

A NEW COMMUNITY FOR SOUTHWEST GEORGIA

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INTRODUCTION

INTRODUCTION

This document describes the plans and progress of a group of Southwest Georgians - mostly rural and mostly poor - who are building a new community of their own. The group has acquired 5,735 acres in Lee County, Georgia, a six-month planning effort has been completed, and 1970 farm operations are under way.

Hundreds of thousands of rural Southern families, lacking both occupational skills and access to adequate social services, face a bleak pair of options: continuing grinding poverty in their present location, or relief rolls in an urban ghetto. The project described here offers a third alternative: a viable new community with a range of occupational and educational choices, services sufficient to the needs of the rural poor, and a framework for democratic participation and control.

The New Community concept has two basic premises:

- The Southern rural poor have had, for two centuries, a history of displacement by sweeping economic and social forces beyond their control - if a

rural development project is to provide lasting benefits, it must include strong provisions for protecting the lands and homes of the poor.

- At the heart of the problem of rural poverty is a lack of options - employment options, education options, social service options. The result is dependency and vulnerability. Providing choices to the poor means building a community with a variety of economic, educational, and social opportunities, and with an array of services - the web of rural poverty must be grasped whole.

SUMMARY OF PLANS

Plans in progress for the New Community cover a wide range of topics:

- Agriculture and industry: a shift in emphasis from field crops to high yield vegetable crops; land improvement through clearing, drainage, and irrigation; the introduction of livestock, fish farming, and floriculture; the investigation of farm-related enterprises such as peanut processing and sweet potato processing; the development of a speciality garment-making factory as a promotion to persuade a major business to locate a subsidiary on the property; the establishment of a \$100,000 equity investment fund.

- Land-use and housing: a land plan which provides for an initial community of 100-250 families with recommendations on sites for three other communities of equal size; sites for an industrial park and a town center; plans for a 250-unit cooperative housing development; the formation of a small local construction company specializing in low-cost housing.
- Education: a short-term plan for a nursery school, a kindergarten, and an after-school enrichment program for grades 2-12; a "pocket college" for young adults; a long-range program for adult education; and a complete school system through junior college.
- Health care: a comprehensive health program - providing environmental health services, health education, and personal health care - that is designed to expand as the community grows.
- Community services, enterprise management, self-government, and stewardship of the land: a Community Development Corporation, owned by Southwest Georgia residents; a Project Manager, and a staff of community service workers; and a land trust plan designed to protect the residents against loss of land.
- Financial planning: financial forecasts and a description of the plan to raise equity funds through a combination of Federal grants, private gifts and loans, and a special bond issue.

THE IMPACT AREA

The rural South during the 1950's and 1960's has been permanently changed by inexorable economic forces: a decrease of 40% of cotton acreage; a decrease of 59% between 1940 and 1960 in the number of persons employed in Southern agriculture, from 4.2 million to 1.7 million; a decrease crop acreage from 111 million acres in 1940 to 81 million in 1960; a doubling of the average size of farms; and the decrease in the national total of tenant farms (nearly all in the South and the majority black), from 2,364,923 in 1940 to 537,899 in 1964.

These were the statistics behind the exodus from rural areas to the city. The rural poor were unable to remain on the land in the face of these forces - it has been estimated that over 2 million black farmers left their homes in the rural South between 1939 and 1964; most traveled to the cities, but some 250,000 joined migrant labor bands.

The New Community's impact area consists of twelve counties in Southwest Georgia: Baker, Calhoun, Clay, Colquitt, Dougherty, Grady, Lee, Mitchell, Randolph, Sumter, Terrell, and Worth. The geographic and commercial center of the

area is Albany, in Dougherty County.

In the impact area, conditions are similar to those in the rest of the South: between 1950 and 1960, nine of the impact counties had population decreases, and seven counties were still showing decreases in 1964; between 1950 and 1960 the net out-migration from the area was 36,113. The majority of those who had left have been black: in all the counties but one, there is a decline in the percentage of non-white population. In every county in the impact area between 1959 and 1964, the number of farms decreased, the average acres per farm increased, and the percentage of farms operated by tenants decreased.

In all but two counties in 1966, the percent of households below poverty level was above the State average of 25.7% - the U.S. average was 15.1 percent. Most of the poor in most of the counties are rural and black. In 1960, the percentage of functional illiteracy ranged from 16.3% in Dougherty County to 34.6% in Lee County; the percentage of housing classified as

"unsound" ranged from 32.5% in Dougherty to 80% in Baker. Eight of the twelve counties were classified as "Hunger Counties" by a 1968 private study.

The out-migration statistics and social indicators underscore the basic premises of the New Community concept: provisions must be made for permanently holding land for the rural poor, and a variety of economic, educational and social opportunities must be made available. Detailed impact area statistics appear in Appendix A.

HISTORY OF NEW COMMUNITIES, INC.

New Communities, Inc. was organized in 1968 by a group of individuals who are leaders in various organizations deeply involved in attempts to alleviate the economic and social problems of the U.S. South. It is NCI's objective to secure large parcels of land and to hold the land in trust for the rural poor. Since the founding of the organization, NCI has solicited the advice and assistance of hundreds of interested individuals and organizations. The list of Board Members and a partial list of NCI supporters appears in Appendix B.

In December, 1968, New Communities, Inc., assisted by the National Sharecropper's Fund, purchased for \$50,000 an option on Featherfield Farm, 4800 acres of good land in

Lee County, Georgia. In 1969, a \$98,000 planning grant was obtained from the Office of Economic Opportunity: with the grant, NCI hired a staff of community organizers and commissioned McClaughry Associates, Inc. of Washington, D.C. to conduct planning and feasibility studies.

In January, 1970, with the assistance of McClaughry Associates, NCI obtained the financing necessary to purchase the Featherfield tract: a first mortgage of \$800,000 from Prudential Life Insurance Company; loans from the Presbyterian Economic Development Corporation, the Episcopal Ghetto Fund, and the National Sharecropper's Fund; and a \$300,000 collateral guarantee by the Sam Wyly Foundation. In addition, a 935-acre tract adjacent to the Featherfield tract was obtained, bringing the total acreage held by NCI in Lee County to 5735. The second tract was financed with the assistance of the Citizens and Southern National Bank of Georgia and the Unity Bank and Trust of Boston. Farming operations for the 1970 crop year are presently underway.

PLANNING THE NEW COMMUNITY

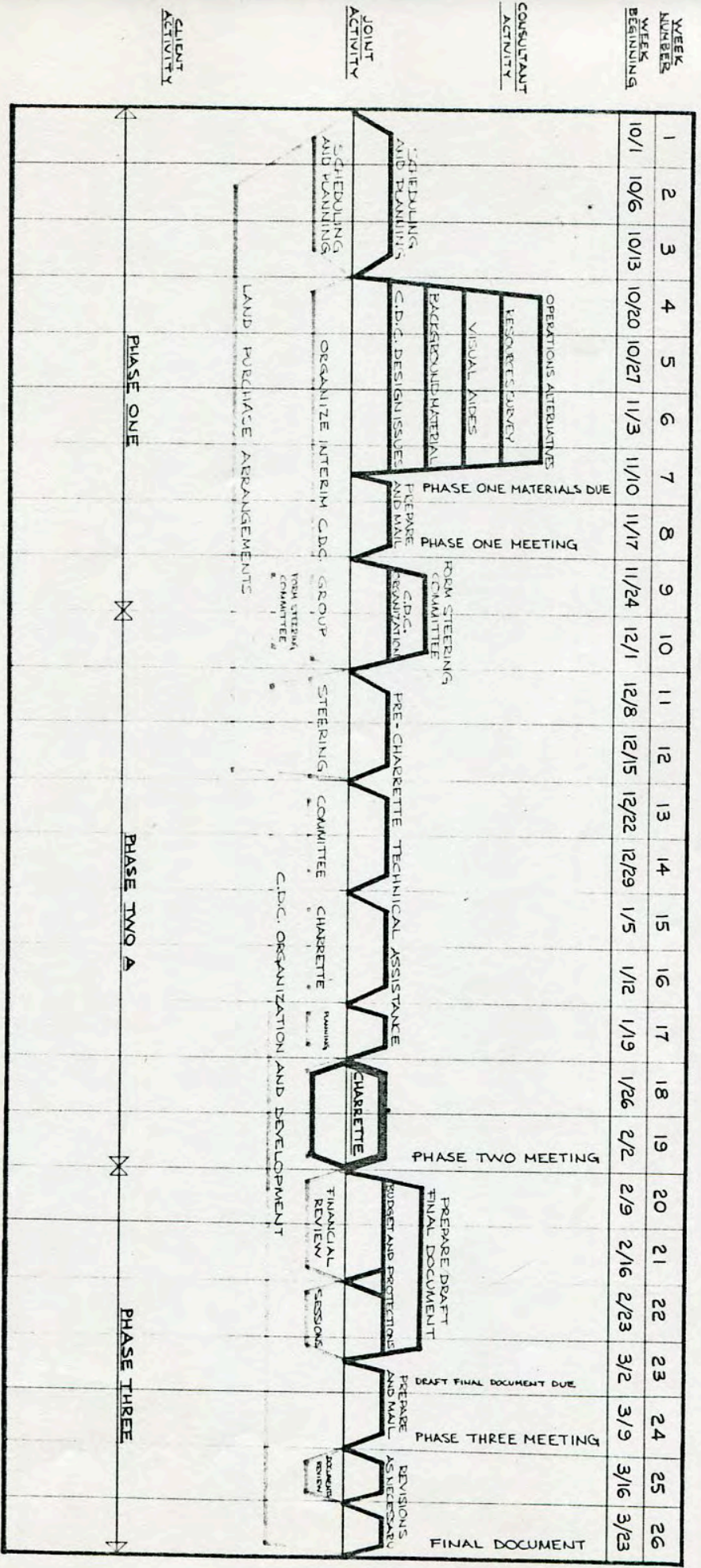
Planning for the New Community, made possible by OEO's \$98,000 planning grant, was conducted between October 1, 1969 and April 1, 1970. The planning process had two equally important objectives:

1. To develop a planning document which could serve as the basis for building a New Community in Southwest Georgia. That planning document is contained in this report, and is designed to satisfy the requirement of an OEO Title I-D Special Impact Grant Application, and/or to attract support for the project from other government and private sources.
2. To involve impact area residents and the NCI staff in the planning process, so that the final document accurately reflects the goals and desires of the people living in the area. Throughout the planning process, the second objective has been kept firmly in mind by both the consultants and the NCI staff.

It was the consultants' role throughout the planning period to describe issues, pose questions, and define alternatives for NCI and area residents to consider. The NCI staff and area residents discussed the issues, provided answers to the questions, and made decisions on the alternatives.

Planning was conducted in three phases (see the flow chart on the following page):

NCI PLANNING SCHEDULE



PHASE ONE

PHASE TWO A

PHASE THREE

WEEK NUMBER
WEEK BEGINNING
CONSULTANT ACTIVITY
JOINT ACTIVITY
CLIENT ACTIVITY

- Phase One consisted of discussion and identification of major planning issues, scheduling, preparation of preliminary information, mobilization of resources, and identification of basic alternatives.
- Phase Two was the primary planning phase, discussed in more detail below.
- Phase Three was devoted to budget and financial projections and to editing and preparation of the final document.

PRIMARY PLANNING

Planning for the New Community focused on two intensive planning sessions, called "Charrettes," held on the weekends of February 13-15 and 20-22. During these weekends, low-income residents of the impact area and the NCI staff met with consultants and representatives of a variety of organizations in order to formulate a comprehensive plan for the New Community. The weekend planning sessions were held in a temporary building on the farm itself - about 125 persons attended, most of whom represented low-income families from the impact area.

The Charrette weekends were preceded by a series of workshops conducted by McClaughry Associates and the NCI staff on Agriculture, Industry, Housing, Health, and CDC Design. The workshops provided those who attended with the basic information necessary to participate in the Charrette

weekends. Financing for the Charrette was assisted by a \$10,000 grant from the U.S. Office of Education.

The Charrette system was designed specifically to involve the local residents in the planning process: the important result of this involvement was that planners obtained first-hand knowledge of area needs. And because the impact area residents were an integral part of the decision-making process, the plans which they created can be readily implemented.

COORDINATION WITH EXISTING PROGRAMS

Planning for the New Community has been coordinated with a wide variety of public agencies and programs:

1. The Georgia State Office of Economic Opportunity (E.C. Bryant, Director) formed a special committee to advise and assist NCI planning. The State OEO group acted as liaison with such agencies as the State of Georgia Department of Public Health, the State of Georgia Department of Education, and the Georgia Department of State Parks.
2. The Southwest Georgia Planning and Development Commission (Mr. Carrol Underwood, Director) was particularly helpful throughout the entire planning period. The Commission staff continues as a ready source of important information on the impact area, and is serving as liaison with county planning commissions.
3. Other agencies and programs consulted include: local Farmers' Home Administration and Soil Conservation Service offices; Rural Service Division of USDA; the Department of Labor's Office of Rural Manpower Development; and the U.S. Office of Education's Office of Construction Services.

ON-GOING SOCIAL AND ECONOMIC
DEVELOPMENT PROJECTS

FEDERAL OUTLAYS

During fiscal year 1969, about \$55 million was spent in the impact area by the Department of Health, Education, and Welfare. While some of this total was in the form of service programs in health and education, most of the amount reached the impact area in the form of direct payments through the Social Security and Welfare systems.

One county in the area has an on-going Office of Economic Opportunity program. This is Colquitt County, with a Community Action, Migrant Workers, Head Start, Upward Bound and VISTA programs. Another program, in Dougherty County, was closed in November, 1969.

The Department of Housing and Urban Development invested low-income housing funds in Fiscal Year 1969 only in Sumter County where a housing project for the elderly is under construction. The only remaining HUD investment in the impact area other than mortgage insurance on moderate to upper income homes, was a public facility loan and water and sewer grant in Clay County.

The Small Business Administration invested approximately \$1 million in the impact area during Fiscal Year 1969 through

its business, economic opportunity and local development company loan programs. Five percent of the SBA loans were Economic Opportunity Loans.

The Labor Department has manpower training programs in two of the impact area counties, Dougherty and Colquitt. The Economic Development Administration has invested about \$2 million in economic development facilities grants and loans in Mitchell and Worth counties.

In Lee County, total Federal outlays of about \$4.8 million include almost \$3 million in Agriculture Department program payments. Of this \$3 million, perhaps the \$110,000 for food programs (approximately \$224 per poor family), \$160,000 for Farmers' Home Administration housing programs, and a \$126,688 rural electrification loan might be considered on-going social and economic development programs. The rest of the county total includes direct payments through Social Security, Medicare, Railroad Retirement, Veterans, and Welfare programs.

STATE AND LOCAL PROGRAMS

Program activity by local governments in the impact area is heavily weighted toward education. Ten of the impact area counties spend more than half of their revenue on education. Road construction and maintenance is the next

heaviest program expenditure. Most of the counties receive over half their revenue from the State government.

There are in the impact area summer and full-year Head Start programs reaching about 1000 children, and adult basic education programs reaching about 1500 people. There are vocational schools in Albany, Moultrie, and Thomasville, with a combined enrollment of about 2500.

All of the counties in the impact area participate in either Food Stamp or Commodity programs and in the School Lunch program. There are on-going Neighborhood Youth Corps and Upward Bound Programs reaching about 300 young people, and there are library facilities in Albany, Cairo, and Bainbridge.

Eleven of the impact area counties fall within the Southwest Georgia Economic Development District. The Development District Commission completed its Overall Economic Development Plan in March of 1969. The plan designates Albany, Bainbridge, Thomasville and Moultrie as the District growth centers. Emphasis is placed on developing human resources through improved education and training facilities. The OEDP proposes extensive improvement of public facilities with a view to attracting industry to the area and diversifying the economic base that now rests heavily on agriculture.

The following projects in the impact area have been approved by the Development District Commission:

1. Development of a 120-acre industrial park for Sylvester (Worth County);
2. Expansion of sewage collection and disposal facilities in Camilla (Mitchell County);
3. Development of an industrial district in Leesburg (Lee County); and
4. Sewer and water system improvements in Pelham (Mitchell County).

These industrial development efforts are supported by active Chambers of Commerce in Albany and other urban centers in the impact area. All of the counties in the area have designated Industrial Development Authorities.

The pattern of program and service is a standard one - the emphasis is on schools and on industrial development. There is little effort and few programs to meet the specific needs of the rural agricultural worker who has minimal education and skills, who is poor, and who is being forced off the land and into the urban centers of the North.



AGRICULTURAL AND INDUSTRIAL ENTERPRISES
IN THE NEW COMMUNITY

AGRICULTURAL AND INDUSTRIAL ENTERPRISES
IN THE NEW COMMUNITY

SUMMARY OF FINDINGS AND RECOMMENDATIONS

An assessment has been made of the productive resources of two properties that are held by New Communities, Inc. (NCI), totaling 5,735 acres. These properties under the operations of the previous owners have evidently been generating about \$195,000 of gross sales and \$100,000 of net returns to owners and tenants.

These previous operations have been mainly in the production of peanuts, soy beans, corn, cotton, hay and pasture, plus about fifty acres of watermelons.

A review of the soil types and quality, and of the previous yields of crops, indicates that the land has a good potential for diversified crop production, including production of vegetable and specialty crops.

Planning has been conducted in consultation with the Farm Committee and the Industry Committee of NCI, with the objective of developing opportunities for an optimum number of families, through productive employment. A guide has been followed that the non-farm business and production developments should be at least double those in the farming sector.

It is found that a rather intensive farm enterprise development may open employment opportunities for about fifty families by 1974; an expanded economic base will be achieved through (a) land clearing, (b) shifting into vegetable and specialty crop production, (c) introduction of livestock, and (d) irrigation of at least part of the crop land.

A significant factor that enables such a development is the potential for production and advantageous marketing of vegetable and food crops for distribution through minority food distribution firms of Northern cities. Business relationships with such firms may also assist in opening opportunities for adequate financing, and payment of better wages to NCI people employed in agriculture.

The companion development in non-farm enterprises, suggested in these plans, focusses on farm-related enterprises such as peanut processing, sweet potato processing and marketing, and other phases of food production.

In addition, a development is scheduled for establishing a specialty garment making plant, commencing at an employment level of 80 people, and moving up to 200 people.

A competent promotion is also scheduled among major U. S. business firms in an effort to develop arrangements for location of a subsidiary unit on the NCI property.

A five-year investment schedule is proposed with the following components:

For farm and agricultural developments	\$631,000
For technical assistance and business promotions in non-farm fields	62,500
For a non-farm enterprise equity capital investment fund	<u>100,000</u>
Total	\$793,500

The development plan that is suggested has the capability to provide new development and living opportunities for about 200 families, within five years, with further opportunities in non-farm fields of enterprise depending only upon sound business promotions.

AGRICULTURAL AND INDUSTRIAL ENTERPRISES
IN THE NEW COMMUNITY

THE PLANNING PROCESS

The planning of the New Communities Project, located on the Featherfield Farm property in Lee County, Georgia, has been handled in two phases. Phase One, which is now completed, served to bring before the leaders and work groups of the Project an array of information, analysis, suggestions and ideas that would assist them in making primary decisions about this community development. They were assisted, for example, in forming policies concerning the relative emphasis that should be placed upon farm versus non-farm business development, and in selecting the kinds of legal structures that might be used as the basis for new town and community institutions.

The Phase One reports were tendered to the community, and thoroughly analyzed by the Board of Directors of NCI during November and December, 1969. Early decisions were made, and guides were provided for the hard financial descriptions and projections that can be considered by agencies and groups that may assist in financing this "model" new community through its development period.

Phase Two of the planning has been conducted in an interesting and unorthodox way. It has been handled through an inter-action process, in consultation with various members and leaders of the New Community in a so-called Charrette planning operation. This is a process of decision-making that deliberately involves the various agencies and groups of the State and community, that will inevitably share in the building

of the new town -- for good or ill -- as well as the professional consultants who serve those agencies and groups.

These steps that have been taken in developing the primary guides and decisions now permit a valid financial assessment and projection:

1. The Board of Directors of NCI was proffered, in the Phase One reports, a "cafeteria" of farm and non-farm enterprises from which to make selections and choose alternatives in determining their development policy.
2. The Board selected Alternative No. 3, from among those that were considered, as the basis for this economic and business development. This Alternative provided that a moderately intensive agricultural development will be conducted, as generally described in the Phase One report, and that this will be associated with a substantial development in industrial and non-farm enterprises. Our working guide is that the non-farm component will comprise about 2/3 of the employment and income base within 5-7 years.
Further, this non-farm business development will include a housing enterprise to serve qualified families of the area, regardless of whether or not they are employed and included in the New Communities Project, per se.
3. The Board, and its consultants, have further outlined the guides for such a community development through the Charrette planning sessions, that were held at Featherfield Farm on February 13-15 and February 20-22.

These various guides and decisions are now incorporated into the financial analyses and projections which will follow, as the Feasibility Survey for the New Communities project, centered on Featherfield Farm, Lee County, Georgia.

A RECAP OF BASIC INFORMATION

The core land unit for the New Communities project is comprised of two adjoining properties:

Featherfield Farm	-	4,800 acres
Unit No. 2.	-	<u>935 "</u>
Total		5,735 acres

New Communities, Inc. (NCI) has legal possession of these properties, through lease and purchase arrangements described below, and is prepared to undertake their use for 1970 crop production, as well as their longer-range development.

A. Featherfield Farm.

This property lies about six miles north of Leesburg in Lee County, and about two miles south of Smithville. It is located between Muckalee Creek, Kinchafoonee Creek, and another intersecting stream called Mackaloochee Creek. It is bisected by a railroad and by a State highway, running north and south.

The lands are of the Southern Coastal Plains Major Land Resource Area, as mapped by the Soil Conservation Service. Historically, the soils are derived from fairly recent geological formations (Oligocene and Eocene) and have either been weathered in place or redeposited by water. The topography is gently undulating. There are no mountains or major hills on the property.

An original soil survey was made of the Featherfield lands in 1927. This has now been superseded by a Soil Conservation field survey, still unpublished, to which we have had access through an oral review with the field survey party. The

information from these sources indicates that the soils of Featherfield are mainly of the following kinds and descriptions:

- Norfolk loamy sand, a well-drained permeable soil of moderate natural fertility; weathered from alluvial (water laid) materials.
- Tifton sandy loam, a similar soil, easy to cultivate, and having small iron concretions in it (this being a mark of identification).
- Wagram loamy sand, another well-drained soil of similar kind, often occurring near the more sandy Lakeland series.
- Lakeland sand, a recent alluvial excessively drained soil of low fertility.
- Grady clay loam, a poorly drained soil that is often found in ponded upland depressions in the land. On Featherfield, these are the cypress swamps.

The economic values of these soils, particularly the Norfolk, Tifton and Wagram, are good, as will be seen in the yield records. They are adapted for supporting a variety of farming enterprises.

There is no question that portions of the Featherfield property have a history of periodic crop damage due to excessive

moisture during the growing season. Such damage occurred to the corn crop that was grown on some of the Lakeland type soil during 1969. A careful review of this matter with the officials of the Agricultural Stabilization And Conservation Service, the Soil Conservation Service, and the previous tenant indicate, however, that a sound development and cultivation of the property will virtually eliminate the risks from such losses, through: (a) using the more sandy land for permanent pasture rather than for inter-tilled crops such as corn, (b) eventual installation of an irrigation system for seasonal use, and (c) providing better drainage ditches and outlets. In the meantime, the cropping program that is outlined herein can be conducted with prospects of success.

A substantial portion of the Featherfield lands have been forested, in pine and various Southern hardwoods. The marketable timber has been harvested. Re-growth is in view, but a significant income from sale of timber is not expected during the coming ten years.

The water resources clearly have the potential for supplying irrigation water, from the existing three streams and also from shallow wells. We have not examined the water rights situation, but feel reasonably certain that these could be established.

The combination of land, water and woods offers the essential resources for recreation use, and for a recreation enterprise. These lands were used mainly for hunting and fishing prior to their acquisition by the McKinneys, and such use has continued. The hunting rights are at present leased out to an Atlanta, Georgia group for \$4,000 per year.

Significant mineral resources evidently do not exist.

Prior to purchase of this Featherfield property by the McKinneys, in 1967, less than 1,000 acres of the land was cultivated, and the remainder was used mainly as a hunting, fishing and timber resource. An additional 1,000 acres was cleared through light bull-dozer operations during 1967-69, so that 1,994 acres (out of the total of 4,800) were classed as cultivable in 1969. An examination of the land, and consultation with Messrs. McKinney, indicate that another 1,000 acres can be cleared and successfully used for the production of crops and/or improved pasture. For planning purposes, we may safely assume that 2,000 acres are cultivable for the 1970 season, and that 3,000 acres will be cultivable by 1974.

B. Unit No. 2.

This additional property of 935 acres is included in the purview of the financial projections, since the two portions will be managed -- in effect -- as one unit. The soils are similar. The agricultural committee of NCI has included both properties in its plans for 1970 development and crop production.

Approximately 230 acres of this adjacent piece are classified as crop land, and 410 acres as improved pasture and hayland. The remaining 295 acres is in woods, brush and other non-crop uses.

No outstanding features or characteristics of this Unit No. 2 would require that it be treated differently from the central Featherfield unit in the planning and development process. It will be regarded simply as an extension of acreage and resources to be handled in accordance with the Featherfield development program.

C. The Lease & Purchase Agreements & Obligations

The Featherfield property was optioned for purchase in March 1969 by NCI with the assistance of the National Sharecroppers Fund of New York. The purchase price was \$1,080,000, and the consideration of the option was \$50,000. The initial option was extended, in order to give NCI more time to arrange for the necessary financing of the purchase transaction, and the closing date was December 27, 1969.

One of the informal commitments made by McClaughry Associates, in undertaking the planning operations for New Communities, Inc., was to assist in designing a financing package under which NCI might consummate the purchase, and then assist in actually securing the purchase funds. This was a difficult assignment, since NCI had no funds for establishing its own equity in the property.

The purchase was finally arranged by obtaining commitments from four investors who were then assured against loss by a \$300,000 guarantee provided by Mr. Sam Wyly of Dallas, Texas, who is the Chairman of the National Advisory Council On Minority Enterprise. Mr. Wyly's guarantee assures against default, under certain conditions, for two years, and is attended by options that permit him to acquire the property if that were to become necessary.

The other parties of interest are:

Prudential Life Insurance Co.	\$800,000
Presbyterian Economic Dev. Corp.	180,000
Episcopal Ghetto Fund	50,000
Rural Advancement Fund (Sharecroppers)	50,000

Total	\$1,080,000
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The Sharecroppers interest arises from its original provision of funds for the option, and is excluded from the Wyly guarantee.

The Prudential investment bears interest at 8%, and \$8,000 of principal becomes due to Prudential on January 1, 1971, making a total obligation to Prudential on that date of \$72,000.

The investments of the church groups, and Sharecroppers, are non-interest bearing, and it is the intention that their investments will be retired within two years through supplemental financing of NCI, so NCI can become the prime owner of the property.

It became necessary, for handling the legal aspects of these various interests and commitments, to provide for an interim ownership of the Featherfield property. This was done by utilizing a "straw" corporation, called Benendon Corporation, which is now the legal owner, with a Board of Directors representing the investors named above, the Wyly interest, and NCI. Mr. Charles Sherrod, Chairman of NCI, is also president of this interim corporation.

The Benendon Corporation has leased Featherfield to NCI for \$10 per year plus the \$72,000 that must be paid to Prudential and approximately \$4,700 in taxes.

The lease and purchase obligations that NCI has assumed for Featherfield are therefore:

\$76,710 by January 1, 1971

A re-financing commitment within two years to repay \$280,000 to the church and Sharecroppers' investments.

It is assumed that NCI will be able to provide these funds from farm income and further financing, and thereupon receive a deed to the property from Benendon subject only to the first mortgage interest of Prudential Life Insurance Company. The annual payments that would be required to amortise \$1,080,000 in 30 years at 8% are \$79,272 per year. A guide figure of \$80,000 may be used, for purposes of planning, if refinancing is contemplated.

The Unit No. 2. property was acquired under a purchase contract for a price of \$265,000 with \$40,000 down and principal payments for 40 years at approximately \$5,000 per year. The interest rate is 5% on the remaining balance, which now stands at \$225,000. For planning purposes, the annual payments of principal and interest are \$16,000 per year, and taxes are about \$1,000 per year.

In summary of the above, the payment obligations of NCI, arising from these lease and purchase agreements will be approximately as follows:

For 1970	-	\$92,710	,	including taxes
Long-term	-	\$100,000	,	" " *

These amounts will be utilized in our financial projections

D. Previous Performance In Generating Income.

A fairly adequate record exists concerning the yields and incomes from operation of the Featherfield property. It may be used as a planning guide also for the Unit No. 2. operations.

Featherfield Farm, as is usual for a going-concern agricultural operation, has a cooperating status with the Agricultural Stabilization & Conservation Service (ASCS) of the U. S. Department of Agriculture, through its local office in Leesburg, Georgia. The records of this agency show official 1969 acreage and allotment records as follows:

*Disregarding possible future increase in taxes

ASCS Farm Number	Name Of Unit	Total Acres	Crop Acres	Allotments		
				Cotton	Peanuts	Feed GrainBase
34026	Featherfield	2,842	1,327	1.4	209.9	256
28033	Dewey Mercer	288	114	8.1	24.3	29
50012	Wheaten	600	221	13.8	21.2	117
20028	Ted Meadows	898	297	20.9	52.2	145
Totals		4,028	1959	44.2	307.6	547

It is usual for an enterprising farm operator to depart somewhat from these allotment guides. Mr. McKinney and his tenant, Mr. Plez Harden, were able to do this, particularly in "renting" additional allotments of peanuts and cotton from near-by farms for use on this Featherfiled property. Mr McKinney's records show the following acreages and approximate yields of crops for the 1969 season:

Corn	326 acres	- 80 bu. per acre
Cotton	235 "	- 1 bale per acre
Peanuts	458 "	- 1900 lbs. per acre
Soy beans	500 "	- 25 bu. per acre
Watermelons	50 "	- \$6,600 sales
Feed grain base (idle)	425 "	- No income
Total	1,994 "	

The McKinney records show the following gross sales of farm crops, including the USDA (ASCS) payments as follows:

	<u>Gross Sales</u>	<u>Estimated Net Owner & Tenant's Income</u>
1968	\$164,892.85	\$70,000
1969	\$173,056.68	\$90,000

The tenant reports that the sales and net incomes have been a bit higher than these figures. Since the McKinneys operate a wholesale and retail mercantile and cotton ginning business at Arabi, Georgia, within this trade-area, it is difficult to refine more exact data than the above. These data were taken from their memo records. They are probably adequate for our purposes, sufficient to show (a) that the soils are capable of good yields, (b) that the land is capable of supporting diversified crop production, and (c) that the Farm has an income generating potential adequate to support the lease and purchase commitments that are in view, if reasonably good management is provided.

This previous operation by the McKinneys and Mr. Harden, their tenant, has not included the production of any livestock or livestock products, through feeding of the corn and cull peanuts to hogs or pasturing and feeding beef or dairy animals.

Mr. Harden reports that the labor utilization has been the equivalent of six or seven man years per year, excluding seasonal help such as for harvesting the watermelons.

The marketing has been incorporated, in part, into Mr. McKinney's wholesale and retail trading business, and cannot be utilized as a guiding pattern for future marketing operations of NCI.

BASIC PREMISES

Two planning groups of the New Community have been active in developing economic and business guides, and also the detailed plans for putting them into operation during 1970. These groups are the Farm Committee and the Industry Committee. It has been possible, working with these Committees, to establish certain premises and objectives upon which to base plans and projections. They include the following:

1. The Development Must Begin "Where We Are." By this it is meant that the existing farm operations should serve as the foundation for a more intensive and diversified crop and livestock program.
2. The Non-Farm Enterprises Should Be Logical For This Community. They should be germane to its markets, skills, and supplies of resources. It is for this reason that we will focus, initially, in processing of farm products, and in ethnic fields of enterprise.
3. The Development Should Increase The Employment And Income Base - Through Labor Intensive Enterprises - But Avoid "Slave Labor" Situations. By this it is meant that modern technology and mechanization should be used, and enterprises that

entail use of substantial drudge labor at very low wages should be avoided.

4. The Natural Business And Trade Relationships - And Opportunities - Of The New Minority Communities Of The U.S. Should Be Utilized To Advantage. By this it is meant that certain emerging opportunities for rural black folk to produce for urban inner city markets should be recognized, and possibly built into sound plans. NCI should avail itself of such opportunities if they are found, in fact, to exist.

It is felt that the last point mentioned may be particularly significant in establishing viable farm and non-farm enterprises in the New Community. A situation already exists in major U. S. cities in which ethnic factors have mounting commercial importance. The census data show the following percentages of black populatio in major cities as of 1968:

<u>City</u>	<u>Percent Non-White</u>	<u>City</u>	<u>Percent Non-White</u>
Washington, D.C.	69%	Detroit	39%
Newark	49	St. Louis	37
Atlanta	44	Cleveland	34
New Orleans	41	Philadelphia	33
Baltimore	41	Chicago	30
Memphis	40	New York	19

The demographic projections indicate that non-white majorities (over 50%) may prevail in at least ten major U.S. cities by 1980.

The commercial impacts, and potentials, are already being felt. Major U.S. business firms have established black operated subsidiaries and franchised units in ghettos. Many previously white-owned firms have been transferred to black ownership. The companies that have black sales representation have a merchandising advantage.

The developments have been felt in food, textile and other product fields. A Detroit food distributor, black owned and operated, is training staff leadership in ten large cities coast to coast, to handle its packaging, marketing and deliveries. It prefers to "buy black," that is, from black producers of food crops.

A Chicago-based vegetable and produce operation, black, is willing to contract the production in Georgia of over 500 acres of vegetable crops and melons, in the regular season, and an additional 200 acres of winter grown collards and turnips.

These markets are of types where "comparative advantages" exists for black producers, and the demand may include a range of products besides foods. It may include, for example, specialty garments sold in ethnically-oriented retail units on campus and in ghetto locations, serving a relatively special and affluent market.

We find in reviewing this situation that the ethnic factors have acquired economic and business dimensions. They open special fields of opportunity for the NCI project. We have accordingly reflected them in both the farm and non-farm enterprise projections.

THE DEVELOPMENT OBJECTIVES

The preliminary assessments of agricultural development potentials, given in the Phase One Report, showed a possibility of generating an employment and income base for about 40 people in farm enterprises by 1974.

We find that this is an attainable objective, through diversification of crops, irrigation, land clearing, introduction

of livestock, and a shift of some 500-1,000 acres into the more intensive food crops.

When the border-line activities in fish-farming, recreation enterprise, and non-farm horticulture are also considered, we may raise the economic and employment potential in the farm development sector to about 50 families.

If an investment-per-job allocation of \$40,000 were used (which is a bit low for farming enterprises) a general guide to needed investment capital, including that for land, would be \$2 million.

Such a figure agrees with the minimum investment requirements that are build up inductively in the analysis that follows.

If the non-farm business developments are to exceed those in the farm sector by two to one, by 1975, an economic base for another 100 families will be the non-farm development target.

The total of farm and non-farm objectives, in terms of resident families served, then becomes 150 families.

We are aware that the NCI Board would like to aim for a higher population figure, such as 250 families by 1974. Such a higher target is attainable through the provision of low- and moderate-income housing in the New Community for families which are employed elsewhere in the impact area, as discussed in the Housing Section.

THE FARM ENTERPRISES - FOR 1970

The farm enterprises for the 1970 crop year were initially planned - by the Farm Committee and the consultants - as a moderate departure from the previous cropping operations of the McKinneys and their tenant, Mr. Plez Harden. The crops would be mainly corn, peanuts, soy beans and a bit of cotton - along with 100-200 acres of specialty cash crops, such as watermelons.

In the meantime, two potent factors have intervened: (a) the difficulty in getting enough farm operating funds or credit, especially on short notice, and (b) the possibility of negotiating with an acceptable firm for production of vegetable crops under contract for urban markets. If such production contracts are executed, the problem of getting sufficient operating funds may be greatly reduced - or eliminated - because the contracting organization would provide funds for at least their contract portion of the NCI farming operations for 1970.

As the New Community continues its planning and the preparation of Office of Economic Opportunity Special Impact proposal documents, this negotiation by NCI with a contract market is in progress. We shall assume that the acreage to be involved will be a minimum of 300 acres, in vegetables or melons. The investment and operating budgets and projections would then be as follows:

1. Machinery, Equipment & Overall Supplies

NCI has already made some machinery purchases, as this is written. It is anticipated that acquisition of an adequate inventory of machinery will be a step-by-step process, conducted with various kinds of purchase and credit arrangements, and some used items will be bought at less than new equipment prices.

The following listing is for land tillage and crop handling -- and land improvements -- and does not include the essential equipment for livestock handling, which is included in later listings. It utilizes data from "Farm Machinery Costs in Georgia," Georgia Experimental Station Report No. 45, June, 1969, supplemented with estimates developed by the Farm Committee and with information from the Caterpillar Tractor Company.

Such a line of operating goods may be acquired through use of purchase credit for perhaps 20% to 30% of the below indicated costs, and substantial savings may be possible by purchasing some items second hand.

Number	Item	Cost - New	
		Each	Total
3	Large (40-20) tractors	\$8,000	\$24,000
1	General purpose "	5,000	5,000
1	Tractor with back-hoe	8,000	8,000
1	Caterpillar D-7 with land clearing equip- ment (rebuilt)	25,000	25,000
2	Large harrows	1,400	2,800
2	Five bottom plows	900	1,800
1	Grain drill	800	800
2	Fertilizer spreaders	300	600
1	Hay baler	2,500	2,500
2	Hay rakes	600	1,200
1	Hay mower	500	500
4	Peanut shakers	500	2,000
1	Grain combine	3,000	3,000
1	Corn planter	850	850
3	Four row cultivators	750	2,250
3	Two ton trucks	4,250	12,750
3	Wagons	200	600
Lot	Misc. equip., tools, fuel station, bags, etc. -	-	5,000
	Total		<u>\$98,650</u>

2. Livestock

It may prove possible for NCI to lease out pasture and hay land and to sell summer-produced hay.

Even so, it is the desire of the Farm Committee of NCI to acquire 200 cows as soon as possible. There will be sufficient pasture and hay on the place to feed them. These should be good grade beef cattle, Dairy stock will come later - perhaps

in 1971-72.

Hogs, including brood sows, will not be purchased until building and equipment are ready for them and a good supply of feed (corn) is on hand. This will be 1971-72.

3. Buildings & Structures

In a growing new community, there will be a continuing and pressing need for utility warehouse space. Space will be required for temporary use while new enterprises develop, for light maintenance, and for a wide variety of storage needs which must be met if supplies are to be purchased at volume discount rates.

Initially, a portion of the utility warehouse space can be used to house the component parts fabrication operation for the local construction firm which will build New Community's housing. (See Housing Program.)

Included in the investment budget is \$28,000 for 4,000 square feet of utility warehouse space at \$7.00 per square foot.

4. The 1970 Farm Plan

The utilization of Featherfield Farm and Unit No. 2 will be as follows for 1970:

<u>Acres</u>	<u>Crop or Use</u>	<u>Estimated Yield Per Acre</u>	<u>Total</u>
329	Peanuts	2,000 lbs.	658,000 lb.
79	Cotton	1 bale	79 bales
335	Corn	70 bu.	23,450 bu.
550	Soy beans	30 bu.	16,500 bu.
335	Feed grain base	-	-
300	Vegetables & melons	-	-
610	Pasture & hay	-	200 T. hay
<u>3,197</u>	Non-farm uses (woods, wild pasture, living and work areas)		
5,735	Total in NCI holdings		

Good up-to-date Southern Georgia research guides exist for converting the above yield projections and allocations of land uses into an estimated gross sales figure, and then into a net income projection. The principal guides are as follows:

"An Analysis of Costs & Returns for Crop & Livestock Enterprises 1963-65" SW Georgia Branch Exp. Station Mimeo Series 256 & 254.

"Economic Implications of Technology on Optimum Farming Systems etc., SW Coastal Plains Area, Georgia". 1969 Geo. Ag. Exp. Station.

"Optimum Organization for General Crop Farms in the Piedmont of Georgia." 1965 Georgia Ag. Exp. Station Bulletin.

"Structural Characteristics & Problems of Peanut Marketing, etc." 1969. Georgia Ag. Exp. Station Report No. 57.

"Farm Machinery Costs in Georgia." 1969. Georgia Ag. Exp. Sta.

"Budgets for Selected Crop & Livestock Enterprises - Coastal Plain Area of Georgia." 1962. Georgia Ag. Exp. Station.

The estimated prices for the field crops are: 12¢ per pound for peanuts, 30¢ per pound for cotton, \$1.45 per bushel for corn, \$2.30 for soy beans and \$20 per ton for hay. These field crops, in the scale of production listed above and sold at these prices would generate a gross income for this component of the operations of \$166,762.

A Georgia publication "Selected Horticultural Budgets for South Georgia" published in March 1969 by the Georgia Agricultural Experiment Station, gives guides for estimating the gross and net returns from vegetable and melon crops to be grown on about 300 acres under production contracts.

The following guide figures are available for the crops that may be grown:

<u>Crop</u>	<u>Gross sales per acre</u>	<u>Returns to land, Operator & Mg't</u>
Sweet potatoes	\$840	\$353
Snap beans	\$315	\$149
Turnip greens	\$400	\$200
Cantaloupes	\$360	\$160
Okra	\$600	\$356
Cucumbers	\$540	\$200
Watermelons	\$330	\$186

We suggest, on the basis of these guides, that the gross sales from the 300 acres under contract production should be estimated at \$450 per acre, and that the returns to land, operator and management be projected at \$225 per acre. The totals, at these levels, will be:

Gross sales from the 300 acres	\$135,000
Returns to land, operator's labor and management	\$ 67,500

We suggest that a substantial reduction should be made in these estimated net returns to defray costs of technical and management services that would have to be either arranged or purchased from outside the New Community; and to provide a margin of safety.

For planning purposes, we therefore shall utilize a net return projection of \$30,100 for vegetables and melon crops.

5. The 1970 Farm Plan Summary

The Georgia research guides referred to above, supported by Mr. McKinney's memorandum records, indicate that the gross sales of \$166,762 from the field crops may yield about \$90,000 in net returns to land, operator's labor and management. This would include receipts of ASCS-USDA payments.

The indicated net results from operation of the Featherfield and the Unit No. 2 farming enterprises will be approximately as follows:

<u>Source</u>	<u>Gross Sales</u>	<u>Estimated Net to Land, Operator & Management</u>
Field crops	\$166,762	\$90,000*
Vegetables & melons	\$135,000	\$38,750
Totals	<u>\$301,762</u>	<u>\$128,750</u>

6. The Management Factor

Adequate management resources and technical assistance are available to NCI for achieving these financial results. The sources would be: (a) the field staff of any contractor for the vegetable production, (b) Fort Valley State College, including the services of Dr. C.L. Ellison, Chairman of the Division of Agriculture, (c) services that may be arranged from Tuskegee Institute, and from professional services firms based there, (d) overall support from the Office of Economic Opportunity through McClaughry Associates, or otherwise, and (e) NCI's direct-hire staff.

*NOTE: These totals, it should be remembered, are for the combined Featherfield and Unit No. 2 properties; and not to be directly compared with 1969 Featherfield data.

The year-round staff of the NCI farming operations should include (a) an over-all farm supervisor-manager and (b) a practical horticulturalist. Both of these personnel should have practical experience background.

The over-all farm supervisor-manager should have the role of assisting in developing each year's farm operating program, including the budgeting and purchasing of equipment, machinery and supplies, and then supervising the machine operators and other crop and livestock production crews as they farm the property. He would also assist in supervising construction and land improvements. While academic training in agriculture and farm accounting is desirable for this person, it is not essential if he can actually handle practical agriculture and the direction of farm personnel. He would be responsible to the over-all manager of the Project. The indicated salary for this person, commencing in the year 1970, would be \$750 per month, or \$9,000 per year.

The horticulturalist would help to direct and give technical assistance in the production, grading and shipping of the vegetable and specialty crops, including such crops as pecans and watermelons. He would assist in developing each year's vegetable and specialty crop plans, and in purchasing production goods and in negotiating marketing agreements. He would specify fertilizer and crop protection materials and applications. This person should be a practical horticulturalist, with actual farming or farm management experience. Academic training is desirable but not essential. An ex-food crop processor fieldman might serve well. He would report to the over-all manager of the Project, but also have very close liaison with the farm supervisor-manager. This person's indicated salary would be \$1,000 per month, or \$12,000 per year, pending substantial increases in acreage of this type of crops.

7. The Labor Supply Factor

The vegetable crops that may be produced under contracts require from 80 to 120 hours per acre of seasonal labor. Traditionally, such farm labor has been poorly treated and poorly paid. Inadequate living facilities and poor care of children, transportation and sanitation have prevailed in places where seasonal farm workers were employed.

The NCI program includes a consideration of remedies of these aspects of food crop production. NCI possesses an adequate labor force and a good supply of land. It has incentives to utilize these in a "success pattern." It also has incentives to provide satisfactory employment for a maximum number of people of the New Community. The labor development program will be handled - it is hoped - in constructive and creative ways that will offer seasonal workers sound incentives for participating, including profit-sharing over and above prevailing casual labor wage levels of the community. These matters were thoroughly discussed during recent planning sessions.

Evaluation and Feed-Back Points in this 1970 Operation

An overall surveillance of this operation may give attention to the following crucially important interim goals, and "moments of truth:"

1. Adequate business and technical management must be in evidence for this large scale operation by April 1970.
2. The agreements for vegetable and melon production under contracts must be successfully made, and operating financing in hand by the same date.

3. The peanut crop must be well planted on time, since it is a crucially important high value crop. This should be checked by May 1st.
4. The payments of \$76,710 under the Benendon lease must be made by January 1, 1971, lest NCI lose possession of Featherfield Farm.

THE LONGER RANGE FARM DEVELOPMENT PROGRAM - 1971-74

The Farm Committee has considered various enterprises that may be suitable for inclusion in this development plan. It has also considered the basic farm improvements that will be needed, such as in land clearing and irrigation. A desirable inter-relation between the farm and non-farm components of the community's economy was also taken into account.

The favored farm enterprises for introduction or expansion during 1971-74 are as follows:

1. Pork Production Using Farm-Produced Corn

This is basic and needed for generating maximum NCI employment and income through use of community labor in enhancing the value of products sold. Such an enterprise has two stages that clearly must be considered: (a) converting the corn and other farm feeds into pork, and then (b) converting the pork (hogs) into processed meats, such as hams, bacon, dressed meats, and even sausage, and meat specialty products. Stage (a) comes within the purview of sound farm enterprise developments.

