

COMMUNITY SERVICES  
ADMINISTRATION  
WASHINGTON, D. C. 20506

Type of Issuance	Number	
CSA INSTRUCTION	7850-1a	
Subject Standards for Evaluating the Effectiveness of CSA-Administered Programs and Projects	Date	July 7, 1975
	Office of Primary Responsibility	O/P
Supersedes OEO Instruction 7850-1	Distribution 10, 15, 35-4, 45-1, ER	

EFFECTIVE DATE: July 9, 1975

APPLICABILITY: This Instruction applies to all grants made under Titles I, II, III-B, and VII of the Community Services Act of 1974 if the assistance is administered by the Community Services Administration.

REFERENCES: (1) Title IX, Section 901(b) of the Community Services Act of 1974  
(2) OEO Instruction 6710-1, CH 6, Simplification of OEO Grant Refunding Process  
(3) OEO Instruction 7031-1, Grantee Program Progress Review

DEFINITIONS of terms as used in this Instruction:

- (1) Program - The provision of federal funds and administrative direction to accomplish a prescribed set of objectives through the conduct of specified activities.\* Example: Senior Opportunities and Services Program.
- (2) Project - The implementation level of a program where resources are used to produce an end product that directly contributes to the objectives of the program.\* Example: Meals on Wheels (in the local community)
- (3) Standard- A general statement describing one or more elements of program and project effectiveness. Example: Stimulation and creation of additional services and programs to remedy gaps and deficiencies in presently existing services and programs (for the elderly). (See Appendix E)
- (4) Program and Project Effectiveness - The extent to which identifiable progress is being made toward (1) the overall purposes of the Community Services Act and (2) the specific purposes of the program authorities under various Titles of the Act.

\*Adapted from Wholey, Joseph, et. al., Federal Evaluation Policy, Washington, D. C.: The Urban Institute, 1971. P.24.

1. BACKGROUND

The Community Services Act of 1974 which amended the Economic Opportunity Act of 1964 included the following new provision in Title IX, Section 901:

"(b) Prior to obligating funds for the programs and projects covered by this Act with respect to fiscal year 1976, the Director shall develop and publish general standards for evaluation of program and project effectiveness in achieving the objectives of this Act. The extent to which such standards have been met shall be considered in deciding whether to renew or supplement financial assistance authorized under any section of this Act. Reports submitted pursuant to section 608 of this Act shall describe the actions taken as a result of these evaluations."

Although the publication, and subsequent consideration in funding determinations, of the standards and how well they are met are being required legislatively for the first time, OEO/CSA has been requiring administratively since 1969 that certain grantees establish their goals consistent with standards of program and project effectiveness. These requirements have been applicable to programs funded under Sections 221, 222, 230, and 231 of Title II, and to Migrant Programs funded under Title III-B.

As a result of the new legislation CSA has undertaken a review and revision of its long-standing policy currently found in OEO Instruction 7850-1 and is expanding applicability of the Instruction to all Sections of Title II and to Titles I and VII of the Act.

2. PURPOSE

The purpose of this Instruction is to outline standards against which the effectiveness of programs and projects funded by the Community Services Administration will be assessed.

It is not the purpose of this Instruction to establish standards for conducting evaluations. The focus is on the accomplishments which constitute program and project effectiveness.

3. POLICY

a. Standards of Program and Project Effectiveness

The Economic Opportunity Act of 1964 as amended states that "It is... the policy of the United States to eliminate the paradox of poverty in the midst of plenty in this Nation...."

In furtherance of the goal of working toward the elimination of poverty Congress mandated numerous program authorities, each with its specific purposes, through which various national programs and local projects are funded. The purposes of each of these authorities are in fact the standards of effectiveness against which programs and projects will be assessed. Through the use of these standards CSA aims to provide a consistent framework within which grantees will proceed to establish priorities, goals and project designs to meet local needs.

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The Appendices to this Instruction outline the standards of effectiveness derived from the authorizing legislation for the program authorities under Titles I, II, III-B and VII of the Community Services Act. EXCEPTION: There are several cases where additional standards are included which are derived from project management experience.

b. Applicability of Standards of Effectiveness

Beginning with FY 1976 fundings, projects operated by grantees must be developed consistent with the requirements stated under each of the following Titles:

Titles I and III-B

Projects funded under the above Titles must be consistent with one or more of the standards for the particular program or project. (See Appendices B and N.)

Title II

This Title includes both general and specific standards. General standards are standards that are applicable to all program authorities under Title II, e.g. maximum feasible participation. Specific standards are those that are stated for the various program authorities under Title II, e.g. Senior Opportunities and Services.

As a result, Title II programs and projects must address general standards of effectiveness PLUS specific standards.

Therefore, each project developed by grantees and funded under Title II must be developed consistent with the following:

- (1) One or more of the general standards applicable to all Title II programs (See Appendix A)

AND

- (2) One or more of the specific standards developed for the particular program (Appendices B through M)

It should be noted that although each project must address at least one of the general standards, grantees must assure that their work program as a whole addresses all of the general standards.

EXAMPLES: Emergency Food and Medical Services, Section 222(2)(5):  
·General standards: One or more standards in Appendix A  
·Specific standards: One or more standards in Appendix D

State Agency Assistance, (SEOs), Section 231:  
·General standards: One or more standards in Appendix A  
·Specific standards: One or more standards in Appendix M

#### Title VII

Projects funded under Title VII must be consistent with the four legislative standards stated in Appendix O. Title VII grantees will note that there is considerable overlap among the four standards. Accordingly, any project goal which addresses one of these standards will simultaneously address portions of the others as well.

#### 4. SETTING GOALS CONSISTENT WITH STANDARDS

Measures are needed in order to determine whether programs and projects are effective. These measures will be the project goals developed locally by the grantee. Each grantee is already required to establish planning goals as part of its regular grant application process. The additional requirement established by this Instruction is that such goals must be consistent with and directly related to the legislative standards of program and project effectiveness.

As Title II also contains general standards in addition to the specific standards of effectiveness, project goals for Title II programs must be developed in such a manner as to insure that the activities undertaken in pursuing these goals will address the general Title II standards as well as the specific standards for that program.

Project goals must be specific as to both the character and the extent of progress which should be accomplished during the funding period. Goals should be stated in terms which are clearly measurable and should define the quantity as well as the quality and character of the improvements to be achieved. In addition, they must be logically related to the legislative standards which they are designed to meet.

