

Southwest Georgia

(Crisp and Dooley Counties)

Empowerment Zone Strategic Plan

Note: The following document is an electronic replication of selected sections of a Round II Rural Empowerment Zone strategic plan submitted by the applicant locality to the U.S. Department of Agriculture (USDA) in early October 1998. At the request of USDA program officials, we have omitted several sections. Also, due to technical constraints, we are unable to digitize some maps and other large illustrations.

Southwest Georgia Empowerment Zone

CONTENTS OF STRATEGIC PLAN

Sections available here are printed in bold.
Please contact the USDA EZ/EC Office for details about other parts of the plan.

Introductory Pages and Nomination Forms

Volume I – Documentation

Section 1 - Participants

Section 2 - The Planning Process

Section 3 - Eligibility

Section 4 - Economic and Social Conditions

4a Economic and Social Conditions

4b Statistical Information on the Empowerment Zone Area

Section 5 - Implementation

Section 6 - Public Information

Section 7 - Letters of Support

Section 8 - Other Attachments

Volume II – Strategic Plan

Part 1 - "Plan"

Section 1 – Vision and Values

Section 2 – Community Assessment

2a. Assessment of Problems and Opportunities

2b. Resource Analysis

Section 3 – Goals

Section 4 – Strategies

Part 2 – "Budget"

Section 1 – Phase I Work Plan

Section 2 – Phase I Operational Budget

Participant Survey

Part 3 – "Continuous Quality Improvement Plan"

Section 1 – Participation

Section 2 – Incorporation of Experiences

Section 3 -- Benchmark Review

Section 4 -- Benchmark Amendment

Part 4 – "Administration Plan"

Section 1 – Lead Entity

Section 2 – Capacity

Section 3 – Board Membership Selection Process

Section 4 – Partnerships

Section 5 – Public Information

Section 6 – Public Participation

Nomination

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of designation requested (maximum of 10 years): <input type="text" value="10"/>	Nomination Categories (mark as applicable): Rural Indian Reservation yes ___ no <input checked="" type="checkbox"/>
---	---

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity: Georgia Department of Community Affairs	Authorized Official: Commissioner Jim Higdon
Contact Person (Name and Title): Fred Van Dyck, EZEC Manager	Telephone Number: (404) 679-1720
Address (Street / PO Box, City, State, & Zip Code): 60 Executive Park South, N.E. Atlanta, Georgia 30329-2231	
Name of Entity:	Authorized Official:
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	

B. Nominating Local Government(s) Enter the total number of nominating local governments.

Name of Jurisdiction: Crisp County, Georgia	Metropolitan Statistical Area Name (if in an MSA):
Chief Elected Official: J. R. Dowdy, Jr, Chairman, Board of Commissioners	
Contact Person (Name and Title): Pat McKnight, County Administrator	Telephone Number: 912-276-2672
Address (Street / PO Box, City, State, & Zip Code): 210 S. 7th St. Room 303, Cordele, GA 31015	County: Crisp, Georgia
Name of Jurisdiction: Dooly County, Georgia	Metropolitan Statistical Area Name (if in an MSA):
Authorized Official: Wayne West, Chairman, Board of Commissioners	
Contact Person (Name and Title): Stephen Sanders, County Clerk	Telephone Number: 912-268-4228
Address (Street / PO Box, City, State, & Zip Code): P.O. Box 55, Vienna, GA 31092	County: Dooly, Georgia

C. Applicant or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity: Crisp/Dooly Partnership, Inc.	
Contact Person (Name and Title): Elton R. Shauf, Executive Director	Telephone Number: 912-273-9111
Address (Street / PO Box, City, State, & Zip Code): P.O. Box 587, Cordele, GA 31010	

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area.
Number the additional sheets Ia, Ib, etc.

Nomination

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of
designation requested
(maximum of 10 years):

10

Nomination Categories (mark as applicable):

Rural

Indian Reservation

yes

no

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity:

Authorized Official:

Contact Person (Name and Title):

Telephone Number:

Address (Street / PO Box, City, State, & Zip Code):

Name of Entity:

Authorized Official:

Contact Person (Name and Title):

Telephone Number:

Address (Street / PO Box, City, State, & Zip Code):

B. Nominating Local Government(s)

9

Enter the total number of nominating local governments.

Name of Jurisdiction:

Metropolitan Statistical Area Name (if in an MSA):

City of Cordele

Chief Elected Official:

Zack Wade, Chairman, City Commission

Contact Person (Name and Title):

Telephone Number:

Dr. Jack Miller City Manager

912-273-3102

Address (Street / PO Box, City, State, & Zip Code):

County:

P.O. Box 569, Cordele, GA 31010

Crisp, Georgia

Name of Jurisdiction:

Metropolitan Statistical Area Name (if in an MSA):

City of Vienna

Authorized Official:

Willie J. Davis, Mayor

Contact Person (Name and Title):

Telephone Number:

Stanley Gambrell, City Administrator

912-268-4744

Address (Street / PO Box, City, State, & Zip Code):

County:

P.O. Box 436, Vienna, GA 31092

C. Applicant or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity:

Contact Person (Name and Title):

Telephone Number:

Address (Street / PO Box, City, State, & Zip Code):

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area.
Number the additional sheets Ia, Ib, etc.

Nomination

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of
designation requested
(maximum of 10 years):

10

Nomination Categories (mark as applicable):

Rural

Indian Reservation yes ___ no x

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity:

Authorized Official:

Contact Person (Name and Title):

Telephone Number:

Address (Street / PO Box, City, State, & Zip Code):

Name of Entity:

Authorized Official: --

Contact Person (Name and Title):

Telephone Number:

Address (Street / PO Box, City, State, & Zip Code):

B. Nominating Local Government(s)

9 Enter the total number of nominating local governments.

Name of Jurisdiction:

City of Byromville

Metropolitan Statistical Area Name (if in an MSA):

Chief Elected Official:

Mayor Sarah Woodruff

Contact Person (Name and Title):

Sarah Woodruff, Mayor

Telephone Number:

912-433-5477

Address (Street / PO Box, City, State, & Zip Code):

P.O. Box 143, Byromville, GA 31007

County:

Dooly, Georgia

Name of Jurisdiction:

City of Dooling

Metropolitan Statistical Area Name (if in an MSA):

Authorized Official:

Mayor Jean T. Weeks

Contact Person (Name and Title):

Jean T. Weeks, Mayor

Telephone Number:

912-433-2602

Address (Street / PO Box, City, State, & Zip Code):

Route 1, Box 472 Montezuma, GA 31603

County:

Dooly, Georgia

C. Applicant or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity:

Contact Person (Name and Title):

Telephone Number:

Address (Street / PO Box, City, State, & Zip Code):

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area.
Number the additional sheets Ia, Ib, etc.

Nomination

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of designation requested (maximum of 10 years):

Nomination Categories (mark as applicable):
Rural
Indian Reservation yes ___ no

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity:	Authorized Official:
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	

Name of Entity:	Authorized Official: .	--
Contact Person (Name and Title):	Telephone Number:	
Address (Street / PO Box, City, State, & Zip Code):		

B. Nominating Local Government(s) Enter the total number of nominating local governments.

Name of Jurisdiction: <u>City of Lilly</u>	Metropolitan Statistical Area Name (if in an MSA):
Chief Elected Official: <u>Mayor John F. Bradley</u>	
Contact Person (Name and Title): <u>John F. Bradley, Mayor</u>	Telephone Number: <u>912-268-8667</u>
Address (Street / PO Box, City, State, & Zip Code): <u>P.O. Box 253, Lilly, GA 31051</u>	County: <u>Dooley, Georgia</u>

Name of Jurisdiction: <u>City of Pinehurst</u>	Metropolitan Statistical Area Name (if in an MSA):
Authorized Official: <u>Mayor Donald Dupree</u>	
Contact Person (Name and Title): <u>Donald Dupree, Mayor</u>	Telephone Number: <u>912-645-3600</u>
Address (Street / PO Box, City, State, & Zip Code): <u>P.O. Box 162, Pinehurst, GA 31070</u>	County: <u>Dooley, Georgia</u>

C. Applicant or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity:	
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area. Number the additional sheets Ia, Ib, etc.

Nomination

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of designation requested (maximum of 10 years):

10

Nomination Categories (mark as applicable):

Rural
Indian Reservation yes ___ no x

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity: _____ Authorized Official: _____
Contact Person (Name and Title): _____ Telephone Number: _____
Address (Street / PO Box, City, State, & Zip Code): _____

Name of Entity: _____ Authorized Official: _____
Contact Person (Name and Title): _____ Telephone Number: _____
Address (Street / PO Box, City, State, & Zip Code): _____

B. Nominating Local Government(s)

9

Enter the total number of nominating local governments.

Name of Jurisdiction: _____ Metropolitan Statistical Area Name (if in an MSA): _____
City of Unadilla
Chief Elected Official: _____
Mayor Clint Shugart
Contact Person (Name and Title): _____ Telephone Number: _____
Clint Shugart, Mayor 912-627-3022
Address (Street / PO Box, City, State, & Zip Code): _____ County: _____
P.O. Box 306, Unadilla, GA 31092 Dooly, Georgia

Name of Jurisdiction: _____ Metropolitan Statistical Area Name (if in an MSA): _____
Authorized Official: _____
Contact Person (Name and Title): _____ Telephone Number: _____
Address (Street / PO Box, City, State, & Zip Code): _____ County: _____

C. Applicant or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity: _____
Contact Person (Name and Title): _____ Telephone Number: _____
Address (Street / PO Box, City, State, & Zip Code): _____

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area. Number the additional sheets Ia, Ib, etc.

Part II: Eligibility Information

This form incorporates the information necessary to demonstrate that the nominated area meets the statutory eligibility requirements for consideration and designation. Procedures for identifying the population and poverty rate data are given in Part IV. Use the results to answer the appropriate items A through E below.

	Yes	No		Yes	No
A. Size & Location of the Nominated Area			2. From the Part IV Rural Population Data Worksheet, provide the following information for the entire area nominated:		
1. What is the square mileage of the nominated area?	609.72		a. Total 1990 census population	22863	
2. Is the nominated area located wholly within the jurisdiction of the legal government(s) listed in Part I?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	b. Do all census tracts or block numbering areas of the nominated zone have a poverty rate of not less than 20%?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. How many States are in the nominated area?	one		c. Do at least 90% of all the census tracts in the nominated area have a poverty rate of not less than 25%?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Is the boundary of the nominated area continuous?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	d. If the answer to b or c is "no," would the answer(s) to b or c otherwise be "yes" if developable sites were not taken into account?	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the nominated area, including developable sites, consist of not more than three noncontiguous parcels?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3. Is the entire nominated area eligible under the emigration criteria established by the Secretary of Agriculture?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6. a. Does the nominated area include developable sites?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	C. Distress of the Nominated Area		
b. If "yes," are there no more than three?	<input type="checkbox"/>	<input type="checkbox"/>	The major indices of distress are pervasive poverty, unemployment, and general distress.		
c. If "yes," do they exceed 2,000 acres in the aggregate?	<input type="checkbox"/>	<input type="checkbox"/>	1. Is the pervasive poverty of the area detailed in the Strategic Plan and certified in Part III?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. a. Is the nominated area wholly outside a Metropolitan Statistical Area?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2. Is the unemployment of the area detailed in the Strategic Plan and certified in Part III?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. If "no," does the nominated area have a population density less than or equal to 1,000 persons per square mile, and is the land use primarily agricultural?	<input type="checkbox"/>	<input type="checkbox"/>	3. Is the general distress of the area, including the physical and social conditions that demonstrate it, detailed in the Strategic Plan and certified in Part III?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
8. a. Are there any census tracts within a central business district?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	D. Alaska and Hawaii Nominations Only		
b. If "yes," is the poverty rate not less than 35% for such tracts?	<input type="checkbox"/>	<input type="checkbox"/>	1. Do at least 20% of the families in each census tract or block group within the nominated area have incomes at or below 50% of the statewide median family income?		
9. a. Does the nominated area include any portion of an area included in a previously designated Enterprise Community?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E. Mixed Poverty/Emigration Eligibility		
b. If "yes," is the entirety of the subject Enterprise Community included in the nominated area?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	(where the nominated area consists of two or three noncontiguous parcels)		
B. Population & Poverty Rate of the Nominated Area			1. Does each parcel qualify under either the poverty rate test specified in B.2.b. and B.2.c. or the outmigration test specified in B.3?	<input type="checkbox"/>	<input type="checkbox"/>
1. a. Do any of the census tracts included in the nominated area have no population or a population of less than 2,000?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2. Does any parcel qualify under both the poverty rate test specified in B.2.b. and B.2.c. and the outmigration test specified in B.3?	<input type="checkbox"/>	<input type="checkbox"/>
b. If "yes," is more than 75% of the tract zoned commercial/industrial and certified in Part III?	<input type="checkbox"/>	<input checked="" type="checkbox"/>			
c. If "yes," is the tract contiguous to one or more other census tracts that have a poverty rate of not less than 25% as reported by the U.S. Bureau of the Census?	<input checked="" type="checkbox"/>	<input type="checkbox"/>			

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

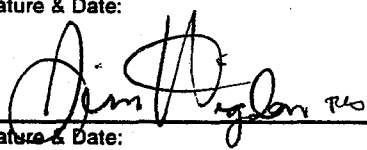
- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the State median income and the population of the geographic area does not exceed 30,000;

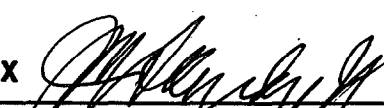

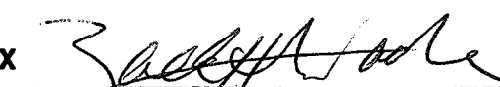
- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designated zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable only where the nominated area includes area from within a Round I EC), a Round I EC is included in its entirety in the nominated area.

OR

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity: Georgia Department of Community Affairs	Signature & Date: 
Name of Authorized Official & Title: Jim Higdon, Commissioner	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: Crisp County, Georgia	Signature & Date: October 8, 1998
Official Name & Title: J.R. Dowdy, Jr, Commission Chairman	X 
Governmental Unit & State Name: Dooly County, Georgia	Signature & Date: October 8, 1998
Official Name & Title: Wayne West, Commission Chairman	X 
Governmental Unit & State Name: City of Cordele, Georgia	Signature & Date: October 8, 1998
Official Name & Title: Zack Wade, Commission Chairman	X 

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

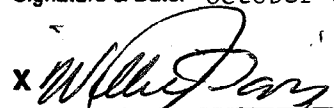
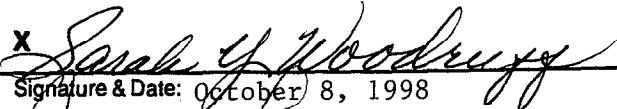
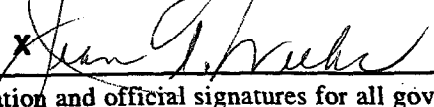
(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the State median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designated zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable only where the nominated area includes area from within a Round I EC), a Round I EC is included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	
	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	
	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: <u>City of Vienna, Georgia</u>	Signature & Date: <u>October 8, 1998</u>
Official Name & Title: <u>Willie J. Davis, Mayor</u>	X 
Governmental Unit & State Name: <u>City of Byromville, Georgia</u>	Signature & Date: <u>October 8, 1998</u>
Official Name & Title: <u>Sarah Woodruff, Mayor</u>	X 
Governmental Unit & State Name: <u>City of Dooling, Georgia</u>	Signature & Date: <u>October 8, 1998</u>
Official Name & Title: <u>Jean T. Weeks, Mayor</u>	X 

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part III: Certifications

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action will be taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area is one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area meets the size and boundary test; and
 - (4) the geographic area meets either the poverty rate test or emigration criteria.

OR

(in the case of Alaska and Hawaii only), the geographic area meets the test that at least 20% of the families in the geographic area have incomes at or below 50% of the State median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designated zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable only where the nominated area includes area from within a Round I EC), a Round I EC is included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X
Name of Entity:	Signature & Date: October 8, 1998
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name: City of Lilly, Georgia	Signature & Date: October 8, 1998
Official Name & Title: John F. Bradley, Mayor	X <i>John F. Bradley</i>
Governmental Unit & State Name: City of Pinehurst	Signature & Date:
Official Name & Title: Donald Dupree, Mayor	X <i>Donald m. Dupree</i>
Governmental Unit & State Name: City of Unadilla	Signature & Date: October 8, 1998
Official Name & Title: Clint Shugart, Mayor	X <i>Clint Shugart</i>

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. Number the sheets IIIa, IIIb, etc.

Part IV: Rural Population Data Worksheet

Duplicate this page if needed. Number the added pages IVa, IVb, etc. Use only one line per census tract/block numbering area. Enter the total number of census tracts/block numbering areas listed on all pages in the block to the right. The tracts in each parcel should be grouped separately below.

		1	2	3	4. Poverty		5. Land Area			6	7
		State and County FIPS Code (5-digit)	Census Geographic Area Census Tract Code/Block Numbering Area	1990 Population	4a. Number of Persons in Poverty	4b. Percent of Persons Below the Poverty Level	5a. Total Land Area in Census Tract (sq. miles)	5b. Excluded Area (sq. miles)	5c. Net Area of Tract (sq. miles) or Developable Site, as applicable	Code	Check if this tract is included in a current EC
1		13081	9701	3541	1186	33.4934	119.13		119.13		
2		13081	9702	1542	635	41.1803	110.3		110.3		x
3		13081	9703	4615	1370	29.6858	167.72		167.72		x
4		13081	9802	7074	2760	39.016	125.08		125.08		x
5		13081	9803	2704	759	28.070	53.93		53.93		x
6		13081	9801	3387	772	22.793	33.56		33.56		
7											
8											
9											
10											
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

Eligibility Data for Each Parcel				Parcel A	Parcel B	Parcel C
Number of census tracts/block numbering areas with poverty rate(s) of 25% or greater.				5		
Number of census tracts/block numbering areas with poverty rate(s) of 20% or greater.				1		
Number of census tracts/block numbering areas with a population of less than 2,000.				1		
Number of census tracts/block numbering areas with no population.				0		

Section 4 - Economic and Social Conditions

Demographics

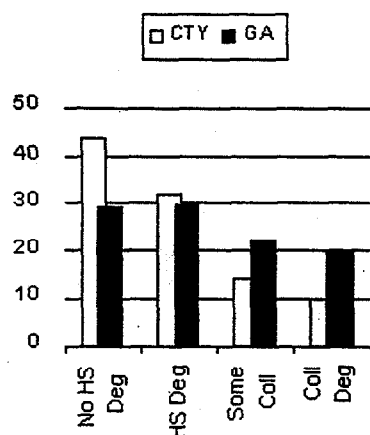
Georgia Department of Community Affairs County Snapshots

Crisp County

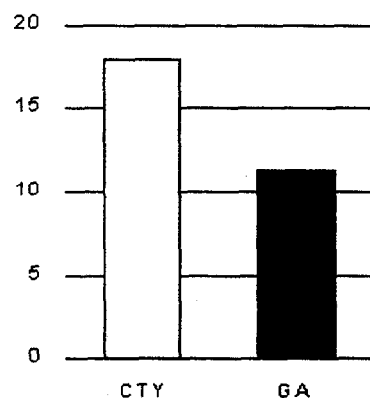


Demographics

Educational Attainment:
% of Population Age 25 and Over
(1990) ▼



Infant Mortality,
Five Year Average ('89-'93)
Rate Per 1,000 Live Births ▼



- According to the 1990 Census, the population of Crisp County was 20,011 persons. The county's population grew between 1980 and 1990 at a rate of 2.7%, compared with a state average growth rate during the period of 13.2%. The county's projected population for the year 2000 is 21,721 persons.
- In Crisp County, 58.9% of the residents were white and 40.7% were black, according to the 1990 Census. Hispanics, who may also be identified as either white or black in the Census data, constituted 0.3% of the county's population. Statewide, 71% of residents were white, 27% were black and 1.7% were Hispanic.
- In addition, 32.9% of the county's residents were age 19 or younger, while 14% were age 65 or older. Statewide, 30% were age 19 or younger and 10% were age 65 or older.
- In Crisp County, the 1990 Census reports 12.5% of households were headed by females and had children under 18 years of age, compared with 8% statewide. Total households with children under 18 comprised 36.2% of all households in the county and 36% of those in the state.
- The 1990 Census indicates that 32% of the adult population in Crisp County had completed high school, which was greater than the state average of 29.6%. A total of 24.2% of the county's population had at least some college level education compared with the 41.3% state average.
- Between 1991 and 1995, an average of 8.3% of students in grades 8 to 12 dropped out of school each year in the county. Statewide, the average percentage of dropouts was 6.7% for the same time period.
- Crisp County spent an average of \$3,596 per pupil for public education each year between 1990 and 1994. This expenditure was less than the statewide average of \$4,002.
- Between 1989 and 1993, the infant mortality rate (infant deaths per 1,000 live births) was 18 for the county. The statewide rate was 11.3 during the same period.
- In 1992, the number of physicians in the county per 1,000 population was 1.08, compared with the 0.8 state average. Crisp County had 3.3 hospital beds per 1,000 population in 1994, which was less than the statewide average of 3.6 beds per 1,000 population.
- According to the 1990 Census, 53.5% of the housing units in the county were owner occupied. The median value of these units was \$47,100. Across the state, 76% of housing units were owner occupied, with a median value of \$70,700.
- Between 1990 and 1994, the county's index crime rate (crimes per 100,000 population) was 3,784. Statewide, when moving from the highest index crime rate to the lowest, Crisp County ranked number 44. Of this five year average, 11.3% were violent crimes, while 88.7% were non-violent crimes.
- In 1992, 80.9% of the adult population in the county was registered to vote. Of those registered, 66.9% voted in the 1992 general election. Statewide, in 1992, 67% of eligible Georgians

Georgia Department of Community Affairs

were registered to vote. Of those registered, 73% voted in the general election that year.

Community	Population			Growth (%)	
	1970	1980	1990	1970-1980	1980-1990
Crisp County	18,087	19,489	20,011	7.8	2.7
Arabi	305	376	433	23.3	15.2
Cordele	10,733	10,914	10,321	1.7	-5.4

| [overview](#) | [=>demographics<=](#) | [economy](#) | [government](#) | [home](#) |

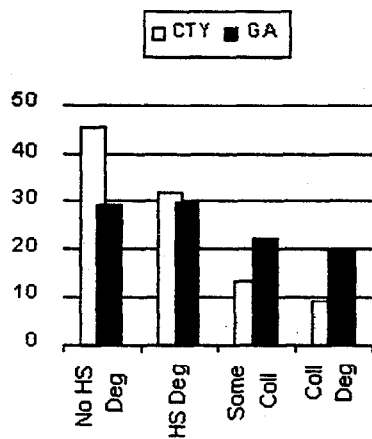
Georgia Department of Community Affairs County Snapshots

Dooly County

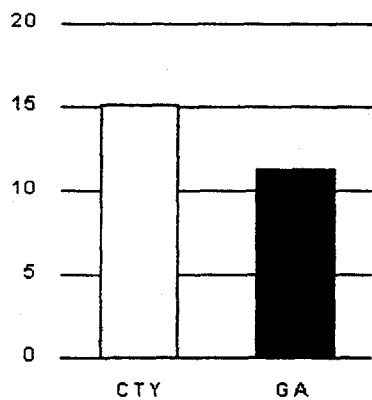


Demographics

**Educational Attainment:
% of Population Age 25 and Over
(1990) ▼**



**Infant Mortality,
Five Year Average ('89-'93)
Rate Per 1,000 Live Births ▼**



- According to the 1990 Census, the population of Dooly County was 9,901 persons. The county's population declined between 1980 and 1990 at a rate of 8.5%, compared with a state average growth rate during the period of 13.2%. The county's projected population for the year 2000 is 10,115 persons.
- In Dooly County, 50.4% of the residents were white and 49% were black, according to the 1990 Census. Hispanics, who may also be identified as either white or black in the Census data, constituted 0.8% of the county's population. Statewide, 71% of residents were white, 27% were black and 1.7% were Hispanic.
- In addition, 33.1% of the county's residents were age 19 or younger, while 15% were age 65 or older. Statewide, 30% were age 19 or younger and 10% were age 65 or older.
- In Dooly County, the 1990 Census reports 11.3% of households were headed by females and had children under 18 years of age, compared with 8% statewide. Total households with children under 18 comprised 36% of all households in the county and 36% of those in the state.
- The 1990 Census indicates that 31.8% of the adult population in Dooly County had completed high school, which was greater than the state average of 29.6%. A total of 22.9% of the county's population had at least some college level education compared with the 41.3% state average.
- Between 1991 and 1995, an average of 8% of students in grades 8 to 12 dropped out of school each year in the county. Statewide, the average percentage of dropouts was 6.7% for the same time period.
- Dooly County spent an average of \$4,454 per pupil for public education each year between 1990 and 1994. This expenditure was greater than the statewide average of \$4,002.
- Between 1989 and 1993, the infant mortality rate (infant deaths per 1,000 live births) was 15.1 for the county. The statewide rate was 11.3 during the same period.
- In 1992, the number of physicians in the county per 1,000 population was 0.4, compared with the 0.8 state average. Dooly County had 4.8 hospital beds per 1,000 population in 1994, which was greater than the statewide average of 3.6 beds per 1,000 population.
- According to the 1990 Census, 61.1% of the housing units in the county were owner occupied. The median value of these units was \$39,200. Across the state, 76% of housing units were owner occupied, with a median value of \$70,700.
- Between 1990 and 1994, the county's index crime rate (crimes per 100,000 population) was 1,836. Statewide, when moving from the highest index crime rate to the lowest, Dooly County ranked number 111. Of this five year average, 111.8% were violent crimes, while -11.8% were non-violent crimes.
- In 1992, 70% of the adult population in the county was registered to vote. Of those registered, 70% voted in the 1992 general election. Statewide, in 1992, 67% of eligible Georgians were

Georgia Department of Community Affairs

registered to vote. Of those registered, 73% voted in the general election that year.