For reasons mentioned previously: a present lack of hog raising buildings and facilities and feed supplies, this

enterprise should not be undertaken until 1971-72; but it should be definitely scheduled for that period.

The Georgia data indicate that an investment of about \$300 per brood sow (mother hog) would be needed, exclusive of investment in land and exclusive of purchasing and installing a farm feed mill for grinding and mixing feeds for a hog feeding operation. This \$300 component would cover the cost of the breeding stock and the essential buildings, water system, equipment, etc.

Several variations of management policy will be considered, including (a) a size of operation that consumes the farm produced corn, (b) also a feeder pig producing operation, and (c) a still larger operation that purchases feeder pigs and fattens them for market.

For planning and investment purposes, we shall assume that the initial unit will handle 50-60 sows and their off-spring, and that the expansion during 1971-74 will reach a 200 sow level.

The corresponding investment requirement guides are:

. For 60 sows at \$300 per sow	-	\$18,000
. For 200 sows " " " "	-	\$60,000

The gross sales and net returns data will be covered in the 1974 farm financial projection and analysis.

2. A Medium-sized Beef Production Enterprise

This is favored, and essential, to consume pasture and forage that may be produced on certain lands of NCI, particularly the Lakeland and Grady soil types, in a sound management program.

Several alternatives exist concerning the handling of this enterprise; for example, whether to produce fat cattle, feeders or calves in the so-called cow-calf management pattern.

For planning purposes, we shall assume that the initial herd should be 100 brood cows, to be increased to 200 during 1970-74. The Georgia data indicate an over-all investment requirement, including provision of fencing and facilities, of about \$300 per head, making this investment target be:

. For 100 cows	-	\$30,000
. " 200 "	-	\$60,000

Again, the income projections will be covered below.

3. A Dairy & Milk Production Enterprise

This enterprise should be regarded as basically marginal from a commercial standpoint - as a potential profit-maker - but essential in terms of the objectives of NCI: (a) to provide beneficial employment and income for settlers, (b) to assure a good internal food supply, up-grading the diets of members of the community, and (c) to achieve maximum self-sufficiency in the project's economy.

The guides are that about \$1,500 must be invested per producing cow for the necessary barns, milking and milk handling facilities, and other basic production needs - exclusive of a milk processing, bottling and delivery system, which goes beyond the farming sector, per se.

The appropriate size of a herd for the NCI needs of the New Community is 60 cows, and this is also the recommended size for handling by one family, in management and labor.

The investment guide then becomes \$90,000 for 1972-74.

4. Pecans and Related Fruit & Specialty Crops

The Featherfield property had 20-25 acres of pecans when it was acquired by the McKinneys, and it is reported that

many of the trees were basically healthy and suitable for rehabilitation. Many of these trees were bull-dozed out, however, and scattered trees are left on about 10 acres of land. It is reported that \$2,000 of nuts were sold in 1968.

This enterprise has a good forecast for this part of Georgia. Expanding it is sound and logical, in terms of the NCI policies and objectives. The Farm Committee favors it, as well as the consideration of other companion specialty and fruit crops enterprises, to be undertaken as incentives and management can be mobilized - along with the necessary investment capital. Also, growing pecans dove-tails with beef pasturing.

We are projecting, therefore, an expansion of the pecans - or alternative orchard crops - to 40 acres for 1972-74. The investment requirement, exclusive of land cost, will be about \$300 per acre, making a total of \$12,000.

5. Production & Sale Of Shrubs & Flowers - Floriculture

The potential strength of this enterprise is based in the steadily expanding market for shrubs, small trees, floral items, cut turf, flowering bulbs, etc. for the landscape work in urban developments and suburban expansion. It also serves a market for indoor plants - real and artificial - for offices and homes.

A reconnaissance of the market for such items that might be grown at Featherfield has been made. Contacts were made with Atlanta and Albany nurserymen and landscape construction people. A review of relevant literature has also been made.

The Featherfield production site is evidently within a favored supply area that has transportation advantage in reaching

a \$53 million annual market for such items*. Also, the climate of this production area is favorable.

The market referred to is reported to be expanding at the rate of \$6 million per year. It would seem, therefore, that the basic feasibility of this enterprise for operation by NCI would depend upon production and marketing skills - in claiming a profitable share of the market - rather than upon any lack of such a market.

Our informal survey, by telephone in the Atlanta area, indicated that the market of that metropolitan district for container-sold azaleas and related plants was of the order of 500,000 per year and that most of them were shipped in from distances exceeding 500 miles.

The Georgia publication "The Economic Potential Of Floriculture In The Heart Of Georgia Area" gives a pro forma analysis of costs of producing typical plants. Kinds that would be of interest for a Featherfield operation, with a production cost of .60 each have a guide wholesale price of about \$1.43. A small scale production unit that would sell about \$9,000 of plants per year would generate an operator's labor and management income of about \$3,400. The small operator's investment, needed to be in a rudimentary phase of this business, would be about \$5,000.

There are several alternative stages of investment, development and operation. The simplest stage entails growing small plants, which are purchased or propagated as cuttings or seedlings, into marketable sizes to be sold in containers. This entails the use of only a small area of land, and a low cost lath-house is used instead of a heated greenhouse.

*The Economic Potential Of Floriculture In The Heart Of Georgia Area". Heart Of Georgia Planning & Development Comm.
P. O. Box 218 Dublin, Georgia

The Future Of This Enterprise might offer NCI tangible opportunities in its fields of sound expansion and wider-area service. These opportunities might be in two phases of further development:

- a. In the non-farm production of horticultural and holiday speciality products, such as artificial Christmas trees, wreaths, decorations and other holiday items, that move in the same merchandising channels as floral and nursery items.
- b. In establishing a cooperative production and sales enterprise in floral and nursery fields, for participation by many small producers in the twelve-county area. This latter potential is described in the before-mentioned "Heart of Georgia" publication and is recommended for further study by the NCI planning groups.

For purposes of present planning and budgeting, we have included an initial 1971 investment of \$10,000 to start the enterprise in its simpler stages, to be supplemented with an additional \$50,000 for expansion during 1971-74, making a total scheduled investment of \$60,000 within five years.

6. Production & Sale of Farm-Produced Fish - Catfish.

This enterprise is counted in - rather than out - at the present point because an evaluation of its feasibility in more detail is surely advisable. The land and water resources

of Featherfield are suitable for inclusion of fish farming. The water resources may prove to be excellent.

Available data* indicate that this enterprise has a good future, in an expanding demand and market, but that the early "honeymoon" in high wholesale and retail prices is about over. A shake-down is in view, and may reduce the price to producers by 30%-35% by the end of 1971.

About 80% of the farm produced fish that move into U. S. markets comes from the Arkansas, Mississippi and Louisiana portions of the Mississippi Delta. The favorable factors for such an economic development have been good markets, available lands of suitable kinds (impervious sub-soil), and adequate capital in hands of interested farmers.

The present costs of production, prevailing in this area, are about 28¢ per pound. The cost and margin break-down is about as follows:

Growing costs:

Production	-	.28	per pound
Harvesting	-	.03	
Margin	-	.07	
		<hr/>	
Total		.38	(processor's price)

Processor's Price

Hauling	-	.01	
Dressing loss	-	.25	
Processing cost	-	.12	
Margin	-	.02	
		<hr/>	
Total		.78	(Wholesale price)

* "Economic & Business Dimensions of the Catfish Industry"
 J.E. Greenfield - U.S. Bureau of Commercial Fisheries
 "Farm Catfish Market Picture & Projections" Walter Jones - 1969.

<u>Add:</u>	
Wholesale expense and margin	.20
	<hr/>
Dealer price	.98
Dealer margin	.31
	<hr/>
Retail Price	\$1.29 per pound

The investment requirement for catfish production is about \$300 to \$500 per acre, exclusive of land cost, and depending upon local conditions. The main investment items are for a) the water control and supply system, b) buildings and equipment, c) tractor and machinery, and d) work capital.

The suggested minimum size of an operation for Featherfield would be about 12 acres, to be expanded to 30 or 40 acres if the operation becomes profitable.

The investment guides therefore become:

Initial unit of 12 acres-----\$48,000
30 acres expansion, if desired--\$90,000

The current returns to land and management, in a successful operation are about \$100 - \$120 per acre per year. The pro forma projections include these figures for 1972. A further review of feasibility should be made prior to any actual capital commitments. A feasibility study, with the assistance of USDA, is within the capability of current management.

7. Expansion of Vegetable Production Enterprise

Undertaking this enterprise may lead to a sound joint venture arrangement with an urban food and produce

company in which NCI handles production and the urban firm handles processing and merchandising, with a fair split of net returns. This is the present objective of NCI.

An expansion of the enterprise should be planned, in any event, since this will help to fulfill the employment and income objectives of NCI.

The expansion of the enterprise should be based, in part, upon installation of a sprinkler irrigation system; and also upon increasing the acreage of such crops to about 800 acres by 1974.

The principal investment, other than for the irrigation system, would be for a hydro-cooler and for crop handling and shipping facilities. The SWAFCA (Southwest Alabama Cooperative Farmers Association) experience indicates that about \$100,000 should be scheduled for these facilities during the NCI development period for this enterprise".

This fund would be utilized as follows:

A hydro-cooler for maintenance of quality in certain crops prior to shipping to market	\$40,000
A warehouse & shipping building of about 60 X 100 dimensions	50,000
Packing, handling & warehousing equipment and supplies	10,000
Total	\$100,000

This investment should be made during 1971 in time to assure that these facilities are available for the 1971 crop.

8. A Recreation Enterprise

Finally, we include in the farm enterprise development during 1971-74 a recreation enterprise in hunting, fishing, camping and outdoor experience.

This is in accordance with the views of the Farm Committee. It also is supported by existing leases of hunting and fishing rights that bring about \$4,000 income per year.

The property is well suited for such a development to serve members of the NCI community, and also other people even as far away as Atlanta.

One significant basis for such an enterprise is a general lack of recreation, resort, and outdoor experience accommodations and facilities for black people throughout their regions of residence in the U.S. The growing population of more affluent black people of cities wish and need such services, and have difficulty getting them.

Good technical assistance and financing services may exist for such a development from (a) the National Recreation and Park Association, which has recently added a black advisor and technician, (b) the Farmers Home Administration, in its National Headquarters, and (c) the U. S. Fish and Wildlife Service.

In the absence of a specific survey of needs, we have included in the investment budget an amount of \$50,000 to be used for development of this enterprise. It would be employed for the provision of recreation accommodations and facilities, improvement of fishing sites, etc. between 1972-74.

USDA loan financing would be in view, and technical assistance would be negotiated with appropriate public agencies, including the Fish and Wildlife Service.

THE IRRIGATION, CLEARING, AND DRAINAGE IMPROVEMENTS

The sound development of the NCI properties will entail clearing about 1,000 acres of additional land and the installation of an irrigation system to support high value vegetable crops. It will be desirable also, to improve drainage of some of the land.

These developments have been discussed with the previous owners and the USDA-ASCS personnel who are familiar with the property. The cost of land clearing has also been discussed with Caterpillar Tractor Company, who have extensive experience with clearing similar lands in Arkansas and Mississippi, and have made an up-to-date movie concerning modern land clearing methods, which is available free to CDC members.

The following guides are used for our present financial analysis:

1. Land Clearing*

The lowest cost method for this type of clearing is for NCI to procure a D-7 caterpillar tractor with both shearing equipment and the regular dozer blade. Land intended for pasture use can then be sheared at ground level and utilized pending the time when a more substantial investment is indicated.

*NOTE: The costs and data for the land clearing estimates were obtained through Mr. Ed Wright, Caterpillar Tractor Co., Washington. The Albany dealer was also consulted.

Some portions of the land, having only light growth, may also be cleared completely of stumps with this size of tractor, using suitable equipment. Such clearing would cost from \$60 to \$75 per acre to accomplish if done under contract.

The cost of a D-7 caterpillar tractor and equipment, new F.O.B. Albany, is about \$50,000. The cost of a used re-conditioned unit would be about \$25,000. The used unit would be recommended for NCI.

We have included \$75,000 on the investment budget for land clearing, to be used under whatever plan may be determined as practical.

2. Drainage

The USDA officials state that some of the poorly drained Featherfield land can have adequate drainage if better ditches and outlets are provided. An adequate "fall" in topography is present. No engineering surveys have been made, however, upon which to base costs.

Based on discussions with the ASCS office in Leesburg, we have included \$10,000 in the investment budget to handle improvements of this kind during 1971-74.

3. Irrigation

A working guide for estimating the investment that would be needed to install a sprinkler irrigation system is given in "Selected Horticultural Crop Budgets for South Georgia," Georgia Agricultural Experiment Station, March, 1969. This publication indicates a cost of \$100 to \$150 per acre, depending upon local conditions.

We have included in the investment budget a sum of \$36,000 to provide irrigation for 300 acres at an estimated installation cost of \$120 per acre in 1971 and 1972.

SCHEDULE OF AGRICULTURAL DEVELOPMENTS

The improvements that are described above, in support of NCI's employment and income objectives, should have a "staging" schedule within which adjustments may be made depending upon:

- .The availability of management-entrepreneur persons (or families) that can give creative development efforts to the particular enterprises, and
- .The availability of capital to support an accelerated rate of development.

It may be desirable to shift investment capital from one category to another, to "fuel" a sound development that has attracted the personnel and management that are essential for generating a "success component" of the NCI business community.

After taking such factors into account, the following "Staging" schedule may be used as a guide for the five-year plan of development.

ESTIMATED FIVE-YEAR FARM DEVELOPMENT SCHEDULE

(Note: All Figures are Cumulative)

	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	<u>1974</u>
Field crops and pasture (acres)	2,200	2,300	2,300	2,300	2,300
Vegetables and melons (acres)	300	400	600	700	800
Nursery and floral investment (\$000)		\$10	\$25	\$35	\$60
Fish production (acres)			12	12	25
Pecans (acres)	10	10	50	50	50
Recreation investment (\$000)			\$5	\$45	\$50
Hogs (sows)		60	80	150	200
Beef cows	100	150	200	200	200
Dairy Cows			60	60	60
Acres cleared	100	200	500	800	1,000
Drainage Expense (\$000)			\$10	\$10	\$10
Irrigation (acres)		150	300	300	300
Gross Sales estimated (\$000)	\$300	\$380	\$450	\$575	\$625
NET returns to land and management (estimated) (\$000)	\$130	\$150	\$180	\$200	\$235

NON-FARM ENTERPRISES - 1970-75

Certain premises that were utilized in early planning with the NCI group, reflected in the Phase One Report, have been modified as deeper assessments were made of the management resources of this community, and of the potential for obtaining the essential capital for a rapid development.

The revisions have been in extending the calendar for certain specific kinds of development, rather than eliminating any industrial or business venture from consideration. For example, the processing and sale of meats and other food crops would definitely be kept in the picture, but staged preparations and development of business and technical capabilities - within the NCI group - should precede major capital commitments.

We foresee some such business developments as soundly occurring during 1974-80, rather than earlier, and as the outgrowth of farm-related business units, such as in vegetable and peanut production, processing and merchandising.

The management factor is crucial. The pace of development must be geared accordingly. The rate of sound capital assimilation is determined by the rate at which capable management can be generated - for various enterprises, and not just one or two enterprises, plus farming.

The following description and pres-feasibility assessment of non-farm enterprises reflects the above approach. We have limited the suggested fields for early development, and centered on those that are a) akin to the main farm enterprises, and b) akin to existing interests and latent skills of the poor of the impact area, as these have been described in this joint planning operation.

A. FARM-RELATED ENTERPRISES

1. An Ultra-Modern Peanut Processing Plant

A preliminary analysis indicates that the existing facilities in Southwest Georgia for the orderly processing and marketing of peanuts are inadequate. A part of the problem seems to be that relatively few processors handle too large a share of the crop.

A recent publication* provides a partial analysis of these problems and assesses the future marketing situation for Georgia peanuts. While it is evident that this high-income crop will have a strong position in Georgia agriculture, some definite improvements are needed in local districts so that growers can receive satisfactory services and net returns.

This situation has been considered by Mr. Robert S. Swann and others, with the result that a proposal has been developed by International Marketing Institute to conduct a peanut processing and marketing study. This study can serve as the research

* "Structural Characteristics and Problems of Peanut Marketing with Special Emphasis on Georgia and the Southwest," University of Georgia, College of Agriculture Experiment Stations, Sept. 1960. Author: Dr. Roger Hill.

and development guide for considering the establishment within the NCI project of an ultra-modern peanut processing and marketing facility. The cost of such a study would be \$7,500.

The consideration of such an investment for feasibility work in the peanut field should take into account that this is a high return money crop for many small farmers of this Southwest Georgia area. Unofficial inquiries indicate that many of these farmers are not able to market their crop advantageously or obtain adequate receiving, handling and processing services. The larger and better capitalized farmers are able to own facilities for peanut drying prior to delivery, but smaller growers need readily available services for their crops.

A further consideration is the fact that an NCI peanut processing facility may be able to offer opportunities for more small farmers of the 12-county area to share in the advantages of peanut production, as their main cash crop. This would up-grade the incomes and trade of the entire area.

The peanut crop of this production area goes through the following stages of channeling and processing before leaving the area:

- . Delivery to a receiving and processing plant, for drying and disease prevention treatment.
- . Shelling and grading.
- . Testing, warehousing and marketing.

The peanuts of the area may find their way into four classes of markets a) for edible peanuts and/or peanut butter, b) for peanut oil stock, c) for roasting stock for the unshelled market, and d) for peanut seed.

The producers in the NCI wider community might best be served by a modernized "shelling plant," that could conduct several of the above operations, and also handle orderly marketing in behalf of the members.

The processing entity, in that case, would act as the agent for the members and would buy against the USDA price support provisions, requiring a minimum of operating capital for ownership of inventory.

The guide investment requirement , for a modern processing and shelling plant, with electronic grading equipment (which is considered essential) is \$1 million including the warehousing facility.*

Preliminary guides show that the peanut processing facility might have a high potential for serving the broader twelve-county community. It would not be labor intensive. The year-round labor and management need would be about four or five people. The seasonal requirement might be as high as 20 people, in handling, grading, and warehousing.

We have included the amount of \$7,500 for a 1970 feasibility review in the schedule of essential investments. If a processing plant is indicated the financing should be promoted independent of the initial special Impact financing.

* This estimate is provided by Mr. Willard of the National Peanut Council.

2. A Sweet Potato Processing and Marketing Enterprise

The production of sweet potatoes already enjoys a high-ranking position for cash returns per acre among Georgia crops. It is therefore suitable to serve as a sector for development in the NCI economic program, utilizing an expanding acreage as the basis for a non-farm activity in processing and marketing.

The objectives of such a farm-related business would be to evolve three special markets for NCI sweet potatoes:

As a high grade branded and packed fresh product, sold under contracts to national supermarket companies.

As a dehydrated and processed product for military, institutional and other markets for such goods. This phase would utilize culls and No. 2 grades, removing them from the NCI fresh market, which would be reserved for high quality No. 1 potatoes.

As a protein fortified dehydrated sweet potato-based food that falls into a line of new high-nutrition foods for the emerging new food markets in the U.S. and abroad.

The longer range implications of such a program involve the possibility that NCI can develop a strong position in the production of a whole line of new and fortified foods for distribution in both the commercial and food program markets.

Certain preliminary insights exist that favor a competent feasibility review in this field, embracing the dehydrated as well as the fresh sweet potato markets, and including a preliminary assessment of the use of this enterprise base---along with the peanut enterprise---as an entry point for NCI in the significant field of new and fortified foods.

Certain knowledge and experience are available concerning such a potential sweet potato enterprise. These insights include:

- Several years of experience by Father McKnight's group dealing with the sweet potato situation by poor people in Louisiana.
- A review of the situation with Mr. Floyd McKissick's group in North Carolina, when a Philadelphia-based sweet potato dehydrator opened business discussions concerning acquisition of a capital interest.
- A preliminary review with several food scientists of the potentials for using dehydrated sweet potatoes as the bulk base for a high protein food.
- A preliminary review with several produce marketing firms concerning the potential for advantageous sales of graded branded sweet potatoes by such producers as NCI.

These reconnaissance inquiries indicate that a) a promising field for business development may exist here, b) it would need capable business promotion, based on such production as NCI is capable of providing, c) the potential for a linking together of several producing units, including Father McKnight's, should be within the development vista, and d) this field of potential NCI business development surely warrants an investment in the basic feasibility review that will be needed to determine whether it warrants inclusion in the NCI economic development program.

The growing market for sweet potatoes for an increasing population in major U. S. cities -- plus an existing high returns status of this crop in Georgia -- add interest to this business sector.

We have included the provision of a sum of \$15,000 in the investment schedule to finance the essential next step feasibility and enterprise promotion services in 1970.

3. A Versatile Meat and Vegetable Processing Facility and Food Enterprise

NCI will produce animals (beef and hogs) that are suitable for conversion into various meat products for urban markets, such as fresh dressed meats; packaged and frozen beef and pork; cured hams, bacon, sausage and related products; scrapple, head cheese, chitterlings and meat specialties; and even snack meats and bar supplies.

NCI will also produce vegetables that are suitable for processing for urban markets, such as fresh graded vegetables and melons, frozen packaged vegetables; and canned vegetables.

Three factors of comparative advantage might be available for NCI in these fields of farm-related food enterprises:

- . The State of Georgia, and the Southern region, have annual deficits of meats, fruits and vegetables--- plus an increasing population---making generally

- strong and expanding markets for such food products.
- . NCI, as a black-oriented business entity, may have advantageous access to the food markets of inner cities, via emerging black wholesale firms that serve these ethnic markets, as discussed in pages 13, 14, and 15.
 - . NCI possesses a good block of land, and a potentially good labor pool, that can be utilized in these fields of food production.

Certain information and insights have been developed concerning these and other factors that would be considered in a review of feasibility.

3a. The Meat Supply and Marketing Situation.

Contacts with wholesale meat firms of Albany, Georgia, such as Hormel, Armour, Lykes, and Moree Packing Company indicate that about 60% of the meat supply of this market is shipped in from mid-west points, such as Chicago and Omaha. Wholesale prices are based upon Chicago prices plus freight. A generally strong market for live cattle and hogs exists in Albany. Moree is a principal buyer of live animals for local processing.

It is reported (by Armour's pharmaceutical products representative for the area) that fattening of beef for good market grades is difficult due to wet climate and excessive infestations of parasites in the animals---more difficult to control than in the mid-west. Producers that

use systematic pest and disease controls and good management, however, are able to benefit from the area's chronic meat deficit.

3b. The Inner City Market for Meats

One Detroit-based food wholesale company that serves markets in at least eight major cities, has incentives for adding wholesale meats to its lines of food products which now center in vegetables, fruits and food specialities. This firm, typically, would welcome supply arrangements, but would insist upon quality, grades and business performance fully up to prevailing standards in the trade.

Such a company -- and there are others -- would be available in due time for contract supply negotiations by such an organization as NCI.

3c. The Problems of Size, Management and Capitalization

Successful vegetable processing plants of the U.S., generally speaking, need to operate at least six months of the year in order to avoid excessive fixed overhead costs. Meat processing plants and enterprises must attain sufficient size and volume of production in main meat lines so that slaughter materials may be converted into saleable by-products such as sausage, tripe, frankfurters, etc.

instead of being wasted. Also, the size must warrant arrangement for public meat inspection, which is required by law. In either case, the processing of meats and vegetables is a capital intensive enterprise that requires advanced technical, scientific and management resources.

Such stringent requirements in size of business and trained personnel would tend to preclude the entrance into these fields of food production and processing by NCI under usual conditions and for conventional markets, facing usual competition.

It is possible, however, in this particular situation that NCI might evolve capabilities to enter these sophisticated products fields. It would be a growth process, and might be achieved through a route that is now discussed in the following summary section. \$15,000 should be scheduled in 1970 for feasibility studies.

4. Summary - A Possible Evolution of an NCI Food Production Enterprise

It is a foregone conclusion, we feel, that NCI should not undertake at an early date the processing of meats and vegetables into food products for urban markets. Nor should NCI attempt to enter conventional production and market fields in food lines; but should rather find what special product fields and markets are open for its food supply capabilities.

A sound order of development that might take advantage of all basic opportunities is suggested as follows:

- a. Produce an expanding acreage of vegetable crops and melons under contracts, to develop experience in these product fields, and to develop management personnel.
- b. Develop the sweet potato enterprise, if possible, to the point of producing graded, packaged and branded sweet potatoes, and also dehydrated sweet potatoes.
- c. Explore via sweet potatoes, vegetables and other food crops, the fields of new, speciality and "fortified" foods; including the possibility of developing a production of protein fortified dehydrated sweet potatoes.
- d. Establish strong marketing and special supply arrangements, if possible, with competent urban food firms.
- e. Then, possibly as an advancement through business and management growth, consider the installation of an ultra-modern speciality food processing and production plant at Featherfield.

Following this approach, we recommend a focussing for the 1970-74 period upon (1) expansion of vegetable and melon production under selective contracts, (2) the potential in establishing a peanut processing facility and enterprise, (3) the potential in developing the sweet potato enterprise, and

(4) the development, collaterally, of an entrance into speciality food production as management capability and experience in food fields is evolved.

We have included, accordingly, the following funds in the investment budget to provide for technical and business services that will be essential to serve and promote a development:

Feasibility work on peanut processing	\$ 7,500
Feasibility work and business services on sweet potato enterprise development	15,000
Feasibility work and business services to assist in development of special contract markets for NCI meats, vegetables and processed foods	15,000
Total	<u>\$37,500</u>

B. ENTERPRISES NOT DIRECTLY RELATED TO FARMING

The geographical and trade area within which the Featherfield properties are located is an economic growth sector. Albany illustrates this by being the site for operation of an increasing number of branches and subsidiaries of major U.S. business firms, such as: Firestone Tire and Rubber Company, Fruehauf Trailer Corporation, Detroit Mobile Homes, The Armour Company, Foremost McKesson, Gravely Tractor Company, General Electric Supply Company, and Federal Pacific Electric Company.

The Industry Committee of NCI has appropriately considered the possibilities of establishing an industrial park adjacent to the railroad siding and the highway on the Featherfield property, and undertaking to attract or establish

several industrial production and service enterprises. The professional group has also made preliminary investigations of these possibilities.

Several of these units of experience are:

1. H.J.Heinz Company - Pittsburgh, Pennsylvania

Mr.Chuck Berger is Director of Corporate Planning for this company, which has three main components: a) Heinz, U.S.A., b) The Starkist Company, and c) Ore-Ida Foods, Company, Incorporated. The Heinz, U.S.A. unit handles such developments as a new producing plant in the Southern region.

Establishing such new plants is done rather infrequently. Another is not expected for five or ten years. Rather recently, the Heinz Company responded to a similar civic need, such as would be represented by the NCI project, and established a new production unit in Cleveland, Mississippi, for processing mainly tomatoes and cucumbers.

Mr. Berger expresses a constructive policy. They are interested as a company in helping to solve the basic social-civic problems that NCI is designed to alleviate.

A business arrangement is not in prospect here. If discussions are desired, the person to see is Mr. Ed Osborne, Vice President for Operations in Research and Development.

2. Campbell Soup Company - Camden, New Jersey

Mr. E. V. Cattrell, Agricultural Analyst and a Campbell Soup Company veteran, is well informed about corporate policy and the situation concerning building new processing

plants and making vegetable production contracts in Georgia.

Campbell's experience in moving production into the South has been attended with some difficulty, but is generally successful. Mr. Cattrell expressed a fair racial employment policy. Their central problem now is in getting a good labor supply at what is considered acceptable labor costs. We count this as a significant factor in NCI's favor in dealing with any such major companies, since stability and competence of the labor pool -- rather than wage rates, per se -- are the problem factors.

Campbell does not intend, in Mr. Cattrell's opinion, to build any more plants soon in the South, and probably could not accede to an NCI negotiation for a plant on its property. Campbell does operate an okra processing plant, however, at Cairo, Georgia, 60 miles from Albany. This is the Joseph Campbell Co., a subsidiary. They are having increasing difficulty in getting harvesting labor for their contract production. If and when NCI is sufficiently stable, and has land in shape for production, Campbell would be glad to discuss okra production contracts.

3. Western Electric Company - Atlanta, Georgia

Our contacts with this company have been (a) previously with the New York international headquarters, concerning telephone repair contracts for ghetto employment

programs in 1968, and (b) recently with Atlanta regional staff leaders concerning the NCI project.

The main discussions were with Mr. Rufus Merritt of the Regional Equal Opportunity Office, Western Electric Co., Atlanta. His chief is Mr. Paul Waring, Manager for Personnel and Public Relations work in this field, also. The address is 6701 Roswell Road, Atlanta, Georgia 30320.

Mr. Merritt says Western Electric is actively interested in developing constructive business relationships with capable black groups and companies. Some such enterprises have been undertaken, mainly outside of the South.

Mr. Merritt says it is very desirable that the negotiating group have more than "just ideas," and be able to present a well thought-out proposal, in realistic business terms. A proposal to handle repairs of telephone and other equipment would be a good field of interest. Developing such a proposal should be preceded by a gathering of facts. Mr. Merritt would be glad to assist and give counsel.

4. Major Food Companies

A survey is available of twelve major food companies -- made during the months April - August, 1969, concerning their business policies and resources that might be utilized by minority business firms -- under sound business contracts -- in development of successful food enterprises to serve ghetto

markets. This was done under the auspices of the OEO Fortified Food Project, funded through the Interracial Council for Business Opportunity.

Corporate officers of major food companies, such as Monsanto, General Mills, General Foods, Pillsbury, Ralston Purina, and Nabisco were interviewed. The guides from these contacts are (a) that most major companies are sincerely open to sound proposals from minority business units and groups, (b) capable negotiations are rare - the representatives from such a group as NCI should be well prepared, and perhaps assisted by personnel who understand the corporate business fields, and (c) if the proposals are basically sound, major companies are prepared to provide financing and technical assistance.

It is our belief that mutual interests actually exist between such organizations as NCI and major U.S. companies. NCI has a trading position of strength due to: (a) possession of good land and a good labor pool, (b) possession of ethnic business relations and marketing assets, and (c) a sound location in relation to an expanding local, regional and big city market.

A provision has been made in the 1970 investment budget for \$10,000 for business and technical services to assist NCI in its industry search.

C. A Specialty Garment Making Enterprise

In addition to negotiations and business promotions among major U. S. companies for location of a production facility at Featherfield, we believe it may be possible to organize and establish at least one light industry under NCI ownership during 1971-1974.

The type of enterprise that seems to be favored by the NCI Industry Committee is one in the manufacture of specialty garments, such as sweaters, jeans, youth wear, athletic clothing, ladies' purses, accessories, etc.

It is felt that a successful specialty garment unit can be established by NCI, taking advantage of preceding experience and guides, and that it will contribute favorably to creating an essential employment base in the community.

1. A Description of this Enterprise

The specialty garment and accessory enterprise, as considered here, usually produces under contracts for U. S. clothing wholesalers and distributors, or for major garment manufacturers, such as the Villager in Philadelphia.

The products may be T-shirts, blouses, athletic garments, sweaters, banners, shirts, handbags and clothing accessories. The extent of actual manufacturing and fabrication varies. It may include cutting the material as well as sewing, or only finishing pre-assembled goods. The service may include silk-screen printing of the garments or materials such as printing school insignia on sweaters.

The production unit is a heated (in season) work area equipped with industrial sewing machines, work tables, packing and storage space, office, etc.

All work is performed, as a rule, under specific contracts. These specify the job, the quality standards and controls, prices, delivery points and dates, etc.

The production workers are usually paid the statutory minimum wage. Trainees receive less. Skilled technical supervisor, trainers, and management are required.

2. Investment and Development Guide*

The previous Southern experience, and other guides in this industry, indicate that the smallest viable size for this enterprise is that which will employ about 80 production workers.

Such an 80-worker production unit will require about 50 industrial type sewing machines that may range in cost from \$300 to \$800, depending upon the kinds selected. A guide cost for planning is \$450 each. These would be supplemented with cutting equipment costing about \$4,000 and pressing and clothes handling equipment costing about \$2,000. A silk-screen printing unit is highly desirable for qualifying the unit to handle contracts for printed garments, such as for school

* These data were provided by Mr. Al Lewy, advanced consultant in textile business fields, Washington, D. C.; previously with Southern Rural Action, Inc., and now on assignments in the Montgomery, Alabama, area.

sweaters with insignia, etc. Such a silk-screen unit may cost \$8,000, supported with an art room with art supplies of another \$1,000. Work tables, warehousing and handling, and other installations, and various tools and supplies would entail investment of another \$12,500, making the total investment for such an 80-person unit, not counting building or operating funds, at about \$50,000.

The gross sales from this 80-worker unit will vary, depending on the class of work performed. The gross returns on invested capital, under good management, will be within a range of 8 percent to 15 percent. For the smaller 80-person work force unit, it may be forecast at 10 percent.

The next logical size of an operation in this field would be one to employ about 200 people. It would utilize an additional foreman-engineer, 2 section floor ladies, 4 more service girls and 2 office people.

The fixed capital investment for this larger unit, based upon machinery and equipment for use by 200 workers, would be approximately \$100,000, exclusive of building and operating funds.

The building requirements for the smaller unit might be a floor space area of about 5,000 square feet, with an estimated cost of \$40,000; and for the larger unit, about 8,000 square feet, with an estimated cost of about \$65,000.

A rate of returns on invested capital of 12 percent might be achieved with the larger unit.

Recommendation

It is recommended that the establishment of a specialty garment-making enterprise be scheduled for 1971-72, subject to the findings of a 1970 feasibility analysis. That analysis, for which \$10,000 is included under suggested investments, should be relied upon to determine the size of the unit to be established.

DEVELOPMENT INVESTMENT BUDGET

The foregoing description of farm and non-farm development sectors for 1971-74 provides the basis for an investment budget to activate and support this development program. It is a composite and summary of the suggested capital provisions that are included for each enterprise, for example, a provision of \$60,000 to establish a hog production operation to utilize farm-produced corn and other feeds.

The Georgia research data, from sources listed previously in this report, have been utilized in developing most of these capital investment guides. Other information has been obtained from business firms of the State and area, i.e., those in the landscape and nursery business. Other information, such as impressions of local agricultural persons concerning drainage and irrigation costs and potentials have been obtained from public agency officials.

One helpful source of information concerning the capital requirements for farm enterprises is the actual cost data from the Georgia Agricultural Experiment Stations, such as the Coastal Plain Experiment Station at Tifton, Georgia, directed by Mr. Frank P. King. Medium-sized hog, cattle and dairy enterprises have been developed "from scratch" at such research centers. Such cost data is more relevant to the Featherfield situation, perhaps, than reported average investments in going-

concern farms, since such enterprises must be developed from time of inception in the Featherfield program.

Analysis of these various sources of information make possible the development of the over-all farm and business investment budget that follows, broken down into major categories of expenditure.

The amounts shown do not include: (a) land costs, since the land is already in possession of NCI, or (b) net losses from time of beginning of the particular enterprise until break-even is reached.

The components for non-farm enterprises are limited to (a) provisions of technical and business development funds to support essential fact-finding and business negotiations upon which sound investment decisions can be made, and (b) provision of a lump sum fund of \$100,000 to be available when, and as, such decisions are made concerning non-farm enterprises.

The budget is as follows:

INVESTMENT BUDGET 1971-74

<u>Class of Investment</u>	<u>Amount</u>
<u>Farm Enterprises</u>	
Hog and Pork Enterprise (200-sow basis)	
Breeding herd	\$ 23,000
Buildings and water system	24,000
Misc. equipment and inventory	<u>13,000</u>
Total	\$ 60,000
Beef Enterprise (200-cow basis)	
Breeding herd	\$ 40,000
Establishing and fencing improved pastures	10,000
Structures, equipment and inventory	<u>10,000</u>
Total	60,000
Dairy Enterprise (60-cow basis)	
Cows, heifers and calves	\$ 30,000
Buildings and milk handling facilities	40,000
Establishing and fencing improved pastures	3,000
Equipment and delivery facilities	<u>17,000</u>
Total	90,000
Vegetable Handling and Shipping Facilities*	
Grading, packing and shipping building	\$ 50,000
Hydro-cooler and unit	40,000
Other essential equipment and supplies	<u>10,000</u>
Total	100,000
Nursery and Floral Enterprise	
Greenhouse, lath-houses and other structures	\$ 20,000
Rototillers and other tools and equipment	15,000
Packing, shipping and service facilities	10,000
Supplies and plant inventory	<u>15,000</u>
Total	<u>60,000</u>
Sub-total (Carried Forward)	\$370,000

Note: *The estimates for the vegetable enterprise were developed with assistance of Robert Swann's review of the SWAFCA investments in handling and shipping facilities.

<u>Class of Investment (Continued)</u>	<u>Amount</u>
Sub-total (Carried Forward)	\$370,000
Pecan Enterprise (40-acre basis)	
Lump sum for tree stock and cash costs of care	12,000
Recreation Enterprise	
Guest accommodations and facilities	\$ 40,000
Improvements to recreation sites	<u>10,000</u>
Total	50,000
Fish Production Enterprise (Cat Fish)	
Land improvements and water system (12 acres)	\$ 24,000
Tractors, machinery and equipment	18,000
Miscellaneous items and inventory	<u>6,000</u>
Total	48,000
<u>Land Development and Irrigation</u>	
Irrigation system for 300 acres @ \$120/acre (Based on "Selected Horticultural Crops for S. Georgia." No engineering data available)	\$ 36,000
Land clearing, 1,000 acres @ av. \$75/acre (Based on assumption of light clearing and Caterpillar Tractor Company guides)	75,000
Drainage, lump sum (Based on information about outlets and cost estimates from ASCS officials for Lee County and Mr. McKinnery, former owner)	10,000
Utility Warehouse Space	<u>10,000</u>
Total Land Developments	<u>131,000</u>
Sub-total (Carried Forward)	\$611,000

<u>Class of Investment (Continued)</u>	<u>Amount</u>
Sub-total	\$611,000
<u>Non-Farm Enterprises, Technical Assistance and Business Promotions</u>	
Peanut enterprise, feasibility and market analysis	\$ 7,500
Sweet potato enterprise, feasibility and market analysis	15,000
Meat and vegetable processing and marketing, feasibility and marketing analysis	15,000
Business promotions in major corporate sector	10,000
Garment Factory feasibility analysis	<u>10,000</u>
Total	57,500
Non-Farm Enterprise Equity Capital Fund*	<u>100,000</u>
1970-1974 Total Investment Budget	<u><u>\$768,500</u></u>

* This fund of \$100,000 should be requested and provided for use as equity capital by NCI in obtaining essential conventional loans and investments for non-farm enterprise developments.

CASH BUDGET

FARMING OPERATIONS
(1970)

	<u>Receipts</u>	<u>Expenditures</u>	<u>Receipts</u>	<u>Expenditures</u>	<u>Receipts</u>	<u>Expenditures</u>	<u>Receipts</u>	<u>Expenditures</u>
			April - June	July - September	October - Dec			
<u>OPERATIONS</u>								
(1) Specialized			\$ 7,750	\$ 105,500				
(2) Vegetable Crops				80,000			\$ 20,000	
(3) Specialized			35,000					
(4) Operations			1,775	1,000			1,000	
(5) Crops								
(6) Operation								
(7)								
(8)								
(9) and Hunting	\$ 4,000							
<u>EXPENDITURES</u>								
(10) Equipment								
(11) Purchase Contracts								850
(12) Purchases								
(13) Lease Contracts			52,300					
<u>RECEIPTS AND</u>								
<u>IN (LOSS)</u>	\$ 4,000	\$ 96,825	\$ 186,500	\$ 37,500	\$ 21,000	\$ 7		
		(\$92,825)		\$149,000				(\$50,770)

ers cost of Warehouse.
sumptions on page 70

CASH BUDGET
FARMING OPERATIONS
(1971)

	January - March	April - June	July - September	October - Dec
	<u>Receipts</u>	<u>Receipts</u>	<u>Receipts</u>	<u>Receipts</u>
	<u>Expenditures</u>	<u>Expenditures</u>	<u>Expenditures</u>	<u>Expen</u>
<u>OPERATIONS</u>				
(1) Specialized)		\$ 7,750	\$ 7,750	
(2) Vegetable Crops		50,000	50,000	\$ 26,500
(3) Specialized)		46,500	37,000	\$ 1
(4) Operations		1,775	900	
(5) ops)				
(6) tion				
(7)				
(8) .	\$ 10,000			
(9)		\$ 4,000	2,000	2,000
nd Hunting				
<u>EXPENDITURES</u>				
quipment				
urchase Contracts (10)				
urchase Contracts (11)	850			
Purchases				
hase Contracts (12)		17,030		
(13)		3,000	3,000	
g				
ECEIPTS AND				
		\$ 4,000	\$215,500	\$ 29,500
N (LOSS)	(13,850)	(122,055)	\$114,350	(\$43,770)

sumptions on following page.

NOTES AND ASSUMPTIONS TO SCHEDULE A

- (1) As per Georgia research guides, based on constant gross sales of \$167,000 per annum, less supplies (financed).
- (2) Assume 1,550 man/days (10 hrs./day) @ \$1.00/hr. with projected crop mix.
- (3) Based on gross sales of \$135,000 (1970 crop) and \$175,000 (1971 crop), less seed, fertilizer, insecticides (financed). \$100,000 vegetable expansion investment as noted on Page II-37.
- (4) Assume 7,000 man/days (1970) and 9,350 man/days (1971) (10 hrs./day) @ \$1.00/hr. with projected crop mix.
- (5) Farm Machinery Costs in Georgia, June, 1969. (Georgia Agricultural Experiment Station Bulletin.)
- (6) \$12,000 pecan investment assumed postponed until 1972.
- (7) Required investments in cattle and hogs assumed to cover labor costs.
- (8) Assumed investment in floriculture presumes favorable feasibility study.
- (9) Recreation investments of \$2,500/quarter represent first stage of development of larger recreation enterprise.
- (10) See Section on "Machinery, Equipment, and Supplies," for complete equipment list.
- (11) Payments represent contract terms on one truck, 2 tractors at 15% per year for two years.
- (12) Projected payments assume half of remaining required agricultural equipment purchased outright, other half purchased on two-year purchase contract -- 1/3 down, 15% interest per annum on unpaid balance.
- (13) Assume \$50,000 land clearing costs spread equally over 48 months.

FINANCING ARRANGEMENTS AND SERVICES

Certain sectors of NCI production and development lend themselves to utilization of conventional public and private financing; others will clearly require special provisions of equity capital and guaranties against loss by banks or other credit institutions.

The financial management of the project will be enhanced by an analysis to determine which sectors are basically "bankable," which are inherently "non-bankable," and which can be made "bankable" by a strategic use of precious pledges, grants and guarantes.

Let us take the 1970 farm production financing as the example. It is basically non-bankable in conventional terms because a) no track record exists for NCI, b) guarantes do not exist, and c) the security offered by crop and chattel mortgages, in the lender's eyes, are inadequate to off-set risks attendant upon inexperienced management.

1. Contract arrangements for technical and business management can be made, for example with Tuskegee and Fort Valley professional services people.
2. Crop mortgages can be offered on a potential of \$166,762 of non-contracted crops, with the peanut crop acting as the main assignable source of gross income. An assignment of that income can be offered.
3. Production financing can be drawn from the contractor of 300 acres of vegetable crops.

If \$100 per acre is obtained, this provides \$30,000 of production financing.

4. Any durable machinery, equipment, and livestock acquired can be mortgaged to a lender, being bankable at about 50% of their purchase values.

5. Purchase contract financing can be used.

None of these financing components may be adequate - or be activated - perhaps, without the provision of strategic guarantees and equity capital. The peanut production, for example, may be "unlocked" by arrangement of a bank credit of \$50,000, based on a guarantee and the crop mortgage.

The purchase of essential livestock and equipment may be "unlocked" with a loan of \$50,000, based on a guarantee and a chattel mortgage in the property purchased. Or, an overall "bank line" of \$150,000 for 1970 production might be arranged through use of crop and chattel mortgages, assignments of income, and a guarantee of \$100,000 - all predicated upon the contract use of capable business and technical assistance with the costs for this paid from the proceeds of loans. Such approaches, we feel, are essential for handling operating financing.

The lending services of USDA, and of the Farm Credit Administration, probably will not be available for use by NCI during 1970 for operating or development financing due to policy restrictions, slowness, and civic-political-racial factors.

It will be essential, we feel, that a \$100,000 equity investment fund be made available for strategic use in the non-farm business and industrial development fields. This would be used similarly to unlock other investment and loan capital, and enable NCI to utilize, without frustration, the opportunities that are made available through the budgeted business development and promotion activities.

C. THE EMPLOYMENT AND INCOME BASE

The labor requirements for the kinds of crops and live-stock operations shown in these projections are approximately as follows:

<u>Crop or Enterprise</u>	<u>Unit</u>	<u>Man days per Year Per Unit</u>	<u>Man Day Requirements</u>	
			<u>1970</u>	<u>1974</u>
Vegetable crops, average	Acre	15.0	7,500	18,000
Corn	Acre	1.0	335	500
Peanuts	Acre	2.5	825	1,250
Soy beans	Acre	.3	165	120
Pecans	Acre	2.0	20	200
Hay and pasture	Acre	.5	205	250
Hog production	50 sows	450.0	-	1,800
Beef production	100 cows	600.0	-	1,200
Dairy production	60 cows	720.0	-	720
Recreation enterprise	Entire	720.0	-	720
TOTALS			9,050	24,760
Percent seasonal approx.			75%	65%

The implications are that these NCI agricultural operations may offer productive year-round employment to about 10 people in 1970, and 40 people in 1974, exclusive of land development work. When seasonal employment, enterprise management and over-all management are taken into account, the employment base provided by the agricultural operations by 1974 is projected at 50 families.

CONCLUDING FINDINGS AND COMMENTS

The authors of this analysis are well aware of the marginal characteristics of the farming industry in the U.S.. A planned community provides leverages for overcoming the prime causes for this generally low performance of agriculture through:

- A good selection of specific farm enterprises.
- Adopting superior management practices - better than generally prevail on small farms.
- Reaching higher yield markets by superior merchandising of products.

A utilization of these potential advantages in the NCI operations is clearly the sound way to offset countervailing disadvantages that may accrue in a pioneer community development.

Competent business and technical management must be employed to achieve the results that are described as being attainable. If good management is used, and allowed to function, this project can be a success. The land resources are adequate to serve as a foundation for the production that is scheduled.

We find as follows:

1. A production capability exists to produce sufficient income to cover the 1970 real estate payment obligations.
2. Capability exists to assure payment of real estate obligations from farm income during 1971-74.
3. A capital investment of about \$631,000 is recommended to support an essential development of farm enterprises during 1970 through 1974.