The various appendices to this Instruction provide examples of project goals which address the legislative standards for each program. These examples are provided only as a guide to grantees who must develop their own goals based on local needs and conditions.

5. PROCEDURES

Grantees should establish their local goals consistent with the standards of project effectiveness as part of their regular grant application process. For all projects funded under Title II (except Section 232) and III-B, the general (for Title II) and specific standards to be addressed and the project goals established consistent with those standards should be listed in the first column of the OEO Form 419. For projects funded under Section 232 this should be included in the Narrative Project Description of the grant application. The activities described for each project goal should clearly indicate how the general as well as the specific standards of effectiveness will be addressed.

For all projects funded under Titles I and VII the specific standards to be addressed and the project goals established consistent with these standards should be stated in the Narrative Project Description of the grant application.

In reviewing and approving grantee applications for funding, CSA will be concerned not only with whether the grantee's goals are realistic and consistent with the grantee's overall strategy, but also with whether such goals are consistent with the specific legislative purposes embodied in the standards of effectiveness.

CSA will indicate its approval of the standards to be addressed and of the project goals developed by the grantee (as modified in the grant review process) by listing them as a special condition attached to the grant prior to funding. Once the grantee has acknowledged acceptance of these goals as stated in the special condition by signing and returning the grant, the grantee's performance over the course of the funding period will be assessed against the approved work program.

6. REPORTING REQUIREMENT

It is not the intent of CSA to impose additional reporting burdens on grantees. Therefore, separate reports on progress in achieving standards of project effectiveness will not be required. Rather, grantees shall assess their progress in meeting project standards in their regular periodic reports, as required by CSA regulations: (1) For grantees under Title II (except Section 232) and III-B, in their Program Progress Review report, OEO Form 440 (see OEO Instruction 7031-1); and (2) for grantees under Title I, Section 232 of Title II, and Title VII, in their quarterly monitoring reports.



BERT A. CALLEGOS  
Director

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GENERAL STANDARDS

APPLICABLE TO ALL

TITLE II PROGRAMS

AND

SPECIFIC STANDARDS FOR

LOCAL INITIATIVE



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title II  
Local Initiative  
and  
General Standards

EXAMPLES

REFERENCE	STANDARDS OF EFFECTIVENESS	EXAMPLES
Title II Sec. 201(a)	I. Strengthened community capabilities for planning and coordinating so as to insure that available assistance related to the elimination of poverty can be more responsive to local needs and conditions.	A staff person will be detailed to county planning department to assist in planning and evaluation of general revenue sharing.
	II. Better organization of services related to the needs of the poor.	10 mandays of technical assistance will be provided to local governments in applying for CDC and CETA grants.
	III. Maximum feasible participation of the poor in the development and implementation of all programs and projects designed to serve the poor.	Two representatives from target area will be placed on Governing Board of United Fund.
	IV. Broadened resource base of programs directed to the elimination of poverty so as to include all elements of the community able to influence the quality and quantity of services to the poor.	Obtain state grant for lead-paint testing program.
Title II Sec. 201(a)(3)	V. Greater use of new types of services and innovative approaches in attacking causes of poverty, so as to develop increasingly effective methods of employing available resources.	Thirty pre-fabricated houses will be produced annually through purchase and operation of housing factory.

STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS

FUNDED UNDER

Title II

Local Initiative  
and

General Standards

EXAMPLES

REFERENCE	STANDARDS OF EFFECTIVENESS	
Title II Section 223	VI. Maximum employment opportunity, including opportunity for further occupational training and career development, for residents of the area and members of the groups served.	20 job slots will be developed for para-professionals in local health agencies and institutions.

RESEARCH AND DEMONSTRATION  
TITLE I AND TITLE II, SEC. 232

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STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title I and Title II, Section 232  
Research and Demonstration

EXAMPLES  
of  
PROJECT GOALS

STANDARDS OF EFFECTIVENESS

REFERENCE

Title I  
Section 102  
  
Title II  
Section 232

I. Development of new approaches and/or methods that will aid in overcoming special problems of poverty or otherwise further the purposes of Titles I and II through:

A. Support of projects designed to provide conclusive information concerning the usefulness of a program or technique thought to have the potential of major impact on an identified special problem. The generation of persuasive knowledge is the central goal of such efforts; the major criterion of success is the utility of the knowledge produced in designing projects which meet carefully defined needs of the poor.

B. Support of individual or series of projects which test specific program strategies or techniques to deal with special problems of poverty. Such demonstrations are designed to (1) provide an experience base sufficient to determine the applicability of the strategy or technique; and (2) provide exposure for strategies and techniques to increase their acceptance and application by funding sources and policy-makers.

C. Support of projects which (1) directly intervene to change established institutions or (2) establish alternative institutions or mechanisms to serve poor people.

II. Collection and maintenance of appropriate data which is adequate to produce dissemination and utilization of project results

Project management experience

(Note: R&D, at a minimum, should contain testable hypotheses in conjunction with a fully developed research design associated with project activities).



HOUSING DEVELOPMENT AND REHABILITATION

TITLE II, SECTIONS 214 and 222(a)(11)



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS

FUNDED UNDER

Title II

Sections 222(a)(II) and 214  
Housing Development and Rehab.

EXAMPLES

of

PROJECT GOALS

STANDARDS OF EFFECTIVENESS

REFERENCE

Title II  
Section 222  
(a) (II) and  
214

I. Provision of assistance and appropriate housing services and social services in low-income families in order to help them acquire adequate, safe and sanitary housing.

Assist 50 families in obtaining FmHA mortgages.