Community	Population			Growth (%)	
	1970	1980	1990	1970-1980	1980-1990
Dooly County	10,404	10,826	9,901	4.1	-8.5
Byromville	419	567	452	35.3	-20.3
Dooling
Lilly	155	202	138	30.3	-31.7
Pinehurst	405	431	388	6.4	-10.0
Unadilla	1,457	1,566	1,620	7.5	3.5
Vienna	2,341	2,886	2,708	23.3	-6.2

| [overview](#) | [=>demographics<=](#) | [economy](#) | [government](#) | [home](#) |

Section 4 - Economic and Social Conditions

Economy

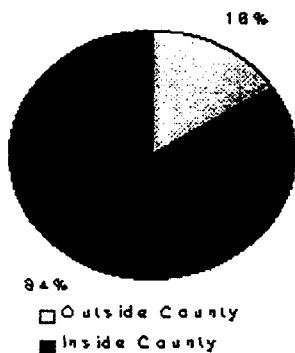
Georgia Department of Community Affairs County Snapshots

Crisp County

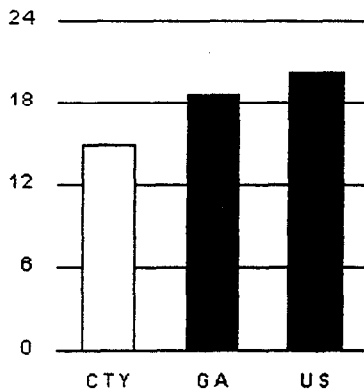


Economy

Commuting,
% of Workforce Employed
(1990) ▼



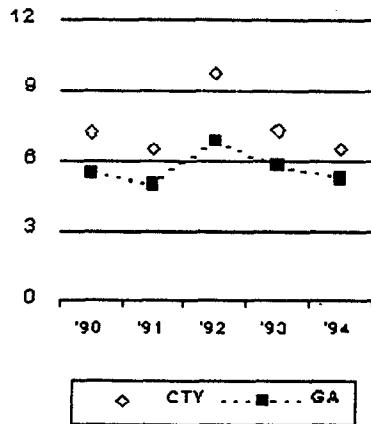
Per Capita Income
(\$,000/1992) ▼



Unemployment Rate:
('90-'94) ▼

- According to the Georgia Department of Labor, the largest non-government employers in the county include: Cordele Uniform, Masonite Corp., and Sero Company.
- Between 1990 and 1994, Crisp County's annual unemployment rate was higher than the state's mark, averaging 7% compared with the state's average of 5.7%. Nationwide, unemployment for the same period averaged 6.5%.
- In 1990, 84% of the county's workforce was employed within the county while the balance, 16%, commuted out of Crisp County for employment.
- The county per capita income in 1992 was less than that of the state and was less than that of the nation. Crisp County's per capita income was \$14,850, as compared with \$18,549 for the state and \$20,105 for the United States.
- Crisp County's median household income in 1989 was \$17,797. This amount was less than the state's median household income of \$29,021 in that same year. Nationally, the median household income in 1989 was \$30,056.
- In 1993, taxable sales in the county amounted to \$10,625 per capita. This amount was less than the \$10,636 per capita figure for the state as a whole.
- Crisp County had 512 business establishments in 1991. In the six-year period of 1986-1991, the number of business establishments in the county remained the same. Statewide, the number of business establishments increased by 6% during the same period.
- According to the Georgia Department of Revenue's Net Property and Utility Digest, Crisp County's assessed property value amounted to \$249,593,001 in 1992, resulting in a per capita assessed property value of \$12,473. At the state level, per capita assessed property value in 1992 equaled \$16,112.
- The newspaper with the largest daily circulation in Crisp County is the Cordele Dispatch. The county is considered part of the Albany television market.
- During 1989, 29% of the county's population lived below the poverty level, compared with a statewide level of 15% and a U.S. rate of 13%. In addition, 42% of the children under the age of 18 in the county lived in poverty and 31% of the elderly, persons over age 65, lived below the poverty level. Statewide, in 1989, 20% of all children and 20% of the elderly lived in poverty.

Georgia Department of Community Affairs



- Nationally, 19% of all children and 11% of the elderly were considered to be impoverished.
- Residents of Crisp County received total government transfer payments amounting to \$3,781 per capita in 1992, compared with \$2,708 per capita statewide.

| [overview](#) | [demographics](#) | **[=>economy<=<](#)** | [government](#) | [home](#) |

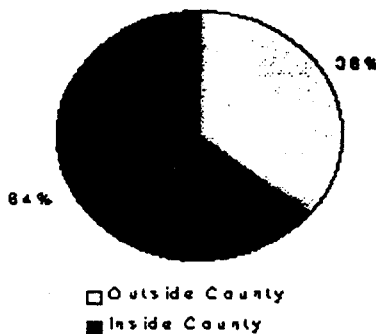
Georgia Department of Community Affairs County Snapshots

Dooly County

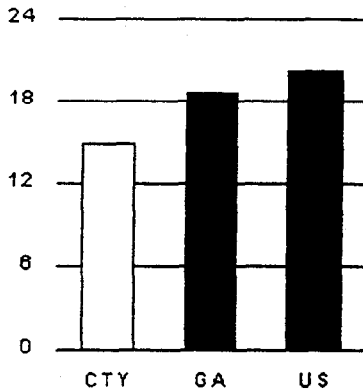


Economy

**Commuting,
% of Workforce Employed
(1990) ▼**



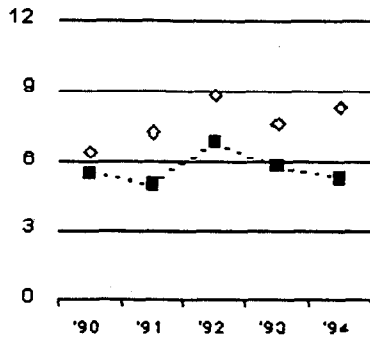
**Per Capita Income
(\$,000/1992) ▼**



**Unemployment Rate:
(90-'94) ▼**

- According to the Georgia Department of Labor, the largest non-government employers in the county include: Georgia Pacific Co., Oxford Industries, and Red Kap Industries Inc..
- Between 1990 and 1994, Dooly County's annual unemployment rate was higher than the state's mark, averaging 8% compared with the state's average of 5.7%. Nationwide, unemployment for the same period averaged 6.5%.
- In 1990, 64% of the county's workforce was employed within the county while the balance, 36%, commuted out of Dooly County for employment.
- The county per capita income in 1992 was less than that of the state and was less than that of the nation. Dooly County's per capita income was \$14,924, as compared with \$18,549 for the state and \$20,105 for the United States.
- Dooly County's median household income in 1989 was \$16,326. This amount was less than the state's median household income of \$29,021 in that same year. Nationally, the median household income in 1989 was \$30,056.
- In 1993, taxable sales in the county amounted to \$6,138 per capita. This amount was less than the \$10,636 per capita figure for the state as a whole.
- Dooly County had 181 business establishments in 1991. In the six-year period of 1986-1991, the number of business establishments in the county decreased by 4%. Statewide, the number of business establishments increased by 6% during the same period.
- According to the Georgia Department of Revenue's Net Property and Utility Digest, Dooly County's assessed property value amounted to \$125,514,977 in 1992, resulting in a per capita assessed property value of \$12,677. At the state level, per capita assessed property value in 1992 equaled \$16,112.
- The newspaper with the largest daily circulation in Dooly County is the The Macon Telegraph. The county is considered part of the Macon television market.
- During 1989, 33% of the county's population lived below the poverty level, compared with a statewide level of 15% and a U.S. rate of 13%. In addition, 40% of the children under the age of 18 in the county lived in poverty and 40% of the elderly, persons over age 65, lived below the poverty level. Statewide, in 1989, 20% of all children and 20% of the elderly lived in poverty.

Georgia Department of Community Affairs



- Nationally, 19% of all children and 11% of the elderly were considered to be impoverished.
- Residents of Dooly County received total government transfer payments amounting to \$3,888 per capita in 1992, compared with \$2,708 per capita statewide.

◇ CTY ... ■ ... GA

Georgia Economic Profile

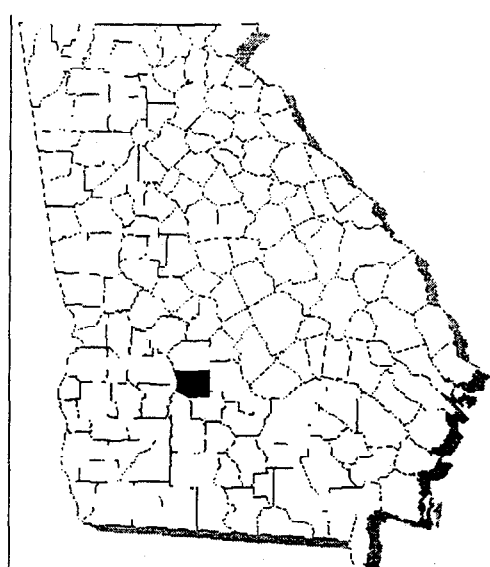
City of Cordele Crisp County

Population			GA	U.S.
	City	County	(millions)	
1950	9,462	17,663	3.4	151
1960	10,609	17,768	3.9	179
1970	10,733	18,087	4.6	203
1980	10,914	19,489	5.5	227
1990	10,321	20,011	6.5	250
1997	10,963	20,964	7.4	267
1998	10,011	20,747	7.6	270

Per Capita Income			
	County	GA	U.S.
1970	\$2,544	\$3,373	\$4,047
1980	\$6,146	\$8,353	\$9,940
1985	\$9,364	\$12,864	\$14,155
1990	\$13,242	\$17,123	\$18,666
1993	\$14,963	\$19,656	\$21,233
1994	\$16,310	\$20,723	\$22,186
1996	\$17,413	\$23,028	\$24,436

Health

New regional hospital (65 beds).
 20 active staff MD's.
 50 consultant MD's.
 5 physician assistants and nurse practitioners.
 5 certified nurse anesthetists.
 5 dentists. 2
 nursing homes (243 beds).
 4 mobile critical care units.
 quick response vehicle.
 2 retirement homes (37 beds).
 3 rural healthcare centers.
 24-hour emergency room.



Located 135 miles south of Atlanta.

Education

COMMUNITY SCHOOLS. 6 county public schools with 294 teachers, 4,398 students, and 183 high school graduates in 1997. 1 private schools with 277 students in 1997.

HIGHER EDUCATION. Tech. Institute: Albany at Albany (40 miles) with 1,886 students. South Georgia at Americus (30 miles) with 1,002 students. 2-yr: Abraham Baldwin Agricultural College at Tifton (30 miles) with 2,592 students. Darton College at Albany (40 miles) with 2,554 students. Sr. College/Univ: Georgia Southwestern State Univ. at Americus (30 miles) with 2,522 students. Cordele/Crisp County is in the middle of 4 Vo-Tech schools and within 40 miles of several 2-yr. and 4-yr colleges. Cordele division of South Georgia Tech. Inst. opened July 1990.

Commercial Services

COMMUNICATIONS. Local Newspapers: 1 daily. Other dailies delivered: Albany Herald, Atlanta Constitution, Atlanta Journal, Macon Telegraph & News. 6 TV channels received (cable available). Local radio stations: 1 AM, 1 FM. Local TV stations: 1.

FINANCIAL FACILITIES. 3 banks with \$246.1 million in assets.

INDUSTRIAL SUPPORT SERVICES. Casting, electric motor repair, fabricating, finishing, forming, machining, tool & die shop.

PUBLIC ACCOMMODATIONS. 30 restaurants (largest seating capacity 250). 17 motels (1,050 rooms). 9 meeting facilities (largest seats 250). High school auditorium seats 1,200.

Municipal Services

FIRE PROTECTION. 24 full-time personnel. Protection outside city limits. Fire insurance classification 4.

POLICE PROTECTION. 36 full-time personnel. Protection outside city limits.

GARBAGE. Service provided by city and private contractor.

PROFESSIONAL ENGINEER. None

ZONING. City and county zoning ordinance in effect. Southern Standard Construction Codes and National Electric Code adopted by city.

Recreation

FACILITIES. 5 tennis courts. 10 parks. 2 swimming pools. 1 country club. 44 recreation areas (4,944 acres) include 1,845 land acres and 3,099 water acres. Stock car racing on a 3/8 mile dirt track.

STATE PARKS. Georgia Veterans State Park (7 miles) with swimming, fishing, camping, water skiing, motor boating, and 18-hole champion public golf course.

PUBLIC LAKE/RIVER. Flint River (9 miles) has swimming, fishing, camping, water skiing, motor boating. Lake Blackshear (9 miles) has swimming, fishing, camping, water skiing, motor boating.

YEARLY EVENTS. Various festivals and civic events sponsored by Chamber of Commerce and Lake Blackshear, including annual Watermelon Festival, Christmas Parade, and National Bass Tournaments. An active little theatre, Fine Art Club, and Cordele Symphony Club bring cultural excitement to the community with various productions each season.

Utilities

ELECTRICITY. A part of Georgia's modern integrated electrical transmission system, Cordele has excellent ability to supply industrial demands. Compared to 47% for the U.S., coal accounts for 84% of fuel used by the state's power generating plants. This assures long-term continuity. Crisp County has its own hydro-generating as well as steam and gas plants, making the Crisp County Power Commission's rates considerably less than others in the Southeast United States.

NATURAL GAS. Available in industrial quantities on both a firm and an interruptible basis.

WATER. Plant capacity: 6,408,000 gal/day. Consumption: 2,070,000 gal/day average. Ground storage capacity: 1,586,000 gal. Elevated storage capacity: 800,000 gal. Source: 5 deep wells.

SEWAGE. Plant Capacity: 5,000,000 gal/day. Plant Load: 2,500,000 gal/day average. Secondary treatment plant. Oxidation pond.

Taxes

PROPERTY. Property taxes are determined by tax rates and assessment ratios which vary by location. The only realistic way to compare property taxes from different locations is to use "effective tax rates" (tax rate multiplied by assessment ratio). Effective tax rates combine city, county, school, and state tax rates into one convenient figure -- the annual tax for each \$1000 of property at its fair market value. This rate applies to all property: land, buildings, machinery, equipment, and inventory.

Property Located	1997 Effective Rate
Within City	\$15.31
Outside City	\$10.68

INVENTORY. Cordele and Crisp County exempt 100% on all classes of certain business inventory from property taxation.

SALES. City and county have 3% local sales tax in addition to the 4% state sales tax.

Transportation

MOTOR FREIGHT CARRIERS. 3 interstate. 26 inter/intrastate.

RAIL. CSX rail service at Cordele (local). Norfolk Southern rail service at Cordele (local). Georgia Southwestern Railroad provides direct access to both class 1 railroads serving city's industrial park.

WATER. Navigable River: Chattahoochee (9 foot channel depth) with a public barge dock at Columbus (96 miles). Seaport: St. Marys (172 miles) with a maintained channel depth of 32 feet.

AIR. Commercial: Albany (40 miles) service by Atlantic Southeast. Public: Cordele (local) with a 5,000 foot bituminous runway, 2 runways 5,000 feet in length, aircraft tiedown, airframe & power plant repair, lighted runway, VOR/DME, VOR/NDB, localizer, landing instrumentation, strobe glide-path illumination, fuel, hangar.

Georgia Economic Profile

City of Unadilla

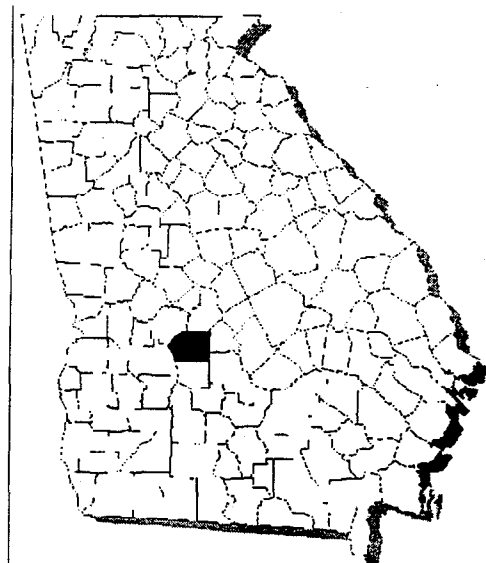
Dooly County

Population			GA	U.S.
	City	County	(millions)	
1950	1,098	14,159	3.4	151
1960	1,304	11,474	3.9	179
1970	1,457	10,404	4.6	203
1980	1,566	10,826	5.5	227
1990	1,620	9,901	6.5	250
1997	1,674	10,448	7.4	267
1998	1,717	10,559	7.6	270

Per Capita Income			
	County	GA	U.S.
1970	\$2,695	\$3,373	\$4,047
1980	\$5,017	\$8,353	\$9,940
1985	\$9,212	\$12,864	\$14,155
1990	\$12,448	\$17,123	\$18,666
1993	\$14,024	\$19,656	\$21,233
1994	\$16,137	\$20,723	\$22,186
1996	\$16,974	\$23,028	\$24,436

Health

1 hospital at Vienna (13 miles) with 47 beds.
 4 MD's.
 3 dentists.
 Dooly Health Care Clinic.
 1 nursing home (102 beds).



Located 130 miles south of Atlanta.

Education

COMMUNITY SCHOOLS. 4 county public schools with 116 teachers, 1,769 students, and 75 high school graduates in 1997. 2 private schools with 387 students in 1997.

HIGHER EDUCATION. Tech. Institute: South Georgia at Americus (41 miles) with 1,002 students. Middle Georgia at Warner Robins (28 miles) with 1,200 students. 2-yr: Middle Georgia College at Cochran (23 miles) with 2,116 students. Sr. College/Univ: Georgia Southwestern State Univ. at Americus (41 miles) with 2,522 students.

Commercial Services

COMMUNICATIONS. Local Newspapers: 1 weekly. 35-channel cable TV available

FINANCIAL FACILITIES. 1 branch bank with \$79.6 million in assets.

INDUSTRIAL SUPPORT SERVICES. Machining, tool & die.

PUBLIC ACCOMMODATIONS. 4 restaurants (largest capacity 80). 3 motels (182 rooms).

Municipal Services

FIRE PROTECTION. 18 volunteer city personnel. 114 volunteer county personnel. Fire insurance classification 8 in city and 9 outside.

POLICE PROTECTION. 4 full-time and 2 part-time city personnel. County sheriff's department. Protection outside city limits.

GARBAGE. Service provided by county-wide pickup.

PROFESSIONAL ENGINEER. City uses consulting firm.

ZONING. City ordinance (Southern Building Code). No county ordinance.

Recreation

FACILITIES. 1 tennis court. Public facilities in Vienna: 2 tennis courts, 1 swimming pool, 4 parks. Fishing and hunting sites abundant locally. Flint River.

TOURS. Historic driving tours.

STATE PARKS. Georgia Veterans State Park (28 miles) with swimming, fishing, camping, water skiing, motor boating, and 18-hole champion public golf course.

PUBLIC LAKE/RIVER. Lake Blackshear (28 miles) has swimming, fishing, camping, water skiing, motor boating.

YEARLY EVENTS. Slosheye Trail Celebration. Big Pig Jig. Methodist Conference Camp Meeting. Southern Wild Game & Fish Cookoff.

SCENIC ATTRACTIONS. Dooly Campground. Dooly County Courthouse. Gov. George Busbee's home. Senator Walter F. George's home and law office museum. Home of Pres. Carter's press secretary. Vienna Cultural Center. Georgia State Cotton Museum - Dooly County Welcome Center.

Utilities

ELECTRICITY. A part of Georgia's modern integrated electrical transmission system, Unadilla has excellent ability to supply industrial demands. Compared to 47% for the U.S., coal accounts for 84% of fuel used by the state's power generating plants. This assures long-term continuity.

NATURAL GAS. Available in industrial quantities on both a firm and an interruptible basis.

WATER. Plant capacity: 1,000,000 gal/day. Consumption: 200,000 gal/day average, 400,000 gal/day maximum. Elevated storage capacity: 350,000 gal.

SEWAGE. Plant Capacity: 150,000 gal/day. Plant Load: 135,000 gal/day average.

Taxes

PROPERTY. Property taxes are determined by tax rates and assessment ratios which vary by location. The only realistic way to compare property taxes from different locations is to use "effective tax rates" (tax rate multiplied by assessment ratio). Effective tax rates combine city, county, school, and state tax rates into one convenient figure -- the annual tax for each \$1000 of property at its fair market value. This rate applies to all property: land, buildings, machinery, equipment, and inventory.

Property Located	1997 Effective Rate
Within City	\$15.28
Outside City	\$12.02

INVENTORY. Unadilla and Dooly County exempt 100% on all classes of certain business inventory from property taxation.

SALES. City and county have 2% local sales tax in addition to the 4% state sales tax.

Transportation

MOTOR FREIGHT CARRIERS. 20 inter/intrastate.

RAIL. CSX piggyback service at Cordele (22 miles). Norfolk Southern piggyback service at Macon (45 miles). Norfolk Southern rail service at Unadilla (local).

WATER. Navigable River: Chattahoochee (9 foot channel depth) with a public barge dock at Columbus (60 miles). Seaport: Brunswick (155 miles) with a maintained channel depth of 30 feet.

AIR. Commercial: Macon (45 miles) service by Atlantic Southeast. Public: Perry (15 miles) with a 5,000 foot bituminous runway, aircraft tiedown, airframe & power plant repair, hangar, lighted runway, NDB.

Georgia Economic Profile

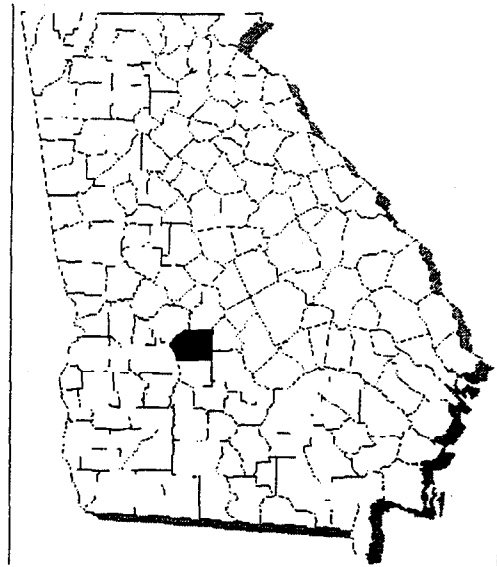
City of Vienna Dooly County

Population			GA	U.S.
	City	County	(millions)	
1950	2,202	14,159	3.4	151
1960	2,099	11,474	3.9	179
1970	2,341	10,404	4.6	203
1980	2,886	10,826	5.5	227
1990	2,708	9,901	6.5	250
1997	3,044	10,448	7.4	267
1998	2,765	10,559	7.6	270

Per Capita Income			
	County	GA	U.S.
1970	\$2,695	\$3,373	\$4,047
1980	\$5,017	\$8,353	\$9,940
1985	\$9,212	\$12,864	\$14,155
1990	\$12,448	\$17,123	\$18,666
1993	\$14,024	\$19,656	\$21,233
1994	\$16,137	\$20,723	\$22,186
1996	\$16,974	\$23,028	\$24,436

Health

1 hospital (47 beds).
 5 MD's.
 3 dentists.
 Full-time ambulance service crew.
 1 nursing home (102 beds).



Located 143 miles south of Atlanta.

Education

COMMUNITY SCHOOLS. 4 county public schools with 116 teachers, 1,769 students, and 75 high school graduates in 1997. 2 private schools with 387 students in 1997.

HIGHER EDUCATION. Tech. Institute: South Georgia at Americus (28 miles) with 1,002 students. Middle Georgia at Warner Robins (40 miles) with 1,200 students. 2-yr: Middle Georgia College at Cochran (36 miles) with 2,116 students. Sr. College/Univ: Georgia Southwestern State Univ. at Americus (28 miles) with 2,522 students.

Commercial Services

COMMUNICATIONS. Local Newspapers: 1 weekly. 41-channel cable TV available. Local radio stations: 1 AM.

FINANCIAL FACILITIES. 2 banks with \$120.6 million in assets.

INDUSTRIAL SUPPORT SERVICES. Fabricating, machining, machinery modification. Most other services available within 8-mile radius.

PUBLIC ACCOMMODATIONS. 4 restaurants (largest seating capacity 200). 1 motel (78 rooms).

