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FINAL PROJECT

COMMUNITY ECONOMIC DEVELOPMENT

NEW HAMPSHIRE COLLEGE

TITLE: IMPLEMENTATION OF ACTAP

**ASSOCIATION OF COMMUNITY TECHNICAL ASSISTANCE
PROFESSIONALS**

DATE: JANUARY 1998

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INTRODUCTION:

The dilemma in which the African-American community finds itself today demands a comprehensive and holistic approach in developing strategies and solutions for the creation of healthy, stable and progressive communities. The 30 neighborhoods selected as the Atlanta Empowerment Zone (AEZ) located in Southeast Center City, Atlanta, Georgia is just such a community. The federally funded Atlanta Empowerment Zone initiative presents an opportunity for the City, and its residents, to effect change in the most impoverished areas of the City.

The purpose of this Community Economic Development project, was the introduction and implementation of the Association of Community Technical Assistance Professionals Inc (ACTAP) to Community Based Organizations (CBO) in Atlanta and throughout the State of Georgia. The implementation of ACTAP a non-profit 501 © (3) corporation developed to provide technical assistance to CBO's by utilizing innovative performance incentives, custom designed individual leadership training as well as organizational benefits based on group productivity.

A major contributing factor to the development of ACTAP was the stated recognition by CBO leaders (during the development of the empowerment zone application) that the performance capacity exhibited by many groups and individuals is unsatisfactory.

ACTAP was created to bridge the gap between AEZ residents access to opportunities to improve individual skills / leadership abilities and raise local organizational efficiency and effectiveness. The National Association of Graduate Entrepreneurs (NAGE) in 1996

changed from its original name to the organization now known as ACTAP. Therefore, in January 1997 ACTAP was going through a period of restructuring. The organizations board of directors was the original four persons named by me, the founder and listed on the Certificate of Incorporation. The organization started as a business club of graduate students at Clark Atlanta University (CAU) located in Atlanta Georgia. NAGE's primary focus at that time was proving graduate business school students interested in entrepreneurship access to minority owned companies where they might get internships. Prior to 1997 there was no operating budget and the one major accomplishment was the organizations kick off program in January 1996. This program brought together approximately 25 business owners, 40 CAU graduate students and local political leaders to generate support and recognize the organization.

SUMMARY:

1

Although Atlanta is stellar among cities...

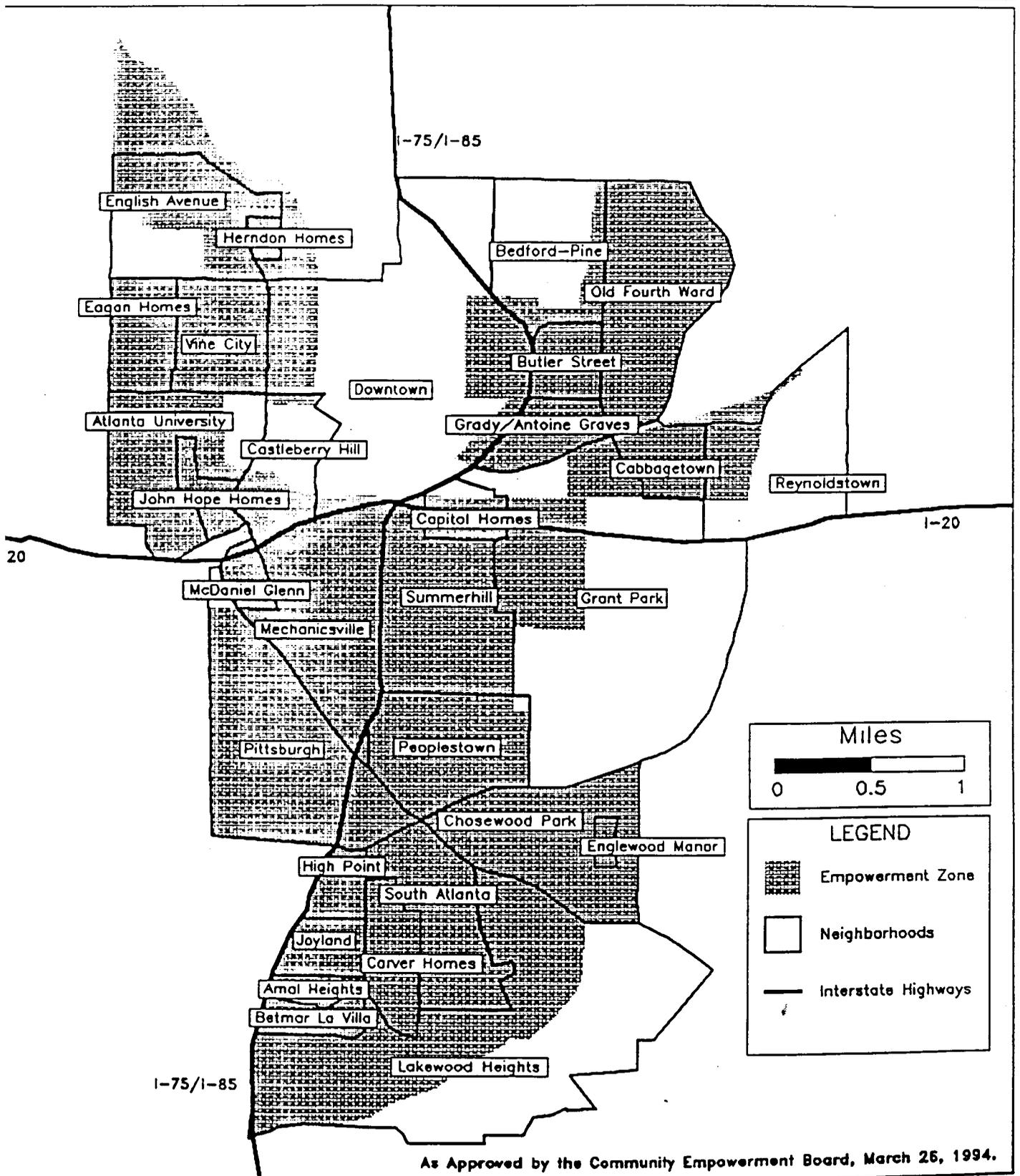
Atlanta remains, at its core, one of America's poorest cities. Atlanta has the ninth highest poverty rate in the nation, as well as an increasing dichotomy between the rich and the poor, the latter mostly African American.