4. An investment of \$72,500 is recommended in feasibility assessments, technical assistance, and business promotions that are needed to support and guide the essential non-farm enterprise developments. Failure to energize this work, on a sound professional level, with such an investment, will jeopardize the success of the development.

5. The agricultural component of the NCI Community development has the capability to offer an economic and employment base to about 50 families in five years, through rather intensive crop and livestock production; plus significant seasonal employment.

6. The main employment opportunities must be generated, however, in the non-farm development section. The farm-related enterprises, in food processing and marketing fields, are of particular interest.

7. We recommend that NCI arrange, under contracts, for provision of business and technical management assistance during the crucial 1970 production and development season; considering the personnel resources of Tuskegee Institute and Fort Valley College as possible sources of such vital assistance.

LAND USE PLANNING AND THE HOUSING PROGRAM

1950

LAND USE PLANNING FOR NEW COMMUNITIES, INC.

A. The Task of the Consultant Team

The task of the consultant team was to examine the New Community projected site (5,735 acres located in Lee County, Georgia) and determine a land use plan for this new community. The land use plan is to incorporate provisions for the following land uses: agricultural, industrial, utilities, housing sites, commercial, administrative services, recreational, educational, and community facilities. At the same time, the team was to determine the location of the first group of houses. This report presents the consultants' considerations and recommendations.

At the outset of the project, the team began by reviewing the information compiled at the Featherfield Farm Charrette and other pertinent data. From this information we felt a need to derive a graphic representation of the community structure as indicated by the participants of the Charrette, before we could proceed with the development of a valid land use plan.

B. Program Objectives

First, we examined the two central purposes of the New Community program: (a) to create an economic and employment base for as many new families as possible, and (b) to improve the social, civic, and community services to these families, as stated in the Phase I Report. Then, in order to

meet these objectives, we attempted to develop the Town Structure.

We have also tried to graphically present the forces in the formation of the Town Structure.

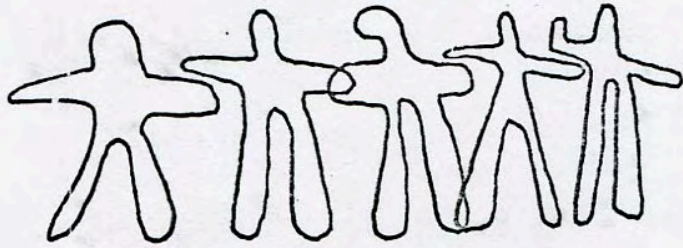
C. The Planning and Design Process

The planning and design process leading to the proposed land use plan was based on a series of overlapping steps involving inputs from Featherfield Farm Charrette, and decisions of the consultant team. The major elements of this process were:

1. Examination of the Town Structure
2. Site Analysis

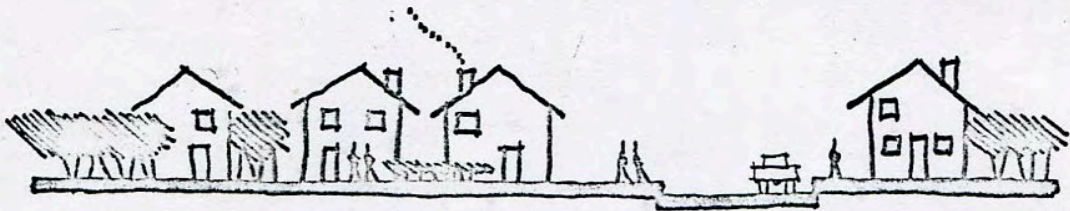
1. Examination of the Town Structure

what makes up a town?



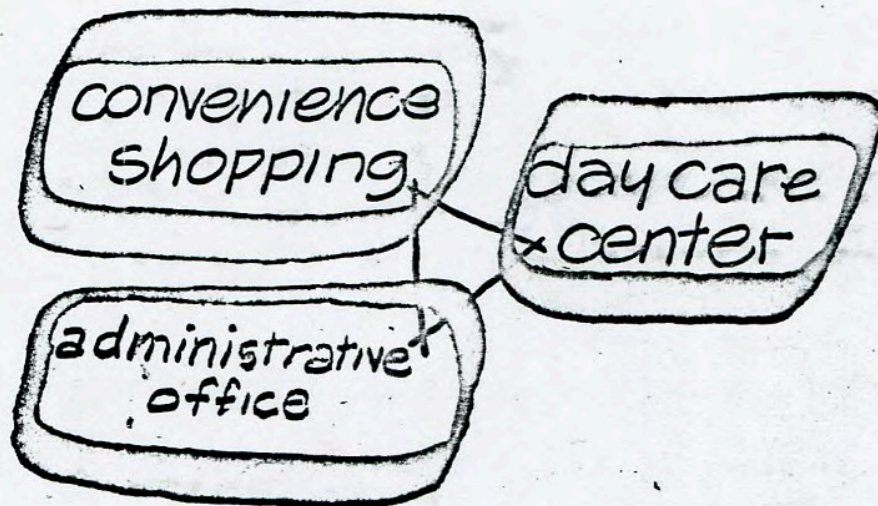
the people

who will live in the communities.



The first community should
accommodate
150-250 families.

It is planned around a
community center
which should provide:

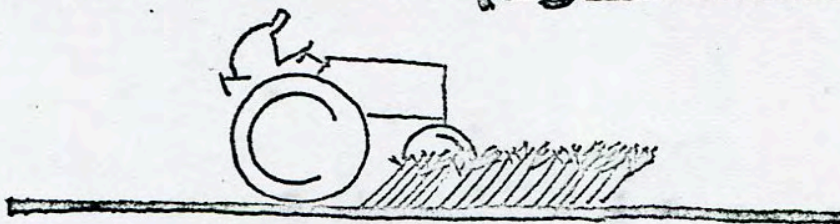


also recreation



where will the people work? ²

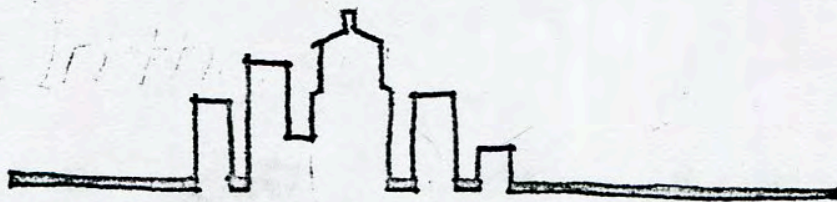
1. on the farm (agriculture) ^{*}



2. in the industry ³ ^{*}

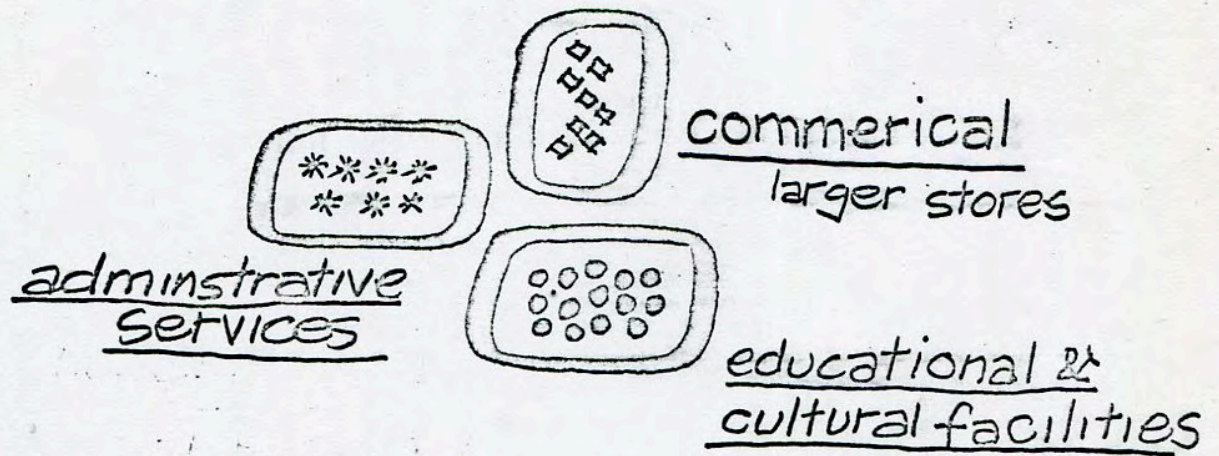


3. in the town center ⁴ ^{*}



As the community grows
 it must plan for its own
town center

what is a town center?
 it has 3 functions:



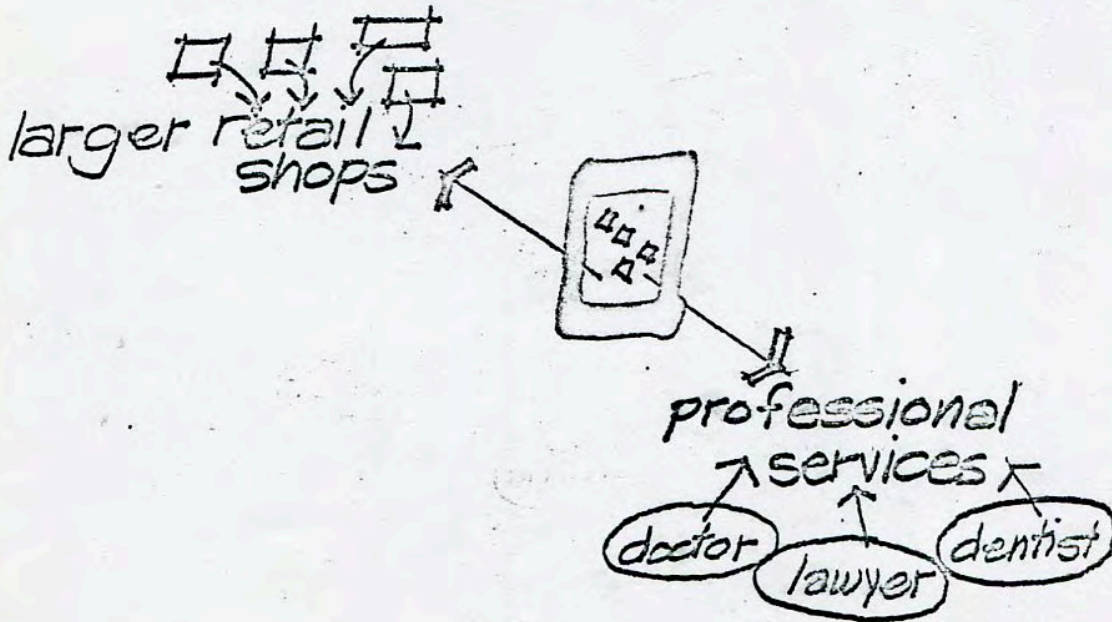
town center functions

administrative services

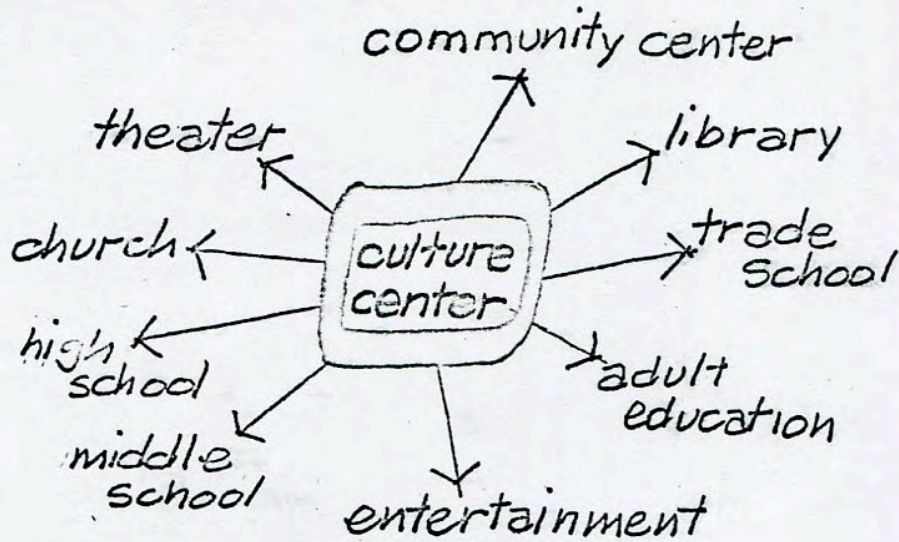
are:



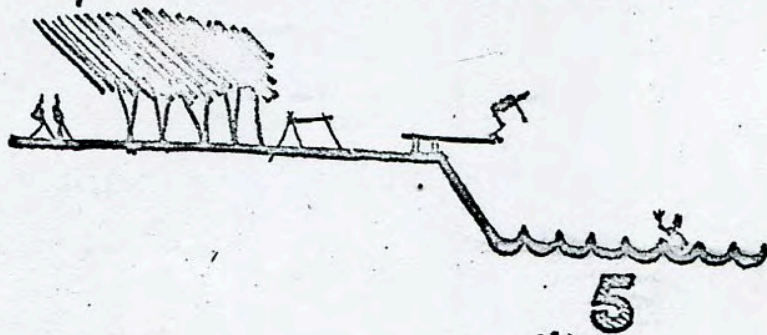
Commercial IS:



and the educational and cultural facilities would include:

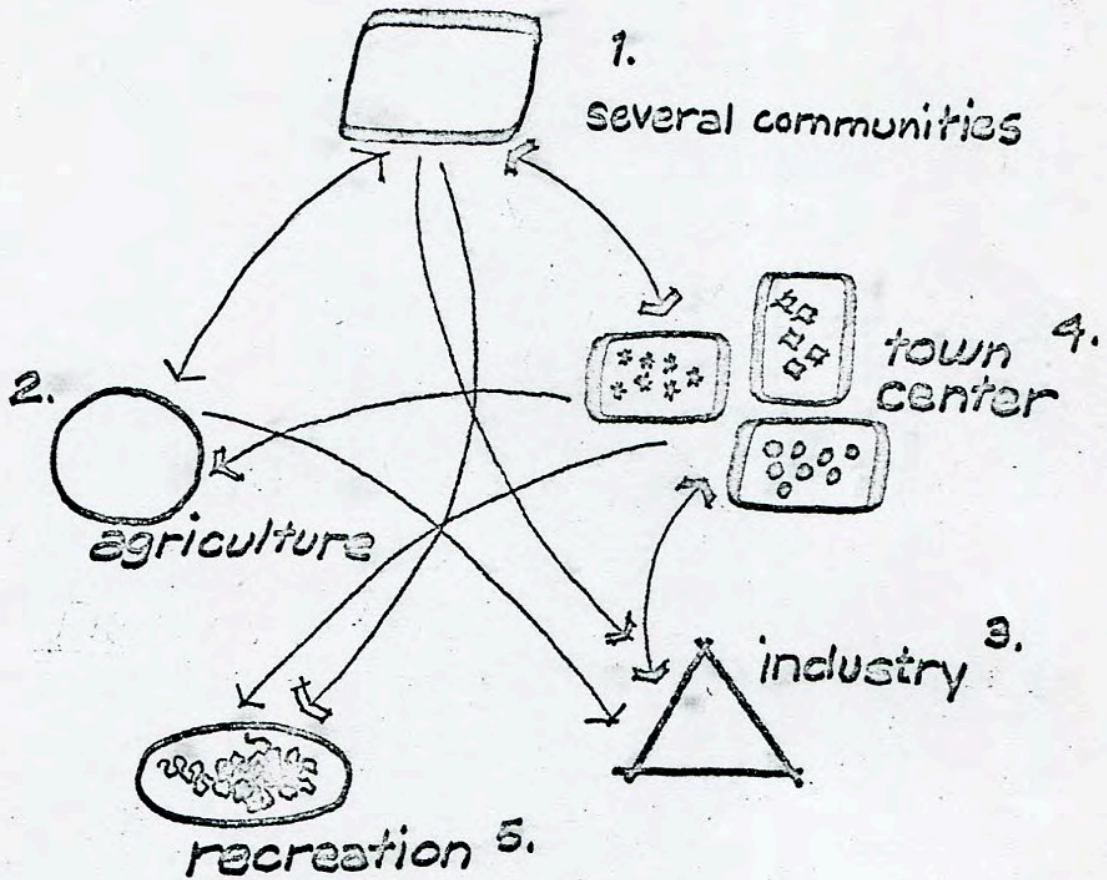


a fifth force which will require land use is:



recreation

The eventual
new town structure
 would include:

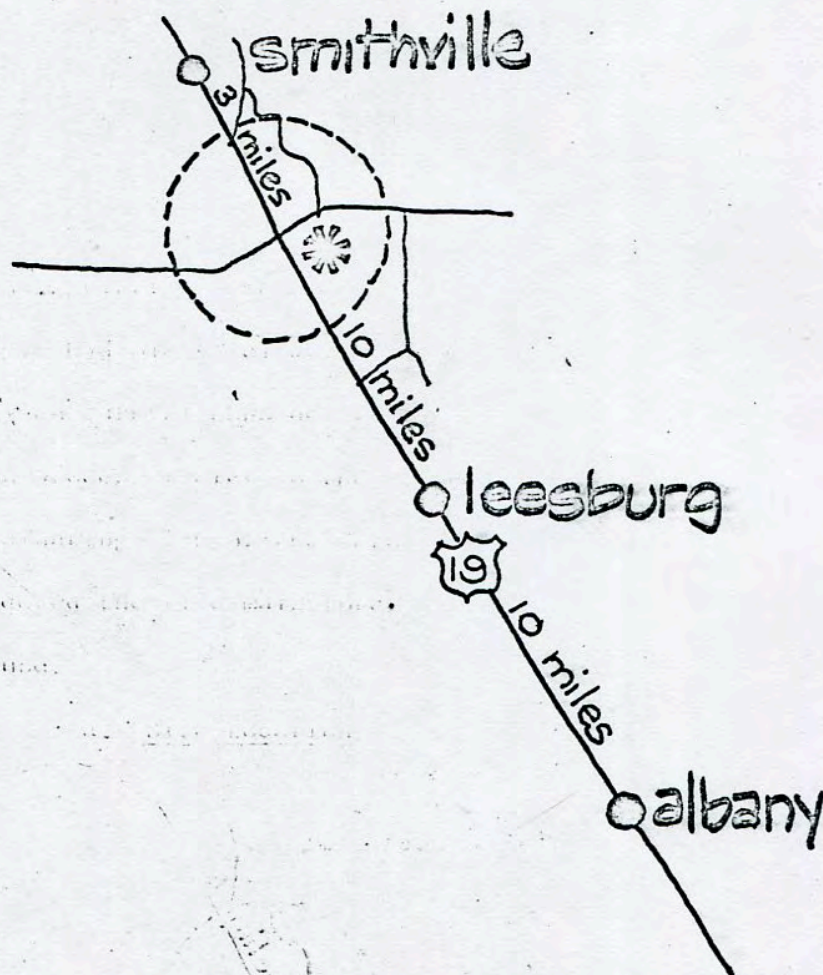


These 5 forces are the
 principle factors for which
 we will provide land.

2. Site Analysis

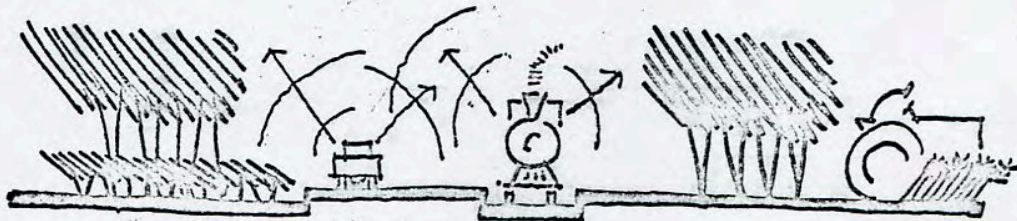
An investigation of the site in terms of its geology, hydrology, climate, winds, and vegetation was given careful consideration in the planning and design process (refer to the site conditions -- Map 1). In evaluating each of the natural conditions, we considered the five main forces which determine land use.

a. Site Location



b. Site Access

The site is divided by U. S. Highway 19 and the Central of Georgia Railroad. This highway serves as the principal traffic artery for tourists traveling to Florida. For this reason, the consultant team limited the number of access points to the highway and felt it necessary to discourage any development along the highway. We felt that the typical roadside commercial establishments would be more of a detriment than an asset to the new community. Therefore, the consultant team would encourage the use of this land along the highway and railroad for the development of a physical buffer of trees. This would act as a sound buffer as well as enhancing the environment.

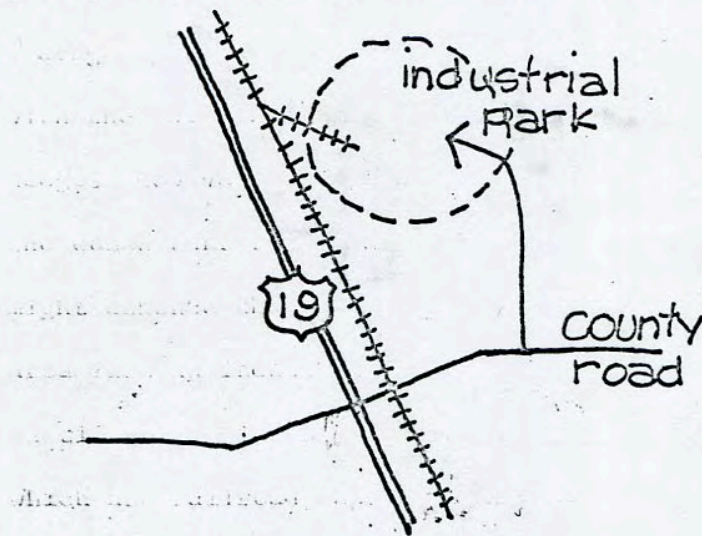


c. Industrial Park

The railroad played a key role in the selection of land use for industry. Industry will be dependent on the highway and the railroad siding. The existing siding might be used if it is negotiated with the railroad company for improved usage. However, it is the opinion of the consultant

team that its relocation might enhance the expandability of this area into an industrial park. The initial selection of land for industries which are railroad-dependent will be essential to the orderly growth of the community.

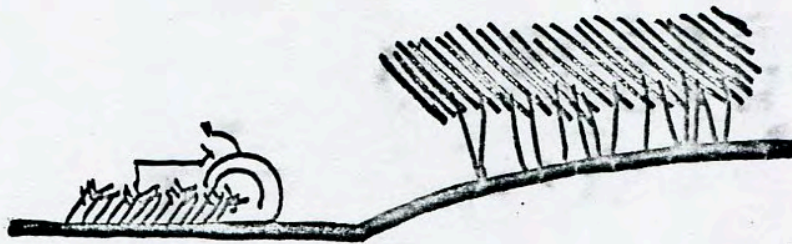
Another important consideration in site location is the need for vehicular access to the industrial park.



The team felt this access road should be located within the site off the county road, not crossing the railroad from U.S. Highway 19 nor cutting through the planned buffer zone. The area selected by the team is east of U. S. Highway 19 and north of the country road.

d. Vegetation -- Agriculture and Timberland

The character of the site is divided between openland and timberland.



The open land is now partially cultivated with the following crops: corn, watermelon, peanuts, and feed grain base. The timberland is in hardwood and pulpwood. The selection of open land for farm land was evident from the success of the existing farmland.

e. Community Sites

The consultant team feels that the community should create an environment for the residents of all ages, races, and incomes, so that they can live full, secure and happy lives.

Each community is planned to house 150 - 250 families. These family homes will surround a community center. The community center will be made up of a day care center and a convenience shopping center. Several communities will join in supporting the Town Center.

The selection of community sites played the key role in the physical development of the community. In consultation with Mr. Kevin Lynch, the consultant team decided upon the following principal considerations to be taken into account in the selection of the first community site:

- Central to the farm
- Good access to the paved highway over new roads. (The community will have to grade and stabilize these roads at their own expense.)
- The cost of extending electric power
- Close to community facilities
- Within easy walk of future industry
- Well inside the farm boundaries for security and future growth
- Must be on high, well drained land for reasons of health and to avoid extra foundation and utility cost
- Keep off the best crop land
- Among the trees for shade and privacy

The need for a good environment for the residents will and does suggest further limitations. Most of the above considerations will apply to the selection of the other communities also.

The consultant team selected two sites for first consideration. We felt both sites had many advantages and fewer disadvantages than other locations which will be created in the total development of the new town. Both sites are graphically

illustrated in Maps 2 and 3, which are Phase One development plans.

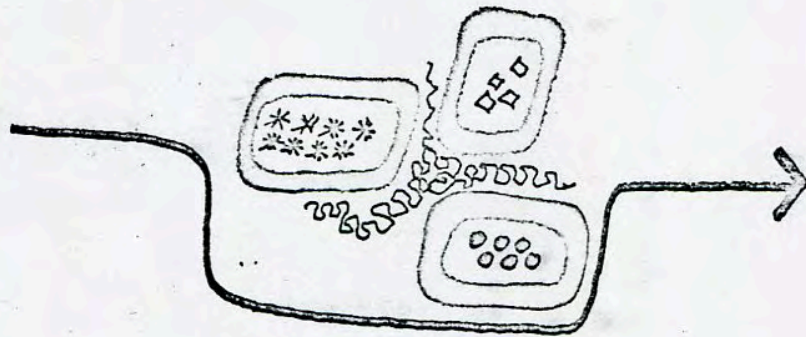
The first site is west of the main highway, north of the pecan grove and between the pecan grove and the county road. The basic limitation of this site is its distance from the probable industrial site and the community facilities of the town center. An additional factor is that it is separated from the industry and town center by U. S. Highway 19 and the railroad. We further developed this site with a detailed community development plan -- shown on Map 5.

The second site is located east of the highway and south of the county road. This site is on the same side of the railroad as the industrial area and the town center, and the distance to each is much shorter. However, the access to this area east of the highway is over the railroad tracks at grade.

f. Town Center

The need for a multi-functioning town center with a broad range of shopping, entertainment, cultural, and educational opportunities -- as well as employment and office space -- was quite evident. The town center should be a symbolic civic place offering a variety of activities and amenities. Therefore, the town center became a planned objective of the community structure.

The selection of the site for the town center was based on the necessity that it be centrally located among the communities. The consultant team selected the area east of U. S. Highway 19 on the county road which will serve the entire town. This area serves the land which will provide expansion for further development. The town center should be developed around a large vehicle-free central open space. This type of space will function as a link between the administrative, cultural and commercial facilities. This can be achieved by diverting the county road around the town center development.



g. Recreation and Open Spaces

Recreation space is needed at each level of the town -- for the schools, the communities, and for community sport activities. Special areas are needed for camping, hiking, swimming, etc., which naturally demand woodland areas and rivers. Also, there is the possibility of a resort-motel being incorporated into the recreational facilities.

Furthermore, the area has natural forests or woodlands, which might become designated by the state of Georgia as regional preserves for further conservation. This might then become a source of assistance in facilitating further improvements on the land.

The above items are the factors which the consultant team considered in selecting the recreation area as designated on the total development land use plan -- refer to Map 4.

D. Total Development Land Use Plan

The total development plan for land use (Map 4) was developed by the consultant team after a comprehensive study of all available information. However, the team feels a need for more information, more study and more discussion with the people of the community before final decisions on land use can be determined.

THE HOUSING PROGRAM

A. Housing Objectives

Based on the Charrette discussions -- as well as the housing seminar and discussions with NCI staff and board members -- the objectives of the housing program for New Community appear to be:

- Provide adequate housing for "settlers" with low incomes;
- Getting started as early as possible to construct housing as both a visible sign of development and to provide housing for families that will be involved in developing the agricultural economy;
- Providing housing for families that will ultimately be involved in the industrial, commercial and other aspects of the development of Featherfield Farm into a self-supporting small town;
- Contributing to resolving the extreme shortage of adequate housing for poor people in southwest Georgia;
- Providing temporary housing for seasonal farm workers;
- Developing recreational, educational (schools and libraries) and community facilities (day-care nursery) in connection with housing to enrich the lives of the residents.

B. Local Attitudes and Feelings

During the course of the Housing Seminars, the workshop sessions at the Charrette and casual conversations, people expressed their housing needs and desires in many different ways. Some of the expressions that were repeated over and over again were:

- We want a house like one of the FHA houses in Leesburg.
- Welfare families in Leesburg are living in brick houses.
- I don't want to live in no paper house.
- I want to live in a single-family house with land enough to have a garden and some hogs.
- People (settlers) won't come unless they see their lives and living conditions will be improved.
- Getting people (settlers) on Featherfield means showing them there is a place for them to stay.

Most wanted recreational and day-care and/or nursery facilities as part of a housing development. The majority wanted housing for the elderly integrated with families, but not too close. The vast majority want single-family free-standing houses which they own, but a goodly number would accept living in a cooperative development. Some would accept temporary housing, provided they clearly saw this as a temporary expedient, pending construction of permanent houses. It is worth noting, however, that the young people were quite clear in stating their preference to remain where they were until the permanent housing was available. Most wanted housing started now.

It is interesting and significant to note that a Brandeis University survey of poor black families in a ten-county area showed that 77% had television sets and 67% had radio sets; 91% had electricity. Obviously, even the poorest black families' perception of the good life is conditioned by the images

created by television and radio. Which, to a great extent, supports and explains the individual expressions of desire quoted above. The same survey found that rural families were likely to own one or more automobiles.

"THIS MAY BE WHAT WE NOW LIVE IN"



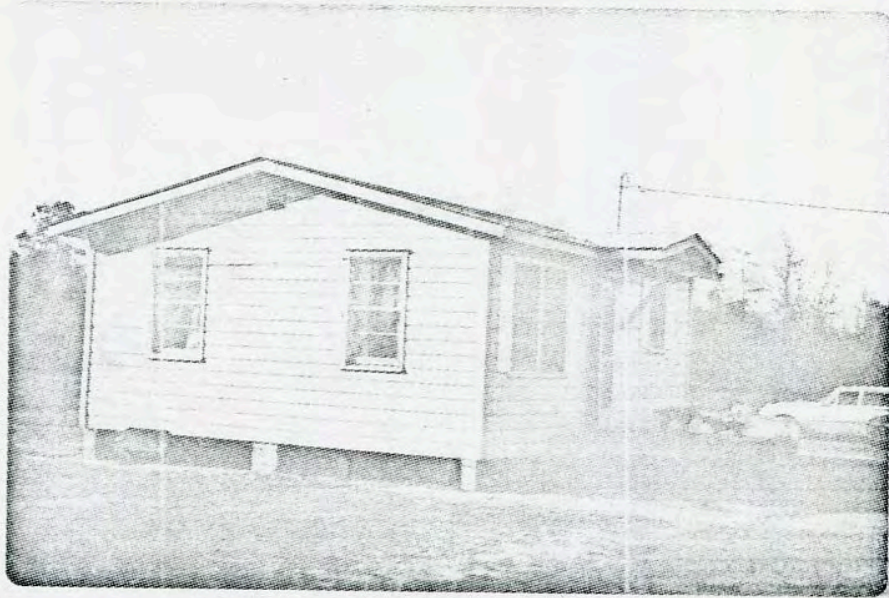
C. Housing Need

Based on data assembled by the Southwest Georgia Planning and Development Commission, there is an estimated need for one thousand (1,000) dwelling units in Lee County, as follows:

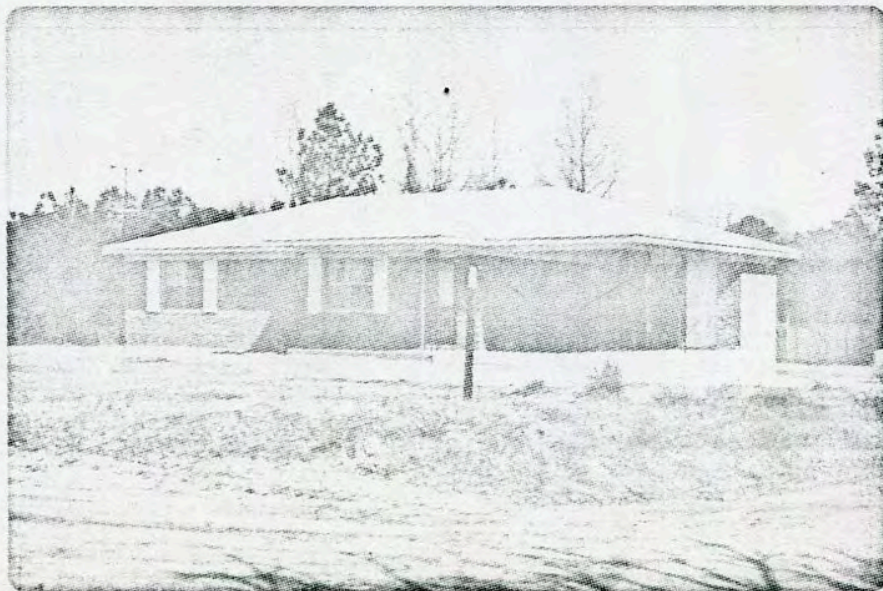
Normal Population expansion	300
Replace dilapidated structures	467
Migration from Albany	<u>233</u>
	1,000

The Commission further asserts, "The low- and moderate-price housing market in Lee County is not now being served.

"SOME OF US WOULD ACCEPT THIS"



"ALL OF US WANT TO LIVE IN A HOUSE LIKE THIS"



D. Estimate of the New Community Housing Market

There is no doubt that the need for construction of adequate housing, to serve Lee County and/or the seven-county area adjacent to Albany, is great. The estimate for Lee County is 1,000 units. However, in developing a feasible housing program, we have to document the number of families that can be supported by the economy (agricultural, industrial, commercial, etc.) of New Community, as well as those communities within a 40-mile radius of the project.

Current estimates indicate that, eventually, agricultural and economic enterprises will support a population at New Community of 150 families. It can be assumed that these families would have incomes of from \$3,500 to \$4,000 per annum. If we seek to help resolve the acute housing shortage for poor people, we could plan to accommodate another 50 families with low incomes as well as 50 families with moderate to middle incomes. It would, therefore, appear feasible to plan for the construction of 250 units of low- and moderate-income housing, over the next few years.

In view of the great need for adequate housing in the general area, as New Community is developed, there will be demand for additional housing units. As a result, we recommend provision, in laying out and siting of the housing developments, for another 250 units. In addition, we would recommend space be allocated for approximately 300 more units, for future expansion.

E. Development Schedule

1. Existing Structures

As there are currently nine (9) dwelling units on Featherfield Farm, we would recommend these structures continue to be used as temporary dwellings to house "settlers" and farm workers. Two of these dwellings (the main dwelling and the hunting lodge) are substantial structures which probably should be moved in the future into one of the proposed housing areas scheduled for early development. The other seven buildings (when no longer needed for temporary dwellings) can be used as structures in which seasonal farm workers might be housed, dormitory style, with meals provided by a community kitchen for the estimated sixty days a year they would be needed.

2. Temporary Housing

To begin the housing development at New Community, we would recommend development of a 25-unit cooperative mobile home community, with a Westinghouse-type sewage treatment unit. These units could be designed for use initially by "settlers" and full-time agricultural workers, pending construction of the first sections of low and moderate cost housing. When the mobile units are no longer needed for housing, they could be utilized in a variety of ways, such as portable classrooms, offices for the recreational and agricultural staff, dwelling

units for the conference center, etc. We would suggest that they be sited either in the area designated as neighborhood #4 in three clusters, or around existing structures in the southeastern section of the Farm.

The mobile home clusters could be developed in well-designed clusters of concrete or asphalt pads off of cul-de-sacs, with provisions for single- and double-width, 12- or 14-foot homes (see Sketch #1). The homes might be new or used. Each space would be about 75 feet x 100 feet.

Mobile homesites may be financed with FHA insurance under Section 207 of the National Housing Act as revised in 1969. The legislation provides insurance for up to \$2,500 per space, for up to 40 years.

With the current 8 1/2% interest rate, the cost is \$7.75 per month per \$1,000. If each space costs \$1,500, the monthly cost to residents would be about \$12.00. Estimating that taxes, insurance, maintenance and management would cost \$18.00, the total cost of each space would be \$30.00 a month. Individually metered utilities, redecorating and taxes (if required on the mobile units) would add an estimated \$12.00 a month. Down payments would be approximately \$150.00, to satisfy the 10% equity requirement under Section 207.

The legislation provides for FHA insurance of mobile homes, with a maximum of \$10,000 per unit, at market rates and a 12-year amortization period. Assuming a new mobile home cost of

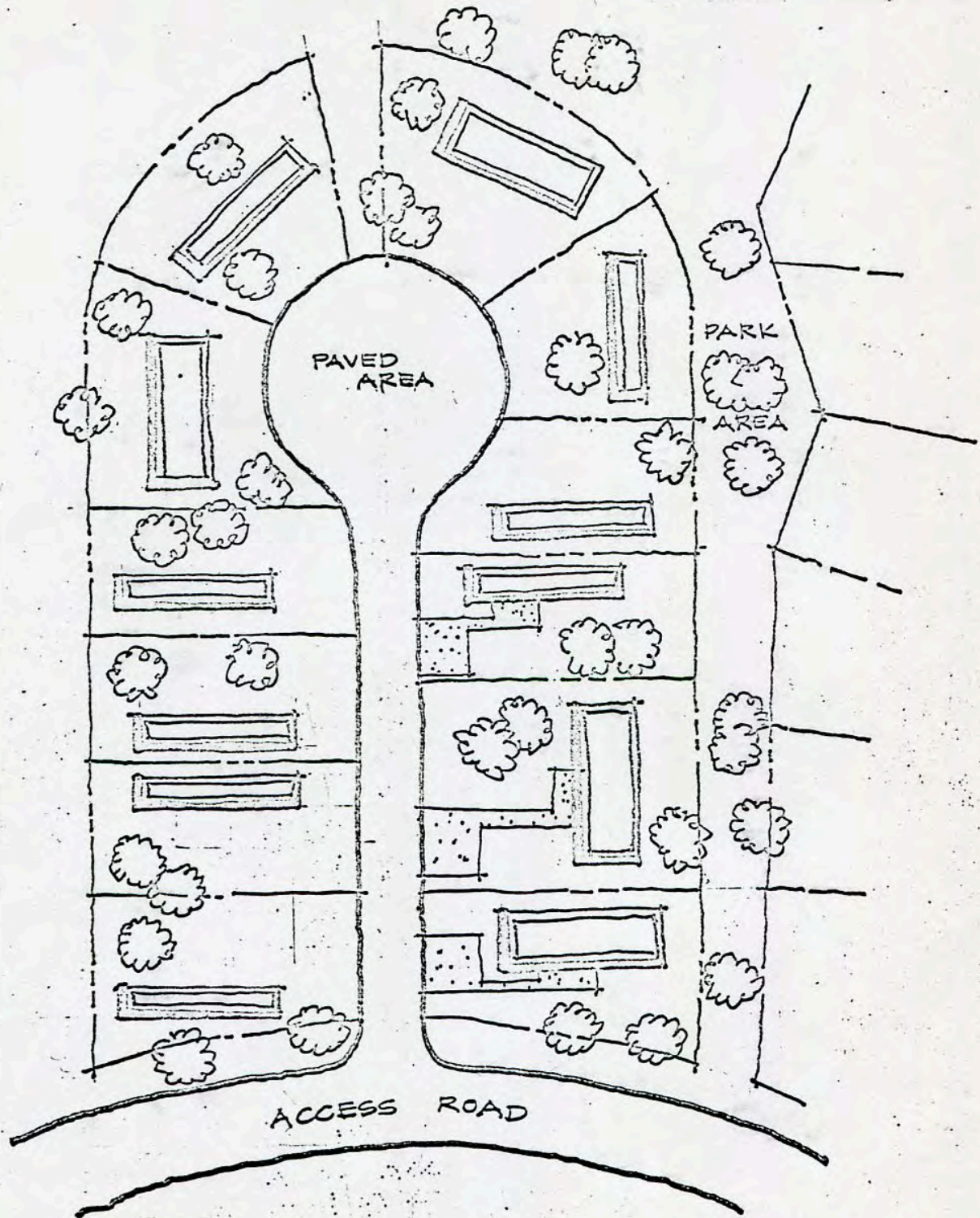


TechniCoop, Inc.

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III-25

A Nonprofit Subsidiary of The Foundation for Cooperative Housing



scale: 1" = 60'-0"

Mobile Home -- Cul-De-Sac Type Cluster

Sketch No. 1

\$5,000, an interest rate of 9% and a 10-year amortization, the monthly cost would be \$38.00. Therefore, the estimated monthly costs for financing a mobile home community with new homes would be \$93.00. Use of used homes would reduce the monthly cost to \$68.00. Even if the mobile homes were free, the cost would be an estimated \$30.00 a month.

3. Permanent Housing

We recommend a cooperative housing development to provide an estimated 250 units, of which 50 units would be leased by the Housing Authority of Lee County. The Authority would pay to the cooperative the difference between what the family can afford and the actual cost.

We anticipate the cooperative would lease or buy the land on which the development will be constructed, from New Communities, Inc. We feel that a lump sum, representing either the fee for a long-term lease of the land or a sales price could be included in the mortgage, thereby compensating Featherfield Farm -- in advance -- for lease or sale of the land.

In addition to dwelling units, the development would include a community center with facilities for indoor recreational activities as well as space for meetings, coin-operated washing and drying machines, management, and maintenance personnel. Outdoor recreational activities for young children, teenagers and adults would also be provided.

Management and operation of the cooperative community will be controlled by a Board of Directors of a nonprofit cooperative housing corporation, elected by the residents of the community. Each resident family will own one share of the Corporation's stock, which entitles the family to occupy one dwelling unit. Non-residents are not entitled to be stockholders.

Each resident family is entitled to cast one vote in electing the Board of Directors of the Housing Corporation. Resident families will make a modest down payment of about \$200, which is returnable when the family moves. Each family's share of stock will build up equity each year, as the mortgage is reduced and in accord with approved improvements to the unit occupied. Each resident's monthly payment will be equal to the prorated share of the costs of operating the development.

We estimate that typical costs, assuming an average development cost of \$15,000 per unit would be:

236 RENT SUPPLEMENT COOPERATIVE

	<u>Minimum Rental Supplement Charges</u>	<u>Minimum Basic Charges</u>	<u>Market Charges</u>
<u>Budget Items Per Year</u>			
Interest and Amortization (add mortgage insurance for market rate)	\$ 456	\$ 456	\$1,389
Real Estate Taxes	150	150	150
Utilities (water, gas & electricity)	105	105	105
Maintenance and Operation	130	130	130
Bookkeeping and Other Coopera- tive Administrative Costs	64	64	64
Reserves <u>1/</u>	84	84	158
Personal Benefit Expenses <u>2/</u>	<u>144</u>	<u>144</u>	<u>144</u>
<u>Total Annual Housing Charges:</u>	<u>\$1,133</u>	<u>\$1,133</u>	<u>\$2,140</u>
Monthly Housing Costs:	\$ 28.33 <u>3/</u>	\$ 94.42	\$ 178.33
Personal Benefit Expenses <u>2/</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>
<u>Monthly Cash Payment to Co-op</u>	<u>\$ 16.33</u>	<u>\$ 82.42</u>	<u>\$ 166.33</u>
Maximum Annual Net Cash Income to Qualify for These Charges	<u>\$1,360</u>	<u>\$4,532</u>	<u>No Maximum</u>

1/ 2% for Vacancy, 3% for General Overhead and 3% for Replacements

2/ PBE = individually paid -- Electricity, Redecorating and Minor Repairs.

3/ 30% of 236 basic charges of \$94.42.

Families with net incomes above \$1,360 per year (\$26 per week) would be expected to pay 25% of their net income for housing expense. For example, a family of five with three children and an annual gross income of \$4,000 (\$83 per week) would have a net income of \$2,900 after deducting 5% from gross income and \$300 per child. 25% of \$2,900 is \$60.50 per month. Deducting individually-paid expense (for redecorating and minor repairs) the cash this family would pay to the cooperative per month would be \$48.50.

4. Public Housing

There is a public housing agency in Lee County with 38 units in Leesburg and 20 units in Smithville. The Authority's office address is:

Housing Authority of Lee County
Mr. W. D. White, Executive Director
P. O. Box 1226
Americus, Georgia 31709

Mr. White's office address, and telephone number is:

Mr. W. D. White
Building 2A
Sumter Homes
Sumter Circle
Americus, Georgia

(912) 924-9073

Negotiations should be initiated as early as possible with Mr. White -- after processing of the cooperative has

started -- to explore the process for negotiating a lease with the Housing Authority, whereby the Authority would lease 50 of the estimated 250 units to be built at New Community. We would recommend the latter alternative, as it would avoid creation of a public housing project image as well as the question of selling land to a public housing authority. It would have the advantage of assisting in developing an economically integrated housing development with management selected and controlled by NCI.

5. Self-Help Housing

During the course of the Charrette there was discussion about the advantages and disadvantages of the self-help approach as it seemed to provide a solution to lowering the cost of providing housing.

Outlined below is an analysis of three categories of self-help housing. We are defining the term broadly to include construction of dwelling units from component parts using unskilled labor. We have grouped together Armor, J. Walter and Trentex as comparable; Papertech separately; and Brikcrete, Soil Cement and Box Beam as comparable. The structure costs are based on developing 25 or more units at a time.

TABLE I
SELF-HELP ANALYSIS

Dwelling Unit	Armor	Jim Walter	Trentex	Paper- tech	Brikcrete	Soil Cement	Box Beam
Structure Cost	\$ 7,600	\$5,815	\$5,200	\$1,634	\$7,936	\$6,225	\$5,000
Land	500	500	500	500	500	500	500
Bath Equipment	350	350	350	350	-	-	-
Kitchen Equipment	-	575	575	575	575	-	-
Electric Service	-	200	200	200	-	-112	-112
Electric Fixtures	50	50	50	50	-	-	-
Heating	450	450	450	450	-	400	-
Well	400	400	400	400	400	400	400
Septic	150	150	150	150	-	150	150
Slab or Foundation	350	-	350	350	-	-	-
Transportation	40	-	100	240	-	-	-
Assemble on Site	300	-	300	300	-	-	-
Roof	-	-	275	-	-	-	-
Permits	100+	-	-	-	-	-	-
Insulation	-	-	-	-	-	-	-
3 Ft. Block Wall	-	75	-	75	-	-	-
Utility Hookups	100	40	40	40	40	-	-
Interior Walls	-	200	-	200	-	-	-
Interior Partitions	-	-	-	190	-	-	-
TOTALS	\$10,390	\$8,805	\$8,940	\$6,004	\$9,451	\$7,787	\$6,162
Square Feet	1,008	1,008	1,007	1,000	1,200	750	640
Square Foot Cost	\$10.31	\$8.74	\$8.88	\$6.00	\$7.88	\$10.38	\$9.63

Based on the square foot cost in the above analysis, it is clear that Brikcrete provides more space at lower square foot cost. It is our opinion that the Trentex house would be the better buy in its category, because of higher quality materials and lower operating costs.

