

CLUSTER DEVELOPMENT * INNOVATION * FAITH-BASED ENTREPRENEURSHIP * ECO-INDUSTRIAL DEVELOPMENT * BROWNFIELDS REDEVELOPMENT * INFRASTRUCTURE



ECONOMIC DEVELOPMENT ADMINISTRATION

American Jobs
American Values



Provided by: Each Department's Efforts
in Partnership with the

U.S. DEPARTMENT OF COMMERCE
Economic Development Administration
and the City of Mathis

Creating Higher Skill, Higher Wage Job Opportunities in Your Community
George W. Bush
President of the United States of America



2002 ANNUAL REPORT

U.S. DEPARTMENT OF COMMERCE

AMERICAN JOBS * AMERICAN VALUES



BROWNFIELDS REDEVELOPMENT * INFRASTRUCTURE * CLUSTER DEVELOPMENT * INNOVATION * FAITH-BASED ENTREPRENEURSHIP * ECO-INDUSTRIAL DEVELOPMENT

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INNOVATION * FAITH-BASED ENTREPRENEURSHIP * ECO-INDUSTRIAL DEVELOPMENT * BROWNFIELDS REDEVELOPMENT * INFRASTRUCTURE * CLUSTER DEVELOPMENT

Contents

Letter of Transmittal from Secretary of Commerce to United States Congress	i
Statement from Assistant Secretary of Commerce for Economic Development	iii
Mission Statement and Vision Statement	vii
Statement of Appropriations for Fiscal Year 2002	ix
Highlights of Economic Development Administration (EDA) for Fiscal Year 2002	xi
I. Performance Goals and Results: Government Performance and Results Act	1
II. Management Controls and Future Initiatives	9
III. Programs of the Economic Development Administration	19
Public Works and Economic Development Programs	21
Economic Adjustment	30
Trade Adjustment Assistance	40
Economic Development Planning Assistance	43
Technical Assistance	47
Research and National Technical Assistance	51
IV. State-by-State Directories of Economic Development Offices	53
EDA Headquarters and Regional Offices	55
State Economic Development Districts	57
Economic Development Districts	59
Indian Tribe Planning Grantees	72
Revolving Loan Funds	75
University Centers	90
Trade Adjustment Assistance Centers	95
V. State-by-State Investment Information	97
Summary Table of EDA Approved Investments by State by Program Fiscal Year 2002	99
Listing of EDA Approved Investments by State by Program Fiscal Year 2002	100



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

The President of the Senate
Speaker of the House of Representatives

Dear Mr. President and Mr. Speaker:

I am pleased to submit the annual report on the activities of the Economic Development Administration, U.S. Department of Commerce, for Fiscal Year 2002, in compliance with Section 603 of the Public Works and Economic Development Act of 1965, as amended.

Sincerely,

A handwritten signature in black ink, appearing to read "Donald L. Evans".

Donald L. Evans

Statement from the Assistant Secretary of Commerce for Economic Development

Economic Development Strategy for the 21st Century

I am pleased to report to Congress that in Fiscal Year 2002, the Economic Development Administration continued to increase the productivity and wealth of the American economy. As a partner with America's communities in promoting economic development, EDA had three key objectives in 2002: focus on our mission, operate efficiently and achieve effective results.

Our mission at EDA is to help foster a positive business environment among America's communities, including rural, urban and all demographic sectors, to attract private capital investment to produce goods and services and increase productivity, thereby providing higher-skill, higher-wage job opportunities. The economic reality of the 21st century is that higher levels of private capital investment drive the creation of higher-skill, higher-wage jobs.

EDA is working to transform the agency into the premier standard bearer for domestic economic development. We committed, in 2002, to transforming EDA into an efficient, effective, results-oriented agency. EDA is working hard to generate the greatest economic impact per dollar of input. Our economic development programs are implemented using policies that are based on sound research and on market-driven determinations. And, we are committed to bringing the agency closer to you, our customers, by moving critically needed resources into the regions where they do the most good.

America needs a smarter federal economic development effort, both in the sense of what is expected of it and how it is designed and organized. EDA's investments must result in structural economic growth and diversification.

To achieve those investment results, EDA embraces an economic development strategy that is based on enhancing regional competitiveness, fostering innovation, increasing productivity and developing industry clusters. We call this strategy "An Economic Development Strategy for the 21st Century." EDA adheres to the following four basic rules to implement this strategy.

Rule One: Think regionally to compete globally

Competing in the global market requires the resources of all businesses, academic institutions and communities within a region. That competition is today's reality. Increasingly, certain regions tend to have specialized knowledge and capacity that is of a scale and form that distinguishes them from other areas. Industry no longer cares about political boundaries, except when they are barriers to business. What it does care about is competitive advantage.

Rule Two: Industrial clusters drive regional performance

Industrial clusters are groupings of industries, suppliers and supporting institutions within a region that export to national and global markets. An industrial cluster is a set of industries having much in common with each other in terms of technology, worker skills, finance and logistical inputs. As a result, they tend to congregate near one another, sharing innovative practices and scales of economy. Industrial clusters are very important to a region because they can account for twenty-five percent of employment.

Rule Three: Economic input-advantage fuels cluster competition

This rise in competitive clusters is a result of the ability of regions to provide them with distinctive sources of economic input advantage. Clusters are unlikely to come to, or expand in, regions that fail to provide at least one input advantage, whether for design, production or distribution.

EDA commissioned and funded a research project that identified seven categories and sources of input advantages. Some of the examples include the following:

- Adaptable skills: good education systems that train and retrain workers as market conditions change.
- Accessible technology: systems that develop scientific innovations and facilitate technology deployment into the commercial marketplace.
- Available infrastructure: transportation, power, telecommunications, environmental and other systems that enable efficient operations.
- Advanced communications: telecommunications, data and information-processing capacity to support advanced business operations.
- Acceptable regulatory and business climate: reasonable costs and efficient administrative procedures for doing business in the region.

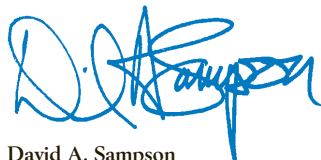
- Achievable quality of life: provision of public safety, adequate housing, health care and culture and recreational amenities.

Rule Four: Collaboration achieves economic advantage

If industrial clusters are the center of action in the global economy, how do they become, and how do they remain, competitive? They do so by collaborating. Citizen leaders, both public and private, must agree on a long-term development strategy that creates a competitive climate. For example, they must agree on investments of regional assets such as education, research, and physical infrastructure.

Working with economic development professionals, EDA's job is to capitalize on this market-based strategy to seize today's economic opportunities. Our regional approach to development is based on solid research and reflects what is happening in the American marketplace. In 2002, priority was given to investment proposals that were aligned with EDA's Economic Development Strategy for the 21st Century. Our funding priorities and investment policy guidelines are based on this new strategy and are used as our regional offices evaluate and score investment proposals.

Sincerely,



David A. Sampson
Assistant Secretary for Economic Development

Mission Statement and Vision Statement

Mission Statement

To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

Vision Statement

To transform EDA into the premier standard bearer for domestic economic development in the federal government, and to move EDA from a culture of compliance to a culture of performance.

Fiscal Year 2002 Statement of Appropriations

(In Thousands of Dollars)

Appropriations	Fiscal Year 2002
Public Works and Development Facilities	250,000
Planning	24,000
Technical Assistance	9,100
Economic Adjustment	40,000
Trade Adjustment Assistance	10,500
Research	500
Program Subtotal	335,000
Salaries and Expenses *	30,541
Total	365,541

**A rescission in the amount of \$16,000 was applied to Salaries and Expenses funding.*

Economic Development Administration Programmatic Highlights of Fiscal Year 2002

- EDA provided \$349 million to fund 845 investments, which are expected to generate an estimated \$7.6 billion in private-sector investment and to create 101,460 higher-skill, higher-wage jobs.
- EDA implemented its Investment Policy Guidelines, which are focused on locally developed, regionally based initiatives for economic development that will achieve the highest return on taxpayers' investments and that will contribute directly to economic growth. Using the guidelines, EDA targets its assistance to attract private capital investment and to create higher-skill, higher-wage jobs in communities and regions suffering from economic distress.
- EDA's national network of twelve Trade Adjustment Assistance Centers (TAACs) assist trade-injured U.S. manufacturing firms. The TAAC program was reauthorized through September 30, 2007, under the Trade Adjustment Assistance Program for Firms and Industries in the Trade Act of 2002.
- Three national Phoenix Award winners in 2002 were EDA-supported projects. Phoenix Awards recognize innovative yet practical remediation and development projects that bring blighted sites back to productive use. The winning EDA investments are Jordan Valley Park in Springfield, Missouri; Englewood City Center in Englewood, Colorado; and South Carolina Aquarium in Charleston, South Carolina.
- Four North Carolina regions, which encompass more than thirty counties hardest hit by textile and manufacturing plant closings and layoffs as a result of global trade and competition, received \$1.2 million in EDA investments. North Carolina communities use EDA's assistance to develop regional strategies, thereby effectively linking technical reeducation, workforce development and economic development. EDA's investments help to ensure that workers will retrain for jobs offering higher-skill, higher-wage employment within their regions.
- In Missouri, the St. Louis County Economic Council developed a plan to respond to the proposed closure of an automotive assembly plant in Hazelwood. Using EDA's \$500,000 investment assistance

the region will develop a strategic response plan to diversify its economy. The plan will provide for new economic development to help alleviate the loss of approximately 10,000 local and regional jobs.

- The city of Franklin, Kentucky, received an EDA \$1.1 million investment that will help to develop a strong regional cluster around automotive services, creating 200 new higher-skill, higher-wage jobs and leveraging more than \$35 million in private investment.
- The city of Albuquerque, New Mexico, was awarded an EDA investment of \$1.5 million to help provide fiber-optic capability to the Double Eagle II Airport and Business Park. EDA's investment is expected to help create 1,800 higher-skill, higher-wage jobs by 2007 and an annual payroll base of more than \$110 million.
- Oregon's Klamath Basin area received an EDA investment of \$1.5 million supporting the rural area's efforts to implement strategic adjustments to diversity its natural resource-based economy. EDA's investment will help the region create new job opportunities by capitalizing a revolving loan fund to aid in the development of new entrepreneurial small businesses.
- Operation Hope in Los Angeles, California, was awarded a \$600,000 EDA investment to continue expanding its technical assistance services to small businesses. Through its Small Business Empowerment Centers, Operation Hope works with businesses that suffer from location or from owner's lack of education, but that have the basic ability to succeed, a product or service that can be traded, and a willingness to undertake the borrower discipline that banks require.
- California's Alameda area, including Oakland Base Reuse Authority, Advancing California's Emerging Technologies (ACET) and California State University at Hayward, will use a \$6.4 million EDA investment that was awarded to construct a biotechnology business incubator. This proactive investment provides the nucleus of high-technology development in Alameda.
- A \$5 million EDA investment was awarded to the State of Alaska Industrial Development and Export Authority, which is owner of the Ketchikan Shipyard. The award provides for vessels to be lifted onto land for repair. EDA's investment is regarded as a critical element in the expansion of a maritime industry in southeast Alaska. As this industry grows, many millions of dollars in private-sector investment and a large number of substantial jobs are projected.

- EDA's disaster response and recovery assistance program was tapped by Congress in July 2002 after the devastation of Hurricane Floyd to provide \$55.8 million in critical assistance to those states and local communities struggling to recover economically. EDA awarded the final investment of \$4.7 million in 2002, funding fifty-two investments for disaster recovery.
- EDA actively engaged in Information Technology (IT) improvement, thus meeting all the deadlines and requirements of Department of Commerce's Office of Management and Budget IT Security.
- In May, EDA began building its "Balanced Scorecard," a comprehensive tool for strategy implementation and performance measurement, thereby further defining EDA's mission and vision of becoming the premier standard bearer for domestic economic development.
- Four new Economic Development Districts were designated in Fiscal Year 2002 as follows: Northwest Alabama Council of Local Governments in March; Southeastern Montana Development Corporation in April; Southeast Conference (Alaska) in September; and, Oklahoma Economic Development Authority in September. These additions bring to 325 the total of designated and funded Economic Development Districts, with an additional twenty-six designated but not funded.

I. Performance Goals and Results: Government Performance and Results Act

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I. Performance Goals and Results: Government Performance and Results Act

The Government Performance and Results Act of 1993 (GPRA) requires federal agencies to develop strategic plans, performance goals and measures, and to report on their programs' performance. The Department of Commerce (Department) overarching strategic goals and outcome-oriented objectives focus on the performance of its bureaus.

The Economic Development Administration's (EDA) performance system includes two mutually supportive sets of performance goals and measures: Goal One: Promote Private Enterprise and Job Creation in Economically Distressed Communities and Goal Two: Build Community Capacity to Achieve and Sustain Economic Growth. The results of economic development investments are often realized years later as they are transformed into jobs, private sector investments, and social benefits that improve lives. Each year, EDA uses the GPRA review process to not only analyze and assess its performance, but also to improve and refine its measures. In Fiscal Year 2002, EDA revised its measures by developing new outcome-based measures and discarding process-oriented measures. As a result of a review of Fiscal Year 1997 and Fiscal Year 1998 investment performance results for job creation and private investment at the three-year interval, EDA took an extraordinary step and significantly raised its targets on several measures.

In Fiscal Year 2002, EDA had two goals and seven measures. EDA met or exceeded the targets for all seven measures.

The EDA performance goals and their specific performance measures are tied to the Department's performance management structure. The performance data are analyzed for economic and program trends and are used to enhance EDA's program performance. The data are reported in the Performance and Accountability Report (PAR), which is published by the Department and reviewed by key stakeholders, such as the Office of Management and Budget (OMB), Government Accounting Office (GAO), and Congress. Future performance targets for each measure are set annually after the current reported data have been analyzed and are published in the PAR. EDA's performance measures are tied to its annual budget request and appropriation. Performance results are considered when EDA submits



On September 4, 2001, EDA announced a \$1.8 million EDA investment to the city of Bridgeport and the Bridgeport Economic Development Corporation, Connecticut, for infrastructure improvements to the Seaview Avenue Industrial Park Project. This project made job retention and creation top priorities and is the result of a two-year comprehensive planning effort that actively engaged the business and residential communities in the East End. EDA funded the planning effort with a \$160,000 investment awarded in 1989. The first tenant in the park is a shipbuilding firm that will construct and launch the first of several ferries for the Alaskan Transportation Authority late in 2003. This EDA investment will help to retain 384 jobs and create ninety-two higher-skill, higher-wage jobs in the Bridgeport, Connecticut area.



its annual budget requests. EDA's Annual Performance Plan (APP) identifies anticipated outcomes as a result of the investment of its funds. Performance measures and results are linked to the agency and regional balanced scorecards and to the performance plans of senior executives.

EDA Performance Goals and Measures

EDA Performance Goal One: Promote private enterprise and job creation in economically distressed communities.

Goal One includes the Public Works and Development Facilities program, and the Economic Adjustment infrastructure and Revolving Loan Fund program. (Please refer to Chapter III for descriptions of these programs.) Those critical investments enable communities to attract new, or support existing, businesses that will generate new jobs and income for unemployed and underemployed residents.

The EDA promotes a favorable environment for the private sector to risk capital investment to produce goods and services and to increase productivity, thereby providing the higher-skill, higher-wage jobs that offer opportunity for all Americans. The activities undertaken by EDA with public dollars must demonstrate a return on investment through measurable, quantifiable performance outcomes.

Measure: Private sector dollars invested in distressed communities as a result of EDA investments.

Fiscal Year 2002 Target: \$420 million*

Fiscal Year 2002 Results: \$640 million**

*This target is based on the anticipated results of the Public Works and Economic Adjustment implementation and revolving loan fund Fiscal Year 1999 investments three years after investment award. A formula-driven calculation projects investment data at three-, six-, and nine-year intervals from the award for the target.

**The results shown are from Fiscal Year 1999 investments that were closed within three years of the award.

Measure: Jobs created or retained in distressed communities as a result of EDA investments.

Fiscal Year 2002 Target: 11,300*

Fiscal Year 2002 Result: 29,912**

*This target is based on the anticipated results of the Public Works and Economic Adjustment implementation and revolving loan fund Fiscal Year 1999 investments three years after investment award. A formula-driven calculation projects investment data at three-, six-, and nine-year intervals from the award for the target.

**The results shown are from Fiscal Year 1999 investments that were closed within three years of the award.

Performance Note:

The actual trend analyzed and reported for private sector investment and jobs created or retained in Fiscal Year 2000, Fiscal Year 2001, and Fiscal Year 2002 remains consistently close to the Fiscal Year 2002 target excluding the following two extraordinary Fiscal Year 1999 investments.

First, in the city of Elizabeth, New Jersey, the need for infrastructure improvements reached a critical point and threatened to close a primary artery connecting internal and regional roadways to a major commercial and industrial center. EDA's investment in this area, a designated Urban Enterprise Zone (UEZ), ensured the success of the city's economic revitalization efforts. This UEZ is the largest designated zone in the state of New Jersey. By providing improved and expanded sewer service to the area, Elizabeth's prime commercial and industrial area became the site of New Jersey Gardens Mall, the eighth largest in the nation, home to more than 200 stores and several hotels. The results of this highly successful project are \$250 million in private sector investments and the creation of 14,500 jobs.

Secondly, another very successful investment was made to the Greer Commission of Public Works in Greenville County, South Carolina. EDA's investment in a water distribution system was vital to the area's selection as the location for a BMW manufacturing facility, the first outside Germany. The reported number of jobs created or retained from this specific investment was 4,384.

Measure: State and local dollars committed per EDA dollar.

Fiscal Year 2002 Target: \$1 to \$1

Fiscal Year 2002 Result: \$1.1 to \$1

Measure: Percentage of investments to areas of highest distress.

Fiscal Year 2002 Target: 40 percent

Fiscal Year 2002 Result: 40.1 percent

Measure: Percentage of EDA dollars invested in technology-related projects in distressed areas.

Fiscal Year 2002 Target: 10 percent

Fiscal Year 2002 Result: 11.8 percent

EDA Performance Goal Two: Build community capacity to achieve and sustain economic growth.

Goal Two includes the Planning program for investments to Economic Development Districts, Indian tribes, other planning organizations; Economic Adjustment program strategy investments; the Technical Assistance program for University Centers, plus local and national technical assistance; and the Research and Evaluation program. (Please refer to Chapter III for descriptions of these programs.) Performance measures for trade adjustment assistance to firms authorized by the Trade Act of 1974, as amended, are included under this goal.

Measure: Percentage of sub-state jurisdiction members actively participating in the Economic Development Districts (EDD) program.

Fiscal Year 2002 Target: 93 percent

Fiscal Year 2002 Result: 95.3 percent

Measure: Percentage of local technical assistance and economic adjustment strategy investments awarded in areas of highest distress.

Fiscal Year 2002 Target: 30 percent

Fiscal Year 2002 Result: 30 percent

In Fiscal Year 2002, EDA developed new measures for its capacity building programs, which were tracked during the fiscal year to establish a baseline for Fiscal Year 2003 performance. Those measures are as follows:

- (1) Percentage of EDDs and Indian tribes implementing economic development initiatives from the Comprehensive Economic Development Strategy (CEDS) process that led to private investment and jobs.
- (2) Percentage of University Center (UC) clients taking action as a result of the assistance facilitated by the UC.

- (3) Percentage of those actions taken by UC clients that achieved expected results.
- (4) Percentage of Trade Adjustment Assistance Center (TAAC) clients taking action as a result of the assistance facilitated by the TAAC.
- (5) Percentage of those actions taken by TAAC clients that achieved the expected results.

For many distressed communities, realizing the promise of the 21st century will depend on the investments that EDA makes today. Through its public investments, EDA plays an important role in the economic development and growth of distressed communities. EDA's investments in the economic growth of distressed communities lay the foundation for job creation and fuel economic growth, thus raising living standards and improving the quality of life. EDA's optimal use of limited public funds relies on the economic leverage achieved from its strategic and focused investments in distressed communities.

II. Management Controls and Future Initiatives

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II. Management Controls and Future Initiatives

During Fiscal Year 2002, EDA made marked progress in the integration of its performance, budget, mission, and organization, all of which form a basic loop that drives success. Strengthening EDA through implementation of the President's Management Agenda will help transform the bureau into a results-oriented organization that provides maximum benefit and accountability to its stakeholders: taxpayers, Congress, the Administration, and the Office of Management and Budget.

Balanced Scorecard

In Fiscal Year 2002, EDA developed a Balanced Scorecard (BSC) to link its mission and goals with its strategy. A comprehensive strategy implementation and performance measurement tool, EDA's



This EDA public works project, completed late in 2002, helped to provide the Greenville Port Commission, Greenville, Mississippi, an all-weather intermodal loading transfer center with a four-berth covered bridge crane. EDA's investment of approximately \$1.5 million leveraged almost \$3 million in public-sector funds and created 35 higher-skill, higher-wage jobs in Washington County and the Greenville area.

Balanced Scorecard examines and identifies critical, strategic priorities in five perspectives, which are listed below with key measures for each.

Stakeholders Perspective

- Maximize EDA impact on distressed communities
- Advance Administration's domestic agenda
- Make investments that are engines of growth

Customer Perspective

- Maximize higher-skill, higher-wage jobs

Financial Perspective

- Maximize administrative efficiency and effectiveness

Internal Process Perspective

- Align resources with strategic priorities
- Enhance post-approval monitoring
- Develop technology-enabled key business processes

Learning and Growth Perspective

- Improve analytical skills
- Establish performance culture

The BSC effort began by creating a leadership team and a core team that included a diverse membership of EDA employees from the regions and headquarters working to map out the strategic destination of the agency. EDA believes that becoming a strategy-focused organization is critical to its success and future. Through interviews with senior management executives and a number of workshops, EDA developed a strategy map, initiatives, and performance measures to further define its mission and vision of becoming the premier standard-bearer for domestic economic development. Headquarters and regional scorecards are complete. The next steps are to implement the performance measures and to roll out the scorecards during Fiscal Year 2003.

President's Management Agenda

As part of strengthening the agency's performance, EDA addressed each of the President's Management Agenda government-wide initiatives, as follows: strategic management of human capital, competitive sourcing, improved financial performance, expanded electronic government, and budget and performance integration.

Human Capital Initiative

Under the human capital initiative, EDA received approval from the Department of Commerce Department and Office of Management and Budget (OMB) to reorganize its Headquarters structure. The reorganization will provide for the efficient and effective deployment of human resources to support an organization that is citizen-centered, results-oriented, and market-based. Through this restructuring, EDA plans to reduce its headquarters staff and to move those resources to fund greatly needed staff in the regions to better serve the needs of local communities. Headquarters will be streamlined, have fewer supervisors, and be staffed by employees with the requisite skills to support regional operations.

This reorganization recognizes that the primary function of EDA headquarters is to provide support for the core mission and operations of the agency. In addition, a rigorous review of the performance management system was undertaken in Fiscal Year 2002 that aligned personnel performance to the goals of the agency. A workforce analysis in Fiscal Year 2001 provided the solid foundation for EDA's reorganization planning. The analysis consisted of a skills analysis, supply analysis, workload analysis, gap analysis, and recommendations report.

Competitive Sourcing Initiative

Fair Act Inventory

A meticulous look at outsourcing through the Federal Activities Inventory Reform Act of 1998 (FAIR Act) inventory during Fiscal Year 2002 resulted in identifying 102 possible "commercial" positions.

During Fiscal Year 2002, EDA outsourced one function, the excess capacity review function, and identified another function for cost comparison. EDA currently contracts for eight positions in the Information Systems Division and Compliance Review Division.

Improved Financial Performance Initiatives

Clean Unqualified Audit Opinion

No material weakness or reportable conditions at EDA were noted in the Fiscal Year 2002 Consolidated Audit. The results of the financial statement audit are a measure of progress across government. The Department and EDA received a “clean” unqualified audit opinion for Fiscal Year 2002. EDA continues to give the highest priority to providing accurate financial data to its internal and external customers.

Federal Managers’ Financial Integrity Act

The agency’s goal of strengthening the integrity of its financial operations ensures the accuracy of its financial data and will enable it to continue to earn an unqualified opinion on future financial statements. As part of efforts to improve financial performance, and to comply with the Fiscal Year 2002 Federal Managers’ Financial Integrity Act (FMFIA), the Department enhanced its core financial systems, Commerce Administrative Management System (CAMS). All EDA program and administrative accounts are managed on CAMS. EDA issued formal policies and procedures that document management controls for program accounts and funding transactions in accordance with the Department’s core financial system. The formal policies and procedures include *Grant and Loan Procedures Manuals*, *EDA* and the *National Institute of Standards and Technology Salaries and Expenses Accounting Management Procedures*, and the *Financial Statement Compilation Procedures Manual*.

Expanded E-Government Initiatives

Information Technology Security

EDA actively engaged in specific information technology (IT) security improvements during Fiscal Year 2002 and continues to implement new components of the IT security program as they are established by the Department. EDA met all of the Department's OMB IT security deadlines and requirements, completed IT security awareness training for all EDA staff and contractors, and prepared comprehensive security plans and system security assessments for all major information systems. EDA also completed all corrective actions recommended in three government reviews: the Government Information Security Reform Act (GISRA), Government Accounting Office and Fiscal Year 2001 Financial Systems corrective actions were completed by September 30, 2002. No material weaknesses were identified as a result of the Fiscal Year 2002 Financial Systems review and IT penetration tests. The CAMS operational environment for EDA was fully certified and accredited in September 2002.

Economic Development Communications and Operations Management System (EDCOMS)

EDA completed the acquisition tasks necessary to begin the development and implementation of the Economic Development Communications and Operations Management System (EDCOMS) during Fiscal Year 2002. Phase one of EDCOMS development (EDCOMS I) will provide the necessary tools and secure infrastructure to deliver a dynamic, interactive Web portal, and to support specific components of EDA's grants management cycle.

The proposed second phase of EDCOMS development (EDCOMS II), for which funding is requested in Fiscal Year 2004, will continue to expand on the technology introduced during initial implementation of the project, automate remaining internal workflow processes, and further position EDA to participate in the government-wide E-Grants initiative. EDCOMS II will complete detailed workflow analyses and add technology components to the existing system using the commercial-off-the-shelf (COTS) tools delivered during first-phase implementation.

The final, overall EDCOMS contract was awarded in September 2002. Work on developing specific components of EDCOMS I will commence during the first quarter of Fiscal Year 2003.

EDA successfully completed its network replacement and e-mail migration in February 2002 and conducted a comprehensive analysis of performance and response time on its major information systems.

E-Grants Initiatives

To support E-Grants initiatives, EDA completely revised all OMB-approved application forms and program guidelines. This resulted in streamlining, achieving clarity of instructions, and removing unnecessary information from program manuals, from applications for financial assistance, and from program monitoring. EDA is collecting information required by statute, legislation, and EDA regulations. In addition, during Fiscal Year 2002, EDA provided an employee on a detail basis to the Federal E-Grants Initiative to ensure that the unique requirements of construction-funded investments are adequately addressed in the effort.

Budget and Performance Integration Initiative

Program Assessment Rating Tool

The Office of Management and Budget introduced the Program Assessment Rating Tool (PART), which OMB uses to measure how well managers achieve program goals, manage their programs, and plan for the future. The PART is comprised of thirty questions and assesses four areas: purpose and design, strategic planning, management, and results and accountability. The assessment analyzes performance and linkage to the budget. In Fiscal Year 2002, the results of EDA's PART showed that the agency is meeting or exceeding its targets for creating jobs and encouraging private-sector investment. OMB awarded EDA an increase in the Fiscal Year 2004 budget request as a result of its PART review.

Audits of EDA Investments by the Department of Commerce Inspector General

During FY 2002, EDA worked closely with the Office of Inspector General (OIG), Department of Commerce, in reviewing revolving loan fund (RLF) investments that were audited by independent auditors in compliance with the Single Audit Act Amendments and OMB Circular A-133, *Audits of States, Local Governments, and Nonprofit Organizations*.

The quality control reviews performed by the OIG revealed that the independent auditor's reports needed strengthening and special instructions for auditing. Because EDA has an active portfolio of more than 800 RLF investments, EDA issued a compliance supplement to OMB Circular A-133 that provides special instructions for auditing RLF investments.

During the final quarter of Fiscal Year 2002, EDA completed a comprehensive review of unimplemented audit recommendations, and it closed thirty audits. In Fiscal Year 2002, EDA improved the quality and timeliness of the responses to OIG audit findings and reduced the backlog of unimplemented audits that had been carried over from prior years. It issued new guidance and monthly conference calls with EDA regional offices. For a summary of OIG audit activity by type of investment, see the following Table.