It has the fifth-largest housing authority and the highest concentration of public housing in the country. Despite a large number of housing projects, its huge homeless population – more than 10,000 people – continues to grow.

More than 44 percent of the residents living within the designated Empowerment Zone lack a high school diploma. The reported unemployment rate in the Empowerment Zone is 17 percent. Employed Empowerment Zone residents work most often in the lowest paying jobs. Because of low labor-force participation rates, unemployment and low-paying jobs, residents have very low incomes, and many are dependent on public assistance. Over 56 percent of the working age population of the Empowerment Zone residents receive public assistance.

¹ City of Atlanta (1995) Federal Empowerment Zone Application

PROPOSED ATLANTA EMPOWERMENT ZONE AND ATLANTA NEIGHBORHOODS



Because of the above stated conditions the CBO's representing these communities have recognized the necessity for a new kind of hands-on continuous support technical assistance organization.

PROBLEM STATEMENT:

If no solution is found by the community-based organizations in Center City, Atlanta to strengthen leadership performance and organizational capacity quality, the community's growth, participation and collaboration between new and old residents and new and old businesses will stagnate. The community will lack a strong, cohesive resident base, remain disenfranchised and degenerate to pre-Olympic economic conditions.

GOAL STATEMENT:

The goal statement is to develop within each community-based organization; the independent abilities to do strategic planning and implement thought plans, increase the organizational quality and operational consistency of community leaders. This includes the desire to maintain a community environment where CBO visions of their neighborhoods receive just and fair consideration by the government and the private sector when planning the future of a particular community.

The strategic planning required to complete the Empowerment Zone application exposed a number of CBO structural and operational differences. A large percentage (approximately 65%) of the EZ organizations are not incorporated. Only about 30% of the incorporated organizations had Federal non-profit 501 © (3) tax status. It was also discovered that a number of organizations didn't have or couldn't locate their by-laws. Many of these CBO's were operating in violation of their own by-laws with organizational officers whose terms had expired.

For ACTAP to be successful in helping community base organizations address their problems the organization would need to develop programs that link both individual and organizational solutions with education, leadership training, and resources. In an effort to accomplish this goal ACTAP committed itself to restructuring and expanding the operational programs to meet the various organizational and leadership capacity challenges of enter city non-profits groups. This project is expected to have the following outputs:

- A. ACTAP will assist the 30 Atlanta Empowerment Zone community organization groups complete a screening survey to analyze the availability and acceptance of the sources of leadership training and organizational/operational technical assistance being delivered to CBO leaders and their organizations;
- B. ACTAP will finalize development changes necessary for the organization to accomplish its new direction and goals; introduce programs to assist the CBO with custom designed leadership training and organizational technical assistance;
- C. Identify initial funding and other operational resources necessary for ACTAP; Due to the lack of resources that existed at the time the three selected communities expressed an interest there were no funds available to carry out ACTAP's programs. Consequently, in January 1997 one of the main goals was to increase resources so that activities could proceed in Adair Park, Reynoldstown and the communities represented under the Atlanta Project Southside Cluster. (See Attached Letters of involvement-1995).

- D. Introduce the organization and program concept to the 30 plus member organizations of the Atlanta Empowerment Zone and **implement the ACTAP programs in a minimum of three Empowerment Zones CBO's.** The criterion for selecting the three empowerment zones was their initial response to the earlier presentations done in 1995 and 1996. All the community organizations represented by the aforementioned letters were contacted by phone in January and February to confirm their continued interest in ACTAP's programs.
- E. Identify community organizations and/or businesses interested in the services and programs of ACTAP;
- F. Secure commitments of community organizations, businesses, and training institutions for involvement in ACTAP programs;
- G. Secure financial and other resource commitments;
- H. Recruit graduate students for potential intern program positions;
- I. Develop a plan/strategy for funding and establishing ACTAP affiliates in other urban communities.

The outputs that have been fully achieved include items A, B, C, D, E, F. The outputs that have been partially achieved include items G and H and I. All identified major outputs have had some tasks completed.

In conclusion the project purpose and/or goal (s) have not changed since the project began. However the geographical area where the project is being implemented has expanded beyond the AEZ. Two critical factors had an impact on the ability to complete the project. The first was the in fighting between the Atlanta Mayor's office and the community advisory board over the community selection process to set organizational

leaders as community representatives on the EZ advisory board. The second was the in fighting on the community advisory board over access to official AEZ documents and who receives what information, when and the process utilized to gather resident input for decision making. One unexpected incident occurred that significantly affected my ability to complete the project and achieve the stated goal(s) was the unexpected resignation of the EZ Advisory Board President. The time spent developing a working relationship with the past president who resigned under a cloud of accusations of improper use of influence and AEZ resources was lost. Building the same kind of relationship with the new president was difficult due to the lack of time and the number of other persons attempting to do the same. Because of the organizations need to procure funds to implement the programs in the requested communities it became necessary for the president of ACTAP to render services under sub-contracts with APD (Asset Property Disposition) in communities where it was possible. This in part provided ACTAP the ability to be exposed to communities around the state.

