empowerment Zones/Enterprise Communities ("EZ/EC") program will hinge on the extent to which we, at the federal level, can provide sustained, coordinated attention and support to the designated zones and communities. Such support also is important for another reason: It furthers our promise to "reinvent" the manner in which the Federal Government administers its programs and delivers services to its customers -- the American people.

Set forth below are a number of options we would like you to consider with respect to the implementation of the strategic plans submitted by the designated zones and communities. This memorandum also addresses issues related to the White House's oversight of the implementation process, including staffing issues.

I. Options for The Implementation Process

A. Adopt-A-Zone

Soon after the Vice President was asked to chair the Community Enterprise Board ("Board"), he held a series of educational/learning seminars with individuals involved in all aspects of community development. One of the sessions was dedicated to "success stories." During that session, Victor Hausner discussed Britain's City Challenge program. This program is similar to our EZ/EC initiative in that it promotes, through public-private partnerships, "comprehensive, customized

regeneration strategies [that are] supported by the decentralization and re-organization of government." During this session, Mr. Hausner made clear that the program's success thus far is due in part to the direct "involvement by individual Cabinet members with local regeneration" efforts in order to "facilitate government assistance and raise support, attention, and elimination of government problems." (Mr. Hausner also noted that because the City Challenge program was only a year old, he could not, and would not, at this juncture claim the program a success.)

We should strongly consider this concept in the context of our EZ/EC program. Specifically, we may want to request that each Board member "adopt" one of the designated zones, for which the Board member would assume responsibility. This approach is compelling for several reasons.

adopt a zone

First, this approach is likely to generate more enthusiastic and generous (voluntary) support for the program from the agencies and departments represented on the Board ("agencies"), which will be critical to the success of the program. Without question, Board members are more likely to commit their programs to the EZ/EC initiative if it is not viewed solely as a HUD or a USDA effort. In addition, a Board member may be more forthcoming with his or her own programs for all of the zones in order to secure other agencies' commitments to that Board member's adopted zone.

Second, such an approach will promote Federal Government responsiveness. It will be clear to each designated area who in the Federal Government is responsible to that area for assistance and guidance. In addition, we believe that the agencies supporting the designated zones will be more responsive to the needs of a particular zone if they receive requests for assistance from the office of a Cabinet member (the designated zone's adoptive parent) rather than from a career official at HUD or USDA.

Third, having each Board member focus on one zone is likely to enhance accountability. Under this proposal, we could require each Board member to report periodically to the Board (through HUD/USDA) on the status of his/her adopted zone. If it appears that any of the zones are faltering in any respect, the Board would hold the adoptive parent responsible for these problems and for finding the appropriate solutions.

Fourth, this approach is likely to enhance the visibility of the designated zones and, ultimately, the program. Under this proposal, we would ask each Board member to make regular, periodic visits to his/her adopted zone -- a schedule that would be burdensome and, perhaps, impossible for Secretary Cisneros and Secretary Espy to bear on their own. This would generate a

consistent stream of media attention for the designated zones, which may entice additional private sector (and perhaps Congressional) support.

This approach does, however, have some flaws. Having a member of the President's Cabinet identified with each zone may raise the stakes for the President with respect to the success/failure of the program. In addition, many of the agencies may lack sufficient expertise in the area of community planning and development in order to provide meaningful guidance to the zones. This process also may result in additional bureaucracy if the adoptive Board member is forced to rely on HUD and USDA for expertise and support. Some also believe that this approach will cause Board members to hoard their programs for their adopted zones. Finally, the Adopt-A-Zone approach may be difficult to apply to the designated enterprise communities.

dif treatm

B. The Ombudsman Approach

We could adopt an "ombudsman" approach to implementation. Under this proposal, we would assign to each designated site a senior staff person from the local field office of an agency represented on the Board to act as the "ombudsman" (i.e., the key contact person or desk officer) for that site. (HUD and USDA have agreed to devote their field staff to this effort.) Each ombudsman would work directly with his/her community and, most importantly, represent the community before the other various Federal departments and agencies, cutting through federal bureaucracy. The ombudsmen for the designated sites would meet regularly to share information and to facilitate cross-agency coordination and cooperation.

There are many advantages to this approach. First, it provides each designated site with an accessible representative from the Federal Government, whose primary function is to assist in the implementation of the site's strategic plan. Second, each Board member would be involved in the implementation process, albeit indirectly. Third, this approach would allow HUD and USDA -- the agencies with the most substantive expertise and in which Congress has entrusted the program -- to oversee directly the successful implementation of all of the designated zones and designated communities.

This approach, however, has at least two flaws. First, because it does not directly engage Board members in the implementation process, it may not enhance inter-agency coordination and cooperation. Moreover, the extent to which agencies will respond to another agency's ombudsman is unclear.

C. HUD and USDA Implementation Teams

Finally, we may want to consider creating at HUD and USDA a team comprised of federal-level agency representatives to work with the designated zones. Under this approach, each agency would detail or assign a senior-level person to HUD and USDA to work on the successful implementation of the zones. Each detailee/assignee would be responsible for securing resources, waivers, and other means of assistance from his/her agency. HUD and USDA would serve as the contact for each designated zone.

This approach would allow HUD and USDA to be responsible for the implementation of all the designated sites and could easily be adopted for both zones and communities. Like the ombudsman concept, however, the team approach does not directly engage the Board members in the implementation process, which is critical to the success of the program. In addition, this approach does not provide the designated sites with a clear single-point-of-contact in the Federal Government.

II. White House Oversight

In order to ensure the success of the EZ/EC program, the White House must monitor the implementation of the designated zones and communities. We should consider a number of options in this regard.

We could ask HUD and USDA to detail or assign to the White House an expert in, respectively, urban development and rural development. We also could try to reassign this task to individuals already working at the White House. (Because the National Performance Review ("NPR") was down-sized considerably after it issued its report and is now focused on the implementation of the NPR recommendations, its staff is not available to us for this effort.) Finally, the three of us could monitor the implementation of the approved plans, working closely with high-level officials and staff at HUD and USDA.

How many people they have now? 3-5

III. Recommendations and Points for Decisions

A. Implementation Process

We recommend adopting an implementation process that combines the Adopt-A-Zone approach with some version of the team concept. We believe that we should implement the Adopt-A-Zone approach because it ensures agency commitment, responsiveness, and accountability. Also, this approach (which would require the adoptive Board members to report to HUD and USDA) safeguards HUD's and USDA's general oversight responsibilities.

To complement the Adopt-A-Zone approach, we also should implement some version of the team concept, which (1) guarantees that we, the Federal Government, provide substantive guidance and support to the designated sites; (2) ensures that we are able to provide support to both designated zones and designated communities; and (3) makes clear that the designated zones and communities are to implement the approved strategic plans, not the ideas of the adoptive Board members. The teams, however, should be accountable directly to the adoptive Board members, not to HUD/USDA. Most importantly, the combined approach must be structured so as to provide assistance directly to the designated sites -- akin to the ombudsman concept (and the Vice President's "virtual department" idea).

Please indicate how you would like us to proceed:

_____ Develop the Adopt-A-Zone-/Team approach in consultation with HUD, USDA, and HHS

_____ Let's discuss

B. White House Oversight

We should secure a detailee/assignee from HUD and from USDA to assist us in our implementation responsibilities. HUD and USDA have substantive expertise in this area and are likely to be in a better position than the White House to reassign responsibilities and tasks. Also, these detailees/assignees will have an established relationship with HUD/USDA, which will ensure that we maintain our close relationship with these agencies.

Who do they come from? where do they go? Sam.