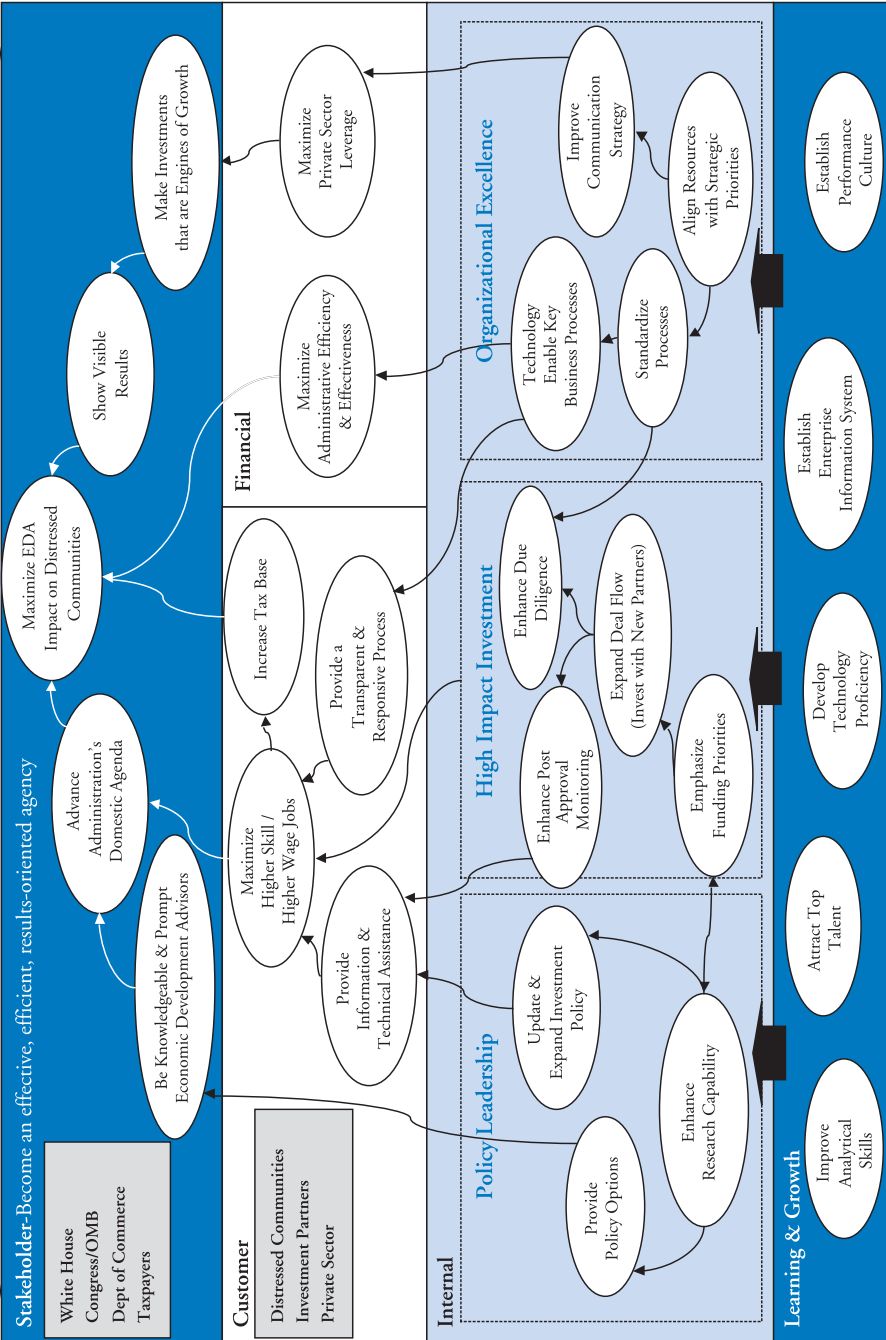
Table Status of audits of EDA investments as of September 30, 2002

Audits of EDA Investments	Final Audit Reports	Unresolved Audits	Audit Appeals	Resolved Audits	
				Unimplemented Audits (Open)	Final Action Completed (Closed)
Revolving Loan Funds	37	8		12	17
Infrastructure Development	16	3	(2)	3	10
Capacity Building	6	1	(1)	2	3
Totals	59	12	3	17	30

July 23, 2002

Vision: Become the Premier Standard Bearer for Domestic Economic Development

Mission: To help our partners across the nation create wealth and minimize poverty by promoting a favorable business environment to attract private capital investment and jobs



III. Programs of the Economic Development Administration

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III. Programs of the Economic Development Administration

Public Works and Development Facilities Program

The Public Works and Development Facilities Program, i.e., Public Works Program, empowers communities experiencing economic decline and distress to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and support the generation or retention of higher-skill, higher-wage jobs and investments.

The Public Works Program supports locally initiated and developed projects that encourage long-term economic self-sufficiency and global competitiveness. Examples of infrastructure and development facility investments supported by this program include water and sewer system improvements; skill-training facilities; industrial and business parks; business incubator, multitenant manufacturing; and tourism facilities; and intermodal transportation enhancements, such as industrial access roads, rail spurs, airport expansions, and port and harbor improvements.



The city of Cumberland, Maryland, and the Carver Community Center, Inc. were awarded a \$900,000 EDA investment for improvements to the center, thereby providing 14,000 square feet for a micro-enterprise business incubator and training program facility. EDA's 2002 investment helps to launch thirteen new businesses, creating eighty-four jobs and leveraging \$3 million in private-sector investments. Dr. David A. Sampson, Assistant Secretary of Commerce for Economic Development, photographed above, presented EDA's investment check to officials of the city of Cumberland and the Carver Community Center on October 8, 2002.

Public works investments are awarded to states, cities, or other political subdivisions; special purpose units of government; Indian tribes; and public or private nonprofit organizations working in cooperation with a local political subdivision. Public works investments support a variety of specific economic development strategies, including cluster-based, technology-led, specialized workforce development; diversification of natural resource dependent economies; community and faith-based social entrepreneurship; tourism and cultural heritage preservation; export development programs; commercialization and deployment of innovative technologies, and redevelopment of brownfield sites.

Public works investments may also be used to upgrade or expand a region's economic infrastructure to support the next generation of industry or commerce, such as telecommunications infrastructure and other sustainable development activities including eco-industrial parks. Whenever possible, the program seeks to redevelop existing facilities and rehabilitate older industrial and commercial sites rather than developing greenfield sites, which are previously undeveloped sites, because such investments promote sustainable economic development by taking advantage of readily available infrastructure, labor force, and markets.

Investment Eligibility for Public Works Assistance

To be eligible for consideration a public works investment must be located in an economically distressed area or, in the case of an investment located in a nondistressed area, it must provide substantial direct benefits to an economically disadvantaged area. In accordance with EDA's mission and authorizing legislation, distress is established by demonstrating one of the following criteria: high unemployment (at least one percent above the national average over a two-year period); low per capita income (eighty percent or less of the national average per capita income); or other economic indicators defined as "special need" (e.g., substantial out-migration, underemployment, natural or other major disasters, extraordinary depletion of natural resources, or destructive impacts of foreign trade).

Additionally, a public works investment must also satisfy all of the following: (1) be consistent with a locally developed Comprehensive Economic Development Strategy (CEDS) that has been prepared for the area in which it will be located and that has broad community support; (2) improve opportunities for the successful establishment or expansion of industrial or commercial facilities in the area where it



Located in a distressed community, this is the future site of the Regional Super Industrial Park in Corbin, Kentucky, in southeastern Kentucky's fifth congressional district. The site is strategically placed adjacent to a major interstate highway and a rapidly growing population center. The 590-acre regional industrial park, when developed, will be actively marketed by the city of Corbin and the state of Kentucky. EDA's economic adjustment investment of \$1.5 million is estimated to leverage private-sector investments between \$25 million to \$40 million and to create, conservatively, 800 jobs during the first three years of operation.

will be located; (3) fulfill a pressing need of the area and be started and completed in a timely manner; (4) not result in an increase of goods or services that exist in the market area; (5) have the required local matching share committed and available at the time of approval; and, (6) benefit the long-term unemployed and members of low-income families who are residents of the area to be served by the investment.

Analysis of Public Works Investments

In Fiscal Year 2002, 201 public works investments were approved for a total amount of \$251 million. The investment amounts ranged from a low of \$115,000 to a high of \$6.4 million. The average investment was \$1.3 million and the median was \$1 million.

The Public Works Program helps America's distressed communities and regions, both rural and urban, to overcome the problem of aging and inadequate infrastructure, which prevents economic growth, and to achieve lasting economic improvement by creating higher-skill, higher-wage private-sector jobs.

The investments focus on numerous different initiatives, including the following: entrepreneurial development; clean water; empowerment zones and enterprise communities; export development; technological innovation and infrastructure improvements; historic preservation; sustainable development; brownfields redevelopment; diversification of natural resource-based economies; forest initiative; defense adjustment; disaster response; eco-industrial development; welfare-to-work workforce development; eco-tourism; health related; product and building recycling; Mississippi Delta; Southwest Border; American Heritage River; pre-disaster mitigation activities; regional competitiveness; and, faith and community-based social entrepreneurship.

The distribution of EDA's Fiscal Year 2002 Public Works funds by the type of recipient was as follows: city government \$95 million; county government \$34 million; public non-profit organization \$38 million; special purpose unit \$26 million; college or university \$24 million; Indian tribe or organization \$13 million; state government and organizations \$12 million; and numerous other entities not otherwise classified above amounting to \$10 million.

Brownfields Redevelopment

EDA supports the revitalization and reuse of idle and abandoned industrial land and facilities, known as brownfields, and has done so for the past thirty-seven years as a core component of its mission to aid the nation's most economically distressed communities.

Brownfields are real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Brownfields may, at times, be more expensive to develop than greenfields. Nonetheless, because of the need to assess the conditions of the site and, sometimes, to reclaim the land, brownfields offer many other competitive development advantages, as well as environmental benefits.

Benefits of Brownfields Redevelopment

Brownfields locations are attractive to private companies because of their proximity to existing transportation systems such as highways, rail lines, and rivers; markets, including both suppliers and customers; and readily available labor pools. Other brownfields redevelopment benefits include access to land with existing capital assets (e.g., buildings, power and telecommunications infrastructure, water, sewer, etc.), the availability of economic incentives, and unique redevelopment opportunities such as historic sites. Public-sector benefits include job creation, increased tax revenues, reduced urban sprawl, mitigation of health hazards, community and environmental stewardship, crime reduction, and prevention and elimination of neighborhood blight.

EDA's Public Works Program investments help to revitalize, upgrade, and expand the physical infrastructure that is commonly needed for brownfields redevelopment. Such investments include the rehabilitation and reuse of older publicly owned buildings, as well as the construction of new infrastructure and facilities on reclaimed sites.



EDA announced a \$2 million EDA investment to The Greater Wilkes-Barre Industrial Fund, Inc., of Wilkes-Barre, Pennsylvania, on August 15, 2002. A 60,000 square foot facility to serve as an information technology incubator will be completed on this downtown site in August 2004. EDA's investment will renovate and upgrade this portion of Wilkes-Barre and will create 300 new higher-skill, higher-wage jobs and will generate \$7.5 million in private-sector investment.

Analysis of Brownfields Redevelopment Investments

In Fiscal Year 2002, EDA approved forty-two brownfields redevelopment investments totaling more than \$42 million. Twenty-six of those, totaling approximately \$32 million, were public works investments.



Donald L. Evans, Secretary of Commerce, announced in June 2002 a \$1.5 million EDA investment to the Danville-Pittsylvania County Regional Facilities Authority and the city of Danville, Virginia. EDA's investment funds infrastructure upgrades required for the sale or lease of land to high-tech businesses in the Cyber Park. The water storage tank under construction illustrates the scope of the infrastructure upgrades. When completed in June 2004, the Cyber Park will create about 750 jobs. EDA's investment helped to leverage \$75 million in private investments by high-tech businesses.

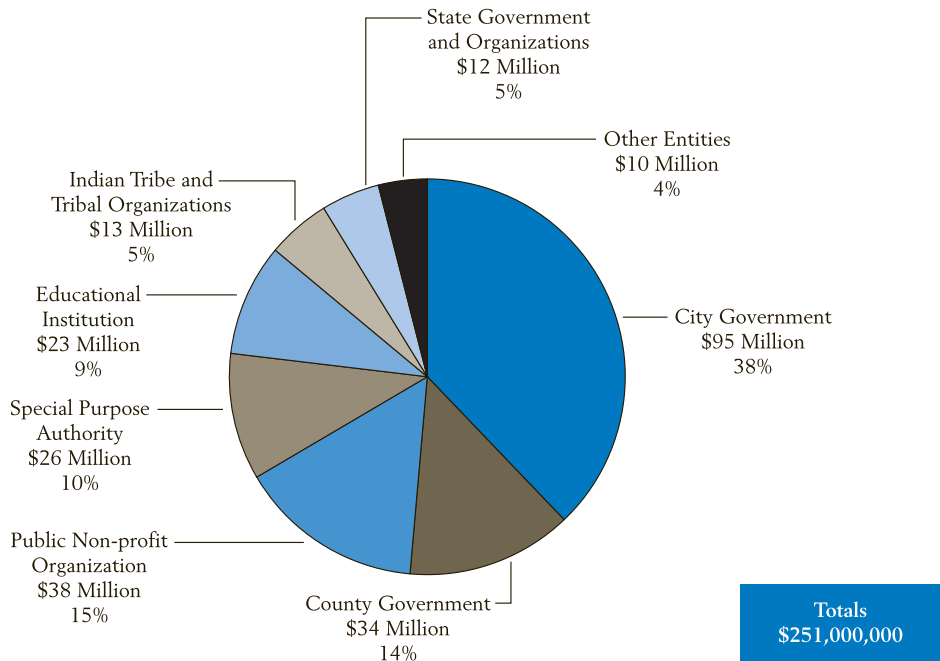


Native American and Alaska Natives

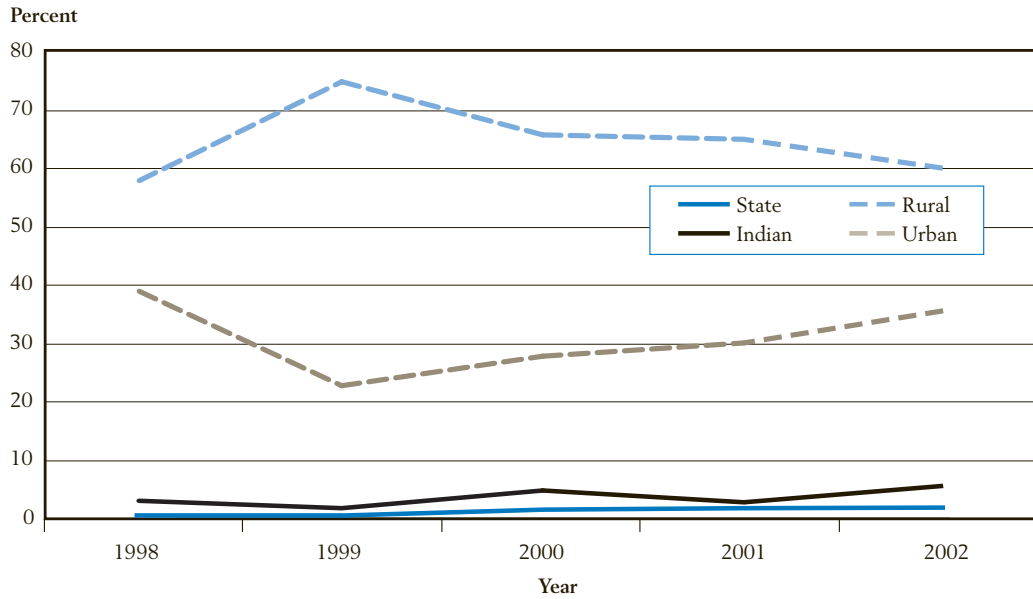
Historically, economic development of Indian communities and businesses has lagged behind the nation as a whole. As a result, the U.S. Department of the Interior, Bureau of Indian Affairs (BIA) and Tribal Budget Advisory Council (Council) comprised of tribal organization representatives, concluded that sustained improvements in Indian economic development would require a coordinated effort among tribes, Indian businesses, federal agencies, and private, non-Indian businesses. The Council requested that the BIA support an economic development conference to address Indian economic development issues.

In the spirit of interagency cooperation, EDA together with two other Commerce agencies, the Census Bureau and the Minority Business Development Agency, cosponsored the National Summit on Emerging Tribal Economies. The overall purpose of the conference was to support creation of sustainable tribal economies through business alliances among tribes, corporate America and federal agencies to create 100,000 jobs in Indian Country and to develop sustainable, market-driven tribal economies by the year 2020.

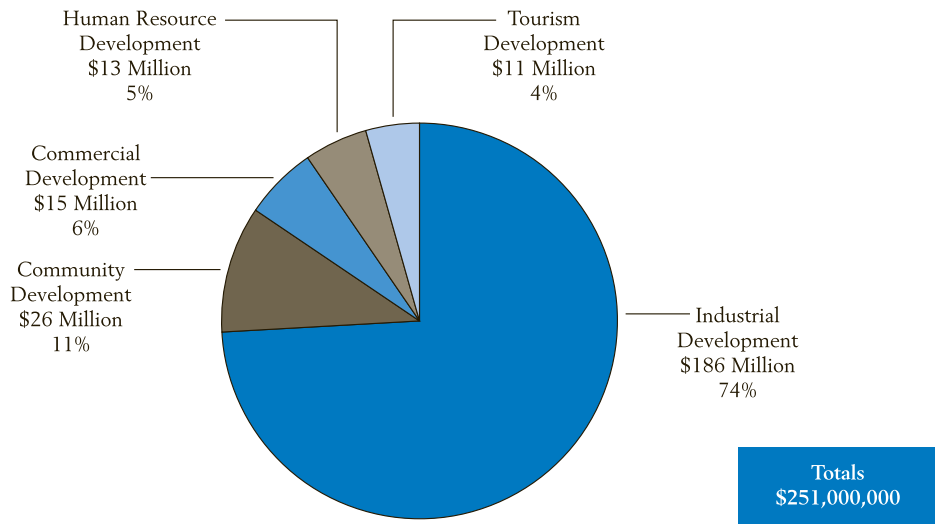
EDA Public Works Investment by Recipient Type



EDA Public Works Investments by Type of Area



EDA Public Works Investment by Type of Investment



EDA has a long history of support for the economic development of Native American communities and Alaska Native villages. EDA has provided more than three-quarters of a billion dollars in assistance to native communities to promote and support their economic development from 1965 through 2002.

Analysis of EDA Investments to Native Communities

In Fiscal Year 2002, ten Public Works investments amounting to approximately \$13 million were made to Native American and Alaska Native tribal governments and tribal organizations, including funding for the following: construction of buildings to house tribally-owned manufacturing companies, commercial businesses, and learning and technology centers; equipping Indian-owned manufacturing facilities; and creating facilities such as water treatment plants, sewer lines, and road improvements to enable Native American tribes and Alaskan Native villages to develop their local economies.

Economic Adjustment Program

The Economic Adjustment Program was created in 1974 by an amendment that added Title IX to the Public Works and Economic Development Act, EDA's authorizing legislation. Known as Section 209, the Economic Adjustment program uses a flexible set of tools to respond to the special needs of communities facing the most severe economic crises, namely the temporary or permanent change of the local or regional economic structural base.

Despite a fundamentally strong U.S. economy, radical economic change at the local level, precipitated by long-term and sudden economic events, is more common than one would expect. Adverse economic impacts may result from foreign trade competition causing the actual or threatened closure of a principal industry or company, a catastrophic natural or terrorist disaster, or a military base closure. Other impacts



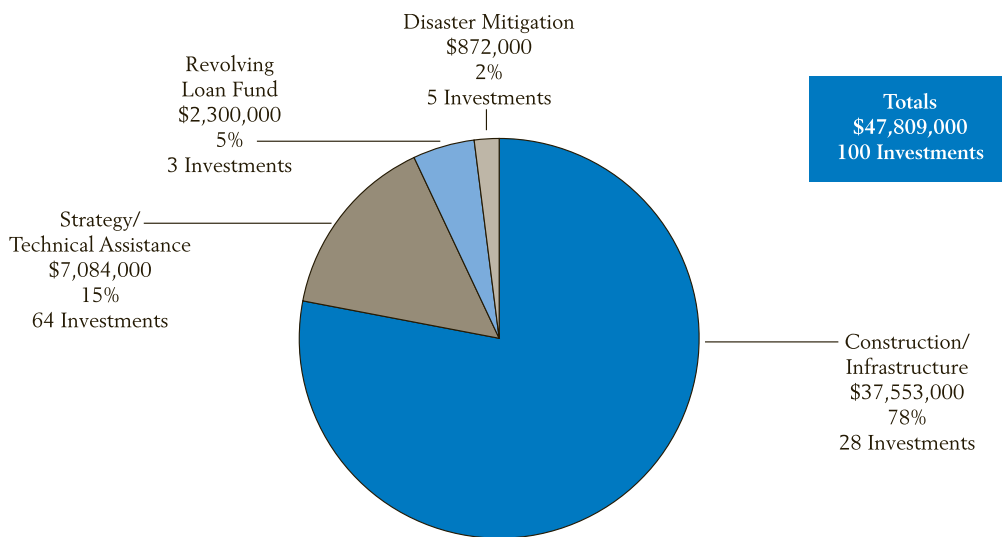
The Fitzsimons Redevelopment Authority, partnering with EDA, constructed the Bioscience Incubator. As one of the main economic development components of the Fitzsimons Research Park, the Bioscience Incubator was critical to the redevelopment of the former Fitzsimons Army Medical Center and the establishment of the Bioscience Research Park in Aurora, Colorado. EDA has awarded approximately \$15 million in investments to Fitzsimons Redevelopment Authority over a period of five years.

The medical center's closure resulted in the loss of 4,000 military and civilian jobs, an annual input drop of \$192 million to the local economy, plus losses of \$5.3 million in annual sales tax revenues and \$9.3 million in state income taxes. The Bioscience Research Park more than offsets those losses and promotes significant economic development that results in higher-skill, higher-wage job opportunities.

may result from such environmental issues as the following: protection of the spotted owl, which led to EDA's Pacific Northwest Timber initiative; declines in salmon harvests, which led to EDA's Alaska-Norton Sound Fisheries initiative; and, long-term declines in the Appalachian coal industry, which led to EDA's coal initiative.

In each case, economic events and the subsequent economic impacts, seriously threatened the economic survival of these communities. EDA's Economic Adjustment Program continues to be the only comprehensive federal assistance for many such distressed communities. By providing assistance for the development of regional strategic planning, EDA empowers communities at the grass-roots level, thus helping them to rethink their economic future. Communities can develop plans to stabilize their local economies and grow in new and sustainable directions. The program can also fund critical portions of local action plans, including the following: essential infrastructure; technical assistance for business transitions and local capacity-building; and, revolving loan funds to help jump-start new competitive businesses.

FY 2002 Economic Adjustment Assistance Investments by Project Type

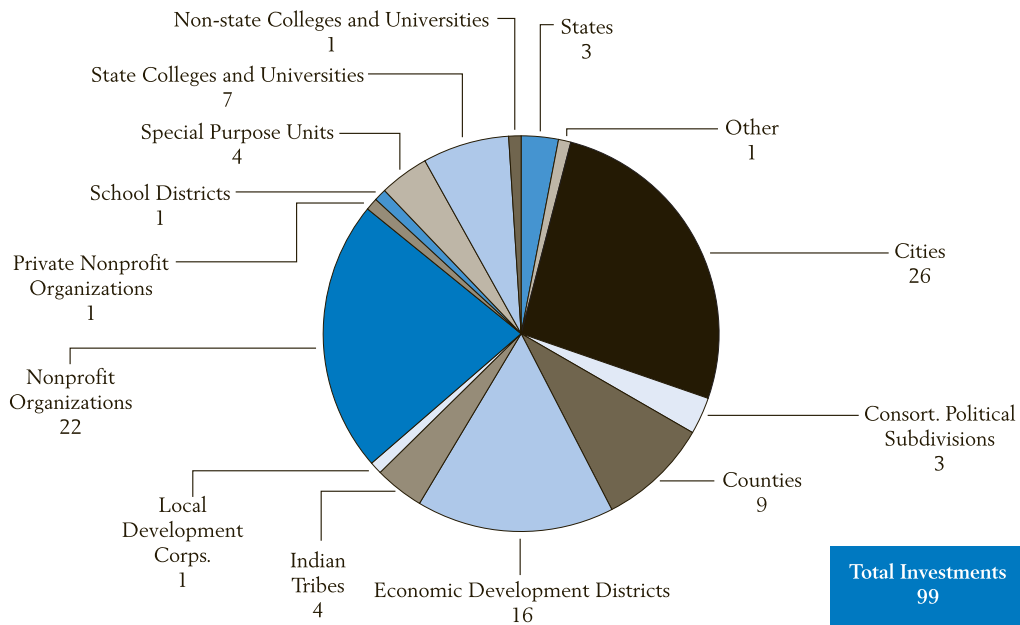


* 47,809 includes \$40.9 million in appropriated funds and other funds resulting from reimbursables and recoveries.

EDA's Economic Adjustment Program supports the following three predominant types of investment activities:

- **Strategy or capacity-building investments** help communities organize and implement a planning process, resulting in a CEDS. An EDA-approved CEDS is a prerequisite for implementing an economic adjustment or RLF investment, as it is for other EDA programs;
- **Implementation investments** help communities implement one or more initiatives identified in their EDA-approved CEDS by funding projects to construct public works, develop technical assistance, or local capacity-building facilities; and,
- **Revolving Loan Fund** investments capitalize an intermediary to make loans to local businesses, which otherwise cannot access commercial credit.

FY 2002 Economic Adjustment Investments by Recipient Type



* 47,809 includes \$40.9 million in appropriated funds and other funds resulting from reimbursables and recoveries.

Eligibility Criteria for Economic Adjustment Program Investments

EDA's economic adjustment assistance may be awarded if an area meets any one of the following economic distress factors: low per capita income; disaster declaration; plant closures and layoffs; outmigration; underemployment; military base closure or defense contracting cuts; extraordinary depletion of natural resources; negative impacts of foreign trade; or, other special need.

Analysis of Economic Adjustment Program Investments

The Economic Adjustment Program received a Fiscal Year 2002 appropriation of \$40.9 million. It received another \$7.1 million transferred from the Department of Defense for five defense adjustment projects. Additionally, \$84,000 was reprogrammed into Economic Adjustment from Public Works and Planning for an investment in Arizona. In response to the 2001 Pentagon Disaster, \$300,000 was reprogrammed from Economic Adjustment to Technical Assistance for a Virginia investment. For the 2002 program year, Economic Adjustment received a total of \$47.8 million.

In Fiscal Year 2002, sixty-four strategy or capacity-building investments were awarded for fifteen percent of the Economic Adjustment budget. Twenty-eight implementation or construction investments were awarded for seventy-eight percent of the program allocation. Three RLF investments were awarded for five percent of the program allocation.

Recovery from Economic Crisis

Areas of Special Interest

Response to the September 11, 2001 Terrorist Attack on the Pentagon

EDA received \$2 million under an emergency supplemental appropriation following the terrorist attacks on September 11, 2001. In response to the attack on the Pentagon and under its Technical Assistance Program authority, EDA assisted the following seven recipients in northern Virginia: Arlington County; city of Alexandria; city of Fairfax; Fairfax County Economic Development Authority; City of Falls

Church Economic Development Authority; Prince William County; and, Loudon County. In a unique arrangement, these recipients pooled the largest portion of their awards for a combined northern Virginia regional tourism marketing campaign led by the Northern Virginia Regional Commission. EDA also awarded \$300,000 in regular program funds to the state of Virginia for technical assistance to impacted businesses.

Textile Industry Impacted by Trade Impacts and Regional Economic Responses

In four regions of North Carolina, EDA invested \$1.2 million as a proactive response to an ongoing economic transition from a textile-based economy to a diversified economy. As plant closures increased, and textile jobs went overseas, and textile workers' skills became a mismatch to the new economy, a third generation of textile workers faced a dire future.

EDA's Economic Adjustment Program was used in concert with the Department of Labor's National Emergency Grant Program to develop economic development strategies and retraining programs for a large portion of the region's workforce. EDA's assistance allowed the following North Carolina authorities to accelerate their locally driven economic adjustment strategies and begin implementation



The Professional Development Building (PDC) on San Bernardino Community College's branch campus, located on the former Norton Air Force Base, opened for students in September 2001. EDA invested \$1.1 million and the college invested \$3.48 million to construct the center. PDC offers training in twenty-two vocational programs ranging from computer software, to languages, to communications, to forklifting. PDC has trained more than 8,000 residents of the cities of San Bernardino, Bloomington, Big Bear, Colton, Grand Terrace, Highland, Loma Linda, Redlands, Rialto and Yucaipa for employment in the public and private sectors.

sooner: Western Piedmont Council of Governments; North Carolina Partnership for Economic Development; Mt. Airy Chamber of Commerce and Northwest Piedmont Council of Governments; and, Cleveland County Chamber of Commerce. Thirty counties in the heart of North Carolina developed economic recovery strategies and action plans, identifying the best retraining opportunities and focusing the region's limited resources on attracting businesses best suited to its resources.

Working with North Carolina's congressional delegations, EDA awarded Economic Adjustment assistance to distressed communities in North Carolina including the following:

- **Hickory, North Carolina:** Western Piedmont Council of Governments received \$320,000 to develop a CEDS covering twelve counties severely impacted by job losses and plant closings in the textile, apparel, furniture and technology manufacturing sectors;
- **Mt. Airy, North Carolina:** The Mt. Airy Chamber of Commerce and **Winston-Salem, North Carolina**, Northwest Piedmont Council of Governments partnered to focus on a rural eight-county region bordering Virginia. EDA awarded the partnership a \$320,000 investment to



The Global Resource Center (GRC) on the campus of Western New Mexico University at Silver City was constructed with an EDA investment of \$1.5 million, which was awarded late in 1999. GRC is a 36,000 square-foot, joint-use facility providing programs ranging from computer education to international trade. The computer laboratories contain a training hub that provides traditional training, communications training for exporters and entrepreneurs, and retraining of laid-off mining workers and welfare-to-work students. The GRC also provides a 250 person capacity auditorium and a large reception area, which is used for seminars and conferences on international trade.

consult with nationally recognized economic development experts to diversify the region's rural economy and assist the dislocated textile and apparel workers;

- **Raleigh, North Carolina:** North Carolina Partnership for Economic Development facilitated EDA's \$320,000 investment in a primarily ten-county region bordered by South Carolina and hard-hit by the loss of textile manufacturing jobs. The region will finalize its strategy early in 2003, after local business and economic development leaders contract with world-class economic consultants; and,
- **Shelby, North Carolina:** Cleveland County Chamber of Commerce partnered with neighboring Gaston County Chamber of Commerce in Gastonia, North Carolina and received a \$240,000 EDA investment to develop an economic development strategy for a multicounty area outside Charlotte, North Carolina. The strategy will address the region's workforce development needs and target industries to support economic diversification that will create higher-skill, higher-wage job opportunities.