Municipal Services

FIRE PROTECTION. 1 emergency services coordinator. 19 volunteer city and 114 volunteer county personnel. Fire insurance classification 6 in city and 9 in county.

POLICE PROTECTION. 6 city police officers. Countywide protection through sheriff's department.

GARBAGE. Service provided by county-wide pickup.

PROFESSIONAL ENGINEER. Contracted as needed.

ZONING. City ordinance.

Recreation

FACILITIES. Public facilities in Vienna: 2 tennis courts, 1 swimming pool, 4 parks. Fishing and hunting sites abundant locally. Flint River (8 miles).

TOURS. Historic driving tour.

STATE PARKS. Georgia Veterans State Park (12 miles) with swimming, fishing, camping, water skiing, motor boating, and 18-hole champion public golf course.

PUBLIC LAKE/RIVER. Lake Blackshear (12 miles) has swimming, fishing, camping, water skiing, motor boating.

YEARLY EVENTS. Slosheye Trail Celebration. Big Pig Jig. Methodist Conference Camp Meeting. Southern Wild Game & Fish Cookoff.

SCENIC ATTRACTIONS. Dooly Campground. Dooly County Courthouse. Gov. George Busbee's home. Senator Walter F. George's home and law office museum. Home of Pres. Carter's press secretary. Vienna Cultural Center. Georgia State Cotton Museum - Dooly County Welcome Center.

Utilities

ELECTRICITY. A part of Georgia's modern integrated electrical transmission system, Vienna has excellent ability to supply industrial demands. Compared to 47% for the U.S., coal accounts for 84% of fuel used by the state's power generating plants. This assures long-term continuity.

NATURAL GAS. Available in industrial quantities on both a firm and an interruptible basis.

WATER. Plant capacity: 5,100,000 gal/day. Consumption: 1,427,522 gal/day maximum. Elevated storage capacity: 800,000 gal. Source: 5 deep wells. Pumping capacity: 4,700,000 gal/min. Industrial park has 1 deep well with 8" main.

SEWAGE. Plant Capacity: 720,000 gal/day. Plant Load: 300,000 gal/day average. Oxidation pond. Primary treatment plant.

Taxes

PROPERTY. Property taxes are determined by tax rates and assessment ratios which vary by location. The only realistic way to compare property taxes from different locations is to use "effective tax rates" (tax rate multiplied by assessment ratio). Effective tax rates combine city, county, school, and state tax rates into one convenient figure -- the annual tax for each \$1000 of property at its fair market value. This rate applies to all property: land, buildings, machinery, equipment, and inventory.

Property Located	1997 Effective Rate
Within City	\$15.46
Outside City	\$12.02

INVENTORY. Vienna and Dooly County exempt 100% on all classes of certain business inventory from property taxation.

SALES. City and county have 2% local sales tax in addition to the 4% state sales tax.

Transportation

MOTOR FREIGHT CARRIERS. 23 inter/intrastate.

RAIL. CSX piggyback service at Cordele (9 miles). CSX rail service at Vienna (local). Norfolk Southern rail service at Vienna (local).

WATER. Navigable River: Chattahoochee (9 foot channel depth) with a public barge dock at Columbus (65 miles). Seaport: Brunswick (150 miles) with a maintained channel depth of 30 feet.

AIR. Commercial: Macon (58 miles) service by Atlantic Southeast. Public: Cordele (6 miles) with a 5,000 foot bituminous runway, 2 runways 5,000 feet in length, aircraft tiedown, airframe & power plant repair, lighted runway, VOR/DME, VOR/NDB, localizer, landing instrumentation, strobe glide-path illumination, fuel, hangar.

Section 4 - Economic and Social Conditions

Government

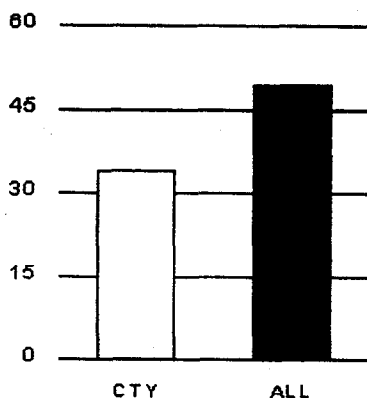
Georgia Department of Community Affairs County Snapshots

Crisp County

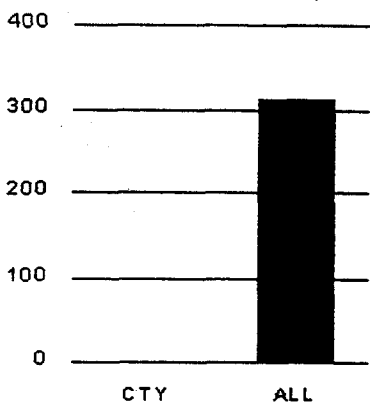


Government

Property Tax as % of Own Source Revenues: Five Year Average (1991-1995) ▼



Long Term Debt: Average \$\$\$s Per Capita (1991-1995) ▼



- From 1991 to 1995, Crisp County's average own source revenue per capita was \$395. This amount was greater than the average of \$340 per capita reported by other counties of similar size and was greater than the overall county average of \$326.
- Crisp County collected an average of \$134 per capita in property tax during the past five years. This amount was less than the average of \$168 per capita for other similarly sized counties. For the same period, the average per capita amount of county property tax collected in Georgia was \$155. On average, property taxes accounted for 34% of the county's own source revenue during the period of 1991 to 1995.
- Between 1991 and 1995, Crisp County's yearly general operating expenditures averaged \$319 per capita. This amount was greater than the overall county average of \$274 per capita during the same period. The average yearly general operating expenditures per capita for similarly sized counties was \$252 between 1991 and 1995.
- Between 1991 to 1995, Crisp County had no long-term debt outstanding.
- In 1996, Crisp was designated as a tier one county under Georgia's Job Tax Credit Program. Under this classification, eligible companies may receive \$2,500 in tax credits for each new job created in the county.
- According to the Association County Commissioners of Georgia, Crisp County has a 5-member board of commissioners, with the chairman elected by the members of the board. The county seat of Crisp County is Cordele.

Chamber of Commerce
(912) 273-1668

Central Library

County Commission
(912) 276-2672

The phone numbers listed above were obtained from the:

- Georgia Chamber of Commerce, (404) 223-2264

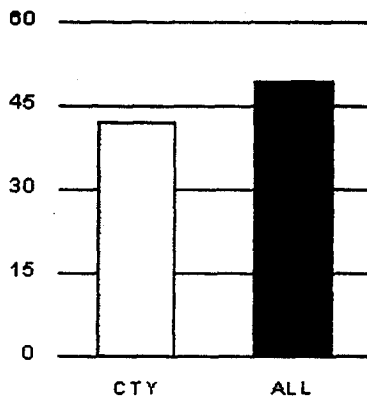
Georgia Department of Community Affairs County Snapshots

Dooly County



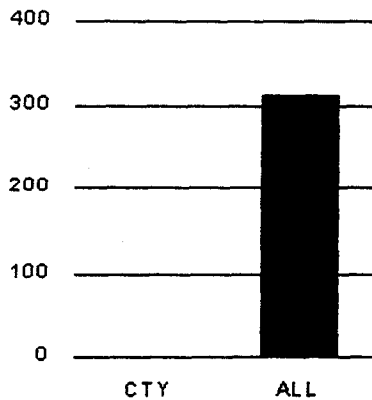
Government

**Property Tax as % of
Own Source Revenues:
Five Year Average
(1991-1995) ▼**



- From 1991 to 1995, Dooly County's average own source revenue per capita was \$359. This amount was greater than the average of \$314 per capita reported by other counties of similar size and was greater than the overall county average of \$326.
- Dooly County collected an average of \$150 per capita in property tax during the past five years. This amount was less than the average of \$152 per capita for other similarly sized counties. For the same period, the average per capita amount of county property tax collected in Georgia was \$155. On average, property taxes accounted for 42% of the county's own source revenue during the period of 1991 to 1995.
- Between 1991 and 1995, Dooly County's yearly general operating expenditures averaged \$345 per capita. This amount was greater than the overall county average of \$274 per capita during the same period. The average yearly general operating expenditures per capita for similarly sized counties was \$277 between 1991 and 1995.
- Between 1991 to 1995, Dooly County had no long-term debt outstanding.
- In 1996, Dooly was designated as a tier one county under Georgia's Job Tax Credit Program. Under this classification, eligible companies may receive \$2,500 in tax credits for each new job created in the county.
- According to the Association County Commissioners of Georgia, Dooly County has a 5-member board of commissioners, with the chairman elected by the members of the board. The county seat of Dooly County is Vienna.

**Long Term Debt:
Average \$\$\$s Per Capita
(1991-1995) ▼**



Chamber of Commerce
(912) 268-4554

Central Library
(912) 924-8091

County Commission
(912) 268-4228

The phone numbers listed above were obtained from the:

- Georgia Chamber of Commerce, (404) 223-2264

Section 4 - Economic and Social Conditions

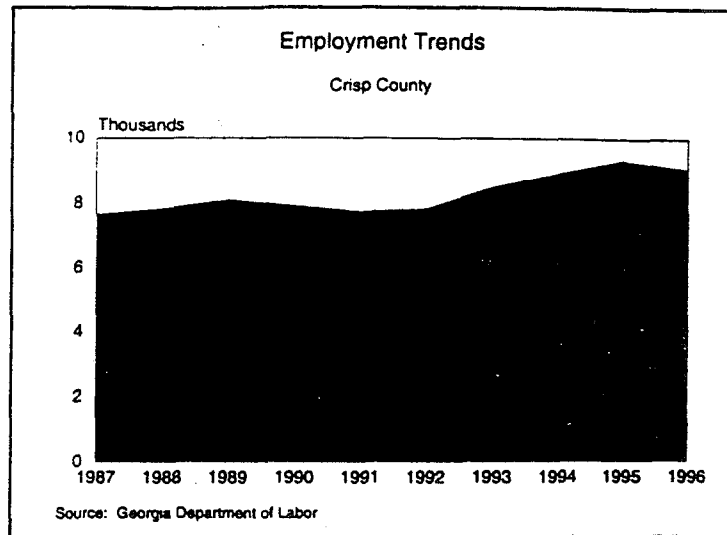
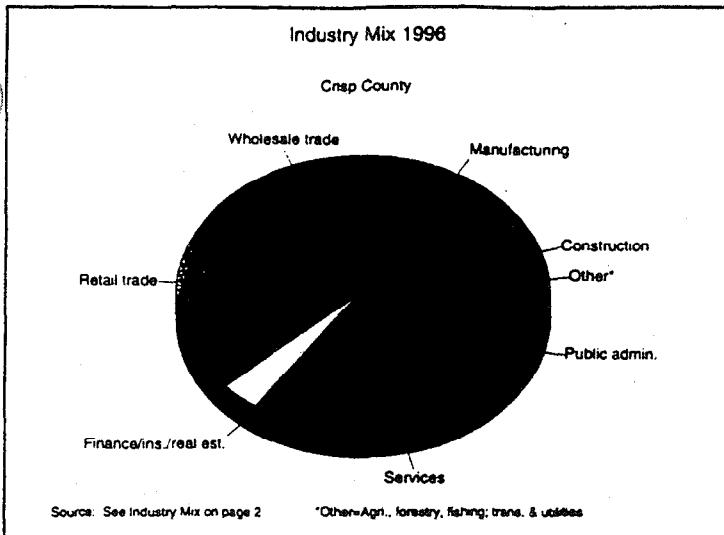
Area Labor Force

Industry Mix, 1996

INDUSTRY	CRISP COUNTY				CRISP AREA			
	NUMBER OF FIRMS	EMPLOYMENT NUMBER	PERCENT	WKLY WAGE	NUMBER OF FIRMS	EMPLOYMENT NUMBER	PERCENT	WKLY WAGE
Agriculture, forestry, and fishing	18	137	1.5	\$ 334	131	1,181	3.1	\$ 300
Mining	0	0	0.0	0	7	264	0.7	264
Construction	33	306	3.4	442	212	1,421	3.7	419
Manufacturing	38	1,809	20.0	450	143	8,458	22.2	421
Food and kindred products	3	19	0.2	288	11	995	2.6	288
Textiles	0	0	0.0	0
Apparel	5	388	4.3	287	15	1,232	3.2	287
Lumber and wood products	6	408	4.5	441	36	1,523	4.0	441
Furniture and fixtures	0	0	0.0	0	7	261	0.7	261
Paper and allied products
Printing and publishing	12	155	0.4	155
Chemicals and allied products	5	197	0.5	197
Rubber and misc plastic products	5	345	0.9	345
Stone, clay, glass and concrete	4	31	0.3	534	9	252	0.7	534
Primary metal products	3	172	0.5	172
Fabricated metal products	6	140	0.4	140
Industrial machinery, incl computer	7	482	5.3	580	21	657	1.7	580
Electronic, other electrical equip	0	0	0.0	0	.	.	.	0
Transportation equipment
Miscellaneous mfg industries	0	0	0.0	0	.	.	.	0
Transportation and public utilities	27	161	1.8	449	153	1,548	4.1	449
Wholesale trade	43	821	9.1	512	180	2,793	7.3	421
Retail trade	167	2,386	26.3	217	563	6,794	17.9	222
Finance, insurance, and real estate	44	324	3.6	380	166	1,067	2.8	400
Services	172	2,455	27.1	343	716	11,066	29.1	354
Hotels, other lodging places	11	240	2.6	188	33	450	1.2	188
Personal services	19	77	0.8	241	56	263	0.7	241
Business services	15	147	1.6	266	58	516	1.4	266
Auto repair, services, garages	16	51	0.6	364	58	256	0.7	364
Miscellaneous repair services	26	87	0.2	26
Motion pictures	10	91	0.2	10
Amusement and recreation services	5	53	0.6	233	18	152	0.4	233
Health services	44	932	10.3	396	170	4,008	10.5	396
Legal services	6	17	0.2	377	26	85	0.2	377
Educational services	13	758	8.4	378	62	4,478	11.8	378
Social services	7	58	0.6	213	51	378	1.0	213
Membership organizations	3	6	0.1	472	20	43	0.1	472
Engineering and management services	11	34	0.4	429	41	127	0.3	429
Private households	18	41	0.5	197	89	134	0.4	197
Public Administration	22	668	7.4	438	128	3,446	9.1	438
ALL INDUSTRIES	564	9,065	100.0	\$ 360	2,398	38,038	100.0	\$ 370
ALL INDUSTRIES - GEORGIA								\$ 529

Notes: *Denotes confidential data relating to individual employers which cannot be released.
 Average weekly wage is derived by dividing gross payroll dollars paid to all employees - both hourly and salaried - by the average number of employees who had any earnings; average earnings are then divided by the number of weeks in the period to obtain weekly figures. Figures in other columns may not sum to totals due to rounding, as all figures represent annual averages. Health services includes government hospitals. Educational services includes government educational institutions.

Georgia Department of Labor. Data represent jobs located in the above areas that are covered by unemployment insurance laws.



Employers

TEN LARGEST EMPLOYERS

CRISP AREA

Best Coat & Apron	Crisp
Crisp Regional Hospital	Crisp
Tyson Farms Inc	Dooly
Cooper Lighting	Sumter
Georgia Southwestern State University	Sumter
Middle Flint Area Community Serv Board	Sumter
S Ga Methodist Home for the Aging Inc	Sumter
Sumter Regional Hospital	Sumter
Textron Automotive Company	Sumter
Woodgrain Millwork Inc	Sumter

COUNTY

FIVE LARGEST EMPLOYERS

CRISP COUNTY

Best Coat & Apron
Crisp Regional Hospital
Harris Waste Management Group
Homestead Homes Inc
Masonite Corp

Note: Represents employment covered by unemployment insurance, excluding all government and public schools (except correctional institutions, state hospitals, and colleges and universities), railroads and the U.S. Postal Service. Data shown for Third Quarter 1996. Employers are listed alphabetically by county, not by employment size.

Commuting Patterns

EMPLOYED RESIDENTS OF CRISP COUNTY

COUNTY WHERE EMPLOYED	NUMBER	PERCENT OF TOTAL
Crisp	6,703	84.1
Dooly	327	4.1
Dougherty	264	3.3
Wilcox	100	1.3
Turner	98	1.2
Other	483	6.1
Total Residents	7,975	100.0

PERSONS WORKING IN CRISP COUNTY

COUNTY OF RESIDENCE	NUMBER	PERCENT OF TOTAL
Crisp	6,703	77.0
Dooly	565	6.5
Wilcox	384	4.4
Turner	189	2.2
Worth	181	2.1
Sumter	153	1.8
Other	531	6.1
Total Residents	8,706	100.0

Education of the Labor Force

Crisp Area

	PERCENT OF TOTAL	PERCENT DISTRIBUTION BY AGE				
		20-24	25-29	30-34	35-39	40-69
Not high school graduate	27.4	24.0	24.9	23.8	22.0	32.2
High school graduate	38.6	40.6	42.6	41.3	40.4	35.1
Some college/Associate degree	20.6	28.7	20.6	22.7	22.9	16.9
Bachelor's degree	8.2	6.4	9.7	9.0	8.9	7.7
Graduate degree	5.2	0.3	2.2	3.2	5.7	8.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Totals based on the portion of the labor force between ages 20-69.

Source: 1990 Census

High School Graduates, 1995-96

	PUBLIC SCHOOLS	PRIVATE SCHOOLS	TOTAL
Crisp	188	17	205
Dooly	109	27	136
Lee	204	0	204
Sumter	276	82	358
Turner	76	0	76
Wilcox	91	0	91
Worth	200	0	200
Total	1,144	126	1,270

Note: Data on private high school graduates represent more than 90% of private school graduates in Georgia.

Source: Georgia Department of Education; Georgia Independent School Association

Colleges with Technical and Business Programs

Sumter County

Georgia Southwestern State Univ Computer Science, Computer Science Technology, Information Systems, Business Administration, Accounting, Manufacturing Management, Human Resources Management, International Business, Marketing

Sources: Georgia Career Information System; Georgia Occupational Information Coordinating Committee, State Training Inventory

Technical Institute Graduates, 1995-96

Crisp Area

PROGRAM	GRADUATES
BUSINESS TECHNOLOGIES	
Accounting	12
Business & Office Technology	6
Computer Programming	6
Information & Office Technology	19
Microcomputer Specialist	8
ENGINEERING/SCIENCE TECHNOLOGIES	
Automated Manufacturing Technology	3
HEALTH TECHNOLOGIES	
Medical Assisting	13
Practical Nursing	23
INDUSTRIAL TECHNOLOGIES	
Advanced Air Conditioning Technology	1
Advanced Drafting	2
Advanced Machine Tool Technology	2
Air Conditioning Technology	3

PROGRAM	GRADUATES
Aircraft Structural Technology	2
Auto Collision Repair	3
Automotive Technology	6
Aviation Maintenance Technology	7
Avionics Maintenance Technology	1
Diesel Mechanics	13
Drafting	3
Electronics Fundamentals	2
Electronics Technology	3
Heavy Equipment Mechanic	1
Machine Tool Technology	6
Welding & Joining Technology	3
PERSONAL/PUBLIC SERVICE TECHNOLOGIES	
Cosmetology	19
TECHNICAL CERTIFICATES	
Aircraft Assembler	16
Commercial Truck Driving	63

Definitions: All graduates except those listed as technical certificates are diploma and degree graduates. Diploma and degree programs are one to two years in length. Technical certificates are less than a year in length.

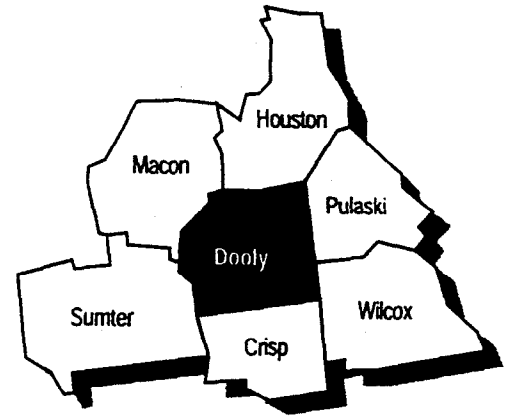
Note: Data shown are figures for South Georgia Tech (Sumter Co.).

Source: Office of Technical Education, Georgia Department of Technical and Adult Education Program Enrollment Exits/Placement Analysis FY 95-96.



GEORGIA

AREA LABOR PROFILE

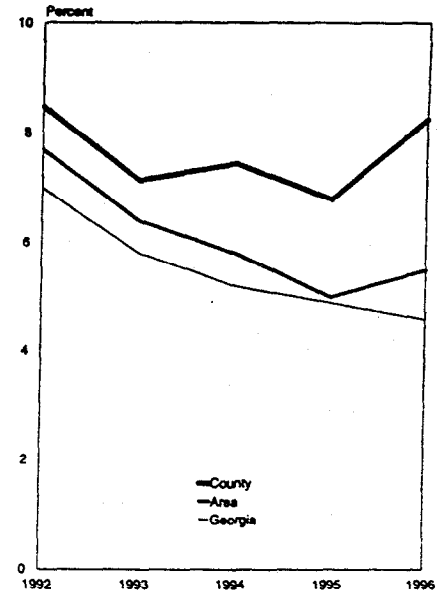


Labor Force

1996 ANNUAL AVERAGES

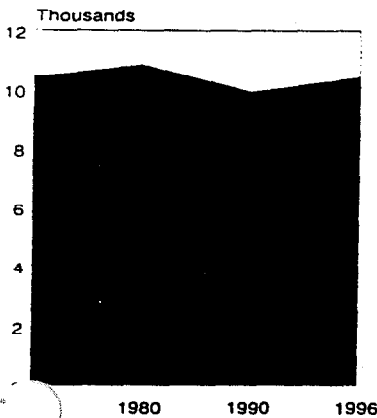
	LABOR FORCE	EMPLOYED	UNEMPLOYED	UNEMPLOYMENT RATE
Dooly	4,659	4,274	385	8.3
Crisp	9,924	9,228	696	7.0
Houston	48,178	46,359	1,819	3.8
Macon	5,577	4,916	661	11.9
Pulaski	4,199	3,994	205	4.9
Sumter	15,190	14,236	954	6.3
Wilcox	3,314	3,054	260	7.8
Dooly Area	91,041	86,061	4,980	5.5
Georgia				4.9
U.S.				5.6

Unemployment Rate Trends



Note: Labor force includes residents of the county who are working or seeking work.
Source: Georgia Department of Labor

Population Trends Dooly County



Population

	1990 CENSUS	1990 RANK	1996 ESTIMATE	PERCENT CHANGE 1990-1996
Dooly County	9,901	115	10,416	5.2
City of Vienna	2,708			
Dooly Area	177,582		191,840	8.0
Georgia				13.5
U.S.				6.6

Note: "Rank" indicates relative population among Georgia's 159 counties.
Source: U.S. Census Bureau

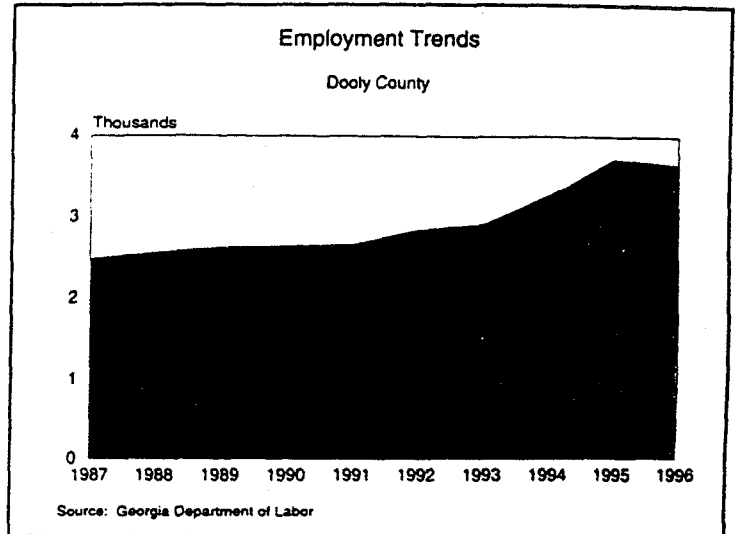
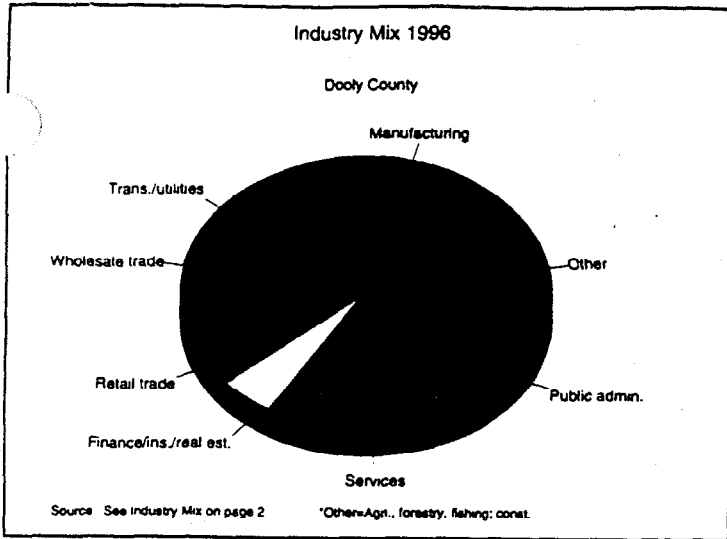
Industry Mix, 1996

INDUSTRY	DOOLY COUNTY				DOOLY AREA			
	NUMBER OF FIRMS	EMPLOYMENT		WKLY WAGE	NUMBER OF FIRMS	EMPLOYMENT		WKLY WAGE
		NUMBER	PERCENT			NUMBER	PERCENT	
Agriculture, forestry, and fishing	23	181	4.9	\$ 340	161	1,505	1.9	\$ 306
Mining	0	0	0.0	0
Construction	10	38	1.0	213	400	2,460	3.2	407
Manufacturing	11	1,098	30.0	402	206	12,887	16.7	508
Food and kindred products	14	2,491	3.2	430
Apparel	15	1,725	2.2	300
Lumber and wood products	49	1,748	2.3	443
Furniture and fixtures	0	0	0.0	0	10	219	0.3	310
Paper and allied products	0	0	0.0	0
Printing and publishing	0	0	0.0	0	23	310	0.4	353
Chemicals and allied products	6	217	0.3	628
Rubber and misc plastic products	0	0	0.0	0	11	648	0.8	485
Stone, clay, glass and concrete	0	0	0.0	0	17	907	1.2	703
Primary metal products	0	0	0.0	0	3	172	0.2	395
Fabricated metal products	0	0	0.0	0	8	138	0.2	442
Industrial machinery, incl computer	5	82	2.2	396	20	674	0.9	571
Electronic, other electrical equip
Transportation equipment	0	0	0.0	0	15	1,946	2.5	660
Instruments and related products	0	0	0.0	0
Miscellaneous mfg industries	0	0	0.0	0
Transportation and public utilities	24	255	7.0	503	203	2,330	3.0	555
Wholesale trade	24	293	8.0	410	236	3,078	4.0	471
Retail trade	54	383	10.5	246	1,030	14,792	19.2	230
Finance, insurance, and real estate	16	181	4.9	512	331	2,085	2.7	438
Services	59	691	18.9	337	1,399	21,635	28.0	406
Hotels, other lodging places	7	25	0.7	205	58	850	1.1	182
Personal services	123	630	0.8	215
Business services	143	1,756	2.3	328
Auto repair, services, garages	112	579	0.7	341
Miscellaneous repair services	44	288	0.4	606
Motion pictures	0	0	0.0	0	15	167	0.2	124
Amusement and recreation services	0	0	0.0	0	41	435	0.6	182
Health services	13	240	6.6	338	305	7,230	9.4	452
Legal services	3	10	0.3	364	65	236	0.3	468
Educational services	10	349	9.5	363	117	6,605	8.6	437
Social services	105	1,136	1.5	219
Museums, botanical, zoological gdns	0	0	0.0	0
Membership organizations	34	114	0.1	194
Engineering and management services	5	9	0.2	356	115	1,411	1.8	622
Private households	9	10	0.3	140	120	170	0.2	162
Miscellaneous services	0	0	0.0	0
Public Administration	18	538	14.7	397	148	16,194	21.0	473
ALL INDUSTRIES	238	3,658	100.0	\$ 381	4,117	77,214	100.0	\$ 410
ALL INDUSTRIES - GEORGIA								\$ 529
ALL INDUSTRIES - U.S.								