Please indicate below how you like us to proceed:

_____ Secure HUD and USDA Detailee/Assignee

_____ Let's discuss

* * *

Please contact Kumiki (via inter-office mail, e-mail, or telephone) with any questions and your ultimate decisions.

Thank you.

CAROL'S RESPONSE TO THIS MEMO.

EXECUTIVE OFFICE OF THE PRESIDENT

18-Aug-1994 06:09pm

TO: Kumiki S. Gibson
TO: Paul J. Weinstein, Jr
TO: Sheryll D. Cashin

FROM: Carol H. Rasco
Economic and Domestic Policy

CC: Sylvia M. Mathews

SUBJECT: Bravo!!!!!!!!!!

I already feel much, much better about implementation! Thank you for the excellent memo.

I am casting my vote for both of your recommendations...I do not need to discuss them further. I stand ready to assist in whatever way needed to help "convince" the departments this is the route to go.

One added note: let's make sure when we go for the detailee/assignee positions that we get a support person or two.

Also, I recently ran into a woman from Ark. who is a team leader at HHS on the review process....I know her work very well and she would certainly be a good person to think about as a detailee from there. Paul, you may remember her from the campaign...Bonnie Nickol. She worked in Ark. with the Community Foundation which involved her in community development, etc....I think she is terrific and she is very dedicated to the EZ/EC concept as well as this administration period. Just a thought.....

Thanks again!

THE WHITE HOUSE

WASHINGTON

February 16, 1995

MEMORANDUM FOR JACK QUINN
CAROL RASCO
GENE SPERLING

FROM: SHERYLL CASHIN
KUMIKI GIBSON
GAYNOR MCCOWN
PAUL WEINSTEIN

SUBJECT: Decisions Regarding White House Oversight on Empowerment Zones and Enterprise Communities

I. OVERVIEW

Last fall, the Chair and Vice Chairs of the Community Empowerment Board ("CEB") agreed in principle to create a White House Oversight Team on Empowerment Zones and Enterprise Communities (EZ/ECs). Sheryll Cashin has been recruited to become the Staff Director for the CEB and to run the White House Oversight Team. This memorandum sets forth for your review a proposed workplan for the task force and recommends that the Chair and Vice Chairs of the CEB submit a joint request to the appropriate White House offices to secure space and supplies.

II. BACKGROUND ON EZ/EC IMPLEMENTATION

At the December 19, 1994 meeting of the CEB, the Vice President announced a proposed implementation structure for the EZ/EC initiative. Cabinet Members, working through the CEB, will support EZs and ECs through federal program funding commitments, positive decisions on waiver requests, visits to EZ/ECs, and signature initiatives targeted to the EZs. A White House Oversight Team, composed of approximately five assignees or detailees from various CEB agencies would facilitate interagency cooperation, engage CEB Members and CEB agencies to undertake signature commitments, promote the EZ/EC initiative, and monitor the day-to-day operations of the initiative. HUD and USDA will jointly manage the EZ/EC Task Force, which is housed at the Reporter's Building and is comprised of over 50 agency officials detailed from the CEB. The EZ/EC Task Force will conduct the day-to-day operations of the EZ/EC program, with one staff person assigned to each designated EZ and EC to serve as a consistent point of contact for each community.

III. PRIMARY OBJECTIVES OF WHITE HOUSE TEAM

The numerous interagency and implementation issues that have arisen in the first two months since the EZ/ECs were designated signal a clear need for strong White House oversight and involvement. Model Cities failed in large part because there was no strong mechanism for ensuring that communities received a positive response from all of the federal agencies that administered programs relevant to their comprehensive strategies. With three different key agencies -- HUD, USDA, and HHS -- managing different aspects of the program and a myriad of federal, nonfederal, private- and foundation-sector efforts being targeted to segments of the program, the White House Oversight Team will be critical to providing a sustained national focus for the initiative. In addition, with only 9 EZs, our focused energies could have a dramatic impact in helping communities demonstrate tangible first-year successes to the nation. With these lessons in mind, the primary objectives of the White House Oversight Team are as follows:

A. **Promoting the EZ/EC Initiative.** Develop and spearhead a sustained communications strategy (e.g., op-ed's, exclusive interviews, speeches, EZ/EC newsletter, etc.) that will help ensure that the EZ/EC Initiative is widely perceived as marking a successful beginning in 1995.

B. **Oversight and Coordination of CEB Agencies.**

-- Monitor and assist HUD and USDA in implementation.

-- Ensure that the signature commitments and contributions of agencies are met.

-- Serve as the "final arbiter" for solving problems for the EZ/EC Task Force vis-a-vis the CEB agencies, e.g. outstanding waiver and program requests.

-- Monitor activities in the EZ/ECs and facilitate interagency communication to coordinate responses and minimize fragmented contacts and efforts with each EZ/EC.

-- Serve as a last-resort point of contact for EZs and ECs to ensure that agencies are meeting the needs of these communities.

C. **Oversight of Evaluation and Meeting of First Year Benchmarks.**

-- Set internal benchmarks for tangible projects to point to as examples of success in the first year -- e.g. getting all 105 EZ/ECs electronically linked; CDFI and One Stop Capital Shop openings; Community Schools/Youth Development Center openings; community policing grants/projects. Benchmarks should coincide as much as possible with the goals the communities have set for themselves.

-- Schedule visits by the Vice President and Cabinet Members to highlight successes and push other EZs/ECs along. Set and monitor internal benchmarks for "ribbon cutting" visits, e.g. two a month.

-- Recruit specific commitments from agencies or non-governmental entities (e.g. foundations, business leaders) elsewhere where needed to meet first year benchmarks.

D. Coordination with EZ/EC Task Force on Technical Assistance and Third Party Outreach. The White House Oversight Team will work closely with HUD and USDA to ensure that all EZ/ECs receive adequate, effective technical assistance in areas of identified need, e.g. electronic networking, capacity building, human development. HUD and USDA have identified scores of entities--e.g. foundations, insurance companies, pension funds, utility companies, that could contribute to the success of the EZ/EC initiative by providing technical assistance, investment, grants, or other types of assistance. The White House has been involved with some outreach efforts, particularly with foundations. Working with HUD and USDA, the Team will plan meetings to engage key leadership in non-governmental sectors on strategies for assisting EZ/ECs. In addition, the Team will monitor and assist HUD and USDA's efforts to coordinate technical assistance services from all CEB agencies.

E. White House Conferences and Information Sharing. To facilitate learning and information sharing among EZ/ECs, the Vice President will convene a series of conferences with key leadership from the EZ/ECs. The White House Team will plan and staff quarterly White House Conferences with EZ/ECs, in conjunction with foundations that will be helping to sponsor the conferences. Sheryll Cashin has begun to work with HUD, USDA and foundations on efforts to link EZ/ECs electronically. The Team will continue shepherding this effort.

F. Correspondence and Inquiries. Respond to all correspondence and inquiries to VP P/POTUS on EZ/ECs.

IV. STAFF NEEDS

A. Staff Director (for CEB and Oversight Team) Pending approval by OPM, Sheryll Cashin would be the Staff Director. The Staff Director would undertake the following activities: Manage all activities of the Oversight Team. Supervise Oversight Team Staff. Serve as chief liaison to the Chair and Vice Chairs of the CEB, the EZ/EC Task Force, and the CEB Agencies. Develop an overall strategy for oversight and outreach activities. Assign oversight responsibilities to detailees and assume some direct oversight responsibilities for selected EZs and Agencies. Review and approve proposed communications strategy. Serve as lead planner for quarterly White House Conferences. Represent the Administration as needed at outside events. Convene staff-level CEB meetings. Coordinate subgroups on cross-agency issues, such as Children & Families.