The Depot Redevelopment Corporation of Memphis and Shelby County was awarded an EDA economic adjustment investment of \$1.5 million in May 2000 to assist in phase III as this former Department of Defense depot is redeveloped into an industrial park. Phase III will further infrastructure improvements and create 290 jobs in manufacturing and distribution. From 1998 through 2002, EDA has awarded five investments, totaling \$6 million, for earlier phases of the redevelopment of the Memphis Depot. Since the depot closed in 1997, approximately 500 jobs have been created to date. At the end of the 15-year implementation period, the Depot Redevelopment Plan projects that 4,572 higher-skill, higher-wage jobs will be created in Shelby County and the Memphis area.



The city of Fredericktown, Missouri, was awarded an EDA public works investment of approximately \$1.2 million in 2002 to implement a Disaster Resistance Plan by upgrading water and road infrastructure as part of developing the Fredericktown Industrial Park. The new 184-acre industrial park, located well above the floodplain, will create 189 new higher-skill, higher-wage jobs, with more jobs anticipated as new industries establish in the industrial park. As a result of EDA's investment, Fredericktown will have an industrial park providing an environment safe from flooding, business interruption and loss of revenue. The projected completion date for the project is July 2005. Private-sector investment in the Park is projected at \$18 million, and to produce an anticipated annual payroll of \$6 million.

EDA Timber and Coal Initiatives assist impacted communities

Distressed communities in Oregon, Washington and California received \$2 million in EDA Economic Adjustment assistance under the Pacific Northwest Timber Initiative. EDA's investments support local capacity-building activities, economic adjustment strategies and technical assistance.

Additionally, EDA awarded investments totaling \$2 million under the Alaskan Timber Initiative. EDA also assisted communities in six states affected by declines in Appalachian coal and southeastern timber with investments totaling \$9.5 million.

Disaster Resistant Jobs Training

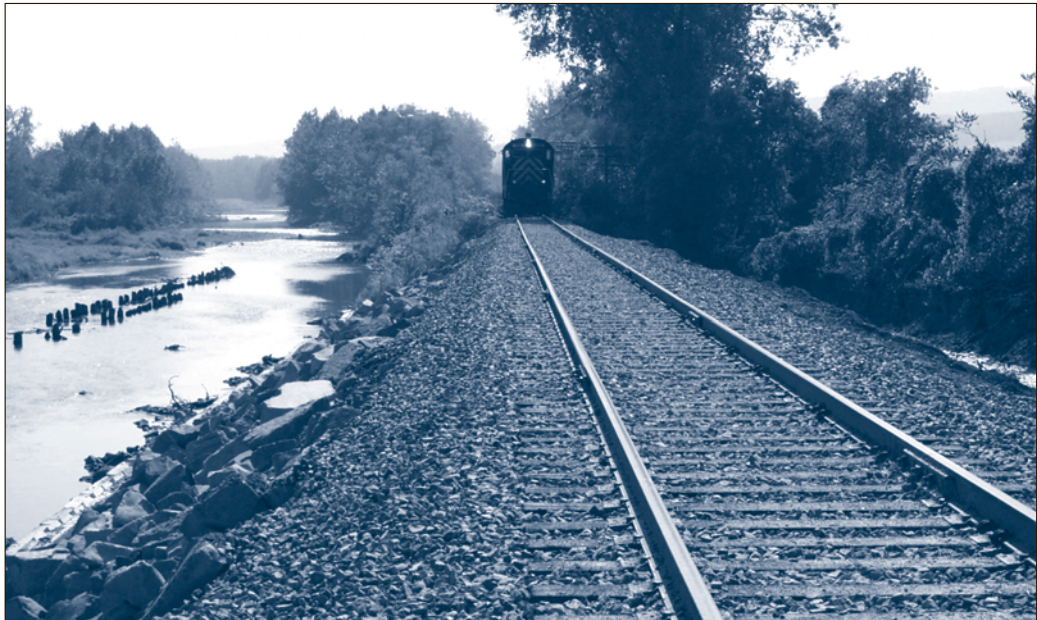
In 2002, together with the Federal Emergency Management Agency (FEMA), EDA cosponsored the Disaster Resistant Jobs training course offered at FEMA's National Emergency Management Institute in Emmitsburg, Maryland. State and local emergency managers and community economic developers met with senior EDA and FEMA staff members and private-sector instructors to better understand each other's expertise and perspective during the four-day training session. Participants learned how emergency managers and economic developers could, and why they must, work together in their own communities to effectively reduce public as well as business costs and losses from future disasters, thereby stabilizing jobs and local economies. During Fiscal Year 2002, EDA and FEMA updated the course material to include Homeland Security initiatives.

Disaster Mitigation

West Virginia, Wisconsin, Minnesota, and Indiana were awarded \$872,000 under five Disaster Mitigation investments in Fiscal Year 2002. Disaster Mitigation assistance provides predisaster planning and technical assistance to disaster-prone communities to reduce the adverse impacts of natural disasters on the local economy. Those EDA investments fund locally directed community activities, providing permanent solutions to reduce job-loss and promote economic vitality in hazard-prone communities.



Donald L. Evans, Secretary of Commerce, announced in September 2002 a \$3 million EDA investment to Southern Tier West Regional Planning and Development Board and the Chautauqua, Cattaraugus, Allegany and Steuben Southern Tier Extension Railroad Authority, New York. This important repair and extension work was completed within one year. This EDA investment in regional infrastructure supports growth in eight industrial clusters, representing 134 companies and 12,100 employees who depend on the 115-mile rail line for freight service. EDA's investment generates more than \$21 million of private-sector investment, saves 805 jobs and creates 1,700 new jobs.



Trade Adjustment Assistance Program

The Department of Commerce, including EDA, is strongly committed to supporting the policies of President George W. Bush that promote open trade, including Trade Promotion Authority. Trade with our international partners creates more good jobs for American workers and supports higher living standards for American families. While open trade builds prosperity and spurs economic growth, the reality is that some American firms are impacted by import competition. EDA is pleased to play a role in assisting eligible manufacturing and producing firms adjust to import competition through the Trade Adjustment Assistance for Firms Program, as authorized by the Trade Act of 1974, as amended.

Investment Eligibility Criteria for Trade Adjustment Assistance

Only trade-injured manufacturers and producers are eligible to receive assistance under the Trade Adjustment Assistance (TAA) Program. Service and retail firms are not eligible for assistance under the program.

Investments to operate Trade Adjustment Assistance Center (TAACs) may be awarded to institutions of higher education, nonprofit organizations or other appropriate entities. Seven institutions of higher education, three single-purpose nonprofit organizations, one employers' association and one state agency received funding in Fiscal Year 2002 to sponsor a TAAC.

Analysis of Trade Adjustment Assistance Investments

In Fiscal Year 2002, EDA awarded \$10.5 million in TAA funding to the national TAAC network. EDA certified 170 firms as eligible to apply for assistance under the TAA Program and approved adjustment proposals from 141 firms, which had an average of 110 employees and approximately \$13 million in sales.

Under the program, the firm must share in paying the costs of consultants' fees for implementing the technical assistance outlined in its adjustment proposal. The average cost to EDA and a firm for technical assistance implementation outlined in an adjustment proposal was \$100,000.

Examples of technical assistance tasks implemented from adjustment proposals approved in Fiscal Year 2002 are as follows:

- In Missouri, a manufacturer of mechanical and electrical motion control equipment received \$11,200 in program assistance to develop a Web site, which has already secured one new customer who is purchasing \$165,000 in company products.
- In Florida, a small seafood-processing firm received \$8,525 in program assistance for site analysis, engineering assistance, and employee start-up training for a semi-automatic bulk weigh station and belt conveyor system. The use of this equipment is reducing the firm's processing time by almost twenty-five percent and the firm expects to hire one or two additional employees.
- In Florida, a manufacturer of formal wear accessories received \$18,775 in program assistance to improve its marketing materials and enhance its presence at the annual industry trade show. The firm expects to achieve a forty-one percent increase in sales and to add an additional thirty employees.
- In Georgia, a lumber firm received \$41,395 in program assistance for site preparation analysis and employee start-up training on new process control equipment and on the firm's drying kiln and sawing operations. The firm is achieving a two percent reduction in the waste of raw materials at the drying kiln stage and expects to achieve a ten percent reduction in waste of raw materials at the sawing stage.
- In California, a plastic injection molding firm is receiving technical assistance under the TAA Program to refocus its product line on more complex parts and subassemblies in the medical parts industry, which is less susceptible to recessionary fluctuations. The firm is also seeking other assistance under the program to improve productivity training and streamline its financial procedures.
- In Oklahoma, a metal castings firm is receiving program assistance to become ISO 9001, a quality assurance certification, in order to increase the attractiveness of its products to international and large domestic firms. Successful completion of this activity is expected to

permit the firm to retain all of its current forty-three employees and to increase sales by approximately seventeen percent.

- In Missouri, a manufacturer of wafers for the semi-conductor industry is receiving \$3,600 in program assistance to upgrade its quality assurance system so it can meet the requirements of ISO 9000: 2000. The successful completion of this quality assurance upgrade is necessary for the firm to retain its existing semi-conductor business.
- In California, a shoe manufacturer is receiving program assistance to enhance the linkages in its management information systems between its production and business operations. Those enhancements, which have already improved production and efficiency, will enable the firm to respond more quickly to client needs.



The structure shown above is a state-of-the-art expansion to Cabrillo College's offsite campus in Watsonville, California. The addition was completed early in 2002. EDA invested \$3.2 million in public works funding to assist in the expansion. The college's new building houses classrooms for advanced instruction in computer and medical technology and for distance learning capabilities. This EDA partnership leveraged \$2.78 million of non-federal investment and by 2005 will have created 500 jobs.

Economic Development Planning Program

The Economic Development Planning Program provides essential investment support to Economic Development Districts (EDDs), Native American organizations, states, sub-state planning regions, urban counties, cities, and other eligible applicants to assist in planning. The two categories of the Planning Program are: Partnership Planning investments for Economic Development Districts, Indian Tribes, and other eligible areas; and, Short Term Planning investments to states, sub-state planning regions, and urban areas.

Analysis of Economic Development Planning Investments

In Fiscal Year 2002, three hundred one EDA investments under the District Partnership Planning Program totaled \$18 million in support of three hundred twenty-five districts. One of the investments supports fourteen districts in Kentucky. An additional fifty-six investments totaling \$2.5 million were made under the Indian Partnership Planning Program and an additional four Partnership Planning Program investments were made totaling \$200,000 to other eligible areas. Under the Short Term Planning Program, EDA approved twenty-five investments to rural entities for \$1.2 million, fourteen investments to urban entities for \$1.1 million, and nine investments to states for \$720,000.



The city of Wichita, Sedgwick County and the Kansas Department of Transportation partnered with EDA to complete major infrastructure improvements, which will support the expansion of facilities of a leading commercial aircraft manufacturer. EDA awarded this project a \$3.5 million public works investment. Private investments were approximately \$68.56 million. The city of Wichita invested \$9.29 million in site improvements. Completed in 2002, this expansion project, created 800 new higher-skill, higher-wage employment opportunities in the Wichita area. The annual payroll for this 45,000 square foot facility is projected to be in excess of \$31.2 million.

Partnership Planning Investments for Economic Development Districts, Indian Tribes, and Other Eligible Areas

Partnership planning investments provide support for the formulation and implementation of local economic development programs and strategies designed to create higher-skill, higher-wage jobs and to increase income for the unemployed and underemployed in areas of economic distress. EDA investments enhance economic development planning capability, support the formulation of development policies, and assist in building local institutional capacity.

Eligible activities under this program include preparing and maintaining a Comprehensive Economic Development Strategy, implementing the elements of the strategy, and providing planning and technical assistance services to communities and local governments within the organization's jurisdiction. EDA investments are normally awarded on an annual basis and priority consideration is given to currently funded entities with satisfactory performance.

Examples of EDA Partnership Planning investments during Fiscal Year 2002 are as follows:

- **Planning and Development District III, Yankton, South Dakota**, is an EDD serving fourteen counties in southern South Dakota. This EDD is using its \$53,000 Partnership Planning investment from EDA to support a comprehensive economic development planning process for the region. The investment also enables the EDD to maintain professional partnerships or agreements with more than twenty-five organizations and governmental agencies that have responsibilities for services and functions affecting the region's economic development.
- **The Southeast Missouri Regional Planning & Economic Development Commission (SEMO), Perryville, Missouri**, is an EDD serving a seven-county area. This EDD is using the \$55,000 Partnership Planning investment from EDA to provide technical assistance for infrastructure development, to foster local economic development recruitment efforts, to leverage private investment in the economy and to support efforts aimed at diversifying the regional economy.
- **The Tri-County EDD, Colville, Washington**, serves a three-county area in northeastern Washington. Federal actions during the 1990s regarding protected species, eco-system

management, and grazing allotments, as well as declining agriculture, mining and timber markets, and increased competition from outside markets, have dealt severe blows to the regional economy. Under a \$53,000 Partnership Planning investment, the EDD is assessing the needs, strengths, and weaknesses of the area and partnering with city and county governments, the private sector and community-based organizations to develop a strategy for economic revitalization. Its efforts are resulting in the establishment of new industries and businesses in the area and the preparation of transportation plans for area communities. The EDD is receiving national and local awards for outstanding accomplishments while fostering collaboration in economic development activities in rural northeast Washington.

- **The Quinault Indian Nation, Washington**, is using a \$37,000 Partnership Planning investment to assist its members with entrepreneurial efforts, to work with the Corps of Engineers in preparing a cost-benefit analysis for the development of Grays Harbor, to develop a master plan with the non-Indian communities of Westport and Ocean Shores, to initiate an extensive business and marketing plan for the entire Quinault fishing industry, and to develop agro-forestry enterprises for processing and distributing specialty forest products. The Quinault Indian Nation is a voting member of the Columbia-Pacific Resource, Conservation and Development, also an Economic Development District, which fosters and promotes cooperation and collaboration between the Indian and non-Indian communities on economic development and other regional issues.

Short Term Planning Investments to States, Sub-State Planning Regions, and Urban Areas

Short Term Planning investments support significant new economic development planning, policymaking, and implementation. They also establish comprehensive economic development planning processes cooperatively with the state, political subdivisions of the state, and economic development districts. Investments under this program are generally for a twelve-month period and assistance may be renewed for two additional years.

Economic development planning and implementation activities such as economic analyses, defining economic development goals, identifying project opportunities, and formulating and implementing development programs may be supported under this program. Other eligible activities include

establishing and maintaining a comprehensive economic development planning process, coordinating multi-jurisdictional planning efforts, developing institutional planning capacity, and identifying approaches for diversifying the local economy. Any state receiving assistance under the program is required to maintain a Comprehensive Economic Development Strategy developed in cooperation with its political subdivisions and economic development districts.

Examples of EDA Short Term Planning investments during Fiscal Year 2002 include the following:

- **The Missouri Association of Councils of Governments, in Jefferson City, Missouri**, received an \$18,550 investment to plan and conduct a forum for the executive directors and key staff members of more than thirty regional planning commissions from Iowa and Missouri. The objective was to exchange program ideas, innovative strategies, and best practices for enhancing the functions of planning and economic development. A professional facilitator guided the forum, which addressed topics such as marketing, electronic information sharing, administration and accounting, statewide organizational structure and funding, economic adjustment strategies, business financing management and structure, innovative funding sources, and growth and development issues.
- **The state of Utah's Department of Community and Economic Development** is working to bring higher-wage technology jobs to rural parts of the state. A \$75,000 EDA Short Term Planning investment is helping Utah to designate "smart sites," which will be developed and targeted for technology outsourcing operations. The EDA investment is supporting studies to explore issues surrounding the development of those smart sites in rural counties and on the Native American reservations in Utah. Those studies are examining the organizational, operational, and training needs at the various sites and are defining appropriate relationships for effectively creating public-private ventures at those sites.
- **South Tucson, Arizona**, is a small town composed of ninety-five percent minority residents. The community is completely surrounded by the city of Tucson, Arizona. A \$62,000 Short Term planning investment is helping South Tucson initiate a strategic planning effort that focuses on improving local infrastructure and developing its first new shopping center with a major drug store and two food outlets. City officials are successfully engaging area residents and business leaders in this planning effort and are tapping into the expertise of the EDA-funded University Center at the University of Arizona.

EDA Technical Assistance Program

Local Technical Assistance Program

The Local Technical Assistance Program helps leaders in the public and non-profit sectors, especially those in distressed communities, to gain essential information for making optimal decisions on local economic development issues. Investments funded under this program most commonly assist communities in analyzing the feasibility of an economic development investment, such as a business incubator or an industrial park for creating new or retaining existing jobs in the local economy. However, the strength of the Local Technical Assistance Program lies in its flexibility to address a broad range of local economic development needs and priorities. EDA investments under this program can assist communities in preparing downtown revitalization strategies, tourism marketing plans, and export marketing programs for locally produced goods and services. It can also help in conducting targeted studies about economic development, such as an analysis of local labor skills and needs.



Officials of Starke County Development Foundation and Starke County, Indiana, along with state and local officials and EDA representatives, break ground for the construction of a mile-long public rail spur. The rail spur will allow expansion of a local fertilizer company and will attract new industry to the nearby 125-acre industrial park. A freight handling dock and a truck maneuvering facility will also be constructed in Knox, Indiana, to support the county's economic development. EDA's \$1.3 million investment will help to create 423 new jobs and to leverage \$65 million in private development.

Analysis of Local Technical Assistance Investments

EDA awarded thirty-five Local Technical Assistance investments, totaling \$2 million in Fiscal Year 2002. Those investments included ten for feasibility studies for potential economic development investments, nine for planning or business studies, and seven for convening conferences or workshops. The remaining nine were disbursed among a variety of other categories. Under the Emergency Response Fund, EDA awarded an additional seven projects totaling \$2 million. Those investments are assisting Northern Virginia communities address the decline in the local tourism industry that occurred after the terrorism attack on the Pentagon on September 11, 2001.

Examples of EDA Local Technical Assistance investments for Fiscal Year 2002 are as follows:

- **Gunnison County, Colorado**, received a \$23,000 Local Technical Assistance investment to conduct a planning and feasibility study. The county is using this EDA investment to identify target businesses and industries for the Gunnison Airport Business Development Park, to develop a comprehensive land-use component for the park, to assess infrastructure needs, and to prepare a preliminary design for the park.
- **The Assiniboine and Sioux Tribes of the Fort Peck Reservation, Montana**, received a \$19,833 Local Technical Assistance investment to analyze the potential for new commercial and industrial firms on the reservation. Native Americans are generally among the groups with the nation's highest unemployment rates and lowest per capita incomes. The study will help the Tribes to identify feasible opportunities that have great potential for success when creating new employment opportunities on the reservation.

University Center Technical Assistance Program

Institutions of higher education house a wealth of resources, including faculty, staff, computer facilities, laboratories, and libraries. The University Center Technical Assistance Program helps institutions of higher education establish and operate outreach programs that use their own and other resources to provide technical assistance that addresses economic development needs and opportunities in their service areas, especially in distressed communities.



This 1930-era water storage tank in the city of Celina, Ohio, was demolished and replaced with an elevated tank, nearly tripling water capacity. Also installed was a water line providing the water pressure and supply necessary for economic development. The total project cost is \$1.8 million and the projected completion date is March 2005. EDA's investment of \$889,000 in this public works infrastructure improvement project helps to retain 423 jobs in 110 local businesses.

The majority of EDA University Centers assist non-profit organizations in analyzing and implementing economic development projects and programs. Other University Centers focus their programs on providing private-sector firms with technology transfer assistance to help create or stabilize job opportunities. Thirteen EDA University Centers are sponsored by minority-serving institutions. Seven EDA University Centers are sponsored by historically Black colleges and universities, five by Hispanic-serving institutions, and one by a Tribal college.

Analysis of University Center Technical Assistance Investments

EDA renewed its financial assistance investments to sixty-five of the sixty-nine EDA University Centers in Fiscal Year 2002. Four of the EDA University Centers received investments in a prior fiscal year and were not due for renewal in Fiscal Year 2002. One EDA University Center received funding for two investments in Fiscal Year 2002, and one was partially funded under an Economic Adjustment investment. The total amount of funding invested in EDA University Centers in Fiscal Year 2002 was \$6 million.

Examples of EDA University Center investments during Fiscal Year 2002 are as follows:

- EDA established its first University Center at a tribal college in Fiscal Year 2002. **United Tribes Technical College (UTTC), Bismarck, North Dakota**, received an initial EDA University Center investment of \$75,000 to serve as a catalyst for initiating an economic research and technical assistance outreach program to help Native American tribes and tribal entities in Colorado, Montana, Nebraska, North Dakota, South Dakota, Utah, and Wyoming. During this initial year in the program, the EDA University Center at UTTC is working to establish networks and partnerships with other economic development agencies within the eight-state service area of EDA's Denver regional office.
- **The State Center Community College District (SCCCD), Clovis, California**, is one of the three community colleges participating in EDA's University Center program. The EDA University Center at SCCCDC is using its \$110,000 EDA investment to continue the operation of an export assistance program, which is focused on enhancing the competitive strength of California businesses in the international marketplace. It will also support international trade development within its twenty-seven county service area. A major barrier to greater economic growth in this rural region, where agriculture dominates the economy, is the lack of expertise and confidence of small and medium sized agri-businesses to seek foreign markets for their products and services. The EDA University Center at SCCCDC is partnering with the Department's Export Assistance Center, and corporations and organizations in international trade.

Research and National Technical Assistance Program

The Research and National Technical Assistance Program develops a comprehensive base of information about economic development issues; disseminates information to local, state and national economic practitioners; and, evaluates the performance of economic development programs. Information dissemination investments make crucial information on economic development programs, projects and emerging issues available to practitioners through targeted newsletters, Web sites, conferences, and other media. Research investments examine existing and emerging issues in economic development, and then document the results for practitioners and policymakers. Evaluation investments assess the economic impact of funding under EDA's programs to measure each program's effectiveness and to make recommendations for improvements.



The deterioration of Pier 16 dry dock in the harbor of San Juan, Puerto Rico, is evident in this photograph taken before upgrades began. EDA's investment of \$2 million, announced on September 10, 2002, will help to finance an upgrade of this major port facility. The scheduled completion date is March 2007. This EDA investment is projected to create more than 306 jobs and spur \$10.5 million in private-sector investments.

Four Research investments totaling \$419,725 were awarded in Fiscal Year 2002. Examples of those research investments include the following:

- **Carnegie Mellow University of Pittsburgh, Pennsylvania**, was awarded \$58,580 to examine the role of universities in the development and growth of regional industry clusters.
- **The Initiative for Competitive Inner City of Boston, Massachusetts**, was awarded \$125,000 to undertake research on the inner city's business base and on factors influencing business competitiveness in inner cities.

Nine National Technical Assistance investments totaling \$1,206,708 were awarded in Fiscal Year 2002. Examples of those investments include the following:

- The Council on Competitiveness of Washington, DC was awarded \$244,220 to coordinate workshops that will engage all key stakeholders in assessing regional capacity for innovation and in improving regional potential for economic prosperity.
- Harvard University of Cambridge, Massachusetts, was awarded \$100,000 to review existing academic research, expert opinion, and available case studies on rural economic development. Researchers will use the theory of competitiveness and economic development created by Professor Michael Porter.
- The International Economic Development Council of Washington, DC was awarded \$150,000 to organize and convene a national economic development conference.

IV. State-by-State Directories of Economic Development Offices



Provided by Equal Opportunity Employers in Partnership with the



U.S. DEPARTMENT OF COMMERCE
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and the City of Mathis

Create Higher Skill, Higher Wage Job Opportunities in Your Community
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President of the United States of America



EDA Headquarters and Regional Offices

Headquarters Office

Dr. David A. Sampson, Assistant Secretary

U.S. Department of Commerce • 14th & Constitution Avenue, N.W. • Room 7800
Washington, D.C. 20230
Telephone: (202) 482-5081 • Fax: (202) 273-4781

Regional Offices

PHILADELPHIA REGION (PRO)

Paul M. Raetsch, Regional Director

The Curtis Center • Suite 140 South • Independence Square West • Philadelphia, PA 19106
Telephone: (215) 597-4603 • Fax: (215) 597-1063 • Internet: Praetsch@eda.doc.gov
Serves: Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Puerto Rico, Rhode Island, Vermont, Virginia, Virgin Islands, West Virginia

ATLANTA REGION (ATRO)

William J. Day, Regional Director

401 West Peachtree Street, N.W. • Suite 1820 • Atlanta, GA 30308-3510
Telephone: (404) 730-3002 • Fax: (404) 730-3025 • Internet: Wday1@eda.doc.gov
Serves: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

CHICAGO REGION (CRO)

C. Robert Sawyer, Regional Director

111 North Canal Street • Suite 855 • Chicago, IL 60606-7204
Telephone: (312) 353-8143 • Fax: (312) 353-8575 • Internet: Rsawyer@eda.doc.gov
Serves: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

AUSTIN REGION (AURO)

Pedro R. Garza, Regional Director

327 Congress Avenue • Suite 200 • Austin, TX 78701
Telephone : (512) 381-8144 • Fax: (512) 381-8177 • Internet: Pggarza@eda.doc.gov
Serves: Arkansas, Louisiana, New Mexico, Oklahoma, Texas

DENVER REGION (DRO)

Robert Olson, Regional Director

1244 Speer Boulevard • Suite 670 • Denver, CO 80204
Telephone: (303) 844-4715 • Fax: (303) 844-3968 • Internet: Rolson@eda.doc.gov
Serves: Colorado, Iowa, Kansas, Missouri, Montana, Nebraska, North Dakota, South Dakota, Utah, Wyoming

SEATTLE REGION (SRO)

A. Leonard Smith, Regional Director

Jackson Federal Building • Suite 1856 • Seattle, WA 98174
Telephone: (206) 220-7660 • Fax: (206) 220-7659 • Internet: Lsmith7@eda.doc.gov
Serves: Alaska, American Samoa, Arizona, California, the Commonwealth of the Northern Mariana Islands, Guam, Hawaii, Idaho, Nevada, Oregon, Washington, the Federated States of Micronesia, the Republic of the Marshall Islands, Republic of Palau

STATE ECONOMIC DEVELOPMENT OFFICES

Organization Name	Director	Phone
Alabama Development Office, Center for Commerce	David W. Hutchison	334-242-0400
Alaska Department of Commerce and Economic Development	Debby Sedwick	907-465-2500
American Samoa Department of Commerce	Aiimau Herbert Scanlan, Jr.	684-633-5155
Arizona Department of Commerce	Jackie Norton	602-280-1300
Arkansas Economic Development Agency	Jim Pickens	501-682-2052
California Trade and Commerce Agency	Lon Hatamiya	916-322-3962
Colorado Office of Business Development	Bob Lee	303-892-3840
Connecticut Department of Economic and Community Dev.	James Abromaitis	860-270-8000
Delaware Economic Development Office	John D. Wik	302-739-4271
Enterprise Florida	John C. Anderson	407-316-4600
Georgia Department of Industry, Trade, and Tourism	R. K. Sehgal	404-656-3556
Guam Department of Commerce	Joseph Cruz	671-475-0321
Hawaii Dept. of Business, Economic Dev., and Tourism	Seiji Naya	808-586-2355
Idaho Department of Commerce	Gary Mahn	208-334-2470
Illinois Department of Commerce and Community Affairs	Pam McDonough	217-782-7500
Indiana Department of Commerce	Tom McKenna	317-232-8802
Iowa Department of Economic Development	C. J. Niles	515-242-4720
Kansas Department of Commerce and Housing	Gary Sherrer	785-296-2741
Kentucky Cabinet for Economic Development	Gene Strong	502-564-7670
Louisiana Department of Economic Development	Don J. Hutchinson	225-342-5388
Maine Department of Economic and Community Development	Steven H. Levesque	207-624-9800
Maryland Department of Business and Economic Development	David S. Iannucci	410-767-6300
Massachusetts Department of Economic Development	John Urban	617-727-3206
Michigan: MEDC	Doug Rothwell	517-335-5883
Minnesota Department of Trade and Economic Development	Rebecca Yanisch	612-296-6424
Mississippi Development Authority	Robert Rohrlack	601-359-3449
Missouri Department of Economic Development	Joseph L. Driskill	573-751-3946
Montana Department of Commerce	Mark Simonich	406-444-3797
Nebraska Department of Economic Development	Maxine Moul	402-471-3747

Nevada Commission on Economic Development	Bob Shriver	702-687-4325
New Hampshire Division of Economic Development	Stuart Arnett	603-271-2341
New Jersey Commerce and Economic Growth Commission	William D. Watley	609-777-0885
New Mexico Economic Development Department	Christopher Lee	505-827-1681
New York State Department of Economic Development	Charles A. Gargano	518-292-5100
North Carolina Department of Commerce	Jim Fain	919-733-4151
North Dakota Dept. of Economic Development and Finance	Linda Butts	701-328-5300
Ohio Department of Development	Joseph C. Robertson	614-466-3379
Oklahoma Department of Commerce	Ronald Rosenfeld	405-815-6552
Oregon Economic Development Department	William C. Scott	503-986-0110
Pennsylvania Dept of Community and Economic Development	Samuel A. McCullogh	717-783-3840
Puerto Rico Planning Board	Pavel De Jesus	787-727-4444
Rhode Island Department of Administration	John O'Brien	401-222-5772
South Carolina Department of Commerce	Charles S. Way, Jr.	803-737-0400
South Dakota Governor's Office of Economic Development	Chris Braendlin	605-773-5032
Tennessee Department of Economic and Comm. Development	Alex Fischer	615-741-1888
Texas Department of Economic Development	Jeff Moseley	512-936-0101
Utah: Governor's Office of Planning and Budget	Lynne N. Ward	801-538-1027
Vermont Agency of Commerce and Community Development	Molly Lambert	802-828-3211
Virgin Islands Bureau of Economic Development Research	Lauritz Mills	340-714-1700
Virginia Economic Development Partnership	Mark Kilduff	804-371-8108
Washington State Dept. of Community, Trade, and Econ. Dev.	Martha Choe	360-725-4000
West Virginia Development Office	David Satterfield	304-558-2234
Wisconsin Department of Commerce	Brenda J. Blanchard	608-266-1018
Wyoming Business Council	Tucker Fagan	307-777-2800

ECONOMIC DEVELOPMENT DISTRICTS

Economic Development Districts (EDDs) are multi-jurisdiction organizations established to develop and implement a comprehensive economic development planning process designed to promote economic growth in their areas. Through planning investments for administrative expenses, EDA provides partnership assistance to 325 EDDs and four other areas. Through this assistance EDA supports not only economic development planning and implementation, but also various technical assistance to member jurisdictions.