While the total development costs appear very reasonable, they are deceptive, unless there was no added cost for financing the purchase of the materials and equipment involved. For example, an estimated 20% to 30% of the cost of a \$15,000 development house, or \$3,000 to \$4,500, is financing, fees and overhead, meaning the cost of the dwelling is from \$10,500 to \$12,000. Therefore, in comparing self-help costs, to costs in a development, we would have to add to the self-help cost, the costs of financing the purchase of materials and equipment as well as the costs of site development and community facilities.

F. Development Management and Financing

NCI expects to negotiate a contract for development management with a major "packager" of cooperative housing, such as The Foundation for Cooperative Housing. The contract will contain provisions for providing housing management training to members of the cooperative and the CDC.

The housing program presented in this document anticipates no out-of-pocket development costs: all programs described are

eligible for 100% financing through federal agencies.

G. The Development of a Construction Company

The building of 250 units of housing, plus related facilities, provides an important and immediate opportunity for the development of construction skills and management ability among residents of the impact area. The New Community plans to derive the maximum amount of training from construction operations -- teaching unskilled workers the construction trades and providing skilled workers with management training.

Several of the individuals who have been active in the development of the New Community concept are skilled in the building trades, and a few have managed small construction companies. The experience of these builders, however, has been typical of small construction companies across the country: lacking adequate working capital, they have been unable either to obtain sufficient volume or to develop cost-saving component prefabrication capabilities.

To build the houses and other facilities in the New Community, a group of local tradesmen and small builders have banded together to form a construction company which will specialize in low-cost housing. This company, in turn, expects to form a joint venture with a major regional construction firm -- the joint venture will then contract to build the housing in the New Community.

By forming a joint venture with a large regional builder, the local construction company will benefit by 1) access to the management expertise necessary to conduct a large construction project, 2) improved credit ratings, and 3) increased credibility with mortgage lenders and federal agencies. With adequate financing and the opportunity to participate in a major project, the group of local builders expects to form a strong construction company skilled in low-cost housing and capable of competing independently once the New Community project is completed.

The new construction company will be completely equipped to fabricate in its own shop such housing components as window units, kitchen cabinets, wall units, and roof trusses.

Working capital and investment funds for tools and equipment, probably totaling \$40,000, will be obtained through SBA loans or by use of the New Community's Equity Investment Fund (see Page II-73). The new construction company will lease space at below-market rates in the New Community's utility warehouse (see Page II-22.)

H. Conclusions

Based on the above, we recommend the following as the housing program for New Community:

1. Utilize the existing nine dwellings for temporary housing until the permanent housing development is occupied. After the development is completed, use the existing dwellings to house some of the seasonal farm workers.
2. Begin, as soon as possible, development of a 250-unit cooperative housing development. During the course of developing the application for FHA insurance, we will be able to determine the possibilities and timing for developing a second housing development.
3. The development of a strong construction company, specializing in low-cost housing, should coincide with the New Community's housing activities.



A Nonprofit Subsidiary of The Foundation for Cooperative Housing



Technical Supplement to
LAND PLAN for NEW COMMUNITIES, INC.

The following are expected to become the major parts and functions of the community:

- A. Agriculture
- B. Industry
- C. Residential Neighborhoods
- D. Commercial Services
- E. Administration
- F. Culture
- G. Education
- H. Health
- I. Recreation
- J. Utilities

*Center for Community
Economic Development*

What they are to be, has been explored in Charrette and is still being explored by the group of people planning to become part of the community. How they are to relate to each other, is to be explored by this section of the report. An inventory of resources and potential for development is enclosed as Appendix 1.

As a rural community, New Communities, Inc. basic resource is the land. How it is exploited and conserved will influence and determine many of the other functions. Since it depends primarily on cultivatability, those lands that are best suited to cultivation will be reserved for its use. Sites for forest and nut crops are in cultivation and will be preserved for these purposes. Expansion for the future can develop into areas which are not now under cultivation but are suitable as indicated on soil suitability maps developed by governmental organizations.

The remaining land with varying degree of ground cover are expected to be used in such ways as to maximize the other functions. See accompanying Maps 2, 3, and 4. Industry will be clustered for use of accessways to markets. Housing clusters in the form of communities, will grow in several stages depending on the town's needs. They will be dispersed to retain the rural character of the community, yet group sufficiently to create viable organizations of people and families. Commerce of various kinds will respond to the needs of the town as it grows by establishing in the local communities with small services and growing more centrally as clustered shopping in either areas perhaps in several parts of the community, or a large central area envisioned such as a Town Center. This Town Center would be expected to grow in stages as the community grows. The functions of overall administration, major educational, health, cultural and social functions are expected to develop herein. Branch centers would no doubt evolve in the local community buildings in each community as well. New techniques and methods of learning, recreation and socialization may reveal other forms, locations and structures in the community; they are expected to be revealed and develop as their concepts are concretized.

Utilities and roadways will have to meet the needs of community as it grows also. Their costs and forms will influence the extent to which they may be developed. New techniques for accomplishing this may have to be explored as the need develops.

The following are several factors important to initiating preliminary site plans.

Site Factors--see Map (1) showing existing boundaries and ponds. Factor (1) is the space encompassed by the boundaries as determined by the deeds and plats. The deeds clarify some of the limits of the previously questioned boundaries. Two sites are excluded from the property within its boundaries--called enclaves as referred to by Kevin Lynch in his study of the deeds and referred to in his letter to Charles Sherrod February 25, 1970--and must be studied for their effect on the community. These are the St. Paul's church site of one acre along the roadway near the north boundary on the west side of the site, and the Central of Georgia Railway piece of land of five acres near the southern edge of the site where highway U.S. #19 exits south.

Factor (2) the elevation of the higher land will influence the types of farm produce located in the various sites since a high water table exists. It will also strongly influence the location of the residential neighborhoods due to the need to take advantage of the winds for comfort, drainage for dryness of the buildings, and the use of waste disposal systems.

Factor (3) the creeks flowing along boundaries and thru the certain areas collect the runoff from the land and the eventual effluents from the various productions on the land. They harbor natural forests or woodlands which could well lie in areas which might become designatable for regional preserves for future conservation and/or recreational purposes by the State (Appendix 2 (Scenic Rivers Act) and thus become restricted as to usage. This could become a deterrent to redevelopment from outside the community, but might become a source of assistance in facilitating improvements on the land instead. The recreational potential of the Kinchafoonee Creek, etc., access trails or roads for both recreational purposes and/or fire and inspection control for boundary maintenance., etc., might be developed.

Factor (4) the best land for cultivation depends on the type of crops chosen for community usage and marketing, and for income production to the community. As a consequence these will most strongly determine the uses to which the land is put. See Appendix 3 and 4.

Factor (5) the location of the existing major highway and railway will influence the positioning of residences and industry which depend strongly on access to these and the connecting network of roads. It is believed that few if any commercial operations should locate along this road. Perhaps a vegetable produce stand might locate at the agriculture equipment pool center. This could incorporate a garage-gas station off the road, have a less commercial image than the usual, to be in keeping with aspirations of the community. This area might include an information center for the community which might then direct visitors to overnight guest accommodations (not a typical commercial motel).

The accompanying Land Plan Study explores various factors which influence the development of a Master Plan. Appendixed to it are:

- Appendix 1 - A checklist of an Inventory of Resources to be investigated in order to maximize the communities potential, some of which have been investigated, others are yet to be explored. A checklist of functions as Potential for Development, indicates what resources might further be productive.
- Appendix 2 - The Scenic Rivers Act is listed.
- Appendix 3 - Land Uses are listed. Many of these are yet to be developed.
- Appendix 4 - Land Areas are listed, to show the extent of cultivation.
- Appendix 5 - Land Use Intensity Chart.
- Appendix 6 - Land Use Calculations.
- Appendix 7 - Types of Temporary Housing.
- Appendix 8 - Special Resources.
- Appendix 9 - Climate Data.
- Appendix 10 - Checklist - Additional work to be done.

Drawings Included:

- Map (1) - Existing Site Plan.
- Map (2) - Phase I Development.
- Map (3) - Phase II Increased Development.
- Map (4) - Phase III Long Range Development.
- Map (5) - Pecan Grove Site Plan.

Factor (6) Industry

Some industry will be particularly dependent on location adjacent a siding. The existing one might either be negotiated with the railroad for improved usage, or its relocation to become expandable into an industrial park area-- must be investigated. Zoning land for these chosen industries which are railroad dependent, will become essential to the orderly control by the community. Some industries directly linked to agriculture will no doubt continue to be located on site where the produce is collected and processed. This applies to the grain and hay bailing and must apply as well to some specialized industries that might develop around the waste products of the sewage disposal processes of the industrial, residential and town center functions. Reference is here made to composting of sludge and use of effluent for irrigation, ponding for fish development, etc.

Factor (7) Expansion

The need for orderly growth of the community will influence the location of the industrial, town center and residential sites chosen. Room for their growth from smaller nuclei must be provided so that their ultimate maximal size will permit efficient and effective operations of all functions.

Factor (8) Influences on the choice of housing sites

The needs for a good environment for the residents will and does suggest limited areas where this is readily possible.

The higher elevations for safety, health and comfort are an influence. The need to minimize the burden on the residents - establishing long access roads and excessive costs of maintaining existing roads, limits necessarily sites to the several areas already discussed at the Charette. The consensus of the Resource Consultants reinforced by the needs suggested by the future residents was the basis for the present choice of the Pecan Grove Site for initiating the first neighborhood. Different types of house clustering are possible. Community plan sheet 5 demonstrates a variation discussed in the Charette.

Factor (9) the possibility of quickly initiating a stable ongoing neighborhood of residents of somewhat higher income based on the inadequacy of the surrounding housing in the adjacent counties, can be an influence on the choice of pecan grove. The question of whether it is possible to simply finance a neighborhood of extreme income level populations has to be determined. The marketability of a mixed group or segregated group could no doubt be an influence on the choice of a site. The desires of the community future residences to satisfy their immediate wants and not recognize their longer range needs can influence the balance of mixing and will no doubt determine the pursuit of the commuter population recruiting program. A Land Use Intensity Chart suggesting applicable site plan factors approved by FHA are included as Appendix 5, listings of applicable data as Appendix 6.

Factor (10)

Temporary quarters required to bring people into the community area shortly, must be carefully thought out so as not to become either a blight or restrict the orderly growth of the permanent residential communities. Preliminary analysis of this problem, Types of Temporary Housing-Appendix 7, indicates the need for a more thorough exploration and definition of the type of temporary functions required and desired to solve the problems involved. A detailed analysis of methods of finance or purchase of alternate types; evaluation of installation costs and their relation to problems of location and the

possible future use for other purposes in the community will ultimately determine the type of units or combination of types to be used.

Factor (11) Town center.

The need for a town center for administrative, servicing, shopping and cultural activities suggests that it be located most centrally to the community. Its design, both functionally and architecturally-asthetically, must express itself as a symbol to all — the phenomena of the New Community being evolved on this Featherfield Farm Site.

The separation of each function for its proper accessibility and use must be taken into account and particular attention must be focused on stages of development and future ultimate growth.

Education space for adults and high school children may be incorporated in the area when it may be decided what form of structure will best suit the education methods still being explored. Vocation shops might be established within several of the industry units being considered. Nursery-day care might initiate in the very community in which the mothers who will be working, live. Space might best be reserved in or adjunct the community building.

Factor (12) Special Resources.

In order to best plan for the total community additional existing resources and site restrictions should be inventoried. See Appendix 8.

Factor (13) Climate.

The prevailing wind direction will influence location of a community of houses relative to the highway and railroad smog created. Orientation of the houses themselves should be taken into consideration so as to produce maximum comfort for the residents by natural means. Appendix 9, 9A & 9B are examples of data that must be more fully analysed when additional information will become available. This material is in the process of being collected and studied.

Inputs
INVENTORY OF RESOURCES:

Outputs

Minerals:

Source of Tax
Resources for Industry Base

Source of Income
Source of Jobs.

Woodlands:

Attractiveness for Recreation
vs Use for Limited Industry
Buffers, Water Holding

Soil Usage:

Conservation Service, Maps, Drainage
Planting, Water Holding

Contour:

U.S.G.S. Maps

Accessibility:

Transportation Thru Community
Delivery Products from Land to Markets,
Storage, Railroad, Highway.

Climatological:

Wind)
Temp.). U.S. Weather
R. H.) Bureau Data
Rainfall)

Social:

Organizations - Conf. Committees

Job Functions:

Relation to County, State:

Statutes
Laws - Scenic Rivers
Standards Act. (Appendix 1)

Finance:

OEO, Fed., Foundation Grants

Income:

Farm

Natural Phenomena

Flora, Fauna, Conservation

POTENTIAL FOR DEVELOPMENT:

Community System:

Housing

Industry System:

Plants

Service Systems:

Networks

Roads, R. R., Waterway

Nodes - See Site Plan Location

Shopping, Fire, Police

Networks

Utilities:

Water, Electric, Telephone

Nodes

Education Centers:

"

Administration Centers:

"

Health Clinic Centers:

"

Agric. Station Centers:

Social Factors

Job Talents Available:

Inventory from industries, education, commer

Job Needs:

Organization:

Inter Community

County, State, National--Funding, Rivers Act

Intra Community

CDC, NCI

Social

Cultural Activities

Income:

Production:

A BILL

To be entitled an Act To provide for a Georgia Scenic Rivers System; to designate rivers or sections of rivers to be studied for inclusion in the System; to prescribe the powers and duties of the State Council for the Preservation of Natural Areas in connection with such studies and the acquisition of interests in land; to provide for cooperative studies with other governmental agencies; to provide for an effective date; to repeal conflicting laws; and for other purposes.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF GEORGIA:

Section 1. This Act shall be known and may be cited as the "Georgia Scenic Rivers Act of 1969".

Section 2. Unless clearly indicated otherwise by the context, the following terms shall have the meanings ascribed to them:

(a) "Scenic River" means certain rivers or sections of rivers of the State of Georgia which have valuable scenic, recreational or natural characteristics which should be preserved for the benefit and enjoyment of present and future generations.

(b) "Council" shall mean the State Council for the Preservation of Natural Areas established by an Act approved March 10, 1966 (Ga. Laws 1966, p. 330), as now or hereafter amended.

(c) "River" means a flowing body of water or a section, portion or tributary thereof, including rivers, streams, creeks, branches or small lakes.

(d) "Free-flowing", as applied to any river or section of a river, means existing or flowing in natural condition without impoundment, diversion, straightening, rip-rapping, or other modification of the waterway.

(e) "Scenic Easement" means an interest in land which limits the use of land along the shoreline of a Scenic River for the purpose of protecting the scenic, recreational or natural characteristics of the area.

Section 3. The Georgia Scenic River System shall comprise each river or section of a river hereafter designated a Scenic River by Act of the General Assembly.

Section 4. (a) The Council shall study and from time to time recommend to the Governor and General Assembly rivers or sections of rivers to be considered for designation as Scenic Rivers. Each recommendation shall be accompanied by a report showing the proposed area, classification, the characteristics which qualify the river or section of river for designation as a Scenic River, ownership and use of land in the area, the State Agency by which the area should be administered, the estimated costs of acquiring fee title and scenic easements and of administering the area as a Scenic River. The Council may conduct such studies in cooperation with appropriate agencies of the State of Georgia and the United States, and may apply for and receive funds therefor from the Land and Water Conservation Fund and other federal sources, provided, however, such studies and/or projects must first be approved by the person or persons appointed by the Governor for liaison purposes with certain federal agencies under the terms of Public Law 90-542 (82STAT.906), approved October 2, 1968, said law having been designated the "Wild and Scenic Rivers Act".

(b) The Council shall proceed to make a study of each of the following rivers and make a report of its findings and recommendations to the Governor and the General Assembly:

(1) Suwanee River. From its source in the Okefenokee Swamp to a point where it flows out of the State of Georgia.

(2) Chattooga River. The section of the river within the State of Georgia.

(c) Each Scenic River together with the land lying within its authorized boundary, as established by the General Assembly, shall be classified as one of the following:

(1) Natural River Areas. Free-flowing rivers or sections of rivers generally inaccessible except by trail, with shorelines undeveloped and unused.

(2) Pastoral River Areas. Free-flowing rivers or sections of rivers accessible by roads, with shorelines mostly undeveloped and unused.

(3) Recreational River Areas. Free-flowing rivers or sections of rivers accessible by roads, with limited development along the shorelines.

Section 5. After designation of any river or section of a river as a Scenic River by the General Assembly pursuant to Section 3 hereof:

(a) No dam, reservoir or other structure impeding the natural flow of the waterway shall be constructed, operated or maintained in such river or section of river so designated as a Scenic River, unless specifically authorized by an Act of the General Assembly.

(b) The Council may acquire by purchase, gift, grant, bequest, devise, lease or otherwise fee title or any lesser interest in the land lying within the authorized boundary of such river or section of river hereafter so designated as a Scenic River. Any interest in land acquired by the Council pursuant to this Section shall be transferred to such governmental agency as the General Assembly may by Act direct.

Section 6. If any part of this Act shall be declared unconstitutional by any court of competent jurisdiction, such ruling shall not affect the validity of the remaining parts, Sections or portions of the Act, it being the legislative intent to enact each part and each Section hereof separately.

Section 7. This Act shall become effective upon its approval by the Governor or upon its becoming law without his approval.

Section 8. All laws and parts of laws in conflict with this Act are hereby repealed.

NEW COMMUNITIES, INC.

APPENDIX 3

<u>Land Uses</u>	<u>Crop or Function</u>	<u>Acreage Allocation</u>
1969 Cultivation		900 Acres
Timber	Pine Existing Expansion	165 Acres
Pecan Crop	Existing Expansion	200 Acres
Melon Crop	Existing Future	not given
Vegetable		805 Acres Prel. Crop Est for 1970
Fruit		
Grazing Industry	Areas to Support Feed	410 Acres 1970 Budget
Industry Park	Processing Meat, Poultry Dairy Cheeses Canning and Freezing Housing Industry and/or Components Industry	
Utilities	(Garbage Disposal (Sewage Disposal (Water Supply (Telephone (Electricity or Gas (Hydro Station - Power	
Communities	(Roadways (Housing (Recreation (Education (Shopping (Parking	
Commercial	Services	
Administrative	Fire Police Board of Directors Recreation	

Featherfield Farm 4,800 Acres
Adjacent Farm 935 Acres
Total Land Areas 5,735 Acres

Under Cultivation as follows: (1970 Budget)*

327 Acres Peanuts
78 Cotton
335 Corn
550 Soy
335 Feed
500 Vegetables
410 Pasture
2,535 Acres -2,535 Acres

Acres not in Crops 3,200 Acres

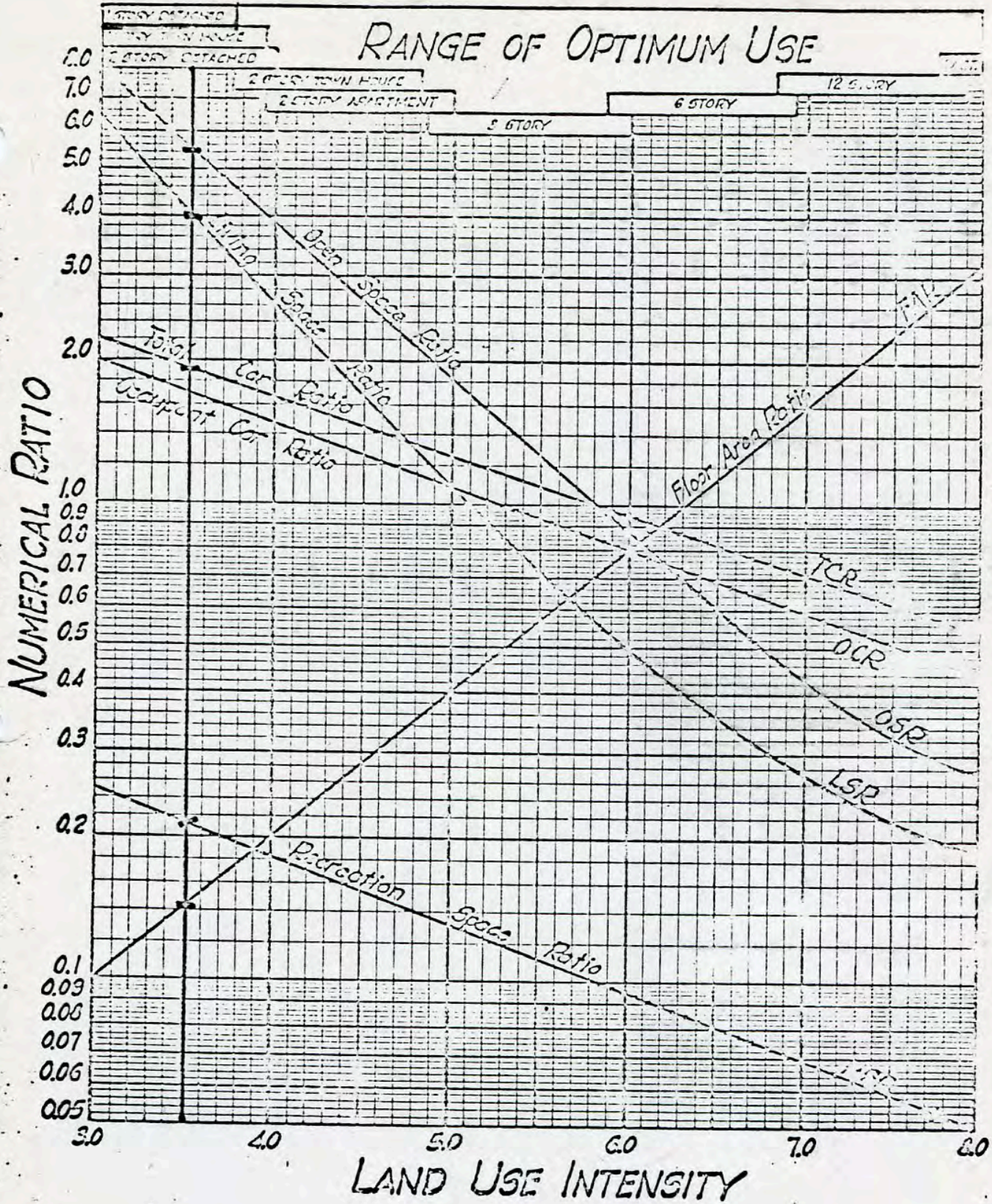
Existing:

165 Acres Pine -- Timber
200 " Pecan Groves
365 Acres -365 Acres

Land Not Under Cultivation 2,835 Acres

Expected Future Agricultural Expansion 800 Acres ±

*(Data from February 13, 1970 meeting with
Agriculture Committee)



FROM FHA MPS LUI CHART

NEW COMMUNITIES, INC.LUI Standards for FHA MPS
(Middle-Income Oriented)

<u>Total Community Spaces</u>			<u>Ratio =</u>	<u>Per Family</u>
180,000 4.14 A.	Floor Area (Max. sq.ft./sq.ft. land area)		0.15	1,800 Sq. Ft. max.
38,000 Sq. Ft. 0.87 A.	Recreation Space		0.21	380 Sq. Ft. min.
	Total Car		1.9 *	
720,000 Sq.Ft. 16.54 A	Living Space (Non Vehicular)		4.0	7,200 Sq. Ft. min
1,080,000 Sq.Ft. <u>25 Acres</u>	Open Space		6.0	10,800 Sq. Ft. min.

8.46 Acres

For Cars, Roads, Max.

Assuming 30 Acre Site for 100 Families)
Or 3 DU/Acre 14,500 Sq. Ft.)

* Review
w/Landon Butler

A good percent of these people have no cars.
They depend on car pooling to get off the land.
Bussing is also used.
Therefore, a car ratio of 0.6 - 0.8 should be
adequate to cover their expected future devel-
opment. 1 : 1 ratio has been shown on maps.

Types of Temporary Housing -

1. Mobile Homes with chemical toilet which then become:
 - a. either permanent
 - b. relocatable
 - c. convertible to other uses, such as:

shops

clinics

laboratories

stores

2. Modifiable Houses:

Mississippi design by R. S. - A. B.

Designed for conversion from 2 family to 1 family, or shops, etc. when more houses of same type available. See Sketch (7A).

3. Trailer Units clustered in park with common basic facilities - showers, washrooms, toilets, kitchens perhaps, dining room and kitchen.

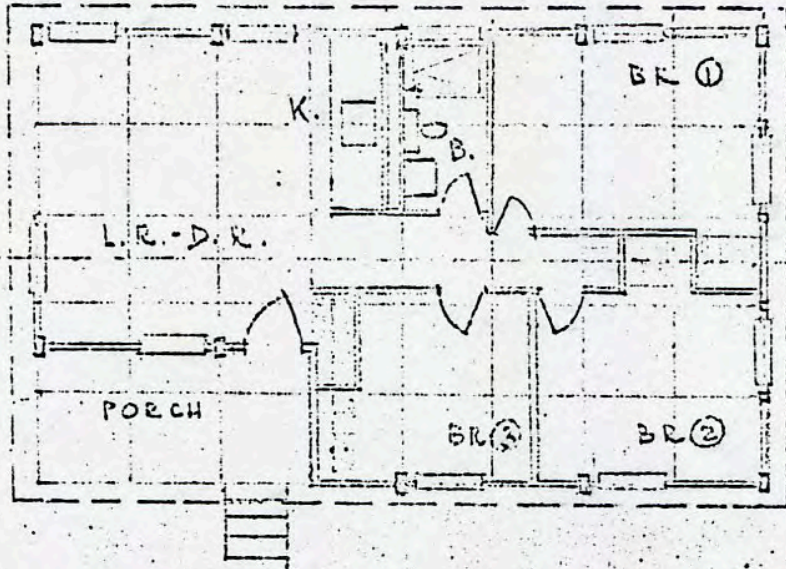
These could locate in:

1. Separate site - near agricultural center, near crop.
2. Adjacent residential neighborhood.
3. Same site as future house.

2/16/66
A-2

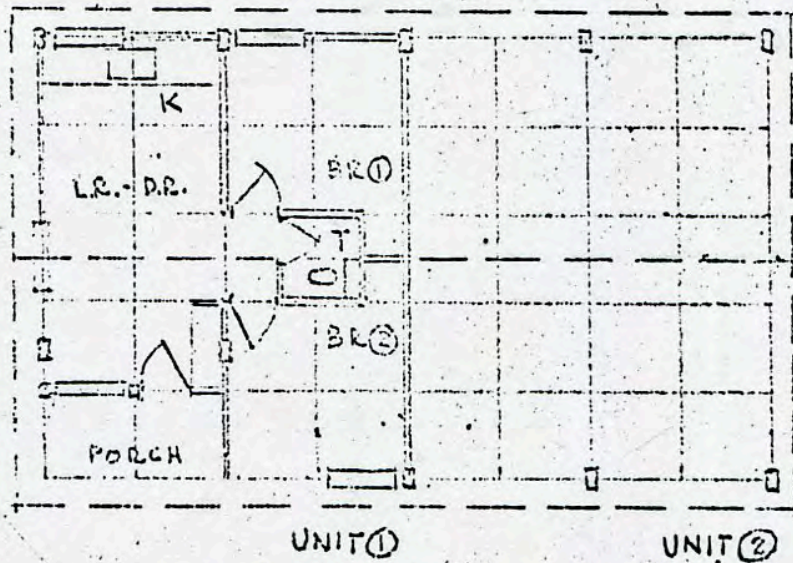
(7A)

MINIMUM PREFAB HOUSE
FOR U.S.A.
3 BEDRM. UNIT
20' X 32' = 640 SQ FT



4 FT X 4 FT MODULES

MINIMUM HOUSE
TEMPORARY MODIFICATION
FOR TWO-2 BEDRM.
UNITS



WOOD PREFAB

Special resources yet to be located.

1. Wells, river supply.
2. Agriculture existing crops:
 - a. Pine planting
 - b. Grain
 - c. Peanut
 - d. Possible grazing source
3. Agriculture future development.
4. Mineral resources:
 - a. Clay - Rock and clay industry.
 - b. Soil - Soil cement manufacturing.
 - c. Rock - Aggregate plant - concrete plant.
 - d. Gravel - Aggregate plant
 - e. Mineral
5. Storage supply and possible relocation
 - a. Bins - Grain
 - b. Sheds - tools, equipment
6. Electric power - Check Power Co. easements.
7. Storage tanks - Gasoline.

Oil

Water
8. Road Rights of Way.
9. Railroad Rights of Way.
10. Enclaves.

Checklists - Work to be Done

Map Data - Elements and Rights of Ways to be located:

- a. Power lines
- b. Telephone lines
- c. Pipe line
- d. Railroad

Enclaves to be accurately located:

- a. Central of Georgia
- b. Railroad - (5 acres)
- c. Right of way - Road
- d. St. Paul's Church

Clarification of boundary along 2 3/4 acre excluded property along existing roadway.

Model of Site - Project to develop w/Tuskegee School of Agriculture students.

Contact Local Cooperating Architect:

Moreland Smith Re: Problems of approval and/or bypass Local, County, State, or Federal officials having jurisdiction over road adequacy for loan and mortgage approval, etc.

Power Company:

For possible approval for master metering, rate schedules, service load and line costs for power and service installations:

Residential applications.

Industrial rates, etc.

Decisions from the Community

EDUCATION IN THE NEW COMMUNITY

EDUCATION IN THE NEW COMMUNITY

A. Introduction

The New Community Education Program will cover a wide range of educational needs: a Day Care Center and an Infant School; Adult Basic Education and other programs to involve adults as well as children in education; a series of programs to supplement existing public school efforts; a college-level program; and, finally, a vigorous physical education program.

The need for a broad education effort does not need amplification: a survey of 92 poor families in the impact area conducted during the summer of 1969 by Brandeis University revealed that over 50% of the sample population was below the age of eighteen, and nearly every child between the ages of six and eighteen is in school (this high proportion of young people is the result of out-migration by able-bodied adults). Local school systems are unable to cope with the educational requirements imposed by this high percentage of school-age children: the school systems lack funds and facilities, and are paralyzed by de-segregation battles -- as a result, many are unaccredited. The failure of the school systems is shown in the bleak functional illiteracy statistics, which range from 16.3% in Dougherty County to 35.5% in Lee County (1960 figures). The U.S. average is 8.4%.

B. Planning

During the New Communities Charrette, three sessions on Education were held and reports were made to the full body. Persons who participated in the workshops included high school and college students; local adults with limited education; trained professionals and concerned observers from Brandeis University, Waltham, Massachusetts; Fairleigh Dickinson University, Rutherford, New Jersey; Goddard College, Plainfield, Vermont; and I.S. 201 in Harlem.

C. General Education Philosophy

During the planning sessions, several general concepts were emphasized:

- The NCI educational system should be one in which all the people -- children and adults -- will want to participate.
- Parents, students, and teachers should have a voice in determining and operating the program.
- Instructors with degrees, and instructors with only common sense and experience, should be able to share their knowledge with others.
- Efforts should be made to deemphasize ages of children by permitting them to work and study together according to their different abilities.
- NCI's system should be a living example (1) that the learning process should continue from birth to death; and (2) that mothers, fathers, teachers, students, the aged and the young all can learn from each other.

D. The Education Program

With these general concepts in mind, the NCI Education Committee has developed five goals, with a program for achieving each goal.

GOAL I: Children should be skilled in the "three R's;" but it is equally important that the education program help children develop all their creative and intellectual capacities.

Program:

- 1) A year-round Day Care Center will provide pre-school education, recreation, nutritious meals, and health check-ups. The Center will be located in existing facilities and will be staffed by community mothers. Funds will be raised locally.
- 2) An Infant School, based on the British Infant School concept, will be provided for children ages 5-7. There will be no "curriculum" as such; rather, a "child-centered" program will be developed which attempts to introduce the child to the excitement of learning. All of the resources immediately available to the community will be used: children will be encouraged to learn about the world outdoors, about the activities on the farm, and about the many other interesting activities and subjects that will be available for exploration as the New Community grows. In this sense, the New Community Infant School will be unique.

Detailed planning and teacher training will be carried out with the assistance of Educational Development Corporation of Newton, Massachusetts. Planning and training will begin immediately, and the school program will start in February, 1970,

with about thirty children. Existing facilities will be used. The cost of the program, based on the experience of Head Start programs in the Albany area, will be about \$1250 annually per student.

GOAL II: Education should be a continuing and open process. The New Community will encourage full and spontaneous participation from all members of the community.

Program:

- 1) An Adult Basic Education Program will be provided to involve New Community adults in the education program, and to help combat the high rates of functional illiteracy in the impact area. Georgia's Department of Education conducts an Adult Basic Education Program which is considered to be particularly effective. NCI will apply for program funds through local and State channels.
- 2) Eventually an "Education Park" will be developed at the New Community which will provide educational and recreational facilities for all ages, and which will be available for use day and night.

GOAL III: The New Community will develop programs which will supplement programs in existing public schools, and which will be open to all students in the impact area.

Program:

- 1) New Community's land contains several particularly beautiful natural areas. Some of these areas, such as those along the Kinchafoonee River, have been classified by the State of Georgia Natural Areas Council as natural areas of statewide importance. The New Community, with the assistance of the Natural Areas Council, hopes to maintain these areas as a Nature Park where students and others from the impact

area can come to study biology, ecology, and other sciences. The Nature Park will be available for use by all schools in the impact area.

- 2) The Education Committee hopes to offer an after-school Enrichment Program for students in local elementary and high schools. Participants in the Enrichment Program will have the opportunity to publish a small quarterly magazine on the folk culture and customs of Southwest Georgia; enter photography and 8 mm movie competitions; and participate in creative writing classes. \$3500 will be required to cover the costs of the equipment and supplies for this program.
- 3) A summer exchange program will be developed with I.S. 201 in New York City. I.S. 201 is a community-controlled school whose Chairman, Mr. David Spencer, participated in a New Community Charrette. Fifteen students and one teacher will be sent to New York for the summer of 1971. I.S. 201 will, in turn, send a group to Lee County. The exchange program will provide an urban experience for impact area children and a rural experience for New York children. To pay for the exchange program, the Education Committee is seeking a grant of \$4000 to cover travel expenses and teacher compensation.
- 4) A \$2500 fund for teacher self-improvement will be established to enable teachers in local public schools to pursue their individual professional interests by taking field trips or advanced courses.

Goal IV: College-level education should be encouraged for all who are able and interested.

Program:

- 1) Discussions are underway with officials of Goddard College, Vermont, to locate a teacher and several college students in the New Community for a semester of school term, and

cover their expenses with a budget of as much as \$20,000. Goddard's new Graduate Program could also be used to help service NCI's needs. Through both programs, the "seeds" of a New Community College could be planted.

- 2) As a long-term goal, the New Community will seek to establish a resident college with a small faculty, made up of resident and visiting faculty, for students who cannot leave the community. The resident college will establish contract relationships with other schools to allow a student to undertake the program of his choice.

GOAL V: A physical education program will be established to develop strong bodies as well as minds.

Program:

- 1) In addition to providing a program of traditional sports competition, the New Community will develop, with assistance from the Georgia Natural Areas Council, a challenging program of hiking, boating, swimming, camping, and other outdoor activities.

E. Budget

1970-1971

Salaries:

Education Director - full-time	\$12,000
Fringe Benefits @ 10%	<u>1,200</u>
Total Salaries	\$13,200

Programs:

Infant School - 30 students for 6 months @ annual cost of \$1250/student	\$18,750
Enrichment Program	3,500
Summer Exchange Program	4,000
Teacher Self-Improvement Fund	<u>2,500</u>
Total Programs	\$28,750
TOTAL	\$41,950

1971-1973

In the second and third years of operation, it is expected that programs described above will approximately double in enrollment, thus doubling expenses. It is expected that the Education Director hired in the first year will require no further staff assistance. Annual costs during the second and third years are expected to average:

Total Salaries	\$13,200
Total Programs	<u>83,900</u>
TOTAL	\$97,100

V

THE NEW COMMUNITY HEALTH PROGRAM

THE NEW COMMUNITY HEALTH PROGRAM .

A. Introduction

The NCI Health Program will provide comprehensive health care which spans the full range of both preventive and curative services. Among the services offered will be emergency care, sick and well child care, sick adult and adult health screening, home medical care and home nursing, health education, specialty consultation, dental care, pre-natal care, laboratory services and pharmacy services.

These services will be provided through family health teams comprised of physicians, public health nurses, and family health workers. The intent in organizing these services into teams is to remove the usual barriers to adequate health care: distance, time, cost, fragmented facilities, impersonal services, and complex eligibility requirements.

The NCI Health Program will be concerned with issues that go beyond the usual limited focus of conventional health services. On the assumption that a complex relationship exists between bad health and poverty, the intent is to use the delivery of medical services as a vehicle for inducing broader social changes in the physical and social milieu that contribute to the cycle of ill health and poverty. Community organization techniques will be used to join the technical

skills of the medical staff to the local resident's knowledge of his own community and his own needs.

A Health Committee has been organized to represent the residents of the New Community and the members of the CDC with the expectation that the Committee will ultimately share in a wide variety of policy decisions ranging from physical design of the health center, the types of services it will offer, and its employment policies, to the selection and conduct of health education programs and the recruitment and training of local residents in paramedic roles.

The health program will be developed in three phases:

- ① Phase One will use existing buildings and provide an interim program supervised by health professionals already practicing in the impact area. Dr. W. Carl Gordon, an Albany physician with membership in the local medical association and privileges at the Albany General Hospital, has agreed to direct this phase.
- ② In Phase Two, one or more full-time physicians will be hired to live and practice in the New Community and a fully-equipped clinic will be established. The clinic will provide primary health services in the Lee County area, and will draw upon medical facilities in Albany for specialty services.

- In Phase Three, the model program developed in Phase Two will be duplicated in other parts of the impact area, perhaps with the assistance of an OEO Comprehensive Health Services grant. The long-term objective will be to surround the medical center in Albany with fully-equipped satellite clinics in rural areas.

The services of the NCI Health Program will be available to all members of the CDC on a pre-paid basis. Expenses of the program will be borne by private and public grants, Medicare and Medicaid payments, and private health insurance plans. A fee schedule may be established at a later date for non-CDC members.

B. Background

Statistics from medical sources underline what residents in the impact area already know: medical services available to the poor in Southwest Georgia are woefully inadequate.

Some examples:

- Eight of the twelve counties in the impact area were listed as "hunger counties" in the 1968 report entitled Hunger U.S.A. The remaining four counties are classified as "counties with serious hunger problems."

- Two counties -- Baker and Lee -- have no physicians at all. In the impact area the average number of persons per physician is 2,130. The U. S. average is 800 to 1. (Source: Georgia Department of Public Health.)
- The Georgia non-white rural post-neonatal death rate was slightly above 20 deaths/100 live births -- almost four times the U. S. average of 5.8/1000. In the impact area, eleven of the twelve counties exceeded the Georgia rate. The non-white post-neonatal death rate in Clay County for 1961-65 was 44.6 deaths per 1000 births -- seven times the U. S. average. (Source: Georgia Department of Public Health and the Department of Health, Education, and Welfare, Washington, D. C.)
- There are 56 dentists in the impact area -- the Georgia Department of Public Health estimates the area could support 115 (and that figure was arrived at by analysing buying income, not dental needs).
- In a survey of 92 poor households conducted by Brandeis University in the summer of 1969, 67.4% of the households visited had no indoor water supply.
- Eight counties in the impact area have neither a public health center nor an auxiliary health center. (Source: Georgia Department of Public Health.)

- The child health services of the Georgia Department of Public Health provides consultation services to county Health Department personnel in their programs for pre-school and school children. Emphasis is placed on the screening of infants and pre-schoolers for remedial physical defects. In three counties of the impact area the number of infants admitted for medical service in local Health Departments was zero. In five counties, no pre-school children were admitted for medical services by local Health Departments. (Source: Georgia Department of Public Health.)
- In eleven of the twelve counties, there were no public health dental clinics reported. (Source: Georgia Department of Public Health.)

1. Present Impact Area Medical Services

Albany serves as the center for medical services in the 12-county area. Phoebe-Putney Memorial Hospital has a medical staff representing the major specialists and serves as a referral and training medical center for the area. The hospital maintains accreditation by the Joint Commission on Hospital Accreditation; it has an intern training program and cooperates with Albany State College and Georgia Southwestern College (Americus) in nurse training programs. In

addition, Turner Air Force Base has a hospital facility (80 beds) for military personnel and dependents.

The Table on the following page shows in detail the extent of physician, dental, and hospital service in the impact area.

2. Development of the New Community Program

The NCI health program has been developed in a series of conversations with the NCI staff, Dr. Gordon and other Albany doctors, faculty members of the Albany State School of Nursing, future settlers, students, and the NCI Board. Planning for health culminated with the Charrette process..

C. Program Description

1. Environmental Health

Many of the "necessities of life" which most Americans take for granted are unavailable to the low-income residents of the impact area. These necessities are vital to a comprehensive health program: clean, adequate housing; safe water; effective waste disposal; access to, and knowledge of, nutritious food; refrigeration, etc. Many of these necessities will be provided to the members who decide to live in the New Community -- but many CDC members and residents of

IMPACT AREA HEALTH PERSONNEL AND FACILITIES

<u>County</u>	<u>1968 *</u> <u>Physicians</u>	<u>Persons</u> <u>Per</u> <u>Physician</u>	<u>Dentists</u>	<u>Persons</u> <u>Per</u> <u>Dentist</u>	<u>1965**</u> <u>Hospital</u> <u>Beds</u>	<u>Persons</u> <u>Per</u> <u>Hospital</u> <u>Bed</u>
U. S. Average		796				
State Average	3,024	1,472	1,290	3,422	16,103	264.8
Baker	-	-	-	-	-	-
Calhoun	3	2,300	1	6,900	16	437.5
Clay	2	2,100	1	4,200	25	176.0
Colquitt	15	2,227	9	3,711	81	409.9
Dougherty	54	1,450	28	2,796	381	236.7
Grady	4	4,700	3	6,267	31	596.8
Lee	-	-	-	-	-	-
Mitchell	7	3,043	2	10,650	48	414.6
Randolph	4	2,450	1	9,800	33	303.0
Sumter	12	2,242	6	4,483	138	186.2
Terrell	5	2,440	3	4,067	35	360.0
Worth	6	2,600	2	7,800	39	402.6

Source:

* "Annual Statistical Report - 1969," Georgia Department of Public Health, Atlanta, Georgia, 1969.

** "Georgia State Plan for Hospitals and Related Facilities," Georgia Department of Public Health, Atlanta, Georgia. July 1, 1966.

the impact area will continue in their present environment. It will be the ultimate objective of the NCI Health Program to have an impact on the environmental conditions of the twelve-county area.

During Phase One, the environmental health portion of the NCI Health Program will be directed by the trained public health nurse who will supervise Phase One activities. The public health nurse will be assisted by family health workers and members of the community organization staff in a program to survey the impact area and develop priorities for capital improvements.

As the program expands, a full-time director of Environmental Health may be added to the staff to conduct such programs as sanitary facilities installation, testing of drinking water sources, distribution of fortified food, and assistance with home improvement loan applications.

2. Health, Education, and Training

If the medical program is to succeed among the poor in rural areas, it will be crucial that an effective health education out-reach program be developed which will help poor residents understand how they can solve their problems, and encourage them to participate in available health programs.

Education, of course, will be a part of every health worker's activity in the NCI program. NCI, however, will be

especially well-equipped to carry health education into the homes of residents through its community organization efforts. With the assistance of community organizers, local residents can band together to conduct their own health projects and solve their own problems.

Community organization techniques can be especially useful in such areas as preventive medicine programs, nutrition and food purchasing education, prevention of intestinal parasites, family planning, housing, and sanitation.

Residents of the New Community will be trained and employed as staff members of the health program. Training of health workers will be carried out with the assistance of the Albany State School of Nursing and Dr. Carl Gordon. Whenever possible, training will follow the OEO guides suggested in An Introductory Guide to Training Neighborhood Residents in Comprehensive Health Services Programs.

3. Personal Health Care Services

Insofar as possible, the program will attempt to provide comprehensive health care services to members of the CDC. The "Team" system will be used, based on the successful pattern used in OEO's Neighborhood Health Center Program. The team system will make both preventative and curative health care available to the patients at the home, at a local clinic, or at a fully-equipped medical center. When the program is

fully developed, a health care team will consist of a physician, two public health nurses, and four family health workers. Additional teams will be added as the program is expanded.

4. Family Health Workers (FHW)

Family Health Workers will be selected from local communities and will either live in the New Community or will live in another community that he or she serves. FHW's will be able to perform the first stages of basic health services: providing elementary first aid; taking temperatures, pulses, and blood pressures; providing bedside care; supervising the implementation of doctors' orders; and playing an important role in health education. They will coordinate the delivery of health care services to the patient by arranging appointments and transportation, and by assisting families to obtain welfare, food stamps, etc. FHW's will receive intensive training and careful supervision.

Based on the experience of similar programs on the West Coast, one family health worker, properly supported, can carry an average case load of sixty-five families. To carry out his or her duties properly, the FHW must have transportation and a telephone available 24 hours a day.

5. The Public Health Nurse

The Public Health Nurse will serve the health care team by providing intermediate levels of health services. She

will provide more complicated medical-nursing services which are beyond the skills of the family health worker: dressing changes, physical therapy, and other technical procedures. She will also provide routine pre-natal supervision, well baby supervision, and chronic disease supervision. It will be the Public Health Nurse's task to supervise the family health worker in her day-to-day tasks. The Public Health Nurse will be responsible to the team physician for seeing that appropriate services and follow-up are received by the patient and the family.

6. Team Physician

The Team Physician will have ultimate responsibility for patient care. He will decide how tasks in the team will be distributed, and will supervise medical aspects of the duties of the public health nurses and family health workers.

Physicians should have either a general or family practice background, or perhaps training in internal medicine and pediatrics.

Dr. Carl Gordon, a general practitioner with offices in Albany, will supervise the initial phase of the NCI Health Program. Through Dr. Gordon's membership in the local medical association, and his privileges at the general hospital in Albany, patients in the NCI program will have access to 24-hour comprehensive health care. Dr. Gordon will work with

the Health Committee to establish sound medical and administrative procedures.

Part-time physicians, however, will only be used as an interim measure. Although Dr. Gordon's supervisory role may continue, a full-time physician will be recruited as soon as possible. Only by living and practicing full-time in the New Community can continuous, sensitive medical care be provided.

7. Other Services

Funds will be budgeted for dental care and specialist services. Initially, only common medications will be stocked in the Health Center. Eventually, however, a full-time pharmacy will be established. Laboratory services, hospital care, and emergency care will be available at the medical center in Albany.

8. Initial Size of the Program

It is reasonable to assume that, based on present estimates of the number of families who have expressed interest in joining the CDC, the health program can be expected to serve, in its first year of operations, 100 - 150 families. This level of activity should require the services of two family health workers, one public health nurse, and one part-time physician (Dr. Gordon).