Note: See the May 29, 1997 and November 21, 1997 newspaper articles as an example of the operational performance quality of the AEZ and the capacity of its leadership.

Zone office running out of money

5-29-97

An audit finds that the Atlanta Empowerment Zone took less than three years to spend administrative funds meant to last a decade.

By Alfred Charles
STAFF WRITER

In less than three years, the managers of Atlanta's Empowerment Zone have spent most of the \$4 million allotted for administration, a sum that was supposed to last the 10-year life of the program, according to a state audit.

Within a matter of months, by early 1998 at the latest, the zone will be facing a shortfall, according to an analysis by the state Department of Community Affairs that expressed worries over the way the zone does its business.

Travel expenses, cellular phone use, conflicts of interest and the timeliness and accuracy of Empowerment Zone requests to spend money were all topics of criticism in the April report, a copy of which was obtained by The Atlanta Journal-Constitution.

"This situation concerns us due to your growing needs for cash management efficiency as more projects begin," the report says at one point.

The Atlanta Empowerment Zone Corp. was one of six created in December 1994 by the Clinton administration. Each zone has \$100 million in cash grants and access to more than \$150 million in tax credits to spur redevelopment in the blighted areas.

In Atlanta, the City Council set aside \$4 million of the \$100 million in cash grants for administration. It decided another \$6 million should come from contributions from the private sector.

But 2½ years into the program, little money has come from private benefactors, and the budget for a 24-member administrative staff is set at \$1.4 million a year, said Paul White, the zone's executive director. As of April, the report said, the zone had spent

\$2.6 million on administration and \$47 million on programs.

One community member of the zone's 17-person board, chaired by Mayor Bill Campbell, cited the audit as proof that the effort is going awry. "We're spending too much on administration and not spending enough to help poor people," said Lonnie Malcom.

But zone and city officials said original estimates of administrative costs were too low. "I don't think the \$4 million was realistic," said Jeanette Provost, a deputy city commissioner who oversees the zone. "We have been spending very much in control."

At the current pace, zone administrators would need another \$7 million. White said the shortfall could be addressed in several ways — one of which is to lower the amount spent on programs.

The report by the state, which has oversight of zone spending, also expressed concerns about \$3,348 in travel expenses incurred by White; a \$122 lunch at the Ritz-Carlton, including \$85 for alcoholic beverages; and \$2,461 for four months of cell phone bills by White.

It also noted that a zone staff member's father is the head of a bank holding a \$450,000 loan from the zone to the Sweet Auburn Curb Market, and that the bank would participate in \$12 million worth of housing programs.

White and Provost said many of the report's findings could have been resolved had auditors asked for additional information — for instance, a first-class flight cited in the audit was an upgrade purchased with frequent flier points. But the zone will pay back the money spent on liquor and has reviewed its cell phone policies.

But White and Provost also suggested that the document was a result of lingering animosity. Said White, "We have not yet worked through establishing a good working relationship with the state."

■
Rolls-Royce rolling in C4
Boundary lines sought C4

Empowerment Zone audit points to mismanagement

By Alfred Charles
STAFF WRITER

This spring, the Empowerment Zone in Atlanta paid Morris Brown College \$48,100 to teach poor people to become specialists in removing lead-based paints and asbestos from homes and buildings.

The Zone anticipated that 112 people would complete the training. Just 14 actually earned their certificates — at a cost of \$3,500 per student. A year-long Hope scholarship to a private college is about \$3,000.

Then Zone directors found the certificates that had been earned were no good. The trainers were unqualified.

The finding is one of many contained in an audit of the urban

renewal effort by the state Department of Community Affairs, which shares oversight of the Zone.

The report raises several new questions about management of the Atlanta Zone, including asking why money intended for poor people was spent to install a private line — with an unlisted number — for a top executive and why grant dollars were used to cover personal credit card charges.

New administrators brought in by Mayor Bill Campbell said they have installed controls to prevent mismanagement, waste and abuse. Even they admit that some aspects of the report caused alarm.

■
City officials investigate records C8

State audit reveals poor bookkeeping

Empowerment Zone: City investigating possible misuse of funds, some of which were spearheaded for the poor.

By Alfred Charles
STAFF WRITER

Record keeping at the Atlanta Empowerment Zone was so shoddy that administrators virtually had no way of determining the agency's day-to-day financial status, a new state audit shows.

State regulators said lax bookkeeping was one reason they were at a loss to explain nearly \$8,000 in charges on the zone's corporate credit cards made by the mayoral appointee hired to run the \$250 million urban renewal effort.

Although the monitoring report by the state Department of Community Affairs predates a sweeping reorganization put in place three months ago, the audit raises troubling questions about the use of zone grant money and the practices of Empowerment Zone administrators, people hired to use the money to help lift the city's poorest residents out of poverty.

For example, the report reveals that executive director Paul White spent nearly \$1,000 of grant money for a "private" phone line with an unlisted number. The Zone picked up the tab for two people to attend out-of-state conferences even though they did not work for the Zone, and reimbursed a Zone worker for a week of travel expenses even though she was on business for three days.

White, who now heads the Zone in name only and is an appointee of Mayor Bill Campbell, could not be reached for comment despite several calls to his office.

But the new slate of city bureaucrats brought in at the behest of Mayor Bill Campbell to run the Zone said late Thursday they have launched an investigation into former practices and have begun the task of cleaning up the troubled agency by putting rigorous new controls in place.