Organization Name	Executive Director	Phone
Alabama		
Alabama-Tombigbee Regional Commission	John Clyde Riggs	334-682-4234
Birmingham Regional Planning Commission	Larry Watts	205-251-8139
East Alabama Regional Planning Commission	James W. (Bill) Curtis	256-237-6741
North Central Alabama Regional Council of Governments	C. Ronald Matthews	256-355-4515
South Alabama Regional Planning Commission	Russell J. Wimberly	334-433-6541
South Central Alabama Development Commission	Tyson Howard	334-244-6903
Southeast Alabama Regional Planning and Dev. Commission	W. Fred Dykes	334-794-4093
Top of Alabama Regional Council of Governments	Robert B. Culver	256-533-3330
West Alabama Planning and Development Council	Robert Lake	205-333-2990
Alaska		
Kenai Peninsula Borough	James S. Carter	907-283-3335
Prince William Sound Economic Development Council	Sue Cogswell	907-835-3775
Southwest Alaska Municipal Conference	Mark Earnest	907-562-7380
American Samoa		
American Samoa Department of Commerce	John P. Faumuina, Jr.	684-633-5155
Arizona		
Central Arizona Association of Governments	Maxine Leather	520-689-5004
Northern Arizona Council of Governments	Kenneth J. Sweet	520-774-1895
SouthEastern Arizona Governments Organization	Joe E. Brannan	520-432-5301

Arkansas

Central Arkansas Planning and Development District	Rodney Larsen	501-676-2721
East Arkansas Planning and Development District	Richard Spelic	870-932-3957
Northwest Arkansas Economic Development District	J. Michael Norton	870-741-5404
Southeast Arkansas Economic Development District	Glenn Bell	870-536-1971
Southwest Arkansas Planning and Development District	Terry Sherwood	870-234-4030
West Central Arkansas Planning and Development District	Pat Heusel	501-525-7577
Western Arkansas Planning and Development District	John Guthrie	501-785-2651
White River Planning and Development District	Van C. Thomas	870-793-5233

California

Central Sierra Economic Development District	Larry Busby	209-532-8768
Sierra Economic Development District	Betty Riley	530-823-4703
Superior California Economic Development District	Bob Nash	530-225-2760
Tri-County Economic Development Corporation	Marc Nemanic	530-893-8732
Valley of Imperial Development Alliance	Ken Hollis	760-337-7814
Yuba-Sutter Economic Development Corporation	Tim Johnson	530-751-8555

Colorado

Region 9 Economic Development District of S. W. Colorado	Ed Morlan	970-247-9621
Region 10 League for Economic Assistance and Planning	Leslie T. Jones	970-249-2436
San Luis Valley Development Resources Group	Michael D. Wisdom	719-589-6099
Southern Colorado Economic Development District	James D. Bates	719-545-8680

Florida

Apalachee Regional Planning Council	Charles D. Blume	850-674-4571
Central Florida Regional Planning Council	R. Douglas Leonard	863-534-7130
North Central Florida Regional Planning Council	Charles Justice	352-955-2200
South Florida Regional Planning Council	Carolyn Dekle	954-985-4416
Southwest Florida Regional Planning Council	Wayne Daltry	941-656-7720
Treasure Coast Regional Planning Council	Michael Busha	561-221-4060
West Florida Regional Planning Council	Lel Czeck	850-595-8910
Withlacoochee Regional Planning Council	Michael Moehlman	352-732-1315

Georgia

Central Savannah River Regional Development Center	Andy Crosson	706-210-2000
Chattahoochee-Flint Regional Development Center	Henry Booker	706-675-6721
Coastal Georgia Regional Development Center	Vernon Martin	912-264-7363
Coosa Valley Regional Development Center	James H. Layton	706-295-6485
Georgia Mountains Regional Development Center	Ben Hulsey	770-538-2626
Heart of Georgia Altamaha Regional Development Center	Alan Mazza	478-374-4771
Lower Chattahoochee Regional Development Center	Patti Cullen	706-256-2910
McIntosh Trail Regional Development Center	Lanier Boatwright	770-227-6300
Middle Flint Regional Development Center	Donten Bensel	229-931-2909
Middle Georgia Regional Development Center	James C. Tonn	478-751-6160
North Georgia Regional Development Center	Barry Tarter	706-272-2300
Northeast Georgia Regional Development Center	James R. Dove	706-369-5650
South Georgia Regional Development Center	John L. Leonard	229-331-5281
Southeast Georgia Regional Development Center	Lace Futch	478-285-6097
Southwest Georgia Regional Development Center	Dan Bollinger	229-522-3552

Hawaii

Pacific Basin Development Council	Carolyn Imamura	808-596-7229
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Idaho

Clearwater Economic Development Association	Dodd Snodgrass	208-746-0015
East Central Idaho Planning and Development Association	David Ogden	208-356-4524
Ida-Ore Planning and Development Association	Bob Barber (Interim)	208-322-7033
Panhandle Area Council	James Deffenbaugh	208-772-0584
Region IV Development Association	Joseph Herring	208-732-5727
Southeast Idaho Council of Governments	Kathleen Lewis	208-233-4032

Illinois

Bi-State Regional Commission	Denise Bulat	309-793-6300
Blackhawk Hills Regional Commission	Steve Haring	815-625-3854
Greater Egypt Regional Planning and Development Commission	A.S. Kirkikis	618-549-3306
Greater Wabash Regional Planning Commission	Lisa A. Michels	618-445-3612
South Central Illinois Regional Planning and Dev. Commission	Fred Walker	618-548-4234
Southeastern Illinois Regional Planning and Dev. Commission	Kimberly Watson	618-252-7463
Southern Five Regional Planning and Development Commission	Lisa D. Thurston	618-634-2284
Southwestern Illinois Metro. and Regional Planning Commission	Thomas W. Wobbe	618-344-4250
Two Rivers Regional Council of Public Officials	Larry Markway	217-224-8171

Indiana

Indiana 15 Regional Planning Commission	Debbie Beavin	812-367-8455
Kankakee-Inquois Regional Planning Commission	Christopher A. Larson	219-253-6658
Region III-A Development and Regional Planning Commission	Regan Ford	219-347-4714
River Hills EDD and Regional Planning Commission	Jill Saegesser	812-288-4624
Southeastern Indiana Regional Planning Commission	Susan A. Pickett-Craig	812-689-5505
Southern Indiana Development Commission	Jo C. Arthur	812-295-3707
West Central Indiana Economic Development District	Merv Nolot	812-238-1561

Iowa

Area 15 Regional Planning Commission	Ellen Foudree	641-684-6551
Bi-State Regional Commission	Denise Bulat	309-793-6300
East Central Iowa Economic Development District	Kelly Hutton Deutmeyer	563-556-4166
Iowa Northland Regional Economic Development Commission	Sharon Juon	319-235-0311
Mid Iowa Development Association Council of Governments	Steve Hoesel	515-576-7183
North Iowa Area Council of Governments	Joe Myhre	641-423-0491
Northwest Iowa Planning and Development Commission	Dave Horan	712-262-7225
Region XII Council of Governments	Rick Hunsaker	712-792-9914
Siouxland Interstate Metropolitan Planning Council	Jim Hurm	712-279-6286
Southeast Iowa Regional Planning Commission	Brian Tapp	319-753-5107
Southern Iowa Council of Governments	Timothy Ostroski	641-782-8491
Upper Explorerland Regional Planning Commission	Tom Masey	563-864-7551

Kansas

Great Plains Development, Inc.	Patty Richardson	620-227-6406
Mo-Kan Regional Council	Jean Waltemath	816-233-3144
North Central Regional Planning Commission	John R. Cyr	785-738-2218
Northwest Kansas Planning and Development Commission	Randall J. Hrabe	785-421-2151
South Central Kansas Economic Development District	Bill Bolin	316-262-7035
Southeast Kansas Regional Planning Commission	Linda Weldon	620-431-0080

Kentucky

Barren River Area Development District	Dot Darby-Paschall	270-781-2381
Big Sandy Area Development District	Sandy Runyon	606-886-2374
Bluegrass Area Development District	Jas Sekhon	859-269-8021
Buffalo Trace Area Development District	Stephen Miller	606-564-6894
Cumberland Valley Area Development District	John L. Bruner II	606-864-7391
FIVCO Area Development District	Sherry McDavid	606-739-5191
Gateway Area Development District	Gail K. Wright	606-674-6355
Green River Area Development District	Jiten Shah	270-926-4433
Kentucky River Area Development District	Paul Hall	606-436-3158
Lake Cumberland Area Development District	Stuart Carman	270-866-4200
Lincoln Trail Area Development District	Wendell Lawrence	270-769-2393
Northern Kentucky Area Development District	John Mays	859-283-1885
Pennyrile Area Development District	Dan Bozarth	270-886-9484
Purchase Area Development District	Henry G. Hodges	270-247-7171

Louisiana

Capital Region Planning Commission	Don W. Neisler	225-383-5203
Coordinating and Development Corporation	M. D. LeComte	318-632-2022
Evangeline Economic and Planning Development Commission	Stan McGee	337-886-7782
Imperial Calcasieu Regional Planning and Dev. Commission	James Porter	337-433-1771
Kisatchie-Delta Regional Planning Development District	Jimmy C. Williams	318-487-5454
North Delta Regional Planning Development District	David A. Creed	318-387-2572
South Central Planning Development Commission	Todd Pellegrin	504-446-0514

Maine

Androscoggin Valley Council of Governments	Robert J. Thompson	207-783-9186
Eastern Maine Economic Development Corporation	David A. Cole	207-942-6389
Greater Portland Council of Governments	Neil W. Allen	207-774-9891
Kennebec Valley Council of Governments	Kenneth C. Young	207-453-4258
Northern Maine Development Commission	Robert Clark	207-498-8736

Maryland

Tri County Council for Western Maryland	Leanne Mazer	301-777-2158
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Massachusetts

Merrimack Valley Planning Commission	Gaylor Burke	978-374-0519
Metropolitan Area Planning Council	David C. Soule	617-451-2770
Montachusett Regional Planning Commission	Mohammed H. Kahn	978-345-7376
Old Colony Planning Council	Pasquale Ciaramella	508-583-1833
Pioneer Valley Planning Commission	Timothy W. Brennan	413-732-2593
Southeastern Regional Planning and EDD	Stephen Smith	508-823-1803

Michigan

Central Upper Peninsula Planning and Dev. Reg. Commission	David C. Gillis	906-786-9234
East Central Michigan Planning and Development Region	Sue Fortune	989-797-0800
Eastern Upper Peninsula Reg. Planning and Dev. Commission	John W. Campbell	906-635-1581
Northeast Michigan Council of Governments	Diane Rekowski	989-732-3551
Northwest Michigan Council of Governments	Elaine Wood	616-929-5017
South Central Michigan Planning Council	Rand D. Bowman	616-323-0045
Southwestern Michigan Commission	Judy Lammers	616-925-1137
Tri County Regional Planning Commission	Jon W. Coleman	517-393-0342
West Michigan Regional Planning Commission	Dave Bee	616-774-8400
West Michigan Shoreline Regional Development Commission	Sandeep Dey	616-722-7878
Western Upper Peninsula Planning and Dev. Regi. Commission	James Stingle	906-482-7205

Minnesota

Arrowhead Regional Development Commission	John R. Chell	218-722-5545
East Central Regional Development Commission	Bob Voss	320-679-4065
Headwaters Regional Development Commission	Cliff Tweedale	218-751-3108
Mid-Minnesota Development Commission	Don Winkler	320-235-8504
Northwest Regional Development Commission	Leon Heath	218-745-6733
Region 5 Development Commission	Bob Hutton	218-894-3233
Region 9 Development Commission	Reggie Edwards	507-387-5643
Southwest Regional Development Commission	Jay Trusty	507-836-8547
Upper Minnesota Valley Regional Development Commission	Paul Michaelson	320-289-1981
West Central Minnesota Initiative Fund	Nancy Straw	218-739-2239

Mississippi

Central Mississippi Planning and Development District	F. Clarke Holmes	601-981-1511
East Central Planning and Development District	Bill Richardson	662-683-2007
Golden Triangle Planning and Development District	Rupert L. Johnson	662-324-7860
North Central Mississippi Planning and Development District	Robert Williamson	662-283-2675
North Delta Planning and Development District	Glenn K. Brown	662-561-4100
Northeast Mississippi Planning and Development District	Don Elder	662-728-6248
South Delta Planning and Development District	William Haney, Jr.	662-378-3831
Southern Mississippi Planning and Development District	Leslie Newcomb	228-868-2311
Southwest Mississippi Planning and Development District	Wirt L. Peterson	601-446-6044
Three Rivers Planning and Development District	Vernon R. Kelly, III	662-489-2415

Missouri

Bootheel Regional Planning and Economic Dev. Commission	Tyrone Thompson	573-276-2242
Green Hills Regional Planning Commission	Michael R. Johns	660-359-5636
Kaysinger Basin Regional Planning Commission	Stanley Hayes	660-885-3393
Lake of the Ozarks Council of Local Governments	Jim Dickerson	573-346-5616
Mark Twain Regional Council of Governments	Mark Fuqua	573-565-2203
Meramec Regional Planning Commission	Richard Cavender	573-265-2993
Mo-Kan Regional Council	Jean Waltemath	816-233-3144
Northeast Missouri Regional Planning Commission	David B. Shoush	816-465-7281
Northwest Missouri Regional Council of Governments	Randy Railsback	660-582-5121
Ozark Foothills Regional Planning Commission	Don Bell	573-785-6402
South Central Ozarks Council of Governments	James T. Dancy	417-256-4226
Southeast Missouri Regional Planning and Economic Dev. Com.	Thomas G. Tucker	573-547-8357

Montana

Bear Paw Development Corporation of Northern Montana	Paul C. Tuss	406-265-9226
Beartooth Resource Conservation and Development Area, Inc.	Tom Kaiserski	406-962-3914
Great Northern Development Corporation	Linda Twitchell	406-653-2590
Headwaters Resource Conservation and Development Area, Inc.	Connie Daniels	406-782-7333

Nebraska

Northeast Nebraska Economic Development District	Renay Robison-Scheer	402-379-1150
Panhandle Area Development District	Al Heuton	308-436-6584
River Country Economic Development District	George H. Frye	402-475-2560
Siouxland Interstate Metropolitan Planning Council	Jim Hurm	712-279-6286
West Central Nebraska Economic Development District	Martin O'Haus	308-284-6077

Nevada

Western Nevada Development District	Mary Lou Bentley	775-883-7333
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New Hampshire

North Country Council	Michael King	603-444-6303
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New Jersey

South Jersey Economic Development District	Gordon Dahl	856-765-9700
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New Mexico

Eastern Plains Council of Governments	Leland Tillman	505-762-7714
Mid-Rio Grande Council of Governments	Lawrence Rael	505-247-1750
North Central New Mexico Economic Development District	Barbara Deaux	505-827-7313
Northwest New Mexico Council of Governments	Patricia Lundstrom	505-722-4327
South Central New Mexico Council of Governments	Elizabeth A. Bernal	505-744-0039
Southeastern New Mexico Economic Development District	Tony Elias	505-624-6131
Southwest New Mexico Council of Governments	Don Rauch	505-388-1509

New York

Brooklyn Economic Development Corporation	Joan G. Bartolomeo	718-522-4600
Capital District Regional Planning Commission	Chungchin Chen	518-453-0850
Central New York Regional Planning and Development Board	Gary G. Hayes	315-422-8276
Genesee Finger Lakes Regional Planning Council	Paul L. Howard	716-454-3770
Herkimer~Oneida Counties Comprehensive Planning Program	Michael Gaphin	315-798-5710
Hudson Valley Regional Council	John F. Crews	845-567-9466
Lake Champlain/Lake George Reg. Planning Board and EDD	Walter Young	518-668-5773
Mohawk Valley Economic Development District	Michael Reese	315-866-4671
South Bronx Overall Economic Development Corporation	Neil Pariser	718-292-3113
Southern Tier Central Regional Planning and Dev. Board	William D. Hess	607-962-5092
Southern Tier East Regional Planning Development Board	Robert Augenstern	607-724-1327
Southern Tier West Regional Planning and Development Board	Donald Rychnowski	716-945-5301
Staten Island Economic Development Corporation	Cesar J. Claro	718-477-1400
Queens County Overall Economic Development Corporation	Marie S. Nahikian	718-263-0546

North Carolina

Albermarle Commission	Kay Rose	252-426-5753
Eastern Carolina Council of Governments	Joe McKinney	252-638-3185
Kerr-Tar Regional Council of Governments	Neil Mallory	252-436-2040
Land-of-Sky Regional Council	Robert Shepherd	828-251-6622
Mid-East Commission	Tim Ware	252-946-8043
Region D Council of Governments	Richard Fender	828-265-5434
Southeastern Economic Development Commission	Ellen Gause	910-862-6985
Southwestern North Carolina Planning and EDC	Bill Gibson	828-488-9211
Upper Coastal Plain Council of Governments	Greg Godard	252-446-0411

North Dakota

Lake Agassiz Regional Development Corporation	Irvin D. Rustad	701-239-5373
Lewis and Clark Economic Development District	Paul Rechlin	701-255-4591
North Central Planning Council	Richard Anderson	701-662-8131
Red River Regional Council	Julius M. Wangler	701-352-3550
Roosevelt-Custer Regional Council for Development	Rod Landblom	701-483-1241
Souris Basin Planning Council	Greg Hagen	701-852-4988
South Central Dakota Regional Council	Eric Hoberg	701-252-8060
Tri-County Regional Development Council	Mark Sovig	701-577-1358

Ohio

Buckeye Hills-Hocking Valley Regional Development District	C. Boyer Simcox	614-374-9436
Eastgate Regional Council of Governments	John R. Getchey	330-746-7601
Northeast Ohio Four County Reg. Planning and Dev. Org.	Joseph Hadley, Jr.	330-836-5731
Ohio Mid-Eastern Governments Association	Donald R. Myers	740-439-4471
Ohio Valley Regional Development Commission	Jeff Spencer	740-947-2853

Oklahoma

Association of South Central Oklahoma Governments	Blaine H. Smith, Jr.	580-252-0595
Central Oklahoma Economic Development District	Wayne Manley	405-273-6410
Eastern Oklahoma Economic Development District	Bruce Mahaffey	918-682-7891
Grand Gateway Economic Development Association	Edward J. Crone	918-783-5793
Kiamichi Economic Development District of Oklahoma	Chester Dennis	800-722-8180
North Oklahoma Development Authority	Larry Tipps	580-237-4810
Southwest Oklahoma Development Authority	Gary W. Gorshing	580-562-4882
Southern Oklahoma Development Association	Roy Boatner	580-920-1388

Oregon

CCD Business Development Corporation	Wayne Luzier	541-672-6728
Central Oregon Intergovernmental Council	Richard Mackay	541-548-8163
Greater Eastern Oregon Development Corporation	Melisa Jo Drugge	541-276-6745
Ida-Ore Planning and Development Association	Bob Barber	208-322-7033
Mid-Columbia Economic Development District	Lee Curtis	541-296-2266
Mid-Willamette Valley Economic Development District	David A. Galati	503-588-6177
Northeast Oregon Economic Development District	Lisa Lang	541-426-3598
Oregon Cascades West Economic Development District	William Wagner	541-924-8470
Southern Oregon Economic Development District	Gordon Safley	541-773-8946

Pennsylvania

Northeastern Pennsylvania Alliance	Cameron Moore	717-655-5581
North Central Pennsylvania Reg. Planning and Dev. Commission	Ronald W. Kuleck	814-773-3162
Northern Tier Regional Planning and Development Commission	Kevin Abrams	570-265-9103
Northwest Pennsylvania Regional Planning and Dev. Commission	William Steiner	814-677-4800
SEDA Council of Governments	Dennis Robinson	570-524-4491
Southern Alleghenies Planning and Development Commission	Edward Silvetti	814-949-6500
Southwestern Pennsylvania Commission	James Hassinger	412-391-5590

Puerto Rico

Puerto Rico Planning Board	Pavel De Jesus	787-727-4444
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South Carolina

Berkeley-Charleston-Dorchester Council of Governments	Ronald E. Mitchum	843-529-0400
Catawba Regional Planning Council	Harold Shiporo	803-327-9041
Central Midlands Council of Governments	Doug Phillips	803-376-5390
Lowcountry Council of Governments	Chris Bickley	843-726-5536
Lower Savannah Council of Governments	Eric Thompson	803-649-7981
Pee Dee Regional Council of Governments	Johnny B. Brown	843-669-3138
Santee-Lynches Regional Council of Governments	James T. Darbey, Jr.	803-775-7381
South Carolina Appalachian Council of Governments	Robert Strother	864-242-9733
Upper Savannah Council of Governments	Patricia Edmonds	864-941-8050
Waccamaw Regional Planning and Development Commission	Kenneth Thompson	843-546-8502

South Dakota

Black Hills Council of Local Governments	Van A. Lindquist	605-394-2681
First District Association of Local Governments	Dick Edenstrom	605-882-5115
Northeast Council of Governments	Faye Kann	605-626-2595
Planning and Development District III	Greg Henderson	605-665-4408
South Eastern Council of Governments	Lynne E. Keller	605-367-5390

Tennessee

East Tennessee Development District	Terrence J. Bobrowski	865-584-8553
First Tennessee Development District	Susan Reid	423-928-0224
Greater Nashville Regional Council	Maynard Pate	615-862-8828
Memphis Area Association of Governments	John Sicola	901-729-2871
Northwest Tennessee Economic Development District	John A. Bucy	901-587-4215
South Central Tennessee Development District	Joe Max Williams	931-381-2040
Southeast Tennessee Development District	Joe Guthrie	423-266-5781

Southwest Tennessee Development District	Evelyn C. Robertson	731-668-7112
Upper Cumberland Development District	Wendy Askins	931-432-4111

Texas

Alamo Area Council of Governments	Al Notzon, III	210-362-5200
Brazos Valley Council of Governments	Tom Wilkinson	979-775-4244
Capital Area Economic Development District	Betty Voights	512-443-7653
Central Texas Economic Development District	Anna Kazanas	254-799-0258
Coastal Bend Council of Governments	John Buckner	361-883-5743
Concho Valley Economic Development District	Jeffrey Sutton	915-944-9666
Deep East Texas Council of Governments and EDD	Walter G. Diggles	409-384-5704
East Texas Economic Development District	Glynn Knight	903-984-8641
Golden Crescent Regional Planning Commission	Patrick J. Kennedy	361-578-1587
Gulf Coast Economic Development District	Jack Steele	713-627-3200
Lower Rio Grande Valley Development Council	Kenneth N. Jones, Jr.	956-682-3481
Middle Rio Grande Development Council	Leodoro Martinez	830-278-2527
Northeast Texas Economic Development District	L. D. Williamson	903-832-8636
Panhandle Regional Planning Commission	Gary Pitner	806-372-3381
South Plains Association of Governments	Jerry D. Casstevens	806-762-8721
South Texas Development Council	Armando Garza, Jr.	956-722-3995
Southeast Texas Economic Development District	Don Kelly	409-727-2384
Texoma Council of Governments	Frances Pelley	903-893-2161
West Central Texas Economic Development District	Director: Tom Mann	915-672-8544
West Texas Economic Development Council	Jake Brisbin, Jr.	915-533-0998

Utah

Five County Association of Governments	John Williams	435-673-3548
Mountainland Economic Development District	Darrell Cook	801-229-3800
Six County Economic Development District	Russell Cowley	435-896-9222
Southeastern Utah Economic Development District	William D. Howell	435-637-5444
Uintah Basin Economic Development District	Laurie Brummond	435-722-4518

Vermont

Economic Development Council of Northern Vermont	Connie Stanley-Little	802-524-4546
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Virgin Islands

Economic Development Authority	Luritz Mills	340-714-1700
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Virginia

Accomack-Northampton Planning District Commission	Paul F. Berge	757-787-2936
Central Shenandoah Planning District Commission	William H. Strider	540-885-5174
Crater Planning District Commission	Dennis Morris	804-861-1666
Cumberland Plateau Planning District Commission	Andrew Chafin	276-889-1778
LENOWISCO Planning District Commission	Ronald C. Flanary	276-431-2206
Mount Rogers Planning District Commission	Thomas G. Taylor	276-783-5103
New River Valley Planning District Commission	David W. Rundgren	540-639-9313
Northern Neck Planning District Commission	Jerry W. Davis	804-333-1900
Piedmont Planning District Commission	Jack Houghton	434-392-6104
Southside Planning District Commission	Joyce French	434-447-7101
West Piedmont Planning District Commission	Robert W. Dowd	276-638-3987

Washington

Benton-Franklin Council of Governments	Gwen Rasmussen	509-943-9185
Big Bend Economic Development Council	William Riley	509-764-8591
Central Puget Sound Economic Development District	Charles K. Ede	206-623-2744
Columbia-Pacific Resource, Conservation and Development/EDD	James K. Walls	360-533-4648
Cowlitz-Lewis Economic Development District	Stephen Harvey	360-577-3041
Mid-Columbia Economic Development District	Lee Curtis	541-296-2266
Palouse Economic Development Council	Jack Thompson	509-334-3579
Peninsula Development Association	Jim Haguewood	360-457-7793
Tri-County Economic Development District	Martin E. Wold	509-684-4571

West Virginia

Region I Planning and Development Council	Norman L. Kirkham	304-431-7225
Region II: Planning and Development Council	Michele T. Craig	304-529-3357
Region III Planning and Development Council	John Romano	304-744-4258
Region IV: Planning and Development Council	W.D. Smith	304-872-4970
Region V: Mid-Ohio Valley Regional Council	James P. Mylott	304-422-4993
Region VI: Planning and Development Council	James L. Hall	304-366-5693
Region VII: Planning and Development Council	Rosemary Vagner	304-472-6564
Region VIII: Planning and Development Council	Kenneth W. Dyche	304-257-2292
Region IX: Planning and Development Council	Kenneth E. Green	304-263-1743
Region X: Bel-O-Mar Regional Council and Planning Commission	William C. Phipps	304-242-1800

Wisconsin

Bay-Lake Regional Planning Commission	Martin W. Holden	920-448-2820
East Central Wisconsin Regional Planning Commission	Harlan P. Kieson	920-751-4770
Mississippi River Regional Planning Commission	Greg Flogstad	608-785-9396
North Central Wisconsin Regional Planning Commission	Dennis Lawrence	715-849-5510
Northwest Regional Planning Commission	Bruce Davis	715-635-2197
Southwestern Wisconsin Regional Planning Commission	Lawrence T. Ward	608-342-1214
West Central Wisconsin Regional Planning Commission	Jerry Chasteen	715-836-2918

Wyoming

Lincoln-Uinta Association of Governments	Mary Crosby	307-877-3984
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INDIAN TRIBE PLANNING GRANTEES

Through EDA's Partnership Planning Program, the agency provides economic development planning grants and other assistance to 59 different Indian Tribes. Through this planning assistance, EDA enables Tribal areas to develop and maintain local capacity to guide growth, coordinate development efforts, and maximize investments.

Eligible activities under this program include the preparation and maintenance of an Comprehensive Economic Development Strategy, and planning, implementation, and technical assistance services to areas within the Indian Tribes' jurisdiction.