D. Budgets1. First YearSalaries

<u>#</u>	<u>Position</u>	<u>Range</u>	<u>Allotted</u>	<u>@</u>	<u>Total</u>
1	MD	\$16,000 - 25,000	\$22,000	1/2 time	\$11,000
1	PHN	7,000 - 8,500	8,000	12 mos.	8,000
2	FHW	4,300 - 5,200	4,500	10 mos.	7,500
1	Dentist	16,000 - 22,000	20,000	1/4 time	5,000
1	Dental Aide	4,300 - 4,800	4,500	12 mos.	4,500
1	Secretary	4,300 - 4,800	4,500	12 mos.	4,500
TOTAL SALARIES					\$40,500

Fringe Benefits @ 10% 4,050

Medical Specialty Consults: 50 sessions @ \$50 2,500

Records Management 500

Lab Services 1,000

Hospitalization (25 visits X 5 days X \$38/day) 5,000

1 Volkswagen Bus 2,500

Travel:

1 vehicle X 10,000 miles X 3¢/mile 300

Staff travel in own car - 1,500 miles @ 3¢/mile 450

Professional meetings 1,000

Space Costs:

Building renovation 1,500

Consumable Supplies:

Medical, dental, training 2,500

Pharmacy 2,500

Environmental Health - building supplies 1,000

Office Furniture and Equipment 750

Medical Equipment - Examining Rooms 500

Telephone, Utilities, Insurance 1,500

Total \$68,050

Less: Estimated Reimbursements 2,000

Total Cost \$66,050

Estimated Health Care Recipients - 500

Average Cost/Recipient - \$132

2. Second and Third Years

It is assumed that, during the second and third years, operations will double to cover approximately 1,000 health care recipients - thus doubling expenses. In addition, a fully-equipped satellite clinic will be built at an estimated cost of \$52,500 (1,500 Sq. Ft. X \$35/Sq. Ft.). The second and third year budgets are expected to be:

Cost of Health Care (2 years)	\$264,000
Clinic Construction	52,500
Less: Estimated Reimbursements	20,000
	<hr/>
Total	\$296,500

Average Cost/Year - second and third years \$148,250

THE NEW COMMUNITY DEVELOPMENT CORPORATION

THE NEW COMMUNITY DEVELOPMENT CORPORATION

Nonprofit Status The CDC will be a nonprofit corporation in order to qualify for a tax-exempt status under the Internal Revenue Code. Thus, the CDC need not pay any income tax on income related to its charitable and/or educational purposes, and donors to the CDC may obtain a tax deduction for gifts. In the future, as the CDC becomes a viable entity, consideration will be given to converting it into a profit-making conglomerate.

Subsidiary organizations will be established by the CDC to implement its development plans. Thus, the Farm Committee will create the plans for creating a wholly-owned subsidiary farm corporation, the Housing Committee will develop plans to create an independent housing corporation, etc. Depending on their relationship to the CDC's charitable and/or educational purposes, these subsidiaries may, or may not, be taxed.

Non-stock Corporation The CDC will not issue any shares of stock for the CDC itself. This obviates the necessity of registering the CDC under Federal or State security laws. When the Articles and By-Laws are approved, and incorporation papers filed, the CDC will then have to seek designation as a tax-exempt entity.

If future CDC profit-making subsidiaries are owned by individual CDC members, the security laws will be checked for possible applicability.

Membership As determined by the community during the Charrette, membership in the CDC has been restricted to people who live, or intend to live, in the new community and/or derive their livelihood from, or enjoy the facilities of, the CDC. There is no membership criterion on the basis of income. The majority of the membership, however, will be poor: by not making poverty a requirement for membership, marginally poor and middle class supporters of the CDC can be included.

Membership Fees To encourage commitment on the part of future CDC members, the Board will establish a token membership fee. The By-Laws provide for a fee for membership in an amount to be inserted at a later date.

Outside Supporters The scheme does not provide for membership on the CDC Board, by representation of such groups as New Communities, Inc., or other supporters of the project.

Outside organizations, such as NCI, which either support the CDC or have provided financial assistance, will exercise formal control over the CDC only through negotiated legally-binding contracts. For example, NCI might negotiate a lease/purchase agreement with the CDC which could include an arrangement whereby NCI has to approve CDC decisions to erect permanent structures and facilities thereon. It is fair to assume that the CDC will work closely with its investors and supporters in running and developing the site.

Board of Directors As drafted, the By-Laws provide that the Board of Directors will have 15 directors to be chosen by the membership. Initially, the Incorporators of the CDC will serve as the first Board of Directors. This should last for a period no longer than six months after filing of the CDC Articles of Incorporation. Directors will serve for three years, except as a result of the first election: The five Directors receiving the greatest amount of votes will serve three years, the next five highest vote-getters will serve for two years, and the next five highest vote-getters will serve one year. Thus, five Directorships will be contestable each year. The respective officers of the Board of Directors will serve the Corporation in the same capacity.

Special Meetings and Quorums The general purpose of the section in the By-Laws on meetings is to make possible informal meetings which encourage the active participation of settlers.

The By-Laws provide that the Board of Directors, or five percent of the membership can call for a Special Meeting of the CDC. Similarly, ten percent of the CDC membership will constitute a quorum at any Annual or Special Meeting. Thus, if there are 200 CDC members, ten members can petition for a Special Meeting, and 20 members must be in attendance in order for a Meeting to occur. As membership varies in number, quorums, etc., will change accordingly.

Committees The By-Laws provide for the continuation of the committee system now in effect. Seven committees are established:

- Executive Committee
- Finance Committee
- Farm Committee
- Business Development Committee
- Social Services Committee
- Housing Committee
- Membership Committee

Additional committees can be set up at the discretion of the Board. The By-Laws also provide that the Board of Directors can hire staff to administer the work of these committees. Each committee will be headed by a member of the Board of Directors. Other committee members must belong to the CDC.

Nominations to Board of Directors The incumbent Board of Directors will presents its nominees to the CDC membership for new Board members. In addition to the Board nominess, two percent of the membership (if there are 200 members, this will equal four members) can nominate candidates to the Board.

Each year five Board vacancies will exist. Members of the CDC will be able to cast three votes: the five nominees with the highest number of votes will be the winner. In order to broaden participation in leadership positions, officers of the Board and Committee Chairman can only serve for one year in these positions.

Officers of the Board The Chairman of the Board of Directors will preside over all Board Meetings, Executive Committee Meetings, and Membership Meetings. There will be a Vice-Chairman who will act in the Chairman's absence. There will also be a Secretary and a Treasurer.

Salary of Board Members Members of the Board of Directors may be compensated for their services to the CDC. They cannot, however, also receive any regular salary or commission from any other CDC enterprises. Board members will not be paid if they miss Board Meetings, except under special circumstances.

Removal of Board Members A Board Member can be removed from the Board by the vote of 2/3 of the CDC membership voting at a Special Meeting of the CDC membership called for that purpose.

Managers of CDC Activities The Board is given the power to hire staff. It is contemplated that the Board will hire appropriately skilled individuals to administer the policies established by the committees. A skilled manager will be hired by the CDC to act as Project Manager and his staff activity will be established by the Board. The Project Manager will have the principal responsibility for implementing the policies and program decisions of the NCI Board of Directors, and all duly authorized committees

of the Board. Under the general supervision of the Board, the Project Manager will serve as the Board's executive officer and shall

1. Determine the requirements for personnel and employ such persons as may be needed to meet those requirements;
2. Arrange financing for project enterprises;
3. Be responsible for the preparation of applications and negotiations for financial assistance from the Federal government, State and local governments, and private sources;
4. Maintain all records and accounts for the project in accordance with accepted accounting procedures, and in conformity with the requirements of grantor agencies;
5. Authorize all routine disbursements for the project, in accordance with the policies of the Board;
6. Maintain all required withholding tax, workmen's compensation, unemployment compensation and other records;
7. Arrange for independent audit of the project's books;
8. Secure the advice of legal counsel as required;
9. Engage technical assistance and consulting services as required;
10. Supervise the preparation of all publications authorized by the Board;
11. Maintain liaison, as directed by the Board, with local governmental agencies;
12. Make periodic reports to the Board containing such information as the Board may specify, and at all times keeping the Board fully informed of all operating procedures, negotiations, problems, and important decisions;
13. Undertake such additional activities as may be assigned by the Board.

As the CDC spins off profit-making subsidiaries, other skilled managers will be hired and/or trained to run those activities as necessary.

Local Development Corporation The Articles of Incorporation allow the CDC to function as a Local Development Company in accordance with Section 502 of the Small Business Investment Act.

Under this program the LDC is given a long-term loan by the Small Business Administration for acquisition of land, construction, conversion or expansion of buildings and for the purchase of machinery and equipment for small businesses.

Before the SBA will provide funds to an LDC there must be a least twenty-five members in the CDC. As a Local Development Company, the CDC will act as a vehicle to attract new industry and/or assist small business development in the community. This program is discussed more fully in the Catalog of Federal Assistance.

LAND TENURE
and the
CDC RELATIONSHIP TO NEW COMMUNITIES, INC.

NCI has an option to purchase Featherfield Farm from the Benendon Corporation, the "straw" corporation which now holds the property. When this option is exercised, NCI will place the land into a trust for the use and benefit of the CDC. The Trustees will be members of the NCI Board of Directors who live in the impact area. The conditions of the Trust will provide that the 5,735 acres be held permanently for the benefit of the people of the impact area.

The CDC will lease the land from the Trust at a rate sufficient to pay debt service. When debt service is reduced, payments to the trust will be reduced.

On a vote of 3/4 of the NCI Board, certain parcels of land can be severed from the mortgaged property and devoted to cooperative housing for CDC members. The cooperative housing sponsor could be the CDC or a new housing entity.

Title will be in the housing cooperative. Residents will not be able to use their homes as security for loans, or in any way jeopardize the title of the Coop. While this will constitute a restriction on the residents, it will, in fact, give them greater social and economic security.

In the early stages of New Community, the housing plans and proposals will originate with the CDC, especially through

its Housing Committee. However, as housing becomes developed and people move on the land, there will probably be a desire on the part of the residents to express their interests independently of the CDC. This will undoubtedly create a conflict situation between the CDC per se and the New Community residents. The latter might, therefore, form an independent group to represent their interests. This development is both inevitable and desirable.

COMMUNITY DEVELOPMENT PLANNING

A portion of the Special Impact Funds should be devoted to continuing community development planning. Originally, this planning will be done on behalf of and through the CDC Social Services Committee. It will be a distinct benefit to this entire project if the concept of initiating a planning process into the CDC is implanted as early as possible. The CDC must develop a reliance on planning rather than merely reacting to crises and problems as they arise.

Many issues will have to be decided as the New Community develops. Among these issues are the following:

- ① What kind of priority system shall be used to select settlers for the New Community? Or is it possible to avoid having any kind of priority system?
- ② What mechanism (committee, Board, etc.) shall be established to administer the selection and settlement of new families?
- ③ At what rate shall settlement take place? As fast as housing is available? as fast as jobs are available? or at a rate determined by the Board or by the first settlers?
- ④ How and when shall the settlers begin to govern their own affairs?
- ⑤ What shall be the relationship between the management of the new town and the CDC? and NCI? What decision-making authority shall be vested in each body?
- ⑥ How will the management of the new town relate to the county government?

- ⑥ How shall the profits from CDC enterprises be allocated?
 - to the workers in that enterprise only?
 - to all residents of the New Community?
 - to those who need it most?
 - to all members and shareholders of the CDC?

or,

should there be no profits through the means of higher wages and/or lower prices?

- ⑥ Should profitable enterprises support less profitable enterprises that fulfill a social purpose?
- ⑥ Which services are most needed, and how soon? Which of these shall be under the direct control of the community or the CDC, and which might be provided by outside agencies, or by county or state government?
- ⑥ Assuming that funds for services will be limited, which services shall receive priority, preventive services or curative services, educational services or health services, services for children or for adults?
- ⑥ How shall the service area be defined with respect to each institution, i.e., to include only persons living in the New Community? all members of the CDC? all residents of the county? anybody?
- ⑥ In negotiating with funding sources such as agencies of government or voluntary agencies, how much authority and control may safely be relinquished in exchange for financial assistance?
- ⑥ How can the professional providers of services, such as teachers and physicians, be helped to become a part of New Community?
- ⑥ Can some of these services, e.g., the school, or the recreational facilities, be planned to also serve as an economic resource for the community?
- ⑥ What formal efforts should be made, if any, to assist the development of voluntary associations within the new community, such as churches and clubs?
- ⑥ What resources should be set aside for the development of such voluntary associations?

These -- and a host of other -- social problems must be faced during the development of the New Community.

If community planning is to be meaningful, it is vital that the present community organization effort be sustained. Therefore, a Community Service Director and five Community Service Workers will continue to be responsible for assisting members of the CDC in developing and implementing community service programs to improve the economic and educational opportunities, family welfare, and general living environment of the low-income people of the special impact area. The tasks shall include:

1. Making the lower income families of the special impact area aware of the opportunities and benefits available to them, and of the potential contribution they can make to the improvement of life for all the people of the area;
2. Assisting families and individuals in securing relevant education and training for themselves and their children, and cooperation with local school systems to that end;
3. Assisting families and individuals in securing necessary health care;
4. Assisting families to understand the rights and responsibilities associated with home and business ownership, and to acquire the knowledge and skills required to enjoy the full benefits of such ownership;
5. Developing and conducting community service programs such as day care centers and recreation activities to assist the people of the community;
6. Developing leadership for protecting and conserving the environment in the special impact area;

7. Striving to create bridges of understanding and mutual benefit between various social, economic, and racial groups in the area;
8. Working to build a cooperative community spirit and to encourage voluntary action for the solution of community problems.

Further assistance in community planning can be obtained from persons who have already done much to develop the concept of a new community. Both Brandeis University and the Center for Community Economic Development of Cambridge, Mass., can be drawn upon for assistance in these areas. Money to obtain these services from these institutions should be provided in the impact grant; in addition, CDC members should be provided funds for field trips to other new communities being established throughout the nation, and for conferences with State and other local government officials. The amount allocated for community development planning the first year should total \$15,000.

While salaries and expenses of the Community Service Director and Community Service Organizers will be funded under the NCI operating budget, this additional amount is necessary for such important activities as field trips, community planning, consultants and training sessions with potential settlers on such topics as the importance of administrative and financial management, orientation to Federal, State and local government operations, the "world of work," and familiarization with available social services.

FINANCING THE NEW COMMUNITY

FINANCING THE NEW COMMUNITY

Much has been accomplished thus far in the securing of land and other resources for the use of the settlers on New Community properties. The task over the near future is to reduce the burden of indebtedness on the marginally profitable farm operations through the retirement, or refinancing on more favorable terms, of outstanding debt and obligations.

Estimates of revenue generation over the first two years of operation indicate that, whereas the projected mix of agricultural operations may be capable of supporting its own labor force, adequate capital for the development of a well-rounded community cannot be generated through this method. Substantial inflows of capital in the form of grants or long-term, low-interest, loans will be required to retire mortgages on the land, to provide the seed capital necessary to develop earning potential in specialized agriculture and agribusiness enterprises, and to fund the establishment of social service institutions. This capital can be used directly to retire outstanding obligations and to pay for forthcoming purchases of equipment and services or indirectly as leverage on otherwise unavailable financial resources. Maximum use of pledges, grants, and guarantees to "unlock" capital in financial institutions is envisioned. Early provision of such capital is required because a) there is no "track record" of performance by NCI, necessitating greater use of pledges and collateral

to obtain financing; and b) the heavy burden of mortgage indebtedness currently existing represents both a financial and a psychological impediment to economic self-sufficiency.

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There are several potential sources of long-term financing capital. Those offering the most promise, on the basis of initial investigation, include:

- A corporate bond issue, especially of the purchasing power bond variety
- Direct mail gift solicitation
- Foundation grants
- Grants under the Special Impact Program of the Office of Economic Opportunity

A. Purchasing Power Bonds

A purchasing power bond is a debt instrument which protects the investor against the effects of inflation by tying returns to a cost of living index. By assuring to the investor the return of equivalent purchasing power plus stated interest, the purchasing power bond becomes more competitive with equity and other investments which represent more traditional hedges against inflation.

One of the primary disadvantages of this financing mechanism is the almost certain requirement for a greater dollar payout at bond maturity. This feature is usually only partly mitigated by lower stated interest rates. Somewhat offsetting

this disadvantage to the borrower is the possibility -- reasonably high at the present time -- that a declining inflation rate will reduce the disadvantage to the borrower at maturity vis-a-vis the borrower on a fixed-return note made at prevailing high interest rates.

Though the purchasing power bond is essentially a "fly now, pay later" arrangement, the possibilities of raising the capital beyond that generated internally which would be needed at bond maturity are currently evaluated as good (see below). Discussions with the Jewish National Fund, various economists and financiers, and NEGRO officials suggest grounds for optimism in the floating of a quality purchasing power bond issue denominated in fairly large face amounts and bearing a rate of interest between 2 and 3 percent.

Another alternative is the issue of fixed-return bonds denominated in \$1,000 - \$5,000 amounts and bearing a less than competitive interest rate. HOPE, Inc. (Baltimore, Md.) has had some success in raising long-term capital by offering such bonds to sophisticated investors willing to take a discount in total returns for a socially significant program.

The exchange of mortgage holdings for bonds by the current mortgagees would offer the possibility of lower debt burden and actual land ownership by NCI.

B. Direct Mail Gift Solicitation

Exploratory conversations have been held with Mr. Gilbert Jonas of New York City on the possibility of replicating the Jonas Company's successful direct mail fund-raising campaign for Fayette, Mississippi. Mr. Jonas is moderately optimistic about the success of a similar effort for NCI and has suggested a specific plan of action for achieving worthwhile results. Use of endorsements by prominent black people (especially Mrs. Coretta King) to obtain "seed" grants from foundations which would cover the cost of direct mailings is presently expected to yield two to three dollars of gifts for every dollar expended in the solicitation effort. Further discussions are currently being held.

C. Foundation Grants

Among potential sources of long-term capital are those foundations active in the social development field. Financing in the form of grants and/or low interest loans is actively being considered by such sources as the Consortium Fund and the Ford Foundation's Program Related Investment Project. Considerable interest in the NCI project has also developed in the Rockefeller Brothers Fund, the Norman Fund, and various church groups. NCI leaders and consultants are currently continuing discussions with these groups about the reduction of mortgage debt and the establishment of an equity capital fund.

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RURAL AMERICA: A DIGEST OF OPINIONS AND PROPOSALS

RURAL AMERICA:
A DIGEST OF OPINIONS AND PROPOSALS.

RICHARD M. NIXON

"For the past 30 years our population has been growing and the result is exemplified in the vast areas of rural America emptying out of people and of promise.

"We will carry our concern with the quality of life in America to the farm as well as the suburb, to the village as well as the city. What rural America needs most is a new kind of assistance. It needs to be dealt with not as a separate nation, but as part of an overall growth policy for America. We must create a new rural environment that will not only stem the migration to urban centers, but reverse it. If we seize our growth as a challenge, we can make the 1970's an historic period when by conscious choice we transformed our land into what we want it to become."

State of the Union Address.
January 22, 1970.

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"We are a nation of cities, to be sure, but we are also a nation of small towns and villages, farms and forests, mines and ranches, mountains and rivers and lakes. The people who live in rural America have urgent problems which deserve our attention. More importantly, they represent a great resource upon which all of us can draw ...

"It is important to note that the population of our country is likely to grow by 50 percent in the next thirty years. Where these next 100 million persons locate is a tremendously important question for our society. After an era in which people have moved steadily from the countryside to large and crowded cities, we must now do what we can to encourage a more even distribution of our population throughout our country."

Statement, November 6, 1969,
Establishment of Cabinet Level
Rural Affairs Council.

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"We must assist small communities to develop an environment of community services, recreational facilities, educational opportunities, better medical care, and job opportunities -- that will alleviate poverty, that will hold out hope for a brighter future, and that will ease the pressures upon these citizens to join the march to the cities.

"I am particularly concerned about the problems of our smaller towns and cities. I believe that it is in great measure their atmosphere of community spirit, neighborly concern and religious faith that has undergirded and formed many of the most valued ideas and ideals of what we proudly know as the 'American way of life.' These small communities have long been neglected in the great currents of our society.

"And there is a case of even greater neglect. This is the neglect that permitted acute poverty to extend itself through rural areas.

"I feel deeply that the time has come for major improvements in the opportunities and quality of rural life. I feel this primarily because it is right for our rural people, especially those trapped in poverty, but also because we can hardly hope to triumph over our city troubles if the heavy migration from rural poverty areas into the cities is not stemmed.

"Therefore, I vigorously favor the development of new programs of assistance to rural communities."

"Modern American Agriculture: An Opportunity for Service in the 1970's." Des Moines, Iowa. September 14, 1968. Nixon Speaks Out. ed. Nixon-Agnew Campaign Committee, New York, October 25, 1968. pp. 118-119.

THE PRESIDENT'S TASK FORCE ON RURAL DEVELOPMENT

"Rural development has many sides, but its main goal is to bring jobs, opportunity, and a better life to low income, underemployed people in rural America, not only for their own good, but for the welfare of all Americans. At the same time, this strengthens the economic foundation of successful enterprises already established in rural areas.

"In the quest for a better life for rural dwellers, the aim is to develop the type of rural society that will be capable of continuous renewal; one that will develop to the fullest its human resources; one that will remove obstacles to human fulfillment and self discovery; and one which will permit each individual the fulfillment that comes with the exercise of his talent.

"Obstacles based on race, creed, color or origin will also have to be eliminated if we want to bring a better quality of life to rural America and preserve the kind of nation we care about.

"A strong rural development program will help all people and the entire community and the quality of life enjoyed by all citizens.

"Rural development is concerned with improving the economic capability of individuals in rural nonmetropolitan America. It is concerned with improving the economic opportunities in the small cities, towns, villages and farming communities of rural America."

"A New Life for the Country,"
The Report of the President's
Task Force on Rural Development,
Washington, D.C.
March, 1970. p. 6.

CAPTAIN WILLIAM CLARK

"The spirit grows with its allotted space: the mind is narrowed in a narrow sphere."

Lewis and Clark Expedition
1803 - 1806

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DR. VIVIAN HENDERSON
(President, Clark College, Atlanta, Georgia)

"The thing that keeps coming through to me is the fact that people of the rural areas, as well as other areas, who are in positions of poverty, is that they are trapped, and one of the main characteristics is the lack of options. And one of the leading threads that ran through the statements of the poor from the rural areas was a lack of options and an overwhelming dependence upon the very forces and factors that were responsible for their poverty conditions.

"There are no options on better housing for rural farm workers because there is no housing for low-income people. And this is a prevailing characteristic of our housing market in general in this country. There are no options on jobs because the only job with which these people were familiar were the ones being wiped out by mechanization, and their mobility therefore was limited by fear and uncertainty regarding the pursuit of other occupations in a technologically oriented society.

"Likewise, there was no access to in-training and re-training opportunities which were made available in far-off places. There was no access when the supportive services in the form of day-care centers were limited. The State employment services were far away from the places where they could serve the people of the rural areas. In this respect, then there is a difference between rural and urban poverty."

Address -- National Association for
Community Development. Conference
on Rural Poverty, February 1, 1969.
Washington, D. C.

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GOVERNOR LESTER MADDOX

"One step remains ... to unite the cause we [citizens of Georgia] all hold in common. That cause is the building of a greater and more prosperous Georgia with expanded horizons of opportunity for all ... a cause which requires the help and support of all Georgians -- young and old, poor and rich, farmer and city dwellers ..."

Inaugural Address.
January, 1967.

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VICE PRESIDENT SPIRO AGNEW

"Human costs cannot be computed in dollars, for human life and human dignity are not commodities ... without cities of a new kind, cities which exist to serve human life and not detract from it, our complex civilization cannot survive."

Preface, The New City,
National Committee on Urban Growth
Policy, Frederick A. Praeger,
New York, 1969.

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" ... we've got to look outside the cities for planned environments that are going to be attractive to take up some of the increase in our citizenry, ... "

News conference following the
New Town Meeting, March 27, 1969,
Washington, D. C.

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ROGER BEARDWOOD

"Big farmers in the South not only make decisions that leave hired hands and sharecroppers jobless, homeless, and penniless. They also have a powerful voice in the formulation and execution of farm policies and programs that vitally affect the survival of independent Negro small farmers. In 1950 some 492,000 Negroes in the South were classified as farm proprietors and managers; by 1960 only 167,000 remained in that category. There are fewer now, and if the trend continues unabated, almost none will be left by 1975. Many of these small farmers and their families could be helped to stay on the land for at least another generation. But three things are against them: their farms are very small, they lack the money to mechanize, and they do not have a Washington lobby."

"The Southern Roots of Urban Crisis,"
Fortune, August, 1968.

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NATIONAL RURAL ELECTRIC COOPERATIVE ASSOCIATION

"The nation must assign high priority to reversing the socio-economic deterioration of rural areas and the continuing migration of displaced rural people to urban centers.

"Unless we can solve this grave domestic problem, the pressures on urban areas will intensify to unmanageable proportions. The dire economic and social consequences of the outmigration of 25 million farm and rural people since World War II are readily visible throughout rural America. And in more recent years have become dramatically visible in the cities. This trend threatens to undermine the foundations of our country's society....

"We strongly recommend a highly-coordinated, comprehensive rural redevelopment program including, but not limited to:

"Programs to attract industries and commercial enterprises to rural areas to provide jobs for the rural unemployed and underemployed and for youth who are entering the labor market.

"Programs to expand existing industries and to launch new ones, especially those which will develop natural resources indigenous to rural areas, and industries to produce defense materials and products required by the government.

"Programs to make available to rural areas the same type of

employment services now provided urban centers, including surveys to accurately identify the unemployed and underemployed, and to identify the trainable manpower, and to provide counseling, testing, and training services aimed at giving rural people new marketable skills.

"Programs to assist farmers and other landowners in the development of income-producing resources."

An Agenda for Rural America,
January, 1969.

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1968 REPUBLICAN PARTY PLATFORM

"To promote the development of American agriculture, we pledge:

"-Assistance to farm cooperatives...consistent with prudent development of our nation's resources and rural needs;...

"-Revitalization of rural America through programs emphasizing vocational training, economic incentives for industrial development, and the development of human resources."

"An essential element of economic betterment is the opportunity for self-determination---to develop or acquire and manage one's own business enterprise....We endorse the concept of state and community development corporations. These will provide capital, technical assistance, and insurance for the establishment and renewal of businesses in depressed urban and rural areas. We favor efforts to enable residents of such areas to become owners and managers of businesses and,...to exercise economic leadership in their communities."

Platforms of the Democratic Party
and the Republican Party, 1968.
p. 64-65; p.56.

COMMISSION ON COUNTRY LIFE

"There is a widespread tendency for farmers to move to town ... evidence that the open country is not satisfying as a permanent abode.

"The ultimate need of the open country is the development of community effort and of social resources ...

"The first condition of a good country life, of course, is good and profitable farming. The farmer must be enabled to live comfortably ... Small manufacture and better handicrafts need now to receive attention, for the open country needs new industry and new interests."

"Report of the Commission on
Country Life -- January 23, 1909."
Chapel Hill, The University of
North Carolina Press, 1944.
p. 38, p 107, p. 108.

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JULIAN BOND

"What all the figures, facts, memos, papers and statistics point to is the future of the black man in agriculture in this country is bleak without a major land reform effort.

"In the rural South, 1968 was the year of the squeeze. The black man is no longer needed. And he is certainly no longer wanted by his former white owners or employers. Without a job, without an education, without training, without land and with little hope of getting any, without housing, health or hope, the Black American depends upon whatever job he or she can get, whatever assistance private do-gooding groups can muster, and upon welfare.

"How will the rebuilding of rural America take place? As yet, there is no committment on the part of the federal government to do it. It has avoided urban poverty by shifting the blame to supposed rural roots, and then deftly placed the burden of rebuilding upon the poor themselves. The final realization of the exploitive system of the United States is that its rich create the rural and urban slums and then ask the poor, through "self-help" to change them. Poor rural black people on the whole, are still receptive to 'constructive' methods of change.

"Some poor black people in the urban slums are changing them, but not in the accepted fashion."

A paper. "Modernization of Agriculture; The Significance of Economic Growth for the Southern Black Man. January, 1969.

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NATIONAL ASSOCIATION FOR COMMUNITY DEVELOPMENT

"The Problem: rural areas lack an adequate network of organizations which can respond to the totality of rural problems. As farming, mining, and forestry have declined, no competent agency has been present to develop other employment opportunities. The cluster of manpower services needed to provide new skills to the unemployed and the underemployed does not exist. Measures of income support are inadequate. Rural school systems are deficient and throughout the rural south are hampered by racial segregation. Insufficient health services are available. Rural housing programs fall far short of need.

"Many rural communities lack the civic leadership and professional staffs to come to grips with urgent problems. Very few organizational arrangements exist to pool the talent which is scattered over sparsely populated areas."

Conference on Rural Poverty.
National Association for Community
Development. Washington, D. C.
January 30 - February 1, 1967.
p. 8.

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FLOYD B. MCKISSICK

"The developers [of Soul City] believe that new communities can a) be important vehicles in the development of depressed regions of the nation; b) be major tools in stemming out-migration from the South; c) be useful in providing planning models for other large metropolitan areas; and d) become a major source of inspiration, pride and encouragement for blacks and depressed people everywhere."

"Soul City Ends Year on Target,"
New York, N. Y., January, 1970.

UNITED STATES DEPARTMENT OF AGRICULTURE

"An even harder core of poverty goes on from generation to generation. Members of the intergenerational poverty classes include those who are so culturally disadvantaged that they have not been equipped to become fully participating members of society. Also included are members of older, self-insulating cultures which protect themselves from new ways. Hard-core rural poverty is more self-perpetuating than hard-core urban poverty because of its geographical concentration, which affects attitudes and group efforts for entire areas. The lack of ability of the person in poverty to help himself extends to a lack of leadership in helping to better the group.

"Rural problems and regional development problems are closely related. Heavy concentrations of low-income rural people are ground in the lagging regions of the Nation. The situation of rural residents contributes importantly to the unfavorable showing of these regions in terms of income and other indicators of well-being and economic performance. Because of sluggish growth of employment opportunities in these regions millions of persons have been left occupationally stranded -- particularly unskilled, adult rural men. They, with their families, have stayed on, and their problems have been compounded by the lack of revenues to support adequate public services.."

"Rural People in the American Economy," United States Department of Agriculture, Economic Research Service, Washington, D. C. October, 1966. p. 4.

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PRESIDENT'S NATIONAL ADVISORY COMMISSION ON RURAL POVERTY

"Statement of Beliefs

"The National Advisory Commission on Rural Poverty has made its recommendations on the basis of specific beliefs to which all members of the Commission subscribe. These beliefs are as follows:

- "1. The United States today has the economic and technical means to guarantee adequate food, clothing, shelter, health services, and education to every citizen of the Nation.
- "2. Involuntary tragedy is a tragedy under any circumstances and poverty in the midst of plenty is both a tragedy and a social evil.

"3. The rural poor are not a faceless mass. They are individual human beings. All programs designed to eliminate poverty must therefore give paramount consideration to the rights and the dignity of the individual.

"4. Every citizen of the United States must have equal access to opportunities for economic and social advancement without discrimination because of race, religion, national origin, or place of residence.

"5. Because rural Americans have been denied a fair share of America's opportunities and benefits they have migrated by the millions to the cities in search of jobs and places to live. This migration is continuing. It is therefore impossible to obliterate urban poverty without removing its rural causes. Accordingly, both reason and justice compel the allotment of a more equitable share of our national resources to improving the conditions of rural life.

"6. All levels of government -- local, State, and Federal -- must accept responsibility for public measures to eliminate poverty and must be aware of the effect that any of their activities have on the poor.

"7. Inasmuch as the consent of the governed is a basic tenet of American government, the rural poor must be given a voice in the planning and administration of public programs designed to eliminate poverty.

"8. We can no longer evade the fact that far too high a proportion of our rural population is unemployed and that the national policy of full employment is not effective. We believe it to be an obligation of private enterprise and of government working together to provide employment at adequate wages for all persons able and willing to work.

"9. The cost to the Nation of rural poverty is much too high to permit its continuance. We believe the time for action against rural poverty has arrived."

"The People Left Behind,"
President's National Advisory
Commission on Rural Poverty,
Washington, D. C.
September, 1967. p. xiii.

CLIFFORD M. HARDIN
(Secretary of Agriculture)

"It is not enough that we think in terms of improving conditions and opportunity for the people living today in rural America, and thereby stemming the flow of people to the cities. We must do much more. We must make it a matter of urgent national policy that we create in, and around, the smaller cities and towns sufficiently good employment opportunities and living environments that large numbers of families will choose to rear their children there.

"The further development of rural America must proceed with speed and dispatch because of the people and the problems that exist there, and also, because of the utter necessity of relieving the population pressures that are growing daily in our large cities."

83rd Annual Meeting of the National
Association of State Universities
and Land Grant Colleges, La Salle
Hotel, Chicago, Illinois.
November 10, 1969.

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CARL D. PERKINS
(Representative, D - Kentucky)
(Chairman, Committee on Education and Labor,
United States House of Representatives)

"During these long months we have been formally at war with poverty in America, I have had the feeling that too many people are thinking of poverty as an essentially urban resident.

"You and I know that this is not the case. There is, unhappily, enough poverty to go around -- enough for the city, enough for the town, and certainly more than enough for the lonely lands beside the country roads.

"Poverty is a stubborn enemy, and I will tell you now that we must all expend a lot more of our treasure and a lot more of our toil if we are to see this enemy in full retreat in America. We have made some gains, but not nearly enough...

"We have 34 percent of the Nation's poverty in rural areas. For some reason, we are spending only about 15-1/2 percent of the appropriations to the Office of Economic Opportunity on rural projects. This is an imbalance that is hard to understand.

"I sometimes think that poverty in the back country is more lonely and the misery is more abject than in the city."

Statement to National Association
for Community Development Conference
on Rural Poverty, Washington, D. C.
January 30, 1969.

ARTICLES AND BY-LAWS OF THE NEW COMMUNITY
DEVELOPMENT CORPORATION

ARTICLES OF INCORPORATION OF
THE NEW COMMUNITY DEVELOPMENT CORPORATION

A Nonprofit Corporation

We, the undersigned, for the purpose of forming a nonprofit corporation under the provisions of the Georgia Nonprofit Corporations Act of April 1, 1969, hereby certify as follows:

ARTICLE ONE

The name of the corporation is The New
Community Development Corporation.

ARTICLE TWO

The purposes of this corporation are as follows:

a. To further the economic, social, and educational development of Lee, Grady, Dougherty, Worth, Clay, Baker, Terrell, Sumter, Colquitt, Calhoun, Randolph, and Mitchell counties, hereinafter referred to as the "12 counties," especially the underprivileged residents thereof,

b. To establish a new community on Featherfield Farm and on any other lands under CDC control for the benefit of the underprivileged residents of the 12 county area by

1. Providing assistance and investment capital for establishing community and privately owned business entities, schools, training facilities, agri-business

development enterprises, housing projects, farm cooperatives, and individually owned farms and any other enterprises and activities necessary to improve the economic, social, and educational well-being of the residents of the 12 county area,

2. Providing technical, managerial, and leadership training,

3. Offer job training opportunities,

4. Establish medical, educational, and social service facilities,

5. To function as a Local Development Corporation in the 12 county area and to apply for loans under Section 502 of the Small Business Investment Act of 1958, as amended.

c. To conduct its affairs, carry on its operations, and have offices and exercise its powers granted by the Georgia Nonprofit Corporations Act anywhere in the world.

d. To make and alter bylaws, not inconsistent with its articles of incorporation or with the law of Georgia, for the administration and regulation of the affairs of the corporation.

e. To elect, appoint or hire officers, employees, and other agents of the corporation, define their duties, and fix their compensation and the compensation of directors.

f. To have a corporate seal which may be altered at pleasure, and to use the same by causing it, or a facsimile thereof, to be impressed or affixed or in any other manner reproduced.

g. To purchase, take, receive by gift, will or otherwise, lease, or otherwise acquire, own, hold, improve, use and otherwise deal in and with, real or personal property, or any interest therein, wherever situated.

h. To sell, convey, lease, exchange, transfer and otherwise dispose of, or mortgage, pledge, create a security interest in, deliver a deed to secure debt, or otherwise incumber, all or any part of its property and assets, or any interest therein, wherever situated.

i. To lend money to its employees, and otherwise assist them.

j. To purchase, take, receive, subscribe for, or otherwise acquire, own, hold, vote, use, employ, sell, lend, or otherwise dispose of, or mortgage, pledge, create a security interest in, or otherwise incumber, and otherwise use and deal in and with, without regard to the laws of Georgia regulating the investment of trust funds, shares or other interests in, or obligations of, other domestic or foreign corporations, whether for profit or not for profit, associations, partnerships or individuals, or direct or indirect obligations of the United States or of any other Government, State, Territory, governmental district or municipality or of any instrumentality thereof.

k. To form, or acquire the control of, other corporations.

l. To participate with others in any corporation, partnership, transaction, arrangement, operation, organization, or venture, even if such participation involves sharing or delegation of control with or to others.

m. To make contracts and incur liabilities, borrow money, issue its notes, bonds, and other obligations, and secure any of its obligations by mortgage, deed to secure debt, pledge, creation of a security interest in, or other incumbrance of, all or any of its property, franchises and income, and to guarantee, become surety upon or indorse the contracts or obligations of any other corporation, firm or individual as to matters in which the corporation guaranteeing has a direct interest, but shall not have the power to enter into any contract of guaranty, suretyship or indorsement where the corporation guaranteeing has no direct interest in the subject-matter of the contract guaranteed or to make any purely accommodation guaranty, indorsement or contract of suretyship, unless such right to guarantee or indorse or become surety is contained in the articles of incorporation.

n. To lend money, invest and reinvest its funds, and take and hold real and personal property as security for the payment of funds so loaned or invested.

o. To make donations, irrespective of corporate benefit, for the public welfare or for community fund, hospital, charitable, scientific, educational, religious, civic or similar

purposes and in time of war or other National emergency in aid of the National effort with respect thereto.

p. At the request or direction of the United States Government or any agency thereof, to carry out any lawful activity in time of war or National emergency, or in aid of National defense.

q. To procure for its benefit insurance on the life of any of its directors, officers or employees, or any other person, whose death might cause financial loss to the corporation; or, pursuant to any contract obligating the corporation as guarantor or surety, on the life of the principal obligor.

r. Subject to the provisions of the Georgia Nonprofit Corporations Act, to reimburse and indemnify litigation expenses of directors, officers and employees, and to purchase and maintain liability insurance for their benefit.

s. To pay pensions and establish and carry out pension, savings, thrift and other retirement and benefit plans, trusts and provisions for any or all of its directors, officers and employees.

t. To have and exercise all powers necessary or convenient to effect any or all of the purposes for which the corporation is organized.

u. All of the property of this corporation and accumulations thereof shall be held and administered to effectuate

its purposes and to serve the general welfare of low income people of the counties of Lee, Grady, Dougherty, Worth, Clay, Baker, Terrell, Sumter, Colquitt, Calhoun, Randolph, and Mitchell in the State of Georgia.

v. No part of any net earnings of the Corporation shall inure to the benefit of any member or individual, and no substantial part of the activities of the Corporation shall consist of carrying on propaganda, or otherwise attempting, to influence legislation.

In the event of the dissolution of this Corporation or in the event it shall cease to carry out the objects and purposes set forth, after payment of or after having made provisions for the payment of all debts and liabilities of the Corporation, all of the business property and assets of the Corporation shall go to and be distributed to such nonprofit charitable corporations or associations as may be selected by the Board of Directors of this Corporation so that the business properties and assets of this Corporation shall, in that event, be used for and devoted to continue the purposes set out in this Article of Incorporation, by some other nonprofit corporation or association; and in no event shall any of the assets or property of this corporation or the proceeds of any of said assets of property, be used either for the reimbursement of any sum subscribed, donated, or contributed by such member; it being the intent that in the event

of the dissolution of this Corporation or upon its cessation to carry out the objects and purposes herein set forth, the property and assets then owned by the Corporation shall be devoted to the carrying on of the present purposes of this Corporation by some other nonprofit charitable organization or association as the Board of Directors shall determine and direct.

Notwithstanding the foregoing, those assets received under and by virtue of the Small Business Investment Act of 1958, may, upon liquidation or dissolution of this Corporation, be returned to the Small Business Administration for the purposes of said Act, or disposed of as may be required by said Act or regulations or agreements promulgated thereunder.

w. Notwithstanding any other provision of these articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

x. To amend or alter its Articles of Incorporation at any Annual or Special Meeting of the members of the Corporation by the affirmative vote of at least two-thirds of the votes which members present at such meeting or represented by proxy are entitled to cast. Written notice setting forth the proposed amendment or a summary of the changes to be effected thereby shall be given to each member entitled to vote at such meeting.

y. To do any other activities, to carry out the above mentioned functions which a nonprofit corporation organized

By contributions to it of funds and property absolutely or in trust, and by grants received and by payments under contracts entered into for its purposes as herein stated.

ARTICLE SEVEN

The affairs of the Corporation shall be administered by a Board of Directors. The incorporators shall be the same persons. The names and places of residence or business of each are as follows:

The Board of Directors shall consist of not less than three (3) nor more than sixty (60) as set forth in the By-Laws of the Corporation.

IN WITNESS WHEREOF, we the undersigned incorporators have hereunto signed these Articles of Incorporation on this _____ day of _____, 1970.

THE NEW COMMUNITY DEVELOPMENT CORPORATION

BY-LAWS

ARTICLE ONE - MEMBERSHIPSection 1 - Membership

- a. Any person who is a resident of the 12 counties and who has passed his 16th birthday is eligible for Membership in the Corporation, provided he either lives or intends to live within the new community to be developed on Featherfield Farm; derives his living from a new town enterprise; or will enjoy the services of the facilities of the CDC. Members shall have a voice and a vote at Meetings or the Members of the Corporation. Membership eligibility will in all cases be determined by the Membership Committee of the Board of Directors.
- b. Applicants for membership shall pay the CDC dollar(s) at the time of his submission of his application for membership.

Section 2 - Authority and Privileges of Members

- a. The Members of the Corporation are the sole owners and final authority of the Corporation. They will be given preferential treatment in the hiring for Corporation financed enterprises.

Section 3 - Membership Roll

- a. The Secretary of the Board of Directors of the Corporation will keep a current list of the membership.
- b. Every two years (starting two years from the first Board Election) the list of Members shall be completely purged and Membership qualification statements sent to all Members.

ARTICLE TWO - MEETINGS OF THE MEMBERSSection 1 - Annual Meeting

There will be an Annual Meeting of the Members at which Board of Director Elections, annual reports of the Board Chairman and Executive Director, progress reports on business ventures, and any other business deemed necessary by the Board or Members present will take place. The meeting will be held at a place to be set by the Board of Directors. The Annual Meeting will be held

on a date to be set by the Board of Directors, such date to be within one month of one year from the last Annual Meeting.

Section 2 - Special Meetings

Special Meetings of the Members of the Corporation may be called at any time by the Board of Directors or by 5% of the Members of the Corporation in written petition to the Board. Within 10 days of the verification of receipt of a petition of at least 5% of the Members for a Special Meeting, the Board of Directors will set a time within thirty (30) days of verification and place within the twelve county area for the Meeting. Any petition for a Special Meeting shall include the business to be conducted at the proposed Special Meeting.

Section 3 - Notice of Meetings

The Board of Directors shall send every Member of the Corporation a written notice of every Annual and Special Meeting of the Members stating the time, date, place, and business to be transacted at the Meeting. Such notice shall be sent no less than ten (10) days before a Special Meeting, not less than twenty (20) days before an Annual Meeting, and in either case not more than thirty (30) days before a Meeting of the Members of the Corporation. Only business noted on the notice shall be transacted at a Special Meeting.

Section 4 - Voting

Each Voting Member present at a Meeting or voting by proxy shall be entitled to one vote, except as noted elsewhere in these By-Laws.

Section 5 - Proxy

On all substantive issues and proposals to be decided at a forthcoming Meeting of the Members of the Corporation, the Board of Directors shall send proxy ballots to all Voting Members along with the written notice of the Meeting. The proxy shall be accompanied by a statement explaining in objective terms the advantages and disadvantages of each side of all issues and propositions to be decided at the forthcoming meeting.

Background information and materials which will promote informed decision-making by the Members shall also be included. The face of the proxy shall contain a prominently displayed statement in large type urging the Member to read the included information before casting his vote; explaining in understandable terms that if the Member attends personally the meeting for which the proxy is sought then the proxy shall be void; and informing the Member that proxies will be valid only if received or postmarked by the day of the Meeting.

Section 6 - Quorum

Quorum for the transaction of business at all Annual and Special Meetings on all issues, proposal, or elections, except as noted elsewhere in these By-Laws, shall be 10% of the Voting Members of the Corporation voting in person or by proxy.

Section 7 - List of Attendance

A list of all Members in attendance shall be kept by the Secretary of the Board for all Meetings of the Members.

ARTICLE THREE - BOARD OF DIRECTORS

Section 1 - Authority and Responsibility

The Board of Directors shall have full responsibility and authority for the operation and direction of the Corporation between Meetings of the Members. This authority includes, but is not limited to, the following: hiring of staff; the establishment of rules and regulations not inconsistent with the law or these By-Laws for the management of the Corporation and the guidance of the Members, employees and agents of the Corporation; review and general supervision of all aspects of the Corporation including a yearly audit; establishment of its own committees and rules of operation; seeing that the Corporation satisfies all governmental requirements; determining of projects

to undertake; and all other duties and authorities described elsewhere in these By-Laws.

Section 2 - Composition

There shall be fifteen (15) members of the Board of Directors of the Community Development Corporation. All elected Board members will be members of the CDC and have equal powers.

Section 3 - Term of Office

All Board of Directors shall be elected for three year terms, except as noted elsewhere in these By-Laws. Directors may not serve consecutive terms.