B. One Events/Communications Detailee -- Develop and oversee communications efforts. Prepare a regular newsletter from the White House to the EZs/ECs. Assist in planning VP and Cabinet Secretary visits to zones; assist in planning quarterly conferences; conceptualize additional events that will build federal and nonfederal support for the program.

Strongest Candidates: Judith Burrell (DOT), Patricia Enright (HUD)

C. **Two to Three Program Detailees** -- Assist the Staff Director with the oversight load on agency commitments and benchmarks for EZs/ECs; assist in planning quarterly conferences. Each person, including the Staff Director, will be assigned a number of EZs and/or Enhanced ECs to monitor. This will require that they be intimately familiar with the benchmarks and strategies of their assigned communities. Each person will also be assigned a number of CEB agencies for oversight responsibilities. This will require that they be intimately familiar with the initiatives and programs that their assigned agencies are targeting to the EZ/ECs.

Strongest Candidates: Bonnie Nickol (HHS) (rural); Margaret Pugh (HHS) (urban); and Dana Lawrence (urban).

Other Candidates Interviewed: Diane Lowe (DOJ); Mark Sakaley (DOJ).

D. **One Volunteer Intern** -- A student intern would be recruited to for answering phones; copying, faxing, answering correspondence, and completing special assignments.

V. OFFICE SPACE NEEDS

With five to six people working full time for the oversight team, we are likely to need three rooms, preferably adjoined. Ideally, we would like a small single work space for the Staff Director plus two rooms that each could house two to three desks or work stations. The Oversight Team will be in a much better position to do an effective job if it is housed in the OEOB, where it can interact with OVP, NEC, and DPC staff by e-mail and face-to-face as needed.

VI. EQUIPMENT NEEDS

Each member of the Oversight Team, including the intern, will need a computer, telephone, desk, and desk chair. They will also need access to office supplies (pens, paper, folders for filing, etc) (6 computers, 6 phones, 6 desks, 6 desk chairs, access to supplies).

Each of the Oversight Team Room should be equipped with one laser printer, and at least two, and possibly more filing cabinets (for agency and locality-specific information). Ideally, one of the rooms should be equipped with a dry eraser board. (3 laser printers; 6+ filing cabinets, 1 dry eraserboard).

V. RECOMMENDATION

The Oversight Team will be a focal point for ensuring the success of a signature Administration initiative. It will also support the Vice President, the DPC and the NEC in their roles as Chairs and Vice-Chairs of the CEB. If the Chair and Vice Chairs agree with the recommendations herein, we recommend that you submit a joint request to the appropriate offices in the White House to meet the space and equipment needs outlined above. (Kumiki Gibson has received some indication that space may be available on the fourth floor of

OEOB.)

____ Approve Recommendations

____ Discuss Further

THE WHITE HOUSE

WASHINGTON

April 14, 1995

MEMORANDUM FOR THE PRESIDENT
THE VICE PRESIDENT

FROM: JACK QUINN
CAROL RASCO
LAURA TYSON

SUBJECT: **Round Two of Empowerment Zones Initiative**

Attached is the options memorandum you requested on a possible second round of the Empowerment Zone initiative. This memorandum, drafted by OMB and HUD in cooperation with our offices, includes for your review three options for pursuing a second round. Drafts of the memorandum have been shared with those NEC-DPC principals integrally involved in the Empowerment Zone initiative and the final version includes the views of OMB, HUD, USDA, Treasury, HHS, Commerce, CEA, the NEC, the DPC, and the Office of the Vice President.

Corrected Copy

THE WHITE HOUSE

WASHINGTON

April 14, 1995

MEMORANDUM FOR THE PRESIDENT
THE VICE PRESIDENT

FROM: NEC-DPC PRINCIPALS

SUBJECT: Round Two of Empowerment Zones Initiative

Pursuant to your request, this memorandum explores the possibility of pursuing a second round of the Empowerment Zone (EZ) initiative.

I. Background on Current Empowerment Zone Program

More than 500 communities applied for urban and rural EZ and Enterprise Community (EC) designations in 1994. Taken together, these applications represent an extraordinary level of bottom-up neighborhood planning, significant innovation in the coordination and delivery of government services, and thoughtful changes in the relationship between the Federal government and local communities. In December, 1994, New York, Chicago, Detroit, Atlanta, Baltimore, and Philadelphia-Camden were designated as urban EZs and the Kentucky Highlands, Mid-Delta, Mississippi, and Rio Grande Valley, Texas were designated as rural EZs.

As you know, we were unable to designate anywhere near all of the cities that submitted outstanding applications as Empowerment Zones. The large number of outstanding applications motivated Secretary Cisneros to secure $300 million in Economic Development Initiative (EDI) funding for additional awards. This EDI funding was used to create two Supplemental Zones (Los Angeles and Cleveland) and four Enhanced ECs (Boston, Houston, Kansas City MO-Kansas City KS, and Oakland). Despite our efforts to expand the Empowerment Zones initiative with EDI funds, many worthy cities were not designated EZs and no additional rural areas were designated. Your FY 1996 budget did, however, include a proposal to give the EZ tax incentives to two additional urban communities -- a commitment intended for the two Supplemental Zones.

As Chair of the Community Empowerment Board (CEB), the Vice President has committed to helping all round-one applicants, particularly the 105 EZ/ECs, successfully implement their strategic plans. As part of the National Performance Review, we intend to work with Congress on broad waiver authority that would enable the CEB to grant waiver requests of all EZ/EC applicants -- many such requests we are now forced to decline because of statutory constraints. Last year, we pursued such legislation, which passed in the Senate. Senator Hatfield has introduced broader waiver legislation this year. We will also consider additional reinvention strategies -- such as further consolidation, deregulation, and performance partnerships -- that could have a significant impact for all EZ/EC applicants while requiring no or modest additional budgetary resources.

II. Discussion of EZ Round Two

On March 20, we convened a meeting with the heads of the departments and agencies most involved in the EZ program to discuss a second round of the EZ initiative. In that meeting, almost everyone agreed that there are sound reasons for pursuing a second round. The group also agreed, however, that financing such an effort would be difficult, if not impossible.

A. Advantages of Pursuing Round Two

As you know, there are cogent arguments for pursuing a second round of Empowerment Zones:

- Expanding the program would allow you to help several additional needy communities that worked hard to pull disparate partners together and that were disappointed and disheartened by not being designated an EZ in the first round.

- The unprecedented level of community organizing and strategic planning completed by first round applicants creates great possibilities for more success. The strong positive reports about the EZ application process suggest that the program is working and will have a significant impact in communities that move forward to implement their strategic plans.

- The ability of top applicants to leverage significant private resources (for-profit and non-profit) makes the EZ initiative the most cost-effective community development program now available to you.

- Even if a proposed second round fails to gain passage, seeking it would demonstrate your continuing commitment to empowering poor urban and rural communities. If it passed, it would demonstrate your Administration's ability to work with the Republican Congress to develop innovative ways to address this nation's socio-economic problems.

- It would be wise to have a well-developed proposal for a second round ready in case a significant opportunity for negotiation with Congress arises this year.

B. Disadvantages of Pursuing Round Two

There are, however, downsides to proposing a second round of EZs:

- Chances for passage appear slim, particularly because we are having difficulties resisting efforts to rescind funding for existing (budgeted) community development efforts.

- A second round would be expensive, difficult to pay for, and would benefit only a few places. Because of budget constraints, Congress may pay for a Round II by cutting further other priority investments within the HUD/VA appropriations allocation, such as Community Development Banks and National Service. Through the reinvention strategies discussed above, there may be ways to benefit many more EZ/EC applicants at lower costs.