"We want to clear those problems and not have a recurrence," said Larry Wallace, the city's chief operating officer who is now the de facto director of the Empowerment Zone. He pledged to go after Zone administrators who may have misspent Zone dollars. "We will spare no effort to have [the expenses] reimbursed. The responsible party will pay."

The state monitoring report is the second in a series of routine assessments by the state's community affairs office, which is the custodian of the \$100 million in cash grants used to foster economic development in the 30 neighborhoods that make up Atlanta's Zone, some of the city's poorest neighborhoods.

The previous report, issued in April, was a scathing critique of the Zone's operation. That audit, and the criticism it unleashed in the community, led to the comprehensive reorganization ordered by Campbell.

Most of the agency's 24

employees were fired, and Zone operations, which were largely outside the auspices of municipal government, were linked closer to City Hall.

Despite the reorganization, the most recent monitoring report has prompted alarm in most quarters. "Some of the administrative findings were very disturbing," said Davey Gibson, a top official at the U.S. Department of Housing and Urban Development, which oversees the Zone.

Of the problems cited by state regulators, most centered on the agency's record keeping.

State regulators found that bookkeeping by Zone administrators did not follow traditionally accepted accounting practices. Indeed, the practice amounted to a cash in, cash out system of record keeping, and administrators could not reconcile revenues and expenditures.

State regulators said the lack of adequate bookkeeping "severely hampers the ability to determine if actual expenditures reflect the intended use of funds."

Indeed, regulators found that Zone managers were unable to report income from the programs they had executed, or in some instances were unable to find the contracts they had signed with Zone beneficiaries.

The record keeping issues aside, the report cites several instances of apparent waste of money intended to be spent on poor people.

For example, Zone managers approved a retroactive pay increase for Zone workers before they were terminated that included a 3 percent cost of living raise and a merit bonus pay of up to 5 percent.

The salary hikes cost the zone nearly \$19,000, and it may have violated state and federal law, the report says. Wallace said the city Law Department needs to determine if the raises were inappropriate. He said the city would reimburse the Zone for the expenditure if it is found that they were in error.

The audit also raised concerns about credit card bills paid for with Zone money. The corporate card issued to executive director White amounted to \$7,700. The report says some of those charges may have been for legitimate business expense, but adds that some charges were for restaurants and clubs.

The Zone staff told auditors that the personal telephone line has been disconnected. Said Wallace: "Any abuse or waste will not be tolerated."

This was the first state report to assess Zone programs.

The report generally gave high marks to a business incubator program, called the One Stop Capital Shop, and a home ownership center, but regulators noted that incubator program is located outside the Zone boundaries.

Also, the report said Zone administrators had not developed a formula for determining the benefit to Zone residents and must ensure that the primary beneficiaries of the programs are Zone residents.

Wallace said the Zone was working to implement such a tracking system.

DEFINITION OF THE PROBLEM: The target community that my project was developed to benefit can be defined as primarily the Atlanta non-profit CBO industry. These organizations operate in small overlapping neighborhoods located in the AEZ. The general neighborhood is located within walking distance of the State of Georgia government Center and the Atlanta City Hall complex. The AEZ includes 23 census tracts. All of the tracts have poverty rates above 35% and the population is over 90 percent African American. Over one-half of the population is female and over one-third of the households are headed by females. Low educational attainment contributes to the overall community distress in general and in the lack of effective organization leadership. A large number of these organizations are over 20 years old. The local city political leaders in general use these groups to get out the vote and control the reaction to issues. Many of the organizations leaders were elected on a regular basis in previous years. However, in recent history that has not been the case. Due to this lack of leadership and public interest there have been very few democratic community elections held with regularity. Due to poor leadership many of these organizations have failed to take full advantage of the public/private funding and other resources available from local, state and national levels. The city application for the empowerment zone has been the vehicle that has pointed out many of the operational shortcomings of these groups. However, an assumption can be made that with the high financial stakes involved in the AEZ coupled with poor community organization leadership, infighting among board members and the fight between the board vs. City Hall financial mismanagement will be the result. An example of a current AEZ problem is the issue of identifying what lies inside the zone. Empowerment Zone officials in Atlanta have hired the Georgia Institute

of Technology University to help it figure out what's in and what's out. The difference can be crucial to businesses within the 9.29-square-mile zone, which largely surrounds downtown Atlanta and has been authorized to grant millions in cash grants and tax breaks – but only if a recipients' property falls within zone boundaries. This example is at the heart of the problem of CBO's leadership. Each community group in conjunction with the whole AEZ advisory board must do a critical analysis of the resources in their own community and reach a decision on what should or should not receive the support of EZ's resources. Many of the individual CBO's are not capable of this level of Strategic Planning and Assessment.

PROJECT GOAL (S): To develop within each community-based organization, the independent abilities to do strategic planning and implementation, and increase the organizational quality and operational consistency of community leaders. In February 1997 ACTAP presented its program to the empowerment zone at their monthly meeting and also to the Greenlea Commons residential association, a Summerhill housing subdivision. However, whenever possible ACTAP attends community meetings and keeps in touch with local leaders to maintain a working relationship. A biographical survey of AEZ organizational leaders revealed that a majority, approximately 55% have not completed any formal post secondary education or accredited (structured) leadership or organizational management training. The goal of ACTAP over the next three to five years is to establish Memorandums of Agreement (MOA) with a minimum of five CBO's

per year. A MOA between ACTAP and a CBO outlines the stakeholders (private corporations or public entities) committed to the strategic plan, the resources to be utilized and the process that will be used to reach the goals and objectives established in the plan. The ACTAP methodology is to establish MOA linkages between stakeholders, community organizations and the specific organization leaders who are expected to carry out the task to reach the stated (individual or organizational) goals and objectives. There has been little done in working with the community leaders and establishing the MOA's due to lack of funding.