Section 4 - Board of Directors Election

- a. One third of the Board - 5 Members of the Corporation - will be elected each year.
- b. Election for the Board of Directors shall be held at the Annual Meeting of the Members.
- c. Twenty (20) to thirty (30) days prior to the distribution of proxies for the Annual Meeting of the Members of the Corporation, the Board of Directors shall send to each Member of the Corporation a notice of the forthcoming elections, a list of those Directors whose terms will be over, an explanation of the election procedures as described in these By-Laws, a description of the requirements and duties of the Directors, a description of the process whereby a Member of the Corporation can be nominated by petition and the services and campaign facilities made available in these By-Laws and by the Board.
- d. On the proxy for the Annual Meeting will appear in candidacy for the Board of Directors, all Members of the Corporation nominated by the Board of Directors (no more than three per position) and those nominated by petition of 2% of the Members of the Corporation. Included with the proxy ballot shall be a brief biographical resume of each candidate for the Board and a statement of one typed page or less prepared by each candidate in support of his candidacy.
- e. Each Member of the Corporation can cast up to three (3) votes for different nominees for the five (5) positions on the Board. This procedure shall be explained on the proxies and at the Annual Meeting, before the votes are cast.

- f. In case of ties, a coin toss by the Chairman of the outgoing Board of Directors, or his representative, shall decide who is elected.
- g. In case of vacancies, the Board of Directors shall appoint someone to fill the place until the next Annual Meeting at which time a Director shall be elected to fill the place.

Section 5 - Officers of the Board

- a. The Board of Directors of the Corporation shall meet within thirty (30) days of the Annual Election and shall elect from itself a Chairman, Vice Chairman, Secretary and a Treasurer.
- b. These officers shall hold office until the first meeting of the Board after the next Annual Elections. The term of each officer of the Board of Directors and each Committee Chairman shall be limited to one year.
- c. The duties of the Officers shall be as follows:
 - (1) Chairman - shall preside over all Board of Directors Meetings, all Executive Committee Meetings, and all Meetings of the Members of the Corporation; shall call Special Board Meetings; shall perform all acts and duties usually performed by the chief executive and presiding officer of a corporation; and shall sign all papers of the Corporation in the name of the Corporation as authorized or directed to sign by the Board of Directors; and shall perform other duties as may be prescribed by the Board of Directors.
 - (2) Vice Chairman - shall perform the duties of the Chairman in the absence or disability of the Chairman.
 - (3) Secretary - shall keep the minutes of all Board of Directors meetings, Executive Committee meetings, and Meetings of the Members of the Corporation; shall have general care of all records of the Corporation; shall serve all notices required by law and by these By-Laws; shall maintain complete membership records; and shall perform all other related duties as may be set by the Board of Directors.
 - (4) Treasurer - shall have general care of the books of the Corporation; shall serve as chairman of the Finance Committee; and shall perform all other related duties as may be set by the Board of Directors.

Section 6 - Committees of the Board

- a. The Board of Directors shall maintain the following committees. Except as noted, each committee will be headed by a member of the Board of Directors. Other members of the committee may or may not be members of the Board, but must be CDC members.
- (1) Executive Committee - made up of the Officers of the Board and the chairmen of the other committees of the Board. The Executive Committee shall be responsible for the operation of the Board's functions and powers between Board meetings, as directed by the Board. Copies of the minutes of all meetings of the Executive Committee shall be distributed to all Directors within five (5) days of such meetings. All actions taken by the Executive Committee must be approved by the Board at its next Regular (or Special if it wishes) Meeting.
 - (2) Finance Committee - chaired by the Treasurer, this committee shall oversee the bookkeeping and financial management of the Corporation.
 - (3) Business Development Committee - shall determine the overall program for the CDC's economic development and closely coordinate its work with the Farm Committee. It will recommend agribusiness projects and other business enterprises for the CDC and shall review applications for assistance and develop criteria for project selection.
 - (4) Farm Committee - shall be responsible for running and developing the farm activities of the CDC, including farm personnel matters. It will work in close cooperation with all other committees but especially the Business Development Committee in such matters as marketing, obtaining outside assistance and governmental coordination.
 - (5) Housing Committee - shall have responsibility for reviewing and recommending housing projects for the CDC. It will also have responsibility for recommending site selections, reviewing applications for housing assistance and establishing criteria for residents.
 - (6) Social Services and Education Committee - shall be responsible for preparing plans and programs for social services activities to be developed by the CDC. In addition to recommending which programs to develop, it will also establish criterion for use and eligibility for the social and educational services and facilities.

- (7) Membership Committee - shall determine who is eligible for membership in the Corporation in all cases.
- (8) The Board of Directors may appoint other committees as they deem necessary.

Section 7 - Meetings

- a. Regular Meetings of the Board shall be held at least once a month on a schedule set by the Board.
- b. Special Meetings of the Board may be called at any time by the Chairman or by any five members of the Board in written petition to the Board Chairman.
- c. Notice of all Regular and Special Meetings of the Board will be sent to all Board Members not less than five (5) nor more than ten (10) days before the meeting is to be held.
- d. Quorum at all Regular and Special Meetings of the Board shall be eight (8) members of the Board. Business may be transacted with less than a quorum but no measures can go into effect until the Secretary of the Board has mailed copies of the minutes of such a meeting to all Board Members who were not in attendance and a majority of all Board members, including at least half of the Voting Members of the Corporation Board Members, have responded in favor of the measure.
- e. The Secretary shall distribute minutes of all Board meetings to all Board Members within seven (7) days of the meeting.
- f. CDC members shall be encouraged to attend all meetings of the Board of Directors.

Section 8 - Compensation

- a. No member of the Board of Directors shall occupy any staff position in the Corporation or one of its funded enterprises on regular salary or commission.
- b. Compensation of Board members above that granted by OEO-Washington shall be determined by the Members of the Corporation, at an Annual or Special Meeting of the Members of the Corporation.
- c. The percentage of Board and Board Committee meetings which a Board member is absent from shall be multiplied into his planned compensation for that month to determine his actual pay for that month: Exceptions shall be made by the Board Chairman and Treasurer only if the Board member has attended four or more Board or Board Committee Meetings in the month, was absent due to other activities of the Corporation going on at the same time, or was sick at the time of the meetings in question.

Section 9 - Removal from Office

Any Director of the Corporation can be removed from office for due cause, by the vote of two-thirds (2/3) of the Members voting in person or by proxy at a Special Meeting of the Members of the Corporation called for that purpose. Consistent absences or willful violation of these By-Laws or other rules of the Corporation shall be considered valid reasons for removal from office.

Section 10 - Incorporation and Interim Board

- a. The Incorporators of the Corporation will become, on the Date of Incorporation, the first Board of Directors of the Corporation with all the rights and duties as herein described except as noted in this section. They will serve, without compensation, until the first meeting of the Board of Directors is held after the first Board Election, at which time they will relinquish all power and control and will turn over all records and books to the Elected Board.
- b. They shall hire the necessary staff; coordinate the membership drive; conduct the election procedure as herein described; and conduct all other business as they deem necessary and as fits these By-Laws.
- c. They shall hold the first Annual Meeting of the Members at the time required in these By-Laws and at least within six months of the Date of Incorporation.
- d. The first Board of Directors shall conduct the following procedure for the first Board Elections:
 - (1) Depending on the legal Incorporation process, but 4 to 6 weeks after the start of the membership drive, a nominating meeting will be held at which the CDC concept, the functions and duties of the Board, and the election procedure will be discussed. Nominations for the Board of Directors made by 5 Members will be accepted.
 - (2) For two weeks after the nominating meeting, nomination by petition of 20 Members will be accepted.
 - (3) Two or three weeks after the nominating meeting, proxies, biographical resumes, and campaign statements as discussed above will be distributed to all members of the Corporation. Anyone who becomes a Member of the Corporation between the

- issuance of proxies and the election shall receive the material described above at the time he becomes a Member of the Corporation.
- (4) A month after the close of nominations the first Annual Meeting of the Members will be held. Each Member can vote for up to five (5) different nominees for the positions on the Board.
 - (5) The 15 nominees for the Voting Members positions receiving the most votes will be named members of the Board of Directors, with the five (5) receiving the most votes being named to 3 year terms, the persons receiving the 6th to 10th most votes will be named to 2 year terms, and those with the 11th to 15th most votes will be named to 1 year terms.
 - (6) In case of ties a coin toss will decide who serves which terms.

ARTICLE FOUR - OFFICERS OF THE CORPORATION

The officers of the CDC shall be the President, Vice President, Secretary, and Treasurer.

The officers shall be selected as follows: the Chairman of the Board of Directors shall be the President of the Corporation; the Vice Chairman of the Board of Directors shall be the Vice President of the Corporation; the Secretary of the Board of Directors shall be the Secretary of the Corporation; and the Treasurer of the Board of Directors shall be the Treasurer of the Corporation.

The terms of the officers of the Board and officers of the Corporation shall run concurrently.

No person shall hold more than one office in the Corporation.

ARTICLE FIVE - AMENDMENTS

If the notice of the character and wording of the amendment proposed has been given in the notice of Meeting, these By-Laws may be altered or amended at any Annual or Special Meeting of the Members of the Corporation by the affirmative vote of a majority of Members present at the Meeting or submitting proxies.

ARTICLE SIX - FISCAL YEAR

The fiscal year of this Corporation shall commence the date of the OEO Special Impact Program Grant approval or July 1, 1970, whichever is earlier.

ARTICLE SEVEN - IMPLEMENTATION

Section 1

These By-Laws will go into effect when approved by the following groups: The Incorporators and first Board of Directors of the Corporation.

Section 2

After adoption, these By-Laws, the Articles of Incorporation, a short description of the goals and structure of the Corporation, and a discussion of Members' rights, duties, and privileges shall be printed in pamphlet form and made available to all Members of the Corporation at a price not to exceed that price necessary to defray the costs of preparation, printing, and distribution and to the public at a price to be determined by the Treasurer.

Section 3

The Board of Directors is empowered to design, adopt, and cause to be used as it deems necessary, a Corporate Seal and Letterhead for this Corporation.

Section 4

Once the first Board Elections have been held and the first Board - the Incorporators - have passed all control and authority to the elected Board of Directors, Article III, Section 10, of these By-Laws, will be dropped from these By-Laws without Article III, Section 10, and without this Section, Section 4 of Article VII.

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on Rural America." hearings. June and July 1967.

U.S. Senate, Select Committee on Small Business, Subcommittee
on Financing and Investment. "Rural Renewal." hearings,
May and June 1968, two volumes.

1) COMMUNITY ACTION PROGRAM

Contact: Theodore Berry
Community Action Program
Office of Economic Opportunity
1200 19th Street, N.W.
Washington, D.C. (202) 382-4876

Nature of Program:

This program helps local communities mobilize human and financial resources for combating poverty. The primary instrument for developing a local strategy is the community action agency (CAA), composed of public officials, representatives of the poor, and private groups. The CAA plans and carries out programs and activities to improve local planning and coordination; stimulate innovative programs and techniques; provide for more effective organization of services at the neighborhood or community level; increase effectiveness of participation by the poor in programs which affect them; and increase resources allocated to combat poverty. Activities which community action agencies may undertake include:

1. Securing and retaining employment;
2. Attaining an adequate education;
3. Making better use of available income;
4. Providing and maintaining adequate housing and a suitable living environment;
5. Undertaking family planning, consistent with personal and family goals, religious and moral convictions;
6. Obtaining services for the prevention of narcotics addiction, alcoholism, and the rehabilitation of narcotic addicts and alcoholics;
7. Obtaining emergency assistance through loans or grants to meet immediate and urgent individual and family needs, including the need for health services, nutritious food, housing, and employment-related assistance;
8. Removing obstacles and solving personal and family problems which block the achievement of self-sufficiency;
9. Achieving greater participation in the affairs of the community;
10. Making more frequent use of other programs related to the purposes of this title.

CAA's may also undertake community action national emphasis programs which include: Comprehensive health services, emergency food and medical services, family planning, senior opportunities and services. These programs are detailed as separate program descriptions.

Eligibility:

A State or political subdivision of a State, or a combination of such political subdivision, or a public or private nonprofit agency or organization which has been designated by a State, or such a political subdivision or combination of subdivisions is eligible. A community may be a city, county, multicounty, or multicounty unit, or a neighborhood or other area (irrespective of boundaries or political subdivisions), which provides a suitable organizational base and possesses the commonality of interested people needed for a community action program. Grants are made to agencies representing an entire community and to single-purpose agencies with adequate authority to enter into contracts, receive grants, and carry out the program directly or by contract with other agencies.

Available Assistance:

OEO provides assistance for the activities of the CAA board and staff, for a variety of programs to fill unmet needs and to strengthen existing services. Projects may be locally designed or selected from CAP's national emphasis programs. Locally designed programs may include consumer action (buying clubs, credit unions, consumer education) cooperatives, education (tutorials and literacy training), housing (housing development corporations, housing code enforcement, self-help housing), manpower (recruitment, training, counseling, placement with such supportive services as day care centers), and social services (home management services and food distribution).

Use Restrictions:

Innovative projects designed to solve problems of poverty and any research related to those problems.

Assistance Prerequisites:

(1) Must focus on the needs of the poor; (2) must encourage maximum feasible participation by the population served; (3) must arrange for coordination of funding; (4) must assure that entire program will be conducted in accordance with Civil Rights Act of 1964.

2) NEIGHBORHOOD FACILITIES

Contact: Leo A. Morris
Director, Community Facilities Division
Community Resources Development Administration
Metropolitan Development
U.S. Department of Housing and Urban Development
Washington, D.C. 20410

Nature of Program:

Grants covering up to two-thirds of the development cost (three-fourths in designated redevelopment areas) are made to develop facilities to be used for neighborhood health, welfare, educational, cultural, social, recreational, or similar community service activities. Facilities may be provided by new construction or rehabilitation of existing structures, or both. The facility must be: needed to carry out a program of community service (including a Community Action Program under Title II, Economic Opportunity Act of 1964) in the area; consistent with comprehensive planning for the area; and accessible to a significant proportion of the area's low- or moderate-income residents. Relocation assistance and Federal relocation payments must be provided for individuals, families, and businesses displaced by program activities.

Eligibility:

Applicants may be local public bodies or agencies authorized under State or local law to undertake neighborhood facility projects. A local government agency may contract with a qualified nonprofit organization to own or to operate the facility, but the public body must retain control over the facility's use.

Application is made to the HUD regional office serving the area in which the project is to be located.

3) VOLUNTEERS IN SERVICE TO AMERICA (VISTA)

Contact: Padraic Kennedy, Acting Assistant Director
Office of Economic Opportunity
1200 19th Street, N.W.
Washington, D.C. 20506 (202) 382-6134

Nature of Program:

VISTA is a manpower organization that provides volunteers who are willing to live and work with the poor. The volunteers live on subsistence allowances in urban slums, in rural poverty areas, on Indian reservations and in migrant camps. Many volunteers contribute specific skills as lawyers, health technicians, and architects. However, the basic job of the volunteer should take a significant role in developing an atmosphere in which leadership can be found and problems resolved. VISTA volunteers are requested by and serve under the immediate supervision of a sponsor, which may be public or private agency or group. There is a wide variety of sponsors---the most frequent are community action agencies, the locally controlled agency for the Office of Economic Opportunity, and local public groups such as county and city health units of school boards.

Eligibility:

A volunteer must be over 18 years old. During the past year 5 percent of the volunteers were 18 and 19 and about 25 percent were retired persons over 60.

Available Assistance:

VISTA provides manpower---it is not a grant program.

Use Restrictions:

VISTA spends its funds for volunteers occasionally, grants for supervision and transportation are made to grassroots organizations which cannot otherwise afford them.

4) RECREATION FACILITY LOAN PROGRAM

Contact: Director, Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU 8-5717

Nature of Program:

Helps rural community groups finance development of outdoor recreation centers serving rural residents by direct use or economic benefits.

Eligibility:

Rural nonprofit organizations with broadly based community membership and legal capacity to assume responsibility for financing and operating facilities.

Available Assistance: Loans

Use Restrictions:

Develop and improve land and water resources for outdoor recreational activity.

1) ECONOMIC OPPORTUNITY LOANS TO COOPERATIVES

Contact: Denton Sprague, Director
Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU 8-5717

Nature of Program:

Helps low-income rural families increase their income by establishing essential marketing, processing or purchasing cooperative services.

Eligibility:

Cooperatives that furnish essential marketing processing or purchasing services for families in rural areas who have limited incomes and few resources.

Available Assistance:

Loans and technical assistance in establishing, operating, and managing a rural cooperative.

Use Restrictions:

Process products grown on member farms; assemble, market, and transport home-produced goods; purchase and make available to members essential machinery and equipment, and farm operating and home industry items; market agricultural products; purchase land and buildings for cooperative functions pay costs of organizing cooperative, and refinance certain debts.

2) NONFARM ENTERPRISE LOANS .

Contact: Leonard Dalsted, Director
Farm Ownership Loan Division (202) DU 8-4572

Clayton Case, Director
Operating Loan Division (202) DU 8-5044
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250

Nature of Program:

To help farmers make better use of their resources and skills to improve their incomes.

Eligibility:

Farmers living on and operating family size farms and those who have farm background.

Available Assistance:

Loans and appropriate supervision.

Use Restrictions:

FO loans can be used to provide land, facilities, essential service buildings. OL loans can be used to pay operating expenses, buy tools, equipment, inventories and supplies.

3) FARM FISH POND MANAGEMENT

Contact: Harvey Willoughby
Chief, Division of Fish Hatcheries
Washington, D.C. 20240 (202) 343-2197

Nature of Program:

Small fish, in correct species combinations, are stocked to establish self-perpetuating pond fish populations. The objective is to develop a balanced pond capable of supporting recreational fishing over a period of years. The fish also provide a good source of high protein food.

Eligibility:

Individual owners of farm ponds.

Available Assistance:

Stocking of fish and pond management advice.

Use Restrictions:

To produce and distribute fish used in stocking farm ponds.

4) ECONOMIC OPPORTUNITY LOANS

Contact: John E. Moore
Chief, Economic Opportunity Loan Division
Small Business Administration
1441 L Street, N.W.
Washington, D.C. 20416 (202) 382-5301

Nature of Program:

Designed to provide financial and management assistance to low-income individuals or to those individuals who due to social or economic disadvantage have been denied the opportunity to acquire adequate business financing through normal lending channels on reasonable terms. Provides loans to expand or establish small businesses.

Eligibility:

Any resident of the United States may apply for an EOL if: 1) his total family income from all sources (other than welfare) is not sufficient for the basic needs of that family; or 2) due to social or economic disadvantage he has been denied the opportunity to acquire adequate business financing through normal lending channels on reasonable terms.

Available Assistance:

Loan up to \$25,000 up to 15 years maturity. The interest rate fluctuates and is presently set at 5 5/8% for direct loans and the SBA share of participation loans.

5) GUARANTEED BUSINESS LOANS

Contact: Pierron R. Leef
Director, Office of Business Loans
Small Business Administration
1441 L Street, N.W.
Washington, D.C. 20416 (202) 382-7238

Nature of Program:

Loan made by a lending institution under an agreement made with SBA. Upon default by borrower for 90 days of payment (60 days under the simplified blanket guaranty plan) due as to principal or interest the bank may call upon SBA to purchase its guaranteed portion.

Eligibility:

Small business firms.

Available Assistance:

\$350,000, 90 percent maximum SBA participation, 5 1/2 percent maximum SBA interest. Bank share legal and reasonable terms from private sources.

Use Restriction:

Construct, expand, or convert facilities, purchase buildings, equipment, or materials, or obtain working capital, when needed financing is not available for these purposes in full or in part on reasonable terms from private sources.

6) LOCAL DEVELOPMENT COMPANY LOANS
(Section 502)

Contact: Anthony S. Stasio
Director, Office of Economic Development
1441 L Street, N.W., Room 818
Washington, D.C.

Nature of Program:

This program helps in implementing the congressional policy to improve and stimulate the national economy in general, and the small business segment thereof in particular, by establishing a program to stimulate the flow of private equity capital and long-term loans for the sound financing of the operations, growth, expansion, and modernization of small business concerns. Congress stipulated, moreover, that this policy is to be carried out in such a manner as to insure maximum participation of private financing sources. Under this loan program the Small Business Administration is authorized to make loans for plant construction, conversion, or expansion, including the acquisition of land to State or local development companies, either directly or in cooperation with banks or other lending institutions. All loans under this program must be so secured as reasonably to assure repayment, and the proceeds used to assist an identifiable small business concern for a sound business purpose. The statutory limit is \$350,000 of "502" funds for each small business concern. The loan must be repaid during a term not to exceed 25 years.

Eligibility:

The entire community where the project is located benefits by reason of the additional job opportunities created and by the flow of funds resulting from the new or increased business. So there must be at least 25 members or stockholders in the applicant development company. The beneficiary must be an eligible small business concern, which has agreed, before any disbursement of Federal funds, to occupy the facilities when completed.

Available Assistance:

Long-term loan funds at a reasonable rate of interest - up to \$350,000 for as long as 25 years currently at 5 1/2 percent interest.

Use Restrictions:

"502" loan proceeds can be used by the borrowing local development company for acquisition of land, construction or purchase of a building, renovation or expansion of facilities, and acquisition of machinery and equipment. "502" loan funds cannot be used for repayment of long-term debt, that is, refinancing, or for working capital purposes.

7) SMALL BUSINESS INVESTMENT COMPANY PROGRAMS -
DEBENTURES AND LICENSING

Contact: A.H. Singer
Small Business Administration
1441 L Street, N.W.
Washington, D.C. 20416 (202) 382-6444

Nature of Programs:

To improve and stimulate the national economy in general, and the small business segment thereof in particular, by establishing a program to stimulate and supplement the flow of private equity capital and long-term loan funds, which small business concern need for the sound financing of their business operations and for their growth, expansion, and modernization, and which are not available in adequate supply.

Eligibility:

Qualified groups or individuals may incorporate as small business investment companies and apply for licenses.

Available Assistance:

SBA lends funds to licensed small business investment companies through purchase of debentures of such companies, or through issuance of guarantees of the principal and interest of such debentures to institutional lenders. As a prerequisite to assistance, capital adequate to assure reasonable prospect of sound and profitable operation with active and prudent management must be provided.

Use Restrictions:

Debentures - loans to small business investment companies. Licensing - administration, operation, and lending.

8) PROCUREMENT AND MANAGEMENT ASSISTANCE
TO SMALL BUSINESSES

Contact: Associate Administrator for Procurement
and Management Assistance
Small Business Administration
Washington, D.C. 20416 (202) 393-3111

Nature of Program:

This program provides management and technical assistance, and government procurement and sales assistance. These services are available to small businesses and, in some cases community groups, to help them adjust to and profit from changes in business environment.

This assistance includes:

1. Workshops for prospective small business owners
2. Management counseling, including SCORE (Service Corps of Retired Executives)
3. Management courses, conferences, and clinics
4. Publications to assist in management of small business including contract research results
5. Engineering, economic, and management surveys
6. Advising and assisting small business owners in matters relating to government procurement such as:
 - a. Insuring that small business secures a fair share of government procurement and sales
 - b. Issuing Certificates of Competency
 - c. Participating in voluntary sub-contracting program

Eligibility:

Actual and potential small businessmen and, in some cases, members of community groups and development companies are eligible.

A small business is one independently owned and operated which is not dominant in its field. More specific criteria defining a small business are established by the Small Business Administration.

1) HEADSTART

Contact: Director, Office of Child Development
U.S. Department of Health, Education, and Welfare
Washington, D.C. 20201 (202) 382-6751

Nature of Program Activity:

Headstart is a comprehensive early childhood education program for disadvantaged preschool children and their families. Each program includes health, nutrition, parent involvement, and education components, as well as a career development program for teachers and non-professional aides who serve in the centers. There is also active volunteer participation from all age groups.

Eligibility:

Preschool children whose families meet the DHEW poverty guidelines, are accepted into Headstart. Up to 10 percent nonpoor children are allowed to participate.

Available Assistance:

Grants up to 80 percent of the total program cost are made directly to local community action agencies or other public and private nonprofit agencies. Grants and contracts are also made to universities and private nonprofit businesses to provide technical assistance and training to the program and its staff. Grants are also made to a limited number of communities to operate parent and child center programs.

Use Restrictions:

With the exception of allowing 10 percent nonpoor children into the program, Headstart funds cannot be spent on children above poverty income criteria or for services already available which would be diminished if Headstart funds were used.

2) FOLLOWTHROUGH

Contact: Director, Followthrough Program
Division of Compensatory Education
Bureau of Elementary and Secondary Education
U.S. Office of Education
Washington, D.C. 20202 (202) 963-7731

Nature of Program Activity:

Followthrough provides a program of comprehensive services---instruction, health, nutrition, social and psychological, teacher training, and parent and community involvement---to help children from low-income families sustain in the primary grades the educational gains made in Headstart or similar preschool program.

Eligibility:

Eligible children come from low-income families as defined by the poverty line index of the Office of Economic Opportunity. With few exceptions, at least half of the children in each project must be graduates of a full-year Headstart or similar preschool program. To give these children the opportunity to associate with children from other social and economic backgrounds, a relatively small number of nonpoor pupils participate in followthrough classes.

Available Assistance:

Followthrough projects are funded by grants under the Economic Opportunity Act, by Title I of the Elementary and Secondary Education Act, and by a local non-Federal contribution. Followthrough EOA funds provide from 75 to 86 percent of the total amount. Under new regulations effective June 30, 1969, the non-Federal share is 25 percent of the Followthrough grant if the project operates at only one grade level; 20 percent for two grade levels; 16 percent for three grades; and 14 percent for four grades. In addition, the community provides from title I, ESEA funds, an amount equal to 15 percent of the followthrough grant, provided this amount is not more than 10 percent of the total Title I money available to the community.

Use Restrictions:

Followthrough funds may not be used to pay for health, nutrition, and other special services for children who are not from low-income families, for services normally available to all children under the regular school program, or for construction of new facilities.

3) EDUCATIONALLY DEPRIVED CHILDREN
LOCAL EDUCATIONAL AGENCIES

Contact: Director, Division of Compensatory Education
U.S. Department of Education
Washington, D.C. 20202 (202) 962-6711

Nature of Program Activity:

Programs are designed to give special educational assistance to children whose level of educational achievement is below normal for their age and to help them overcome barriers to learning.

Eligibility:

Local educational agency is eligible if located in a county with at least 10 children ages 5 through 17 from families with an annual income of less than \$2,000 based on 1960 census data.

Use Restrictions:

Funds must supplement, not substitute for, local and State money normally spent on the education of children in the school district. Services must be designed to meet the needs of educationally disadvantaged children in low income areas.

4) ADULT BASIC EDUCATION SPECIAL PROJECTS

Contact: Director, Division of Adult Education Programs
U.S. Office of Education
Washington, D.C. 20202 (202) 963-7444

Nature of Program Activity:

Special projects are to strengthen the ongoing State grant adult basic education program through experimentation with new teaching methods, programs, techniques and with new operational and administrative systems.

Eligibility:

Grants are made to local education agencies and other public or private nonprofit agencies, including educational television stations.

Available Assistance:

Amounts of grants vary with the design and scope of the projects. Applicant organizations are urged to share 10 percent of the projects' costs when feasible.

5) SCHOOL LUNCH PROGRAM

Contact: Miss Josephine Martin
Chief Consultant
School Food Service Program
State Department of Education
Room 211
State Annex Building
156 Trinity, S.W.
Atlanta, Georgia 30304

Nature of Program:

This program provides commodity and cash grants to State educational agencies to assist them in providing adequate school lunches. This helps to safeguard the health and well-being of children and to encourage the domestic consumption of nutritious agricultural commodities. Cash grants are distributed by the State agencies for food assistance to schools participating in the program. Part of the appropriation may be used by the Secretary of Agriculture for direct expenditure on agricultural commodities and other foods to be donated to the States for distribution among participating schools according to their needs as determined by local school authorities. Not less than 75 percent of the sum appropriated each fiscal year is allotted to States on the basis of their participating rate and their assistance need rate.

Eligibility:

The State educational agencies must enter into an agreement with the Secretary of Agriculture in accordance with the National School Lunch Act, and then enter into agreements with public and nonprofit private high schools and grade schools. Private schools contract with the Department of Agriculture in those States where State educational agencies cannot legally administer the program in such schools. To be eligible, schools must agree to: meet requirements established by the Secretary of Agriculture; and provide lunches free or at a reduced price to children who are unable to pay the full price.

6) CHILD NUTRITION PROGRAM

Contact: Food and Nutrition Service
1795 Peachtree Road, N.E.
Atlanta, Georgia 30309

Nature of Program:

This program provides, on a 3-year pilot basis, for cash grants to assist States to initiate, maintain, or expand nonprofit food service programs for children in service institutions, to improve child nutrition. These programs will reach school-age children during the summer months in settlement houses, neighborhood houses and recreation centers. Preschool children will receive year-round assistance in child day-care centers. Each State may receive a basic grant of not more than \$50,000. The remaining available funds will be apportioned by a formula prescribed by law.

Eligibility:

All public and private nonprofit institutions such as child day-care centers, settlement houses or recreation centers, which provide day-care, or other child-care where children are not maintained in residence are eligible to participate. In some States the educational agency will handle the program for all service institutions. If the State educational agency is not able to handle the program, the Consumer and Marketing Service will contract with and disburse funds directly to the service institutions.

1) COMPREHENSIVE HEALTH SERVICES

Contact: Gary D. London, M.D., Director
Health Services Office
Community Action Program
Office of Economic Opportunity
1200 19th Street, N.W.
Washington, D.C. 20506 (202) 382-3718

Nature of Program:

This program provides grants for the establishment of health centers which offer comprehensive health care to low-income persons and are located in areas having high concentrations or proportions of poverty with inadequate health services.

Eligibility:

Any public or private nonprofit agency, such as a medical society, medical school, hospital, public health department, group practice plan, or health corporation may apply. The projects are usually operated as independent, delegate agencies of local community action agencies. Instructions, application forms, and related materials are available from the administrator's office.

Available Assistance:

The health care may include treatment, screening and diagnostic services, home care, outreach rehabilitation, dental care, family planning, mental health care, and other health related services. In addition, the grants may help to obtain equipment and supplies, training for personnel, planning activities, evaluation of projects, and transportation for patients. Special technical assistance is available for rural areas.

2) HEALTH FACILITIES CONSTRUCTION
-HOSPITALS AND PUBLIC HEALTH CLINICS-

Contact: Director, Health Facilities Planning and Construction
and Construction Service
Health Services and Mental Health Administration
Department of Health, Education and Welfare
Silver Spring, Maryland 20910 (301) 495-5331

Nature of Program:

This program provides grants to assist in constructing, equipping, and modernizing nonprofit private and publicly owned hospitals and public health centers.

Eligibility:

Public and other nonprofit agencies or corporations.

Available Assistance:

Funds are allocated to the States which have the responsibility for selection of projects for funding.

Use Restrictions:

Funds are limited to new construction, modernization, and equipping of these facilities.

3) SURPLUS PROPERTY UTILIZATION.

Contact: Director, Office of Surplus Property Utilization
Office of Assistant Secretary for Administration
Department of Health, Education, and Welfare
Washington, D.C. 20201 (202) 962-3283

Nature of Program:

To make Federal surplus personal property available to eligible health and educational donees and to convey surplus Federal real property needed and usable for health and educational programs to eligible transferees.

Eligibility:

Personal property may be donated to approved or accredited tax-supported or private nonprofit tax-exempt medical institutions, hospitals, clinics, health centers, schools, school systems, colleges, and universities; schools for the mentally retarded and physically handicapped; licensed educational radio and television stations; public libraries, and civil defense organizations. Real property may be acquired by States, their political subdivisions and instrumentalities, and by tax-supported or nonprofit educational and medical institutions. Nonprofit institutions must be tax-exempt under section 501(c)(3) of the 1954 Internal Revenue Code.

Available Assistance:

Personal property is distributed through established State agencies for surplus property to eligible institutions for health, educational, and civil defense purposes. Donees pay a nominal service charge assessed by the State agency to cover costs of transportation, care, and handling. Surplus real and related personal property is transferred to eligible applicants at fair market value with a discount which takes into consideration benefits which may accrue to the United States because of its proposed use, plus any external administrative costs. Public benefit allowance discounts may range from 50 to 100 percent of the fair market value, depending on type of facility and the proposed use.

Use Restrictions:

Personal property which initially cost \$2,500 or more must be used by donees for a period of 4 years (this varies for motor vehicles, aircraft, and certain vessels). Transfers of real property are made by deed or bill of sale and include use and encumbrance restrictions which run up to 30 years.

1) INTEREST SUPPLEMENTS ON HOME MORTGAGES
(Section 235)

Contact: Assistant Secretary for Mortgage Credit
FHA Commissioner, Office of Assistant
Commissioner for Multifamily Housing
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202)755-6521

Nature of Program:

HUD makes monthly payments to the mortgagee to reduce interest costs to as low as 1 percent on a home mortgage insured by the Federal Housing Administration. The homeowner must pay at least 20 percent of his adjusted monthly income on the mortgage. Amounts of subsidies vary according to the income of the individual homeowner and the total amount of the mortgage payment at the market rate of interest. Family income and mortgage limits are established for eligibility in each locality. Assistance may be provided for new or substantially rehabilitated homes and, in a limited number of cases, for existing homes without rehabilitation.

Eligibility:

The applicant may be anyone whose income qualifies him for the subsidy aid. Application is made to a lending institution approved by FHA as a mortgagee.

2) HUD GUARANTEED INDIVIDUAL LOANS FOR
LOW INCOME FARM AND RURAL FAMILIES

Contact: Louis Malotky
Director of Rural Housing Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU8-4295

Nature of Program:

Interest supplements by HUD reduce interest costs to as low as 1 percent when mortgage payment exceeds 20 percent of family income. FHA administers by delegation from HUD in rural areas.

Eligibility:

Homeowner or a cooperative member of lower income who satisfies eligibility requirements prescribed by the Secretary.

3) MUTUAL AND SELF-HELP HOUSING PROGRAM

Contact: Louis Malotky
Director, Rural Housing Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU 8-4295

Nature of Program:

Enables low-income families to obtain adequate homes by forming groups whose members perform much of the construction work on their own and other members' new homes.

Eligibility:

Low-income families living in rural areas, including rural towns of not more than 5,500 population.

4) COOPERATIVE HOUSING
(Section 213)

Contact: Federal Housing Commissioner
Federal Housing Administration
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6521

Nature of Program:

Mortgages are insured by the Federal Housing Administration on cooperative housing projects of five or more dwelling units to be occupied by members of nonprofit cooperative ownership housing corporations. These insured loans may be used to finance: construction of a project; rehabilitation and acquisition of an existing project by a cooperative corporation; improvement or repair of a project already owned by the cooperative corporation, and resale of individual memberships; construction of projects of individual family dwellings that will be bought by individual members with separate insured mortgages; and construction or rehabilitation of projects that the owners intend to sell to nonprofit cooperatives. The project may be located in any area approved by FHA where the market shows a need for such housing.

Eligibility:

Applicants may be: nonprofit cooperative-ownership housing corporations or trusts (with permanent occupancy of the dwellings restricted to the corporation members or the trust beneficiaries); nonprofit corporations or trusts organized to construct homes for members of the corporation or beneficiaries of the trust; qualified sponsors who intend to sell the project to a nonprofit corporation or trust.

Application is made to a lending institution approved by FHA as a mortgagee.

5) RENTAL AND COOPERATIVE HOUSING FOR
LOW- AND MODERATE-INCOME FAMILIES
[Section 221(d) (3)]

Contact: Federal Housing Commissioner
Federal Housing Administration
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6521

Nature of Program:

Mortgages with special terms to finance the construction or rehabilitation or rental and cooperative housing projects of five or more dwelling units for people of low and moderate income are insured by the Federal Housing Administration. Priority for occupancy is given to individuals or families displaced by governmental action.

The mortgage may bear either a market rate of interest or an interest rate of 3 percent. If the mortgage has a below-market interest rate, the incomes of occupants of the housing must fall within prescribed limits. The housing must be located in a community that has a certified Workable Program for Community Improvement.

Eligibility:

Applicants may be public agencies (except local housing authorities obtaining Federal assistance for low-rent public housing), private nonprofit corporations or associations, cooperatives, limited-distribution corporations (including investor-sponsors and builder-sellers), and other sponsors approved by FHA.

Application is made to a lending institution approved by FHA as a mortgagee, after preapplication conference with the local FHA insuring office.

6) INTEREST SUPPLEMENTS ON RENTAL AND
COOPERATIVE HOUSING MORTGAGES
(Section 236)

Contact: Federal Housing Commissioner
Federal Housing Administration
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6521

Nature of Program:

HUD makes monthly payments to mortgagees, on behalf of mortgagors, of a part of the interest on market-rate mortgages financing rental or cooperative housing projects for low-income families. Interest-reduction payments may also be made on rental or cooperative housing projects owned by private nonprofit, limited-dividend, or cooperative entities which are financed under a State or local program providing assistance through loans, loan insurance, or tax abatement.

Interest-reduction payments cannot exceed the difference between the amount required for principal, interest, and mortgage insurance premium on a market-rate mortgage and the amount required for principal and interest on a mortgage at 1 percent interest. The purpose of the payments is to bring the monthly rental charges down to a level that low-income families can afford to pay with at least 25 percent of their adjusted monthly income.

Eligibility:

Applicants for mortgages insured by the Federal Housing Administration and for interest-reduction payments may be nonprofit, limited-dividend, and cooperative entities.

Applications for insured mortgages are made to lending institutions approved by FHA as mortgagees.

Applications for interest-reduction payments where no FHA insurance is involved are made directly to the local FHA insuring office.

7) RURAL RENTAL AND COOPERATIVE HOUSING LOANS

Contact: Louis Malotky
Director, Rural Housing Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU 8-4295

Nature of Program:

Provides loan financing for construction of rental and cooperative housing for rural families of low and moderate income and rural senior citizens.

Eligibility:

Individuals, business corporations, nonprofit corporations, cooperatives.

Available Assistance:

Loans

Use Restrictions:

Construct, purchase, improve, repair single-unit or multiple-unit rental or cooperative housing; buy and improve land as building sites; provide recreation and service facilities for use by occupants of the dwellings.

8) LOW-RENT PUBLIC HOUSING - LEASING
(Section 23)

Contact: Mr. Arthur E. Rosfeld
Acting Deputy Assistant Secretary
for Housing Assistance
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6614

Nature of Program:

Annual contributions made to authorized local public agencies enable them to work with real estate agencies, owners, and developers in providing housing for low-income families. Local housing authorities lease dwellings from private owners and make them available to low-income families at rents they can afford. Local authorities may also acquire structures containing leased units and sell these units to the tenants on terms that would enable them to make the purchase without undue financial hardship.

Eligibility:

Applicants may be local housing authorities and other authorized public agencies. The local governing body must have passed a resolution approving the application of the housing program to the locality.

Application is made to the HUD regional office serving the locality.

9) RENT SUPPLEMENTS

Contact: Federal Housing Commissioner
Federal Housing Administration
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6521

Nature of Program:

Federal rent supplement payments are made to owners of certain private housing projects. The rent supplement payment for a tenant amounts to the difference between 25 percent of his income and the fair market rental for the unit he occupies. As the tenant's income changes, the rent supplement is increased or decreased accordingly. If his income rises to the point where he can pay the full rent, he may continue living in the same unit without rent supplement.

The housing on which rent supplements are paid must be financed under certain HUD programs; or under State or local programs that provide loans, loan insurance, or tax abatements - if the projects are approved for rent supplement before completion of construction or rehabilitation.

Eligibility:

Tenants whose incomes fall within prescribed limits may be eligible for rent supplements if they also qualify in one of the following ways: are elderly or handicapped (or have an elderly or handicapped wife or husband); are displaced by governmental action; are occupants of substandard housing; are present or former occupants of dwellings damaged or destroyed by a natural disaster since April 1, 1965. Tenants apply to the owner of the housing project. Housing owners eligible for contracts to receive rent supplements are nonprofit, cooperative, or limited-dividend organizations. Owners apply for rent supplement contracts at HUD regional offices.

10) ASSISTANCE TO NONPROFIT SPONSORS

Contact: Federal Housing Commissioner
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6521

Nature of Program:

Technical assistance in the construction, rehabilitation, and operation of housing projects for low- and moderate-income families is provided for prospective non-profit sponsors.

Also, 80-percent interest-free loans can be made to nonprofit sponsors of such housing to cover preconstruction costs involved in planning and obtaining financing for a proposed project. The loans are repayable when the permanent mortgage proceeds become available, as the costs they cover are generally included in mortgage financing.

Eligibility:

Applicants may be nonprofit corporations or organizations eligible to apply for mortgages under housing programs for low- and moderate-income families authorized by the National Housing Act. The nonprofit groups must be organized for purposes other than making profit or gain for themselves or persons identified with them and must be found by the Federal Housing Administration to be in no manner controlled by or directed by persons or firms seeking to derive profit or gain.

Application is made to the local FHA insuring office.

1) NEW COMMUNITIES - GUARANTEES
AND SUPPLEMENTARY GRANTS

Contact: T.M. Alexander
Director, New Communities Division
Community Resources Development Administration
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6186

Nature of Program:

Bonds, debentures, notes, or other obligations issued by private developers to finance the cost of acquiring and developing land for new communities may be guaranteed by HUD. Within a limit of \$50 million for any one community, and based on HUD's estimate of value and cost, the guaranteed amount may be up to whichever is less: 80 percent of the value of the property when land development is completed; or the sum of 75 percent of the value of the land before development and 90 percent of the actual cost of the land development (not including buildings).

Before making any guarantees HUD must be satisfied that the proposed new community will contribute to the orderly growth and development of the area in which it is to be located and will provide good living conditions for its inhabitants and a proper balance of housing for low- and moderate-income families.

Supplemental grants of up to 20 percent of facility cost are authorized for new community water and sewer or open-space facilities assisted with other Federal grants. The total Federal grant amount may not exceed 80 percent of facility cost.

Eligibility:

Approved private developers may receive guarantees. States and localities providing a new community development with federally assisted water and sewer and open space facilities may receive supplemental grants. Applications are made to the HUD regional office serving the new community area.

2) LAND DEVELOPMENT AND NEW COMMUNITIES

Contact: Federal Housing Commissioner
Federal Housing Administration
Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6521

Nature of Program:

Mortgages to finance the purchase of raw land and the development of improved building sites or to finance the development of new communities are insured by the Federal Housing Administration in amounts up to \$25 million for any one project. Repayment periods, except for mortgages covering new communities or sewer and water systems, may not exceed 10 years.

The development must be characterized by sound land use patterns and be consistent with comprehensive planning for the area in which the land is situated. There must be assurance that the land will be served by adequate shopping, school, recreational, transportation, and other facilities. In the case of new communities, eligibility for mortgage insurance hinges upon: (1) HUD determination that the new community will, in view of its size and scope, make a substantial contribution in specific ways to the size and growth of the area within which it is located; (2) approval of the development of the new community by the local governing body or bodies of the area or areas in which it will be located.

Eligibility:

The applicant may be any mortgagor entity (other than a public body) approved by FHA. Application is made to a lending institution approved by FHA as a mortgagee.

1) PUBLIC FACILITIES

Contact: Leo A. Morris
Director, Community Facilities Division
Community Resources Development Administration
Metropolitan Development
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6182

Nature of Program:

Loans for up to 40 years and covering up to 100 percent of project cost are made for use in financing a variety of public works projects - construction of water and sewage facilities, gas distribution systems, street improvements, public buildings (except schools), recreation facilities, jails, or other public works. Loan aid under this program is available only for those parts of a project not covered by aid provided under other Federal agency programs. Priority is given to applications of smaller communities for assistance in construction of basic public works.

Eligibility:

Applicants may be local units of government or State instrumentalities. The political subdivision for which the loan is made must be under 50,000 in population. The population may be up to 150,000 in designated redevelopment areas. Communities near research or development installations of the National Aeronautics and Space Agency are not subject to population limit. A nonprofit private corporation serving a community under 10,000 population may apply for aid for water and sewer facilities only.

2) PUBLIC WORKS AND ECONOMIC
DEVELOPMENT FACILITIES

Contact: George T. Karras
Director, Office of Public Works
Economic Development Administration
U.S. Department of Commerce
Washington, D.C. (202) ST3-9200

Nature of Program:

To provide Federal financial assistance for public works and economic development facilities.

Eligibility:

States, local subdivisions thereof, and private or public nonprofit organizations or associations representing a redevelopment area or part thereof are eligible to receive public works grants and loans. They must furnish evidence that they are legally empowered to undertake the proposed project and to receive and disburse Federal grants and loans for its construction.

Available Assistance:

Grants and loans to acquire and develop land improvements for public works and public service or development facility usage, and acquire, construct, rehabilitate, alter, expand, or improve such facilities, including related machinery and equipment.

3) COASTAL PLAINS REGIONAL COMMISSION
TECHNICAL ASSISTANCE AND
SUPPLEMENTAL GRANTS

Contact: G. Fred Steele, Jr., Federal Co-Chairman
Charles W. Coss, Executive Director
Suite 414
2000 L Street, N.W.
Washington, D.C. 20036 (202) 967-3753

Nature of Program:

The Coastal Plains Regional Commission was established for the following purposes:

1. To advise and assist the Secretary of Commerce in identification of optimum boundaries for the Coastal Plains economic development region;
2. To initiate and coordinate the preparation of long-range overall economic development programs for the Coastal Plains Region;
3. To foster surveys and studies to provide data required for the preparation of specific plans and programs for the development of the Coastal Plains;
4. To advise and assist the Secretary of Commerce and the member State in the initiation and coordination of economic development districts, in order to promote maximum benefits from the expenditures of Federal, State, and local funds;
5. To promote increased private investment in the region;
6. To prepare legislative and other recommendations with respect to short-range and long-range programs and projects for Federal, State, and local agencies;
7. To develop, on a continuing basis, comprehensive and coordinated plans and programs and establish priorities thereunder, giving due consideration to other Federal, State, and local planning in the Coastal Plains Region;
8. To conduct and sponsor investigations, research, and studies including an inventory and analysis of the resources of the Coastal Plains Region and in cooperation with

Federal, State, and local agencies, sponsor demonstration projects designed to foster regional productivity and growth;

9. To initiate, and when appropriate, to administer programs designed to foster the economic potential of the region, utilizing resources made available from within the region or in collaboration with Federal resources;

10. To review and study, in cooperation with the agency involved, Federal, State, and local public and private programs, and, where appropriate, recommend modifications or additions which will increase their effectiveness in the region;

11. To formulate and recommend, where appropriate, interstate compacts and other forms of interstate cooperation, and work with State and local agencies in developing appropriate model legislation;

12. To provide a forum for consideration of problems of the Coastal Plains Region and proposed solutions and establish and utilize, as appropriate, citizens and special advisory councils and public conferences;

13. To make additional recommendations from time to time to the Secretary of Commerce and to the State Governors and appropriate local officials, with respect to -

(a) the expenditure of funds by Federal, State, and local departments and agencies in the Coastal Plains Region in the fields of natural resources, agriculture, education, training, health and welfare, transportation, and other fields related to the purposes of the Public Works and Economic Development Act of 1965; and

(b) such additional Federal, State, and local legislation or administrative actions as the Commission deems necessary to further the purposes of the Public Works and Economic Development Act of 1965.