Tribal Planning Grantee	Director	Phone
Alaska		
Bristol Bay Native Association	Terry Hoeffler	907-842-5257
Kawerak, Inc.	Loretta Bullard	907-443-4379
Tanana Chiefs Conference	Steve Ginnis	907-452-8251
Tlingit and Haida Indian Tribes of Alaska	Edward K. Thomas	907-586-1432
Arizona		
The Hopi Tribe	Fred Shupla	928-734-3243
Quechan Indian Tribe—Fort Yuma Indian Reservation	Mike Jackson, Sr.	760-572-0213
San Carlos Apache Tribe	Charlie Russell	520-475-2331
California		
California Indian Assistance Program	Ben Delaney	916-445-4727
Colorado		
Ute Mountain Ute Tribe	Troy Ralstin	970-565-6485
Florida		
Miccosukee Indians	Ron Logan	305-223-8380
Idaho		
Coeur D'Alene Tribe of Idaho	Charlotte A. Nilson	208-686-5321
Nez Perce Tribe of Idaho	Cassandra Kipp	208-843-2253

Maine

Passamaquoddy Tribe of Pleasant Point	Charles Rudelitch	207-853-2600
Penobscot Nation	Nicholas Dow	207-827-7776

Massachusetts

Wampanoag Tribe of Gay Head (Aquinnah)	Beverly M. Wright	508-645-9265
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Michigan

Inter-Tribal Council of Michigan	Sharon Teeple	906-632-6896
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Minnesota

Minnesota Chippewa Tribe	Gary S. Frazer	218-335-8581
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Mississippi

Choctaw Indians, Mississippi Band	Ivy Owen	601-650-1966
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Montana

Assiniboine and Sioux Tribes of the Fort Pack Indian Reservation	Raymond Ogle	406-768-5155
Blackfeet Tribal Business Council	Marilyn Parsons	406-338-7181
Chippewa Cree Tribe of the Rocky Boy's Reservation	Richard Small	406-395-4207
Confederated Salish and Kootenai Tribes of the Flathead Reservation	Joe Durglo	406-883-4317
Fort Belknap Indian Community	Allen Arthur Stiffarm	406-353-2205
Northern Cheyenne Tribe	Joe Little Coyote	406-477-6558

New Mexico

Pueblo of Acoma	Bernadine J. Garcia	505-552-6604
Pueblo of Zuni	Larry Sanchez	505-782-4481
Eight Northern Indian Pueblos Council	Bernie Teba	505-852-4265

New York

Seneca Nation of Indians	Shelley Lichy	716-532-4900
St. Regis Mohawk Tribal Council	Robert Delorimiere	518-358-2272

North Carolina

Eastern Band of Cherokee Indians	Susan B. Jones	828-497-4951
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North Dakota

Spirit Lake Sioux Tribe	Phillip Longie	701-766-1705
Standing Rock Sioux Tribe	Brent Kary	701-854-3698
Three Affiliated Tribes	Marian Spotted Bear	701-627-4781
Turtle Mountain Band of Chippewa Indians	Anita Blue	701-477-0470

Oklahoma

Inter-Tribal Council	Helen Christie	918-542-4486
The Chickasaw Nation	Bill Anoatubby	580-436-2603

Oregon

Confederated Tribes of Siletz Indians	Daniel Lundy	541-444-8235
Confederated Tribes of the Umatilla Indian Reservation	Deb Coswell	541-276-3873
Confederated Tribes of the Warm Springs Reservation	Mike Clements	541-533-3468

South Dakota

Cheyenne River Sioux Tribe	Kevin Meagher	605-964-4000
Lower Brule Sioux Tribe	Toni Rouillard	605-473-5566
Oglala Sioux Tribe of the Pine Ridge Reservation	Fred Brown	605-867-5771
Rosebud Sioux Tribe	John Miller	605-856-5644
Sisseton-Wahpeton Sioux Tribe	Doug Dolney	605-698-4972
Yankton Sioux Tribe	William (Sam) Weddell	605-384-5679

Washington

Affiliated Tribes of Northwest Indians Economic Development Corporation	Mark L. Ufkes	206-542-5115
Confederated Tribes of the Colville Reservation	Mary Beth Clark	509-634-2200
Lummi Nation	Clayton D. Finkbonner	360-384-1489
Makah Indian Tribe	Bud Denney	360-645-3281
Muckleshoot Indian Tribe	John Halliday	253-939-3311
Port Gamble Development Authority	Bill Smith	360-297-2646
Quileute Indian Tribe	Barbara Bocek	360-374-6163
Quinault Indian Nation	Max Stocks	360-276-8211
Skokomish Indian Tribe	Ed Binder	360-426-6936
Spokane Tribe of Indians	David Ernst	509-258-4581
The Suquamish Tribe	Wayne George	360-598-3311
Swinomish Indian Tribal Community	Charles O'Hara	360-466-3163
The Tulalip Tribes of Washington	Barrett Schmanska	360-651-4500

Wisconsin

Great Lakes Inter-Tribal Council	Jim Hawkins	715-588-3324
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Wyoming

Joint Business Council of the Wind River Reservation	Joint Charimanship	307-332-6625
Northern Arapaho Tribe	Mike Lawson	307-332-6120

REVOLVING LOAN FUNDS

Revolving Loan Funds are publicly administered development capital funds, providing debt financing for strategically targeted businesses unable to obtain adequate market financing for projects of economic benefit to an area. Revolving Loan Funds capital is replenished as loans are repaid and is then recycled into new loans. The purpose of this program is to provide economically distressed communities with a flexible and continuing source of capital that can be used with other economic development tools for encouraging private investment in the types of business activities that will contribute to long term economic stability and growth.

Organization Name	Director	Phone
Alabama		
Alabama-Tombigbee Regional Commission	John Clyde Riggs	334-682-4234
Birmingham Regional Planning Commission	Larry Watts	205-251-8139
East Alabama Regional Planning Commission	James W. (Bill) Curtis	256-237-6741
Jefferson County/City of Birmingham	Robert E. Lunsford	205-325-5761
Lee-Russell Council of Governments	Suzanne G. Burnette	334-749-5264
North Central Alabama Regional Council of Governments	C. Ronald Matthews	256-355-4515
Northwest Alabama Council of Local Governments	Keith Jones	256-389-0555
South Alabama Regional Planning Commission	Russell J. Wimberly	251-433-6541
Southeast Alabama Regional Planning and Development Comm.	W. Fred Dykes	334-794-4093
Southeast Alabama Self-Help Association	Clyde Windsor	334-727-2340
Top of Alabama Regional Council of Governments	Robert B. Culver	256-533-3330
West Alabama Planning and Development Council	Robert Lake	205-333-2990
Alaska		
Alaska Division of Investments	Greg Winegar	907-465-2510
Alaska Village Initiative	Tom Harris	907-274-5400
Kenai Peninsula Borough	Betsy Arbelovsky	907-283-3335
Tanana Chiefs Conference	Amber Whitney	907-452-8251
American Samoa		
American Samoa Department of Commerce	John P. Faumuina, Jr.	684-633-5155

Arizona

Northern Arizona Council of Governments	Kenneth J. Sweet	520-774-1895
PPEP Microbusiness and Housing Development Corporation	Frank Ballesteros	520-806-9513

Arkansas

Central Arkansas Planning and Development District	Rodney Larsen	501-374-4669
City of Malvern	Bill Scrimshire	501-332-3638
East Arkansas Planning and Development District	Richard Spelic	870-932-3957
Northwest Arkansas Economic Development District	J. Michael Norton	870-741-5404
Southeast Arkansas Economic Development District	Glenn Bell	870-536-1971
Southwest Arkansas Planning and Development District	Terry Sherwood	870-234-4030
West Central Arkansas Planning and Development District	Pat Heusel	501-525-7577
Western Arkansas Planning and Development District	John Guthrie	501-785-6361
White River Planning and Development District	Van C. Thomas	870-793-5233

California

Asian Pacific Revolving Loan Fund of Los Angeles	Dan Sieu	916-324-9538
California Trade and Commerce Agency	Glenn Stobler	916-322-1349
City of Baldwin Park Community Development Department	Melecio Picazo	626-960-4011
City of Coalinga	Dennis L. Watt	559-935-1533
City of Compton Business Assistance Center	Vladimir Jefferson	310-605-5580
City of El Centro Economic Development & Community Services	Oscar Rodriguez	760-337-4543
City of Fresno Redevelopment Agency	Beth Royer	559-498-4591
City of Hollister	William Avera	831-638-4386
City of Los Angeles Mayor's Office of Economic Development	Michael Banner	213-362-9113
City of Long Beach	Chet Yoshizaki	562-570-3853
City of Oakland	Bill Claggett	510-238-2271
City of Richmond	Janet Johnson	510-307-8140
City of San Diego Community and Economic Development	Jeff Kawar	619-533-4233
Community Development Comm. of the County of Los Angeles	Robert Swayze	323-890-7110
East Bay Conversion & Reinvestment Commission	David Wookey-Wilson	510-749-5951
Economic Development Collaborative-Ventura County	Tom Ruggles	805-384-1800
Economic Development Corporation of Tulare County	Lisa Hollingshead	559-688-6666
Fame Renaissance Corporation	Mark Whitlock	323-730-9194
Gateway Cities Council of Governments	Charles Ebner	562-866-9771
Hoopa Valley Tribe	Joyce Johnson	530-625-5565
Kings Economic Development Corporation	Steve Stone	559-583-3576

Los Angeles Community Financial Resource Center	Forescee Hogan-Rowles	213-233-1900
Merced County Department of Business Econ. Opportunities	Loretta Schlosser	209-385-7686
Monterey County Office of Economic Development	Mary Claypool	831-755-5065
Pacific Coast Regional Small Business Development Corp.	R.D. Lottie, Jr.	213-739-2999
Pasadena Development Corporation	Sandy Bourne	606-398-9971
Redwood Regional Economic Development Commission	Gregg Foster	707-445-9651
San Francisco Mayor's Office of Community Development	Albert Lerma	415-252-3156
San Joaquin County Employment & Economic Dev. Department	Fran Aguilera	209-468-3615
San Jose Office of Economic Development	Chris Coggins	408-277-4744
Southeastern Economic Development Corporation	Paula Scribner	619-527-7345
Stanislaus County Economic Development Commission	Charline O. Speck	209-521-9333
Superior California Economic Development District	Bob Nash	530-225-2760
Telacu	David Lizarraga	322-721-1655
Tri-Agency Economic Development Authority	Craig S. Bradford	707-464-2169
Tri-County Economic Development Corporation	Marc Nemanic	530-893-8732
Ventura County Chief Administrative Office	Del Tompkins	805-654-2229

Colorado

City of Aurora Small Business Development Office	Jeff Siefried	303-361-0847
City and County of Denver	Vickie Groetken	303-640-7100
Region 9 Economic Development District of Southwest Colorado	Ed Morlan	970-247-9621
San Luis Valley Development Resources Group	Michael D. Wisdom	719-589-6099
Western Colorado Business Development Corporation	Dean DiDario	970-243-5242

Connecticut

Naugatuck Valley RLF Business & Economic Dev. Directory	Diane Smith	203-805-6378
Grow Bridgeport Fund/Community Economic Dev. Fund	William C. Dorsey	203-335-1562
South Eastern Connecticut Enterprise Region	John Markowicz	860-437-4659

Delaware

Wilmington Economic Development Corp. (WEDCO)	Constance C. McCarthy	302-571-9088
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District of Columbia

Anacostia Economic Development Corporation	Albert R. Hopkins, Jr.	202-889-5100
District of Columbia Department of Housing & Community Dev.	Carlynn Fuller	202-442-7200

Florida

Apalachee Regional Planning Council	Charles D. Blume	850-674-4571
Homestead City of	Lynda Kompelien	305-247-1801
Miami Capital Development, Inc.	Juan A. Del Cerro	305-358-1025
South Florida Regional Planning Council	Carolyn A. Dekle	954-985-4416

Georgia

Albany, City of	Rudolph Goddard	229-430-5283
Atlanta, City of	Lonnie A. Saboor	404-880-4100
Central Savannah River Regional Development Center	Andy Crosson	706-210-2007
Coastal Area District Development Authority	Lawton Johnson	912-261-2500
Fulton County, Georgia	Joseph Johnson	404-730-8078
Georgia Mountains Regional Development Center	Ben Hulsey	770-538-2626
Lower Chattahoochee Regional Development Center	Patti Cullen	706-256-2910
Middle Flint Regional Development Center	Bobby Lowe	229-931-2909
Middle Georgia Regional Development Center	James C. Tonn	478-751-6160
North Georgia Regional Development Center	Barry Tarter	706-272-2300
Savannah, City of	Anne Roise	912-651-3653
South Georgia Regional Development Center	John L. Leonard	229-333-5277
Southeast Georgia Regional Development Center	Lace Futch	478-285-6097
Southwest Georgia Regional Development Center	Dan Bollinger	229-522-3552

Idaho

Bonneville County	Jeff Krantz	208-523-1026
Clearwater Economic Development Association	Ralph A. Marshall	208-746-0015
East Central Idaho Planning and Development Association	David Ogden	208-356-4524
Ida-Ore Planning and Development Association	Bob Barber	208-322-7033
Panhandle Area Council	James Deffenbaugh	208-772-0584
Region IV Development Association	Joseph Herring	208-732-5727
Southeast Idaho Council of Governments	Kathleen Lewis	208-233-4032

Illinois

Bi-State Regional Commission	Denise Bulat	309-793-6300
City of Olney	David Berry	618-395-7302
City of Peoria Department of Economic Development	David Dobson	309-494-8640
City of Rockford RLF c/o Rockford Local Development Corp.	Sanders Howse	815-987-8675
Community Investment Corporation of Decatur	Kevin Kehoe	217-423-0352
Greater Egypt Regional Planning and Development Comm.	A.S. Kirkikis	618-549-3306
Greater North Pulaski Development Corporation	Kaushik Shah	773-384-2262
Greater Wabash Regional Planning Comm.	Lisa A. Michels	618-445-3612
Henry County Revolving Loan Fund Department	Sherry Palmer	309-937-3574
Illinois and Michigan Canal Commission	Phyllis Ellin	815-588-6040

Industrial Council of Northwest Chicago	Joyce Shanahan	312-421-3941
Lawrence County Industrial Development Council	Terry L. Denison	618-943-5219
Shorebank Neighborhood Institute	James McRynolds	773-420-5170
South Central Illinois Regional Planning and Development Comm.	Fred Walker	618-548-4234
Southeastern Illinois Regional Planning and Development Comm.	Kimberly Watson	618-252-7463
Southern Five Regional Planning and Development Comm.	Lisa D. Thurston	618-634-2284
Two Rivers Regional Council of Public Officials	Larry Markway	217-224-8171
Village of Rantoul	Gary Adams	217-893-1661

Indiana

Adams County Economic Development Corporation	Michael A. Ripley	219-724-2588
City of East Chicago	Janet Cypra	219-391-8205
City of Evansville Department of Metropolitan Development	Mary Widdeman	812-426-5580
City of South Bend, Dept. of Community and Economic Dev.	Jon Hunt	219-235-9371
Community Development Corporation of Fort Wayne	Karen Goldner	219-427-1127
Elkhart Planning and Development Department	Mark Brinson	219-294-5471
Indiana Department of Commerce	Tom McKenna	317-232-8802
Northwest Indiana Regional Planning Commission	James Ranfranz	219-763-6060
Pike County Loan Administration Board	Robert Fuhrman	812-354-6451
Randolph County Community & Economic Development Found.	Rick Lopez	765-584-3266
Richmond Finance Department	Tony Foster	765-983-7211
Tell City Economic Development Commission	Janice Hackbarth	812-547-5111
Town of French Lick	Cliff Mason	812-936-4737

Iowa

Area 15 Regional Planning Commission	Ellen Foudree	641-684-6551
Black Hawk Economic Development Corporation	Steve Brustkern	319-235-9171
East Central Intergovernmental Association	Kelly Hutton Deutmeyer	563-556-4166
Mid Iowa Development Association Council of Governments	Steve Hoesel	515-576-7183
Mid Iowa Development Fund	K.C. Valsper	515-243-2000
Northwest Iowa Planning and Development Commission	Dave Horan	712-262-7225
Red Oak Industrial Foundation, Inc.	Karen Blue	712-623-2261
Region VI Planning Commission	Marty Wymore	641-752-0717
Region XII Council of Governments	Rick Hunsaker	712-792-9914
Siouxland Interstate Metropolitan Planning Council	Jim Hurm	712-279-6286
Southeast Iowa Regional Planning Commission	Brian Tapp	319-753-5107
Southern Iowa Council of Governments	Timothy Ostroski	641-782-8491
Upper Explorerland Regional Planning Commission	Tom Masey	319-864-7551

Kansas

Great Plains Development, Inc.	Patty Richardson	620-227-6406
Kansas City, Kansas United Governmental of Wyandotte...	LaVert Murray	913-573-5730
North Central Regional Planning Commission	John R. Cyr	785-738-2218
Northwest Kansas Planning and Development Commission	Randall J. Hrabec	785-421-2151
South Central Kansas Economic Development District	Bill Bolin	316-262-7035
Southeast Kansas Regional Planning Commission	Linda Weldon	620-431-0080

Kentucky

Barren River Area Development District	Dot Darby-Paschall	270-781-2381
Big Sandy Area Development District	Sandy Runyon	606-886-2374
Buffalo Trace Area Development District	Stephen Miller	606-564-6894
Cumberland Valley Area Development District	John L. Bruner II	606-864-7391
Fivco Area Development District	Sherry McDavid	606-739-5191
Gateway Area Development District	Gail K. Wright	606-674-6355
Green River Area Development District	Jiten Shah	270-926-4433
Kentucky, Commonwealth of	Jody A. Lassiter	502-573-2382
Kentucky River Area Development District	Paul Hall	606-436-3158
Lake Cumberland Area Development District	Stuart Carman	270-866-4200
Lincoln Trail Area Development District	Wendell Lawrence	270-769-2393
Louisville, City of	Randall S. McKenzie	502-574-1521
Northern Kentucky Area Development District	John Mays	859-283-1885
Pennyrile Area Development District	Dan Bozarth	270-886-9484
Purchase Area Development District	Henry G. Hodges	270-247-7171
Southern Kentucky Economic Development Corporation	Gregory Jones	606-677-6100

Louisiana

Evangeline Economic and Planning Development Commission	Layton Miller	318-233-3215
Jefferson Parish Economic Development Commission	Scott Adams	504-833-1881
New Orleans Regional Business Development Loan Corporation	William Burnell	504-524-6172
South Central Planning Development Commission	Todd Pellegrin	504-446-0514
Tri District Development Corporation	Jimmy Williams	318-487-5454

Maine

Androscoggin Valley Council of Governments	Robert J. Thompson	207-783-9186
Eastern Maine Development Corporation	David A. Cole	207-942-6389
Maine Department of Economic and Community Development	Steven H. Levesque	207-287-2656
Maine Department of Marine Resources	Sue Inches	207-624-6550
Northern Maine Development Commission	Robert Clark	207-498-8736

Maryland

Baltimore County Department of Economic Development	Robert L. Hannon	410-887-8000
Maryland Department of Business and Economic Development	David S. Iannucci	410-767-6300
Tri County Council for Western Maryland	Leanne Mazer	301-777-2158
University of Maryland Eastern Shore	Daniel Kuennen	410-651-6183

Massachusetts

City of Gloucester, Community Development Department	Dean Harrison	978-281-9781
Economic Development and Industrial Corporation of Lynn	Peter DeVeau	781-581-9399
Franklin County Community Development Corporation	John Waite	413-774-7204
Hampden County Business Development Fund	James Asselin	413-781-6900
Jobs for Fall River	Kenneth Fiola, Jr.	508-324-2620
Massachusetts Department of Economic Development	David Tibbetts	617-727-8380
Massachusetts Development and Finance Agency	Michael P. Hogan	617-451-2477
Massachusetts Technology Development Corporation	Frank Pinto	617-723-4920
Merrimack Valley Planning Commission	Gaylord Burke	978-374-0519
New Bedford Economic Development Council	Robert Luongo	508-991-3122
Southeastern Regional Planning & Economic Dev. District	Stephen Smith	508-823-1803

Michigan

Albion City Hall	E. Joe King	517-629-5535
City of Escanaba Treasurer's Office	Bob Valentine	906-789-7305
City of Flint Department of Community and Econ. Development	Alexander Thomas, Jr.	810-766-7436
City of Pontiac Economic Development Corporation	Mattie L. Lasseigne	248-857-5603
County of Berrien Economic Development Department	Charlie Johnson	616-935-0044
Detroit Economic Growth Corporation	C. Beth DunCombe	313-963-2940
Economic Development Corporation of the County of Jackson	Warren J. Cook, Jr.	517-788-4455
Marquette County Economic Development Corporation	Mike Gokey	906-226-9658
Montmorency County Economic Development Corporation	Sandy Cunningham	989-785-8000
Oceana County Economic Development Corporation	Chuck Persenaire	616-873-7141
Target Alpena 2000	Kenneth Kolasa	989-354-2666
Western Upper Peninsula Planning and Development Regional Commission	James Stingle	906-482-7205

Minnesota

Arrowhead Regional Development Commission	John R. Chell	218-722-5545
East Central Regional Development Commission	Bob Voss	320-679-4065
Fairmont Department of Community Development	Mike Humpai	507-238-9461
Headwaters Regional Development Commission	Cliff Tweedale	218-751-3108
Hennepin County Department of Training and Employment Assistance	Larry Blackstad	612-348-5859
Mid-Minnesota Development Commission	Don Winkler	320-235-8504
Northwest Regional Development Commission	Leon Heath	218-745-6733
Region 5 Development Commission	Bob Hutton	218-894-3233
Region 9 Development Commission	Reggie Edwards	507-387-5643
Southeast Minnesota Development Corporation	Terry Erickson	507-864-7557
Southwest Regional Development Commission	Jay Trusty	507-836-8547
Upper Minnesota Valley Regional Development Commission	Paul Michaelson	320-289-1981
West Central Minnesota Initiative Fund	Nancy Straw	218-739-2239

Mississippi

Central Mississippi Planning and Development District	F. Clarke Holmes	601-981-1511
East Central Planning and Development District	Bill Richardson	601-683-2007
Golden Triangle Planning and Development District	Rupert L. Johnson	662-324-7860
North Central Planning and Development District	Robert Williamson	662-283-2675
North Delta Planning and Development District	Glenn K. Brown	662-561-4100
Northeast Mississippi Planning and Development District	Don Elder	662-728-6248
South Delta Planning and Development District	William Haney, Jr.	662-378-3831
Southern Mississippi Planning and Development District	Leslie Newcomb	228-868-2311
Southwest Mississippi Planning and Development District	Wirt L. Peterson	601-446-6044
Three Rivers Planning and Development District	Vernon R. Kelly, III	662-489-2415

Missouri

Boonslick Regional Planning Commission	Steve W. Etcher	636-456-3473
Bootheel Regional Planning and Economic Development Comm.	Tyrone Thompson	573-276-2242
Green Hills Regional Planning Commission	Michael R. Johns	660-359-5636
Kansas City Economic Development Corporation	Gary Fage	816-221-0636
Lake of the Ozarks Council of Governments	Jim Dickerson	573-346-5616
Mark Twain Regional Council of Governments	Mark Fuqua	573-565-2203
Meramec Regional Planning Commission	Richard Cavender	573-265-2993
Mo-Kan Regional Council	Jean Waltemath	816-233-3144
South Central Ozarks Council of Governments	James T. Dancy	417-256-4226
Southeast Missouri Regional Planning and EDC	Thomas G. Tucker	573-547-8357
St. Louis County Economic Council	Dennis G. Coleman	314-615-7663
St. Louis Development Corporation	Patrick M. Bannister	314-622-3400

Montana

Bear Paw Development Corporation of Northern Montana	Paul C. Tuss	406-265-9226
Beartooth Resource Conservation and Development Area, Inc.	Tom Kaiserski	406-962-3914
Butte Local Development Corporation	Evan Barrett	406-723-4349
Headwaters Resource Conservation & Development Area, Inc.	Connie Daniels	406-782-7333
High Plains Development and Port Authority	Cheryl MacArthur	406-454-1934
Missoula Area Economic Development Corporation	Susan M. Wall	406-728-3337
Montana Department of Commerce, Economic Dev. Division	Ann Desch	406-444-0560
Native American Development Corporation	Linda Pease	406-259-3804

Nebraska

Nebraska Economic Development Corporation	George H. Frye	402-475-2795
Northeast Nebraska Economic Development District	Renay Robison-Scheer	402-379-1150

Nevada

City of Las Vegas	Sharon Segerblom	702-229-5276
Rural Nevada Development Corporation	Ferrel Hansen	775-289-8519
White Pine County Economic Diversification Council	Karen Rajala	775-289-3065

New Hampshire

City of Berlin City Manager's Office	Robert Theberge	603-752-7532
Pease Development Authority: Division of Ports and Harbors	Craig Wheeler	603-436-8500

New Jersey

Burlington County Department of Economic Development	George Fekete	609-265-5055
Cooperative Business Assistance Corporation	R. Michael Diemer	856-900-8181
Jersey City Economic Development Corporation	Sandra Maldonado	201-333-7797
New Jersey Economic Development Authority	Eugene Bukowski	609-984-0181
South Jersey Economic Development District	Gordon Dahl	856-765-9700

New Mexico

Carlsbad Department of Development	Lorraine Allen	505-887-6562
North Central New Mexico Economic Development District	Barbara Deaux	505-827-7313
Northwest New Mexico Council of Governments	Patricia Lundstrom	505-722-4327

New York

Bedford Stuyvesant Restoration Corporation	Bernice McRae	718-636-6924
Brooklyn Economic Development Corporation	Joan G. Bartolomeo	718-522-4600
Central New York Regional Planning and Development Board	Gary G. Hayes	315-422-8276
Empire State Development Corporation	Gary P. Ryan	212-803-3530
Erie County Industrial Development Association	Al Culliton	716-856-6525
Genesee Finger Lakes Regional Planning Council	Paul L. Howard	716-454-0190
Greater Jamaica Development Corporation	F. Carlisle Towery	718-291-0282
Lake Champlain/Lake George Regional Planning Board & EDD	Walter Young	518-668-5773
Management Development Association	Zvi Kestenbaum	718-522-5620
Mohawk Valley Economic Development District	Michael Reese	315-866-4671
New York City Economic Development Corporation	Matt Maguire	212-312-3894
New York State Department of Economic Development	David Catalfamo	518-292-5101
Long Island Development Corporation	Roslyn D. Golomacher	518-349-7800
Niagara County Industrial Development Agency	Lawrence D. Witul	716-298-8050
Regional Economic Development and Energy Corporation	Diane Lantz	607-962-3021
Seneca County Industrial Development Agency	Glenn Cooke	315-539-1725
Southern Tier West Regional Planning and Development Board	Donald Rychnowski	716-945-5301
Tier Information and Enterprise Resources	Robert Augenster	607-724-1327

North Carolina

Albermarle Commission	Kay Rose	252-426-5753
Kerr-Tar Regional Council of Governments	Neil Mallory	252-436-2040
Mid-East Commission	Timothy G. Ware	252-974-1825
Neuse River Council of Governments/ DBA Eastern Carolina Council	Joe Mckinney	252-638-3185
North Carolina Department of Commerce	Stewart Dickinson	919-733-5297
Southwestern North Carolina Planning & Economic Dev. Comm.	Bill Gibson	828-488-9211
UDI Community Development Corporation	Edward Stewart	919-544-4597
Upper Coastal Plain Council of Governments	Greg T. Godard	252-446-0411

North Dakota

Grand Forks Growth Fund	Terry Hanson	701-746-2545
Lake Agassiz Regional Development Corporation	Irvin D. Rustad	701-239-5373
Lewis and Clark Economic Development Council	Paul Rechlin	701-255-4591
North Central Planning Council	Richard Anderson	701-662-8131
Red River Regional Planning Council	Julius M. Wangler	701-352-3550
Roosevelt-Custer Regional Council for Development	Rod Landblom	701-483-1241
Souris Basin Planning Council	Greg Hagen	701-852-4988
South Central Dakota Regional Council	Eric Hoberg	701-252-8060
Tri County Regional Development Council	Mark Sovig	701-577-1358

Ohio

Ashtabula County 503 Corporation	Nancy Zangerle	440-576-9138
Buckeye Hills-Hocking Valley Regional Development District	C. Boyer Simcox	740-374-9436
City of Barberton Planning Department-- RLF c/o Barberton Community...	Larry J. Lallo	330-753-3070
City of Cleveland Department of Economic Development	Dan Rehor	216-664-3678
City of Kent Department of Community Development	Mike Weddle	330-678-8108
City of Mansfield Community Development Department	Tim Bowersock	419-755-9793
City of Norwalk	Diane Eschen	419-663-6710
City-Wide Development Corporation	Don Reynolds	937-226-0457
Community Improvement Corporation of the Steubenville, Ohio Area	Patty Gildow	740-283-2476
Fairfield County RLF	Carol Mackey	740-653-5419
Lorain Community Development Department	Douglas Rangel	440-204-2020
Mahoning Valley Economic Development Comm.	Donald French	330-759-3668
Ohio Mid-Eastern Governments Association	Donald R. Myers	740-439-4471
Ohio Valley Regional Development Commission	Jeff Spencer	740-947-2854
Scioto County Economic Development Office	Kendra Conley	740-354-5395
City of Springfield-Economic Development Department	Tom Franzen	937-324-7300
Stark Development Board Finance Corporation	Stephen Paquett	330-453-5900

Oklahoma

Central Oklahoma Economic Development District	Wayne Manley	405-273-6410
Miami Area Economic Development Service	Judee Snodderly	918-542-8405
Rural Enterprises of Oklahoma, Inc.	Tom Seth Smith	580-924-5094
South Western Oklahoma Development Association	Roy Boatner	580-226-2250
Tulsa's Port of Catoosa Facilities Authority	Robert Portiss	918-266-2291

Oregon

CCD Business Development Corporation	Wayne Luzier	541-672-6728
Mid-Columbia Economic Development District	Lee Curtis	541-296-2266
Mid-Willamette Valley Economic Development District	Ray Teasley	503-588-6177
Northeast Oregon Economic Development District	Lisa Lang	541-426-3598
Oregon Cascades West Economic Development District	William Wagner	541-924-8470
Oregon Economic Development Department	Mark Huston	503-986-0106
Portland Development Commission	Felicia Trader	503-823-3263

Pennsylvania

Allegheny County Department of Economic Development	Earl F. Hord	412-350-1000
City of Scranton Office of Economic and Community Development	Paul Colarossi	570-348-4216
Northeastern Pennsylvania Alliance	Cameron Moore	570-655-5581
Franklin County Area Development Corporation	L. Michael Ross	717-263-8282
Indiana County Center for Economic Operations	Titomas Bayuzik	724-465-3870
Lehigh University Small Business Development Center	Sandra H. Holsonback	610-758-3980
Letterkenny Industrial Development Authority	Pamela Gaudiose	717-267-8289
Moshannon Valley Economic Development Partnership	Stan LaFuria	814-342-2260
North Central Pennsylvania Regional Planning and Dev. Comm.	Ronald W. Kuleck	814-773-3162
Northeastern Pennsylvania Industrial Resource Center	William J. Desciak	570-819-8966
Northwest Pennsylvania Regional Planning and Dev. Comm.	William Steiner	814-677-4800
Pennsylvania Department of Community and Economic Dev.	Sam McCullogh	717-787-3003
Philadelphia Industrial Development Corporation	William P. Hankowsky	215-496-8160
Regional Development Funding Corporation	Steve Mehaven	412-471-1030
SEDA Council of Governments	Dennis Robinson	570-524-4491
Southern Alleghenies Planning and Development Comm.	Edward Silveti	814-949-6500
Southwestern Pennsylvania Commission	James Hassinger	412-391-5590

Puerto Rico

Caguas Department of Promotion and Economic Development	Jaime Morales	787-744-8833
Economic Development Bank For Puerto Rico	Vilma Pelot	787-641-4300
San Juan Development Council	Hector Velez Garcia	787-721-0350