*Denotes confidential data relating to individual employers which cannot be released.

Average weekly wage is derived by dividing gross payroll dollars paid to all employees - both hourly and salaried - by the average number of employees who had any earnings; average earnings are then divided by the number of weeks in the period to obtain weekly figures. Figures in other columns may not sum to totals due to rounding, as all figures represent annual averages. Health services includes government hospitals. Educational services includes government educational institutions.

Source: Georgia Department of Labor. Data represent jobs located in the above areas that are covered by unemployment insurance laws.



Employers

TEN LARGEST EMPLOYERS

DOOLY AREA

Crisp Regional Hospital
 Tyson Farms Inc
 Frito-Lay Inc
 Houston County Hospital Authority
 Northrop Corporation
 Southern Frozen Foods
 Opelika Industries
 Cooper Lighting
 Sumter Regional Hospital
 Textron Automotive Company

COUNTY

Crisp
 Dooly
 Houston
 Houston
 Houston
 Macon
 Pulaski
 Sumter
 Sumter
 Sumter

FIVE LARGEST EMPLOYERS

DOOLY COUNTY

Dooly County Hospital
 Georgia Pacific Corp
 Pinehill Nursing Center
 State Correctional Institution
 Tyson Farms Inc

Note: Represents employment covered by unemployment insurance, excluding all government and public schools (except correctional institutions, state hospitals, and colleges and universities), railroads and the U.S. Postal Service. Data shown for Third Quarter 1996. Employers are listed alphabetically by county, not by employment size.

Commuting Patterns

EMPLOYED RESIDENTS OF DOOLY COUNTY

COUNTY WHERE EMPLOYED	NUMBER	PERCENT OF TOTAL
Dooly	2,364	64.4
Crisp	565	15.4
Houston	185	5.0
Macon	180	4.9
Sumter	84	2.3
Peach	74	2.0
Pulaski	65	1.8
Bibb	45	1.2
Other	107	2.9
Total Residents	3,669	100.0

PERSONS WORKING IN DOOLY COUNTY

COUNTY OF RESIDENCE	NUMBER	PERCENT OF TOTAL
Dooly	2,364	70.8
Crisp	327	9.8
Houston	290	8.7
Macon	100	3.0
Sumter	85	2.5
Worth	46	1.4
Wilcox	39	1.2
Other	89	2.7
Total Residents	3,340	100.0

Education of the Labor Force

Dooly Area

	PERCENT OF TOTAL	PERCENT DISTRIBUTION BY AGE				
		20-24	25-29	30-34	35-39	40-69
Not high school graduate	21.6	20.3	17.9	17.4	18.8	25.4
High school graduate	37.4	39.8	41.2	40.3	36.8	34.6
Some college/Associate degree	24.7	31.5	24.4	26.6	25.9	22.1
Bachelor's degree	10.3	8.0	13.6	12.2	10.8	8.9
Graduate degree	6.0	0.4	2.9	3.4	7.7	9.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Note: Totals based on the portion of the labor force between ages 20-69.

Source: 1990 Census

High School Graduates, 1995-96

	PUBLIC SCHOOLS	PRIVATE SCHOOLS	TOTAL
Dooly	109	27	136
Crisp	188	17	205
Houston	1,057	45	1,102
Macon	113	0	113
Pulaski	119	0	119
Sumter	276	82	358
Wilcox	91	0	91
Total	1,953	171	2,124

Note: Data on private high school graduates represent more than 90% of private school graduates in Georgia.

Source: Georgia Department of Education; Georgia Independent School Association

Colleges with Technical and Business Programs

Sumter County

Georgia SW State University Computer Science, Computer Science Technology, Information Systems, Business Administration, Accounting, Manufacturing Management, Human Resources Management, International Business, Marketing

Sources: Georgia Career Information System; Georgia Occupational Information Coordinating Committee, State Training Inventory

Technical Institute Graduates, 1995-96

Dooly Area

PROGRAM	GRADUATES	PROGRAM	GRADUATES
BUSINESS TECHNOLOGIES		Automotive Fundamentals	
Accounting	38	Automotive Technology	11
Business & Office Technology	6	Aviation Maintenance Technology	7
Computer Operations	9	Avionics Maintenance Technology	1
Computer Programming	13	Diesel Mechanics	13
Information & Office Technology	56	Drafting	11
Marketing Management	7	Electronics Fundamentals	15
Microcomputer Specialist	27	Electronics Technology	11
ENGINEERING/SCIENCE TECHNOLOGIES		Heavy Equipment Mechanic	1
Automated Manufacturing Technology	3	Machine Tool Technology	6
HEALTH TECHNOLOGIES		Welding & Joining Technology	7
Medical Assisting	13	PERSONAL/PUBLIC SERVICE TECHNOLOGIES	
Practical Nursing	86	Cosmetology	49
Surgical Technology	10	Culinary Arts	8
INDUSTRIAL TECHNOLOGIES		TECHNICAL CERTIFICATES	
Advanced Air Conditioning Technology	1	Air Conditioning Repair	2
Advanced Aircraft Sheet Metal	12	Aircraft Assembler	17
Advanced Drafting	2	Automotive Technology Certificate	2
Advanced Machine Tool Technology	2	Certified Nurse Assistant	3
Air Conditioning Technology	13	Commercial Truck Driving	63
Aircraft Structural Technology	25	Cosmetology Instructor Training	1
Auto Collision Repair	3	Industrial Technology/Program Control	1
		Surgical Technician	6
		Welding & Joining Technology Certificate	5

Definitions: All graduates except those listed as technical certificates are diploma and degree graduates. Diploma and degree programs are one to two years in length. Technical certificates are less than a year in length.

Note: Data shown are figures for Middle Georgia Tech (Houston Co.), and South Georgia Tech (Sumter Co.).

Source: Office of Technical Education, Georgia Department of Technical and Adult Education Program Enrollment Exits/Placement Analysis FY 95-96.

Occupational Profile

	Dooly County		Dooly Area	
	NUMBER	PERCENT	NUMBER	PERCENT
Employed persons, 16 years and over	3,713	100.0	76,198	100.00
Executive, administrative, & managerial	201	5.4	7,985	10.48
Professional specialty occupations	370	10.0	8,990	11.80
Technical & related support	102	2.8	3,301	4.33
Sales	399	10.8	8,255	10.83
Administrative support, including clerical	446	12.0	10,439	13.70
Service	545	14.7	10,108	13.27
Farming, forestry, & fishing	408	11.0	3,034	3.98
Precision production, craft & repair	402	10.8	10,636	13.96
Machine operators, assemblers and inspectors	440	11.9	6,701	8.79
Transportation and material moving	214	5.8	3,404	4.47
Handlers, equipment cleaners, helpers and laborers	186	5.0	3,345	4.39

Source: 1990 Census

Sample of Occupational Wages, 1996

Dooly Area

	AVERAGE ENTRY	AVERAGE PAID	MIDDLE RANGE
Engineers, mechanical	\$13.00	\$15.29	\$11.85 - \$13.99
Technicians and technologists, drafters	12.41	15.75	15.59 - 17.88
Secretaries, except legal and medical	7.40	9.16	7.87 - 10.91
Bookkeeping, accounting, and auditing clerks	7.73	9.30	8.30 - 10.15
Shipping, receiving, and traffic clerks	5.82	7.59	6.10 - 9.35
Janitors and cleaners, except maids and housekeeping cleaners	5.75	6.42	5.63 - 6.92
Electricians	10.21	12.25	12.40 - 13.00
Industrial forklift truck and tractor operators	7.56	10.12	10.70 - 12.01
Freight, stock, and material movers- hand	5.83	7.22	5.75 - 8.79

Note: The middle range is the range of wages earned by the middle 50% of workers surveyed. For information on non-manufacturing wages, contact the nearest Georgia Department of Labor office or Labor Information Systems (address and telephone number below). For manufacturing wages, contact the Department of Industry, Trade and Tourism at 404-656-3580.

Active Applicants — Georgia Department of Labor

	TOTAL	PROF., TECH. & MANAGERIAL	CLERICAL & SALES	SERVICE	AGR., FORESTRY & FISHING	PROCESS- ING	MACHINE TRADES	BENCH- WORK	STRUC- TURAL WORK	MISC.
Dooly	588	26	73	85	17	121	33	76	46	111
Crisp	1,219	68	275	268	13	128	27	91	132	217
Houston	2,317	394	580	301	25	73	138	159	318	329
Macon	711	43	101	105	33	105	28	61	62	173
Pulaski	240	19	41	41	4	20	12	35	16	52
Sumter	1,492	105	326	250	48	61	137	207	128	230
Wilcox	308	19	40	38	2	19	11	109	27	43
Total Area	6,875	674	1,436	1,088	142	527	386	738	729	1,155

Note: For detailed data on currently available applicants in specific occupations, contact the nearest Georgia Department of Labor office. For information on multiple areas, contact the Department's Economic Development & Employer Relations office at 404-656-2328.

Source: Georgia Department of Labor (active applicants as of June 1997)

Georgia Department of Labor

1205 South Seventh Street, Cordele, GA 31015-3882
912-276-2355

For copies of Area Labor Profiles, contact Labor Information Systems, Georgia Department of Labor, 148 International Blvd., N.E. Atlanta, Georgia 30303-1751 (phone 404-656-3177). Single copies are free; request an order form for multiple copies.

Section 5 – Implementation

A. & B. ROLE AND CAPACITY OF EACH PARTICIPANT

The Crisp/Dooly Partnership- The Partnership will be the lead entity. A description of the agency is on page 1 of Volume 1. The Partnership was formed to implement the 1994 EC programs. The agency has demonstrated admirably that it has the capacity to perform this function. Records at the United States Department of Agriculture indicated that through 1997, the Crisp/Dooly Enterprise Community leveraged more money than any other Rural EC. As of September 30, 1998, over \$76 million had been leveraged. The partnership has a full-time staff of three. Benchmark leader for Incubator and Transportation.

The Crisp/Dooly Joint Development Authority- The Authority has the duties of fiscal responsibility for the EC. It was established by separate resolutions of the Board of Commissioners of Crisp County and the Board of Commissioners of Dooly County in March of 1995. The Authority's governing board consists of eight directors who are appointed equally by the Crisp and Dooly County Commissioners. An audit by McNair, McLemore, Middlebrooks & Co., LLP of fiscal year ending December 31, 1997 found the Authority to be in good financial standing.

The University of Georgia Extension Service is a branch of the University of Georgia College of Agriculture and Environmental Sciences. The UGA Extension Service responds to the people's needs and interests in agriculture, the environment, families and 4-H youth in Georgia with unbiased, research-based educational information. Benchmark leader for Farmland Preservation and Agricultural Research and Education.

LEARNetwork is a nonprofit agency that provides adult literacy programs to all adults in Dooly and Crisp counties who do not have a high school diploma or need academic remediation. The agency also serves as the coordinator for the counties for the Certified Literate Community Program (CLCP), a literacy program of the Georgia Department of Technical and Adult Education. The goal of the CLCP is to make significant, measurable progress in the educational level of the majority of adults in need of improvement in a community within a ten-year time frame. Since its establishment in 1996, LEARNetwork has served 83 students. Benchmark leader for Literacy.

Crisp County and Dooly County School Systems- The Schools were key implementers in the EC programs and have established after-school programs for kindergarten through eighth graders. The programs have been so successful that this EZ application includes expansion of the services for older students. Benchmark leaders for Literacy, Drop-Out Reduction. Task leaders for Post Secondary Options.

South Georgia Technical Institute- Cordele Division - The Institute is fully accredited by the Southern Association of Colleges and Schools and is committed to

serving the population of the Cordele/Crisp County area with the best possible technical classes and industry support services available. The facility offers programs in Accounting, Information and Office Technology, Microcomputer Specialist, and Practical Nursing. Benchmark leader for Post Secondary Options.

Middle Georgia Technical Institute has served Dooly and three other counties for twenty-five years. Its Business & Industry Services Department develops and promotes economic growth in the area by meeting the training needs of local companies. Benchmark leader for Post Secondary Options.

Cordele-Crisp Chamber of Commerce was incorporated in 1954 and is a voluntary, non-profit organization of the business community. The chamber has 475 members. The chamber is a leader in the EC and helped to establish a leadership development program and established the Certified Literacy Community Program. The Chamber will be benchmark and task leader for lifelong learning opportunities, locating a community college, supporting expansion of classes at South Georgia Technical Institute, supporting the elimination of duplication of government services, surveying residents for their needs, and sponsoring open forums to discuss consolidation issues.

Dooly County Chamber of Commerce promotes industry and agri-business for its members. The Chamber is an active partner in the EC and has worked on tourist development, the business incubator, and the Crisp-Dooly Leadership Development Program. The Dooly County Chamber of Commerce will be a benchmark leader for Post Secondary Options, Vacant Building Use, and Tourism Expansion and task leaders for the Incubator, Duplication Eliminated and Transportation.

Crisp Area Arts Alliance and Dooly Arts Council have worked diligently to preserve and promote the historic treasures in both counties. They are aggressive and growing organizations. The agencies will be benchmark leaders for Cultural Opportunities and serve as task leaders for Tourism Expansion.

City and County Governments distribute the local option sales tax revenues for recreational activities. Local government and its departments will be benchmark leaders for Neighborhood Recreation, Affordable Housing, Duplication Eliminated, Litter/Pollution Control, Vacant Building Use, and will serve as task leaders for 24-Hour Child Care, Respite Care, and Teen Pregnancy.

Habitat for Humanity has two chapters, one in each county. They are only 28 miles from Habitat's world headquarters. Benchmark leaders for Habitat for Humanity.

Dooly County Community Enrichment Coalition was established under the EC and is committed to the mission of fostering and advancing strategies to improve the well being of children and families through collaborative and community efforts. The Coalition collaborated with the Dooly County Board of Education, Dooly County Recreation, Two Rivers Migrant, Middle Flint Behavioral Health, Bethel Baptist Church and the Vienna Police DARE Program to conduct a 5 week education/

recreation/feeding program this summer serving from 150 – 450 youngsters per day. Benchmark leader for Family Resource Centers and Parenting/Gateway and task leader for Teen Pregnancy.

Cordele Housing Authority- The public housing agency secured a grant to fund an eight station computer lab at one of its sites for adult literacy. Benchmark leader for Affordable Housing.

Crisp and Dooly County Departments of Family and Children's Services (DFACS)- Agencies vested with the responsibility for implementing Welfare Reform programs through three program areas: Employment Services Program, the Child Care Program, and Applicant Services. The Dooly County DFACS administers a budget of over \$3,000,000. The Crisp County DFACS had 879 clients participating in TANF programs, with a 20-hour participation rate of 33.2 % in June 1998 which exceeded federal and state goals of 30%. Benchmark leaders for 24-Hour Child Care, Respite Care, and Welfare to Work. Task leaders for Family Resource Centers.

Dooly Medical Center provides medical services to the county including a 24 hour 7 day per week Emergency Department, telemetry monitoring of patients in the medical-surgical units, a pharmacy, and the facility constantly monitors new procedures to give as many outpatient services as possible. Benchmark leader for Respite Care, Domestic Violence, and Parenting/Gateway.

Crisp Regional Hospital has served the surrounding area for more than 40 years. The current facility opened in 1990. Crisp Regional Hospital also operates three rural community healthcare centers for the medically under served. In 1991 the Georgia Rural Health Association selected Crisp Regional the Rural Hospital of the Year. While many smaller communities are facing crippling shortages of physicians and other professionals, the hospital is adding physicians and medical specialties every year. Benchmark leader for Respite Care, Domestic Violence, and Parenting/Gateway.

The Gateway Center hosts family resource activities for community groups such as the Housing Authority and Healthy Families/First Steps. A six-week Job Readiness class was held this spring for seven young mothers who lived in public housing. Children who have suffered abuse can meet with law enforcement officers in a non-threatening setting at the Center. Benchmark leader for Respite Care and Family Resource Centers.

Potential State Partnerships/Resources- The State of Georgia has an array of financial assistance programs available to local communities. Programs that may benefit the EZ goals are:

Community Volunteers

- Georgia Commission for National and Community Service
 - Georgia Commission for National and Community Service/Americorps

Educational Training Programs for Life

- Georgia Department of Labor-
 - Georgia Job Training Partnership Program
- Georgia Department of Education
 - Mentor Stipend Program
 - Middle School Incentive Grant
 - Nutrition Education and Training Grant
 - Student Transportation Program

Quality of Life (Tourism, Culture, Recreation, and Business Incubation)

- Georgia Council for the Arts
 - Georgia Challenge Program
 - Georgia Folklife Program
 - Georgia Touring Grants
 - Grassroots Arts Program
 - Organizational Grants
- Georgia Department of Natural Resources
 - Georgia Heritage 2000 Program
 - Historic Preservation Fund Grants
 - Land and Water Conservation Fund
 - Recreation Assistance Fund
- Georgia Department of Community Affairs
 - Employment Incentive Program
 - Incentive Loans for Industry
 - Job Tax Credit
 - Loans for Rural Industry
 - Local Development Fund
- Georgia Environmental Facilities Authority
 - State Revolving Loan Fund

Quality of Life (Home, Work, and Family)

- Georgia Department of Community Affairs
 - Georgia Community Housing Development Organization Housing Program
 - Home Buyer Program
 - Home CHDO Predevelopment Loan Program
 - Home Multifamily Program
 - Low Income Housing Tax Credit Program

Government –Community Cooperation

- Georgia Department of Transportation
 - Section 5311 Capital Assistance Program

Medical and Social Opportunities

- Children and Youth Coordinating Council
 - Office of Juvenile Justice and Delinquency Prevention Formula Grant Program
- Criminal Justice Coordinating Council
 - Stop Violence Against Women Act Grant Program
- Georgia Department of Human Resources
 - Services to the Elderly
- Georgia Department of Juvenile Justice
 - Delinquency Prevention Grants

Other Benchmark and Task Leaders are:

Natural Resource Conservation Services

Farm advocacy groups

Irrigation industry

USDA Extension Services

Banks

Agricultural land owners

Farmers

Civic volunteers

Crisp/Dooly Community Volunteer Task Force

EC Economic Development Coordinator

Dooly County Economic Development Council

Cordele-Crisp Industrial Development Council

Small Business Development Council

Civic Clubs

Historic Preservation Society

CAAA

Vienna Housing Authority

Private Developers

Southwest Georgia Easter Seals

Churches

One Stop Shop

Professional organizations

Civic organizations

Day Care Providers

Middle Flint RDC

Keep America Beautiful

Downtown business associations

Police departments

News media

Ministerial Association

Crisp Council on Child Abuse

Crisp County Community Council

VOLUME II

PART I – Strategic Plan

Section 1 Vision and Values

VISION

We work together in a well-educated, active, attractive, and sustainable community in which families are self-sufficient and children whole.

STATEMENT OF VALUES

We Work Together ... for the common good. The races cooperate to shape a healthy crime-free community of prosperous, productive and caring citizens. Our governments coordinate to provide a climate conducive to growth of industry, and our vital downtown offers equal opportunity in expanding retail business.

We are a Well Educated Community ... with a literate and technically advanced work force that attracts industrial growth, and a vital downtown that offers equal opportunity in expanding retail business. Our progressive educational system produces financially stable citizens who find well paying jobs here at home.

Our Community is an Active and Attractive Place to Live and Visit.. . with a variety of cultural and recreational activities and attractions that bring us together, attract tourists, and provide our youth with creative diversions from drugs and crime.

Our Community Cares about Kids and Families.. . and finding sustainable ways to keep families intact, self-sufficient and law-abiding. Our drug, dropout and pregnancy prevention programs have created a wholesome environment in which to live, work and grow. We are proud to call this “home,” and we provide a role model for other small communities that wish to find sustainable solutions to poverty.

ANALYSIS OF PARTICIPANTSURVEY

The above vision and values statement were condensed from the responses to an open-ended survey of participants in initial Crisp/Dooly Partnership Board meetings, the broader EZ Community Empowerment Task Force meetings and Community Planning Workshops. The Board and Community Empowerment Task Force produced collective visions that are very similar to those of the Community Workshop participants. The most common word used by both groups was “safe.” Another common word was “healthy.” How did the community define these words? How did they translate into action? Did “safe” mean people were afraid of crime, job loss, change, homelessness, or isolation? Did “healthy” refer to wellness,

mental balance, nutrition, air pollution, cultural attitudes, or the community's physical condition? These terms were refined through the community planning process, and the vision statement was adopted in its final community workshop.

Both groups emphasized youth programs to prevent drug use, dropping out of school, and pregnancy. They valued "productivity" and "realized potential" for their young people. Both groups value cooperation, though the Community Workshop participants put more emphasis on race relations and equal opportunity.

Both groups want their citizenry to be more involved and interactive. The Board and Community Empowerment Task Force said "active and innovative," while the larger group wanted specific attractions. Both groups indicated a desire for more activities that entertain, elevate, and bring everyone together. "Unity" and "Togetherness" are valued, but missing, it seems.

Both groups want to up-level the abilities and earning power of the whole area. They value intelligence and skills, and they want an improved image that reflects this. They value the well being that a quality education bestows.

The Community Empowerment Task Force focused more on business/downtown development, while the larger group focused more on kids and families.

Major Interest/Concern

Both groups showed extreme concern about the direction of young people and their quality of life. Surveys show that citizens put a high value on their young people, and that they want to invest in social, recreational, cultural and developmental programs to give their children a better chance in life.

The most frequently mentioned interest of the Community Empowerment Task Force is "area growth and development," while "a good education" was uppermost in the minds of the people at the Community meetings. Other areas of interest/concern included seniors' and the disabled's quality of life, funding for the arts, restoration of the Lilly School, water and sewer expansion, and affordable housing.

Employment Status of Participants

A wide range of professions and income levels were represented in the initial meetings.