- Any attempt to amend your current budget proposal would subject it to heightened political scrutiny and criticism.

- The FY 1996 budget does not mention a second round but does mention the proposed expansion intended for the Supplemental Zones. If we now broaden our request to reach additional communities, this could be perceived with disfavor by the Supplemental Zones. And, the four Enhanced ECs have made it clear that they view themselves as first in line for any additional tax incentives.

- Proposing a second round before we have accurate evidence of the results of the first round may not be prudent. In addition, implementing the program for the original Zones and Communities involves a tremendous amount of effort at the Federal level, and a second round could make that process even more difficult.

- Failure to pass such legislation could dishearten the top applicants, who may end up feeling like two-time losers.

- A proposed second round could subject the first round to more scrutiny and invite attempts to repeal the original program.

Perhaps the most difficult issue is the problem of identifying offsets. The options presented below are expected to cost at least $695 million over five years in budget offsets. Offsets will be hard to find. On the discretionary side, they could come from reducing spending for other HUD programs, or from other departments, which unfortunately are already being hit hard in the rescission process. On the mandatory side, offsets could come from a possible restructuring of the $3 billion per year Low Income Housing Tax Credit (for potential savings of $600 million) and/or limiting or eliminating either of the following: the $900 million/year income exclusion for interest on Industrial Development Bond (IDB) debt; or the $400 million/year exclusion for pollution and sewerage IDB debt. Each of these proposed offsets is debatable on the merits.

More importantly, we foresee a difficult political problem with identifying any offset to pay for EZ round two. Any offset we identify is likely to be seized upon by Republican Members of Congress to pay for their budget priorities. For example, to pay for deficit reduction, the Administration recently proposed to deny the EITC to persons who receive more than $2,500 in interest and dividends. The tax committees have used this proposal to help pay for an extension and increase of the health care deduction for the self employed. This experience makes Treasury especially wary of offering up other potential revenue raising items in this legislative environment.

III. Options to Consider

Outlined below are three options for a round two -- if you decide to pursue such an effort. (The advantages and disadvantages discussed below are in addition to those generally discussed in Section II.)

Option A: Use existing authority to offer direct grants

HUD and USDA propose creating six new Empowerment Zones (4 urban and 2 rural) and twenty-five new Enterprise Communities (distribution between urban and rural would have to be determined). No new EZ competition would be held: selections would be made from among the most highly-ranked applicants who did not receive first-round EZ designations. (Each applicant could be asked for a quick update of the information in their application, but not for a new plan.)

Each urban EZ recipient would receive $25 million in FY 1996 for flexible grants and $20 million each year for five years to provide the cash equivalent of a Federal tax credit program. For example, localities could use the monies to fund local versions of the employee-based tax credit and other tax credit ideas such as a capital gains rollover or a portable tax credit.

Each rural EZ would receive a total of $10 million in FY 1996 in flexible grants and $10 million each year for five years to provide the cash equivalent of federal tax credits.

As in round one, each EC would receive $3 million in flexible grant assistance.

The total cost over five years would be $695 million. All funding would be directed to an existing HUD and USDA program, such as the Economic Development Initiative (EDI) program at HUD and an existing, but unfunded, rural development demonstration program included in the 1990 farm bill. We would not request new authorizing legislation.

Advantages:
-- No new authorizing legislation required (though appropriations would be required).
-- Builds on the EDI supplemental program we developed in the first round, which was garnered with some Republican support.

Disadvantages:
-- Current authorized activities under EDI are too narrow to include all desired EZ activities, such as social services.
-- Adds complexity; creates a new category of communities with richer benefits than those awarded to the enhanced ECs, who believe they are first in line for additional benefits.
-- It is unclear whether the "local-cash-equivalent-of-tax-incentives" would have the impact of federal tax incentives.

Option B: Seek new authorizing legislation for tax incentives and flexible grants.

Select, from the top applicants of the first round, six new Empowerment Zones (4 urban, 2 rural) and twenty-five new Enterprise Communities (distribution between urban and rural to be determined) for the same packages of tax incentives and flexible social service funding offered under the first round, but on a smaller scale. In the alternative, we could propose new federal investment tax credits or capital gains exclusions limited to certain cities, partly as a test of the effectiveness of federal capital tax incentives in revitalizing distressed areas. We could fashion this package of incentives so that the cost is limited to approximately $700 million over five years, the approximate cost of Option A.

Advantages:
-- Capital gains reductions could make this version more attractive to Hill Republicans.

Disadvantages:
-- Designing smaller tax benefits for some EZs adds unnecessary complexity to the Tax Code.
-- Adds complexity; creates a new category of communities with richer benefits than those awarded the enhanced ECs, who believe they are first in line for additional tax incentives.
-- It will be very difficult to fashion tax incentives that are powerful enough to influence behavior while keeping the cost at $700 million. The cost of 4 new urban and 2 new rural zones that have the same package of benefits as the first round would be about $1.3 billion over five years.
-- Although some Republicans might be interested in a second round that includes tax reductions for capital gains, we did not propose such an incentive in the original EZ legislation because of the inordinate cost, the risk of sheltering activity, and because we preferred the wage credit, which can be tied directly to job creation.

Option C: Wait to include proposal in the FY 1997 Budget

Some agencies, particularly HHS, recommend that you wait until the next budget cycle to offer any proposed second round.

Advantages:
-- Avoids problems with finding an appropriate legislative vehicle after the FY 1996 budget has been submitted.
-- Builds a stronger case because we will have a year of evidence to justify our request for second round.
-- Avoids the problem of proposing a new budget item (EZ Round II) while simultaneously fighting to maintain FY 1995 funding (e.g. for CD Banks, National Service, etc.)
-- Provides an election year issue if Congress does not enact the proposal.

Disadvantages:
-- Passage of new legislation is highly unlikely in a Presidential election year and measure may be viewed as largely symbolic.

IV. Recommendation

A second round of EZs would build on the success of this "signature" Administration initiative, but it would require Congressional support for additional spending. While the planning process has proven to be successful, it is still too early to have evidence on the success of the December, 1994 designations (first round). Moreover, a second round would reach only a few of the many cities and rural areas that were not designated in December 1994.

All of the choices appear problematic. Because of the difficulty in finding suitable offsets to pay for a second round, as well as other policy and legislative concerns stated above, a clear majority of your advisers recommend pursuing Option C while devoting the Administration's energies this year on passing waiver legislation and helping round-one applicants successfully implement their strategic plans. (We

could begin a process to develop second round options that you would consider for inclusion in your FY 1997 budget.) A few of your advisers, especially those from HUD, however, believe that we should proceed now with a second round in order to capture the momentum and excitement created by Round One. They recommend either Option A or Option B.

V. Decision

____ Option A

____ Option B

____ Option C

____ Discuss Further

October 24, 1995

MEMORANDUM FOR THE PRESIDENT
THE VICE PRESIDENT

FROM: LAURA TYSON

SUBJECT: **Urban Economic Development Tax Incentives**

Introduction

You asked the NEC to review possible tax incentives for economic development in urban areas that you might consider as a part of Budget Reconciliation. We have received input from OVP, OMB, DPC, CEA, Treasury, HUD, Commerce and EPA, as well as your political and constituency advisers in the White House. The memorandum attached at Tab A provides the background for the three major issues that you need to resolve in considering such targeted tax incentives. (We are in the midst of the NEC process to review a broader range of options for your FY97 Budget, State of the Union and agenda for 1996).

Basic Reconciliation Priorities

All of the Principals agree that the most important action we can take on behalf of the cities is to maximize your leverage in the larger budget battle -- e.g., Medicare, Medicaid, the EITC, community development banks, funds for education and disadvantaged youth, and housing assistance, to name a few. Cuts in these programs will drain many more dollars out of cities than any relatively small tax incentives will be able to put back in.