Eligibility:

Member States and subdivisions thereof including districts, counties, municipalities, and other organizations within the region duly constituted by Federal or State laws.

Available Assistance:

Technical assistance performed by staff or by contract with outside experts to promote economic development. Supplemental grants to projects within the region which are eligible for Federal grant assistance under an existing Federal program. Such projects must be certified as to priority by the Governor of the State involved and must be regional in significance under criteria established by the Commission.

Use Restrictions:

Funds available to the Commission may be spent to facilitate economic development planning by providing appropriate technical assistance and may be used to supplement selected Federal grants in the region to aid local communities which otherwise might not be able to take advantage of the Federal grant. All such uses are restricted to the promotion of regional economic development.

4) PUBLIC WATER AND SEWER FACILITIES

Contact: Leo Morris
Director, Community Facilities Division
Community Resources Development Administration
Metropolitan Development
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6182

Nature of Program:

Grants are made in amounts of up to 50 percent of land and construction costs for new water and sewer facilities. The facilities must be consistent with a program for a coordinated areawide water and sewer facilities system which is part of the comprehensively planned development of the area. A grant may be up to 90 percent, under certain conditions, for a community that has a population under 10,000.

Eligibility:

The applicant may be any city, town, county, or public agency or instrumentality of one or more States or one or more municipalities established to finance specific capital improvement projects.

5) SEWER SYSTEM GRANT
AND LOAN PROGRAMS

Contact: Denton Sprague
Director, Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU8-5717

Nature of Programs:

To reduce users' fee of facility to reasonable level; to assist rural communities under 5,500 population to build adequate sewer systems when they are unable to obtain adequate credit from other sources at reasonable rates and terms.

Eligibility:

Public or quasi-public bodies and nonprofit organizations serving residents of open country and rural communities up to 5,500 population.

Available Assistance:

Grants up to 50 percent of development costs; loans and technical assistance.

Use Restrictions:

Grants are applied to construction and development cost of facility: plan, install, repair, improve or expand waste disposal systems.

6) WATER SYSTEM GRANT
AND LOAN PROGRAMS

Contact: Denton Sprague
Director, Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU8-5717

Nature of Programs:

To assist rural communities under 5,500 to build adequate water systems when they are unable to obtain adequate credit elsewhere at reasonable rates and terms; also includes financing for irrigation and drainage facilities as well as domestic water systems.

Eligibility:

Public bodies and nonprofit organizations serving rural communities under 5,500 population.

Available Assistance:

Grants up to 50 percent of development costs when needed to provide reasonable rates; loans and technical assistance.

Use Restrictions:

Plan, install, repair, improve or expand a water supply distribution system. Purchase water supply or right and other necessary costs.

7) AGRICULTURAL CONSERVATION

Contact: Kenneth E. Frick
Administrator, Agricultural Stabilization
and Conservation Service
U.S. Department of Agriculture
Room 206-W
Washington, D.C. 20250

Nature of Program:

ACP is the principal channel through which the Federal Government shares with farmers, ranchers, and woodland owners the cost (an average of about 50 percent) of carrying out approved soil, water, woodland, and wildlife conservation practices on their land to help maintain the productive capacity of American agriculture. It also helps assure an increased supply of clean water, enhances natural beauty, provides more opportunities for the enjoyment of outdoor recreation and improves the quality of our environment.

Eligibility:

Any owner, landlord, tenant, or sharecropper of agricultural land in the United States may apply for conservation cost-sharing assistance before the practice is performed of any approved practice of which he bears any of the cost.

Available Assistance:

Cost-sharing (averaging about 50 percent of the cost) on approved conservation practices and the necessary related technical assistance.

Use Restrictions:

To share the cost of installation and provide related technical assistance for approved conservation practices.

8) SOIL AND WATER CONSERVATION LOANS

Contact: Leonard Dahlsted
Director, Farm Ownership Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) 388-4572

Nature of Program:

To enable individual family farmers to develop, conserve, and make better use of their soil and water resources.

Eligibility:

Individual farm operators.

Available Assistance:

Loans for periods not to exceed 40 years.

Use Restrictions:

To develop irrigation systems, drain farmland, and carry out soil conservation measures.

TRAINING AND EMPLOYMENT

1) NEIGHBORHOOD YOUTH CORPS

Contact: Horace Holmes
Manpower Administrator for District of Columbia
District Building, Room 429
14th and E Streets, N.W.
Washington, D.C. 20004 (202)

Nature of Program:

To provide part-time work experience and training for students of high school age from low-income families to help them continue or resume their education. To provide work-experience and supportive services to unemployed youth necessary to develop their abilities to find and keep meaningful employment. To provide summer employment to high school age students from low-income families.

Eligibility:

High school age youth and unemployed out-of-school individuals, priority to youths.

Available Assistance:

Work-training, counseling, remedial education, and other supportive services. Practical work experience.

Use Restrictions:

Wages, supportive services for enrollees and administrative costs.

2) OPERATION MAINSTREAM

Contact: U.S. Training and Employment Service
U.S. Department of Labor
14th and Constitution Avenue, N.W.
Washington, D.C. 20212

Nature of Program:

Employment projects for chronically unemployed poor adults in small towns and rural areas.

Eligibility:

Adult individual.

Available Assistance:

Work-training, employment, and supportive services.

Use Restrictions:

Wages, supportive services for enrollees, and administrative costs.

3) SMALLER COMMUNITIES PROGRAM .

Contact: Tod Potter, Director
Farm Labor and Rural Manpower Service
U.S. Department of Labor
Manpower Administration
Washington, D.C. 20036

Nature of Program:

In rural areas, mobile teams extend employment services and work with community groups in formulating programs to expand employment opportunities. Interviewing, counseling, testing, and job development services are provided to individuals. The team also helps local leaders to analyze area employment problems, to prepare manpower reports, and to initiate projects of community assistance, including various training and employment programs.

Eligibility:

All residents of counties which meet the following criteria: 1) Must not be designated a major labor area; 2) must not contain a city of over 50,000; 3) rural farm and rural nonfarm population must constitute at least 50 percent of county's population.

Available Assistance:

Supply individual area residents with all HRD and employability services normally available in any established local employment service facility: these services include counseling, testing, referral to training and/or supportive service agencies, job development, and placement. Also, work with local community groups in their employment development activities.

4) NEW CAREERS

Contact: Richard Mendenhall, Chief
Division of Job Opportunities Programs
U.S. Training and Employment Service
1741 Rhode Island Avenue, N.W.
Washington, D.C.

Nature of Program:

To train unemployed adults in subprofessional careers of service to the community.

Eligibility:

Adult individuals.

Available Assistance:

Work-training, educational training, counseling, placement, other supportive services.

Use Restrictions:

Wages, supportive services for enrollees; administrative costs.

STATE PROGRAMS

1) PROMOTION OF AGRICULTURAL
COMMODITIES

Contact: Office of Marketing and Commodities Promotion
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

Georgia law provides for the creation of a Commodity Commission to promote production and marketing of agricultural products. Commissions of Eggs, Cotton, Peaches, Apples, Sweet Potatoes, Peanuts, and Tobacco have been established as public corporations, instruments of the state. Objective cover areas of surplus, quantity control, marketing period, unfair trade practices, production adjustments and benefits, research, and educational benefits.

Eligibility:

Producers of Agricultural Products, livestock and livestock products, poultry and poultry products, timber and timber products, fish and seafood and the products of the farms and forests of this state.

2) AGRICULTURE PRODUCTS
GRADING SERVICE

Contact: Federal-State Inspection Service
2300 North Slappy Drive
Albany, Georgia

Nature of Program:

This program is operated in cooperation with the national program conducted by the U.S. Department of Agriculture, with universal standards. The grade terms are the common language in the entire industry. Trained graders at the market places aid in providing the producers a price commensurate with the quality of the product he sells as well as providing the retailer a guide in buying.

It is a voluntary service, being provided upon request and paid for by the user of the service.

Eligibility:

Industry, consumer, and producers.

3) MARKET NEWS

Contact: Office of Marketing Commodities Promotion
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

This program provides information to producers, sellers, and buyers of fruits, vegetables, livestock, poultry, eggs and other agricultural products for the maintenance of orderly marketing.

Eligibility:

Any person or organization desiring marketing information.

4) INSECT AND PLANT DISEASE
CONTROL AND ERADICATION

Contact: Division of Entomology
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30334

Nature of Program:

Protect the agricultural and horticultural interests of the state from injurious insects, plant diseases, and related organisms. Prevent the spread and suppress or eradicate agricultural pests of regional and national concern, protect homeowners and farmers from purchasing insect infested or diseased planting stock, control the spread of infectious bee diseases to protect beekeepers in the moving and selling of their bees, and control the practices of commercial pest control operators to protect the property owners from substandard or illegal pest control operations.

Eligibility:

Food and feed producers and processors; vegetable plant growers; nursery producers; beekeepers, pest control operators; property owners.

5) VETERINARY SERVICES

Contact: Office of Animal Industry
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

Provide technical and professional services dealing with health and wholesomeness of domestic animals and animal products.

Eligibility:

Services extend to slaughterhouses, salebarns, institutions, processing plants, feed lots, hog garbage feeding premises, or wherever livestock and poultry are concentrated.

6) ANIMAL DISEASE CONTROL
AND ERADICATION

Contact: Office of Animal Industry
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

The purpose of this program is to control or eradicate livestock diseases that are economically costly to the industry or carry a threat to human health.

Eligibility:

Salebarns, slaughterhouses, feed lots, hog garbage feeding premises, farms, institutions, or wherever the animals are concentrated.

7) AGRICULTURAL EXPERIMENT STATIONS

Contact: College Experiment Station - Athens
Georgia Experiment Station - Griffin
Coastal Plains Experiment Station - Tifton
Branch Stations: Blairsville, Calhoun, Midville,
Plains

Nature of Program:

Research and technical assistance with agriculture problems of private farmers.

Eligibility:

Citizens of the State.

1) COOPERATIVE FIRE CONTROL

Contact: Forest Protection Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The objective of the Cooperative Fire Control program is to provide permanent protection of non-Federal timbered, potential timbered, and certain non-forested watershed lands to the extent needed to hold fire damage below the level at which it would seriously interfere with expected yield of timber products and other public benefits from these lands.

Eligibility:

Citizens of the State.

2) OUTDOOR RECREATION

Contact: Department of State Parks
7 Hunter Street
Atlanta, Georgia 30334

Nature of Program:

To develop and continuously update a statewide Comprehensive Outdoor Recreation Plan in coordination with federal, state, local, and public and private recreation interests.

To qualify eligible state projects for land and water fund grants.

To inform local governments of Bureau of Outdoor Recreation funds, to review applications for BOR funds, and to otherwise assist local governments in acquiring BOR funding.

BOR funds are available on a 50% Federal 50% local basis.

The program informs local units of governments about available BOR funds and the responsibilities of the local community in obtaining these funds. The programs assist local governments in applying for and receiving BOR funds.

Eligibility:

Eligible state recreation program agencies which qualify with projects meeting state plan criteria.

Local governments in the State of Georgia which develop community recreation plans and quality programs.

1) SOUTHWEST GEORGIA PLANNING
AND DEVELOPMENT COMMISSION

Contact: Southwest Georgia Planning and Development
Commission
PO Box 346
Camilla, Georgia 336-5616
Executive Director: Carroll Underwood
Lee County OEDP Committee
Chairman: James MacBride
Leesburg-Smithville Joint Planning Commission
Chairman: Max Hardy

Nature of Program:

To provide new industry and permanent jobs in areas where they are most needed. Emphasis is placed on long-range economic development and programming for areas with persistent unemployment and low family incomes. Full cooperation of public officials and private enterprise is required, along with partnership among officials at every level of government. The primary objective is to create a climate conducive to the development of private enterprise in economically distressed communities.

Eligibility:

Assistance is available to areas characterized by high unemployment or low family incomes.

2) COASTAL PLAINS REGIONAL ECONOMIC
DEVELOPMENT PROGRAM

Contact: State Planning Bureau
116 Mitchell Street, S.W.
Atlanta, Georgia 30303

Nature of Program:

To stimulate economic growth and development of the 86-county Georgia Coastal Plains Region as part of a three-state Coastal Plains Regional economic development program. Specifically, the purpose of the program is to help close the per capita income gap between the Region and other parts of the nation. To accomplish this purpose, a joint state-federal program was established under the direction of the Coastal Plains Regional Commission. Commission members include the Governor of Georgia, North and South Carolina and a Federal co-chairman.

Eligibility:

Any project related to the creation of new job opportunities and increased per capita income or to the removal of barriers to economic growth and development within the 86-county Georgia Coastal Plains Region. Subject to funding limitations and established state investment priorities.

3) ECONOMIC DEVELOPMENT PROGRAM

Contact: Community Research Unit
Research Division
Department of Industry and Trade
7 Hunter Street
Atlanta, Georgia

Nature of Program:

This program utilizes computers in matching the industrial prospect's requirements with community sites and facilities. The purpose is to attract industries to Georgia, stimulating her economic growth.

Eligibility:

Industries and Georgia communities may use this service.

4) INDUSTRIAL RECRUITMENT,
PROMOTION AND EXPANSION

Contact: Industry Division
Department of Industry and Trade
100 State Capital
Atlanta, Georgia

Nature of Program:

This program promotes, develops and contacts industrial prospects to sell them on and assist them in establishing facilities in Georgia for their firms through personal effort, advertising, direct mail, programs and other means. Also included is the contacting and assisting of existing Georgia industries in expanding their operations in Georgia and working with leaders in Georgia communities and areas in setting up programs for industrial development and carrying out same. The purpose of the program is to promote Georgia business activity and employment by developing increased international trade and commerce.

Eligibility:

Businessmen, industries and communities may make use of this program.

5) INDUSTRIAL INQUIRIES

Contact: Economic Reporting Unit
Research Division
Department of Industry and Trade
7 Hunter Street
Atlanta, Georgia

Nature of Program:

This program is researching, collecting and disseminating data on communities, industrial locations, markets, suppliers, resources, etc., for industries and businesses who are interested in locating in Georgia. The overall objective is aimed at increasing the state's industrial and economic growth.

Eligibility:

Anyone may obtain this information.

1) TITLE IV FORESTATION

Contact: Reforestation Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

To assist the states in bringing into satisfactory production, through forestation, commercial forest land not adequately stocked with merchantable tree species with the intent of increasing the potential supply of industrial wood to meet future needs of an expanding national population and to provide increased public benefits from other associated values obtained from adequately stocked forest lands.

Eligibility:

Citizens of the State.

2) CLARKE-MCNARY PLANTING
STOCK PROGRAM

Contact: Reforestation
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The objective is to stimulate forestation on non-federal lands by helping the State furnish suitable planting stock at attractive prices.

Eligibility:

Citizens of the State.

3) COOPERATIVE FOREST MANAGEMENT

Contact: Management Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The Cooperative Forest Management Act Program is aimed at assisting some four and one-half million small forest land-owners and approximately fifty thousand small saw-mill operators and other processors of primary forest products. Assistance includes technical service and advice along such lines as making timber inventory and management plans, proper cutting methods, marketing forest products, stand improvement, and processing methods.

Eligibility:

Citizens of the State.

4) COOPERATIVE FOREST INSECT
AND DISEASE CONTROL

Contact: Management Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The purpose of cooperative forest insect and disease control is to reduce to tolerable limits losses on non-Federal lands through a landowner-State Federal program under the share-the-cost provisions of the Federal Pest Control Act and related State legislation.

Eligibility:

Citizens of the State.

1) PHYSICAL HEALTH SERVICES

Contact: Director, Division of Physical Health
Georgia Department of Public Health
47 Trinity, S.W.
Atlanta, Georgia

Nature of Program:

This is a broad spectrum of services designed to carry out the legal and professional responsibilities of the Department of Public Health in safeguarding, protecting and promoting the physical health of all Georgians. Such services are focused on primary, secondary, and tertiary prevention - or forestalling, correcting, and treating diseases or conditions which affect the health of the community through its individual members and families.

These services are Emergency Health Service, Cardiovascular Disease Control Service, Venereal Disease Control Service, Chronic Disease and Geriatrics Service, Dental Public Health Service, Tuberculosis Control Service, Laboratory Service, Epidemiology Service, Maternal Health Service and Child Health Service.

Eligibility:

All citizens whose health problems relate to any of the services as described.

2) ENVIRONMENTAL HEALTH SERVICES

Contact: Director, Branch of Environmental Health
Director, Branch of Air Quality Control
Georgia Department of Public Health
47 Trinity Avenue, S.W.
Atlanta, Georgia

Nature of Program:

In order to identify, ameliorate and control certain physical, biological and social environmental factors having possible or known effects on health, the State and Local Health Departments are currently concerned in seven major program areas: Air Quality, Environmental Sanitation, Industrial Hygiene, Occupational Health, Radiological Health, Housing Hygiene and Accident Prevention, and Water Supply.

Eligibility:

All individuals, groups, organizations or official agencies with a concern in any one of the programs as described.

3) MEDICAL CARE ADMINISTRATION

Contact: Director, Division of Medical Care Administration
Georgia Department of Public Health
47 Trinity, S.W.
Atlanta, Georgia

Nature of Program:

Several departmental programs are designed to administer the available funding of programs established to serve the special health needs of specific groups, i.e. Medicaid, Medicare, Crippled Children's Services, Cancer Control, and Medical Facilities Planning and Construction. In order to insure the quality of patient care related supportive services of clinics, consultation, licensure and certification of hospitals and nursing homes are also provided.

Eligibility:

Based on legal requirements of the several specific Federal and State Laws.

1) URBAN PLANNING ASSISTANCE PROGRAM
(Section 701)

Contact: State Planning Bureau
116 Mitchell Street, S.W.
Atlanta, Georgia 30303 (404) 524-6941

Nature of Program:

This program is designed to assist cities and counties of 50,000 population or less in the development of comprehensive plans. Through the State Planning Bureau, funds are made available by the Department of Housing and Urban Development in the amount of two-thirds (three-fourths in Redevelopment Areas) of the total cost of planning all facets of the city's activities. Base maps are prepared; studies are conducted in connection with the existing economy, land use, and population; and plans are developed for future land use, major throughfares, community facilities and their developmental controls.

Eligibility:

Cities and counties of 50,000 population or less are eligible under this program.

2) STATE-FEDERAL RELATIONS
COORDINATION

Contact: State Planning Bureau
116 Mitchell Street, S.W.
Atlanta, Georgia 30303

Nature of Program:

This program consists of the following activities:

1. Inventorying and analyzing the availability of federal programs and projects involving state government, local governments and other public bodies, and assisting those governments and/or individuals in obtaining appropriate federal funds.

2. Disseminating pertinent Federal information to state agencies, the governor's office, APDC Executive Directors and advisory committees, mayors, and local administrators.

Eligibility:

This program is available to state and local officials and planners.

1) GEORGIA REVENUE BOND LAW

Contact: Any competent attorney experienced in Georgia legislative matters.

Nature of Program:

Georgia has a Revenue Bond Law which gives certain powers to "municipalities." That term is defined to include not only cities and counties, but also "state and local public authorities having corporate powers which have been or may hereafter be created by general, local, or special act of the General Assembly. Said state or local authorities are fully empowered to issue revenue bonds and to operate under this chapter in the same manner and to the same extent as counties, cities, or towns of this state are authorized to do."

The term undertaking is broadly defined by Sec. 87-802, a copy of which is attached. As you can see, it includes bridges, docks, parks, golf courses, tennis courts, sea walls, as well as the more common municipal functions.

The act provides that any municipality shall have the power to acquire by gift or purchase or exercise the right of eminent domain to construct, improve and extend any undertaking and to acquire land, easements, and water rights in connection therewith.

The authority shall have the right also to collect fees for the services or facilities furnished by the undertaking and to issue bonds to finance the cost of acquisition and improvement.

The revenue bonds may be payable only from the revenues pledged and may not subject the municipality to any liability thereof.

The bonds are declared to be non-taxable for any and all purposes; they may mature at any time in the future,

not exceeding 40 years and may bear interest at a rate not exceeding 7% per annum.

The cases hold that once revenue bonds are validated, the judgment is conclusive upon all questions raised or which might have been raised, including the constitutionality of the particular bond issue.

Eligibility:

State and local authorities

Attachment:

The Revenue Bond Law - Section 87-802.
Georgia Statutes.

87-802. Definitions of terms.—Wherever used in this Chapter, unless a different meaning clearly appears from the context:

(a) The term "undertaking" shall include the following revenue-producing undertakings or any combination of two or more of such undertakings, whether now existing or hereafter acquired or constructed:

- (1) Causeways, tunnels, viaducts, bridges, and other crossings.
- (2) Highways, parkways, airports, docks, piers, wharves, terminals and other facilities.
- (3) Systems, plants, works, instrumentalities, and properties: (i) used or useful in connection with the obtaining of a water supply and the conservation, treatment and disposal of water for public and private uses; (ii) used or useful in connection with the collection, treatment and disposal of sewage, waste and storm water; together with all parts of any such undertaking and all appurtenances thereto, including lands, easements, rights in land, water rights, contract rights, franchises, approaches, dams, reservoirs, generating stations, sewage disposal plants, intercepting sewers, trunk connecting and other sewer and watermains, filtration works, pumping stations, and equipment.
- (4) Dormitories, laboratories, libraries and other related facilities.
- (5) Parks, golf links and fairways, tennis courts, swimming pools, playgrounds, athletic fields, grandstands and stadiums, and buildings to be used for various types of sports, including baseball and football, buildings to be constructed and used for the housing of exhibits for fairs and educational purposes; buildings to be used for the housing of livestock, horses, cattle, swine, poultry and agricultural exhibits for exhibition purposes; the erection and construction of buildings to be used for amusement purposes or educational purposes or a combination of the two; and also such buildings to be used for fairs, expositions or exhibitions in connection therewith.
- (6) Combinations of sea wall, groin and beach erosion protection systems.
- (7) Public parking areas and public parking buildings.
- (8) Purchase of lands used by United States Government as Army camps for the training of soldiers during the war, when and if the same is declared surplus by United States Government or its authority, provided that a county shall only be allowed to purchase lands that lay within its boundaries at the time it was acquired by the United States Government or any division of said United States Government.
- (9) Parking meters on streets, thoroughfares, parkways, and any avenue of traffic, such meters to be located thereon or immediately adjacent thereto for the purpose of providing space for vehicles and authorizing the using of same for parking purposes upon the payment of a charge therefor.
- (10) Purchase of existing public common carriers of passengers for hire and facilities necessary, incident or needful thereto by the use of

motor busses, trackless trolleys, electric trolleys or any other means of transportation of passengers on the streets and highways.

(11) The purchase of land and the construction thereon of facilities for lease to industries so as to relieve abnormal unemployment conditions.

(b) The term "municipality" shall mean any school district, county, city or town of the State. The term "municipality" shall also be termed to mean and include highway districts of the State which have been or may hereafter be created as political subdivisions of the State and shall have the same rights and powers to operate under the provisions of this Chapter, and which as have counties, cities, towns and school districts. Said highway districts as political subdivisions of the State shall be limited, however, in such undertakings to the construction, requirement and building of highways, bridges, causeways, approaches, viaducts, tunnels and all things incidental to the improvement of highways located within their respective districts as created by the Constitution and laws of Georgia.

The term "municipality" shall further mean and include State and local public authorities having corporate powers which have been or may hereafter be created by general, local or special Act of the General Assembly. Said State or local authorities are fully empowered to issue revenue bonds and to operate under this Chapter in the same manner and to the same extent as counties, cities, or towns of the State are authorized to do.

(c) The term "governing body" shall mean the board, commission, council, or other local legislative body of a municipality.

(d) For the purposes of sections 87-815 through 87-823, the term "municipality" shall in addition to its definition in the foregoing subsection (b) mean a hospital authority, the revenue bonds of which are required by section 99-1510 to be confirmed and validated in accordance with the procedure of this Chapter. (Acts 1937, pp. 761, 762; 1939, pp. 362, 363; 1949, p. 973; 1950, pp. 20, 22; 1950, pp. 188, 189; 1950, pp. 422, 423; 1951, p. 46; 1953, pp. 489, 490; 1957, p. 410; 1957, pp. 453, 454.)

Editorial Note.—Acts 1939, pp. 362, 363, added subsections (4) and (5) to (a).

Acts 1949, p. 973, added subsections (6) and (7) to (a).

Acts 1950, pp. 20, 22, added subsection (d).

Acts 1950, pp. 188, 189, added further definitions to subsection (b).

Acts 1950, pp. 422, 423, added subsection (8) to (a).

Acts 1951, p. 46, substituted a new subsection (b) for the original as amended.

Acts 1953, pp. 489, 490, added subsection (9) to (a).

Acts 1957, p. 410, added subsection (11) to (a).

Acts 1957, pp. 453, 454, added subsection (10) to (a).

Combination of undertakings: City of Smyrna held not without authority to combine its waterworks system with its sewerage system because one is a proprietary function and the other is a governmental function, and to then issue water and sewerage revenue anticipation certificates. 201/228 (1) (39 S. E. 2d 668).

Ordinance of Smyrna combining its waterworks system and its sewerage system and authorizing issuance of water and sewerage revenue anticipation certificates, held not violative of sections 2-102, 2-103, 2-123, 2-6001. Id. 228 (3-6).

There is no merit in contention that charter of Smyrna does not authorize

1) WATERSHED PROTECTION
AND FLOOD PREVENTION

Contact: Management Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

To provide federal financial and technical assistance to local organizations in carrying out a program for the development, use and conservation of the State's soil and water resources.

Eligibility:

Citizens of the State.

2) SOIL AND WATER
CONSERVATION

Contact: Mr. Jim L. Gillis, Jr.
Chairman, State Soil and Water Conservation
Committee
Soperton, Georgia

Mr. L. Reese Dunson
Executive Secretary, State Soil and Water
Conservation Committee
320 Extension Building
Athens, Georgia

Nature of Program:

1. To develop comprehensive plans for the conservation of soil and water in Georgia;
2. To assist the people of Georgia in carrying out soil and water conservation preventive and control measures;
3. To secure the cooperation and assistance of the United States and any of its agencies; and of agencies and counties of this State in carrying out soil and water conservation programs.

Eligibility:

All the people of Georgia.

1) EMPLOYMENT SERVICE -
INDUSTRIAL SERVICES

Contact: Georgia Department of Labor
254 Washington Street
State Labor Building
Atlanta, Georgia 30334

Nature of Program:

Technical assistance is given to employers by occupational or job market analysts of the state employment service to assist employers: 1) in improving utilization of skills and potentialities of workers, particularly beginners, 2) in reducing excessive turnover and absenteeism to improve workforce stabilization, 3) in reducing problems of worker recruitment, selection, and assignment, and 4) in developing manpower resources needed for technological advancement and economic expansion or national emergencies.

Eligibility:

Any employer requesting assistance is eligible.

2) GEORGIA EMPLOYMENT SERVICES

Contact: Director of Georgia State Employment Service
Georgia Department of Labor
State Office Building
Atlanta, Georgia 30334

Nature of Program:

This program, through a national system of public employment offices provides manpower services without regard to race, creed, color, sex, or national origin. Services include outreach, counseling, testing, job development and placement, selection for training, recruitment, and industrial services for employers; collection, analysis, and publication of occupational and labor supply and demand information; manpower development through training programs; and research in employment services techniques. Special services meet problems of the handicapped youth, older workers, veterans, selective service rejectees, and military retirees, while emergency services meet problems created by mass layoffs, plant closing, technological changes, natural disasters, etc.

Eligibility:

Employers, individuals, community groups, employer organizations, and government agencies are eligible for these services.

FEATHERFIELD FARM PROJECT

PHASE ONE REPORT

Prepared For
NEW COMMUNITIES, INCORPORATED

By
McClaghry Associates, Inc.
2100 M Street, N.W.
Washington, D.C. 20037

November 21, 1969

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I. GENERAL PLANNING OBJECTIVES

The McClaughry Associates planning effort will have two equally important general objectives:

- A. The development of a planning document which will serve as the basis for implementing the Featherfield Project. This document will be of sufficient depth and scope to satisfy the requirements for a Title I - D Special Impact Grant Application, or to attract support for the project from other government and private sources.
- B. To involve area residents and the NCI staff in the planning process, so that the final planning document accurately reflects the planning goals and basic desires of the people living in the area. We will not compromise this objective in carrying out our assignment.

Our basic procedure will be to set out clearly the issues that NCI and area residents should consider, what questions should be asked, and what alternatives are available. NCI and area residents will discuss the issues, provide answers to the questions, and make decisions on the alternatives.

II. SCHEDULING

A. Scheduling is crucial to the planning process for a number of reasons:

1. The efforts of McClaughry Associates must be carefully coordinated with the efforts of the NCI staff to organize the future settlers if design issues are to be meshed with planning decisions.
2. The NCI Board comes from different parts of the country and meetings must be scheduled well in advance.
3. The project is a new concept. NCI and area residents should monitor the planning efforts of the consultants at frequent intervals to insure that the final product conforms to the clients' original concept. The monitoring and "feed back" process requires careful scheduling.
4. CDC members and NCI staff will be included in the planning process. The settlers will not be a clear-cut group, and they will come from a twelve-county area. If they are to take part in planning, extremely close coordination between the

NCI staff and the McClaughry Associates consultants will be required.

B. Schedule Description (A schedule chart will be furnished at the Phase One Meeting.)

1. The proposed planning process will consist of three phases:

Phase I - Discussion and identification of major planning issues, scheduling, preliminary information preparation, preliminary discussion on CDC design, and initial approach to potential members of the CDC by NCI staff.

Phase II - Primary planning phase.

Phase III - Budget and financial projections, and preparation of final document.

2. Phase I -

Consultant Activity: Preparation of detailed schedules, preparation of operations alternatives, technical assistance planning recommendations, CDC design recommendations, preparation of proposal introductory material, and preparation

of visual aids. At the end of Phase I, the consultants will prepare for the NCI Board an in-depth review of progress and proposals.

Client Activity: Scheduling, hiring, preparation of office, and initial contacts with settlers. At the end of Phase I the NCI Board will review the progress of the staff and consultants.

3. Phase II -

Consultant Activity: Throughout Phase II, consultants will conduct the planning necessary to hold a series of day-long planning sessions with the future members of the CDC and the NCI staff. Planning will consist of, but not be limited to:

- a. Research on the specific topics of each meeting.
- b. Preparation of printed materials which spell out clearly what issues and alternatives NCI and the CDC should consider as they plan each topic.
- c. Assembly of background material for use of CDC and NCI.
- d. Preparation of visual aids.
- e. Consultants will be present to participate in discussions, and will record

the decisions made at each meeting.

The purpose of each meeting will be to acquaint the NCI staff and future settlers with the issues and alternatives, and to obtain key planning decisions.

- f. Following the series of planning sessions consultants will summarize the results of each session, using the key decisions reached as the foundations for the final planning document.
- g. Land planners will provide a land-use plan based on preceding planning sessions.

Client Activity:

- a. NCI staff will make arrangements necessary to hold planning sessions - transportation, notices, etc.
- b. Future settlers and staff will meet with consultants at pre-scheduled meetings for day-long planning sessions on all topics related to CDC and Featherfield.
- c. Settlers and staff will hold follow-up meetings as necessary on topics discussed with planners.
- d. NCI staff and future settlers will under-

take the development of the CDC into a functional organization - setting up decision-making processes, electing officers, making policy decisions, etc.

4. Phase II - Alternative - The Charrette System
(To be discussed at meeting)
5. Phase III -

Consultant Activity:

- a. Preparation of budget information and financial projections. Financial planning sessions will be held with the staff and future settlers.
- b. Preparation of draft final planning document. The decisions reached in Phase II, plus the budget and financial projections, will be assembled into a draft document for approval by the NCI Board, staff, and settlers. Following review, revisions as necessary will be made, and the final document will be published.

Client Activity:

- a. NCI Board, staff, and settlers will review the draft final document.
- b. The staff and future settlers will participate in financial planning sessions.

III. Organizational Design Issues.

A. The Continuing Role of NCI, Inc. It is our understanding that the long term role of NCI will be:

1. To develop and refine the "new communities" concept in general.
2. To serve as the catalytic agent in the formation of projects like Featherfield Farm. Once the projects are underway, they will come under the control and ownership of local groups.
3. Once projects are underway, to provide a continuing source of on-call expertise.
4. To provide fund-raising services.
5. To finance initial acquisition of properties on which new communities can be located.

Is this understanding accurate?

B. The role of the CDC in Southwest Georgia.

1. Will the CDC own Featherfield Farm?

2. Will the CDC be free to conduct projects other than Featherfield Farm in the twelve-county area?
3. Will members of the CDC come from the twelve-county area, or will CDC membership be limited to residents of Featherfield Farm?
4. Recommendation: that the CDC draw its membership from the twelve-county area, and that it be planned as an organization which might have Featherfield as its major project, but which might also have other projects in the twelve-county area. Our reasons are:
 - a) that some of Featherfield's services, co-op marketing or medical services for example, might have area-wide significance;
 - b) the planning process will be facilitated because CDC membership will not be hypothetical;
 - (c) a structure will be in place for other projects if the Featherfield property

cannot be acquired; and (d) the resource base available to Featherfield will be broadened.

C. Featherfield Farm Operations.

1. Will all employees in Featherfield operations live on the property, or will "commuters" work there, also?
2. Will services available to residents of Featherfield also be available to other persons in the twelve-county area?
3. Could a family live on Featherfield and work elsewhere?
4. Recommendation: that Featherfield should not be planned as a self-sufficient, "closed" community which employs and serves only its own residents. We recommend that the Board hold open the possibility that many of the services supplied to the residents of Featherfield will also, although headquartered at Featherfield,

be available to residents of the twelve-county area. In brief, we recommend that Featherfield be planned as a major land resource for the poor of the twelve-county area, rather than as a self-sufficient community which benefits only its residents.

D. CDC Design

1. How can the interests of the poor be protected while still involving other segments of society which might provide assistance in the form of experience or professional advice?
2. This issue is normally addressed by careful composition of the Board of Directors to insure that the power remains in the hands of the poor, but that other groups are represented. One structure, for discussion, might be as follows:
 - a. Members of the CDC would all be

residents of the target area, and all would be below the OEO poverty guidelines.

- b. Members would elect a Board of Directors composed as follows:
 - 1) a majority of the Board from the CDC members, (2) the remainder of the Board split between representatives of religious, civic, and educational groups and from the public at large.
- c. The Board would be large enough to assure adequate representation from the twelve-county area and from the various groups in the area which would be interested in the CDC's efforts.
- d. The Board would elect from among its members such standing committees as necessary to carry out its operations.
- e. The Board would select an Executive Committee composed of Board officers and chairmen of the Standing committees to conduct the detailed

affairs of the CDC. The Executive Committee would report to the full Board at regular intervals.

- f. The Board would hire such full time management and staff as necessary to conduct its affairs.

IV. OPERATIONS ISSUES

(Note: The full text of the preliminary feasibility study is attached as Appendix A.)

A. General

An examination has been made of the land, water, timber and other resources on Featherfield Farm, near Leesburg. Particular attention was given to a reclassification of the soils, which is in process, and to the kinds of farm enterprises that may be conducted successfully on this property. The research data of the State of Georgia and of the U.S. Department of Agriculture were reviewed concerning various kinds of farming.

Also, a preliminary analysis has been made, using economic development guides, of the number of families that might be provided with employment and adequate incomes on a property of this size and value.

B. Agriculture vs. Industry

The issue immediately rises as to the extent to which industrial - rather than agricultural - enterprises shall become the main economic base

for the settlers in this project.

Several alternatives - clearly - might be considered in the development of the Featherfield project; for example:

1. Low in agriculture & moderate in industrial development. It would be a plan under which the kinds of crops are as presently being grown, with the main economic and employment base to be in non-farming enterprises.
2. Moderate to intensive agriculture combined with a moderate non-farm and industrial development. This is the kind of a development we have described in the attached document - for illustrative purposes, and for consideration by the Board.
3. Moderate to intensive agriculture combined with fairly high non-farm and industrial development, but also with a substantial housing development to serve families who are not employed in the Featherfield farm and non-farm operations. In this case, perhaps 200 acres of land would be set aside for housing construction and living to serve both families employed in Featherfield

as much as the present gross sales from farm enterprises by McKinney & Harden (the owner and tenant).

The farming enterprises, in our analysis and illustration for the Board, would have a companion development in non-farm and industrial fields of the following kinds of production and business:

- . Processing & marketing of the farm and related products, under a modern merchandising program, using a brand name, such as "FEATHERFIELD" brand.
- . A house construction enterprise, for providing materials and components of houses and other buildings, for the Featherfield community and also the surrounding market. Might be greatly expanded if the housing goals are set higher.
- . The production and marketing of holiday merchandise (real and artificial Christmas trees, decorations, wreaths, etc., and garden and patio furniture; and other furniture.)
- . An industrial sub-contracting unit, such as in repair and rebuilding of telephones and electronic equipment.
- . One or more subsidiary industrial units of major U.S. corporations, that could be attracted by the Featherfield type of development project.

The kind of an economic program just described,

as item No. 2. above, might offer a sound economic base for 100 or more families within ten years.

The type of development indicated under No. 3. above, might provide an employment and living base for a substantially larger number of families - in fact, being limited only by the industrial employment opportunities that are brought into the Featherfield area, including those which might use this land as an industrial site. An industrial park could be included in the development plan.

We commend these various alternatives to the Board of Directors of New Communities, Inc., for their study and consideration in evolving their own policy of development.

V. BACKGROUND INFORMATION

A. Location of Proposed Community and Target Area

Featherfield Farm is located in Lee County, Georgia. This County lies in Southwest Georgia just north of the City of Albany. The target area to be served by the New Community to be developed on Featherfield Farm will encompass a significant portion of Southwest Georgia consisting of the following twelve (12) counties:

1. Lee
2. Grady
3. Dougherty
4. Worth
5. Clay
6. Baker
7. Terrell
8. Sumter
9. Crisp
10. Calhoun
11. Randolph
12. Miller

B. Population of Target Area

Over the past three decades the population of the Southwest Georgia area has increased slightly. Between 1940 and 1950, the increase was approximately 3.4 percent and between 1950 and 1960 approximately 7.9 percent. This compares to a rate of growth for the State as a whole for the

same period (1950-1960) of 10.3 percent and 14.5 percent respectively. Since 1960, the rate of increase has improved but still lags significantly behind that of the State. The increase for the area during the period 1960 to 1966 from a 1960 population of 268,139 to a 1966 population of approximately 284,500, a percentage increase of about 6.0 percent. The State population for the same period, however, increased 11.5 percent from 3,943,116 to an estimated 4,369,000.

The growth in population in the area has not been balanced. The RA counties in 1950 had 94,330 people but this population decreased to 80,974 by 1960. The same trend was evident in Grady County which was, until recently, a Title I county. The "other" counties showed a definite increase in population.

The most significant trend in the South-west Georgia area has been the out-migration of population from farms. For example, between 1940 and 1960, the farm population decreased 41.9 percent.

The area has a relatively high percentage of Negro population. In 1960, 40.1 percent of the population was Negro. This compares to a percentage of 28.6 for the State of Georgia and 11.4 for the United States. However, the annual rate of out-migration of Negroes between 1950-60 from the rural counties was greater than annual rate for the population as a whole which was 1.6 percent and 1.4 percent respectively. In spite of the higher rate of out-migration of the Negro population, the fact remains that the area has high proportion of its population represented by the Negro minority group which because of past economic and social structures tend to be relatively unproductive.

In addition, much of the out-migration includes high school and college graduates from the middle class families who are unable to find employment in the area upon graduation, which results in a loss of the young dynamic leadership so vital to growth. This also results in a lower tax base.

The composition of the population, with respect to age groups, is such that there is a relatively large percentage of non-earning population in the RA counties which must be supported by a relatively small percentage of persons in the earning age brackets.

Trends in the size of the labor force in the counties in the area tend to follow or correspond with the changes in the population of the respective counties. That is, the labor force has declined in the more rural RA counties and has increased in the other counties which are more urban.

C. Unemployment for the Target Area

In 1965 the rate of unemployment for Southwest Georgia was 5.3 percent as compared to a state rate of 3.8 percent and the national rate of 4.6 percent. There is a wide variation in unemployment in the area with the more rural counties generally having higher unemployment rates.

The unemployment rates among the Negro labor force generally have been higher than for the population as a whole. For example, in 1960, the unemployment rate for the area as a whole was 4.9 percent. Much of the Negro unemployment consists of farm laborers (40.9% of total Negroes unemployed) who have been displaced by mechanization. This is also reflected in the relatively low per capita and per household income of the Negro portion of the population, especially in the rural counties.

D. Income

Median family income in the area is well below that of the State of Georgia and significantly below that of the United States. The median family income for the area in 1959 was \$3,217, as compared to \$4,208 in the State and \$5,417 in the United States.

The total number of families in 1959 with less than \$3,000 annual income in the Southwest Georgia area was 29,264 or 47.4 percent of all families. This compares with 35.6 percent for

the State, and 22.7 percent for the United States. In some of the more rural counties, families with \$3,000 or less income ranged from 63 percent to almost 75 percent of total families in the county. Again, the Negro population lagged behind the population as a whole with respect to median family income. Median Negro family income for the area was \$1,892 in 1959 compared to \$4,313 for the remainder of the population.

E. Economic Structure of Area

Of a total employment of 89,363 in 1960, agriculture accounted for 21 percent, manufacturing 17.3 percent, retail trade 14.4 percent and personal and recreational service 13.7 percent. These four categories accounted for 66.4 percent of all employment in the area. Educational services, public administration, and construction were next in importance with approximately 5.5 percent each.

The most rural counties were especially reliant upon agricultural employment in 1960.

Manufacturing, while it accounted for 17.3 percent of employment in 1960, was much less important than in the State and Nation.

The State of Georgia in the same year had 26.3 percent, and the United States had 27.1 percent of total employment in manufacturing.

More recent data show that manufacturing employment (1967) in the area has reached a figure of 22.6 percent of the total labor force. This still, however, is significantly below the State and National average, and these more recent figures show a continuation of the trend toward concentration of manufacturing in urban counties.

APPENDIX A

November 10, 1969

Feasibility Survey

NEW COMMUNITIES PROJECT - ALBANY, GEORGIA

PHASE I. - Preliminary Description of Enterprises

And of An Economic Development Pattern

I. INTRODUCTION

The development of America includes many successful planned communities, ranging from the earlier communal colonies, such as Oneida, Amana and Nucla, to the Matanuska settlement in Alaska. Also included are the planned communities of the Western reclamation projects, and a number of all-black resettlement communities - made of purchased plantations - that were developed in Southern areas during Depression years.

A strong case can be made for the idea that America must develop many new communities in the near future, to accommodate and serve the on-coming population, lest our civilization be seriously crippled by over-crowding of the old-fashioned cities. The Southern region needs many of these to serve a net increase in population of about 30 million people that will be on its door-steps by the year 2,000. It is appropriate, therefore, that

the Board of Directors of New Communities, Inc. should have a sense of civic service in creating the new town near Leesburg.

Our present task is to prepare guides and plans, for consideration by the Board, that may enable this new community to be truly successful. It will deal with the resources that may be available and the various ways these resources may be used to produce incomes, products and services for the residents.

A larger dimension must also be considered; this being the role that the new Featherfield unit may play as the hub for beneficial economic and social development to extend out into some 10 surrounding counties. That larger dimension will be kept in view during this planning.

Let us, before proceeding with a treatment of specific farm and business enterprises, consider a general approach for this kind of planning.

A. A Broader Concept of Feasibility

Economic and business planning rests upon a concept called feasibility, which means whether the tests show that the particular enterprise may be successful. When a conventional business or farm enterprise is concerned, feasibility is measured in terms of capability to make a profit - and the human factor receives minimum consideration.

In our case, for the Featherfield planning, the human factor is definitely to be taken into account. The project actually has two central purposes: (a) to create an economic and employment base for as many new families as possible, and (b) to improve the social, civic and community services of these and other families. We propose to give attention to these broader human values - as well as to the ability of an enterprise to make a profit - in our suggestions concerning farm and non-farm enterprises that may be included in the economic system of the projects.

Two examples, in this connection, may illustrate an approach that may be useful:

- a. Dairying is a marginal farm enterprise in the U.S. today. It is very hard to make a profit it it. It would be hard to do so at Featherfield. The families will need milk, however, and many more children may get enough milk - here and in the surrounding area - if it is produced at Featherfield. The dairy enterprise might be included, for this reason, even though it will not make much money - or any money. B. An enterprise such as producing hams and bacon might be a break-even affair, but it will employ five or ten families and thereby provide their

economic base. This, again, could become a feasibility factor, that could influence the inclusion of the enterprise provided that it does not actually lose money.

In further exploration of such planning factors, it will be useful to realize that the social service enterprises - such as rendering health and medical services or educating and training people - may act as valuable economic components in a town enterprise program. The people who work in these enterprises spend their money and help to support the financial vitality of the community. Rendering social services increases the employment base.

A study of a youth training program in a poor Arkansas area showed that the spending by the employees and trainees stimulated the economy more than the spending from farming - since the agricultural purchases occurred mainly outside of the local community.

Our point is that human service enterprises in the Featherfield community may generate constructive economic results and should, in a sense, be handled in planning as potential business enterprises - to expand the employment base of the new community.

Finally, in handling the feasibility aspects of this planning, we suggest that the Board of Directors

should be aware of the major importance of public subsidies, these days, in establishing and sustaining the profit position of American business enterprises.

We suspect that the leaders of this new community may doubt their ability to claim, for example, full agricultural subsidies and benefits if the payments of these are under the jurisdiction of a rather hostile county committee. We shall include such payments, as may be historically justified, in showing anticipated incomes; and hope that the new community may gradually overcome all obstacles to claiming them. We shall also advocate a business and development policy under which vigorous efforts are made to obtain the entire range of training, financing, and technical assistance services of all levels of government - again hoping that such a policy may result in a flow of new resources into the area.

B. An Approach to Determining How Many Families
This Project May Serve

We have heard, even during a brief contact with this project, various guesses about how many families it might actually serve, ranging from 50 to 500. As the planning goes along, it will be possible to develop fairly firm estimates, based upon the labor and management requirements of the various farm and non-farm enterprises. These requirements are also

indicators of the capabilities of the enterprises to support families.

In the meantime, it may be useful to the Board to have over-all estimates with which to work in projecting a need for family and community services and facilities. Certain guides exist that may be used, and these will now be discussed

1. Capital Investment Per Employed Person.

There is a general guide that the amount of capital investment per employed worker will be about four (4) times the amount of income he may receive per year. For example, if the income objective for the employed workers is \$7,500 per year, a capital investment of about \$30,000 per worker will be needed. This guide, which is mainly for industrial employment, is reflected in the lending policies of the Economic Development Administration, which aim to create at least one job for every \$20,000-\$30,000 loaned for business developments.