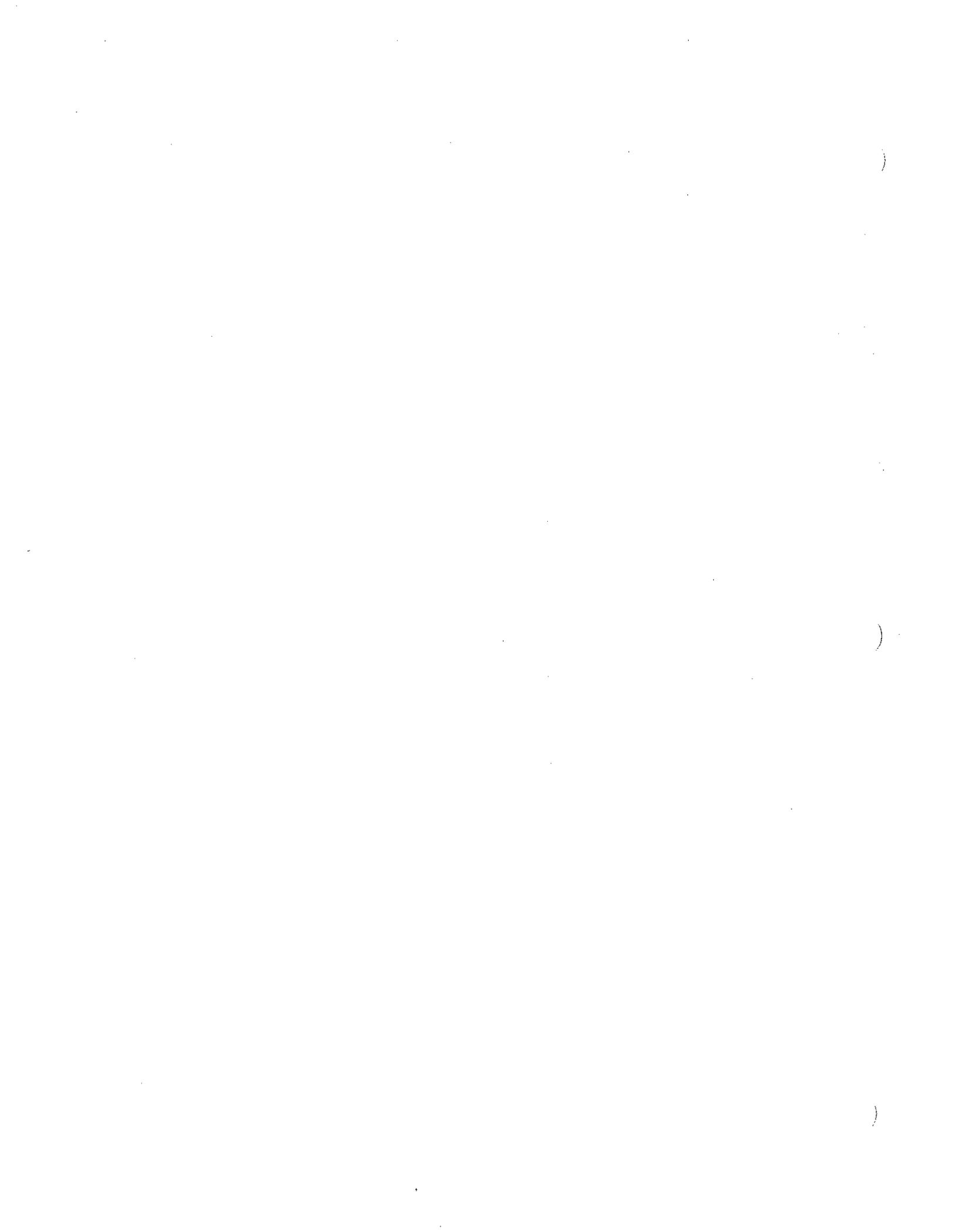
EMERGENCY FOOD AND MEDICAL SERVICES

TITLE II, SECTION 222(a)(5)



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
 FOR ALL PROGRAMS AND PROJECTS  
 FUNDED UNDER  
 Title II  
 Section 222 (a)(5)  
 EFMS

REFERENCE	STANDARDS OF EFFECTIVENESS	EXAMPLES of PROJECT GOALS
Title II Section 222 (a) (5)	I. Improvement in the nutritional status of the target population.	Develop reduced priced meals for the elderly in two local hospital cafeterias.
	II. Reduction in hunger among the target population.	Certify 100 additional families for food stamps.



SENIOR OPPORTUNITIES AND SERVICES

TITLE II, SECTION 222(a)(7)



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title II  
Section 222(a) (7)  
SOS

EXAMPLES  
of

PROJECT GOALS

REFERENCE

STANDARDS OF EFFECTIVENESS

Title II  
Sec. 222(a)(7)

Identification and meeting of needs of older, poor persons above the age of 60 to assure them greater self-sufficiency.

I. Development and provision of employment services to older poor persons.

Locate 20 part-time jobs for elderly poor persons.

II. Development and provision of volunteer services to older poor persons.

Recruit and train 25 teenagers to do odd jobs for disabled elderly.

III. Effective referral of older poor persons to existing health, transportation, education, housing, legal, consumer, transportation, education and recreational and other services.

Provide effective referral and follow-up to 200 elderly persons annually.

IV. Stimulation and creation of additional services and programs to remedy gaps and deficiencies in presently existing services and programs.

Mobilize business and industry to provide \$5,000 for elderly drop in centers.

V. Modification of existing procedures, eligibility requirement and program structures to facilitate the greater use of, and participation in, public services by older persons.

Age limits will be raised for training programs offered by local community colleges to enable participation by the elderly.

STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title II  
Section 222(a)(7)  
SOS

EXAMPLES

of

PROJECT GOALS

REFERENCE

STANDARDS OF EFFECTIVENESS

Title II  
Sec. 222(a)  
(7)

VI. Development of all-season recreation and  
service centers controlled by older persons.

Organize and train council of elders to operate five  
existing drop in centers.

ENVIRONMENTAL ACTION

TITLE II, SECTION 222(a)(10)



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title II  
Section 222 (a)(10)  
Environmental Action