Issues for Decision

1. Position: Should you make a more aggressive case for your Community Empowerment Agenda to return the private sector as a driver of economic growth in poor communities?

> The Principals believe that you should answer this question, "yes." But you should do so with full awareness of the difficulty of accomplishing this objective in many distressed places: the geographic area of concentrations of poverty have been increasing in the core of even some of the most dynamic local regional economies. Some Principals therefore believe that a more promising approach is a "people-based" strategy -- tear down the racial, ethnic, mobility, education and employment barriers in order to connect inner city residents to the expanding job, education, and housing opportunities available throughout most local metropolitan regions. Nevertheless, all Principals agree that an economic development strategy targeted to communities in genuine need is essential. The potential of any such community empowerment strategy for poor places is not limited in any way by a complementary strategy to expand opportunity for poor persons.

_____ Yes

_____ No

_____ Discuss further

2. Additional Tax Incentives: Should you support additional economic development tax incentives in making this case?

There is disagreement among the Principals on this issue. Some principals believe that tax incentives are wasteful and ineffective and can, at most, play a cosmetic role in any economic development strategy and that you should focus on implementing more effective capital access strategies that deliver more private investment dollars directly -- along with safe streets and good schools. Other Principals believe that the tax incentives provide a range of additional tools that mayors and the private sector can use to help spur business expansion in poor communities. Other Principals believe that you should "own" the capital access issue and that supporting additional tax incentives will ensure that you cannot be outflanked.

_____ Yes

_____ No

_____ Discuss further

3. Announcing Support for Additional Tax Incentives: Should you announce your support for additional economic development tax incentives now?

There is disagreement among the Principals on this issue. Many Principals fear that any public announcement at this time will (1) undercut your bargaining position in the Budget Reconciliation negotiations, (2) open you to criticism for changing your mind on budget priorities, (3) unnecessarily compete for your announced support for other tax incentives (e.g., EITC, a post-secondary education tax incentive, an expanded IRA), and (4) undermine your stated goals with respect, for example, to Medicare and Medicaid. These Principals argue that you should authorize your Chief of Staff to consider urban economic development tax incentives only as a part of any final end-game negotiations, if at all. Other principals argue that, at an appropriate time, you should seize the access to capital issue fully by announcing your support for a focussed package of tax incentives. They argue that some tax cut is inevitable and that you should challenge the Republicans to target some portion of any capital gains relief on expanding business in communities in genuine need.

_____ Yes

_____ No

_____ Discuss further

THE WHITE HOUSE

WASHINGTON

February 12, 1996

MEMORANDUM FOR THE PRESIDENT

FROM: LAURA TYSON
GENE SPERLING
PAUL DIMOND

SUBJECT: COMMUNITY EMPOWERMENT WORKING GROUP -- CONSENSUS RECOMMENDATIONS AND FY 97 BUDGET

In your State of the Union Address, you announced:

> "....through our successful empowerment zones and community development banks, we are helping people to find jobs and start businesses. And with tax incentives for the companies that clean up abandoned industrial property, we can bring jobs back to places that desperately, desperately need them."

The Principals have achieved consensus on recommending three initiatives for your FY97-2002 Budget to further implement all three aspects of your message -- **Brownfields Clean-Up; a Second Round of Empowerment Zones and Enterprise Communities; and additional support for CD Banks**. The NEC is working closely with the OVP, OMB, Treasury and the relevant agencies to provide the necessary details in the FY97 Budget for your approval. The Principals also recommend that you remain mindful of any opportunities to include such initiatives in any Balanced Budget agreement that may yet emerge from negotiations with Congress this year.

1. **Tax Incentives for Clean-Up of Brownfields.** We propose to include approximately $2 billion in tax incentives for FY97-2002 to encourage the clean-up and redevelopment of land by new purchasers and owners who are required under current law to capitalize the costs of cleaning-up environmental contamination. Treasury is now working closely with EPA to score options to make this tax incentive available in all census tracts with poverty rates of 25% or more, contiguous tracts that are zoned 75% or more industrial or commercial, and all Ezs and ECs. The proposed tax incentive will involve some form of amortization of clean-up costs on a fairly rapid basis. We will present Treasury's final scoring of the options to you as soon as available.

- Alternative Options. Alternative options include: (1) raising the total revenue loss several additional billion dollars to permit current deductibility in such areas; (2) narrowing the range of areas covered substantially to permit current deductibility; or (3) providing a capped amount of current deduction to each state, which would then

ration the tax incentive among eligible areas through an application process.

- Reasons for Recommendation. On balance, the Principals believe that the proposed poverty criteria for eligibility are about right to define high-poverty areas which should benefit from a tax incentive to clean up abandoned land. The Principals also believe that the present value of an amortization as long as 7 years provides sufficient present value in tax benefits to encourage the clean-up and development of contaminated land that is most likely to be put back into productive use by new purchasers. Finally, the Principals believe that the option of sending a capped amount to enable states to ration a larger tax incentive would not be as efficient in enabling the private sector to get to work cleaning-up abandoned land and putting it back into productive use; it also would mean that this incentive would lose much of its appeal to mayors, who are its primary proponents and beneficiaries.

2. **A Second Round of Empowerment Zones and Enterprise Communities.** The proposal includes a range of tax incentives (totalling $1 billion over 7 years) and discretionary investments ($1 billion over three years) to support a second round of 105 EZs and ECs (including 25 urban and 15 rural EZs and 40 urban and 25 rural ECs). Attached is an outline of the range of proposed discretionary investments and tax incentives to help spur business in the zones and to help residents find jobs. Treasury is working on final scoring estimates for the tax incentives, while OMB is reserving funds in the discretionary budget offered up by each participating agency to demonstrate their support for a second round of EZs and ECs.

- Concerns. Some principals expressed concern that the proposed range of federal investments did not include social and other services. Some Principals expressed concern that we do not yet have evaluations (a) of what particular tax incentives will most efficiently stimulate business expansion in poor places and (b) of the results of the first round. Some others feared that proposing a second round might distract attention and energy from successfully implementing the first round.

- Reasons for Recommendation. The Principals agreed, however, that the primary purpose of the federal incentives and investments is not to promise any "top-down" federal solution but instead to provide local communities with credible new tools to engage the private sector in developing -- from the "bottom up" -- their own ways to expand business and to help people find jobs. The selection criteria will also encourage local communities to implement your foundation policies (e.g., public safety, good schools, and school-to-work) in ways that support business expansion, learning high skill, and involving the affected communities fully in design and implementation of the local strategy. The Principals also agreed that proposing a second round would respond (a) to the clear demand for more EZs and ECs generated by the first round and (b) to the growing bi-partisan support exemplified by seven first-year Republican Senators praising your EZ/EC program in Philadelphia and joining in a bi-partisan EZ/EC bill proposed by Senators Lieberman and Abraham. Finally, the Principals agreed that you should propose a substantial expansion of this signature initiative of your First Term as a part of the FY97 budget in order to enable

you and the Vice President to take your hopeful message of community empowerment across the county. A budget proposal for a second round of EZs and ECs will demonstrate your commitment in the years ahead to empowering local communities "to find the ways to get the private sector to assume [its] rightful role as the driver of economic growth" in places largely abandoned over the past generation by the old economy.

3. **Additional Funding for Community Development Banks.** The Principals recommend that the FY97 budget include $125 million in Treasury's appropriation for the CDFI Fund, ramping up in each ensuing year for a total of $1.25 billion over six years. Treasury is also examining whether there is any potential for additional support on the mandatory side of the budget through partial expensing for equity investments in CD Banks and Venture Funds.