The ACTAP philosophy is to “*expand community development efforts to structurally encourage all individuals to discover their own personal power, linking personal power into a structure that spans each household, each block and each community, putting the integrated power of that structure to work in revitalizing neighborhoods.*”

During January and February of 1997 each of the 30 plus CBO's in the Atlanta Empowerment Zone were provided with the Board Self-Assessment and Clarifying Board and staff Roles materials. These materials were distributed generally at the monthly Empowerment Zone Community Advisory Board Meetings. Approximately 73% of the materials were completed and returned with a 60-day period. However when the organizations were approached about taking steps to meet the needs of their groups it was difficult to arrange planning time to work with the group as a whole or individual leaders. It was physically impossible for one person myself, at the time the letters were presented to attend school at Clark Atlanta University, work a full time job and

development a non-profit group. Therefore much of the follow-up survey was delayed until late 1996 and 1997. The ten cluster communities represented by the Atlanta Project Southside Cluster letter are as follow:

Mechanicsville	Peoplestown
Chosewood Park	Summerhill
Peoplestown	Reynoldstown
Ormewood Park	Grant Park
Woodland Hills	Cabbagetown

The other empowerment zone communities are shown on the map following this page.

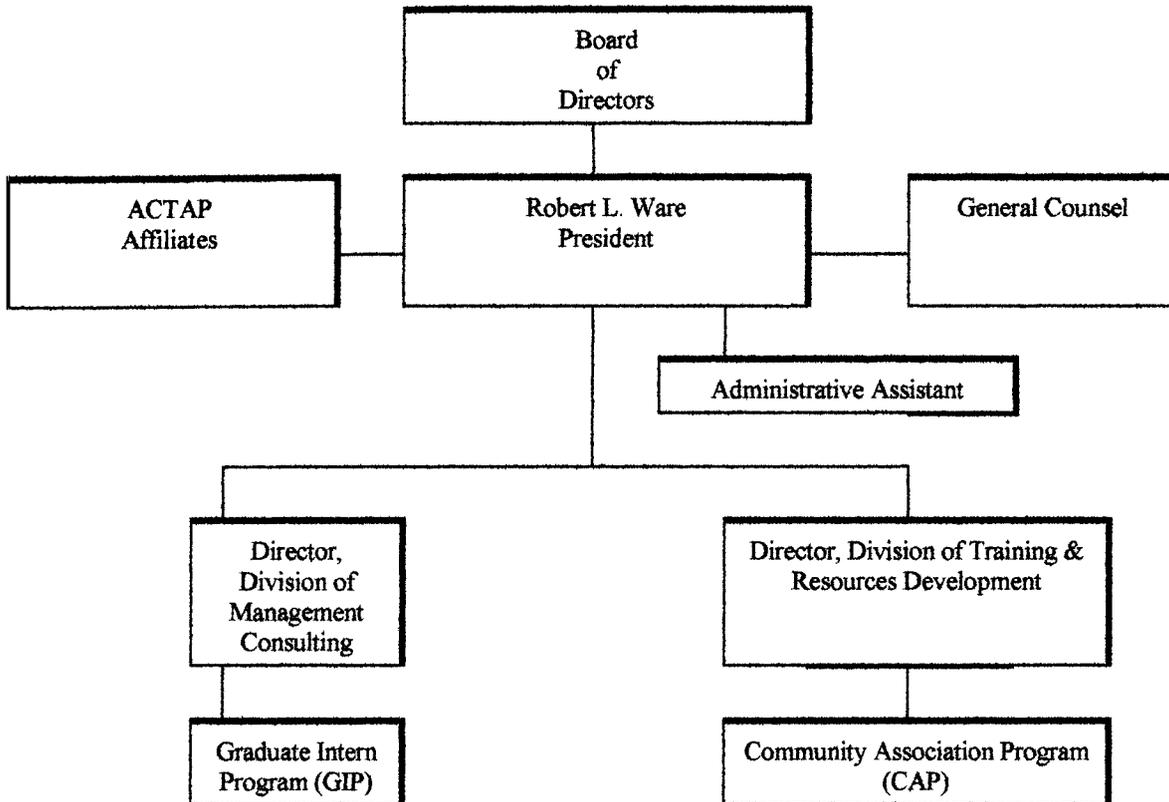
The ACTAP Board of Directors approved a new Organizational Chart at the December 1996 annual meeting. The board also expanded the number of members to seven the maximum number. The board members are as follows:

Kassie Freeman Ph.D.	Faye Cobb-Payton Ph.D.
O. Jesse Wiles MPA	Nate Mosby MBA
Patricia Hicks MS. Ed	Carol May-Gould MS. Bus
Robert L. Ware BS Bus	

(See the attached notice of Annual Board meeting and Agenda items EO1 through EO9 for action)

This new organizational structure is believed to provide the separation of duties and responsibilities the board feels is necessity to accomplish its mission.

**ASSOCIATION OF COMMUNITY TECHNICAL
ASSISTANCE PROFESSIONALS
(ACTAP)**



ACTAP DIVISION OF MANAGEMENT CONSULTING

The Division of Management Consulting at ACTAP is the organizational structure, which coordinates the activities of four (4) units designed to provide consultant services that are not in the training and resource development services area. These units are specifically designed to address issues relating to (1) Financial Management and Reporting Systems; (2) Quality Improvement Process; (3) Community Economic Development; and (4) Proposal Writing and Grants Management.

In this time of rapid technological advances and public policy changes, there is a critical growing need to assist community-based organizations (CBO's) in assessing, designing and maintaining better programs while widening the range of financial and management resource information. From a project and manager's perspective, there are six quality management concepts that should exist to support each and every project.