EXAMPLES  
of

PROJECT GOALS

STANDARDS OF EFFECTIVENESS

REFERENCE

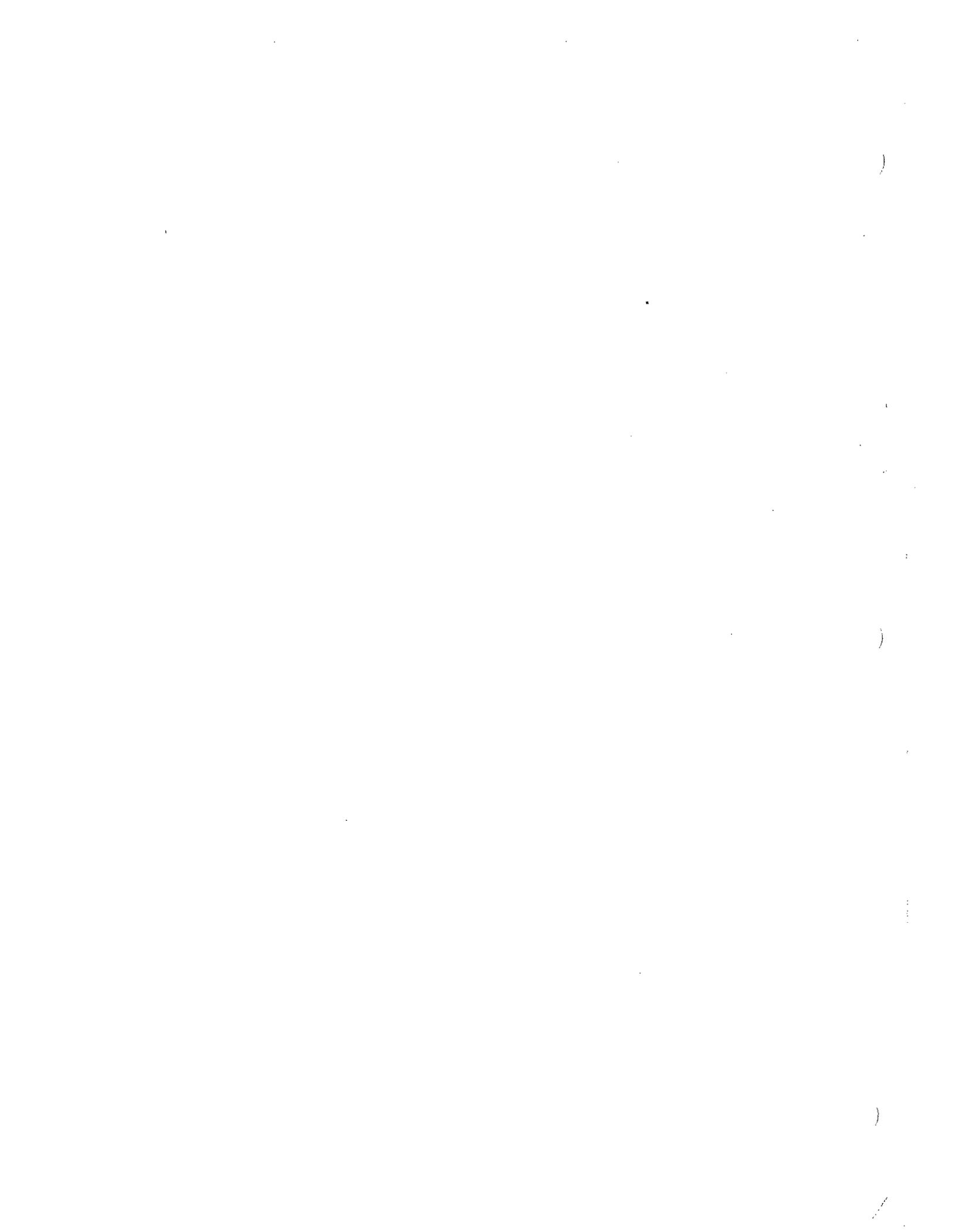
Title II  
Sec. 222 (a)  
(10)

I. Development of opportunities for low-income persons for work (which would not otherwise be performed) on projects designed to combat pollution.

II. Development of opportunities for low-income persons for work (which would not otherwise be performed) on projects designed to improve the environment.

Obtain 25 job slots for low-income persons in the development of abandoned canal system as a recreation facility.

(See above)



EMERGENCY ENERGY CONSERVATION SERVICES

TITLE II, SECTION 222(a)(12)

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STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title II  
Section 222 (a) (12)  
Energy

EXAMPLES  
of

PROJECT GOALS

STANDARDS OF EFFECTIVENESS

REFERENCE

Title II  
Sec. 222(a)(12)

I. Participation of low-income individuals and families, including the elderly and the near poor, in energy conservation programs designed to reduce individual and family energy consumption.

Effectively winterize homes owned by poor people to reduce the use of fuel by 15-25%, and bring heating/cooling cost within family budget.

Project management experience

II. Development of community based programs to deal with energy-related programs.

Organize and operate a crisis center directed and managed by community-based board.

Project management experience

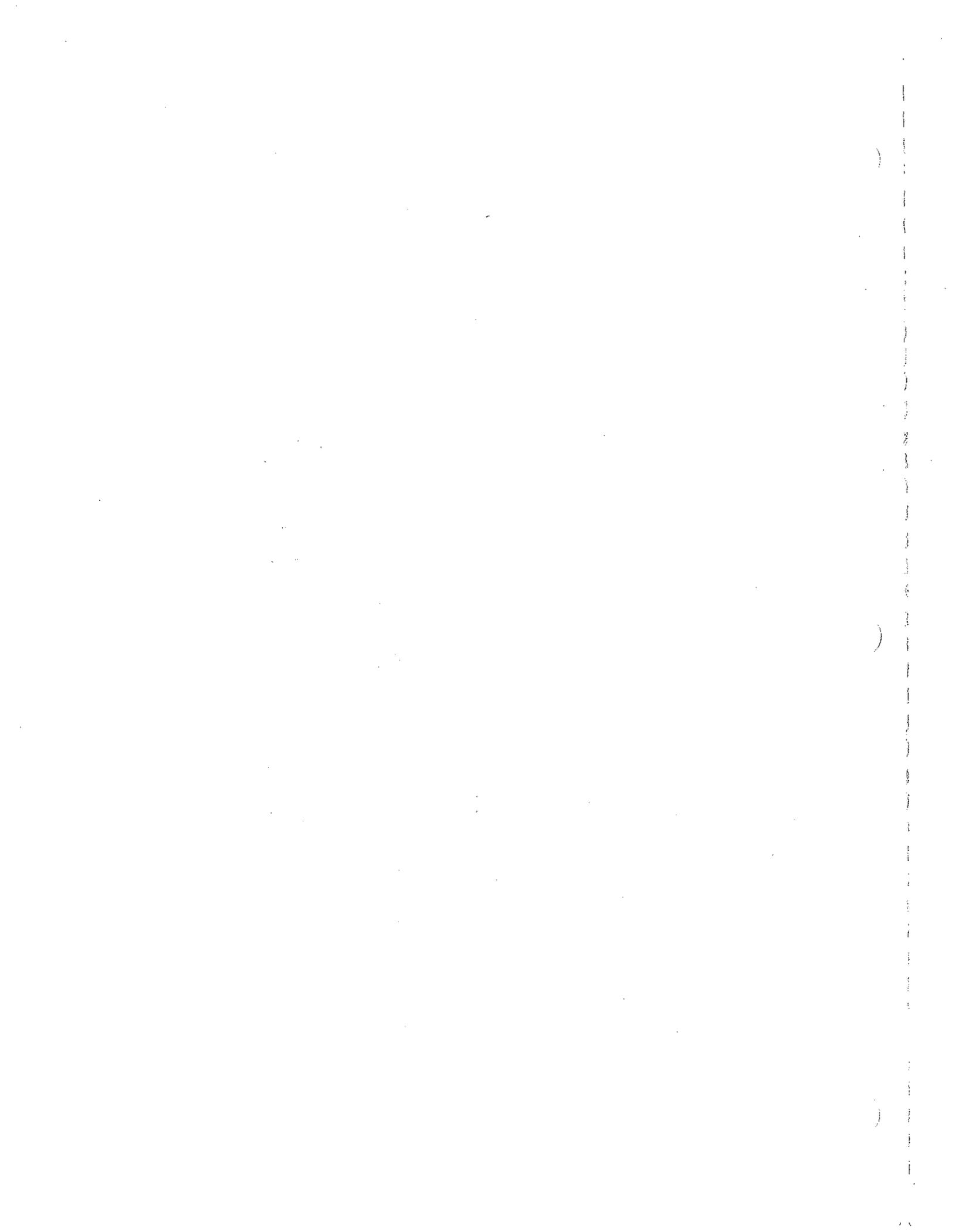
III. Consistency with State, local and national use goals so as to meet local needs of cost, supply, and demand, e.g. conversion, use of alternate sources of energy.