Crisp/Dooly Partnership Board and Community Empowerment Task Force (June 18 and July 6, 1998)

Number participating in survey: 43

Retired, retired, high school student, retired, retired, food store owner, Easter Seals executive director, Sheriffs office, technical lead- Weyerhaeuser Corp., chief of police, retired, elementary school teacher, sales manager-golf course, Cordele Housing Authority, vice president of Mid State Banks, Board of Education-Dooly County, retired family therapist, school system, social worker for Hospice, social worker-DFCS, department chair-schools, administrative assistant, Vienna City Manager, teacher, bank president, pastor, executive director-Arts Alliance, president –Dooly Chamber of Commerce, nurse, owner of funeral home, area missionary, insurance agent, executive director-Dooly Economic Development Council, plant manager- Helena Chemical, rental agent, retired, executive director-Crisp/Dooly EC, USDA Rural Development, Cordele-Crisp Chamber, insurance agent, college teacher, executive director-Community Enrichment Coalition, retired.

Community Planning: Workshop (July 21 and July 22, 1998)

Number participating in survey: 69

AFLAC, supervisor-First Step Program, principal, director-Media CCBOE, director-Family Connection, University of Georgia, coordinator-LEARNNetwork, college student, assistant principal, unemployed, pastor, banker, student, cook, assistant principal, tourism coordinator, administrative assistant-Cordele Chamber of Commerce, director of operations-school system, retired mental health worker, director of community relations-hospital, funeral service, school system, Family and Children's Services, reverend, mechanical engineer, assistant manager-radio network, nutrition director, technical manager-International Paper, bank president, farmer, student, home health care worker, teacher, housing assistant, assistant principal, teacher, regional director-Thomason South Georgia, vice president-Guaranteed Improvement Consulting Service, retired executive, counselor, director-economic development programs, volunteer, unemployed, city clerk, cashier, Head Start worker, insurance agent, daycare owner, safety supervisor, construction owner, director-Healthy Families Program, retired, retired teacher, recreation worker, water department, retired military, elementary school principal, social worker, unemployed, retired volunteer, Head Start teacher, student, student, housing authority, retired county extension agent, director-Gateway Center, retired realtor/developer.

Major Concerns of the Community Empowerment Task Force

The participant survey showed the following responses to the question: "My major interest or My concern is _____"

Area growth and development – 13

This category includes:

"Economic opportunity", "downtown revitalization", "tourism development", "workforce training", infrastructure", "jobs", "minority business opportunity (3)", and "fair distribution of grants to minorities".

Children and Youths (social and emotional development)- 11

“Family training”, “teen pregnancy”, “poor attitudes of young adults”, “apathy of young parents”, “the children”, “child development”, “social skills”, “mental health/retardation”, “youth”, “fathers as parents”.

Education – 10

“Adult illiteracy”, “good schools”, “quality”, “youth reach potential”.

Quality of life – 5

“Standard of living”, “improve my community”, and other general statements.

Crime/drugs – 4

Persistent poverty – 4

“Have/have not gap”, “Hispanics”, “rural poor”, “poverty areas”.

Housing – 3

“Affordable”, “good”, “decent”.

Social/recreational opportunities (especially for youth) – 3

Arts development/exposure – 3

“Add culture”, “Arts Alliance”, “plays”.

Disability Programs – 2

Lilly School House – 2

Environment – 1

Child care – 1

Major Concerns of Community Meeting Participants

Following is a compilation of responses to the question “My chief interest or concern is _____.” This participant survey was administered at Community Meetings in Cordele, Georgia on July 20 and 21, 1998 and Vienna, Georgia on July 22.

A good education – 34

“Adult education/literacy (8)”, “drop-out prevention (6)”, “raise level for entire community”, “eliminate illiteracy”, “career development in schools”, “enable students to achieve goals and succeed.”

Concern for children and youth (social and emotional development) – 35

“Child abuse/neglect (6)”, “teen pregnancy and unwed mothers (6)”, “family training”, “reduce apathy”, “parenting skills”, “life planning and mentoring (10)”, “child care” (3), “improve quality of life and well-being for children”, “Child Welfare Advocacy Center”, “youth activities”, “adolescent programs.”

Employment opportunities – 12

“Eliminate unemployment (5)”, “equal job opportunity (4)”, “industrial development (2)”, “trained workforce (1).”

Overall quality of life – 11

“For total community”, “work together”, “good living conditions for everyone”, “find workable solutions”, “great place to live and work”, “growth”, “sustainable ways to improve.”

Drugs, crime, violence – 7

Recreation and artistic opportunities – 6

Seniors’ quality of life - 3

Welfare reform – 2

Water/sewer – 1

Cotton Museum – 1

Restore Lilly School – 1

Hospice and home care – 1

Disabilities programs – 1

Dialysis center – 1

Housing: - 1

Vision of the Community Empowerment Task Force

40 – Our community has “healthy” attitudes, standards, and social/recreational opportunities which create- and reflect – a remarkable quality of life in an authentic small southern town. We are united to achieve a community which is peaceful and safe (12), active and innovative (9), clean (5), harmonious, and fulfilled.

28 – We are a “prosperous” community with thriving downtown and coordinated governance that provides a climate conducive to growth of industry and small business. Everyone enjoys

an above-average standard of living because we are 100% employed in quality jobs: poverty is completely wiped out.

20 – We are a “well-educated” community because a quality education is available to all. Our citizens are literate and have exposure to the arts. Our youth remain drug and childfree so that they all graduate from good schools that concentrate on career development.

16 – In our community, affordable housing, child care and transportation is available to all.

Vision of the Community Meeting Participants

The following responses are to the question, “What I want my community to be like ten years from now.” A surprising number of people (14) used the word “safe”, while 11 said “drug-free” and seven said “low crime rate”. Obviously the participants sense a trend that they wish to reverse.

The surveys showed that a high number of participants (20) envision more “things to do” for both citizens and tourists. The community wants ample cultural and recreational activities – everything from a theme park to a functional safe place for “kids to hang out.”

The words “healthy” and “clean” and “work together” were frequently used.

We Work Together.. .

.. for the common good. The races cooperate to shape a safe, healthy, crime-free community of prosperous, productive, and caring citizens.

We are a Well-Educated Community...

...with a literate and technically advanced work force that attracts industrial growth and a vital downtown that offers equal opportunity in expanding retail business. Our progressive educational system produces financially stable citizens who find well paying jobs here at home.

Our Community is Fun to Live in and Visit.. .

...with a variety of cultural and recreational activities and attractions that bring us together, attract tourists, and provide our youth with wholesome diversions from drugs and crime.

Our Community Cares about Kids and Families.. .

...and finding sustainable ways to keep families intact, self-sufficient and law-abiding. Our drug, dropout and pregnancy prevention programs have created a wholesome environment in which to live, work, and grow. We are proud to call this “home”, and we provide a role model for other small communities that wish to find sustainable solutions to poverty.

Major Concerns of Both Groups

Children and Youth (social and emotional development)-- 47

“Life planning and mentoring (1 0)”, “teen pregnancy and unwed mothers (7)”, “child abuse/neglect (6)”, child care (3)”, “family training (2)”, “reduce apathy (2)”, “parenting skills”, “improve quality of life and well-being for children”, “Child Welfare Advocacy Center”, “youth activities”, “adolescent programs”, “poor attitudes of young adults”, “the children”, “child development”, “social skills”, “mental health/retardation”, “youth”, “fathers as parents”.

Education – 44

This category includes:

“Adult illiteracy (10)”, “good schools”, “quality”, “youth reach potential”, “drop-out prevention (6)”, “raise level for entire community”, “career development in schools”, “enable students to achieve goals and succeed.”

Area growth and development – 29

“Eliminate unemployment (5)”, “equal job opportunity (4)”, “growth”, “industrial development (2)”, “trained workforce (1)”, “Economic opportunity”, “downtown revitalization”, “tourism development”, “workforce training”, infrastructure”, “jobs”, “minority business opportunity (3)”, “fair distribution of grants to minorities”, and “water/sewer”.

Quality of life – 16

“For total community”, “work together”, “good living conditions for everyone”, “find workable solutions”, “great place to live and work”, “sustainable ways to improve.”, “Standard of living”, “improve my community”, and other general statements.

Crime/drugs – 11

Arts development/exposure – 11

“Add culture”, “Arts Alliance”, “plays”, “Cotton Museum”, “Lilly School”

Seniors / Disability – 9

“Seniors quality of life”, “Disabled programs”, “Hospice and home care”, “Dialysis center”

Persistent poverty – 4

“Have/have not gap”, “Hispanics”, “rural poor”, “poverty areas”.

Housing – 4

“Affordable”, “good”, “decent”.

Social/recreational opportunities (especially for youth) – 3

Welfare reform – 2

Environment – 1

Section 2 Community Assessment

A. PROBLEMS AND OPPORTUNITIES

The community identified a number of conditions that are improving and a number that are not. To continue its improvements, and address conditions that are unchanged, the community further identified the problems and the opportunities to solve those problems.

Problems

The following problems were identified in Community Planning Workshops and are validated by socio-economic conditions and trends (Volume I, Section 4), the participant survey, or both:

- The downtown areas are riddled with abandoned buildings; many of the buildings were in such poor condition that they create a safety problem.
- The business climate needs improvement.
- Tourist related activity needs to be more fully captured.
- Litter and pollution are growing problems.
- There is a need for more comfortable, safe, and affordable housing.
- Child care hours of availability need to be increased.
- Opportunities for cultural activities are limited.
- The scope, proximity, and availability of recreation activities are limited.
- The farm economy is depressed, and there is a lack of irrigation.
- There is the perception that the local governments do not cooperate with one another as well as they could and that services are duplicated.
- There is still no public transportation system. (The transportation needs of the disabled are not being met.)
- The health needs of the disabled are not being met.
- The region has a high dropout rate and job skills are low.
- Child abuse, elderly abuse, and domestic violence are high.
- There is a lack of minority leadership skills.
- Too many youth are abusing drugs, delinquent, and becoming pregnant
- Many welfare recipients still need jobs.

Opportunities

Available opportunities were identified in Benchmarking Workshops and grouped by the participants into areas of opportunity. Opportunities reflect socio-economic trends and the values of the participants.

- a. Government- Community Opportunities
 - Communication Promotion
 - Forums

- Retreats
- City/County Funding
- Involved Legislators
- Community-based partnerships
- Government reforms
- Increased voting
- Merging of services
- Annexation
- Consolidated government
- Government reform
- Zoning guidelines
- Taxes
- Support for government officials
- Support of government officials

b. Medical and Social Opportunities

- Parent Resource Center
- Mentoring
- Walking track
- Drop-out prevention officer
- Mental and physical health services
- Strong social agencies
- Domestic violence awareness
- Reduce teen pregnancies
- Technical parenting classes
- Cost containment
- Implement health reform
- Senior citizen center
- After school programs K- 12

c. Quality of Life (Home, Work, and Family)

- Assistance with down payments
- Quality subdivision development
- Street improvements
- Street lighting
- Quality housing
- Community cleanup (junk cars)
- Education on home ownership
- Low-income housing for elderly
- Home renovation funding for elderly
- Housing information center
- Credit counseling
- Enforced zoning regulations
- Improved transportation system

- d. Quality of Life (Recreation, Tourism, Culture, and Business Incubation)
 - Improved quality of life
 - Quality entertainment
 - Tourist activities
 - Cultural interaction
 - Social interaction
 - Business after hours mentoring
 - Funding pool
 - Entrepreneurship transportation
 - Community playgrounds/recreation
 - Small business incentives
 - Regional approach to youth recreation (House Bill 489)

- e. Agricultural Building Blocks
 - Agriculture has largest economic impact
 - Largest tax contributor
 - Significant economic multiplier
 - Recover the depressed farm economy
 - Irrigate farms needing it
 - Preserve agricultural land

- f. Educational Training Programs for Life
 - Qualified workforce
 - Technical school availability
 - 24-hour **daycare**
 - Specific curriculum **daycare**
 - Partners in Industry
 - Job shadowing
 - Redirected funds for night school
 - High school offered at night
 - Market **LEARNetwork** services

- g. Community Volunteers
 - Multi-media promotions
 - Unified volunteer efforts
 - Volunteer **website** or database
 - Funding pool
 - Volunteer Organization Council

B. RESOURCE ANALYSIS

1. Assets

The community planning and **benchmarking** workshops included a number of assessments to identify, commit, and deploy key strengths. Community strengths were validated by socio-economic trends and conditions (Volume I, Section 4), the participant survey analysis, and commitments to implementation.

a. Government- **Community** Opportunities

- Proximity to jobs
- All rural counties
- Same kind of people
- Same culture
- Environment
- Common beginning
- Increased economic power and benefit

b. Medical and Social Opportunities

- LEARNetwork- nonprofit group covering literacy and education
- Two technical schools
- Public school programs in both counties
- Department of **Family** and Children's Services
- Odom Memorial Foundation- mentoring and tutoring
- TANF program
- New Connections to Work
- Georgia 2000- training (JTPA) money
- Enterprise Community- **Daycare (Gillespie/Selden)**
- PEACH
- YMCA and After School- Extended Day
- After school programs
- Meals on Wheels
- Numerous existing voluntary and service groups
- Church related activities for the needy
- Good senior citizen facilities
- Health related groups
- Youth related volunteers
- Limited resources for respite care and home care (nothing over 3 hours)
- Crisp Home Care
- Community Care Services Program

c. Quality of Life (Home, Work, and Family)

- Active Habitat for Humanity
- Federal and bank financing

- Enterprise Community housing focus group
 - Quality builders
 - Available land including undeveloped residential property
- d. Quality of Life (Recreation, Tourism, Culture, and Business Incubation)
- Crisp Area Arts Alliance- Full time director and staff
 - Cotton Museum and Military Museum
 - Lilly School Building
 - Chambers of Commerce (Crisp Chamber of Commerce has a part-time tourism coordinator)
 - Interstate 75
 - Exhibits, events, programs, AIE, workshops in place
 - Strong community support
 - Vacant buildings
 - Incubator
 - Public and private cooperation (Adopt a Highway)
 - Boys and Girls Club
- e. Agricultural Building Blocks
- Agriculture has largest economic impact
 - Largest tax contributor
 - Significant economic multiplier
 - Accepted community enterprise
 - Abundant underground water
 - Established agricultural infrastructure
 - Land has productive soil
 - Farmers are experienced and knowledgeable
- f. Educational Training Programs for Life
- Education system
 - Some public transportation
 - Some private transportation (taxis)
- g. Volunteerism
- Numerous voluntary and service groups throughout the area.
 - Churches are addressing some of the needs of the poor.
 - Good senior citizens facilities.
 - Potential to serve more in the community if there were a coordinating entity that could network them to have a unified voice on legislative issues and
 - Form collaborations for grant applications

2. Partnerships

The following agencies are currently involved in partnership implementing EC programs:

- U.S. Department of Health and Human Services (EC)
- U.S. Department of Agriculture
- U.S.D.A. Rural Development, Athens, Georgia
- Georgia Department of Community Affairs
- Gillespie-Seldon Rural Life Development Center
- Georgia Department of Medical Assistance
- Cordele-Crisp Chamber of Commerce
- Dooly County Chamber of Commerce
- Dooly County government
- Crisp County government
- U.S. Department of Commerce
- Lilly Women's Club
- Georgia Department of Natural Resources
- Georgia Environmental Facilities Authority
- Georgia Department of Family and Children's Services
- Dooly Economic Development Council
- Cordele-Crisp Industrial Development Council
- Town & Country Learning Center
- Kids World Child Development Center
- Middle Flint Regional Development Center
- Dooly Medical Center
- Community Transportation Association of America (CTAA)
- Cordele Housing Authority
- RLF Review Board
- Crisp-Dooly Enterprise Center
- Dooly County School System
- U.S. Department of Education
- Crisp Regional Hospital (CRH)
- Crisp Council of Child Abuse (CCCA)
- Crisp County Community Council (CCCC)
- Dooly County Community Enrichment Coalition (DCCEC)
- Georgia Department of Human Services
- Georgia Policy Council for Children and Families
- Georgia Child Care Council
- Communities in School
- Vienna Housing Authority
- Curtis Bums Foods
- Dooly/Crisp English as a Second Language (ESL)

- Middle Georgia Technical Institute
- Georgia Institute of Technology
- South Georgia Technical Institute
- First United Methodist Church, Cordele
- First United Methodist Church, Vienna
- Dooly County Recreation Board and Director
- Cordele-Crisp Recreation Department
- Dooly County Recreation Department
- City of Vienna
- Dooly County Arts Council

In addition to the current EC Partnerships, the following will join partnerships to implement the Empowerment Zone Strategic Plan:

- Downtown Organizations
- Churches
- Extension Office
- Private developers
- Lending institutions
- Foundations
- Professional and civic organizations
- City governments
- Keep America Beautiful
- Cities of Lilly, Pinehurst, Byronville, Unadilla
- Conservation Department
- Vienna and Cordele Women's Clubs
- Natural Resource Conservation Service
- Irrigation Dealers
- University of Georgia College of Agriculture
- Farm organizations
- Tech schools
- GMA
- ACCG
- Boys and Girls Clubs

3. **Grants Available**

The following sources for grant funding were identified:

- U.S. Dept. of Agriculture
- University of Georgia
- Georgia Reading Challenge
- Georgia School Care Association
- Family Connection

- Heritage 2000
- State historic preservation grant
- Georgia Council for the Arts
- Woodruff Foundation
- HUD 811 Construction Funds
- Keep America Beautiful
- Private foundations

4. Programs in Place

The following is a summary of activities of current EC programs:

- a. Welfare Reform- Promote welfare reform by using limited amounts of SSBG funds for tasks that are not adequately funded by other sources.
- | | |
|---|----------|
| U.S. Department of Health and Human Services (EC) | \$11,250 |
|---|----------|
- b. Child Care - Increase child care capacity by building a new facility and expanding existing facilities in Crisp and Dooly Counties..
- | | |
|--|-------------|
| U.S. Department of Health and Human Services (EC) | \$302,000 |
| U.S. Department of Agriculture (Rural Business Enterprise Grant) | \$113,000 |
| GA Department of Community Affairs (CDBG) | \$500,000 |
| St. Paul's Presbyterian Church | \$10,000 |
| Gillespie-Selden Rural Development Center | \$15,0000 |
| Town and Country Day Care | \$100,000 |
| Totals | \$1,040,000 |
- c. Access to Primary Health Care for Byromville- Establish and operate a clinic with a full-time physician in the town of Byromville.
- | | |
|---|-----------|
| U.S. Department of Health and Human Services (EC) | \$90,000 |
| GA Department of Medical Assistance | \$28,813 |
| Totals | \$118,813 |
- d. Public Transportation- Research and identify the transportation needs of Crisp and Dooly Counties; determine existing resources; develop an equitable, cost-effective transportation plan which will link the communities with health care, employment, recreation, social, education, job training and human service programs; implement the plan.
- | | |
|---|-----------|
| U.S. Department of Health and Human Services (EC) | \$18,000 |
| CTTA (Technical Assistance) | \$100,000 |
| Totals | \$118,000 |
- e. Affordable Housing- Provide affordable housing opportunities for 2 16 public residents by 2004.
- | | |
|---|----------------|
| U.S. Department of Health and Human Services (EC) | \$ 5 4 , 0 0 0 |
|---|----------------|

- f. Leadership Development- Establish a grass-roots community leadership program in Crisp and Dooly Counties and graduate two classes per year with an average of 20 students per class.
- | | |
|---|----------|
| U.S. Department of Health and Human Services (EC) | \$11,000 |
| Chamber of Commerce, individuals | \$10,000 |
| Totals | \$24,000 |
- g. Revolving Loan Fund for Dooly businesses- Establish a revolving loan fund in Dooly County and continue its availability.
- | | |
|---|-----------|
| U.S. Depart. of Health and Human Services | \$180,000 |
|---|-----------|
- h. Business Incubator- Establish an incubator that provides space and services for at least 24 small service or light manufacturing businesses.
- | | |
|---|-------------|
| U.S. Department of Health and Human Services (EC) | \$100,000 |
| U.S. Dept. of Commerce | \$1,160,000 |
| GA Dept. of Community Affairs | \$480,000 |
| U.S. Dept. of Agriculture | \$394,000 |
| Various local governments and private sources | \$86,000 |
| Totals | \$2,219,000 |
- i. After-School Program- Conduct an after-school program for Dooly County children in grades kindergarten through eight that provides a safe, nurturing, productive environment and that reduces exposure to drugs, sex, firearms, and other risk factors during “prime-time” hours.
- | | |
|---|----------------|
| U.S. Department of Health and Human Services (EC) | \$ 4 6 , 5 0 0 |
| U.S. Dept. of Education | \$33,000 |
| Dooly County Board of Education | \$5,000 |
| Totals | \$84,500 |
- j. Family Resource Center- Establish and operate a facility that initially supports activities to combat child abuse and that becomes a family resource center that coordinates activities of agencies that further the welfare of children and families in Crisp and Dooly Counties.
- | | |
|---|----------|
| U.S. Department of Health and Human Services (EC) | \$76,250 |
|---|----------|
- k. Dooly County Community Enrichment Coalition- Establish and operate the DCCEC, a coalition of social and community service agencies, business and industry, government, education, etc. to promote the aims of the Georgia Policy Council for Children and Families.
- | | |
|---|----------|
| U.S. Department of Health and Human Services (EC) | \$49,000 |
| Vienna Housing Authority (in-kind rent) | \$300 |
| Dooly County Board of Education | \$8,000 |
| Curtis Burns Foods | \$500 |

	Totals	\$57,800
i. <u>Recreation Center for Dooly County</u> - Increase public recreation opportunities in Dooly County by adding facilities, staff, and equipment.		
U.S. Department of Health and Human Services (EC)		\$3,100
Dooly County (Site prep and labor)		\$85,600
City of Vienna (Donated land)		\$57,500
	Totals	\$146,200
m. <u>English Classes</u> - Provide classes in English as a second language to residents of Crisp and Dooly Counties who speak only Spanish.		
U.S. Department of Health and Human Services (EC)		\$134,000
South Georgia Technical Institute		\$1,500
First United Methodist Church, Cordele & Vienna		\$8,000
Civic and professional clubs		\$500
Various businesses and individuals		\$2,400
	Totals	\$15,500
n. <u>Language Arts</u> - Revise the language arts curriculum in kindergarten through 5” grade to better meet Goals 2000 targets.		
U.S. Department of Health and Human Services (EC)		\$5,000
Dooly County Schools		\$3,000
	Totals	\$8,000
o. <u>Park in Cordele</u> - Construct a neighborhood park in southwest Cordele.		
U.S. Department of Health and Human Services (EC)		\$52,000
p. <u>Renovation of Lilly School House</u> - Renovate the Lilly School House, an historic building, and use it as the base for countywide cultural and performing arts programs in Dooly County.		
U.S. Department of Health and Human Services (EC)		\$11,500
GA Dept. of Natural Resources (Heritage 2000)		\$32,000
Dooly County Commission		\$1,000
Lilly Women’s Club		\$4,000
	Totals	\$48,500
q. <u>Adult literacy and dropout prevention</u> - LEARNetwork		
U.S. Department of Health and Human Services (EC)		\$931,500
r. <u>Water/Sewer Project</u>		
U.S. Department of Health and Human Services (EC)		\$1,900,000
Georgia Environment Facilities Authority		\$2,000,000
	Total	\$3,900,000

s.	<u>Jobs for Welfare Recipients</u> (2 spec buildings) RBEG	\$350,000
t.	Satellite- South Georgia Technical Institute	\$7,650,000
u.	Solid Waste Facility Loans backed by USDA	\$57,300,000
v.	Retreat at Lake Blackshear State funds	

4. Local Plans in Place

Social and Economic Empowerment- Programs that develop innovative community services to remove real world social and economic barriers to affordability, accessibility, opportunity and upward mobility, while promoting reform addressing the social causes of crime, as well as enforcement and prevention.

- a. Welfare/rent reform
- b. Drug task forces
- c. ID check enforcement
- d. Loitering laws enforcement
- e. Neighborhood Watch promotion
- f. Innovative law enforcement
- g. Victim's support group
- h. Abuse shelter
- i. Child care facilities
- j. Healthcare extenders and mobile clinic
- k. Unified transportation system
- l. Senior services network
- m. Non-profit housing corporation

Crisp-Dooly (Economic) Partnership- A partnership between Crisp and Dooly Counties to coordinate shared economic and community development initiatives as well as existing programs with common objectives.

- a. Existing Industry Council
- b. Regional approach for government efficiency
- c. Post secondary vocation technical education center
- d. Leadership development
- e. Revolving loan fund
- f. One-Stop Shops
- g. Industrial recruitment
- h. Business incubator

Human and Community Development- Development of human and community potential through rehabilitation of individuals and families and through improved community relations.

- a. Drug and alcohol education
- b. Coordinated family services
- c. Multi-cultural community groups
- d. Dual Ministerial Association
- e. Mental health/mental retardation/substance abuse facility

Education is the Key (Basic Skills)- Using education, including technical/post secondary, literacy, job training, mentoring, and parenting as keys to individual economic opportunity as well as job creation, supported by a skilled, dependable, world-class work force.