They include:

Quality Policy	Quality Control
Quality Objectives	Quality Audit
Quality Assurance	Quality Program Plan

It is the quality assurance function that ACTAP uses to ensure that the project scope, cost and time functions are fully integrated. A good quality assurance system will:

Identify objectives and standards;

Be multi-functional and prevention oriented;

Plan for, collect and use data in a cycle of continuous improvement; and

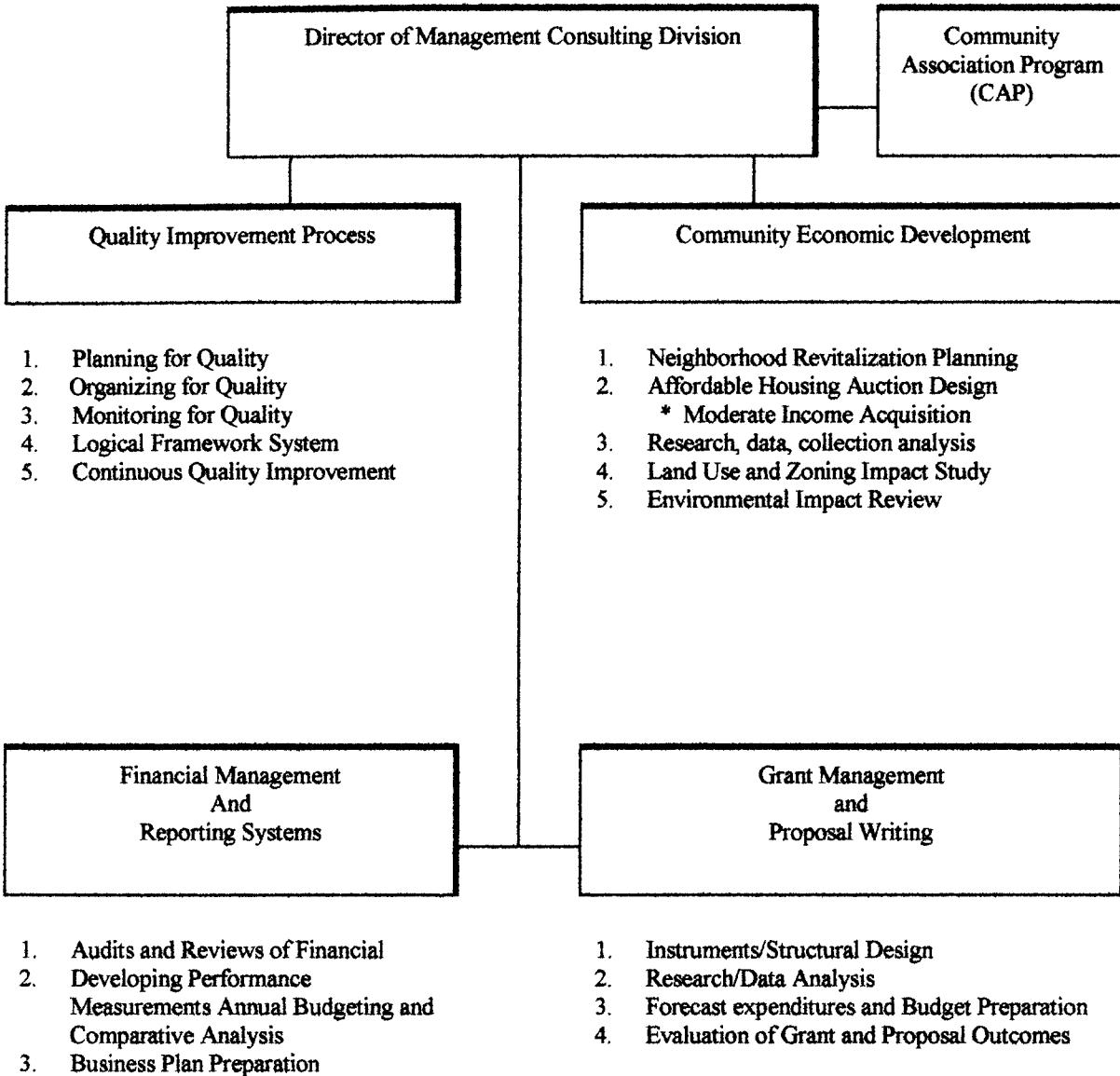
Plan for the establishment and maintenance of performance measures and include audits.

Each ACTAP contract will be managed by the most qualified key staff persons or consultants in the subject area as determined by the Director of the Division of Management Consulting.

The ACTAP Graduate Intern Program is included in the Division of Management Consulting. The ACTAP Board of Directors and its founder, Robert L. Ware, are committed to strengthening community organizations and believe that supporting the Graduate Intern Program can provide mutual benefits for CBO's and talented students.

MANAGEMENT CONSULTING DIVISION

Organizational Chart



**ACTAP
DIVISION OF
TRAINING AND RESOURCE**

DEVELOPMENT:

The Division of Training and Resources Development offers a variety of training, leadership and resource development-related services, including:

- Non-profit executive board selection and capacity building;
- Conflict Resolution;
- Strategic Planning; and
- Critical Path Sequencing.