Rhode Island

Cranston Economic Development	John Toic	401-461-1000
Newport Department of Planning, Zoning and Development	Michael Mallinof	401-846-9600
Providence Economic Development Corporation	John S. Palmieri	401-351-4300
Rhode Island Economic Development Corporation	James Waterman, Jr.	401-222-2601

South Carolina

BCD Council of Governments	Ronald E. Mitchum	843-529-0400
Catawba Regional Planning Council	Harold Shapiro	803-327-9041
Charleston, City of	Sharon A. Brennan	843-724-3704
Columbia, City of	Marshell Johnson	803-988-8053
Lake City, City of	Retha S. Brown	843-394-5421
Lowcountry Council of Governments	Chriswell Bickley	843-726-5536

Lower Savannah Council of Governments	Eric Thompson	803-649-7981
Pee Dee Regional Council of Governments	Johnny B. Brown	843-669-3138
Santee-Lynches Regional Council of Governments	James T. Darbey, Jr.	803-775-7381
South Carolina Jobs—Economic Development Authority	Elliott E. Franks, III	803-461-3801
Upper Savannah Council of Governments	Patricia Edmonds	864-941-8050
Waccamaw Regional Planning and Development Council	Kenneth Thompson	843-546-8502

South Dakota

Black Hills Community Development Corporation	James Doolittle	605-347-5837
First District Association of Local Governments	Dick Edenstrom	605-882-5115
Lower Brule Sioux Tribe	Toni Rouillard	605-473-5566
Northeast Council of Governments	Faye Kann	605-626-2595
Planning and Development District III	Greg Henderson	605-665-4408

Tennessee

East Tennessee Development District	Terrence J. Bobrowski	865-584-8553
First Tennessee Development District	Susan Reid	423-928-0224
Greater Nashville Regional Council	Maynard Pate	615-862-8828
Memphis Area Association of Governments	John Sicola	901-729-2871
Roane County, Tennessee	Joyce Nall	865-376-5578
South Central Tennessee Development District	Joe Max Williams	931-381-2040
Southeast Tennessee Development District	Joe Guthrie	423-266-5781
Southwest Tennessee Development District	Evelyn C. Robertson, Jr.	731-668-7112
Upper Cumberland Development District	Wendy Askins	931-432-4111

Texas

Brazos Valley Council of Governments	Tom Wilkinson	979-775-4244
CEN-TEX Certified Development Corporation	Rosa Rios Valdez	512-469-6852
Central Texas Economic Development District	Anna Kazanas	254-799-0258
City of Beaumont Finance and Cash Management Department	Kandy Daniel	409-880-3772
City of Fort Worth	Tom Higgins	817-871-6192
City of McAllen Division of Community Development	Brent Branham	956-972-7000
City of San Antonio Economic Development Department	Ramiro Cavazos	210-207-8093
El Paso Department of Economic Development	Roberto Franco	915-533-4284
Lower Rio Grande Valley Development Council	Kenneth N. Jones, Jr.	956-682-3481
Northeast Texas Economic Development District	L. D. Williamson	903-832-8636
Panhandle Regional Planning Comm.	Gary Pitner	806-372-3381
South Plains Association of Governments	Jerry D. Casstevens	806-762-8721
South Texas Development Council	Armando Garza, Jr.	210-722-3995
Tyler Economic Development Council	Thomas G. Mullins	903-593-2004

Utah

Commission for Economic Development in Orem	Jason Pocock	801-226-1521
Five County Association of Governments	John Williams	435-673-3548
Six County Economic Development District	Russell Cowley	435-896-9222
Southeastern Utah Economic Development District	William D. Howell	435-637-5444
UTFC Community Development Corporation	Steve Grizzell	801-741-4200
Uintah Basin Economic Development District	Laurie Brummond	435-722-4518

Vermont

CT River Development Corporation	Winthrop Townsend	802-674-9202
Economic Development Council of Northern Vermont	Connie Stanley-Little	802-524-4546
EDC Fund Southwest Vermont	Joseph Giancola	802-773-6251
EDC Northern Vermont	Connie Stanley-Little	802-524-4546

Virgin Islands

Economic Development Authority	Lauritz Mills	340-714-1700
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Virginia

Crater Planning District Commission	Dennis Morris	804-861-1666
Cumberland Plateau Planning District Commission	Andrew Chafin	276-889-1778
Lynchburg Department of Economic Development	G. Edward Miller	434-847-1732
Mount Rogers Planning District Commission	Thomas G. Taylor	276-783-5103
Newport News Planning and Development Department	Tricia Wilson	757-926-8428
Norfolk Redevelopment and Housing Authority	John Kownack	757-623-1111
Richmond Industrial Development Authority	Larry Haines	804-521-4001
Southside Planning District Commission	Joyce French	434-447-7101
Southwest Virginia Community Development Fund	Stanley Hale	540-344-6244
Virginia Small Business Financing Authority	Scott E. Parsons	804-371-8254

Washington

Affiliated Tribes of Northwest Indians EDC	Mark L. Urkes	206-542-5115
Benton-Franklin Council of Governments	Gwen Rasmussen	509-943-9185
City of Tacoma Planning and Development Services Department	Judi Wilkerson	253-591-5208
Development Bank Of American Samoa	Vaivao L. Etelagi	684-633-4031
Quest For Economic Development	Terry Johnson	509-663-5711
The Lending Network	Tani K. Allen-Gunn	360-748-0114
Tri-County Economic Development District	Martin E. Wold	509-684-4571
Washington Association of Minority Entrepreneurs	Luz Bazan Gutierrez	509-453-5133
Washington State Dept. of Community, Trade & Economic Dev.	Ken Spain	360-725-4044

West Virginia

Marshall University Revolving Loan Fund	Edna McClain	304-696-6789
Ohio Valley Industrial Business Development Corporation	Don Rigby	304-232-7722
Region I Planning and Development Council	Norman L. Kirkham	304-431-7225
Region V: Mid-Ohio Valley Regional Council	James P. Mylott	304-422-4993
Region VI: Planning and Development Council	James L. Hall	304-366-5693
Region VIII: Planning and Development Council	Kenneth W. Dyche	304-257-2448
Taylor County Development Authority	Nancy Fowler	304-265-1401
West Virginia Economic Development Authority	David Warner	304-558-3650

Wisconsin

City of Milwaukee Economic Development Corporation	Patrick Walsh	414-286-5810
Mississippi River Regional Planning Commission	Greg Flogstad	608-785-9396
Northwest Regional Planning Commission	Bruce Davis	715-635-2197
Oconto County Economic Development Corporation	Bruce W. Mommaerts	920-834-6969
Racine County Economic Development Corporation	Gordon Kacala	262-638-0234
Southwestern Wisconsin Regional Planning Commission	Lawrence T. Ward	608-342-1214
West Central Wisconsin Regional Planning Commission	Jerry Chasteen	715-836-2918

Wyoming

Lincoln-Uinta Association of Governments	Mary Crosby	307-877-3984
Yellowstone Development District	John A. Topper	307-586-0178

EDA University Centers

EDA funds sixty-nine universities under the EDA University Center Program. Institutions of higher education have numerous resources (faculty, students, laboratories, and computers) that can be used to support and foster economic development.

The EDA University Center Program assists colleges and universities in using their own and other resources to address the economic development problems and opportunities of their service areas. Activities funded under the program focus on providing technical assistance to clients outside the sponsoring institution.

University	Director	Phone
Alabama		
Auburn	University Henry Burdg	344-844-4659
University of Alabama	Nisa Miranda	205-348-7058
Alaska		
University of Alaska	Annette Johnson	907-786-5444
Arizona		
University of Arizona	Lay James Gibson	520-621-7899
Arkansas		
Arkansas State University	Jerry L. Smith	870-910-8180
University of Arkansas	John Shelnett	501-569-8542
California		
California State University	Dan Ripke	530-898-4598
Fresno City College	Candy Hansen	209-323-4688
University of Southern California	Leonard Mitchell	213-740-1487
Colorado		
University of Colorado	Gary Horuath	303-492-8395

Florida

University of Florida	David Day	352-392-8929
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Georgia

Clark Atlanta University	Marcellus Jackson	404-880-6089
Georgia Institute of Technology	Marcellus Jackson	404-880-6089
Georgia Institute of Technology	Ed Lindsey	912-634-4860

Hawaii

University of Hawaii at Manoa	Dr. Failautusi Avergalio	808-956-6286
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Idaho

Boise State University	Gary W. Thompson	202-426-3689
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Illinois

University of Illinois at Chicago	Nek Theodore	312-996-8378
Western Illinois University	Dr. Norman Walzer	309-298-1031

Indiana

Indiana University	Michael McRobbie	812-855-5752
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Iowa

Iowa State University	Ron Cox	515-294-0932
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Kansas

Kansas State University	Carol Peak-Gould	785-532-6868
University of Kansas	Genna M. Hurd	785-864-4618

Kentucky

Eastern Kentucky University	Cheryl Stone	859-622-2334
Western Kentucky University	Lynn Minton	270-745-1900

Louisiana

University of New Orleans	Ivan Miestchovich	504-280-6663
Xavier University	Earl Hendersen	504-304-3316

Maine

University of Southern Maine	Bruce H. Andrews	207-780-4185
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Maryland

Morgan State University	Levi Lipscomb	443-885-4312
University of Maryland Eastern Shore	Daniel S. Kuennen	410-651-6183

Massachusetts

University of Massachusetts	John R. Mullin	413-545-6636
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Michigan

Michigan State University	Rex LaMore	517-353-9555
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Mississippi

Valley State University	Robert Moore	662-254-3462
University of Southern Mississippi	Mark Goodman	601-226-6067

Missouri

University of Missouri: University Outreach & Ext.	Dr. Richard (Steve) Wyatt	573-882-4321
University of Missouri: Business & Industry Program	Frank Seibert	573-882-7096

Montana

Montana State University	Steve Holland	406-994-3876
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Nebraska

University of Nebraska	Jeff Wilson	402-472-5604
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Nevada

University of Nevada, Reno	Thomas R. Harris	775-784-1681
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New Hampshire

University of New Hampshire	Janice Kitchen	603-227-0417
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New Jersey

Rutgers University, Newark	Eugene Slowinski	973-353-5890
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New Mexico

Eastern New Mexico University	Robert Rhoder	505-624-7336
New Mexico State University	Kevin Boberg	505-646-1334

New York

Cornell University	David Howe	604-255-2170
Plattsburgh State University	Howard Lowe	518-564-2214

North Carolina

Western Carolina University	Joy Denton	828-227-3859
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North Dakota

North Dakota State University	Kathy Tweeten	701-328-9718
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Ohio

Bowling Green State University	Beth Walter Honadle	419-372-8710
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Cleveland State University	Ziona Austraiian	216-687-3988
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Oklahoma

University of Oklahoma	Francine M. Gissy	405-325-7331
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Oregon

Eastern Oregon University	Vacant	541-962-3103
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Pennsylvania

Pennsylvania State University	Jack Gido	814-865-0427
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Puerto Rico

University of Puerto Rico	Jose Vega-Torres	787-834-2566
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South Carolina

Benedict College	Dr. Ruby Watts	803-253-5112
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South Dakota

South Dakota State University	Kent Rufer	605-688-4184
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Tennessee

The University of Memphis	Luchy Burrell	901-678-2056
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Texas

Texas Tech University	Robert McComb	806-742-2466
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University of Texas at Arlington	Sherman Wyman	817-272-3359
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University of Texas at San Antonio	Ernest Gerlach	210-458-2479
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University of Texas of the Permian Basin	Troy Williamson	915-552-2430
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University of Texas-Pan American	Bret Mann	956-381-3361
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Virginia

Hampton University	James Peterson	757-727-5572
Virginia Polytechnic Institute	Ted Settle	540-231-9946

Washington

Washington State University	Jerman Rose	509-335-5051
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West Virginia

Marshall University	Edna McClain	304-696-6789
West Virginia University Institute of Technology	Dr. D. Anne Cavalier	304-442-3049

Wisconsin

University of Wisconsin	Marc Levine	414-229-6155
University of Wisconsin-Stout	Joe Benkowski	715-232-5023

Trade Adjustment Assistance Centers

(Note: There is a general Web site, www.taacenters.org, which provides information on all the TAACs. If the TAAC has its own Web site, the URL is listed.)

Great Lakes TAAC: IN, MI, OH

Scott Jacobs
 Director, GLTAAC
 University of Michigan
 Carver Building, Third Floor
 506 East Liberty Street
 Ann Arbor, MI 48104
 Phone: 734-998-6213
 Fax: 734-998-6224
 E-Mail: gltaac@umich.edu
 Web site: www.gltaac.org

Mid-America TAAC: KS, AR, MO

Theresa Hauk
 Interim Director, MAMTAAC
 University of Missouri at Kansas City
 664 S.E. Bayberry Lane, Suite 101
 Lee's Summit, MO 64063
 Phone: 816-246-1555
 Fax: 816-246-9860
 E-mail: mid-amer@taacenters.org
 Web site: www.taacenters.org

MidAtlantic TAAC: DC, DE, MD, PA, VA, WV

William Bujalos
 Director, MATAAC
 1730 Walton Road, Suite 204
 Blue Bell, PA 19422
 Phone: 610-825-7819
 Fax: 610-825-7708
 E-mail: general@mataaac.org
 Web site: www.taacenters.org

Midwest TAAC: IA, IL, MN, WI

Howard Yefsky
 Director, MWTAAC
 Applied Strategies International, Ltd.
 150 North Wacker Drive, Suite 2240
 Chicago, IL 312-368-4600
 Fax: 312-368-9043
 E-mail: info@appliedstrategiesintl.com
 Web site: www.taacenters.org

New England TAAC: CT, MA, ME, NH, RI, VT

Richard McLaughlin
 Director, NETAAC
 New England Trade Adjustment Assistance Center, Inc.
 600 Suffolk Street, Fifth Floor North
 Lowell, MA 01854
 Phone: 978-446-9870
 Fax: 978-446-9820
 E-mail: info@netaac.org
 Web site: www.netaac.org

New Jersey TAAC: NJ

John Walsh
 Director, NJTAAC
 New Jersey Economic Development Authority
 P.O. Box 990
 Trenton, NJ 08625
 Phone: 609-292-0360
 Fax: 609-292-6164
 E-mail: taac@njeda.com
 Web site: www.njeda.com

New York State TAAC: NY

Louis McKeage

Director, NYStateTAAC
State University of New York
117 Hawley Street, Suite 102
Binghamton, NY 13901

Phone: 607-771-0875

Fax: 607-724-2404

E-mail: lmckeage@binghamton.edu

Web site: www.nystaac.org

Southwest TAAC: LA, OK, TX

Robert Velasquez

Director, SWTAAC
University of Texas at San Antonio
145 Duncan Drive, Suite 200
San Antonio, TX 78226

Phone: 210-458-2490

Fax: 210-458-2491

E-mail: swtaac@utsa.edu

Web site: www.swtaac.org

Northwest TAAC: AK, ID, MT, OR, WA

Gary Kuhar

Director, NWTAAAC
Trade Task Group
1200 Westlake Avenue, North, Suite802
Seattle, WA 98109

Phone: 206-622-2730

Fax: 206-622-1105

E-mail: admin@nwtaac.org

Web site: www.taacenters.org

Western TAAC: AZ, CA, HI, NV

David Holbert

Director, WTAAC
University of Southern California
3716 South Hope Street, Suite 200
Los Angeles, CA 90008

Phone: 213-743-2732

Fax: 213-746-8722

E-mail: wtaac@usc.edu

Web site: www.usc.edu/dept/engineering/wtaac

Rocky Mountain TAAC: CO, NE, ND, NM, SD, UT, WY

Edvard Hag

Director, RMTAAC
University of Colorado
5353 Manhattan Circle, Suite 200
Boulder, CO 80303

Phone: 303-499-8222

Fax: 303-499-8298

E-mail: evardh@aol.com

Web site: www.taacenter.org

Southeastern TAAC: AL, FL, GA, KY, MS, NC, SC, TN

Paul Lewis

Director, SETAAC
Georgia Institute of Technology
Room 145, O'Keefe Building
151 Sixth Street
Atlanta, GA 30332

Phone: 404-894-3858

Fax: 404-894-0291

E-mail: paul.lewis@edi.gatech.edu

Web site: www.setaac.org

V. State-by-State Investment Information

**American Jobs
American Values**



Provided by Equal Opportunity Employers
In Partnership with the

U.S. DEPARTMENT OF COMMERCE
Economic Development Administration
and the City of Mathis

Creating Higher Skill, Higher Wage Job Opportunities in Your Community
George W. Bush
President of the United States of America

CLUSTER DEVELOPMENT ★ INNOVATION ★ FAITH-BASED ENTREPRENEURSHIP ★ ECO-INDUSTRIAL DEVELOPMENT ★ BROWNFIELDS REDEVELOPMENT ★ INFRASTRUCTURE

INNOVATION ★ FAITH-BASED ENTREPRENEURSHIP ★ ECO-INDUSTRIAL DEVELOPMENT ★ BROWNFIELDS REDEVELOPMENT ★ INFRASTRUCTURE ★ CLUSTER DEVELOPMENT ★ INNOVATION ★ FAITH-BASED ENTREPRENEURSHIP ★ ECO-INDUSTRIAL DEVELOPMENT ★ BROWNFIELDS REDEVELOPMENT ★ INFRASTRUCTURE



CITY OF ROCHELLE

VINELAND INDUSTRIAL PARK

TO LEARN MORE ABOUT THE CITY OF ROCHELLE'S ECONOMIC DEVELOPMENT PROGRAMS, CONTACT US AT 256-228-7777 OR VISIT OUR WEBSITE AT WWW.ROCHELLEGA.COM

Fiscal Year End September 30, 2002

Summary of EDA Approved Investments by State by Program (\$000)

State	Public Works		Technical Assistance		Planning Grants		Economic Adjustment		Disaster Assistance		Research Grants		State Totals	
	#	Amt	#	Amt	#	Amt	#	Amt	#	Amt	#	Amt	#	Amt
Alabama	7	6,347	3	230	13	834	3	115	0	0	0	0	26	7,526
Alaska	2	5,432	2	149	7	407	5	5,625	0	0	0	0	16	11,612
Arizona	2	2,770	1	110	7	393	2	269	0	0	0	0	12	3,542
Arkansas	4	7,200	1	100	8	1,200	2	1,750	0	0	0	0	15	10,250
California	8	19,601	4	365	9	805	10	5,425	0	0	0	0	31	26,196
Colorado	3	2,735	2	103	6	331	0	0	0	0	0	0	11	3,169
Connecticut	0	0	0	0	2	90	2	210	0	0	0	0	4	300
District of Columbia	0	0	2	210	0	0	0	0	0	0	0	0	2	210
Florida	6	6,707	2	105	10	517	2	3,400	0	0	0	0	20	10,729
Georgia	4	3,605	3	245	17	881	1	35	0	0	0	0	25	4,767
Guam	1	1,200	0	0	0	0	0	0	0	0	0	0	1	1,200
Hawaii	1	3,000	2	255	1	76	1	788	0	0	0	0	5	4,119
Idaho	4	7,730	1	110	8	410	2	410	0	0	0	0	15	8,660
Illinois	5	5,775	5	298	10	589	1	2,300	0	0	0	0	21	8,962
Indiana	2	2,519	2	115	10	601	1	422	0	0	0	0	15	3,656
Iowa	2	2,338	1	85	12	583	0	0	0	0	0	0	15	3,006
Kansas	3	4,700	2	120	5	258	0	0	0	0	0	0	10	5,078
Kentucky	3	4,000	4	234	1	728	4	3,800	0	0	0	0	12	8,762
Louisiana	3	2,600	3	400	1	51	0	0	0	0	0	0	7	3,051
Maine	4	4,910	1	99	7	395	2	113	0	0	0	0	14	5,517
Maryland	2	3,400	2	207	1	31	3	1,060	0	0	0	0	8	4,698
Massachusetts	3	3,000	2	136	7	413	0	0	0	0	0	0	12	3,549
Michigan	9	11,529	2	200	15	849	0	0	0	0	0	0	26	12,578
Minnesota	5	5,595	1	100	11	705	3	1,108	0	0	0	0	20	7,509
Mississippi	5	6,465	3	270	10	530	3	225	0	0	0	0	21	7,490
Missouri	3	2,890	1	85	15	738	3	1,490	0	0	0	0	22	5,203
Montana	3	2,298	2	105	12	518	2	1,100	0	0	0	0	19	4,021
Multi Jurisdictional	0	0	21	10,521	0	0	0	0	0	0	4	420	25	10,941
Nebraska	1	671	2	98	5	229	0	0	0	0	0	0	8	998
Nevada	3	4,457	1	110	1	77	0	0	0	0	0	0	5	4,644
New Hampshire	2	1,000	1	99	2	102	1	50	0	0	0	0	6	1,251
New Jersey	3	3,000	2	709	1	52	0	0	1	4,700	0	0	7	8,461
New Mexico	3	3,400	2	200	8	386	1	1,000	0	0	0	0	14	4,986
New York	8	12,033	3	1,083	13	825	2	1,085	0	0	0	0	26	15,026
North Carolina	9	9,215	3	200	11	581	5	2,700	0	0	0	0	28	12,695
North Dakota	3	2,324	3	175	12	557	2	1,313	0	0	0	0	20	4,369
Ohio	8	9,102	3	201	6	320	1	22	0	0	0	0	18	9,645
Oklahoma	5	5,750	2	156	5	520	1	150	0	0	0	0	13	6,576
Oregon	3	4,978	1	110	11	563	7	985	0	0	0	0	22	6,636
Pennsylvania	7	8,800	2	133	9	488	4	2,318	0	0	0	0	22	11,739
Puerto Rico	4	7,060	1	120	1	52	1	76	0	0	0	0	7	7,308
Rhode Island	1	1,000	1	15	0	0	1	40	0	0	0	0	3	1,055
South Carolina	3	3,160	2	131	10	562	2	960	0	0	0	0	17	4,813
South Dakota	2	944	1	75	11	496	1	50	0	0	0	0	15	1,565
Tennessee	7	6,602	1	100	10	552	3	1,081	0	0	0	0	21	8,335
Texas	15	17,450	3	350	21	1,221	3	1,845	0	0	0	0	42	20,866
Utah	2	2,500	1	75	8	386	0	0	0	0	0	0	11	2,961
Vermont	1	1,200	0	0	1	52	2	1,060	0	0	0	0	4	2,312
Virgin Islands	1	285	1	41	1	42	0	0	0	0	0	0	3	368
Virginia	6	8,400	3	507	14	685	2	65	7	2,000	0	0	32	11,657
Washington	1	1,601	3	147	22	1,162	3	850	0	0	0	0	29	3,761
West Virginia	2	1,912	2	207	10	519	3	2,400	0	0	0	0	17	5,038
Wisconsin	6	5,767	3	231	8	481	3	117	0	0	0	0	20	6,596
Wyoming	1	260	1	80	3	118	0	0	0	0	0	0	5	458
Totals:	201	251,216	123	20,310	409	23,960	100	47,809	8	6,700	4	420	845	350,415

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
ALABAMA				
04830461702	Birmingham RPC	Birmingham	Econ Dev District Planning	52
04830485101	South Central AL Dev Com	Multi City	Econ Dev District Planning	52
048305079	AL Tombigbee Reg Comm	Multi City	Econ Dev District Planning	87
04830467302	Top of AL Reg CoG	Multi City	Econ Dev District Planning	52
04830470202	South Alabama RPC	Multi City	Econ Dev District Planning	52
04830467402	East AL Plg & Dev Comm	Multi City	Econ Dev District Planning	52
04830467802	N Central AL CoG	Multi City	Econ Dev District Planning	52
048305078	Southeast AL RPDC	Multi City	Econ Dev District Planning	52
04830491801	West Alabama EDD	Multi City	Econ Dev District Planning	52
048805037	AL Assn of Reg Cncls	Montgomery	State Planning	150
048805164	West Alabama	Northport	State Planning	100
048805161	NACOLG	Muscle Shoals	State Planning	25
048605103	Lowndes Cnty Comm	Lowndesboro	Substate Planning	56
040104887	Pinckard, Town of	Pinckard	Public Works	586
040105104	Opelika, City of	Opelika	Public Works	1,500
040104988	George Wallace Comm Coll	Dothan	Public Works	1,200
040105074	Steele Alabama	Steele	Public Works	662
040105086	Shoals Entrepreneurial	Florence	Public Works	630
040105098	Goshen	Goshen	Public Works	1,000
040105111	Utilities Bd/Union Sprng	Union Springs	Public Works	769
046904994	South Alabama RPC	Mobile	Econ Adjust Strategy	20
046905028	Muscle Shoals	Muscle Shoals	Econ Adjust Strategy	50
046905043	Northwest Alabama CoG	Muscle Shoals	Econ Adjust Strategy	45
040604992	Reg Plng Comm o Gr B'ham	Multi City	Technical Assistance	30
04660467102	Auburn University	Auburn	University Center Assistance	100
046605073	University of AL CED	Tuscaloosa	University Center Assistance	100
ALASKA				
078305273	SW Alaska Municipal Conf	Anchorage	Econ Dev District Planning	59
078305283	Kenai Peninsula Bor EDD	Kenai	Econ Dev District Planning	59
078405172	Tanana Chiefs Conference	Fairbanks	Indian District Planning	59
078405171	Tlingit-Haida Tribes	Juneau	Indian District Planning	53
078405249	Bristol Bay Native Assn	Dillingham	Indian District Planning	59
078405260	Kawerak Inc.	Nome	Indian District Planning	59
078405296	Assn of Vil Cncl Presdnt	Bethel	Indian District Planning	59
070105250	Valdez Fisheries Dev	Valdez	Public Works	432
070105278	Alaska ID & EA	Anchorage	Public Works	5,000
074905241	Adak Reuse Corporation	Anchorage	Defense Conversion	950
077905180	Bristol Bay Native Assn	Dillingham	Econ Adjust Implementation	100
077905301	Sitka School Dist.	Sitka	Econ Adjust Implementation	2,075
077905302	Petersburg, City of	Petersburg	Econ Adjust Implementation	2,350
076905176	Alaska, State of	Anchorage	Econ Adjust Strategy	150
070605177	ALMA	Kodiak	Technical Assistance	39
076605220	Alaska, Univ of	Multi City	University Center Assistance	110
ARIZONA				
078305259	Southeast Arizona EDD	Multi City	Econ Dev District Planning	60

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
ARIZONA				
078305193	Central AZ Assoc of Govt	Multi City	Econ Dev District Planning	57
078305279	Northern Arizona CoG	Multi City	Econ Dev District Planning	57
078405209	San Carlos Apache Tribe	San Carlos	Indian District Planning	61
078405277	Hopi Tribe	Kykotsmovi Village	Indian District Planning	61
078405221	Quechan Indian Tribe	Yuma	Indian District Planning	35
078705298	South Tucson, City of	South Tucson	Urban Planning	62
070105105	Yavapai-Apache Nation	Camp Verde	Public Works	2,070
070105113	Page, City of	Page	Public Works	700
077905310	White Mountain Apache	Whiteriver	Econ Adjust Implementation	169
076905308	Northern Arizona CoG	Holbrook	Econ Adjust Strategy	100
076605284	Arizona, University of	Tucson	University Center Assistance	110
ARKANSAS				
088303676	Central AR PDD	Multi City	Econ Dev District Planning	150
088303687	White River PDD	Multi City	Econ Dev District Planning	150
088303690	Western Arkansas PDD	Multi City	Econ Dev District Planning	150
088303689	W Central AR PDD	Multi City	Econ Dev District Planning	150
088303688	SW Arkansas PDD	Multi City	Econ Dev District Planning	150
088303686	SE AR EDD	Multi City	Econ Dev District Planning	150
088303685	NW AR EDD	Multi City	Econ Dev District Planning	150
088303677	East Arkansas PDD	Multi City	Econ Dev District Planning	150
080103665	Westark College	Fort Smith	Public Works	1,450
080103675	Helena/Phillips Co Prt A	Helena	Public Works	1,250
080103751	Mid-South Comm College	West Memphis	Public Works	1,500
080103752	LRPA	Little Rock	Public Works	3,000
087903754	Univ AR at Pine Bluff	Pine Bluff	Econ Adjust Implementation	1,500
086903663	Univ of Arkansas Med Sci	Little Rock	Econ Adjust Strategy	250
086603729	Arkansas State Univ	Jonesboro	University Center Assistance	100
CALIFORNIA				
078505288	Imperial, County of	El Centro	Area Planning	60
078305287	Central Sierra EDD	Sonora	Econ Dev District Planning	56
078305167	Superior CA Econ Dev Dis	Redding	Econ Dev District Planning	60
078305188	Sierra EDD	Auburn	Econ Dev District Planning	76
078305255	Tri-County Econ Dev Corp	Multi City	Econ Dev District Planning	67
078405170	CA Indian Assistance Prg	Sacramento	Indian District Planning	100
078605300	Yuba Sutter Econ Dev Cor	Yuba City	Substate Planning	50
078705256	Inglewood	Inglewood	Urban Planning	175
078705295	Long Beach, City of	Long Beach	Urban Planning	161
070105132	Colton City of	Colton	Public Works	1,000
070105253	Oakland Base Reuse Auth	Oakland	Public Works	2,400
070105189	Artesia, City of	Artesia	Public Works	1,400
070105242	La Habra	La Habra	Public Works	2,000
070105237	Avenal	Avenal	Public Works	3,136
070105226	E-Business Dev Inc	Garden Grove	Public Works	2,475
070105274	ACET	Alameda	Public Works	6,440
070105294	CHARO	Los Angeles	Public Works	750