On the basis of prevalent type of energy sources, cost, and supply convert 5% of dwellings occupied by the poor to cheaper/more efficient/more abundant energy source.

Title II,  
Section 222 (a)  
(12)

IV. Participation of low-income individuals and families in programs designed to lessen the impact on them of the high cost of energy.

Establish revolving emergency loan fund to give direct financial assistance to 100 neediest families for fuel payments and to prevent utility shut-offs.



SUMMER YOUTH RECREATION

TITLE II, SECTION 222(a)(13)



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS

FUNDED UNDER

Title II

Section 222(a)(13)

Summer Youth Recreation

EXAMPLES

of

PROJECT GOALS

STANDARDS OF EFFECTIVENESS

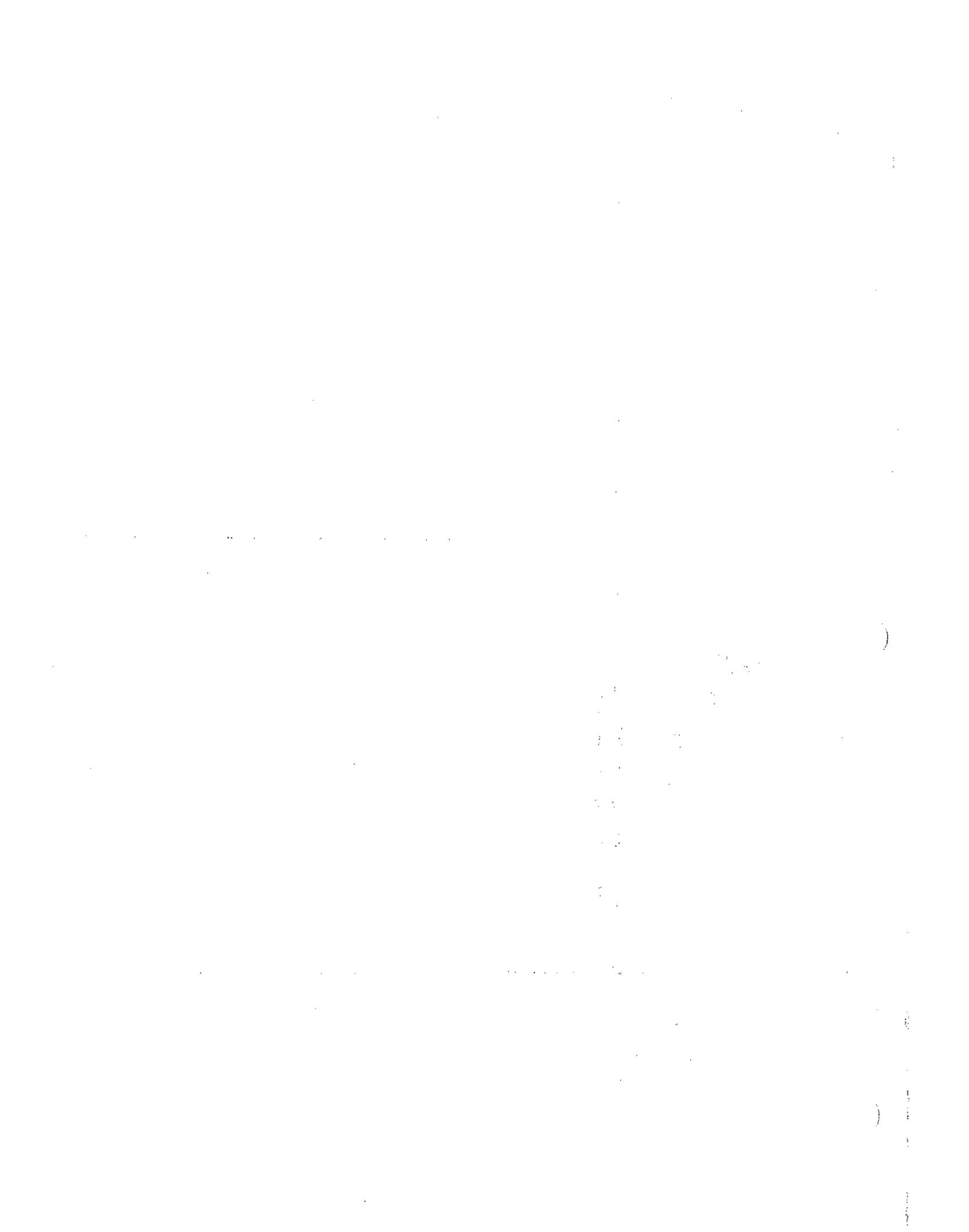
REFERENCE

Title II

Sec. 222(a)(13)