Given the state of the current economy, community-based organizations and small minority-owned businesses are faced with increasing pressures to develop and maintain effective and efficient public and private organizations. In many cases, the ACTAP client may need help in developing a wide variety of leadership and management skills based on performance measurement criteria. In all cases, our mission is to provide timely, high quality service in each of these functional areas. ACTAP staff has acquired experience in client assignments that have ranged from small businesses and non-profit organizations to large city and state agencies with complex financial and operating systems as well as sensitive policies and programs. Our success in meeting increasing client demands is attributed to the seasoned staff, which has been organized to respond to diversified requests. Examples of the diversified training and resources development services offered are as follows:

- Designing a Realistic Planning Process;
- Strategic Planning and Assessment;
- Board Governance, Policy and Program Fundamentals;
- Developing a Strategy (Critical Path Sequences);
- Situation Analysis: Focusing on Critical Issues;
- Implementing the Plan;
- Understanding the "Nature" of Conflict;
- Dynamics of Power;
- Mediation as a Process;
- Steps to Problem Solving;
- Negotiation;
- Ethics;
- Speakers' Bureau for Community-Based Organizations; and
- Facilitators for Training Seminars and Retreats.

The ACTAP Community Association Program (CAP) is included in this division. The CAP is an essential component of ACTAP's strategy to strengthen community-based organizations while supporting and promoting efficient community leadership.

PROGRAM OBJECTIVE

ACTAP sponsors two unique programs: the Community Action Program and the Graduate Intern Program. These programs were developed to enhance our ability to expand community development efforts to work in building housing, creating liberating jobs, education, counseling and healing.

In April of 1997 the final legal documents were completed by Jack M. Hall, Jr. and Betty Jane Bentley donated property at 1463 La France Street, N.E., Atlanta, Georgia to ACTAP. On May 27, 1997 ACTAP sold the property to Mr. Gobind Madan for \$9,900.00. (See the attached December 11, 1996 letter from Charles I. Pollack attorney, Settlement Statement of U.S. Dept of HUD and Limited Warranty Deed of these transactions) The cash received from these transactions provided the necessary funding to purchase needed office equipment such as the complete Gateway 2000 system. (See attached packing slip dated 7-17-97)

Other sources of revenue in 1996 and 1997 were joint venture service consultant contracts with Asset Property Disposition (APD). ACTAP in 1997 also became a FutureNet Wholesale Consultant. FutureNet is a Valencia, California company which sales the WebTV. The WebTV provides access to the Internet through any regular TV. (See attached Futurenet Consultant Agreement and ACTAP canceled check.)

PROJECT PURPOSE: The purpose of this project as stated above in the Introduction Statement is to introduce a new non-profit alternative technical assistance organization to the community based organizations in the Atlanta Empowerment Zone and State of Georgia. If the project is successful, a minimum of three communities will have agreed to contract with ACTAP to establish Community Association Programs (CAP) and or use graduate interns from ACTAP's Graduate Intern Program. CAP is the vehicle used by ACTAP to deliver organizational technical assistance. CBO's view a presentation that explains the ACTAP approach to organization capacity building. Organizations interested in the program submit the question of partnering with ACTAP to a vote of the full body. Upon approval the organization begins its Strategic Planning and Assessment process.

- **Output A:** A screening survey is accomplished at this point, (see Attachment 1&2, Board Self- Assessment and Clarifying Board and staff Roles.)

Following completion of the Strategic Plan this document will be used as the foundation item to solicit local corporate sponsors and other critical partners depending on what the plan requires to be successful. The Graduate Intern Program is the second program initiative used to deliver support to CBO's technical assistance gaps. Graduate school students committed to strengthening communities are recruited to work with ACTAP in communities involved in the CAP. The selected students are provided with specific Project Monitoring and Evaluation Training. The Project Monitoring and Evaluation Training is the same training that CAP officers or leaders receive. In fact it is during the training that the students establish contact with the various community leader and gain understanding about that communities particular strategic plan. Students are later

interviewed by CAP organizations and the selected students earn financial compensation from ACTAP when partnered with a community organization.

- **Output B:** The National Association of Graduate Entrepreneurs, Inc (NAGE) officially changes its name to the Association of Community Technical Assistance Professionals, Inc. (ACTAP) (*see attachment 3*) Certificate of Name Change Amendment. ACTAP program presentations will be made to groups such as the Southside Cluster of the Atlanta Project to provide the opportunity to introduce our innovative concepts. (*See attachment 4 Southside Cluster letter.*) ACTAP program presentations were made at various CBO Strategic Planning community workshops including the Nemours empowerment zone community-planning meetings.
- **Output C:** ACTAP identified initial funding through its partnership with Asset Property Disposition, (APD). APD is a marketing and consulting company providing a full range of real estate auction services. APD designed and conducted the first real estate auction in the county, marketed exclusively to low-to-moderate income families, in partnership with non-profit, for-profit, state, local government, and the lending community. ACTAP has developed a joint venture partner relationship with APD and is currently providing community organization technical assistance to many of APD's clients. That client list includes the Neighborhood Reinvestment Corporation (NRC), Atlanta Empowerment Zone, Central Savannah River Area Enterprise Community, Atlanta Mutual Housing

Association, Hancock County Housing Authority and several other non-profit city communities Economic Development Agencies. (See attachments 5 & 6)

ACTAP in September became a national consultant distributor for the FutureNet WebTV. The FutureNet Company markets its Internet Access WebTV product by using a multi-level marketing system. ACTAP is currently using the WebTV as a training tool during its CBO community technical assistance work. The exposures of WebTV to grass root organizations have lead to a greater interest in ACTAP programs and a number of sales of the WebTV unit.