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
CALIFORNIA				
074905304	SanBern Intern'l Airport	San Bernardino	Defense Conversion	2,375
077905152	UC Santa Cruz	Marina	Econ Adjust Implementation	125
077905186	North Fork CDC	North Fork	Econ Adjust Implementation	136
077905219	Lassen LRA	Herlong	Econ Adjust Implementation	244
077905269	San Diego, City of	San Diego	Econ Adjust Implementation	1,500
077905222	Los Angeles	Los Angeles	Econ Adjust Implementation	150
077905247	Superior CA Econ Dev Dis	Redding	Econ Adjust Implementation	75
077905289	Operation Hope	Los Angeles	Econ Adjust Implementation	600
076905225	San Diego State UV Found	Calexico	Econ Adjust Strategy	150
070605236	San Diego County	San Diego	Technical Assistance	50
070605268	Desert Hot Springs	Desert Hot Springs	Technical Assistance	55
076605205	CA State Univ Chico	Chico	University Center Assistance	110
076605217	University Southern Cal	Los Angeles	University Center Assistance	110
076605257	State Ctr Cmty Coll Dist	Clovis	University Center Assistance	110
COLORADO				
05830640302	San Luis Valley DRG	Alamosa	Econ Dev District Planning	52
05830640202	Region 10 League EAP	Montrose	Econ Dev District Planning	51
05830640102	Region 9 EDD of SW CO	Durango	Econ Dev District Planning	51
05830640402	Southern Colorado EDD	Pueblo	Econ Dev District Planning	53
05840640502	Ute Mountain Ute Tribe	Towaoc	Indian District Planning	40
05870336501	Colorado State Univ	Fort Collins	Urban Planning	84
050103710	NEWSED	Denver	Public Works	1,000
050103665	Ute Mountain Ute Tribe	Towaoc	Public Works	900
050103709	San Luis Town of	San Luis	Public Works	835
050603800	Gunnison County	Gunnison	Technical Assistance	23
05660655102	University of Colorado	Boulder	University Center Assistance	80
CONNECTICUT				
018607692	Naugatuck Valley Dev Cor	Waterbury	Substate Planning	50
018607686	CCRPA	Bristol	Substate Planning	40
017907714	New Britain City of	New Britain	Econ Adjust Implementation	180
016907679	Ansonia City of	Ansonia	Econ Adjust Strategy	30
DISTRICT OF COLUMBIA				
010607643	International ED Council	Washington	Technical Assistance	35
010607749	NADORF	Multi City	Technical Assistance	175
FLORIDA				
04830463202	Apalachee Reg Plng Cncl	Multi City	Econ Dev District Planning	52
048305059	Withlacoochee RPC	Multi City	Econ Dev District Planning	52
04830490201	South Florida RPC	Multi City	Econ Dev District Planning	90
04830468302	West FL Reg Plng Council	Multi City	Econ Dev District Planning	52
048305058	Treasure Coast RPC	Multi City	Econ Dev District Planning	52
048305057	Southwest FL Reg PL Cncl	Multi City	Econ Dev District Planning	52
04830464002	N Central FL Reg PL Cncl	Multi City	Econ Dev District Planning	52
04830493401	Central FL Reg Plng	Multi City	Econ Dev District Planning	52
048705085	Graceville City of	Graceville	Urban Planning	13
048705091	West Palm Beach City of	West Palm Beach	Urban Planning	51

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
FLORIDA				
040104984	Town of Altha	Altha	Public Works	324
040104987	Fresh Ministries	Jacksonville	Public Works	850
040104990	CFCC	Ocala	Public Works	1,283
040104989	Opa-Locka CDC	Miami	Public Works	1,000
040105036	Okaloosa County	Crestview	Public Works	1,750
040105100	Miami-Dade County	Miami	Public Works	1,500
044905159	Jacksonville City of	Jacksonville	Defense Conversion	1,900
047905038	City of Madison	Madison	Econ Adjust Implementation	1,500
040605075	Florida A&M University	Multi City	Technical Assistance	20
046605149	University of Fla OTC	Multi City	University Center Assistance	85
GEORGIA				
04830459002	South Georgia RDC	Multi City	Econ Dev District Planning	52
04830476601	Middle Flint RDC	Multi City	Econ Dev District Planning	52
048305060	Central Savannah Rvr RDC	Multi City	Econ Dev District Planning	52
04830493301	Chattahoochee-Flint RDC	Multi City	Econ Dev District Planning	52
048304995	Lower Chattahoochee RDC	Multi City	Econ Dev District Planning	52
048305066	North GA RDC	Multi City	Econ Dev District Planning	52
04830463002	McIntosh Trail RDC	Multi City	Econ Dev District Planning	52
04830484301	GA Mountains RDC	Multi City	Econ Dev District Planning	52
048305063	Heart of Ga-Altamaha RDC	Multi City	Econ Dev District Planning	52
04830468903	Coastal GA RDC	Multi City	Econ Dev District Planning	52
04830478501	Southwest GA RDC	Multi City	Econ Dev District Planning	52
04830460202	Southeast GA RDC	Multi City	Econ Dev District Planning	52
04830484401	Coosa Valley RDC	Multi City	Econ Dev District Planning	52
04830462302	Middle GA RDC	Multi City	Econ Dev District Planning	78
04830484201	Northeast GA RDC	Multi City	Econ Dev District Planning	52
048605102	ARC	Multi City	Substate Planning	50
048605130	Coosa Valley RDC	Multi City	Substate Planning	25
040104977	Lenox, Town of	Lenox	Public Works	1,125
040105045	Ludowici	Ludowici	Public Works	940
040105147	Riceboro City of	Riceboro	Public Works	870
040105145	Ashburn, City of	Ashburn	Public Works	670
046905157	Fannin County	Blue Ridge	Econ Adjust Strategy	35
040605039	Natl Conf Blk Mayors	Atlanta	Technical Assistance	50
04660487001	Clark Atlanta University	Atlanta	University Center Assistance	90
04660487901	Georgia Inst of Tech	Atlanta	University Center Assistance	105
GUAM				
070105196	Guam	Piti	Public Works	1,200
HAWAII				
078505276	Pacific Basin Dev Cncl	Honolulu	Area Planning	76
070105270	Research Corp of U of HI	Honolulu	Public Works	3,000
077905244	Hawaii VCB	Honolulu	Econ Adjust Implementation	788
070605267	Hawaii Pro Bono	Honolulu	Technical Assistance	40
076605234	Hawaii, University of	Honolulu	University Center Assistance	215

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
IDAHO				
078305194	Ida-Ore Plan & Dev Assn	Multi City	Econ Dev District Planning	67
078305229	Clearwater Econ Dev Assn	Multi City	Econ Dev District Planning	53
078305231	Region IV Dev Assn Inc	Multi City	Econ Dev District Planning	53
078305202	Southeast Idaho CoG	Multi City	Econ Dev District Planning	56
078305200	Panhandle Area Council	Multi City	Econ Dev District Planning	60
078305230	East-Central P&D Assn.	Multi City	Econ Dev District Planning	60
078405174	Coeur D'Alene Tribe	Plummer	Indian District Planning	31
078405282	Nez Perce Tribe of Idaho	Lapwai	Indian District Planning	30
070105111	Mackay, City of	Mackay	Public Works	960
070105181	St. Anthony	St. Anthony	Public Works	770
070105185	Hispanic Cultural Center	Nampa	Public Works	2,500
070105223	East. ID Tech. College	Idaho Falls	Public Works	3,500
077905161	University of Idaho	Moscow	Econ Adjust Implementation	210
076905266	Caldwell, City of	Caldwell	Econ Adjust Strategy	200
076605245	Boise State University	Boise	University Center Assistance	110
ILLINOIS				
068304702	BI State Regional Comm	Multi City	Econ Dev District Planning	52
068304644	Southern Five RPDDC	Multi City	Econ Dev District Planning	56
068304684	Greater Wabash RPC	Multi City	Econ Dev District Planning	52
068304706	Two Rivers Reg Cncl PO	Multi City	Econ Dev District Planning	55
068304675	South Central IL RPDC	Multi City	Econ Dev District Planning	56
068304665	Southwestern IL Metr RPC	Multi City	Econ Dev District Planning	53
068304705	Greater Egypt RPDC	Multi City	Econ Dev District Planning	57
068304714	Southeastern IL RPDC	Harrisburg	Econ Dev District Planning	56
068304700	Blackhawk Hills RC&D	Multi City	Econ Dev District Planning	52
068604744	Greater Egypt RPDC	Multi City	Substate Planning	100
060104633	Saline Valley Consv Dist	Eldorado	Public Works	649
060104630	Tri-City Reg Port Dist	Granite City	Public Works	1,148
060204663	Grayville City of	Grayville	Public Works	1,868
060104699	Pulaski County	Mound City	Public Works	710
060104734	Benton City of	Benton	Public Works	1,400
067904750	Centralia City of	Centralia	Econ Adjust Implementation	2,300
060604631	Western Illinois Univ	Macomb	Technical Assistance	20
060604662	NADORF	Chicago	Technical Assistance	34
060604697	Western Illinois Univ	Macomb	Technical Assistance	45
066604707	Western Illinois Univ	Multi City	University Center Assistance	100
066604747	University of Illinois	Multi City	University Center Assistance	100
INDIANA				
068304645	River Hills EDD and RPC	Multi City	Econ Dev District Planning	52
068304681	West Central Indiana EDD	Multi City	Econ Dev District Planning	53
068304712	Southern IN Dev Comm	Multi City	Econ Dev District Planning	52
068304651	Kankakee-Iroquois RPC	Multi City	Econ Dev District Planning	56
068304686	Southeastern IN RPC	Multi City	Econ Dev District Planning	52
068304688	Region 3A Dev RPC	Multi City	Econ Dev District Planning	52
068304724	Indiana 15 RPC	Multi City	Econ Dev District Planning	53

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
INDIANA				
068604653	Eastern Indiana Dev Dist	Multi City	Substate Planning	50
068604738	Michiana Area COG	Multi City	Substate Planning	48
068704718	Jennings County of	Vernon	Urban Planning	133
060104621	Vincennes City of	Vincennes	Public Works	1,233
060104696	Starke County	Knox	Public Works	1,286
067904698	Borden Town of	Borden	Econ Adjust Implementation	422
060604691	Eastern Indiana Dev Dist	Liberty	Technical Assistance	15
066604745	Indiana University	Bloomington	University Center Assistance	100
IOWA				
05830641502	Mid Iowa Dev Assn COG	Fort Dodge	Econ Dev District Planning	51
05830641102	Area XV Reg Plng Comm	Ottumwa	Econ Dev District Planning	51
05830642302	Southern Iowa COG	Creston	Econ Dev District Planning	53
05830642202	Southeast Iowa RPC	Burlington	Econ Dev District Planning	51
05830641402	Iowa Northland Reg EDC	Waterloo	Econ Dev District Planning	51
05830642102	Siouxland Interstate MPC	Sioux City	Econ Dev District Planning	52
05830641302	East Central Ingotv Assn	Dubuque	Econ Dev District Planning	52
05830641802	NW Iowa PDC	Spencer	Econ Dev District Planning	51
05830642002	Region XII COG	Carroll	Econ Dev District Planning	51
05830641702	North Iowa Area COG	Mason City	Econ Dev District Planning	51
05830642502	Upper Explorerland RPC	Postville	Econ Dev District Planning	51
058603810	IA Natural Heritage Fndt	Ottumwa	Substate Planning	18
050103718	Waterloo City of	Waterloo	Public Works	1,000
050103716	Postville City of	Postville	Public Works	1,338
05660655202	Iowa State University	Ames	University Center Assistance	85
KANSAS				
05830643602	Southeast Kansas RPC	Chanute	Econ Dev District Planning	51
05830643402	Northwest Kansas P&DC	Hill City	Econ Dev District Planning	52
05830643502	South Central Kansas EDD	Wichita	Econ Dev District Planning	53
05830643202	North Central RPC	Beloit	Econ Dev District Planning	51
05830643102	Great Plains Dev Inc	Dodge City	Econ Dev District Planning	51
050103713	Ottawa City of	Ottawa	Public Works	750
050103755	Montgomery County	Independence	Public Works	450
050103781	Sedgwick County	Wichita	Public Works	3,500
056603750	Univ of Kansas - KCRI	Lawrence	University Center Assistance	105
05660655302	Univ of Kansas - KCRI	Lawrence	University Center Assistance	15
KENTUCKY				
048305139	KY Dept of Local Govt	Multi City	Econ Dev District Planning	728
040105023	Eddyville, City of	Eddyville	Public Works	1,500
040105021	Southern KY EDC	Somerset	Public Works	1,400
040105144	Franklin, City of	Franklin	Public Works	1,100
047905040	SE Education Foundation	Cumberland	Econ Adjust Implementation	500
047905076	Jackson City of	Jackson	Econ Adjust Implementation	1,500
047905105	Harlan City of	Harlan	Econ Adjust Implementation	800
047905143	Manchester, City of	Manchester	Econ Adjust Implementation	1,000
040605084	Morehead State Universit	Multi City	Technical Assistance	20

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
KENTUCKY				
040605163	Big Sandy ADD	Multi City	Technical Assistance	24
046605089	Western Kentucky Univ	Bowling Green	University Center Assistance	90
04660469602	Eastern Kentucky Univ	Richmond	University Center Assistance	100
LOUISIANA				
088303703	Evangeline EDD	Multi City	Econ Dev District Planning	51
080103671	Shreveport City of	Shreveport	Public Works	1,000
080103740	St Mary Parish Ww #5	Centerville	Public Works	500
080103759	City of Thibodaux	Thibodaux	Public Works	1,100
080603756	Cap Area Corp Recyc Cncl	Baton Rouge	Technical Assistance	200
086603745	Xavier University of LA	New Orleans	University Center Assistance	100
086603734	Univ of New Orleans	New Orleans	University Center Assistance	100
MAINE				
018307728	Southern Maine EDD	Multi City	Econ Dev District Planning	52
018307658	Androscoggin Valley COG	Multi City	Econ Dev District Planning	60
018307659	Kennebec Valley COG	Multi City	Econ Dev District Planning	52
018307657	Northern ME Dev Comm	Multi City	Econ Dev District Planning	54
018307669	Eastern Maine Dev Dist	Multi City	Econ Dev District Planning	62
018407733	Penobscot Indian Tribe	Old Town	Indian District Planning	40
018707776	Portland City of	Portland	Urban Planning	75
010107687	Mexico Town of	Rumford	Public Works	1,300
010107673	Bangor City of	Bangor	Public Works	1,200
010107722	Calais City of	Calais	Public Works	1,000
010107786	Loring Dev Auth of Maine	Limestone	Public Works	1,410
017907731	Lincoln Town of	Lincoln	Econ Adjust Implementation	25
017907720	Southern Maine EDD	Sanford	Econ Adjust Implementation	88
016607662	Center For Bus & Rsch	Portland	University Center Assistance	99
MARYLAND				
01830760601	Tri-Cnty Cncl for W. MD	Multi City	Econ Dev District Planning	31
010107672	Garrett Co. Comm.	Oakland	Public Works	2,500
010107701	Cumberland City	Cumberland	Public Works	900
014907782	Anne Arundel County	Annapolis	Defense Conversion	950
017907717	Mt MD Entre Devel Ctr	Multi City	Econ Adjust Implementation	85
017907760	Tri-Cnty Cncl for W. MD	Multi City	Econ Adjust Implementation	25
016607674	Univ of MD Eastern Shore	Princess Anne	University Center Assistance	108
016607645	Morgan State University	Baltimore	University Center Assistance	99
MASSACHUSETTS				
018307629	Southeastern RP & EDD	Taunton	Econ Dev District Planning	52
018307655	Old Colony Planning Cncl	Multi City	Econ Dev District Planning	52
018307719	Merrimack Valley PC	Multi City	Econ Dev District Planning	52
018307734	Pioneer Valley Plg Comm	Multi City	Econ Dev District Planning	70
018307724	Metro Area Planning Cncl	Multi City	Econ Dev District Planning	60
018607790	Montachusett RPC	Fitchburg	Substate Planning	52
018707726	Worcester City of	Worcester	Urban Planning	75
010107670	MA Dev Finance Agency	Fort Devens	Public Works	1,000
010107668	Holyoke Health Center	Holyoke	Public Works	1,000

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
MASSACHUSETTS				
010107684	MA Port Authority	Boston	Public Works	1,000
010607649	Dorchester Bay EDC	Boston	Technical Assistance	25
016607743	Center For Econ Dev,U MA	Multi City	University Center Assistance	111
MICHIGAN				
068304727	Southcentral MI Plg Cncl	Multi City	Econ Dev District Planning	52
068304728	Eastern Upper Peninsula	Multi City	Econ Dev District Planning	55
068304725	Tri-Cnty Reg Plg Comm	Multi City	Econ Dev District Planning	53
068304639	Southwestern MI Comm	Benton Harbor	Econ Dev District Planning	52
068304643	West Michigan RPC	Multi City	Econ Dev District Planning	52
068304640	Western Upper Peninsula	Multi City	Econ Dev District Planning	56
068304635	West MI Shoreline RDC	Multi City	Econ Dev District Planning	56
068304677	NE MI Cncl of Govts	Multi City	Econ Dev District Planning	55
068304685	East Central MI PDRC	Multi City	Econ Dev District Planning	53
068304679	Central Upper Peninsula	Multi City	Econ Dev District Planning	57
068304715	NW MI Council Govt	Traverse City	Econ Dev District Planning	53
068404680	Inter-Tribal Cncl of MI	Multi City	Indian District Planning	70
068604634	NE MI Cncl of Govts	Multi City	Substate Planning	60
068604709	West MI Shoreline RDC	Multi City	Substate Planning	40
068704693	Warren/Conner Dev Coal.	Detroit	Urban Planning	85
060104668	Rogers City City of	Rogers City	Public Works	1,070
060104672	Onaway City of	Onaway	Public Works	1,290
060104692	Mexicantown CDC	Detroit	Public Works	2,000
060204732	Carp Lake Township	White Pine	Public Works	1,471
060104739	Marlette City of	Marlette	Public Works	816
060104694	Michigan Tech University	Houghton	Public Works	2,470
060104733	Three Rivers City of	Three Rivers	Public Works	1,080
060104726	Sturgis City of	Sturgis	Public Works	749
060104735	Muskegon Charter Twp	Muskegon	Public Works	583
06660439602	Univ of Michigan	Multi City	University Center Assistance	100
066604723	Michigan State Univ	Multi City	University Center Assistance	100
MINNESOTA				
068304650	Northwest RDC	Multi City	Econ Dev District Planning	60
068304678	Mid-Minnesota Dev Comm	Multi City	Econ Dev District Planning	53
068304717	Arrowhead Reg Dev Comm	Multi City	Econ Dev District Planning	62
068304710	Upper MN Valley RDC	Multi City	Econ Dev District Planning	55
068304654	Region Five Dev Comm	Multi City	Econ Dev District Planning	52
068304649	Headwaters Reg Dev Comm	Multi City	Econ Dev District Planning	55
068304661	East Central RDC	Multi City	Econ Dev District Planning	53
068304687	Region Nine Dev Comm	Multi City	Econ Dev District Planning	52
068304713	West Central Initiative	Multi City	Econ Dev District Planning	55
068304711	Southwest Reg Dev Comm	Multi City	Econ Dev District Planning	55
068404648	Minnesota Chippewa Tribe	Cass Lake	Indian District Planning	153
060204658	Long Prairie City of	Long Prairie	Public Works	1,500
060104742	Cambridge City of	Cambridge	Public Works	1,659
060104666	Becker County	Lake Park	Public Works	216

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
MINNESOTA				
060104729	Wadena City of	Wadena	Public Works	220
060104737	St Paul City of	St. Paul	Public Works	2,000
067904749	Fosston City of	Fosston	Econ Adjust Implementation	983
066904754	Headwaters Reg Dev Comm	Multi City	Econ Adjust Strategy	75
066904753	Northwest RDC	Warren	Econ Adjust Strategy	50
066604659	St Cloud State Univ	St. Cloud	University Center Assistance	100
MISSISSIPPI				
04830477301	Southern MS PDD	Multi City	Econ Dev District Planning	84
048305077	South Delta PDD	Multi City	Econ Dev District Planning	52
04830467702	East Central PDD	Multi City	Econ Dev District Planning	52
048305080	North Delta PDD	Multi City	Econ Dev District Planning	52
04830477201	Central MS PDD	Multi City	Econ Dev District Planning	52
04830466402	North Central MS PDD	Multi City	Econ Dev District Planning	52
04830477801	Southwest MS PDD	Multi City	Econ Dev District Planning	52
04830470102	Northeast MS PDD	Multi City	Econ Dev District Planning	52
04830477401	Three Rivers MS PDD	Multi City	Econ Dev District Planning	52
048405106	Choctaw Indians MS Band	Philadelphia	Indian District Planning	30
040105006	CMU	Canton	Public Works	2,000
040105070	DeSoto County	Walls	Public Works	1,065
040105041	Biloxi City of	Biloxi	Public Works	900
040105095	Madison County	Canton	Public Works	1,000
040105169	Meridian, City of	Meridian	Public Works	1,500
047905156	Southwest MS PDD	Natchez	Econ Adjust Implementation	72
046905029	Lincoln County	Brookhaven	Econ Adjust Strategy	70
046905154	East Central PDD	Newton	Econ Adjust Strategy	83
046605072	MS State University	Mississippi State	University Center Assistance	85
046605101	Univ of Southern MS	Hattiesburg	University Center Assistance	100
046605082	MS Valley St. Univ.	Itta Bena	University Center Assistance	85
MISSOURI				
05830645102	Northeast Missouri RPC	Memphis	Econ Dev District Planning	52
05830645502	South Central Ozarks COG	Pomona	Econ Dev District Planning	52
05830644202	Bootheel RP & EDC	Malden	Econ Dev District Planning	52
05830645202	Northwest Missouri RCOG	Maryville	Econ Dev District Planning	51
05830644502	Kaysinger Basin RPC	Clinton	Econ Dev District Planning	51
05830645602	SE Missouri RP & EDC	Perryville	Econ Dev District Planning	55
05830644302	Green Hills RPC	Trenton	Econ Dev District Planning	52
05830644802	Meramec RPC	St. James	Econ Dev District Planning	55
05830645002	MO-KAN Regional Council	St. Joseph	Econ Dev District Planning	51
05830645302	Ozark Foothills RPC	Poplar Bluff	Econ Dev District Planning	51
05830644602	Lake of the Ozarks CLG	Camdenton	Econ Dev District Planning	51
05830644702	Mark Twain RCOG	Perry	Econ Dev District Planning	51
058603759	Warsaw City of	Warsaw	Substate Planning	20
058603758	MACOG	Jefferson City	Substate Planning	19
058703714	Kansas City City of	Kansas City	Urban Planning	75
050203711	Springfield City of	Springfield	Public Works	1,200

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
MISSOURI				
050103725	Fredericktown City of	Fredericktown	Public Works	1,250
050103804	Trenton City of	Trenton	Public Works	440
054903807	LCRA	St. Louis	Defense Conversion	950
056903735	St. Louis Cnty Ec Cncl	Clayton	Econ Adjust Strategy	500
056903744	SE Missouri RP & EDC	Marble Hill	Econ Adjust Strategy	40
05660655402	University of Missouri	Columbia	University Center Assistance	85
MONTANA				
05830646302	Beartooth RC&D Area Inc	Joliet	Econ Dev District Planning	52
05830646202	Bear Paw Dev Corp	Havre	Econ Dev District Planning	53
05830646802	Great Northern Dev Corp	Wolf Point	Econ Dev District Planning	51
05830646902	Headwaters RC&D Area Inc	Butte	Econ Dev District Planning	51
05840647102	Northern Cheyenne Tribe	Lame Deer	Indian District Planning	35
05840646102	Assiniboine & Sioux Trbs	Poplar	Indian District Planning	44
05840646402	Blackfeet Trb Bus Cncl	Browning	Indian District Planning	44
05840646502	Chippewa Cree Tribe	Box Elder	Indian District Planning	38
05840647302	Salish & Kootenai Tribes	Pablo	Indian District Planning	44
05840646702	Fort Belknap Indian Cmty	Harlem	Indian District Planning	36
058803789	Univ of Montana Missoula	Missoula	State Planning	20
058703805	High Plains Dev Auth	Great Falls	Urban Planning	50
050103677	Ashland Cnty Water/Sewer	Ashland	Public Works	115
050103784	Anaconda Local Dev Corp	Anaconda-Deer Lodge	Public Works	1,183
050103715	Montana State U-North	Havre	Public Works	1,000
057903694	Salish & Kootenai Tribes	Pablo	Econ Adjust Implementation	350
057903702	Butte-Silver Bow	Butte	Econ Adjust Implementation	750
050603808	Assiniboine & Sioux Trbs	Poplar	Technical Assistance	20
05660655502	Montana State Univ	Bozeman	University Center Assistance	85
MULTI-JURISDICTIONAL				
990713822	Carnegie Mellon Univ	Multi City	Research	59
990713823	ICIC	Multi City	Research	125
990713825	Cncl on Competitiveness	Multi City	Research	224
990713824	NOAA-Sml Bus Innov Resea	Multi City	Research	12
99060746902	Natl Assn Reg Cncls	Multi City	Technical Assistance	135
990607483	Nat Governors Assn	Multi City	Technical Assistance	289
990607484	International ED Council	Multi City	Technical Assistance	150
990607486	Natl Assn/Install Develo	Multi City	Technical Assistance	35
990607485	Emerging Business Forum	Multi City	Technical Assistance	100
990607489	Cncl on Competitiveness	Multi City	Technical Assistance	244
990607487	Local Init Support Corp	Multi City	Technical Assistance	125
99060746802	NADORF	Multi City	Technical Assistance	220
99060747002	SSTI	Multi City	Technical Assistance	120
990607488	Harvard Univ	Multi City	Technical Assistance	100
990607490	BIA - Natl Summit	Multi City	Technical Assistance	12
99260758302	Regents of Univ of CO	Multi City	Trade Adjustment Assistance	860
99260758502	New England TAAC	Multi City	Trade Adjustment Assistance	1,090
99260758202	Univ of Southern CA	Multi City	Trade Adjustment Assistance	937

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
MULTI-JURISDICTIONAL				
99260758002	Applied Strategies Intl	Multi City	Trade Adjustment Assistance	963
99260758402	MEA	Multi City	Trade Adjustment Assistance	800
99260759102	Regents of Univ of MI	Multi City	Trade Adjustment Assistance	680
99260758702	Trade Task Group	Multi City	Trade Adjustment Assistance	965
99260758802	GA Tech Research Corp	Multi City	Trade Adjustment Assistance	980
99260758902	University of Missouri	Multi City	Trade Adjustment Assistance	820
99260759002	UTSA	Multi City	Trade Adjustment Assistance	895
NEBRASKA				
05830648502	W Central Nebraska EDD	Ogallala	Econ Dev District Planning	51
05830648202	Northeast Nebraska EDD	Norfolk	Econ Dev District Planning	51
05830648302	Panhandle Area Dev Dist	Gering	Econ Dev District Planning	51
05830648402	River Country EDD	Lincoln	Econ Dev District Planning	51
058603754	North Central NE RC & PC	Bassett	Substate Planning	25
050103708	South Sioux City	South Sioux City	Public Works	671
050603813	Northeast Nebraska EDD	Norfolk	Technical Assistance	23
05660655602	University of Nebraska	Lincoln	University Center Assistance	75
NEVADA				
078305309	Western NV Dev. District	Carson City	Econ Dev District Planning	77
070105126	Shoshone-Paiute Tribes	Owyhee	Public Works	2,000
070105115	Fallon	Fallon	Public Works	1,707
070105179	Ely Shoshone Tribe	Ely	Public Works	750
076605233	Nevada, Univ of	Reno	University Center Assistance	110
NEW HAMPSHIRE				
018307626	North Country Council	Multi City	Econ Dev District Planning	52
018607680	Rockingham EC Dev Corp	Exeter	Substate Planning	50
010107628	Pease Development Auth	Portsmouth	Public Works	500
010107656	Epping Town of	Epping	Public Works	500
016907618	Littleton Town of	Littleton	Econ Adjust Strategy	50
016607678	Univ of New Hampshire	Durham	University Center Assistance	99
NEW JERSEY				
018307675	South Jersey EDD	Multi City	Econ Dev District Planning	52
010107617	Secaucus	Secaucus	Public Works	1,000
010107681	NJ Econ Dev Authority	Camden	Public Works	1,000
010107762	CDC	Lakewood	Public Works	1,000
017955025	Trenton City of	Trenton	Econ Adjust Implementation	4,700
016607789	Rutgers The State Univ	Newark	University Center Assistance	99
99260758602	NJ Econ Dev Authority	Trenton	Trade Adjustment Assistance	610
NEW MEXICO				
088303698	Mid-Region COG	Multi City	Econ Dev District Planning	51
088303704	SW NM COG	Multi City	Econ Dev District Planning	51
088303702	S Central CoG	Multi City	Econ Dev District Planning	51
088303701	Northwest New Mexco CoG	Multi City	Econ Dev District Planning	51
088303699	North Central NM EDD	Multi City	Econ Dev District Planning	51
088303696	Eastern Plains CoG	Multi City	Econ Dev District Planning	51
088403722	Acoma Pueblo	Pueblo of Acoma	Indian District Planning	40