- a. Dropout prevention
- b. School and industry coordination
- c. Adult literacy
- d. Goals 2000 implementation

Adventures in Leisure (Quality of Life and Environment)- Making the community more livable and marketable by improving the quality of life through recreation, culture, beautification and environmental protection.

- a. Tourist and quality of life attractions promotion
- b. Family centered recreation
- c. Water quality education
- d. Gillespie-Selden campus
- e. Dooly County KAB
- f. Land use planning
- g. EC Coordinator

Section 3 – Goals

Community Planning Workshop participants established the plan's goals and objectives. In addition, they selected strategies and actions for which specific benchmarks would be developed.

GOALS

1. Agricultural Building: Blocks - Successful and viable agribusiness in the empowerment zone.
2. Community Volunteers – Unified volunteer efforts.

Human and Community Development- Development of human and community potential through rehabilitation of individuals and families and through improved community relations.

- a. Drug and alcohol education
- b. Coordinated family services
- c. Multi-cultural community groups
- d. Dual Ministerial Association
- e. Mental health/mental retardation/substance abuse facility

Education is the Key (Basic Skills)- Using education, including technical/post secondary, literacy, job training, mentoring, and parenting as keys to individual economic opportunity as well as job creation, supported by a skilled, dependable, world-class work force.

- a. Dropout prevention
- b. School and industry coordination
- c. Adult literacy
- d. Goals 2000 implementation

Adventures in Leisure (Quality of Life and Environment)- Making the community more livable and marketable by improving the quality of life through recreation, culture, beautification and environmental protection.

- a. Tourist and quality of life attractions promotion
- b. Family centered recreation
- c. Water quality education
- d. Gillespie-Selden campus
- e. Dooly County KAB
- f. Land use planning
- g. EC Coordinator

Section 3 – Goals

Community Planning Workshop participants established the plan's goals and objectives. In addition, they selected strategies and actions for which specific benchmarks would be developed.

GOALS

1. Agricultural Building: Blocks - Successful and viable agribusiness in the empowerment zone.
2. Community Volunteers – Unified volunteer efforts.

3. Educational Training: Programs for Life – Qualified work force and successful entrepreneurs to meet the needs of business and industry.
4. Quality of Life (Tourism, Culture, Recreation, and Business Incubation) – Enhanced quality of life promoting tourism, expanding cultural activities and recreational opportunities, and advancing economic development.
5. Quality of Life (Home, Work, and Family) – A high quality of life improved through volunteerism, excellence in **community** services, private home ownership, and enforcement of ordinances to protect citizens.
6. Government – Community Cooperation – Strengthened cooperation between the counties to improve the economic prosperity of the region.
7. Medical and Social Opportunities – Newly created, expanded, and coordinated existing services meeting the human service needs of the community and removing barriers to self-sufficiency.

OBJECTIVES

1. Equal opportunity for funding of emergency services and a local facility for respite care for disabled persons.
2. An established, strictly enforced city and county policy with increased community commitment to involvement in litter and pollution control.
3. Well-built, quality, affordable housing for everyone in the EZ, and an active Habitat for Humanity chapters with adequate resources.
4. Downtown Cordele will be renovated and filled with businesses,
5. More tourists will visit Crisp and Dooly counties due to expanded museum, exhibits and cultural events.
6. Facilities available with on-site and mobile staff to offer family support including home care for those who do not qualify for traditional home health care and emergency respite care available to all that need it.
7. We will have a full-time, Volunteer Coordinator serving both counties with a central place and phone number for volunteer coordination.
8. All roads will be in good repair, utilizing all-weather construction to alleviate' flooding problems, and handicap accessible, inter-county, affordable mass public transportation is available to all rural and residential areas with fee considerations made for those in need.

9. We will have two (2) Family Resource Centers: Crisp County on the West Side and Dooly Mid-County with full-service facilities focusing on Mentoring, Parenting, Life Planning Skills Training, Family Abuse, Counseling, Education, Recreation (specifically strategy sports, like chess) and Leadership Training.
10. There will be a one source infrastructure, adult-guided, youth-directed and professionally staffed community center and recreation program operating throughout the- zone which will include career development, sports, educational and cultural activities and result in a 50% reduction of juvenile drug abuse and crime.
11. The community will place a higher value on education as evidenced by: (1) decreased illiteracy rate to less than 20%, (2) increased graduation rate to 80%, (3) graduates better prepared for local job market and/or post-secondary education, and (4) improved community and school coordination and cooperation.
12. We will have adequate funding for facilities; training, transportation, and child care to meet the needs of welfare recipients to place in job market.
13. We will utilize church facilities to provide academic and character training from qualified staff to our children in partnership with business subsidies and federal and state help.
14. Meals on Wheels will be provided in both counties; a facility will be developed in Dooly or transportation provided to Crisp.
15. Any child or adult will have frequent opportunities to participate in all forms of visual art, dance, theatre, and music.
16. Citizens and governments in both counties will recognize and appreciate similarities and differences, embracing regionalism that benefits all, and who will combine resources to maximize strengths, minimize weaknesses, and move forward and prosper together.
17. The farm economy will be stable, and agribusiness will be a viable industry.

B. INDEX OF TOPICS AND BENCHMARKS

# Goal	# Benchmark	Objectives																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Agriculture	1. Farmland Preservation																	X
	2. Irrigation Loans																	X
	3. Agricultural Research											X						X
2. Community Volunteers	4. Expansion							X										
	5. Unification							X										
3. Educational Training Programs For Life	6. Literacy								X		x	x	x					
	7. Increased Graduation Rates										x	x	x	x				
	8. Post Secondary Options										x	x	x					
4. Quality of Life (Tourism, Culture, Recreation, and Business Incubation)	9. Incubator Development												X					
	10. Tourism Expansion					X											X	
	11. Cultural Opportunities					X					X						X	
	12. Neighborhood Recreation										x	x					X	
5. Quality of Life (Home, Work, and Family)	13. Affordable Housing			X														
	14. Habitat for Humanity			X														
	15. 24-Hour Childcare						X			X			x	x	x			
6. Government-Community Cooperation	16. Duplication Eliminated																X	
	17. Public Transportation									X			x		x			
	18. Litter/Pollution Control		X															
	19. Vacant Building Program				X								X					
7. Medical and Social Opportunities	20. Respite Care	X					X											
	21. Family Resource Centers									X								
	22. Domestic Abuse									X								
	23. Parenting/Gateway Cntr.						X			X								
	24. Teen Pregnancy									X	X							
	25. Welfare Reduction											X						

See pages 20 - 21 for further information.

Section 4 – Strategies

1. AGRICULTURAL BUILDING BLOCKS

Strategy

Ensure and enhance the success and viability of agribusiness in the empowerment zone.

Benchmark-Action

- 1. Farmland Preservation-** Preserve agricultural lands with zoning guidelines, laws and ordinances, conservation practices, and educational opportunities.

Benchmark Leader: University of Georgia Extension Service

Tasks/Projects

- Complete inventory
- Talk with zoning board
- Formulate a plan- identify optimal land uses
- Implement plan

Task Leaders

- University of Georgia Extension Service
- Natural Resource Conservation Service (NRCS)

Costs

- Program \$25,000

In Kind Contributions

University of Georgia Extension Service- Coordinate efforts
NRCS- Provide technical expertise
Other farm advocacy groups- Support overall effort

- 2. Irrigation Loans-** Stabilize production by providing low-interest, long-term financing to farmers and landowners for irrigation,

Benchmark Leaders: Irrigation Industry and local leaders

Tasks/Projects

- Identify potential land to irrigate
- Identify funding resources
- Develop a pool of funds (revolving loan program)

- Implement program- producers/landowners utilize program and install irrigation equipment.

Task Leaders

- USDA Extension Service
- Lenders
- Irrigation Dealers
- Land owners

Costs

Irrigation (for interest rate assistance of 2% X \$53MM X
10 years) \$10,600,000

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• EZ		\$5,300,000
• Irrigation dealers and banks		

3. **Agricultural Research and Education-** Create Applied Agriculture Research and Education Center through private/public participation, established agriculture infrastructure, access to existing expertise, and accepted community enterprise.

Benchmark Leaders: University of Georgia College of Agriculture/Extension Service, public-private partnership to be developed

Tasks/Projects

- Coordinate corporate partners and solidify community/corporate support.
- Identify site
- Develop center plans
 1. Architectural
 2. Staffing
 3. Procedural
- Acquire land
- Construct facility (\$2500,000 Buildings, \$500,000 irrigation)
- Develop research and education program
- Full staffing and implementation of the center

Task Leader

- Extension Service

Costs

• Coordinate	\$10,000
• Identify Site	2,500
• Develop Center Plans	5,000
• Acquire Land	500,000

- Construction 3,000,000
 - Program Development 100,000
 - Staffing and Implementation 3,000,000
- \$6,662,500

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• USDA EZ Program		\$3,600,000
• University of Georgia		62,500.
• Local Governments		
• Private Agriculture Industry		<u>3,000,000</u>
		\$6,662,500

In-Rind

- University of Georgia- Overall management and implementation
- Farmers- Partner with facility for input and possible expanded research
- Crisp-Dooly Incubator- Provide interim space

2. COMMUNITY VOLUNTEERS

Strategy

Expand, create and initiate unified volunteer efforts.

Benchmark-Action

4. Expansion- Plan and organize a Dooly/Crisp Community Volunteer Task Force

Benchmark Leaders- Task Force for Community Volunteers

Tasks/Projects

- Conduct a community survey of currently active volunteer providers
- Have a group meeting of the volunteer providers to explain benefits of unification and expansion
- Research foundations and grants funding resources

Task Leaders

- Task Force for Community Volunteers

Costs

- Survey \$1,000
 - Meeting 1,000
 - Research 5 0 0
- \$2,500

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• SSBG-(EZ/EC program only)		\$2,500

5. **Unification-** Initiate unified efforts for a common beginning for all people.

Benchmark Leaders- Josie Greene (Crisp) and Ann O. Davis (Dooly)

Tasks/Projects

- Hire a full-time Dooly/Crisp volunteer Coordinator
- Apply for funding through grants and foundations.

Task Leaders

- Josie Greene
- Ann O. Davis

Costs

- | | |
|---------------------|--------------|
| • Coordinator | \$32,000 |
| • Grant application | <u>3,000</u> |

<u>Funding: Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• SSBG-(EZ/EC program only)		\$320,000

3. EDUCATIONAL TRAINING PROGRAMS FOR LIFE

Strategy

Educate, train, and prepare a qualified workforce and successful entrepreneurs to meet the needs of business and industry.

Benchmark-Action

6. **Literacy-** Decrease illiteracy by 10%

Benchmark Leaders: LEARNetwork, tech schools, school systems

Tasks/Projects

- Increase enrollment in adult literacy classes
 1. Conduct major advertising campaign
 2. Provide transportation to classes
 3. Provide child care using vacant building in the downtown
- Expand early intervention reading program in grades K-3
- Expand after school programs and extended year program

- Expand family involvement and parental education resources
- Train school staff (10 for each county)
- Hire social workers for both counties
- Create parent resource center
- Conduct quarterly evaluation and semi-annual audit reflecting funding effectiveness

Task Leaders

- LEARNetwork
- Tech Schools
- Boards of Education

Costs

• Advertising	\$ 100,000
• Transportation	400,000
• Child care	500,000
• Staff training	800,000
• After school and extended year	300,000
• Social workers	400,000
• Parent Resource Center	<u>500,000</u>
	\$3,000,000

Funding Sources

Received/Committed

Needed

• Georgia Reading Challenge	\$25,000	
• Georgia School Care Association	25,000	
		\$2,500,000

7. Drop-Out Reduction- Increase high school graduation rate to 80%.

Benchmark Leaders- Crisp and Dooly School Systems

Tasks/Projects

- Expand the curriculum as support of educational needs of students (Reading Contest, Reading Programs, English as a Second Language)
- Expand eighth and ninth grade transition (counselor/social workers, attendance, risk issues, academic success, social factors)
- Establish structured after-school care for grades 9-12
- Establish child care for student parents
- Establish a STAR program (Students Transition and Recovery)
- Create public support for In School Prevention programs, social intervention and SST support

Task Leaders

- Crisp and Dooly Superintendents

Costs

Curriculum Expansion	\$250,000
Eighth and Ninth Grade Transition	360,000
After-school	200,000
Child care	500,000
STAR	750,000
Attendance	<u>750,000</u>
	\$2,900,000

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• Family Connection	\$25,000	
• BOE (school social worker salaries)	30,000	
• Dropout Prevention Coordinator	553,000	
		\$2,292,000.

8. Post Secondary Options- Encourage citizens to become life-long learners for the 21st Century.

Benchmark Leaders- Chambers of Commerce, South Georgia Technical Institute, Middle Georgia Technical Institute

Tasks/Projects

- Establish a community college
 1. Open a discussion with Georgia Regents
 2. Document need
 3. Show community support
- Expand classes at the technical school- survey to determine number of potential students and kinds of classes needed.
- Maintain Distance Learning Opportunities
- Establish a Senior Night

Task Leaders

- Chambers of Commerce
- Superintendents
- Government officials

Costs

• Community College	\$150,000
• Survey	25,000
• Distance Learning Opportunities	<u>25,000</u>
	\$200,000

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• GSAMS- satellite	\$50,000	

. BOE Dooly/Crisp

50,000

\$100,000

4. QUALITY OF LIFE (TOURISM, CULTURE, RECREATION, AND BUSINESS INCUBATION)

Strategy

Enhance the quality of life by promoting tourism, expanding cultural activities and recreational opportunities, and advancing economic development.

Benchmark-Action

- 9. Incubator-** Renovate all downtown areas and fill with businesses. Build a business incubator to increase the survival rate of new businesses and serve as a feeder for empty downtown buildings.

Benchmark Leader- Incubator Development Team

Tasks/Projects

- Complete construction of incubator
- Apply for facade grants to renovate downtown buildings
- Market incubator/support services
- Home grow 24 businesses

Task Leaders

- EC Staff
- Crisp-Dooly Enterprise Center Staff
- Chambers of Commerce
- Economic Development Council of Dooly
- Economic Development Council/Industrial Development Council
- University of Georgia
- Small Business Development Council

Costs

• Incubator grant in hand	\$1,900,000
• Local governments	6,000
• Operation and staffing of incubator	1 ,000,000
• Other	<u>500</u>
	\$2,906,500

Funding: Sources

- Incubator

Received/Committed

\$2,641,000

Needed

10. Tourism Expansion- Increase the number of tourists visiting Crisp and Dooly counties due to expanded museum, exhibits, and cultural events.

Benchmark Leader- Chambers of Commerce

Tasks/Projects

- Develop a joint tourism brochure for Crisp and Dooly Counties
- Continue renovation of the Lilly School as an historic museum facility.
- Create the Georgia History Museum
- Increase the number of visitors to and the educational abilities of the Georgia Cotton Museum

Task Leaders

- Crisp Chamber of Commerce
- Dooly Chamber of Commerce
- Dooly Arts Council
- Historic Preservation Society

Costs/Resources Needed

• Brochure	\$ 3,000
• Lilly School	150,000
• GA History Museum	2,000,000
• GA Cotton Museum	<u>20,000</u>
	\$2,173,000

Funding Sources

Received/Committed

Needed

• State of Georgia Heritage 2000	\$25,000	
• EC- Crisp Dooly Partnership	31,000	
• Private fund-raiser	12,000	
• State historic preservation grant		
		\$2,105,000

In Kind

- Dooly Arts Council- Organize fund raisers, events, write grants
- Chambers of Commerce- Staff support, free advertising/publicity
- Historical Preservation Society- Staffs museum, events, etc.

11. Cultural Opportunities- Increase by 20% the opportunities for any child or adult to participate in all forms of visual art, dance, theater, and music.

Benchmark Leader- CAAA and DAC

Tasks/Projects

- Build a community performing arts center to serve Crisp and Dooly Counties
- Promote and showcase local artists in Crisp and Dooly Counties with the goal of developing a festival or folly.
- Develop a joint summer arts program for youth

Task Leaders

- CAAA
- DAC

Costs

• Arts Center	\$1,500,000
• Festival	10,000
• Summer Arts Program	<u>50,000</u>
	\$1,560,000

Funding Sources

	<u>Received/Committed</u>	<u>Needed</u>
• EC- Crisp Dooly Partnership	\$ 38,600	
• State local assistance grant	25,000	
• State local option sales tax	23 1,000	
• Woodruff Foundation matching grant funds	100,000	
• Georgia Council for the Arts “Arts-In-Education”	5,100	
		\$1,160,300

In-Kind

- CAAA staff- Coordinate events, fundraising, volunteers
- Chambers of Commerce- Co-sponsor events, free publicity and support
- Dooly Arts Council- Volunteer time for events, fundraising, grant writing

12. **Neighborhood Recreation-** Create five neighborhood recreational facilities in Crisp and Dooly Counties.

Benchmark Leader- Recreation Departments

Tasks/Projects

- Develop staff to supervise programs
- Recruit more volunteers
- Establish a recreation center every two years.
- Build first center at **Gillispee/Selden**
- Alternate centers between Dooly and Crisp Counties

Task Leaders

- Dooly County Recreation Department
- Crisp County Recreation Center

Costs

• Gillespie/Selden	\$1,250,000
• Dooly Recreation Center	500,000
• Crisp Recreation Center	500,000
• Dooly Recreation Center	500,000
• Crisp Recreation Center	<u>500,000</u>
	\$3,250,000

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• Dooly Co. Recreation (EC)	\$50,000	\$1,000,000
• Crisp Co. Recreation (EC)	1,200,000	1,000,000
• Private Organizations		
• Fund raisers		
• Volunteers		
• City and County Governments		

5. QUALITY OF LIFE (HOME, WORK, AND FAMILY)

Strategy

Improve quality of life through volunteerism, excellence in community services, private home ownership, and enforcement of ordinances to protect citizens.

Benchmark-Action

13. Affordable Housing- Construct 800 well-built, quality, affordable housing for every household within the EC.

Benchmark Leader

- City and County governments, private developers, Housing Authority

Tasks/Projects

- Implement a one-stop shop for housing
- Conduct a needs assessment/ rural housing analysis
- Establish a home ownership-counseling program
- Create a revolving loan fund for down payment assistance and lease/purchase programs

- Establish energy efficient, quality building standards above the Southern Building Codes.
- Develop local funding of infrastructures
- Identify and assist in acquiring condemned and abandoned properties for redevelopment
- Apply for HUD 8 11 construction funds to provide accessible, affordable housing for people with disabilities

Task Leaders

- Consultant
- City governments
- County governments
- Private developers
- Housing authority
- HUD
 - DCA- lead paint base program, Home/Chip
- Lending institutions
- One Stop Shop
- Beth English
- Easter Seals

Costs

• One Stop Shop	\$750,000
• Revolving Loan	3,500,000
• Infrastructure	1,500,000
• Identify properties	<u>100,000</u>
	\$5,850,000

Funding Sources

	<u>Received/Committed</u>	<u>Needed</u>
• SSBG-(EZ/E/C program)	\$54,000	1,850,000
• HUD		2,000,000
• State DCA Home/Chip Program lead paint base program		2,000,000
• Financial Institutions		
• Foundations		
• Lending Institutions		
	<u>\$54,000</u>	<u>\$5,850,000</u>

14. **Habitat for Humanity**- Establish an active Habitat for Humanity chapter with adequate resources. Build three houses per year.

Benchmark Leaders- Habitat Chapters

Tasks/Projects

- Publicize need for volunteers
- Solicit donations
- Generate community awareness
- Qualify applicants
- Select house type and site
- Build home
- Nurture homeowners (credit counseling, home maintenance guidelines)

Task Leaders

- Churches
- Businesses
- Professional organizations
- Civic organizations

Costs

• Administration	\$300,000
• Property Development	<u>100,000</u>
	\$400,000

Funding: Sources

Received/Committed

Needed

• Churches		\$100,000
• Businesses		100,000
• Professional organizations		100,000
• Civic organizations		<u>100,000</u>
		\$400,000

15. 24-Hour Child Care- Increase child care services and the hours of availability.

Benchmark Leader- Day care providers, Department of Family and Children’s Services, Businesses, Churches

Tasks/Projects

- Extend hours of existing programs
- Conduct needs assessment to determine
 - a. Hours needed
 - b. Number of children
 - c. Feasibility
- Contact Ministerial Association to seek use of church facilities
- Construct new facilities
- Recruit, hire, and train staff
- Seek industry/business collaboration for on-site child care services
- Provide scholarships for child care fees based on financial need
- Investigate tax incentives for industry furnished child care

- Lease and renovate temporary facilities
- Create scholarships for child care fees

Task Leaders

- Daycare providers
- Department of Family and Children’s Services
- Churches
- Businesses
- Extension Office
- Crisp/Dooly Boards of Education
- City governments
- County governments

COSTS

• Needs assessment	\$ 30,000
• Recruit..train workers	250,000
• Scholarships	1,150,000
• Construction	6,000,000
• Temporary Facilities	<u>500,000</u>
	\$7,930,000

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• Local government		\$6,530,000
• Extension Office		250,000
• Private		<u>1,150,000</u>
		\$7,930,000

6. GOVERNMENT-COMMUNITY COOPERATION

Strategy

Strengthen the cooperation between the counties to improve the economic prosperity of the region.

Benchmark-Action

16. Duplication Eliminated- Eliminate duplication and improve services to citizens.

Benchmark Leaders- City and County Governments

Tasks/Projects

- Survey and analyze all multi-county city-county services

- Sponsor open forums of the issue
- Develop consolidation/collaboration/transition plans where needed
- Organize referendum to pass necessary laws
- Publicize and promote passage of referendum
- Implement plans for consolidated services

Task Leaders

- Private sector
- City and county governments

Costs

- Initial Survey
- Forums
- Develop plans
- Organize referendum
- Promote passage
- Implement plans

Funding Sources

Received/Committed

Needed

- SSBG-(EZ/EC program only)

\$144,000

In-Kind

- Crisp & Dooly EDC & Chambers- Surveys and forums
- GMA and ACCG- Wage studies related to consolidated services

17. Transportation- Develop a unified public transportation system.

Benchmarks- EZ Coordinator until a lead agency is chosen

Task/Steps

- Survey existing service providers
- Develop a feasibility plan that addresses resources, potential revenue, and types of service to be offered.
- Design transportation plan that addresses service areas, cost, potential revenue and types of services to be offered.
- Design transportation system that is accessible to the disabled and affordable to the poor.
- Apply for start-up, vehicle and operational funds
- Develop agreements of understanding with collaborating agencies
- Provide training and public awareness
- Implement

Task Leaders

- EZ coordinator until lead agency is chosen
- Department of Human Resource agencies
- Chamber of Commerce
- City of Vienna/Unadilla
- Middle Flint RDC

Costs/Resources

• Feasibility plan	\$5,000
• Design	5,000
• Apply for start-up funds	5,000
• Agreements of understanding	750
• Public awareness	250
• Implementation	<u>10,000</u>
	\$26,000

<u>Funding: Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• SSBG- (EZ/EC program only)		\$26,000

In-Kind

- Department of Human Resources- Vans
- Dooly Chamber of Commerce- Has transportation plan under development
- Cities of Vienna and Unadilla- Vans
- Middle Flint RDC- Grant assistance for new vehicles

18. Litter/Pollution Control- Establish and strictly enforce city/county policies with increased **commitment** and involvement in pollution control.

Benchmark Leaders- City and county governments

Tasks/Projects

- Coordinate government support for elimination of pollution.
- Enforce strictly existing ordinances
- Develop a public awareness campaign
- Complete a needs assessment survey
- Organize a Dooly KAB program
- Develop a coordinated plan and pursue funds
- Continue beautification and education activities through volunteer involvement

Task Leaders

- City Governments
- County Governments

- Keep America Beautiful
- Organizing committee
- Joint KAB
- Volunteers
- City/county Chambers

Costs

• Public awareness campaign	\$25000
• Needs assessment	2,500
• Dooly KAB	25,000
• Develop plan	5,000
• Beautification and education activities	<u>10,000</u>
	\$45,000

Funding Sources

Received/Committed

Needed

• EZ		\$22,000
• Keep America Beautiful		3,000
• Dooly County Commission		10,000
• Cities of Lilly, Vienna, Pinehurst, Byronville, Unadilla		<u>10,000</u>
		\$45,000

In-Kind

- Crisp KAB- Technical assistance
- Dooly and Crisp Chambers of Commerce- Volunteers
- Conservation Department- Volunteers
- Vienna Women's Clubs- Volunteers
- Cordele Women's Clubs- Volunteers
- Easter Seal Americorp members- Volunteers

19. Vacant Building Use- Maximize use of existing vacant buildings

Benchmark Leaders- Government, community leaders, chambers of commerce, downtown business associations

Tasks/Projects

- Identify and determine which buildings are viable for use
- Survey to determine number and location of vacant buildings and owners
- Contact owners for proposed use and occupancy plans
- Schedule meeting with owners to discuss this initiative
- Develop a plan for use based on market research and historic preservation guidelines
- Implement facade grant program for facelifts
- Determine interest by owners in providing space for social service/non-profit activities through a joint meeting with owners and organizations
- Identify grants/funds available to business and non-profits for capital improvements

Task Leaders

- City and county governments
- Chamber
- EDC/Chamber
- Downtown business associations

Costs

- | | |
|----------------------------------|----------------|
| • Survey | \$5,000 |
| • Contract employee | 5,000 |
| • Plan development | 15,000 |
| • Implement facade grant program | <u>100,000</u> |
| | \$125,000 |

Funding Sources

Received/Committed

Needed

Vacant Building Renovation- Restore/renovate buildings that have realistic potential for use.