- **Output D:** The ACTAP program concept has been introduced to the 30 plus organizations of the AEZ and has established working contracts with The Atlanta Project Southside Cluster, Adair Park Today, Inc. and Reynoldstown Revitalization Corporation. (See attachments 7, 8 & 9)
- **Output E&F:** ACTAP has identified a Asset Property Disposition, Nonprofits For Nonprofits, and Clark Atlanta University as its key private sector business, non-profit group, and educational & training institution partners. (See attachments 10,11 & 12) The three groups above have been the partners ACTAP has worked with over the past several years to gain a foot hold in the Atlanta Technical Assistance industry.
- **Output G:** In April 1997 ACTAP received a ¾ acre parcel of land as a gift from a private sponsor of ACTAP. The parcel was sold in May 1997 for approximately 10,000 dollars providing ACTAP with the some needed operating capital. As the President of ACTAP I am currently in contract discussions with APD for a contract to develop and establish in early 1998 an Internet Affordable Housing

Web site. APD's new Internet Affordable Housing Web site will increase the number of auctions a local client in a city can have annually. By posting properties on APD's Web site approved pre-qualified bidders will be able to bid on homes possibly as often as once every four 4 months instead of the current one a year auction. ACTAP will receive a percentage of the profit made on homes sold on the Internet. In addition to the funds raised from the FutureNet WebTV distributorship, a part of the cost for ACTAP services will be included in each of the CBO strategic plans developed after Memorandums of Agreements are signed. The source of funding for the strategic plan will part of the resources each community will gain from their partnership with the local private sector business. (See attachments 13 & 14)

- **Output H:** ACTAP has developed a partnership with Clark Atlanta University Graduate School of Business. To date all of the students associated with ACTAP have been enrolled in the Clark Atlanta University MBA program. Periodical through phone contact with the CAU Business School Club Presidents I have been able to identify a small group of students that fit our needs. These students were selected because of their age (over 30 years), current or past involvement in community activities. Currently ACTAP has five students who have completed applications and scheduled to meet community leaders and participate in joint training with the CBO leaders. In January 1998 three students will be placed with three communities Adair Park, Reynoldstown and Summerhill. Although no MOA's have been signed it is believed that by providing interns at this time ACTAP will be able to sign agreements by the summer of 1998.

Goals	Date Completed
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| A. Screening Survey to AEZ CBO leaders | Jan/ Feb 1997 |
| B. New Board Members (attachment 16) | Dec 1996 |
| Complete ACTAP Org and Operational changes
(see ACTAP brochure attachment 19) | Mar 1997 |
| C. Identify initial funding (land gift attachment 17) | Dec 1996 |
| D. Confirm continued CBO interest in ACTAP | Mar/Apr 97 |
| E. Identify entities interested in ACTAP services | |
| Atlanta Mutual Housing | April 1997 |
| CSRA EC | Sept 1997 |
| F. Reconfirm commitment of CAU | April 1998 |
| G. Secure financial resources
(Land gift sold see attachment 18) | May 1997 |
| H. Recruit graduate students | Jan 1998 |
| I. Incomplete | |

RESULTS: The major outputs include establishing leadership training opportunities for CBO leaders, expanding the Graduate Intern Program, establishing local business partnerships with CBO's by using the community strategic plan as a basis for the relationship.

The major outputs, which have been fully achieved, are the following:

- Introduction of ACTAP to the 30 plus CBO's in the Atlanta Empowerment Zone, in February 1997 (see project goals).
- Established working relationships with FutureNet the web TV distributorship and APD, a national housing consultant.
- Identification of private sector resources to support the programs of ACTAP,
- Development of the ACTAP Community Association Program and the Graduate Intern Program.

The opportunity ACTAP received to present its programs to the ten communities which comprise the Southside Cluster of The Atlanta Project and the relationship with Nonprofits for Nonprofits work in providing leadership training established ACTAP as a creditable organization.

The major outputs, which have been partially achieved, are the following:

- The recruitment of five (5) graduate school participants, who will be placed in Summerhill, Reynoldstown, Adair Park and the Atlanta Mutual Housing Association.

- Develop and establish ACTAP affiliates in other urban communities i.e. Central Savannah River Area Enterprise Community (six counties in southeast Georgia.)

The remaining tasks that are required to fully achieve the above partially achieved two specific outputs include more planned recruitment visits to Clark Atlanta University, identification of private sector sponsors to raise additional financial resources to pay interns. Although no actual conversations have taken place with other city CBO's, ACTAP is working in other cities. The second partially achieved output will require the identification of ACTAP financial sponsors in those cities where we are currently working. Establishing and training staff in those cities, and initiating a graduate school intern program with an educational institution.

CONCLUSIONS/RECOMMENDATIONS: The project purpose of establishing an independent, non-profit technical assistance organization in Atlanta has not changed since I started the project. The project goal of providing education and leadership training opportunities for CBO officers and improving the operational efficiency of inner city organizations has not changed since the project began. I have however learned a number of important lessons during the past 15-month life of the project. The greatest lesson I have learned was that of understanding the viability of the target market, which you are attempting to provide, services to. The fact that a need exists in a community doesn't necessary translate into a market or clients in that market that will one, buy your product and two pay a price that will make producing the product profitable.

Two factors that I can point to that if they had been different would have increased my ability to complete this project would be the following:

- Less politically controlled community leadership selection process for establishing the community advisory board of the Atlanta Empowerment Zone. This board controls the access to information and thus controls which non-profit groups gained access to EZ community service contracts,
- A complete organization development plan with an identified corporate business or public sector partner for ACTAP.

The greatest unexpected thing that occurred as I stated earlier was the unexpected resignation of the EZ Advisory Board President. The presidents unexpected resignation

caused the advisory board to totally lose its focus which in turn delayed a number of critical EZ community initiatives.

Two suggestions to someone doing a similar project would be to:

- A. Have a well thought out business plan which includes market analysis, development, and fundraising, and also provides for community leaders as partners.
- B. Develop a solid advisory board of business and community leaders.
- C. Use that advisory board to gain the needed physical and financial resources needed to insure success.
- D. Focus on inner city communities that have the greatest need.