- Reasons for Recommendation. This funding is essential to achieve your vision of catalyzing a self-sustaining network of community development banks, micro-enterprise financing, venture funds, and related secondary market initiatives by the dawn of the new century. Your successful defense of the Community Reinvestment Act from attack by some Republicans in Congress provides a platform for you, the Vice President, and the Secretaries of Treasury, HUD, Commerce, and Agriculture, leading mayors to launch a campaign to engage the private sector and major financial institutions in joining this nation-wide network of CDFIs to assure access to capital and business expertise.

Your NEC staff and I also continue to work closely with OVP, OMB, Secretary Cisneros and each of the agencies on their own FY97 Budgets and non-budgetary polices that will fully support the basic principles of your community empowerment agenda. We will provide you with a summary of the entire package of proposals as the budget process moves forward. We will now begin working closely with WH Communications and Intergovernmental, OVP and Secretary Cisneros on options for delivering your message on community empowerment -- consistent with your other challenges to make the most of this "Age of Possibilities" for all Americans.

THE WHITE HOUSE
WASHINGTON

Date 12/15

To: Gene Sperling

From: The Staff Secretary

POTUS has directed this document to you and Carl Whitlock at USDA. It's regarding an application for an EZ Zone in Arkansas.

On advice of Counsel, you should not forward it to USDA. If you contact them, you should urge only fair consideration of the application.

Phil

Carol S/Carl Walker
This group is a good friend & supporter. Pls refer to Rural Development for consideration. Thx

PROPOSED WOODRUFF/JACKSON COUNTY
EMPOWERMENT ZONE PROJECT
9/29/98

THE PRESIDENT HAS SEEN
10-13-98

PROJECT OVERVIEW:

On behalf of eligible census tracts in Woodruff and Jackson Counties, the North Arkansas Human Services System, Inc., of Batesville, is making application to the USDA Rural Development for the approval and designation of the Woodruff/Jackson County Empowerment Zone. This application is submitted in response to the President's request to establish several new Rural Empowerment Zones throughout the United States.

Special consideration is to be given to rural areas with high levels of poverty, unemployment, and high rates of out-migration of population. This application was developed in conjunction with the Wodruff/Jackson County EZ Steering Committee. This is a local group of community leaders from various parts of the EZ, representing several sectors of the community (Business, government, non-profits, State agencies, Federal agencies, farmers, educators, faith organizations and etc.

The total EZ Project is a ten year program and, if approved by USDA, will inject about **$40million in Federal Social Services Block Grant funds to be matched with approximately $4 million of local generated dollars** and resources from the EZ community and the partnership agencies to be involved in its implementation. This partnership includes groups such as: North Arkansas Human Services System, Inc., White River Rural Health Center, White River Regional Housing Authority, White River Area Agency on Aging, Arkansas Department of Health, Arkansas Department of Human Services, Woodruff and Jackson County Governments, and several local city governments in the EZ.

The formal EZ application is to be submitted to the USDA Rural Development Office in Washington, D. C., on or about October 8, 1998. Funding and designations are to be made on or about January 1, 1999.

Copied
Sperling
wles

North Arkansas
Human Services System, Inc.
WILLIAM C. HUDDLESTON
Chief Executive Officer
25 Gap Road
P.O. Box 2578
Batesville, AR 72503
(870) 793-8900

SUMMARY
INITIAL TWO YEAR WORK PLAN
WOODRUFF/JACKSON COUNTY EMPOWERMENT ZONE

PRIMARY PROBLEM:

There are a number of serious problems confronting the Woodruff/Jackson County Empowerment Zone and some of these are addressed in the proposed Empowerment Zone (EZ) Strategic Plan. In the process of developing this plan, the most serious community problems have been identified by the representatives of the various communities of this EZ who have also participated in the Champion Community Planning Process, over the past one and one half years. Notwithstanding the serious economic distress which plagues this EZ, the members of the EZ planning and steering committee invariably agreed that this area's most pressing problem is **THE OUT MIGRATION OF ITS POPULATION.**

The socio-economic and demographic data, contained in Section IV of the Woodruff/Jackson County EZ Application, clearly indicate that this region has experienced a precipitous population loss, since the late 1950's. This startling fact strongly suggests that, unless this trend is reversed, this EZ will soon reach a state where it hardly has enough population to function as normal community should function.

Under this work plan and during the initial two years of the operation of this proposed EZ, the communities of this area will undertake an ambitious attempt to solve the out migration problem, along with other critical community development issues. This plan is comprehensive in its scope, yet realistic and concise, in terms of the use of resources and capabilities of the targeted EZ communities.

ADDRESSING THE PROBLEM:

As indicated by studies of rural Arkansas population trends, the EZ Steering Committee for the Woodruff/Jackson County EZ Project have concluded that people have left this area primarily because of the lack of sustainable employment and adequate training opportunities. This problem is further distended by the lack of decent housing and accessible health and human services. These findings have led the EZ to conclude that any lasting solutions to these problems must be addressed by:

1. Job Training Programs: Programs which can produce workers with adequate skills and work ethics to attract new employers into the EZ.

2. Financial Incentives: Incentives to businesses, including tax breaks, low interest loans, and other financial tools which will promote and not discourage permanent new employers or the expansion of existing businesses in the EZ.

3. Vocational Case Management: Programs to help access workers skills and needs and to help in job placement and retention.

4. Community Family Enrichment Services: Programs which will assure workers of adequate housing, medical care, transportation, and other valuable community services.

PROPOSED VOCATIONAL/EMPLOYMENT DEVELOPMENT SERVICES:

During the initial phase of this work plan, the EZ will concentrate on the alleviation of the problems identified above. Some of the emphasis of this work plan will be on the creation of an EZ-wide Vocational Centers, which will include Centers for Evaluation, Training, Job Placement, and Follow-Up Services for the area workforce.

Evaluation/Job Training/Job Placement/Employment Follow-Up Centers

A central part of the Woodruff/Jackson EZ Project will be the establishment of two centers in the EZ to serve the employment and training needs of the area workforce. One multi-purpose center will be located in each of the two counties and will provide the following services:

***Evaluation Centers** to evaluate and test potential workers and trainees of the EZ.

***Job Training Centers** to provide vocational training for various occupations.

***Job Placement Service Centers** to conduct employee interviews and screening.

***Employment Follow-Up Offices** to allow employers to make six month follow-up visits with workers and participants who have completed a particular training program.

Also, during the initial 2 year phase of the work plan, the Woodruff/Jackson EZ will address some of the area's most critical **infrastructure problems**. This will include working with State and Federal Highway Officials to improve the local roads and highways in the EZ, and to try to upgrade existing water and sewer systems in several communities of the EZ. 1

In terms of **health and human services needs**, the EZ Strategic Plan will address the development of new medical clinics in the EZ, to be operated in partnership with the White River Rural Health Center and North Arkansas Human Services System. Plans also call for the establishment of a new senior citizens services center in the EZ, improved access to health care and additional home delivered meals and outreach services to frail elderly residents of the EZ.

The EZ Strategic Plan also addresses the area of **agriculture and agricultural related employment**. One of the primary goals of the Woodruff/Jackson County EZ is to complete the development of a large catfish processing plant in the Cotton Plant area of Woodruff County. The community has an existing building which was built for this purpose several years ago, but it has not found the capital necessary for equipment, training and other costs needed to get the factory opened.