Benchmark Leaders- Government, community leaders, chambers of commerce

Tasks/Projects

- Identify buildings
- Contact owners to determine renovation interest
- Analyze architectural and appraisal worthiness
- Identify funds available for capital improvements
- Develop use plans

Costs

- | | |
|------------------------|----------|
| • Analyze architecture | \$15,000 |
|------------------------|----------|

Funding Sources

Received/Committed

Needed

Vacant Building Condemnation- Condemn and demolish buildings that are unsafe, hazardous and have no realistic potential for use.

Benchmark Leaders- Government, community leaders, chambers of commerce

Tasks/Projects

- Use survey data to prepare potential condemnation list

- Notify owners (follow legal requirements)
- Enforce ordinances
- Hire a building inspector
- Determine best use for cleared property

Task Leaders

- Government
- Community leaders
- Chambers of commerce
- Downtown organizations

Costs

- Building Inspector \$70,000

Funding Sources

Received/Committed

Needed

7. MEDICAL AND SOCIAL OPPORTUNITIES

Strategy

Create new services or expand and coordinate existing ones to meet the human service needs of the community.

Benchmark-Action

20. Emergency Services/Respite Care- Establish a local respite facility for disabled people.

Benchmark Leaders- County Health Departments, Dooly Medical Center, Crisp Regional Hospital, Department of Family and Children’s Services

Tasks/Projects

- Identify current and future needs of the population
- Evaluate current facilities
- Match clients with programs

Task Leaders

- County health departments
- DMC
- CRH
- DFACS

Costs

• Assessment of existing	\$3,000
• Consultant	5,000
• Evaluate facilities	2,000
• Develop respite facility	1 ,000,000
• Develop and maintain programming	<u>1 ,000,000</u>
	\$2,005,500

Funding: Sources

Received/Committed

Needed

• Dooly County Medical/ Crisp Regional EC/EZ/State	\$3,000	
• Crisp Regional	5,000	
•		<u>\$1,997,500</u>
	<u>\$8,000</u>	\$1,997,500

In-Rind

- Crisp Regional and Dooly Medical- **Money** for expenses to view facilities

20. **Family Resource Centers-** Eliminate child and elderly abuse by increasing public and parent education and establishing and enhancing family resource centers.

Benchmark leaders- The Gateway Center and Dooly County Community Enrichment Coalition

Tasks/Projects

- Identify and assess existing services
- Identify needs of the population
 - mentoring
 - parenting
 - life planning skills training
 - family abuse
 - counseling
 - education
 - recreation
 - leadership training
- Develop resource center in Dooly County (Mid-County)
- Develop resource center in Crisp County (Westside Satellite)

Task Leaders

- Gateway
- Dooly County Coalition
- School systems
- Department of Family and Children's Services
- Council on Aging

Costs

• Assessment	\$3,000
• Identify needs	5,000
• Dooly Resource Center	500,000
• Crisp County RC	<u>100,000</u>
	\$608,000

Funding: Sources

Received/Committed

Needed

• SSBG-(EZ/EC program only)		\$600,000
-----------------------------	--	-----------

In-Rind

- Collaboration, Gateway, DFCS, Schools- Postage, information, referrals

22. **Domestic violence-** Decrease domestic violence.

Benchmark Leaders- Crisp Regional Hospital and Dooly Medical Center

Tasks/Projects

- Hold community forums
- Have workshops in churches
- Create public service announcements
- Conduct sensitivity training for members of the police department
- Conduct conflict resolution training for low-income families

Task Leaders

- Crisp Regional Hospital
- Dooly Medical Center
- Churches
- Police departments
- News media

Costs

• Forums	\$1,500
• Workshops	20,000
• PSAs	10,000
• Sensitivity training	20,000
• Conflict resolution training	<u>100,000</u>
	\$151,500

Funding Sources

Received/Committed

Needed

• Liberty House	\$750	\$750
• Law Enforcement Agencies	750	750
• Human Resource Centers (State/Fed)		

/EC/EZ)	<u>100.000</u>	<u>100.000</u>
	\$101,500	\$101,500

In-Rind

- Crisp Regional Hospital- Meeting space
- Ministerial Association- Space, information \$20,000
- Local media-. Public service announcements 10,000
- Law enforcement- Education, location, etc. 20,000

23. **Parenting/Gateway-** Increase the availability of parenting support services.

Benchmark Leaders- Crisp Regional Hospital, Gateway Center Board, Crisp Council on Child Abuse, Dooly Enrichment Council, Crisp County Community Council

Tasks/Projects

- Conduct inter-agency meeting
- Identify potential clients
- Hire staff for the Family Resource Centers
- Enhance services at the Gateway Center

Task Leaders

- Dooly County Coalition
- Gateway Center Board
- Community

Costs

- Inter-agency meeting \$1,000
 - Identify clients 300
 - Staff 400.000
- \$401,300

Funding Sources

	<u>Received/Committed</u>	<u>Needed</u>
• Gateway, DCCEC (EC/EZ)	\$1,000	\$1,000
Gateway, DCCEC (EC/EZ)	<u>400.000</u>	<u>400.000</u>
	\$401,000	\$401,000

- Collaboration members- Postage, information, referrals \$300.00

24. **Teen Pregnancy-** Reduce teen pregnancies.

Benchmark Leaders- 4-H (Extension office), health departments, daycare providers, schools, and parents

Tasks/Projects

- Evaluate number of teen pregnancies to determine “risk” times, etc.
- Add parenting classes within schools, 4-H programs, etc.
- Implement parenting lessons in school curriculum
- Place “at risk” teens as workers in daycare centers
- Create alternative after-school activities for teens

Task Leaders

- School leaders
- Home Economics
- Extension office
- Schools
- Daycare providers
- DCCEC
- Health Department

Costs

• Evaluation	\$50,000
• Parenting classes	40,000
• Parenting lessons	25,000
• Teens as daycare workers	50,000
• After-school programs	<u>1,000,000</u>
	\$1,165,000

Funding Sources

Received/Committed

Needed

-
-

Dropout Prevention- Maintain dropout prevention officer positions and establish mentoring programs like Boys and Girls Clubs, and promote parental involvement.

Benchmark Leader- Entire community

Tasks/Projects

- Evaluate existing programs and extra curricular activities
- Identify recipients to be served
- Develop a recreation center and youth program facility (Boys and Girls)

Task Leaders

- School systems
- Volunteers
- Law Enforcement

Costs

• Expand extra curricular activities	\$75,000
--------------------------------------	----------

- Recreation center and programs 2,000,000
- \$2,075,000**

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
------------------------	---------------------------	---------------

-
-

25. **Welfare to Work-** Create jobs for welfare recipients and opportunities for entrepreneurs.

Benchmark Leaders- Department of Family and Children’s Services, DCCEC, CCC, Tech Schools, EIC, Small Business Incubator

Tasks/Projects

- Request number of prospective “participants,”
- Develop and distribute needs assessment
- Analyze needs assessments
- Provide results to S.G.T. and M.G. T. for training guidelines
- Promote child care entrepreneurs
- Coordinate transportation to suit needs
- Design and implement entrepreneur development programs
- Provide incubator space to entrepreneurs

Task Leaders

- Department of Family and Children’s Services
- DCCEC and CCC
- Technical schools
- EIC
- Small Business Incubator Director
- Department of Human Resources Analyst
- Transportation provider

Costs

- | | |
|----------------------------|-----------------|
| • Number of participants | \$300 |
| • Needs assessment | 10,000 |
| • Analyst | 10,000 |
| • Child care entrepreneurs | 10,000 |
| • Entrepreneur development | <u>50,000</u> |
| | \$80,300 |

<u>Funding Sources</u>	<u>Received/Committed</u>	<u>Needed</u>
• DCCEC, DFCS (EC/EZ)	\$10,000	\$10,000
• Incubator (Business) (EC/EZ)	<u>60.000</u>	<u>60.000</u>
	\$70,000	\$70,000

In-Kind

- Collaboration members- Referrals, postage \$ 3 0 0

PART II – PHASE I Implementation Plan

Section 1 – Phase I Work Plan

The Phase I Work Plan includes benchmarks for the first two years with and without EZ SSBG funds. Benchmark amendments and tasks/projects additions in italics assume \$8 million in SSBG funds per phase.

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Preserving Prime Farm Lands/Agricultural Building Blocks
2. **Goal.** Successful and viable agribusiness in the EZ.
3. **Benchmark Description #1** Enhance zoning guidelines that keep prime agricultural land in agriculture and maintain land's productivity.
4. **Indicator** Acreage **Source of data** USDA Service Center. Farm Service Data
5. **Baseline (quantity)** 170.000 acres now in crop land 6. **Benchmark Target** Maintain the 170.000 acres
7. **Benchmark leader(s)** University of Georgia Agricultural Extension Service

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Complete and inventory of agricultural land</u>	<u>UGA Extension Service</u>	<u>1/99- 12/99</u>	\$ <u>0</u>
b. <u>Consult with zoning board</u>	<u>UGA Extension and NRCS</u>	<u>1/99 – 12/00</u>	\$ <u>0</u>
c. <u>Formulate a farm-land preservation plan- identify optimal land uses</u>	<u>Farm Bureau and NRCS</u>	<u>1/99 – 12/00</u>	\$ <u>0</u>
d. <u>Implement Preservation Plan</u>	<u>Farm Bureau and NRCS</u>	<u>1/99 – 12/00</u>	\$ <u>20.000</u>
e. _____	_____	_____	\$ _____
f. _____	_____	_____	_____
g. _____	_____	_____	_____

*Projected or actual spending **Total** \$ 20.000

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Unified System of Volunteerism/Community Volunt
2. **Goal** Unified volunteer efforts
3. **Benchmark Description** #5 Initiate unified efforts for a common beginning for all people
4. **Indicator** Number of Client Organizations Source of data Community Client Inventory
5. **Baseline (quantity)** c **6. Benchmark Target** 10
7. **Benchmark leader(s)** Task Force for Community Volunteers

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Hire a full-time Dooly/Crisp Volunteer Coordinator</u>	<u>Task Force</u>	<u>01/99 - 12/08</u>	\$ <u>64,000</u>
b. <u>Apply for funding through grants and foundations</u>	<u>Volunteer Coordinator</u>	<u>01/99 - 12/08</u>	\$ <u>3,000</u>
c. _____	_____	_____	\$ _____
d. _____	_____	_____	\$ _____
e. _____	_____	_____	\$ _____
f. _____	_____	_____	\$ _____
g. _____	_____	_____	\$ _____

*Projected or actual spending **Total** \$ 67,000

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Improving the job and learning skills of citizens base / Educational Training Programs for Life
2. **Goal** Qualified work force and successful entrenreneurs to meet the needs of business and industry.
3. **Benchmark Description # 6** a) Increase enrollment in adult literacy classes b) Exnand early intervention reading program K-3 c)Expand after school programs d) Exnand family involvement and parent education and resources
4. **Indicator** GA County Guide **Source of data** _____
5. **Baseline (quantity)** Current rate **6. Benchmark Target** 2% less than current rate
7. **Benchmark leader(s)** LEARNetwork, tech schools, school systems

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Conduct program evaluation and write strategic plan</u> <u>Maintain and improve adult literacy program at</u>	<u>Steve Pearce</u>	<u>10/98-02/99</u>	<u>\$ 30.000</u>
b. <u>Cordele Housing Authority</u>	<u>Steve Pearce, Lisa Essick</u>	<u>10/98 - 10/00</u>	<u>\$ 72.422</u>
c. _____	_____	_____	\$ _____
d. _____	_____	_____	\$ _____
e. _____	_____	_____	\$ _____
f. _____	_____	_____	\$ _____
g. _____	_____	_____	\$ _____
Total			\$ 102.422

*Projected or actual spending

BENCHMARKING WORKSHEET Part II

Benchmark Description # 6 Decrease illiteracy

2. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
State	Georgia Reading Challenge		\$ 25.000	\$ 0
State	GA School Care Association		\$ 25.000	\$ 0
Federal	Health and Human Services Dept.	EZ/SSBG	\$ 52.422	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 102.422	\$ 0

3. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** High drop-out rate and illiteracy are barriers to success / Educational Training. Programs for Life
2. **Goal** Qualified work force and successful entrepreneurs to meet the needs of business and industrv.
3. **Benchmark Description #7** a) Expand curriculum as support of educational needs of students b) Expand 8th and 9th grade prgm. c) Establish structured after school curriculum for 8th and 9th graders d) Provide child care for student narents e) Establish STAR program. f) Increase attendance
4. **Indicator** Graduation rate **Source of data** School Boards
5. **Baseline (quantity)** Current rate **6. Benchmark Target** Rate to meet 80% in ten years.
7. **Benchmark leader(s)** Crisp and Dooly County School Systems

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Provide staff develonment (Reading: Contest) ESL</u>	<u>School svstems</u>	<u>6/99 – 6/01</u>	<u>\$ 50,000</u>
b. <u>Add social worker for attendance. risk issues</u>	<u>School svstems</u>	<u>6/99 – 6/01</u>	<u>\$ 60,000</u>
c. <u>Establish after-school care for 9-12</u>	<u>School svstems</u>	<u>6/99 – 6/01</u>	<u>\$ 125,000</u>
d. <u>Establish child care for student narents</u>	<u>Service Agencies. DHR. Schools</u>	<u>6/99 – 6/01</u>	<u>\$ 373,000</u>
e. _____	_____	_____	<u>\$ _____</u>
f. _____	_____	_____	<u>\$ _____</u>

*Projected or actual spending

Total \$ 608,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 7 Dropout Reduction

2. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
		Family Connection 98-99	\$ 25,000	\$ 0
Local	Board of Education (for social worker)		\$ 30,000	\$ 0
Local	Board of Education (for Dropout Prev. Coord)		\$ 553,000	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
		Totals	\$ 55,000	\$ 0

*Federal, State, Local, Private or Nonprofit

3. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity

Notes:

BENCHMARKING WORKSHEET Part 1

- 1. **Problem/Opportunity** Life-long technical and post-secondary education / Educational Training Programs for Life
- 2. **Goal** Qualified work force and successful entrepreneurs to meet the needs of industry
- 3. **Benchmark Description #8** a) Establish community college b) Expand classes at technical school c) Maintain Distance Learning: Classes
- 4. **Indicator** Number of students attending locally **Source of data** Community College
- 5. **Baseline (quantity)** 0 6. **Benchmark Target** _____
- 7. **Benchmark leader(s)** Chambers of Commerce, South Georgia Technical Institute, Middle Georgia Technical Institute

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
<i>a. Establish Community College</i>			
<u>Open discussion with Georgia Regents</u>	<u>Chamber/ School Officials</u>	<u>6/99 – 6/01</u>	<u>\$ 0</u>
<u>Document need- Show shortage</u>	<u>Govt. Officials</u>	<u>1/99 – 6/01</u>	<u>\$ 75,000</u>
<u>Show community support</u>		<u>3/99 – 6/01</u>	<u>\$ 75,000</u>
<i>b. Conduct survey for student's interests</i>			
			<u>\$ 25,000</u>
<i>c. Maintain Distance Learning Opportunities</i>			
		<u>1/00 – 6/01</u>	<u>\$ 25,000</u>
<i>g. Hold a Senior Night (local college participation sponsored at school locations for students and parents)</i>			
	<u>Local volunteers facilitate</u>		<u>\$</u>
<i>*Projected or actual spending</i>			Total <u>\$ 200,000</u>

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Imnroved business climate / Quality of Life (Recreation, Tourism, Culture, and Business Incubation)
4. **Goal** Quality of life enhanced by promoting tourism, expanding cultural nad recreational oppourtunities, and advancing economic development.
3. **Benchmark Description # 9** Develop incubator and home grow 24 businesses
4. **Indicator** Number of graduating companies **Source of data** Business incubator records
5. **Baseline (quantity)** 0 businesses 6. **Benchmark Target** 24 businesses
7. **Benchmark leader(s)** EC Economic Development Coordinator

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Complete construction of business incubator</u>	<u>EC staff</u>	<u>01/99 – 09/99</u>	<u>\$ 1,900,000</u>
b. <u>Market incubator/support services</u>	<u>Incubator staff</u>	<u>03/99 - ongoing</u>	<u>\$ 6,000</u>
c. <u>Apply for facade grants to renovate downtown bldgs</u>	<u>DBD Crisp Chamber/EDC Dooly</u>	<u>01/99 - ongoing</u>	<u>\$ 0</u>
d. <u>Graduate businesses from incubator to avail. bldgs</u> <u>Continue to coordinate support services</u>	<u>EDC/IDC</u>	<u>01/01- ongoing</u>	<u>\$ 0</u>
e. <u>graduated and incoming incubator businesses</u>	<u>UGA/SBDC /Incubator Staff</u>	<u>ongoing</u>	<u>\$ 1,000,000</u>
f. <u>Develon entrepreneur's club</u>	<u>Incubator staff, BOEs, Civic clubs</u>	<u>01/00</u>	<u>_____</u>
g. _____	_____	_____	_____

*Projected or actual spending **Total** \$ 2,906,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 9 Home grow 24 businesses

5. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
<u>Federal</u>	<u>Dent. of Health & Human Services</u>	<u>SSBG- (EZ/EC)</u>	<u>\$ 100.000</u>	<u>\$ 0</u>
<u>Local</u>	<u>Doolv and Crisp Counties</u>	<u>General Budget</u>	<u>\$ 381.788</u>	<u>\$ 0</u>
<u>Local</u>	<u>Citv of Cordele</u>	<u>General Budget</u>	<u>\$ 7.500</u>	<u>\$ 0</u>
<u>Federal</u>	<u>Dept. of Commerce/EDA</u>	<u>Public Facilities</u>	<u>\$ 1.160.000</u>	<u>\$ 0</u>
<u>State</u>	<u>Dept. of Community Affairs</u>	<u>Regional Assistance Prgm</u>	<u>\$ 480.000</u>	<u>\$ 0</u>
<u>Federal</u>	<u>USDA (loan)</u>	<u>Community Facilities</u>	<u>\$ 295.680</u>	<u>\$ 0</u>
*Federal, State, Local, Private or Nonprofit		Totals	<u>\$ 2.424.968</u>	<u>\$ 471.032</u>

6. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity

Notes:



BENCHMARKING WORKSHEET Part 1

- 1. **Problem/Opportunity** Increasing tourist visits / Quality of Life (Recreation, Tourism, Culture, and Business Incubation)
- 2. **Goal** Quality of Life enhanced by promoting; tourism, expanding cultural activities and recreational opportunities, and advancing economic development.
- 3. **Benchmark Description #** 10 More tourists visiting; Crisp and Dooly Counties due to expanded museum, exhibits, and cultural events.
- 4. **Indicator** Tourist promotion staff hours **Source of data** Chambers of Commerce
- 5. **Baseline (quantity)** Part-time Chamber tourism coordin. 6. **Benchmark Target** 1.5 full-time tourist directors
- 7. **Benchmark leader(s)** Chambers of Commerce

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Develop a joint tourism brochure for Crisp & Dooly</u>	<u>Chambers of Commerce</u>	<u>01/99 – 01/00</u>	<u>\$ 3,000</u>
b. <u>Continue renovation of Lilly School as museum</u>	<u>Dooly Arts Council</u>	<u>01/99 – 01/01</u>	<u>\$ 44,000</u>
c. _____	_____	_____	<u>\$ _____</u>
d. _____	_____	_____	_____
e. _____	_____	_____	_____
f. _____	_____	_____	_____
g. _____	_____	_____	_____

*Projected or actual spending **Total** \$ 47,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 1 0 Tourism Exnansion

7. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Dept. of Health & Human Services	SSBG- (EZ/EC)	\$ 0	\$ 0
State (b)		Heritage 2000	\$ 25,000	\$ 0
Private		Fundraiser/Bargain Store	\$ 12,000	\$ 0
Federal	EC	Crisp Dooly Partnershiu	\$ 10,000	\$ 0
State		Historic preservation gratn	\$ 0	\$ 0
Countv		Employee/admin. support	\$ 0	\$ 0
			\$ 0	\$ 0
		Totals	\$ 47,000	\$ 0

*Federal, State, Local, Private or Nonprofit

8. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Dooly Arts Council	Organize fund raisers. events. write grants	30
Chambers of Commerce's staff	Support of staff. free advertising and publicity	75
Historic Preservation Society	Staffs museum. events. etc.	35

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Expanded cultural opportunities/ Quality of Life (Recreation, Tourism, Culture, and Business Incubation)

2. **Goal** Quality of life enhanced by promoting tourism, expanding cultural activities and recreational opportunities, and advancing economic development.

Benchmark Description # 11 Increase the opportunities for any child or adult to participate in all forms of visual art, dance, theater, and music.

4. **Indicator** Increase in participation **Source of data** CAAA and DAC

5. **Baseline (quantity)** Current level **6. Benchmark Target** 20% increase

7. **Benchmark leader(s)** CAAA and DAC

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. Develop plans and resources for Performing Arts Center	CAAA		\$ 0
a. Build a community performing; Arts Center Promote and showcase local artists with goal of developing a festival or folly	CAAA	01/99 – 01/07	\$ 339,700
b. Develop a joint summer arts program for youth	CAAA and DAC	01/02 - 01/06	\$ 10,000
c. _____	CAAA and DAC	01/03 – 01/08	\$ 50,000
e. _____	_____	_____	\$ _____
f. _____	_____	_____	\$ _____
g. _____	_____	_____	\$ _____

*Projected or actual spending **Total** \$ 399,700

BENCHMARKING WORKSHEET Part II

Benchmark Description # 1_1 Cultural opportunities

9. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal (a)	FC	Crisp/Dooly Partnershin	\$ 38,600	\$ 0
State		Local Assistance Grant	\$ 25,000	\$ 0
County		Local ontion sales tax	\$ 231,000	\$ 0
Private	Woodruff Foundation	Matching funds from capital campaign	\$ 100,000	\$ 0
State (c)	GA Council for the Arts	Arts-In-Educaton	\$ 5,100	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 399,700	\$ 0

10. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
CAAA staff and director	Co-ordinate events. fund raising. volunteers	
Chambers of Commerce	Co-sponsor events. free nublicity and support	
Dooly Arts Council	Volunteer time for events. fund raising. grant writing	

Notes:

BENCHMARKING WORKSHEET Part 1

- 1. **Problem/Opportunity** Lack of neighborhood recreation / Quality of Life (Recreation, Tourism, Culture, and Business Incubation)
- 2. **Goal** Quality of life enhanced by promoting tourism, expanding cultural activities and recreational opportunities, and advancing economic development.
- 3. **Benchmark Description** #12 Create more neighborhood recreational facilities in Crisp and Dooly Counties, develop staff to supervise programs, and recruit more volunteers.
- 4. **Indicator** Number of recreation facilities completed **Source of data** Recreation Departments
- 5. **Baseline (quantity)** No completed centers 6. **Benchmark Target** 1 center every 2 years until there are 5
- 7. **Benchmark leader(s)** Recreation Departments

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Neighborhood recreation center-Gillispee/Selden</u>	<u>Recreation Department</u>	<u>01/01 – 12/02</u>	<u>\$ 1,250,000</u>
b. <u>Neighborhood recreation center- Dooly Co.</u>	<u>Recreation Department</u>	<u>01/03 – 12/04</u>	<u>\$ 500,000</u>
c. _____	_____		<u>\$ _____</u>
d. _____	_____		<u>\$ _____</u>
e. _____	_____		<u>\$ _____</u>
f. _____	_____		<u>\$ _____</u>
_____	_____		<u>\$ _____</u>

*Projected or actual spending **Total** \$ 1,750,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 12 Create more neighborhood recreation facilities in Crisp and Dooly Counties

11. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Dent. of Health & Human Services	SSBG- (EZ/EC)	\$ 0	\$ 0
Local	Dooly County Recreation Department	Dooly County and EZ/EC	\$ 50,000	\$ 0
Local & Private	Crisp County Recreation Department	Crisp County	\$ 1,700,000	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 1,750,000	\$ 0

In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity

Notes:

BENCHMARKING WORKSHEET Part 1

1. Problem/Opportunity Not enough affordable housing / Quality of Life (Home, Work, and Family)
2. **Goal** High quality of life improved through volunteerism, excellence in community services, urivate home ownership, and enforcement of ordinances to protect citizens.
3. Benchmark Description #13 Construct 800 well built, quality, affordable housing for residents of the EZ
4. Indicator Needs assessment Source of data City/County offices
5. Baseline (quantity) No needs assessment 6. Benchmark Target Needs assessment complete
7. **Benchmark leader(s)** City and county governments, private developers, housing authority