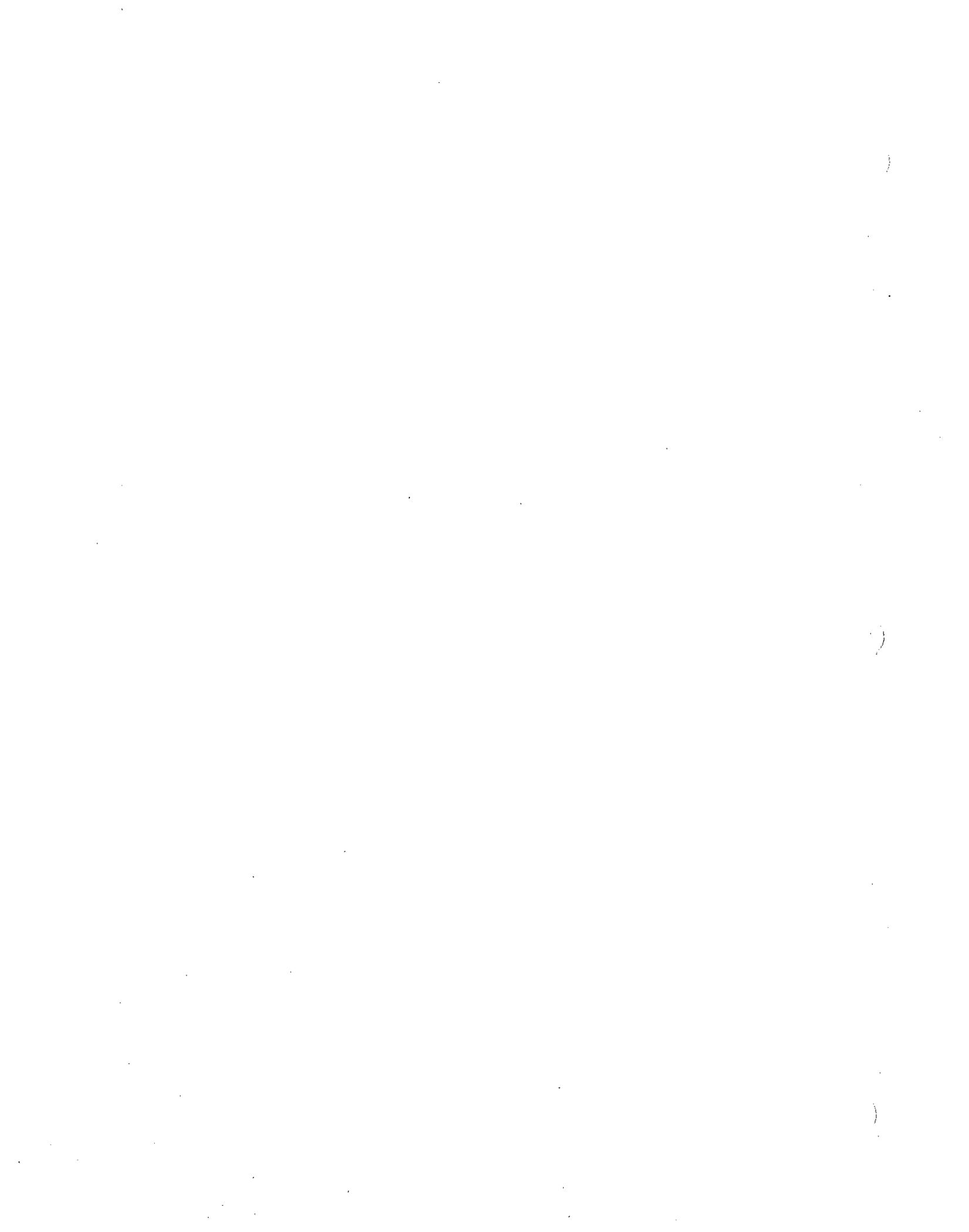
I. Recreational opportunities for low-income children during the summer months.

Provide 150 camperships for low-income children.



DESIGN AND PLANNING ASSISTANCE

TITLE II, SECTION 226



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title II  
Section 226

Design and Planning Assistance

EXAMPLES  
of

PROJECT GOALS

REFERENCE	STANDARDS OF EFFECTIVENESS	PROJECT GOALS
Title II Section 226	<p>I. Delivery of technical assistance relating to housing, neighborhood facilities, transportation and other aspects of community planning and development to persons and community organizations or groups not otherwise able to afford such assistance.</p> <p>II. Delivery of professional architectural and related services relating to housing, neighborhood facilities, transportation and other aspects of community planning and development to persons and community organizations or groups not otherwise able to afford such assistance.</p> <p>III. Maximum use of the voluntary services of professional and community personnel.</p>	<p>(To be developed if and when funds are made available for projects under this program authority).</p>