Probably the single most important prospect for economic development in the EZ is the potential for the location of a new **State Prison Long Term Care Facility** in Woodruff County. Over the past two years, the Arkansas Prison System has considered locating such a facility which might potentially provide some 500 new jobs for the EZ. With the federal resources allocated under the EZ program, a portion of funds would go to purchase land help entice the State Prison System to select Woodruff County for this new facility. With this facility, there would be a resulting need for vast infrastructure improvements. Some of the EZ funding could be used to gain State and Federal matching funds for roads and water/sewer systems associated with the Prison.

Finally, over the initial two years of the EZ work plan, the project plans to use EZ funds to conduct a wide range of **other miscellaneous programs** and services for the betterment of all residents of this EZ. This include matching funds for affordable housing loans, school and community based educational programs for youth, and various agriculture promotional programs.

ATTACHED ON THE FOLLOWING PAGE IS A COPY OF THE PROPOSED INITIAL TWO YEAR EZ BUDGET FOR THE WOODRUFF/JACKSON COUNTY EMPOWERMENT ZONE PROJECT.

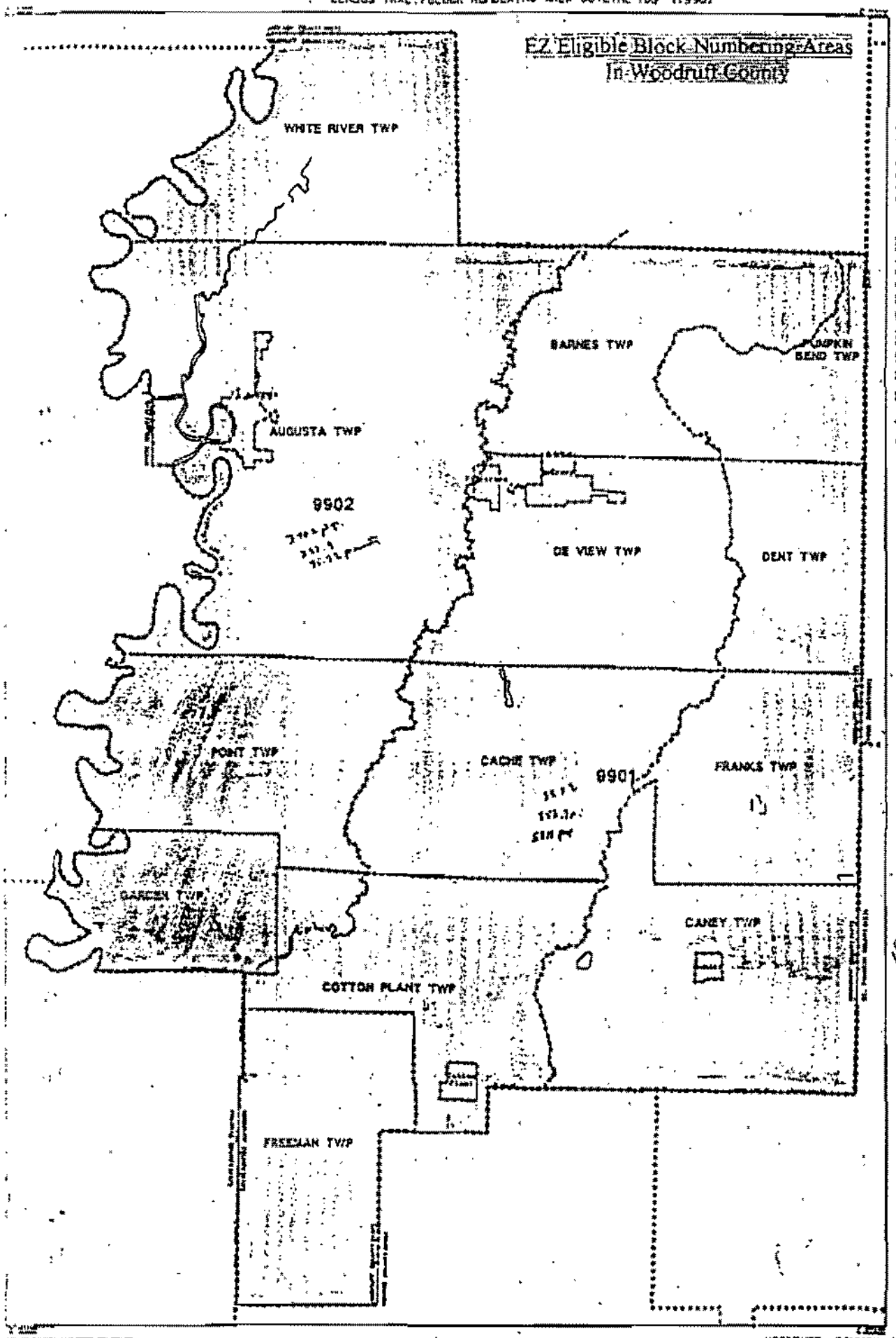
SECTION II

PROPOSED OPERATIONAL BUDGET
PHASE 1 - 2 Year Plan
MUCHRUTH/JACKSON COUNTY EZ PROJECT

Budget Item	Year 1	Year 2
Match from North Arkansas Human Services	50,000	50,000
Match from White River Rural Health Center	50,000	50,000
Match From White River AAA	50,000	50,000
Match From WRRHA	50,000	50,000
Match From EZ Community	200,000	200,000
Total Match	$400,000	$400,000
EZ FEDERAL SSBG Grant		
Evaluation Centers	1,500,000	1,500,000
Economic Developer/Promotions	100,000	100,000
Health/Human Services Costs	500,000	500,000
Agricultural Projects (Catfish Processing Plant)	500,000	500,000
Employment Projects (Prison Nursing Home)	600,000	600,000
Other Educational, Housing & School Based Projects	300,000	300,000
Total SSBG	$4,000,000	$4,000,000

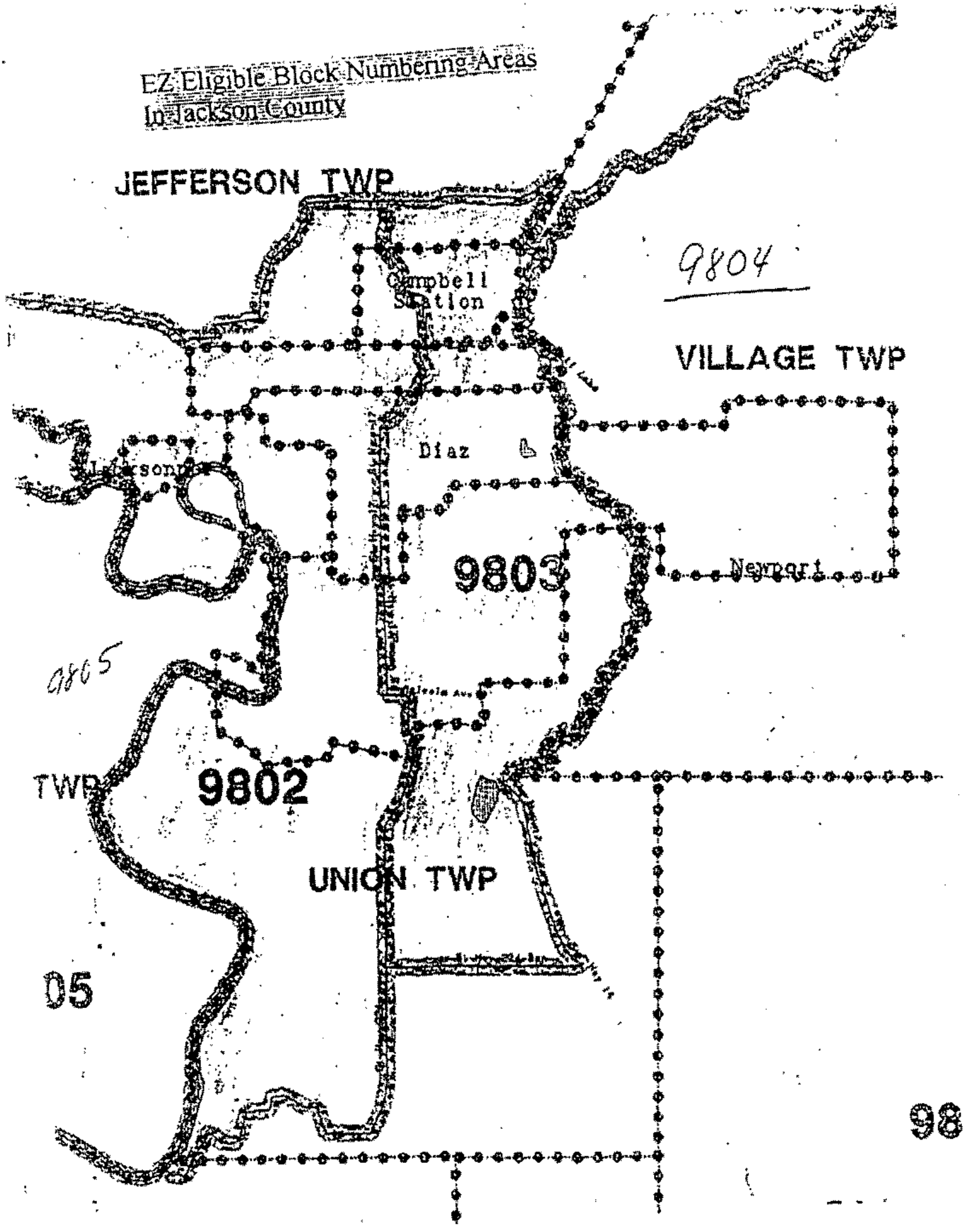
CENSUS TRACT/BLOCK NUMBERING AREA OUTLINE MAP (1990)