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Conduct needs assessment</u>	<u>Consultant and HUD</u>	<u>01/99 – 01/00</u>	<u>\$ 54,000</u>
b. <u>Establish a homeownershin counseling program</u>	<u></u>	<u>12/00 - 01/01</u>	<u>\$ 0</u>
c. <u></u>	<u></u>	<u></u>	<u>\$</u>
d. <u></u>	<u></u>	<u></u>	<u>\$</u>
e. <u></u>	<u></u>	<u></u>	<u>\$</u>
f. <u></u>	<u></u>	<u></u>	<u>\$</u>
g. <u></u>	<u></u>	<u></u>	<u>\$</u>

*Projected or actual spending **Total** \$ 54,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # ~~C~~ Construct 800 affordable houses

11. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Dept. of Health & Human Services	SSBG- (EZ/EC)	\$ 54,000	\$ 1,850,000
Federal	HUD		\$ 0	\$ 2,000,000
State	DCA	Home/Chip	\$ 0	\$ 2,000,000
Private	Lenders		\$ 0	\$ 0
Private	Foundations		\$ 0	\$ 0
State	DCA	Lead base paint program	\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 54,000	\$ 5,850,000

12. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
HUD 8 11 Construction Funds	Through Easter Seals	

Notes:

BENCHMARKING WORKSHEET Part 1

1. Problem/Opportunity Not enough affordable housing / Quality of Life (Home, Work, and Family)
2. Goal High quality of life improved through volunteerism, excellence in community services, private home ownership, and enforcement of ordinances to protect citizens.
3. Benchmark Description # 14 Build an active Habitat for Humanity chapter with adequate resources
4. Indicator # of homes in EZ built by Habitat Source of data Habitat
5. Baseline (quantity) 1 per year 6. Benchmark Target 3 per year (30 over 10 years)
7. Benchmark leader(s) Local Habitat Chapters for Crisp and Dooly Counties

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Publicize need for volunteers</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>
b. <u>Solicit donations</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>
c. <u>Generate community awareness</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>
d. <u>Qualify applicants</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>
e. <u>Select house type and site</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>
f. <u>Build house</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>
g. <u>Nurture home owner</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>
h. <u>Continue Habitat administration</u>	<u>Habitat and One-Stop Shop</u>	<u>01/99 – 12/04</u>	<u>\$ 0</u>

*Projected or actual spending Total \$ 0

BENCHMARKING WORKSHEET Part II

Benchmark Description # 1 4 Build active Habitat for Humanity chanters with adeauate resources

13. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Deoart. of Health & Human Services	SSBG- (EZ/EC)	\$ 0	\$ 0
Private	Businesses		\$ 0	\$ 0
Private	Professional organizations		\$ 0	\$ 0
Private	Civic organizations		\$ 0	\$ 0
Private	Churches		\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 0	\$ 0

14. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Childcare needed 24 hours per day / Quality of Life (Home, Work, and Family)
2. **Goal** High quality of life improved through volunteerism, excellence in community services, private home ownership, and enforcement of ordinances to protect citizens.
3. **Benchmark Description** #15 a) Extend hours of existing programs b) Use church facilities c) Provide training: and hire aualified staff d) seek industrv collaboration and nartnershins to nrovide child care to their employees
4. **Indicator** # of expanded hours and # of children and familv served **Source of data** State, schools, private companies
5. **Baseline (quantity)** Dooly 500, Crisp 1.000 6. **Benchmark Target** Dooly 1.000 Crisp 2.000
7. **Benchmark leader(s)** Daycare providers, DFCS, churches, business

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Conduct a needs assessment for hours needed, # of children to be served, feasibility</u>	<u>Consultant</u>	<u>01/99 – 12/99</u>	<u>\$ 30.000</u>
b. <u>Recruit and hire and train workers</u>	<u>Extension office</u>	<u>01/00 – 12/00</u>	<u>\$ 250.000</u>
c. <u>Contact ministerial association to use church facilit.</u>	<u>EC</u>	<u>01/99 – 03/99</u>	<u>\$ 0</u>
d. <u>Establish scholarshiv fund for those needing assist.</u>	<u>Private</u>	<u>01/99 – 12/09</u>	<u>\$ 1.150.000</u>
e. <u>Construct new facilities</u>	<u>Emvlovers, Board of Education</u>	<u>01/05 – 12/09</u>	<u>\$ 6.000.000</u>
f. <u>Lease and renovate for temporary facilities</u>	<u>Ibid</u>	<u>01/99 – 01/05</u>	<u>\$ 500.000</u>
g. <u>Push for tax credits for industry furnishing childcare</u>	<u>City/County</u>	<u>01/99 – 12/09</u>	<u>\$ 0</u>
			Total <u>\$ 7.930.000</u>

*Projected or actual spending

BENCHMARKING WORKSHEET Part II

Benchmark Description # 1 5 Increase child care availability to 24 hours per day

1. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Depart. of Health & Human Services	SSBG- (EZ/EC)	\$ 0	\$ 7,930,000
			\$ 0	\$
			\$ 0	\$
			\$ 0	\$
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
		Totals	\$ 0	

*Federal, State, Local, Private or Nonprofit

2. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Too many city/county services are duplicated, too many governments for size of region / Government-Community Cooneration

2. **Goal** Strengthened cooperation between governments to improve the economic prosperity of the region.

3. **Benchmark Description** #16 Eliminate duplication and improve services

4. **Indicator** Survey/Analysis of Survey **Source of data** City/County Govt.

5. **Baseline (quantity)** No survey/analysis of services **6. Benchmark Target** Survey/analysis of services completed

7. **Benchmark leader(s)** City and county governments

8. Tasks/Projects	Task Leader	Projected Timeline		Budget*
		Start (mo/yr)	End	
a. <u>Survey/analyze all multi-county city-county services</u>	<u>City/County Gov't</u>	01/99	08/99	\$ <u>10.000</u>
b. <u>Sponsor open forums on the issue</u> <u>Develop consolidation/collaboration/transition</u>	<u>Chamber / Citizens group</u>	10/99	12/99	\$ <u>2.000</u>
c. <u>plans where needed</u>	<u>City/County Gov't</u>	01/00	8/00	\$ <u>5.000</u>
d. <u>Organize referendum to pass necessary laws</u>	<u>City/County Gov't</u>	8/00	11/00	\$ <u>2.000</u>
e. <u>Publicize and promote passage of referendum</u>	<u>Chamber / Citizens group</u>	9/00	11/01	\$ <u>25.000</u>
f. _____	_____	_____	_____	_____
g. _____	_____	_____	_____	_____

*Projected or actual spending **Total** \$ 44.000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 1 6 Eliminate duplication and improve services

12. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 0	\$ 0

13. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
<u>Crisp and Dooly EDC and Chambers</u>	<u>Survey information / forums</u>	<u>\$10,000</u>
<u>GMA and ACCG</u>	<u>Wage studies related to consolidated services</u>	<u>\$34,000</u>

Notes:

BENCHMARKING WORKSHEET Part 1

- 1. **Problem/Opportunity** Better roads and unified public transportation / Government-Community Cooperation
- 2. **Goal** Strengthened cooperation between governments to improve the economic prosperity of the region.
- 3. **Benchmark Description # 17** Develop a unified public transportation program.
- 4. **Indicator** Unified transportation system start-up **Source of data** DHR and DOT
- 5. **Baseline (quantity)** No unified system **6. Benchmark Target Start-up** _____
- 7. **Benchmark leader(s)** EZ coordinator with lead agency chosen

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Survey existing service providers</u> Develop feasibility plan that addresses resources,	<u>EZ Coordinator</u>	09/98 -	\$ <u>0</u>
b. <u>coordination. and projected number of users</u> Design transportation plan that addresses service	<u>City/County Gov't</u> Transportation Coordinating	10/98 – 12/98	\$ <u>5,000</u>
c. <u>areas, cost, potential revenue and types of service</u>	<u>Committee</u>	01/99 – 04/99	\$ <u>5,000</u>
d. <u>Apply for start-up, vehicle, and operational funds</u> Develop agreements of understanding with	<u>Coordinating Partners</u>	05/99 – 09/99	\$ <u>5,000</u>
e. <u>collaborating: agencies</u>	<u>Coordinating Partners</u>	09/99 – 12/99	\$ <u>750</u>
f. <u>Provide training and public awareness</u>	<u>Coordinating Partners</u>	01/00 – 02/00	\$ <u>250</u>
g. <u>Start-up</u>	<u>Coordinating: Partners</u>	02/00 - ongoing	\$ <u>10,000</u>

*Projected or actual spending

Total \$ 26,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 1 7 Develop a unified public transportation program

3. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
		Totals	\$ 0	\$ 0

*Federal, State, Local, Private or Nonprofit

4. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Dept. of Human Resource Agencies	Vans	\$10.000
Dooly Chamber of Commerce	Has plan for Dooly under development	\$3.000
City of Vienna/ Undadilla	Vans	~10.000
Middle Flint RDC	Grant assistance for new vehicles	\$3.000

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Litter and Noise Pollution / Government-Community Cooperation

2. **Goal** Strengthened cooperation between governments to improve the economic prosperity of the region.

3. **Benchmark Description** #18 Establish and strictly enforce city/county policies with increased commitment and involvement in in nollution control

4. **Indicator** No complaints for noise and litter **Source of data** City/county gov't, Keen America Beautiful (Crisp)

5. **Baseline (quantity)** Research needed 6. **Benchmark Target** No litter or noise pollution

7. **Benchmark leader(s)** City/county gov't

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Enforce existing: ordinances strictly</u>	<u>City/County Gov't</u>	<u>01/99 - ongoing</u>	<u>\$ 0</u>
b. <u>Develop a public awareness campaign</u>	<u>KAB</u>	<u>01/99 – 03/99</u>	<u>\$ 2.500</u>
c. <u>Comnlete a needs assessment survey</u>	<u>KAB</u>	<u>01/99 - 03/99</u>	<u>\$ 2.500</u>
d. <u>Organize a Doolv KAB</u>	<u>Organizing committee</u>	<u>01/99 – 03/99</u>	<u>\$ 3.000</u>
e. _____	_____	_____	<u>\$ _____</u>
f. _____	_____	_____	<u>\$ _____</u>
g. _____	_____	_____	<u>\$ _____</u>

*Projected or actual spending **Total** \$ 8.000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 18 _____

14. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
<u>Federal</u>	<u>Keep America Beautiful</u>	_____	\$ <u>0</u>	\$ <u>0</u>
<u>Local</u>	<u>Dooly County Commission</u>	_____	\$ <u>0</u>	\$ <u>0</u>
<u>Local</u>	<u>Cities of Lilly, Vienna, Pinehurst, Unadilla, Byromville</u>	_____	\$ <u>0</u>	\$ <u>0</u>
_____	_____	_____	\$ <u>0</u>	\$ <u>0</u>
_____	_____	_____	\$ <u>0</u>	\$ <u>0</u>
_____	_____	_____	\$ <u>0</u>	\$ <u>0</u>
*Federal, State, Local, Private or Nonprofit		Totals	\$ <u>0</u>	\$ <u>0</u>

15. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
<u>Crisp KAB</u>	<u>Technical assistance</u>	<u>\$7,000</u>
<u>Dooly and Crisp Chambers of Comm. Conservation Dept., Vienna Women's Clubs</u>	<u>Volunteer labor</u>	_____
<u>Easter Seal Americorp members</u>	<u>Volunteer labor</u>	_____

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** No respite care for disabled / Medical and Social Opportunites
2. **Goal** Newly created, expanded and coordinated existing: services to meet the human service needs of the community and and remove barriers to self-self sufficiency.
3. **Benchmark Description** #20 a) Establish respite care services for disabled. b)Equal onortunity funding for emergency services. c) Increase funding of existing home care services for local mental and nhysical health care.
4. **Indicator** Needs assessment **Source of data** Health dept., DEACS, mental health, social services, Schools
5. **Baseline (quantity)** No needs assessment **6. Benchmark Target** Needs assessment
7. **Benchmark leader(s)** County Health Departments, Dooly Medical Center, Crisp Regional Hospital, DEACS

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Assess existing services and collaborate service prov.</u>	<u>H o s p i t a l s . D M C</u>	01/99 – 06/99	\$ <u>3.000</u>
b. <u>Identify current and future needs of the nonulation</u>	<u>Consultant</u>	07/99 – 12/99	\$ <u>5.000</u>
c. <u>Evaluate other facilities</u>	<u>Champion of project</u>	12/99 – 12/00	\$ <u>2.000</u>
d. _____	_____	_____	\$ _____
e. _____	_____	_____	\$ _____
f. _____	_____	_____	_____
g. _____	_____	_____	\$ _____
*Projected or actual spending			Total \$ <u>10.000</u>

BENCHMARKING WORKSHEET Part II

Benchmark Description # 2_0 Establish a respite care facility for disabled

1. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Dept. of Health & Human Services	SSBG- (EZ/EC)	\$ 0	\$ 0
Federal	Doolv Co. MI Crisp Regional	EC/EZ/State/Federal	\$ 0	\$ 0
Federal	Crisp Regional	EC/EZ/State/Fed	\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 0	\$ 0

2. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Crisp Regional/ Dooly Medical	Monies for gas, etc. to view facilities	

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Need for family resource centers / Medical and Social Opportunities
2. **Goal** Newly created, expanded and coordinated existing services to meet the human service needs of the community and and remove barriers to self-self sufficiency.
3. **Benchmark Description # 2 1** Establish two family resource centers. West Side in Crisp and Mid-County in Dooly, with full service facilities focusing on mentoring, parenting, life planning skills training, family abuse, counseling; , education, recreation, and leadershiu training
4. **Indicator** Resource centers built **Source of data** _____
5. **Baseline (quantity)** _____ **6. Benchmark Target** _____
7. **Benchmark leader(s)** Gateway Center Board, Crisp Regional Hospital, Dooly Enrichment Council, Crisp Council on Child Abuse, Crisp County Community Council

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Inter-agency meeting</u>	<u>Dooly County Coalition Gateway Center Board</u>	<u>01/99 – 06/99</u>	<u>\$ 1,000</u>
b. <u>Identify potential clients</u>	<u>Community at large</u>	<u>01/99 – 06/99</u>	<u>\$ 300</u>
c. <u>Hire staff for family resource centers</u>	<u>Dooly County Coalition Gateway Center Board</u>	<u>01/99 – 04/99</u>	<u>\$ 400,000</u>
d. <u>Develop Dooly Center</u>	<u>Dooly County Coalition</u>	<u>01/99 – 12/99</u>	<u>\$</u>
e. <u>Expand Gateway Center</u>	<u>Gateway Center Board</u>	<u>01/99 – 12/99</u>	<u>\$ 100,000</u>

*Projected or actual spending **Total** \$ 501,300

BENCHMARKING WORKSHEET Part II

Benchmark Description # 2 1 Two family resource centers

3. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Depart. of Health & Human Services	SSBG- (EZ/EC)	\$ 0	\$ 501,000
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 0	\$ 501,000

4. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Collaboration members	Postage	\$ 300

Notes:

BENCHMARKING WORKSHEET

1. **Problem/Opportunity** Domestic Violence / Medical and Social Onnortunities
2. **Goal** Newly created, expanded and coordinated existing services to meet the human service needs of the community and and remove barriers to self-self sufficiency.
3. **Benchmark Description** #22 Increase the awareness of domestic violence by utilizing the domestic violence task force for community education.
4. **Indicator** # of domestic violence renorts **Source of data** Domestic violence task force and police
5. **Baseline (quantity)** 1997 level 6. **Benchmark Target** 20 % below 1997 level
7. **Benchmark leader(s)** Crisp Regional Hospital, Dooly Medical Center, Gateway Center, Dooly County Govt., Enrichment Coalition, Crisp Council on Child Abuse, Crisp Countv Community Council

8. Tasks/Projects	Task Leader	Projected Timeline		Budget*
		Start (mo/yr)	End	
a. <u>Hold community forums</u>	<u>Liberty House, Police Dept.</u>	<u>01/99</u>	<u>03/99</u>	\$ <u>1.500</u>
b. <u>Hold workshons in churches</u>	<u>Local churches</u>	<u>01/99</u>	<u>12/99</u>	\$ <u>20.000</u>
c. <u>Conduct public service announcement campaign</u>	<u>Local media</u>	<u>01/99</u>	<u>01/02</u>	\$ <u>10.000</u>
d. <u>Hold sensitivty training for police department staff</u>	<u>Crisp/Dooly Sheriff</u>	<u>01/99</u>	<u>01/00</u>	\$ <u>75.000</u>
e. <u>Conduct conflict resolution training for low-income families</u>	<u></u>	<u>01/99</u>	<u>01/01</u>	\$ <u>100.000</u>
f. <u></u>	<u></u>	<u></u>	<u></u>	<u></u>

*Projected or actual spending **Total** \$ 206,500

BENCHMARKING WORKSHEET Part II

Benchmark Description # 2 2 Increase awareness of domestic violence

4. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
State/Federal	Liberty House		\$ 750	\$ 750
State	Law Enforcement Agencies		\$ 750	\$ 750
State/Federal		Human Resource Agencies	\$ 100.000	\$ 100.000
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
*Federal, State, Local, Private or Nonprofit		Totals	\$ 101,500	\$ 101,500

5. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Crisp Regional Hospital	Meeting space	
Ministerial Association	Meeting space, information	\$20.000
Local media	PSAs	\$10.000
Law enforcement	Training, meeting space	\$20.000

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** High teen pregnancy rate / Medical and Social Opportunities
2. **Goal** Newly created, expanded and coordinated existing services to meet the human service needs of the community and and remove barriers to self-self sufficiency.
3. **Benchmark Description** #24 Coordinate and focus teen pregnancy reduction efforts.
4. **Indicator** Teen pregnancy rate **Source of data** Health Denartment
5. **Baseline (quantity)** current rate 6. **Benchmark Target** zero (proportional two-year reduction)
7. **Benchmark leader(s)** 4-H (Extension Office). Health Departments. day care providers. schools. and parents

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Evaluate # of teen pregnancies to determine risks</u>	<u>All benchmark leaders</u>	<u>01/99 – 06/99</u>	\$ <u>50,000</u>
b. <u>Add parenting classes in school. 4-H programs. etc.</u>	<u>Schools. 4-H</u>	<u>06/99 – 01/01</u>	\$ <u>40,000</u>
c. <u>Implement parenting; lessons in school curriculum</u>	<u>Schools</u>	<u>06/99 – 01/01</u>	\$ <u>25,000</u>
d. <u>Place “at risk” teens as workers in day care centers</u>	<u>Day care providers</u>	<u>6/99 – 01/01</u>	\$ <u>50,000</u>
e. <u>Create alternative after school activities</u>	<u>DCCEC</u>	<u>06/99 – 01/01</u>	\$ <u>260,000</u>
f. _____	_____	_____	\$ _____
g. _____	_____	_____	\$ _____

*Projected or actual spending

Total \$ 525,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 2_4 Coordinate and focus teen pregnancy reduction efforts.

5. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
Federal	Depart. of Health & Human Services	SSBG- (EZ/EC)	\$ 0	\$ 525.000
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
			\$ 0	\$ 0
		Totals	\$ 0	\$ 525.000

*Federal, State, Local, Private or Nonprofit

6. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity

Notes:

BENCHMARKING WORKSHEET Part 1

1. **Problem/Opportunity** Welfare recipients need affordable daycare and transportation / Medical and Social Opportunities
2. **Goal** Newly created, expanded and coordinated existing services to meet the human service needs of the community and and remove barriers to self-self sufficiency.
3. **Benchmark Description** #25 Coordinate transportation/ childcare opportunities, and find jobs for welfare recipients
4. **Indicator** Clients served, jobs created **Source of data** DFACS, DCA, DHR, Schools
5. **Baseline (quantity)** Current unemnlvment rate 6. **Benchmark Target** 4% unemnlvment
7. **Benchmark leader(s)** DFACS, DCCEC, CCC, Tech School, EIC, small business incubator director

8. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Budget*
a. <u>Reauest number of orosnective participants</u>	<u>DCCEC: DFACS, CCC</u>	01/99 – 04/99	\$ <u>300</u>
b. <u>Develop and distribute needs assessment</u>	<u>Ibid</u>	03/99 – 05/99	\$ <u>10,000</u>
c. <u>Analyze needs assessment</u>	<u>DCA/DHR analvst</u>	06/99 – 06/99	\$ <u>10,000</u>
d. <u>Provide results to SGT and MGT for training guide</u>	<u>DCCEC and CCC</u>	06/99 – 07/99	<u> </u>
e. <u>Promote childcare entrenreneurs</u>	<u>Incubator/ Tech schools</u>	12/99 – 06/00	\$ <u>10,000</u>
f. <u>Coordinate transportation to suit needs</u>	<u>DCCEC/CCC & trans. provider</u>	06/00 – 12/00	\$ <u>DOT/DHR grant</u>
g. <u>Design & implement entrepreneur devel. program</u>	<u>Incubator staff</u>	06/99 – 12/00	\$ <u>50,000</u>
h. <u>Provide incubator space to entrenreneurs</u>	<u>Incubator staff</u>	12/99 – ongoing	\$ <u>0</u>
			Total \$ <u>80,300</u>

*Projected or actual spending

BENCHMARKING WORKSHEET Part II

Benchmark Description # 25. childcare, and transportation for welfare to work clients.

7. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Needed
<u>Federal</u>	<u>DCCEC, DFCS</u>	<u>EC/EZ</u>	<u>\$ 0</u>	<u>\$ 10,000</u>
<u>Federal</u>	<u>Business Incubator</u>	<u>EC/EZ</u>	<u>\$ 0</u>	<u>\$ 70,000</u>
			<u>\$ 0</u>	<u>\$ 0</u>
			<u>\$ 0</u>	<u>\$ 0</u>
			<u>\$ 0</u>	<u>\$ 0</u>
			<u>\$ 0</u>	<u>\$ 0</u>
			<u>\$ 0</u>	<u>\$ 0</u>
*Federal, State, Local, Private or Nonprofit		Totals	<u>\$ 0</u>	<u>\$ 80,000</u>

8. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
<u>Collaboration members</u>	<u>Referral, postage</u>	<u>\$300</u>

Notes:

Section 2 – Phase I Operational Budget

The Phase I Operational Budget with the exception of very small or in-kind local expenditures includes only funds that have been received or committed to a particular benchmark. The sources of these funds and the tasks and projects to which the funds apply appear on the “Benchmarking Worksheets” in Section 1 as well as in Volume I: Section 7 – “Letters of Support.” This budget does not include EZ SSBG funds.

<u>Benchmark</u>	<u>Budget</u>
1. Farmland Preservation	\$20,000
4. Volunteerism Expansion	2,500
6. Literacy	102,422
7. Drop-out Reduction	608,000
9. Incubator	2,906,000
10. Tourism Expansion	47,000
11. Cultural Opportunities	339,700
12. Neighborhood Recreation	1,750,000
13. Affordable Housing	54,000
14. Habitat Chapters	0
16. Duplication Eliminated	44,000
17. Unified Public Transportation System	26,000
18. Litter and Pollution Control	8,000
20. Respite Care	10,000
22. Domestic Violence	206,500
25. Welfare to Work	<u>80,300</u>
	\$6,204,422

Section 3 Uses of EZ/EC SSBG Grants

The following Phase I uses of EZ SSBG funds were determined in Benchmarking Workshop IV. The tasks and projects to which these funds apply appear on the “Benchmarking Worksheets” in Section 1.

<u>Benchmark</u>	<u>Budget</u>
5. Volunteerism/Unification	\$67,000
8. Post Secondary Education	100,000
15. Child Care	6,530,000
21. Family Resource Centers	608,000
24. Teen Pregnancy Prevention	525,000
Administration, Facilitation, and Resource Development	<u>170,000</u> *
	\$800,000

* Funding above current EC level.

Participant Survey Analysis And Benchmark Priority Rankings

<u>Priority</u>	<u>Participant Concerns</u>	<u>Responses</u>	<u>Benchmark</u>
1	Children and Youth	47	L i t e r a c y Decrease dropouts Cultural opportunities Neighborhood recreation 24-Hour childcare Elder and child abuse Domestic abuse Parenting/Gateway Teen pregnancies
2	Education	44	Literacy Decrease dropouts Post secondary options 24-Hour childcare
3	Area Growth and Development	29	Farmland preservation Irrigation loans Agricultural research Incubator Tourism expansion Duplication eliminated Transportation Vacant buildings Welfare to work
4	Quality of Life	16	Unification Expansion Cultural opportunities Neighborhood recreation
5	Crime/Drugs	11	Literacy Drop out 24 Hour childcare Vacant buildings Litter/pollution

<u>Priority</u>	<u>Participant Concerns</u>	<u>of Resuonuses</u>	<u>Benchmark</u>
6	Arts Development/Exposure	11	Unification Expansion Tourism expansion Cultural opportunities
7	Seniors/Disabilities Issues	9	Respite care Elderly/child abuse Unification Expansion Parenting/Gateway.
8	Persistent Poverty	4	Literacy Decrease dropouts 24-Hour childcare Teen pregnancy Farmland preservation Irrigation loans Agricultural research Incubator Tourism expansion Duplication eliminated Transportation Vacant buildings Welfare to work Post secondary options
8	Housing	4	Affordable housing Habitat chapter
9	Social/recreational opportunities	3	Neighborhood recreation Tourism expansion
10	Welfare reform	1	Welfare to work
11	Environment	1	Litter/pollution