YOUTH RECREATION AND SPORTS PROGRAM

TITLE II, SECTION 227



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
 FOR ALL PROGRAMS AND PROJECTS  
 FUNDED UNDER

Title II  
 Section 227  
 Youth Recreation and Sports Program

EXAMPLES  
 of

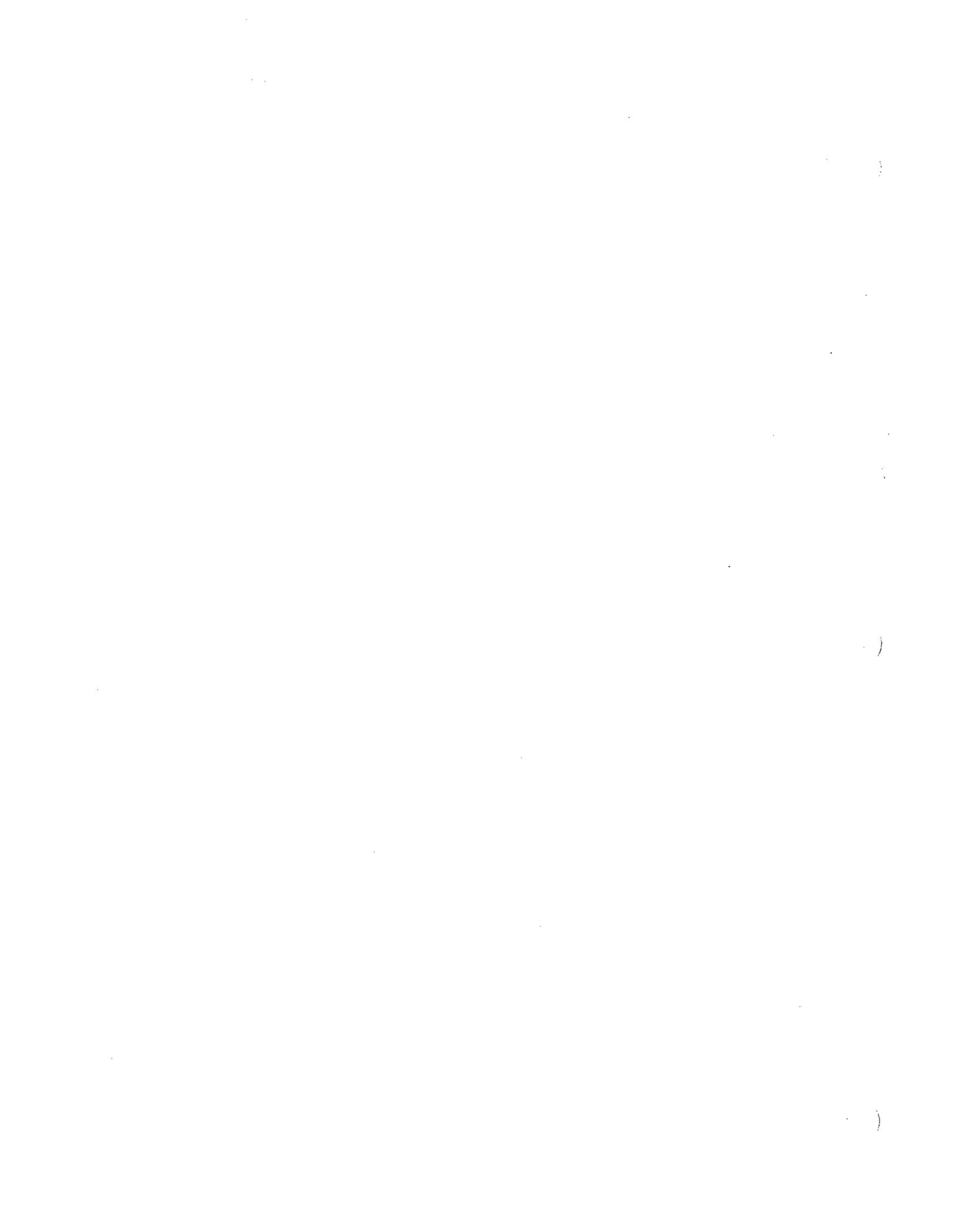
PROJECT GOALS

REFERENCE	STANDARDS OF EFFECTIVENESS	STANDARDS OF PROJECT EFFECTIVENESS	PROJECT GOALS
Title II Section 227	I. Recreation, physical fitness instruction, athletic competition (with high-quality facilities and supervision) and related educational and counseling services for disadvantaged youth.		Obtain permission to use three previously-closed public school gymnasiums during the summer months.