EZ Eligible Block Numbering Areas In Woodruff County

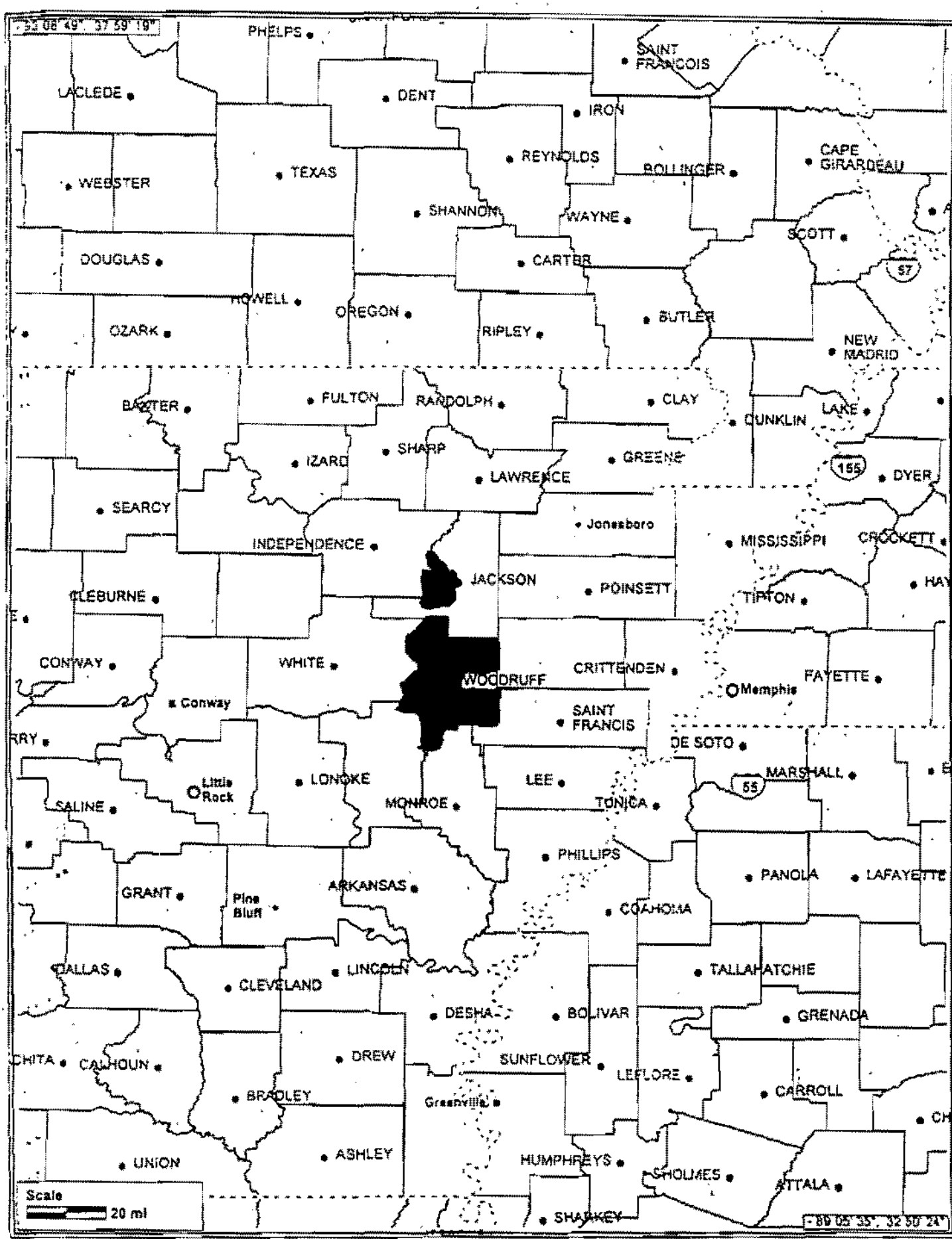


WOODRUFF COUNTY (147)
ARKANSAS (05)

EZ Eligible Block Numbering Areas
In Jackson County



JACKSON & WOODRUFF COUNTY



Map created using Precision Mapping 3.0

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PROPOSED WOODRUFF/JACKSON COUNTY
EMPOWERMENT ZONE

STATE OF ARKANSAS
OFFICE OF THE GOVERNOR
State Capitol
Little Rock 72201

Mike Huckabee
Governor

October 5, 1998

The Honorable Dan Glickman
Secretary
U.S. Department of Agriculture
Office of Community Development
300 Seventh Street SW.
Reporters Building, Suite 701
Washington, DC 20024

Dear Secretary Glickman:

With this letter is conveyed an application or "nomination" for a Rural Federal Empowerment Zone Designation. It is my understanding that this application has been pre-certified as to eligibility through the State office of USDA, Rural Development. This application is within the regulatory requirements on population, poverty and square mileage.

As you are no doubt aware, the Arkansas Delta Region is afflicted by a degree of poverty almost unparalleled in the United States. The funds that could be made available through a Rural Federal Empowerment Zone Designation would do much to alleviate this poverty and the human suffering this region endures.

Being a fiscal conservative, I have a profound appreciation for the value and scarcity of taxpayer dollars. For this reason, I would want this State to do everything in its power to ensure that any funds awarded indeed serve their intended purposes and reach their intended beneficiaries. Accordingly, in the event Arkansas is granted a Rural Federal Empowerment Zone, I would request your assistance and guidance in monitoring, both financially and programmatically, the use of any funds awarded.

I appreciate your consideration of this application. Should you have any questions, please feel free to contact Mr. Dotson Collins, my Agriculture Liaison, at 682-3620.

Sincerely yours,

Mike Huckabee

Mike Huckabee

MH:dc:mb