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
NEW MEXICO				
088403723	Eight North Ind Pueb	San Juan Pueblo	Indian District Planning	40
080103683	Bernalillo County	Albuquerque	Public Works	900
080103672	Lovington, City of	Lovington	Public Works	700
080103741	Inst of Amer Indian Arts	Santa Fe	Public Works	1,800
087903742	NM Rural Dev Resp Concl	Grants	Econ Adjust Implementation	1,000
086603730	Eastern NM Univ Roswell	Roswell	University Center Assistance	100
086603737	Regents of NM State Univ	Las Cruces	University Center Assistance	100
NEW YORK				
018307631	Southern Tier West	Multi City	Econ Dev District Planning	52
018307671	Southern Tier Central	Multi City	Econ Dev District Planning	52
018307633	Central New York RPDB	Multi City	Econ Dev District Planning	52
018307693	Hudson Valley Reg. Cncl.	Multi City	Econ Dev District Planning	52
018307634	Genesee Finger Lakes	Multi City	Econ Dev District Planning	56
018307637	Southern Tier East	Multi City	Econ Dev District Planning	52
018307635	Lks Champlain George RPB	Multi City	Econ Dev District Planning	52
018307636	Mohawk Valley EDD	Multi City	Econ Dev District Planning	64
018307696	Capital District RPC	Multi City	Econ Dev District Planning	52
018407794	Seneca Nation of Indians	Irving	Indian District Planning	49
018407797	Saint Regis Mohawk Tribe	Hogansburg	Indian District Planning	36
018707785	Bronx OEDC	Bronx	Urban Planning	116
018707788	Brooklyn Econ Dev Corp	Brooklyn	Urban Planning	140
010207515	Seneca Nation of Indians	Irving	Public Works	500
010107591	Montgomery Cnty IDA	Fonda	Public Works	1,663
010107621	Downstate Technology	Brooklyn	Public Works	1,500
010107615	Essex County IDA	Elizabethtown	Public Works	3,000
010107689	CCAS Authority	Salamanca	Public Works	3,000
010107780	Clinton County ADC	Plattsburgh	Public Works	620
010107695	Tioga County I D A	Nichols	Public Works	1,000
010107772	Syracuse City of	Syracuse	Public Works	750
017907705	Erwin Town of	Painted Post	Econ Adjust Implementation	1,000
016907796	Queens County OEDC	Jamaica	Econ Adjust Strategy	85
016607718	TA Center State U of NY	Plattsburgh	University Center Assistance	93
016607798	Cornell University OSP	Ithaca	University Center Assistance	90
99260758102	Res Fdn of St Univ of NY	Binghamton	Trade Adjustment Assistance	900
NORTH CAROLINA				
04830492401	Mid East Commission	Multi City	Econ Dev District Planning	52
04830478401	Kerr-Tar Reg CoG	Multi City	Econ Dev District Planning	52
04830476701	Region D Cncl of Govts	Multi City	Econ Dev District Planning	52
04830492301	Southeastern EDC	Multi City	Econ Dev District Planning	52
048305113	Eastern Carolina Council	Multi City	Econ Dev District Planning	52
048305068	Albemarle Commission	Multi City	Econ Dev District Planning	52
048305069	Southwestern NC EDD	Multi City	Econ Dev District Planning	52
048305131	Land of Sky Reg Cncl	Multi City	Econ Dev District Planning	55
048305112	Upper Coastal Plain CoG	Multi City	Econ Dev District Planning	52
048405031	Cherokee Indn /Eastern B	Cherokee	Indian District Planning	44

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
NORTH CAROLINA				
048605151	Kerr-Tar Reg CoG	Multi City	Substate Planning	66
040104982	E. Bnd of Cherokee Indns	Cherokee	Public Works	1,000
040104986	Halifax Comm. Coll.	Weldon	Public Works	1,500
040105053	Reidsville	Reidsville	Public Works	1,000
040105022	Nash County	Nashville	Public Works	1,500
040105081	Pembroke, Town of	Pembroke	Public Works	900
040105044	Northampton County	Jackson	Public Works	763
040105042	Pender County	Longwood	Public Works	552
040105109	Alleghany County	Sparta	Public Works	1,000
040105110	Fayetteville, City of	Fayetteville	Public Works	1,000
047905099	Washington, City of	Washington	Econ Adjust Implementation	1,500
046905158	Mt. Airy Chamber	Multi City	Econ Adjust Strategy	320
046905148	Western Piedmont COG	Multi City	Econ Adjust Strategy	320
046905160	Cleveland County Chamber	Multi City	Econ Adjust Strategy	240
046905155	NC Partnership for ED	Multi City	Econ Adjust Strategy	320
040605150	Regional Science Center	Multi City	Technical Assistance	50
040605162	Land of Sky Reg Cncl	Multi City	Technical Assistance	50
04660465902	Western Carolina Univ	Cullowhee	University Center Assistance	100
NORTH DAKOTA				
05830649602	Souris Basin Plng Cncl	Minot	Econ Dev District Planning	52
05830649502	Roosevelt-Custer RC	Dickinson	Econ Dev District Planning	52
05830649202	Lewis & Clark RDC	Bismarck	Econ Dev District Planning	52
05830649302	North Central Plng Cncl	Devils Lake	Econ Dev District Planning	52
05830649102	Lake Agassiz Reg Cncl	Fargo	Econ Dev District Planning	52
05830650102	Tri-County Reg Dev Cncl	Williston	Econ Dev District Planning	51
05830649402	Red River Regional Cncl	Grafton	Econ Dev District Planning	51
05830649702	So Ctrl Dakota Reg Cncl	Jamestown	Econ Dev District Planning	51
05840650202	Turtle Mtn Chippewa Indn	Belcourt	Indian District Planning	44
05840649902	Standing Rock Sioux Trb	Fort Yates	Indian District Planning	22
05840649802	Spirit Lake Tribe	Fort Totten	Indian District Planning	38
05840650002	Three Affiliated Tribes	New Town	Indian District Planning	40
050103673	ND Cowboy Hall of Fame	Medora	Public Works	750
050103676	Rugby City of	Rugby	Public Works	189
050103724	Three Affiliated Tribes	New Town	Public Works	1,385
057903737	Wahpeton	Wahpeton	Econ Adjust Implementation	1,263
057903738	Pembina County	Cavalier	Econ Adjust Implementation	50
050603809	Turtle Mtn. Band	Belcourt	Technical Assistance	25
05660655702	North Dakota State Univ	Fargo	University Center Assistance	75
056603756	United Tribes Tech Coll	Bismarck	University Center Assistance	75
OHIO				
068304647	OH Mid-Eastern Govt Assn	Multi City	Econ Dev District Planning	55
068304646	Ohio Valley Reg Dev Comm	Multi City	Econ Dev District Planning	55
068304660	Northeast Four Cnty RPDO	Multi City	Econ Dev District Planning	52
068304704	Buckeye Hills RDD	Multi City	Econ Dev District Planning	55
068304719	Eastgate Reg Cncl of Gvt	Multi City	Econ Dev District Planning	53

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
OHIO				
068704667	Elyria City of	Elyria	Urban Planning	50
060104632	Dayton City of	Dayton	Public Works	608
060104598	Trumbull County	Warren	Public Works	564
060104669	Lawrence Econ Dev Corp	South Point	Public Works	1,570
060104674	Mahoning County of	Youngstown	Public Works	1,800
060104716	Newcomerstown Village of	Newcomerstown	Public Works	1,500
060104689	Celina City of	Celina	Public Works	889
060104743	Bellevue City of	Bellevue	Public Works	1,671
060104731	Adams County of	West Union	Public Works	500
066904642	Putnam County	Ottawa	Econ Adjust Strategy	22
060604656	Harrison County CIC	Cadiz	Technical Assistance	20
066604746	Cleveland State Univ	Cleveland	University Center Assistance	100
066604741	Bowling Green State Univ	Multi City	University Center Assistance	81
OKLAHOMA				
088303692	Grand Gateway ED Assn	Multi City	Econ Dev District Planning	150
088303693	S Western OK Dev Assn	Multi City	Econ Dev District Planning	150
088303691	Assn of S Central OK Gvt	Multi City	Econ Dev District Planning	150
088403724	Inter Tribal Cncl	Miami	Indian District Planning	30
088403712	Chickasaw Nation of OK	Ada	Indian District Planning	40
080103669	Muskogee City-Cnty Port	Muskogee	Public Works	1,000
080103670	Miami City of	Miami	Public Works	1,500
080103678	OTRP	Stillwater	Public Works	1,250
080103739	Tahlequah Ind. Auth.	Tahlequah	Public Works	500
080103755	OK City Comm Coll	Oklahoma City	Public Works	1,500
086903764	OK ED Authority	Beaver	Econ Adjust Strategy	150
080603769	S Western OK Dev Auth	Burns Flat	Technical Assistance	56
086603732	Univ of Oklahoma	Norman	University Center Assistance	100
OREGON				
078305190	Grtr Eastn OR Dev Corp	Multi City	Econ Dev District Planning	57
078305195	Oregon Cascade West COG	Multi City	Econ Dev District Planning	80
078305207	Central Oregon Intergov	Multi City	Econ Dev District Planning	51
078305264	NE Oregon Econ Dev Distr	Enterprise	Econ Dev District Planning	56
078305168	CCD Business Devel Corp	Roseburg	Econ Dev District Planning	55
078305199	Mid Columbia EDD	Multi City	Econ Dev District Planning	57
078305248	Southern Oregon EDD	Multi City	Econ Dev District Planning	56
078305265	Mid Willamette ValleyCOG	Multi City	Econ Dev District Planning	51
078405285	Warm Springs Reservation	Warm Springs	Indian District Planning	35
078405211	Confed. Tribes, Umatilla	Pendleton	Indian District Planning	33
078405272	Siletz Indians, Conf Trb	Siletz	Indian District Planning	32
070105162	The Dalles, City of	The Dalles	Public Works	2,000
070105197	Klamath Falls, City of	Klamath Falls	Public Works	950
070105228	Reedsport, City of	Reedsport	Public Works	2,028
077905131	EOTC	La Grande	Econ Adjust Implementation	100
077905182	South Central Oregon EDD	Klamath Falls	Econ Adjust Implementation	500
077905183	Mid Columbia EDD	The Dalles	Econ Adjust Implementation	72

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
OREGON				
077905227	Coos, L.Umpqua, Siuslaw	Coos Bay	Econ Adjust Implementation	70
077905184	Port Orford	Port Orford	Econ Adjust Implementation	84
077905252	Intrgvmntl Water Consort	Yachats	Econ Adjust Implementation	43
077905291	South Central Oregon EDD	Klamath Falls	Econ Adjust Implementation	116
076605224	Eastern Oregon Univ	Island City	University Center Assistance	110
PENNSYLVANIA				
018307778	SW PA Corp.	Multi City	Econ Dev District Planning	52
018307787	North Central PA RP&DC	Multi City	Econ Dev District Planning	52
018307625	SEDA-COG	Multi City	Econ Dev District Planning	52
018307624	Northern Tier RP&DC	Multi City	Econ Dev District Planning	52
018307623	NE PA Alliance	Multi City	Econ Dev District Planning	56
018307663	Northwest PA RP&DC	Multi City	Econ Dev District Planning	52
018307739	S Alleghenies P&DC	Multi City	Econ Dev District Planning	52
018707741	Afr Amer Ministries	Philadelphia	Urban Planning	50
018707740	REDDI, Inc.	Multi City	Urban Planning	70
010107735	Grtr Hazleton Cando	Drums	Public Works	2,000
010107676	Capital Region EDC	Carlisle	Public Works	685
010107653	Greater Berks Dev. Fund	Reading	Public Works	1,250
010107652	Pike County Ind & Comm	Bushkill	Public Works	1,300
010107648	Grtr Wilkes-Barre Indl F	Wilkes-Barre	Public Works	2,000
010107651	Greater Erie IDC	Erie	Public Works	700
010107683	Bedford Cnty Dev Assn	Bedford	Public Works	865
017907691	GMA of Nanticoke City	Nanticoke	Econ Adjust Implementation	1,500
017907761	IVC of Philadelphia	Philadelphia	Econ Adjust Implementation	300
017907773	Innovation Philadelphia	Philadelphia	Econ Adjust Implementation	443
017907753	Grtr Wilkes-Barre Indl F	Wilkes-Barre	Econ Adjust Implementation	75
010607750	Northwest PA RP&DC	Oil City	Technical Assistance	22
016607667	Pennsylvania State Univ	Multi City	University Center Assistance	111
PUERTO RICO				
018507716	PR Commonwealth of	San Juan	Area Planning	52
010107690	Cidra	Cidra	Public Works	560
010107700	Puerto Rico Ports Auth	San Juan	Public Works	2,000
010107781	PRIDCO	Guayama	Public Works	1,500
010107769	Ponce	Ponce	Public Works	3,000
017907795	FLMM	Multi City	Econ Adjust Implementation	76
016607707	Puerto Rico Univ of EDC	Multi City	University Center Assistance	120
RHODE ISLAND				
010107646	Newport City of	Newport	Public Works	1,000
016907647	Rhode Island College	Providence	Econ Adjust Strategy	40
010607709	Town of West Warwick	West Warwick	Technical Assistance	15
SOUTH CAROLINA				
048304997	Waccamaw RPDC	Multi City	Econ Dev District Planning	52
04830477101	Catawba Reg Plng Cncl	Rock Hill	Econ Dev District Planning	52
04830458902	Upper Savannah CoG	Multi City	Econ Dev District Planning	52
04830476901	Pee Dee Reg CoG	Multi City	Econ Dev District Planning	52

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
SOUTH CAROLINA				
04830477001	Santee-Lynches Reg CoG	Multi City	Econ Dev District Planning	52
048304999	Low Country CoG	Multi City	Econ Dev District Planning	52
04830478301	B-C-D Reg Plng Council	Multi City	Econ Dev District Planning	82
04830460502	SC Appalachian Cog	Multi City	Econ Dev District Planning	52
048304998	Central Midlands Reg Plg	Multi City	Econ Dev District Planning	52
04830459302	Lower Savannah CoG	Aiken	Econ Dev District Planning	64
040105025	Sumter City of	Sumter	Public Works	1,500
040105024	York	York	Public Works	1,000
040105107	Dillon, City of	Dillon	Public Works	660
047905093	Bennettsville, City of	Bennettsville	Econ Adjust Implementation	900
046905032	Upstate SC Alliance	Multi City	Econ Adjust Strategy	60
040605146	Genetics Endowment	Greenwood	Technical Assistance	36
04660481201	Benedict College	Columbia	University Center Assistance	95
SOUTH DAKOTA				
05830651102	Black Hills CLG	Rapid City	Econ Dev District Planning	52
05830652102	South Eastern CoG	Sioux Falls	Econ Dev District Planning	51
05830651602	Northeast COG	Aberdeen	Econ Dev District Planning	52
05830651802	Plg & Dev District III	Yankton	Econ Dev District Planning	53
05830651402	First District ALG	Watertown	Econ Dev District Planning	52
05840651702	Oglala Sioux Tribe	Pine Ridge	Indian District Planning	44
05840651302	Cheyenne River Sioux	Eagle Butte	Indian District Planning	44
05840652202	Yankton Sioux Tribe	Marty	Indian District Planning	36
05840651902	Rosebud Sioux Tribe	St. Francis	Indian District Planning	36
05840651502	Lower Brule Sioux Tribe	Lower Brule	Indian District Planning	36
05840652002	Sisseton-Wahpeton Sioux	Sisseton	Indian District Planning	40
050203639	Alpena Town of	Alpena	Public Works	275
050103675	Cheyenne River Sioux	Eagle Butte	Public Works	669
056903674	First District ALG	Clark	Econ Adjust Strategy	50
05660655802	South Dakota State Univ	Brookings	University Center Assistance	75
TENNESSEE				
048305134	First TN Dev Dist	Multi City	Econ Dev District Planning	52
04830477501	East TN Dev Dist	Multi City	Econ Dev District Planning	52
04830470002	South Central TN Dev Dis	Multi City	Econ Dev District Planning	52
04830477601	Southeast TN Dev Dist	Multi City	Econ Dev District Planning	52
04830467002	Southwest TN Dev Dist	Multi City	Econ Dev District Planning	52
04830477701	Upper Cumberland Dev Dis	Multi City	Econ Dev District Planning	52
04830466502	Northwest TN Dev Dist	Multi City	Econ Dev District Planning	52
04830466802	Memphis Area Assn Govts	Multi City	Econ Dev District Planning	52
04830466302	Gtr Nashville Reg Cncl	Multi City	Econ Dev District Planning	52
048605153	SETDD	Chattanooga	Substate Planning	84
040104985	IDB of Jackson County	Gainesboro	Public Works	1,200
040105026	Jonesborough	Jonesborough	Public Works	1,400
040105033	City of Paris	Paris	Public Works	683
040105071	Roane County	Kingston	Public Works	750
040105092	Hamilton County	Chattanooga	Public Works	1,500

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
TENNESSEE				
040105088	City of Athens	Athens	Public Works	650
04010441801	MISI	Memphis	Public Works	419
047905035	Holston Business Group	Rogersville	Econ Adjust Implementation	546
047905034	Depot Redevelopment Corp	Memphis	Econ Adjust Implementation	500
046905152	Jellico	Jellico	Econ Adjust Strategy	35
046605096	Univ of Memphis	Memphis	University Center Assistance	100
TEXAS				
088303715	Middle Rio Grande DC	Multi City	Econ Dev District Planning	51
088303716	Panhandle RPC	Multi City	Econ Dev District Planning	51
088303713	Lower Rio Grande Val DC	Multi City	Econ Dev District Planning	51
088303714	Gulf Coast EDD	Multi City	Econ Dev District Planning	51
088303711	Golden Crescent RPC	Multi City	Econ Dev District Planning	51
088303710	East TX EDD	Multi City	Econ Dev District Planning	51
088303709	Deep East TX CoG	Multi City	Econ Dev District Planning	51
088303708	Concho Valley EDD	Multi City	Econ Dev District Planning	51
088303707	Coastal Bend CoG	Multi City	Econ Dev District Planning	51
088303706	Capital Area EDD	Multi City	Econ Dev District Planning	51
088303705	Brazos Valley CoG	Multi City	Econ Dev District Planning	51
088303674	Alamo Area COG	Multi City	Econ Dev District Planning	51
088303721	West Texas Eco Dev Dist	Multi City	Econ Dev District Planning	51
088303719	West Cent TX EDD	Multi City	Econ Dev District Planning	51
088303720	SE TX EDD	Multi City	Econ Dev District Planning	51
088303718	S TX Dev Cncl	Multi City	Econ Dev District Planning	51
088303717	South Plains Assoc Govt	Multi City	Econ Dev District Planning	51
088303695	Texoma CoG	Multi City	Econ Dev District Planning	150
088303694	NE TX EDD	Multi City	Econ Dev District Planning	150
088603750	Heart of Texas COG	Waco	Substate Planning	25
08860366201	Central Texas COG	Belton	Substate Planning	29
080103746	U of TX at San Antonio	San Antonio	Public Works	1,500
08010315801	San Juan, City of	San Juan	Public Works	500
080103733	Commerce City of	Commerce	Public Works	300
080103680	Mathis City of	Mathis	Public Works	1,250
080103736	Edinburg City of	Edinburg	Public Works	1,500
080103679	Port of Port Arthur	Port Arthur	Public Works	1,250
080103731	Robstown	Robstown	Public Works	1,000
080103681	Midland County	Midland	Public Works	1,250
080103682	New Braunfels City of	New Braunfels	Public Works	1,250
080103684	Hidalgo City of	Hidalgo	Public Works	1,000
080103700	West TX A&M Univ	Amarillo	Public Works	1,000
080103747	SO Texas Comm Clg	McAllen	Public Works	1,750
080103738	Victoria City of	Victoria	Public Works	1,600
080103743	TSTC West TX	Sweetwater	Public Works	800
08010311301	Houston City of	Houston	Public Works	1,500
087903767	Texas Tech University	Lubbock	Econ Adjust Implementation	725
087903753	Brazos River Authority	Waco	Econ Adjust Implementation	480

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
TEXAS				
087903763	Hondo City of	Hondo	Econ Adjust Implementation	640
080603757	UT Arlington	Arlington	Technical Assistance	150
086603728	Univ of TX at Arlington	Arlington	University Center Assistance	100
086603735	Texas Tech University	Lubbock	University Center Assistance	100
UTAH				
05830653302	Mountainland EDD	Orem	Econ Dev District Planning	52
05830653502	Southeastern Utah EDD	Price	Econ Dev District Planning	51
05830653402	Six County EDD	Richfield	Econ Dev District Planning	51
05830653602	Uintah Basin EDD	Roosevelt	Econ Dev District Planning	51
05830653202	Five County AOG	St. George	Econ Dev District Planning	51
058603757	Bear River AOG	Logan	Substate Planning	35
058603788	Ctr for Mine Land Redev	Salt Lake City	Substate Planning	52
058603787	Mountainland EDD	Orem	Substate Planning	43
050103734	Box Elder County	Corinne	Public Works	1,000
050103712	Ogden City of	Ogden	Public Works	1,500
05660655902	Weber State University	Ogden	University Center Assistance	75
VERMONT				
018307660	EDC of Northern VT	Multi City	Econ Dev District Planning	52
010107677	FCIDC	Swanton	Public Works	1,200
017907747	NE VT Dev Association	Island Pond	Econ Adjust Implementation	1,000
017907742	EDC of Northern VT Inc	St. Albans	Econ Adjust Implementation	60
VIRGIN ISLANDS				
018507713	U. S. Virgin Islands	Charlotte Amalie	Area Planning	42
010107715	Virgin Islands Port Auth	Charlotte Amalie	Public Works	285
010607784	Virgin Islands Port Auth	Charlotte Amalie	Technical Assistance	41
VIRGINIA				
018307746	Crater PDC	Multi City	Econ Dev District Planning	71
018307638	Central Shenandoah PDC	Multi City	Econ Dev District Planning	52
018307641	Lenowisco PDC	Multi City	Econ Dev District Planning	52
018307748	New River Valley PDC	Multi City	Econ Dev District Planning	63
018307632	Cumberland Plateau PDC	Multi City	Econ Dev District Planning	52
018307640	Mount Rogers PDC	Multi City	Econ Dev District Planning	52
018307688	West Piedmont PDC	Multi City	Econ Dev District Planning	67
018307697	Northern Neck PDC	Multi City	Econ Dev District Planning	66
018307752	Piedmont PDC	Multi City	Econ Dev District Planning	65
018307751	Southside PDC	Multi City	Econ Dev District Planning	88
01830763801	Central Shenandoah PDC	Staunton	Econ Dev District Planning	16
01830763201	Cumberland Plateau PDC	Lebanon	Econ Dev District Planning	13
01830764101	Lenowisco PDC	Multi City	Econ Dev District Planning	14
01830764001	Mount Rogers PDC	Multi City	Econ Dev District Planning	14
010107639	Danville-Pittsylvania Co	Danville	Public Works	1,500
010107642	Virginia's First RIFA	Pulaski	Public Works	600
010107654	Virginia Highlands SBI	Abingdon	Public Works	1,500
010107699	Mecklenburg County	South Hill	Public Works	800
010107685	Virginia TFI	Blacksburg	Public Works	2,000

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
VIRGINIA				
010107702	Crossroads REI	Galax	Public Works	2,000
017907575	Mount Rogers PDC	Multi City	Econ Adjust Implementation	25
016907793	CCBS	Rustburg	Econ Adjust Strategy	40
010607619	VA Dept of Business Asst	Multi City	Technical Assistance	300
010607708	Prince William County	Multi City	Technical Assistance	350
010607727	FCEDA	Multi City	Technical Assistance	425
010607763	Fairfax, City of	Multi City	Technical Assistance	50
010607764	Loudoun County	Multi City	Technical Assistance	350
010607765	Alexandria, City of	Multi City	Technical Assistance	400
010607766	City of Falls Church EDA	Falls Church	Technical Assistance	25
010607767	Arlington County	Arlington	Technical Assistance	400
016607644	Hampton University	Multi City	University Center Assistance	99
016607627	VA Tech	Multi City	University Center Assistance	108
WASHINGTON				
078305192	Big Bend Econ. Dev. Coun	Moses Lake	Econ Dev District Planning	51
078305299	Peninsula Dev Assn	Port Angeles	Econ Dev District Planning	56
078305198	Central Puget Sound EDD	Multi City	Econ Dev District Planning	100
078305280	Cowlitz-Wahkiakum CoG	Multi City	Econ Dev District Planning	51
078305203	Trico Econ Dev District	Multi City	Econ Dev District Planning	53
078305206	Benton-Franklin Gov.	Multi City	Econ Dev District Planning	57
078305191	Palouse Econ Dev Council	Multi City	Econ Dev District Planning	54
078305261	Columbia Pacific RCD	Multi City	Econ Dev District Planning	60
078405165	Tulalip Tribes	Marysville	Indian District Planning	36
078405173	Spokane Indian Tribe	Wellpinit	Indian District Planning	27
078405163	Makah Indian Tribe	Neah Bay	Indian District Planning	36
078405275	Port Gamble S'klallam Tr	Kingston	Indian District Planning	40
078405169	Affiliated Tribes NW Ind	Shoreline	Indian District Planning	55
078405208	Swinomish Indian Tribe	La Conner	Indian District Planning	42
078405210	Quileute Indian Tribe	La Push	Indian District Planning	35
078405166	Colville Tribes	Nespelem	Indian District Planning	43
078405164	Lummi Nation	Bellingham	Indian District Planning	44
078405281	Skokomish Indian Tribe	Shelton	Indian District Planning	35
078405246	Quinault Indian Nation	Port Angeles	Indian District Planning	37
078405201	Suquamish Tribe	Suquamish	Indian District Planning	30
078805204	Washington State DCTED	Olympia	State Planning	120
078705243	City of Seattle	Seattle	Urban Planning	100
070105263	Colville Tribe	Nespelem	Public Works	1,601
077905238	Shelton	Shelton	Econ Adjust Implementation	380
077905293	Mid Columbia EDD	Goldendale	Econ Adjust Implementation	320
076905286	Washington, State of	Olympia	Econ Adjust Strategy	150
070605178	Squaxin Island Tribe	Shelton	Technical Assistance	30
070605303	Central Puget Sound EDD	Seattle	Technical Assistance	7
076605232	Washington State Univ	Pullman	University Center Assistance	110
WEST VIRGINIA				
018307706	Region 4 P&DC	Multi City	Econ Dev District Planning	52

Economic Development Administration

Approved Investments by State and Program - October 1, 2001 to September 30, 2002

Project #	Grantee	Location	Category	EDA \$(000)
WEST VIRGINIA				
018307737	BCKP Reg Intergovt Cncl	Multi City	Econ Dev District Planning	52
018307744	Region VI P&DC	Multi City	Econ Dev District Planning	52
018307738	Region II P&DC	Multi City	Econ Dev District Planning	52
018307664	Region VII P&DC	Multi City	Econ Dev District Planning	52
018307661	Mid-Ohio Valley RPDC	Multi City	Econ Dev District Planning	77
018307665	Eastern Panhandle RPDC	Multi City	Econ Dev District Planning	26
018307745	Bel-O-Mar Reg Council	Multi City	Econ Dev District Planning	52
018307736	Region I P&DC	Multi City	Econ Dev District Planning	52
018307710	Region 8 P&DC	Multi City	Econ Dev District Planning	52
010107712	Bridgeport	Bridgeport	Public Works	912
010107682	Hampshire Cnty Dev Auth	Romney	Public Works	1,000
017907694	Eastern Wyoming PSD	Mullens	Econ Adjust Implementation	1,800
017907723	Marshall Univ Research	Multi City	Econ Adjust Implementation	300
016907698	West Virginia State of	Multi City	Econ Adjust Strategy	300
016607622	Tech Foundation, Inc.	Multi City	University Center Assistance	108
016607650	Marshall Univ Research	Multi City	University Center Assistance	99
WISCONSIN				
068304641	East Central WI RPC	Multi City	Econ Dev District Planning	52
068304636	West Central WI RPC	Multi City	Econ Dev District Planning	53
068304676	North Central WI RPC	Wausau	Econ Dev District Planning	52
068304638	Bay-Lake Reg Plan Comm	Multi City	Econ Dev District Planning	52
068304637	Northwest Reg Plan Comm	Multi City	Econ Dev District Planning	53
068304664	Mississippi River RPC	Multi City	Econ Dev District Planning	53
068304701	Southwestern WI RPC	Multi City	Econ Dev District Planning	55
068404652	Great Lakes Inter-Tribal	Multi City	Indian District Planning	111
060104671	Berlin City of	Berlin	Public Works	1,606
060104657	Shawano City of	Shawano	Public Works	808
060104673	Stanley City of	Stanley	Public Works	661
060104721	Benton Village of	Benton	Public Works	833
060104722	Boscobel City of	Boscobel	Public Works	359
060104748	Madison Town of	Madison	Public Works	1,500
066904703	Juneau Cnty EDC	New Lisbon	Econ Adjust Strategy	56
066904720	Ladysmith City of	Ladysmith	Econ Adjust Strategy	36
06690462901	Northwest Reg Plan Comm	Ladysmith	Econ Adjust Strategy	25
060604740	La Crosse Med Sci Consor	La Crosse	Technical Assistance	31
066604708	Univ of Wisconsin-Stout	Multi City	University Center Assistance	100
066604730	Univ of Wisconsin-Milw	Multi City	University Center Assistance	100
WYOMING				
05830654302	Lincoln-Uintah AOG	Kemmerer	Econ Dev District Planning	51
05840654502	Joint Business Council	Fort Washakie	Indian District Planning	42
058603802	Douglas City of	Douglas	Substate Planning	25
05010314701	Prairieview/Champion	Gillette	Public Works	260
050603785	University of Wyoming	Laramie	Technical Assistance	80

CLUSTER DEVELOPMENT * INNOVATION * FAITH-BASED ENTREPRENEURSHIP * ECO-INDUSTRIAL DEVELOPMENT

CLUSTER DEVELOPMENT * INNOVATION * FAITH-BASED ENTREPRENEURSHIP * ECO-INDUSTRIAL DEVELOPMENT

CLUSTER DEVELOPMENT * INNOVATION * FAITH-BASED ENTREPRENEURSHIP * ECO-INDUSTRIAL DEVELOPMENT



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U.S. DEPARTMENT OF COMMERCE
Economic Development Administration
and the City of Matlin



DEVELOPMENT * INNOVATION * FAITH-BASED ENTREPRENEURSHIP * ECO-INDUSTRIAL DEVELOPMENT * BROWN FIELDS REDEVELOPMENT * INFRASTRUCTURE * CLUSTER DEVELOPMENT

BROWN FIELDS REDEVELOPMENT * INFRASTRUCTURE * CLUSTER DEVELOPMENT



VINELAND INDUSTRIAL PARK

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