CONSUMER ACTION AND COOPERATIVE PROGRAMS

TITLE II, SECTION 228



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS

FUNDED UNDER

Title II

Section 228

Consumer Action and Cooperative Programs

EXAMPLES

of

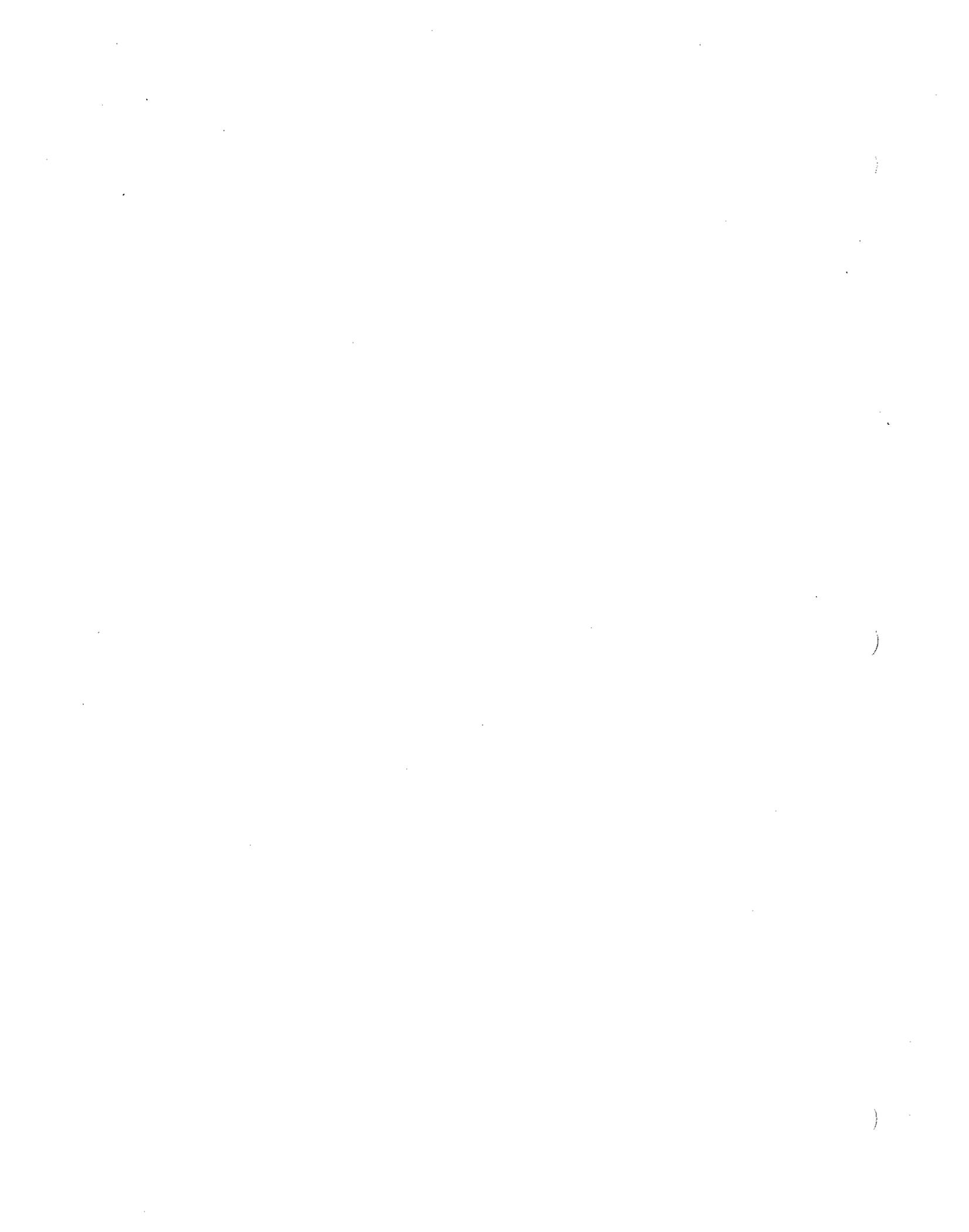
PROJECT GOALS

REFERENCE	STANDARDS OF EFFECTIVENESS	PROJECT GOALS
Title II Section 228(a)	I. Improvement in the quality, delivery and pricing of goods and services used by low-income persons	Establish five consumer education councils.
	IX. Availability to assist low-income persons without undue delay or burden of financial credit at reasonable cost.	Organize five local banks to provide a credit pool for low-income persons with credit problems.
	III. Development of means and mechanisms of enforcing consumer rights in a way that meets the needs of low-income persons.	Obtain \$15,000 in state funds for Consumer Advocate Attorney.
	IV. Education of low-income persons with respect to (consumer) rights, procedures, grievances, views and concerns.	Ombudsman's role will be played by local newspaper.



TECHNICAL ASSISTANCE AND TRAINING

TITLE II, SECTION 230



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title II  
Section 230

EXAMPLES  
of

Technical Assistance and Training

PROJECT GOALS

REFERENCE

STANDARDS OF EFFECTIVENESS

Title II  
Section 230

I. Technical assistance to communities in developing, conducting and administering programs under Title II.

II. Training for specialized or other personnel.

Design and conduct three orientation sessions for new employees.

Design and conduct a series of workshops for Board members to improve the quality of submission of the Program Progress Review report.



STATE AGENCY ASSISTANCE

TITLE II, SECTION 231



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS

FUNDED UNDER  
Title II  
Section 231  
SEOs

REFERENCE	STANDARDS OF EFFECTIVENESS	EXAMPLES of PROJECT GOALS
Title II Section 231 (a) (1)	I. Technical assistance to communities and state and local agencies in developing and carrying out programs under Title II.	During the state legislative session, provide Title II grantees with weekly status report through a newsletter of pending state social welfare legislation.
Title II Section 231 (a) (2)	II. Assistance in coordinating State activities related to Title II.	Develop training systems and conduct seminars for state agency personnel regarding anti-poverty programs authorized under the Economic Opportunity Act of 1964 as amended.
Title II Section 231 (a) (3)	III. Provision of advice and assistance to the Director in developing procedures and programs to promote the participation of States and State agencies in programs under Title II.	Prepare project performance data for Governor's office for all programs operating under the EOA as amended.
Title II Section 231 (a) (4)	IV. Provision of advice and assistance to the Director, the Economic Opportunity Council and the heads of other Federal agencies, in identifying problems posed by Federal statutory or administrative requirements that operate to impede State level coordination or programs related to Title II and in developing methods or recommendations for overcoming those problems	Develop and recommend a reporting system for use by CAAs in collecting necessary information regarding statutory and administrative impediments vis-a-vis all grant-making agencies.
Project management experience	V. Advocacy for the poor in State government.	Establish membership for poor persons on 5 advisory committees to State anti-poverty agencies.

STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS

FUNDED UNDER  
TITLE II

Section 231  
SEOs (cont.)

EXAMPLES

of

PROJECT GOALS

STANDARDS OF EFFECTIVENESS

REFERENCE

Project  
management  
experience

VI. Mobilization of anti-poverty resources, particularly at the state level.

Assist two CAAs in obtaining grants from State Manpower agency.

MIGRANT, AND OTHER SEASONALLY EMPLOYED, FARMWORKERS

TITLE III-B



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS

FUNDED UNDER  
Title III - B

Section 311, 312

Migrant, and Seasonally Employed, Farmworkers and their Families

EXAMINATION  
of

PROJECT GOALS

STANDARDS OF EFFECTIVENESS

REFERENCE

(To be developed if and when funds are made available for projects under this program authority.)

I. Assistance to migrant and seasonal farmworkers and their families to improve their living conditions and develop skills necessary for a productive and self-sufficient life.

Section 312(b) II. Alleviation of the immediate needs of migrant and seasonal farmworkers and their families.

Section 312(b) III. Increased community acceptance of migrant and seasonal farmworkers and their families.

IV. Assistance to unskilled migrant and seasonal farmworkers and members of their families in meeting the changing demands in agricultural employment brought about by technological advancement.

V. Assistance to unskilled migrant and seasonal farmworkers and members of their families to take advantage of opportunities available to improve their well-being and self-sufficiency by gaining regular permanent employment or by participating in available Government employment or training programs.



COMMUNITY ECONOMIC DEVELOPMENT

TITLE VII



STANDARDS OF PROGRAM AND PROJECT EFFECTIVENESS  
FOR ALL PROGRAMS AND PROJECTS  
FUNDED UNDER

Title VII, Section 712

EXAMPLES

of  
PROJECT GOALS

STANDARDS OF EFFECTIVENESS

REFERENCE

Title VII  
Section 701

I. Improvement in the quality of participation by low-income residents in community life so as to contribute to the elimination of poverty and the establishment of permanent economic and social benefits.

Title VII  
Section 711

II. Solution to critical problems in urban and rural communities and neighborhoods with high concentrations and numbers of low-income persons.

III.

Producing an appreciable and continuing impact in arresting tendencies toward dependency, chronic unemployment, and community deterioration in such areas.

IV.

Starting, expanding, and locating enterprises in such areas to provide employment and ownership opportunities for residents of such areas.

1. Start-up or acquisition of two manufacturing ventures, providing 50 jobs to low-income residents who are currently unemployed, receiving public assistance, or working at marginal wage levels.

2. Construction of 20 units of subsidized housing for low-income elderly residents.

3. Acquisition, development, and construction of industrial park which will provide facilities for manufacturing and commercial enterprises which will employ 100-150 residents and increase the area's tax base by \$1.5 million.

4. Through joint venturing, loan guaranties, and bank deposits, attract \$750,000 in private investment/loan capital to enterprises in the target area.

5. Train five target area residents for middle-management positions in CDC ventures.

6. Train 20 community residents serving on CDC and subsidiary boards in corporate legal responsibilities and analysis of financial reports.

7. Provide technical assistance in the packaging of 10 small business loans for enterprises owned by or employing low-income residents.