We must bear in mind that the investment relationship will vary for different enterprises. It will be fairly high per job in most farming enterprises, and lower where it is not necessary to tie up so much money in the purchase of land and machinery. Employment for one person in a cleaning and pressing place, or a hamburger stand, might be developed - perhaps - with a capital investment as low as \$5,000-\$10,000.

A special situation will exist, also, in the New Community project, where the Directors may wish to reserve a part of individual family income for supporting community services and development, including payments of installments on borrowed capital. The \$7,500 of personal income that could be generated per year with a \$30,000 productive investment might be split, for example, so the worker gets only \$3,500 in cash and goods and the community uses the other \$4,000 for project developments and payments on loans.

It is well, however, to know that a basic relationship exists between investment and income, and that it may be used in forecasts of the approximate number of persons who may be provided with an economic base through the investment of a given amount of money.

Let us pursue the analysis for this particular project which will have an agricultural base.

Recent Georgia studies* show that an efficient cotton-corn-peanut farm of 875 acres requires these capital investments: (Note: The Featherfield Farm has this type of crops).

In land, approximately	\$62,800
In machinery & equipment	45,067
In operating goods & funds	61,246
Total	<u>\$169,113</u>

*Economic Implications Of Technology On Optimum Farming Systems . . . In The Southwestern Coastal Plain Of Georgia. Georgia Research Bulletin No. 57. April 1969

Such a farm will require, in an efficient operation, about two (2) man-years of regular full time labor and management, plus about 2,400 hours of seasonal labor. It therefore provides an employment base for about three (3) productive people although the seasonal work uses a number of people at once for the 2,400 hours of duty.

This calculates out to a capital investment of about \$56,400 per man year of employment that is created in this kind of farming (\$169,113 of investment divided by 3 man-years of work). It illustrates that the kind of farming now being carried on at Featherfield will employ a rather low number of people per \$100,000 of cash investment. The tenant reports that he is now conducting the operation on about 2,000 acres of the crop land (generating about \$175,000 of gross income) with the labor of 6 or 7 men.

We suggest, for purposes of our illustration and as a very general guide, that we shall expect to generate one productive job per \$30,000 of investment in the Featherfield development - this taking into account that perhaps \$50,000 may be required in the field crop production, and a much lesser amount in some of the non-farm enterprises. Then we shall make these further assumptions:

- The number of persons per family that will need employment, including employment of wives and older children, will average two(2)

- An average capital investment per family of \$60,000 will therefore be needed (two jobs per family at investment of \$30,000 each).
- Each \$60,000 of investment will generate an annual income potential of \$15,000 per family per year (to be split between immediate family income and the portion reserved by the Project for development and services).

Investment and income achievements at these levels, assuming good management, can assure success of the project.

2. Projection Of These Guides Into A Population Estimate.

We may now make a rough projection of the number of families that may be supported by this community development, using the above guides.

The enterprises will be of two kinds: (a) farm, and (b) non-farm (industrial and commercial). For the farm component, the investment in land (including an adjoining property) will be about \$1,250,000. When the costs of machinery, buildings, livestock and operating funds and materials are added, this total will probably rise to about \$3,000,000.

If we further assume a non-farm enterprise development during the first five (5) years that is of equal size, we are considering an additional capital investment of \$3,000,000 making the total business investment by that time of \$6,000,000.

The \$6 million, for purposes of this illustration, becomes the economic base for this community - its foundation.

for producing income to be used by the settlers and for making a success of the project.

When the \$6 million is divided into \$30,000 units, we have the key for estimating the number of families this community may include and employ during its first phase of growth - as a target for five years. The number is 200 individuals, and with two employed persons per family, it makes a target of 100 families.

Some may be added, as it is shown that they will be employed in the family and civic services of the community, for example, in health and medical care and in training and educational operations.

Remember, the families cannot all be employed and supported the first year, or the second. But with sound growth and business development, they may be employed by the fifth year. At least - this would be the lesson of our illustration.

C. Source Materials & Levels Of Yield & Performance.

When planning is done, it is essential to choose certain standards for performance that may be used in estimating such factors as yields, sales, income and profits. The range is rather wide. One can use State or local averages in such a matter as corn yield, for example, or one may choose an entirely different standard based upon knowledge of the quality of management, fertilizers, seeds, etc. that will be used in

producing the crop.

When planning with poor people is concerned, there is often a tendency to underestimate their capacity to accept and utilize an opportunity to improve their lives. The factor of motivation enters, and may be very significant.

In the case of people of the description of those who may live in the Featherfield Farms, there is reason to believe that the human factor may be a very positive development asset, and that a high level of motivation may be generated.

When the Crawfordville Enterprises project was conceived and launched in Taliaferro County, Georgia, there was a tendency to believe that performance and production would be at low levels. The enterprise was in garment making, using industrial sewing machines. The people of the County had never seen such equipment before. They were skilled only in home crafts and in the production and harvesting of cotton. They nevertheless came early for learning and work and demonstrated exceptional diligence. Within three months, they had set new high levels of performance for trainee-workers in the experience of the Singer Sewing Machine Company.

We shall suggest for our planning - even knowing the accumulated health, dental, dietary and other disadvantages that the settlers may have to bring to the Project - that at

least average capability to learn will be present, and that motivation may be above average. We shall assume, in other words, that we are dealing with a strong human potential - that the human assets will be good.

Once that assumption is made, the performance level in the various enterprises - farm and non-farm - will no doubt depend upon the factors of management and training.

It should be possible in a planned community to evolve a quality of management and training that is superior, for example, to general State averages. Certain factors and public experience support such an assumption. The Resettlement Projects of earlier years, for example, - and Reclamation Projects of the West - had good access to technology, good breeds of seed and livestock, a broader access to counselling and training etc. that enabled diligent families to achieve good yields and production. We believe the Featherfield group may have such technical and training resources available to them - and will use them.

We shall reflect, in the enterprise descriptions that follow, sound and modern technology and good management, of a quality that should be found in any business enterprise of the size and kind involved. It will be very important for this assumption to be supported by provision - in other aspects of planning for Featherfield - of a competent and vigorous training service.

Sources Of Planning Information.

Georgia has a rather high level of research and publication in fields of our interest, particularly concerning various farm enterprises. Fortunately, some good recent research publications are available.

We are being assisted in having full access to such planning resources by an informal group in the Economic Research Services, USDA, Washington, D. C. who are friendly to the project and have local experience and knowledge.

The Featherfield property is located in Lee County, which has local offices of the principal agencies of the U. S. Department of Agriculture. Some of these agricultural programs have an over-all administrative and technical relationship with kindred services located in Albany, which is located in Dougherty County. The Soil Conservation Service office in Albany, for example, administers certain programs in Lee County.

It will be possible, therefore, to utilize the technical and planning resources of Dougherty County in supplementing those of Lee County. The counties are very similar in their soil resources and classes of agriculture.

Adequate reference footnotes will be provided throughout this planning document, for future use of the New Community people.

It is of interest and value that a Black Muslim group have acquired two units of farm property on the eastern border of Lee County, and are making a significant farm development. Their operations also extend into Alabama. This group commenced in dairying and vegetable crops, and are now making a transition into beef production - going out of dairying. They intend to expand their vegetable production. An initial visit indicates that they will be friendly to our development, and their data may become useful.

In summary of this part: We shall have good access to local as well as State and National data as we proceed with the planning for the Featherfield Project.

II. THE PHYSICAL RESOURCES OF FEATHERFIELD FARM

The Featherfield property contains about 4,800 acres of land that has been put together from some five holdings as follows:

Featherfield unit	2,842	acres
Dewey Mercer "	288	"
Wheaten "	600	"
Ted Meadows "	898	"
Unnamed "	772	"
Total	<u>4,800</u>	"

This property is owned by the McKinney brothers of Arabi, Georgia, and it is operated under a crop share lease by Mr. Plez Harden of Smithville.

New Communities, Inc. has an option to purchase this Featherfield property, and it also has in view the purchase of an adjoining 937 acres, more or less. Our planning

and enterprise work will deal mainly with the Featherfield lands (about 4,800 acres), but may be considered to apply in many respects to this adjoining property; in other words, embracing about 5,737 acres.

The property lies about six miles north of Leesburg in Lee County, and about two miles south of Smithville. It is generally distributed between Muckalee Creek, Kinchafoonee Creek, and another intersecting stream called Muckaloochee Creek. It is bisected by a railroad and by a State highway, running north and south.

The lands lie within what is called the Southern Coastal Plain Major Land Resource Area (the Soil Conservation Service land planning and survey term).

Historically, these soils are derived from fairly recent geological formations (Oligocene and Eocene) and have been either weathered in place or redeposited by water. We shall point out in our later descriptions of specific soil types which portions of Featherfield are of each kind.

There are no mountains or major hills in this particular part of Georgia.

This is a generally temperate, mild climate. The growing season is about 260 days long and the average annual rainfall is about 45 inches.

The present owners have had the Featherfield property since 1967. They have produced two crops on it.

A. The Soils Of Featherfield Farm.

The field assessments of soils in U. S. farm communities are made by the Soil Conservation Service through what is called an official Soil Survey. The classifications of particular kinds of soil are then related to a general national soil classification system under which soil types of uniform characteristics are given names and identified wherever they are found to occur in any local area.

The original soil survey of Lee County - and Featherfield Farm - was made in 1927, when such work was conducted by the Bureau of Chemistry & Soils. It is badly out of date in two respects: (a) lacking the advantages of modern approach and knowledge that are currently being used in mapping soils, and (b) failing to show cultural and physical changes that may have occurred since 1927.

We learned, however, that the Soil Conservation Service soil survey field party working from the Albany area headquarters has nearly completed the up-to-date re-survey of Lee County; and also, the an up-dated report of the survey for Dougherty County was published in January 1968 and is available.

It has become possible, therefore, to build in an accurate current knowledge of the Featherfield soils through oral discussions with the field personnel who are handling this work in Lee County, plus a study of the same kinds of soils as

they occur and are described in the Dougherty County survey.

As our planning progresses, we will possibly be able to obtain sufficient data from the Lee County soil survey field party to complete a map for the Featherfield Farm. In the meantime, the following soil information is adequate for our purposes.

The soils are mainly of the following series and types:

- Norfolk loamy sand, a well-drained permeable soil of moderate natural fertility; weathered from alluvial (water laid) materials.
- Tifton sandy loam, a similar soil, easy to cultivate, and having small iron concretions in it (this being a mark of identification).
- Wagram loamy sand, another well-drained soil of similar kind, often occurring near the more sandy Lakeland series.
- Lakeland sand, a recent alluvial excessively drained soil of low fertility.
- Grady clay loam, a poorly drained soil that is often found in ponded upland depressions in the land. On Featherfield, these are the cypress swamps.

The economic values of these soils, particularly the Norfolk, Tifton and Wagram, are good. They are adapted to support a variety of farming enterprises.

There is no question that portions of this land have a history of periodic crop damage due to excessive moisture during the growing season. This is a local situation, where a lens of soil in a field may hold too much water after a rainy time. It is also evident that some portions of the land have had periodic crop damage due to excessive drainage and getting too dry. The Lakeland soils would be particularly susceptible, and some loss of the corn crop this year occurred in the eastern part of the property, near Muckalee and Muckaloochee Creeks.

A careful review of this matter with the present tenant and with the local head of the Agricultural Stabilization & Conservation Service indicates that it may be practical to improve the drainage of the property - by providing better outlets - and also that irrigation can be considered to avoid crop loss due to excessive drying out; as well as to stimulate maximum yields on much of this property.

Again, further study of these lands will give essential information concerning the extent to which such improvements should be considered.

In the meantime, it is evident from (a) the classification of these soils, (b) visual inspection, and (c) their cropping and yield history that successful diversified farming can be conducted - of kinds that will be described - and that soil resources exist for supporting intertilled and specialty crops, such as vegetables, fruits and pecan nuts.

B. Timber, Water, & Mineral Resources.

This property was once forested, and the climax growth was evidently in pine interspersed with hardwood trees, such as hickory, gum, oak and poplar. Mr. McKinney reports that he harvested the remaining marketable pine the first year after buying the place for an income of about \$18,000. The remaining conifer growth appears to be small and is not yet suitable for sale in the pulpwood market.

McKinney reports that the hardwood trees have been roughly appraised at a value of \$30,000. This would be net (stumpage) value, assuming that the purchaser paid costs of harvesting and hauling.

The water resources are comprised of the two main streams and one lesser one (named above). They clearly have a potential for supplying irrigation water. We have not examined the water rights situation, but feel reasonably certain that they could be established. The quantity of water in cubic feet per second has not been measured.

Preliminary inquiry indicates an absence of mineral resources of significant value.

The combination of land, water and timber resources clearly offers the basis for recreation use. The Featherfield unit was used for hunting and fishing prior to McKinney's ownership. The hunting rights are presently leased out for \$3,500 per year to an Atlanta group; and this price will be raised to \$4,000 for the 1970 season. This resource clearly has value.

III. THE PRESENT FARMING OPERATION

The present farming operations, as mentioned above, are conducted under a year-to-year crop share lease, with the McKinney brothers leasing the land to Mr. Plez Harden, who is the actual farmer.

The terms of the lease vary from crop to crop. It is in general, however, a 50-50 share deal, with the variation being in the inputs of the landlord and the tenant. Messrs. McKinney provide a part of the seed, fertilizer and farm chemical costs for some of the operations. Mr. Harden has his own equipment and it is his responsibility to handle operating financing.

A. The Crop Allotments. & Yield Data:

The records of the Agricultural Stabilization & Conservation Service (hereafter called ASCS) show the following 1969 acreage and allotment records for the Featherfield units:

<u>ASCS Farm Number</u>	<u>Name Of Unit</u>	<u>Total Acres</u>	<u>Crop Acres</u>	<u>Allotments</u>		
				<u>Cotton</u>	<u>Peanuts</u>	<u>Feed Grain</u>
34026	Featherfield	2,842	1,327	1.4	209.9	256
28033	Dewey Mercer	288	114	8.1	24.3	29
50012	Wheaten	600	221	13.8	21.2	117
20028	Ted Meadows	898	297	20.9	52.2	145
	Totals	4,028	1959	44.2	307.6	547

The remainder of the property does not appear in the ASCS records; which is not unusual. The above gives a sufficient record for our use in a preliminary analysis of the operations.

The actual crop and farming records obtained from Mr. McKinney for the 1969 production show that the following acreages of crop were actually grown, and Mr. McKinney reports yields, either in dollars or quantities, as shown:

Corn	326 acres	80 bu. per acre
Cotton	235 "	1 bale per acre
Peanuts	458 "	1900 lbs. per acre
Soy beans	500 "	25 bu. per acre
Watermelons	50 "	\$6,600 sales
Idle (in feed grain diversion)	425 "	(see also p. 52)

Total of 1,994 classed as cropland

The principal disparity, between these figures and the ASCS figures, from an economic standpoint, appears in the cotton acreage that was actually grown. What actually happened was that Mr. McKinney leased cotton allotment from other farmers for 3¢ per pound and - with the approval of the ASCS office - grew this additional acreage of cotton on his own land.

A further examination of the ASCS records shows a long term (5 year) yield history on this property as follows: cotton - 430 pounds per acre; peanuts - 1,790 pounds per acre; and corn - 47 bushels per acre.

Mr. McKinney's records give the following additional information:

1968 Yields:

Corn	- 87 Bushels per acre
Cotton	- 219 Pounds per acre
Peanuts	- 2,200 " " "
Watermelons	- \$17,828.87 sales from 150

1968 Net Farm Income, both shares, \$70,000

1969 Net Farm Income, landlord's share, \$45,000

Total Sales From Crops, 1969 - \$173,056.68

Taxes paid, 1968 - \$4,068.08

Such data are in the McKinney rather crude memo files, and are not taken from professional accounting documents

A cross-analysis of the above yield and income information, made with the tenant and with other local people - including USDA field agents - indicates that the following yield targets should be set for future cropping, including that to be undertaken in the New Community project:

Cotton	- 1½ bales per acre (750 lb)
Corn	- 80 bushels per acre
Peanuts	- 2,500 pounds per acre
Other crops in consistent amounts	

It is to be remembered that McKinney and Harden have been breaking out and clearing new land - that had gone into dis-use for farming - and they would not be expected to obtain full potential yields.

B. Markets & Prices.

The McKinneys have an advantage in farm supplies and marketing due to the fact that they are in the cotton ginning business (at Arabi), and also own and operate a mercantile business.

The production of the Featherfield Farm utilizes these advantages; and further, McKinney's wholesale position and contacts predispose him to use private rather than cooperative buying and marketing. Still further, he trades in farm commodities (soy beans, corn, etc.) for speculative profit and is consequently able to move his own production into markets that would be unavailable to most farmers.

The marketing of the watermelons has been through a local open-air market, where some were sold retail and others to truckers for marketing out of the area.

The McKinneys and Harden have been taking full advantage of the USDA farm price support and acreage payment program as would be expected of good farm operators during the development of a property for higher uses (from non-production into approved cropping). Their crop selection and marketing have been influenced, to a degree, by such compliance. As nearly as could be determined, the ASCS payments (price support and diversion payments) were approximately \$20,000 for 1969.

Considering the special factors that surround the existing marketing pattern, we shall utilize other guides in the

projections of prices and markets that will follow.

IV. FARMING ENTERPRISES THAT MAY LOGICALLY BE CONSIDERED
IN AN ECONOMIC PROGRAM FOR USE OF THIS LAND.

We shall endeavor, in this section, to describe and display the range of farm enterprises that the Board of Directors of New Communities, Inc. would like to consider in choosing groups of enterprises for deeper, more thorough study as they shape up a sound economic plan for this new town.

We will make descriptions without trying to offer, at this point, complete investment and operating information, although such financial data will be given that may assist in an initial evaluation.

As an introduction, certain special factors should be mentioned, since they may enter into Board views and decisions.

A. Home & Community Food Production Enterprise

This factor was discussed briefly on Page 3. It involves the matter of how the Board may wish to handle enterprises where the goods produced will be in demand and used within the community. Food production is, of course, such an enterprise. A sound policy concerning it may also apply to non-farm areas, for example in the production of housing and other structures of the community. It could apply in case the community goes into specialty garment production, as was done by black people in Crawfordville and other places.

The dimensions of a possible home food production enterprise are given in the current guides of the Farmers Home Administration, showing quantities of pork, beef, milk, eggs, canned fruits and vegetables and fresh produce that should be available per family in this area. The writer has dealt with these data for a number of years, and is familiar with them.

Recent analyses indicate that the cash value of the amounts of these products that an average family would consume per year - if they had the opportunity - is of the order of \$800-\$900; and if full advantage is taken of the home food production potential this value may rise even to \$1,200 per year for a family of five (this would be \$100 per month).

When the community includes 100 families, this could represent \$100,000 of trade, to support employment; and could have the further value of underwriting a superior diet for the inhabitants of the community. Still further down the road, it could be the basis for constructive food and nutrition influences throughout the ten county area.

A pattern of development may be considered by the Board in which there is central production of these food commodities, including the processing of meats and vegetables and fruits and operation of a milk facility, but also freedom for the families to grow gardens and conduct home production.

We will project such a pattern into the planning guides that follow.

B. Timing, Transition & A Sound Calendar Of Growth

Previous resettlement experience shows that one of the serious mistakes that can be made is to bring families into residence in a project before the farm and other enterprises are ready to employ their labor. Avoiding such problems leads to a consideration of the whole matter of timing and transition in the development of a sound economic program.

A strong case can be made for the idea that the farm land of Featherfield should be operated under the present leasing arrangements for another year, in order to sustain that income, and gradually to move into the farming enterprises that will employ more labor. Then, new families would be brought into residence as there is a need for their services. A similar approach can be considered for the non-farm developments. The construction of houses and other buildings will be an initial undertaking, because houses must exist before many families can occupy the project. It may therefore be logical that the first families to come should be ones with building trades skills, or the potential to learn and work at these trades. In other words the employment created by the construction work would offer a sound economic base for the first families; and proceeding from there, other enterprises and employment opportunities may be developed.

We hope that the above comments indicate that there are such relationships between different kinds of enterprises and a sound calendar of growth, and in turn to a rate at which

new families may be assimilated into the community successfully and without becoming an excessive burden upon it due to a lack of productive employment.

C. The Factor Of Combinations Of Enterprises In Making A Sound Farming System For This Community.

There is a tendency, among persons not fully familiar with the relationships among different farm enterprises - and of all of them to a block of land - to over-simplify the matter of making choices. For example, field crops will be thought of as a full alternative to intertilled vegetable and/or fruit crops; both of these as alternative to livestock farming, etc.

Actually there are advantageous relationships between the various enterprises that must be exploited; and these involve labor supply and employment, use of crop residues and wastes, good use of different soil types on the property, etc.

There is, further, the opportunity to consider some vertical integration in such a development as this; for example to convert corn into hogs, then hogs into processed and cured meats, and then to conduct marketing of the meats along with other Featherfield products in a modern fashion under a good promotion and brand name. We suspect that a consideration of such enterprise patterns is essential to making a profit.

In the descriptions of enterprises that follow, therefore, we will group some of the enterprises if they should be considered together; and our projected plan will surely

be like a mosaic, made up of clusters of enterprises that fit well together.

D. The Farm Enterprises To Consider:

1. Corn And Hog Production

The capability of these soils, under good management, to produce good yields of corn is established. Our logical move is to bring hog and pork production into the business program, in order to utilize and employ more labor productively in the economy of the community. The hogs will, of course, consume the corn.

The general suitability of this enterprise is established by the existing deficiencies of pork, feed grains, and other meats in the Southern region. This causes the prices for these commodities, as a rule, to be based upon Chicago prices plus freight. It is a definite regional advantage; further supported by the fact that Southern lands have no inherent disadvantage in producing grains and meats, while land investment and labor costs are generally lower than in the Middle West.

There are, basically, two ways to approach pork production at Featherfield: (a) to keep breeding sows and boars produce pig litters, and feed out the pigs to desirable marketing or butchering weights, and (b) to produce feeder pigs for sale into the surrounding area. It fits our plan much better to pursue (a), since one objective is to lay a basis for a processed meat production.

An Analysis of Costs and Returns For Crop & Livestock Enterprises,
1963-65, At The Southwest Georgia Branch Experiment Station.
Mimeo Series N. S. 256 - June 1966.

a. The Hog Production Component

The suggested guides for this enterprise are provided in a good Southwest Georgia publication*. The data are based on a system of management under which the sows are farrowed twice annually, and "rotational cross-breeding" is practiced, using Hampshire, Duroc and Yorkshire boars. The capital facilities include farrowing houses, concrete covered feeding areas, small range areas for the breeding stock, a mechanized and automatic feeding system, a small feed mill, storage bins, conveyors, and feeding barns. Corn is the main grain feed, but good feed formulations including other ingredients are used. The efficiency target is a pound of gain per three to four pounds of feed given to the hogs.

These guides - which may be supplemented and refined by further investigations - show that a capital investment of about \$34,000 would be needed per 60 sow production unit, which is a bit over \$500 per breeding sow. The annual sales from such a sized unit, based upon sales on the hoof into the local markets, would run in the order of \$28,000 to \$30,000 and the net returns to land, capital, labor and management would be variable, depending upon costs and prices - but as reflected in the existing data, ranging from a break-even to about \$10,000.

The labor requirement for such a 60 sow hog producing operation is two full time men annually, and this of course does not include feed production. Twenty five (25) acres of land are allotted per 60 sow unit of enterprise.

*

The corn utilization of such a 60 sow pork production enterprise is about 10,000 bushels. With a yield target of 80 bushels per acre in Featherfield corn growing, this would represent a commitment of 125 acres of corn land for each such unit of hog production.

Our planning factors, therefore, boil down to these:

<u>Size of hog production unit</u>	- 60 sows
<u>Capital investment, per unit</u>	- \$34,000
<u>Land use per unit (125 acres in corn, plus 25 acres at feed lot)</u>	- 150 acres
<u>Annual gross sales, about</u>	- \$28,000-\$30,
<u>Net return, (our interest may be in the pork for further processing)</u>	- Variable

A quick and informal checking on the markets for hogs and beef on the hoof, and processed into meat, in the Dougherty-Lee County vicinity was made by the writer. The companies contacted were: Hormel & Co.; Armour's, Moree's Packing Co.; and H. A. Hancock Co. Hormel verified that a substantial portion of the meats of the area were imported, and there was a sustained deficiency of locally produced meats. This company estimated that 40% of the beef and pork was shipped in from such Midwest point as Chicago. Moree's is the main buyer of local meat animals on the hoof.

The prices, the day of the checking, were \$25.50 per cwt. for hogs and \$25.00 per cwt for beef (fat choice stock)

*An Analysis of Costs & Returns, etc. (previous citation) Mimeo Series 256 - 1966
 Economic Implications Of Technology On Optimum Farming Systems . . . In The SW
 Georgia Coastal Plain Research Bulletin 57 April 1969
 Farm Machinery Costs In Georgia Georgia Exp. Station Research Report 45 - June 1969

The market was somewhat higher than is reflected in the above enterprise data.

b. The Corn Production Component.

The corn production guides for Southwest Georgia* are based on costs and returns data for production units of about 100 acre size. The practices entail the use of good hybrid seed, modern tillage practices that do not disturb roots excessively, chemical weeding, and moderate applications of fertilizer - mainly nitrogen at about 90 pounds of actual N. per acre.

The existing publications tend to validate our yield target of 80 bushels per acre. The average for Georgia is increasing, and is now over 50 bushels per acre. The yield for "innovator" farms is set at 70 bushels per acre. McKinney's performance at 80 bushels per acre contributes evidence for this practical goal.

We suggest the following further guides, based on an interpolation of information from publications cited below:

	(per 100 A.)
<u>Machinery investment per 100 acre unit of corn production</u>	\$5,000
<u>Land and other investment</u>	25,000
<u>Annual sales, as shelled corn (based on \$1.20 per bu. price)</u>	\$9,600
<u>Labor use & requirement</u>	100 man d
<u>Net return to management, land and labor</u>	Variable - \$4,000 to \$6

c. An Initial Impression About Size Of A Corn-Hog Operation

The foregoing preliminary analysis of data concerning this enterprise would lead to an impression that an economic size of a corn-hog production enterprise at Featherfield Farms might be a 200 sow production and feeding unit, supplied by a commitment of 500 acres of crop land, of which about 450 would be in actual corn production and 50 acres would be devoted to the feeding area, including range for breeding animals.

It would, in both components, be about a 10 man operation, from a labor use standpoint.

d. The Processing Of Hogs Into Meats For Sale

It should be evident from a review of the information above that the potential net returns from a corn-hog enterprise - even assuming good management and yields - will be modest when the product is sold into the farm wholesale market as hogs on the hoof (alive).

One of our interests in this feasibility review is to determine whether this enterprise cannot serve, however, as a basic component in a Featherfield community production of a branded line of products - to be sold into selected and special markets - with this line of merchandise including processed, cured and packaged meats, hams, bacon, sausage, bar supplies,

The facilities that would be used to process pork would, of course, be related to those used for processing other products, such as beef, milk products, vegetables and fruit.

We will withhold estimates until those phases of production have been initially considered.

2. Peanuts, Cotton & Soy-beans

These crops have earned a place in the Southwest Georgia system of farming - where soils are suitable for growing them - partly because they are favored in the support and subsidy programs of the U. S. Department of Agriculture. When they are also associated with corn production, they offer a basis for good farm and soil management. The soy beans and peanuts have soil building capabilities.

One reason for considering them here is that they are crops now being grown on Featherfield Farm. Continuing to grow them may prove to be a good policy during transition into a more intensive system of land utilization.

a. Peanuts.

Georgia is the Nation's leading peanut state, with about one-third of the total U. S. acreage. Markets and processing plants are well established. Advanced technical services and knowledge exist in the Southwest Georgia district.

This crop is a money-maker, and there will be a tendency to expand the acreage of it in our Featherfield program. It must be borne in mind, however, that the market and prices depend upon the policies and programs of USDA. U. S. and World production in relation to market demand are mounting. Allotments may be difficult to get, and price supports may be reduced or withdrawn. The long term future of the enterprise is clouded.

Featherfield Farm meantime has peanut allotments of 307.6 acres, which would be acquired with the property, and the McKinneys and Harden were able to plant and harvest 458 acres in 1969.

The Georgia data* indicate that gross sales of about \$250 per acre may be reached when the production is of the order of 1 ton (2,000 lbs.) per acre, and the returns to land, labor and management might then be about \$180-190 per acre.

Discussions with McKinney, Harden, the Dougherty County Agricultural Agent and USDA persons familiar with this enterprise support the belief that a yield objective of 2,500 pounds per acre should be used as the basis for our planning. This would be compatible with a target of \$200 per acre in returns to land, labor and management.

The labor requirement for producing this crop would be about 2 man-days per acre per year, of which one day would be seasonal (hoeing) and the other day of more resident type. If it proved possible to boost the peanut allotment base for Featherfield to 500 acres, the enterprise

might yield about \$100,000 in returns to land, management and labor, and generate an employment base for 2 or 3 people plus about 500 days of seasonal employment. The investment in machinery would run about \$5,000 to \$7,500.

b. Cotton

Cotton, traditionally, has served as a good cash crop where these were scarce. Also, the economy of growing cotton has been strongly supported by Federal farm subsidy programs. The amount of the price support and acreage compliance payments may run 12¢-13¢ per pound, which becomes \$60-\$65 per acre when the yield is a bale to the acre.

Recently, the structure for this enterprise in ^{the old South} has been weakened by shifts of production to irrigated lands of the West and to Texas and Delta area land blocks that lend themselves to maximum mechanization and use of agribusiness principles; plus the turning of the textile industry to synthetic fibers. These changes tend to undermine the legislative support for continuing the price support subsidies. Overproduction in cotton may cause a continuing of present programs to be impractical.

These adverse trends have been evident this year in Mr. McKinney's operations. His anticipated income from sale of his cotton may be reduced as much as 5¢ per pound. Both McKinney and Harden were dubious about their interest in growing

cotton much longer at Featherfield.

The Georgia data* and Mr. McKinney's yield history support a production target of $1\frac{1}{2}$ bales of cotton per acre (750 pounds). When such a yield is attained, the gross sales of lint and seed might run from \$200-\$250 per acre, and the returns to management, while variable with price and costs, would be of the order of \$100 per acre.

When the operation is mechanized and chemical weeding is used, the sustained labor requirement is about 1 man day per acre per year, and the need for seasonal labor in hoeing may be about 2 days per acre - making a total labor input of about 3 days per year per acre to produce and harvest the crop.

The existing allotment which might be acquired with the Featherfield Farm amounts to 44.2 acres, and - as it was noted before - Mr. McKinney has been leasing additional allotment at 3¢ per pound. He grew 235 acres of cotton in the past year.

The extent to which the New Community might find it advantageous to include cotton as a major enterprise might depend upon whether it could get sufficient allotment to get the benefits of mechanization. A sufficient acreage should be grown - possibly - to justify owning a cotton picker. We would suggest a withholding of judgment until these matters are investigated further.

c. Soy Beans

The place of soy beans in the farm economy of the Southern region and of Georgia is to serve as a low-cost-of-production cash crop - where the land is suitable for mechanized and large scale tillage - and as a good crop for conserving the fertility of the soil. The anticipated gross and net returns are relatively low, in comparison with such other cash crops as peanuts or cotton. The price is not supported, and the crop is not under acreage allotments.

A sound yield target is 30 bushels per acre. This figure is supported by both Georgia data and Mr. McKinney's experience. The long term price forecast is about \$2 per bushel and the current price is about \$2.50 per bushel. It can be seen, therefore, that that gross sales per acre will be of the order of \$60 per acre per year. Returns to land, labor and management will probably not exceed \$25 per acre (an older Georgia Exp. Station Bulletin - Mimeo Series 133, 1962 shows such net returns at about \$15 per acre).

Labor requirement in a fully mechanized operation will be very low - about 2 hours per acre per year. As a tentative guide, therefore, we may conclude that a 500 acre block of land devoted to soybeans could make a \$10,000 contribution to land, labor and management over-head in the New Community, and offer about 125 days of employment per year.

d. Summary - Peanuts, Cotton & Soy Beans

In summary of this part, we would suggest a consideration of the kindred cash field crops - peanuts, cotton and soy beans - as a sound enterprise combination during transition in the use of Featherfield land. The future of cotton, certainly, is in question; and the high cash return status of peanuts may be reduced by overproduction and a reduction in Federal supports. A commitment of 1,200 acres to these crops - if allotments were available - could provide an employment base for 4 or 5 fairly full time people, plus 700-800 additional days of seasonal employment in such work as hoeing and help with harvesting.

* References: The following were used:

- "An Analysis Of Costs & Returns For Crop & Livestock Enterprises - 1963-65" - SW Georgia Branch Exp. Station Mimeo Series N. S. 256. Also, same for SE Georgia - Mimeo Series N. S. 254. Both June 1966
- "Economic Implications Of Technology On Optimum Farming Systems, etc., Southwestern Coastal Plain Area Of Georgia" Research Bulletin 57 - April 1969. Georgia Ag. Exp. Sta.
- "Optimum Organization For General Crop Farms In The Piedmont Of Georgia" Georgia Ag. Exp. Station Bulletin N. S. 133 May 1965
- "Structural Characteristics & Problems Of Peanut Marketing With Special Emphasis On Georgia, etc." Georgia Ag. Exp. Station Research Report No. 57 - Sept. 1969.
- "Farm Machinery Costs In Georgia" Geo. Ag. Exp. Sta. Research Report 45 - June 1969
- "Budgets For Selected Crop & Livestock Enterprises - Coastal Plain Area Of Georgia" Geo. Ag. Exp. Sta. Mimeo Series N. S. 133 - Jan. 1962.

3. A Moderate Sized Grade A Dairy Enterprise

This enterprise should be considered in the terms described previously: (a) to support good nutrition in the community, (b) to retain as much trade as possible within the community, and (c) to generate a maximum amount of stable employment for settlers.

To serve these purposes, the enterprise must achieve and retain solvency. Whether it can do that will become a central question.

The grade A dairy enterprise in the U. S. is generally troubled, having high and rising investment and operating costs and inadequate prices to pay competitive wages for skilled labor. The situation in Georgia is no exception, and the following guides would apply to the enterprise:

Investment requirement per producing cow - \$1,600

Minimum economic size of herd - 60 cows

Minimum economic yield of milk per cow - 10,000 lbs
(per year)

Current price for milk - \$7.05 cwt.

Labor requirement per such herd - 1½ men (one famil

Returns To Land, Labor & M'gt per cow - \$150-\$200

The market for milk in Georgia is now subject to a Federal-State marketing order, recently established, which will tend to stabilize the price.

A management plan would be used under which full bulk handling would be practiced. The grain feed would be either purchased in a good formula, or produced in the small feed mill of the community (also used for hog and other feed). A part of the grain supply, of course, could be produced on the farm, but separately from the dairy operation, per se. Adequate good pasture would be provided, and much of the hay would be home grown. Silage would be produced and fed. The land allocation per cow would be 2-3 acres, making a total for the 60 cow herd (including use by young stock) of about 150 acres.

The necessary capital investment would be about \$90,000 to \$100,000, for the 60 cow unit.

If the enterprise proved to be practical, it would necessarily be under a plan of operation in which processed and bottled (or cartoned) milk was produced for the members of the community, and initially, at least, the surplus of milk was sold as bulk grade A milk into the wholesale market locally; and perhaps some sold into the manufacturing milk market. This divided production would be necessary because the settlers would consume only one-fourth of the production from an economically sized herd. (assuming 100 families in the New Community).

It is possible that the growing City of Albany could provide an adequate market. The situation, at any rate, needs a thorough review before even preliminary commitments are made.

References: Discussion with the Dairy Division, Economic Research Service, USDA, Wn., D. C.; plus Georgia Ag. Exp. Sta. Mimeo Series N. S. 254.

4. Beef Production, Alone & With A Pecan Enterprise

The inclusion of a beef enterprise in this farming program is strongly supported by the fact that land will be available that can best be used for pasture. We have in mind, for example, the Lakeland soil type which will support good grass production but may be hazardous for other crops. Also, it may prove advantageous to operate a long term rotation between pasture and intertilled crops on some of the land - using the grass and pasturing cycle for building and sustaining organic matter and fertility in the soils.

Such a management program may become very advantageous if the Featherfield project undertakes vegetable production; with land blocks rotated between the inter-tilled vegetable crops and pasture.

The further opportunity, that may be of interest, is to conduct the beef enterprise in association with pecans; in order to obtain income from the pecan land during the period when trees are being grown to good production size. The practice has been recommended, and is worth looking into.

Several variations of the beef enterprise may be considered, such as: (a) the so-called cow-calf operation, in which the main products sold are fat calves and cull cows; the calves suckle the cows and both are provided with supplementary feeds (b) beef production in which the breeding herd is kept and the off-spring are grown and fattened to market condition; and

(c) an operation in which good pasture is grown, and animals to consume it are purchased, with minimum carry-over of stock in the winter season.

As mentioned before, a production cost and marketing advantage may be established, since the State of Georgia has a chronic meat deficit. If local feeds can be produced economically, a profit can be made in beef production in the Featherfield area. And good pasture, when properly managed, is the lowest cost feed.

Two principal grass varieties are utilized in this area for improved pastures. These are Coastal Bermuda grass and Bahia grass. The Bermuda is used where a permanent grass stand is desired, and is probably the best adapted of all kinds of tame grass for this area. The Bahia is used for less permanent pastures, where the field may be plowed up again in three or four years. Bermuda usually out-yields Bahia.

Various reports are available concerning the yield that may be achieved in a good pasturing program. The Dougherty County Soil Survey report - a recent document - estimates that the Norfolk and Tifton soils will provide about 350 cow-days of pasture in Bermuda grass, and about 250 when planted to Bahia grass. This would be a carrying capacity of about 2 cows per acre during a 5-6 month pasture season on the Bermuda. The estimate for the Lakeland soils is 150 cow-days per acre, reflecting less ability of this soil to hold moisture.

a. The Beef & Pecan Combination.

The logic of this combination arises from the fact that pecan trees are now planted a minimum of 40 feet apart - and often at wider distances - and require 8 years or so to reach commercial production age. They then continue to grow for many years. The trees in the U. S. that are 150 years old are often still growing. Periodic thinning is therefore necessary.

If it is decided to plant additional Featherfield land to pecans (there are now about 10 acres) , it may be a sound and accepted practice also to produce beef on the same land during the waiting period until the pecans mature.

The pecan enterprise will be examined in later pages.

Further field assessment will be desirable before firm suggestions are made to the Board of Directors concerning the best pattern of beef operations to follow, or the size of this enterprise. It is our present impression, however, that the character of the land resources at Featherfield predisposes the use of at least some of the land for beef production. The Lakeland soil series is an example. We believe much of the acreage in this kind of soil can well be devoted to permanent Bermuda pasture, grazed with beef; and further, that the soundness of some other phases of the agriculture will be increased if long-term rotations with pasture are followed.

We suggest, in other words, that beef production be kept high in the list of suitable farm enterprises.

It is of interest to note that the black Muslim group who have undertaken farming at the east edge of Lee County are evidently discontinuing dairying as a main enterprise, and are rather going into beef and vegetable crops.

5. An Irrigated Vegetable & Specialty Crop Enterprise

The logic of this kind of an enterprise rests on such factors as these:

- . The soils of Featherfield have good physical properties for supporting intertilled vegetable crops, and good fertility can be built in by use of modern fertilizer and management practices.
- . Such crops will utilize relatively high amount of labor, both in field production and in the processing of the crops, thereby expanding the employment base of the community.
- . The crops and products can be adapted to serve the chronic deficits of food crops in the South, thereby assuring a good market demand.

A range of crops may be considered for such a program including (a) fresh and processed peas, (b) snap beans, (c) lima beans, (d) sweet potatoes, (e) cabbage, (f) various greens, (g) Cabbage, (h) squash, (i) Watermelons, (j) tomatoes, (k) cucumbers, (l) okra, (m) grapes, (n) peaches, and (o) sweet corn.

The man-days of labor that may be productively used in producing such crops will range from 1 or 2 days per acre for such crops as peas and lima beans to 20 or 30 days for pole beans, okra and tomatoes.

The net returns to management, land and labor will range from \$100 per acre up to \$300-\$400 per acre for the very intensive crops such as sweet potatoes, pole beans, tomato and okra.

The capital investment needs, while moderately high for the basic tillage, weed and pest control, and harvesting equipment, are less in relation to anticipated returns than in such an enterprise as dairying. Also, much of the equipment and machinery can be used for a number of crops.

Irrigation would be recommended for protection against losses due to seasonal drought, and also to assure good utilization of fertilizers and maximum quality and yields.

The approach in management and development would be to block out an acreage of selected soils for an initial unit, perhaps of 100 acres, and move it into some of these crops. Getting the land in shape beforehand would be very essential. The expansion of the area committed to such crops could then be conducted, as experience and skills were gained and markets were developed. Our present impression is that 400-500 acres of the Featherfield land could well be devoted to these intensive crops within 5-7 years.

It is the impression of the writer, after many years of experience in supplying producers of vegetable and fruit crops with their fertilizers and other production materials, that the hazards and losses in these farm enterprise fields are no greater - per dollar invested - than in less intensive field crop farming. After skills are developed in managing the enterprise, crop failures are rare. If contracts are made for assured marketing, the sales income can be underwritten. Irrigation can help to remove climatic hazards. Superior fertilizer technology can give the Featherfield people a competitive advantage by enabling them to achieve excellent quality of products.

If sound and systematic training procedures are used, the Featherfield settlers can learn the management and care of these specialty crops as well or better than any other farming people of Georgia. Achievement is the result of training and experience, rather than any innate human resource.

The field production of such crops as these provides the basis for going competently into a Featherfield branded line of processed foods and other products. This would be done gradually, beginning with kinds of products that require modest investment in processing facilities and that can reach an assured market.

This enterprise group, we feel, must have a place in

the future economic program of the Featherfield community if it is to achieve its purposes in offering income and residential opportunities to a significant number of people; and if it is to serve evident economic development needs of the whole Southern region.

References: The Georgia Agricultural Experiment Station at Athens has excellent guide data on modern production practices in vegetable and specialty crop fields. They also have a competent work group in the field of freezing, canning and other food processing facilities. A useful research guide concerning costs and incomes for various crops is the recent publication: "Selected Horticultural Crop Budgets For South Georgia" - Research Report 39, March 1969.

6. Nursery Production

This kindred enterprise may have its base in the steadily increasing demand for ornamental plants, trees, shrubs and flowers in suburban development areas; plus the increasing demand for holiday horticultural items, such as specialty Christmas trees, wreaths, gifts, and decorations - including the artificial products that imitate live plants.

It is a versatile field, in which it is possible to choose a special portion and learn the production skills and the marketing procedures.

We will illustrate it with a concrete description of one kind of production, in producing evergreen (conifer) shrubs and trees for sale in containers. The types of shrubs and trees might be pfitzer juniper, various pine species, spruce, fir, yew, etc. The planting stock is purchased as young seedlings from a good nursery, such as Musser's in Pennsylvania, and the cost per item delivered will not exceed 7¢-8¢ for high quality stock. These seedlings are then transplanted in rows in a well prepared field, with the rows 4 or 5 feet apart. The number of plants per acre may run from 4,000 to 8,000. An excellent fertilizer formulation is used, along with chemical weed control.

The plants are grown in the field for two seasons. Most of the Featherfield soils are suitable for the operation. Near the end of the second season - and during it - plants are taken from the field and transplanted into fiber (paper pulp) pots, which serve as the containers for their finishing growth and sale. They are moved into both the wholesale and retail markets, and their value will support freight for reaching rather distant markets. For example, the Washington, D. C. market can, conceivably, be reached from Georgia, since it is now partially supplied from the States of Oregon and Washing

There is an assured demand for good quality merchand of this kind in all parts of the country, due to urbanization and inner city re-bullding and beautification - also highway and road-side beautification.

The wholesale prices of such products will, of course, vary with their kind, size and quality. It will tend to run \$1.50 and above. The fixed cash costs for materials will represent a low component of this cost, and labor return will be high.

It will be noted that a greenhouse is not needed for this phase of the enterprise, nor are skills needed, initial in floriculture, plant propagation, or breeding. Yet, such an enterprise as just described is the pathway into the more complex field of floriculture and horticulture. It is also the entry into the companion fields of producing a wide range of other plants and merchandise - such as azaleas, rhododendrons, roses, specialty Christmas trees, flocked Christmas trees, artificial trees, wreaths, etc., artificial flowers, lawn and patio furniture, flower boxes, flower pots, etc., etc. All of these classes of merchandise move into the same wholesale and retail markets, and lend themselves to a Featherfield business development that utilizes a family of brands and labels.

The "FEATHERFIELD" name is an excellent potential general brand name - for foods, hams, bacon, plants, trees, etc. Sub-brands would be used under it - as Sears does with All-State, Kenmore, etc.

The writer has made preliminary reviews of the markets for container grown and sold horticultural items in Atlanta and also in Albany. We talked with the PATCH Nursery,

particularly, as well as others by phone; and we observed the practices being used. It is evident that a modernization has not occurred. The report on the market demand for the Albany area was adverse. We did not have the opportunity to dig deeply enough into the situation to find out why there is this impression, since clearly a lot of nursery stock is being purchased. The report on the Atlanta market was much different - to the effect that the demand was good and that good quality horticultural items were difficult to get. A very tentative estimate was that 500,000 container grown plants are being purchased and planted annually - mostly shipped in from distant points.

We suggest that this enterprise, also, stay on the list for further evaluation.

7. Three Specialty Crops - Pecans, Peaches & Grapes

The peaches and pecans have a rather special position in Georgia, since this is the State of oldest and most established production. Grapes are added, since a winery in Atlanta is reputed to be willing to let contracts for profitable production. This is the Monarch Wine Company. A further reference is Clarence Jordan of Koinonia Farm, who is friendly to good economic developments for poor people, and may be reached through Randolph Blackwell, Robert Swann, and others.

a. Pecans.

Dougherty County (next to Lee) has the highest population of pecans in the State and the highest production of

nuts. It is an enterprise that reached great popularity some years ago, and then slumped because of an inability of growers to cope with insects and diseases - mainly scab - which drastically reduced yields.

It is also evident that a good knowledge of fertilizing and caring for the trees has not been prevalent. Both disease and pest control and knowledge of better practices are now being established, however, and the pecan enterprise in this part of the State is beginning to thrive again.

A review of the pecan situation with County Extension Agent Bill Hays at Albany indicated that new yield and income achievements from pecans are now in view in the area. The costs of establishing and developing a grove, for the necessary 7-8 years until bearing age, may run \$300-\$400 when overhead costs of owning the land are counted in. The suggested number of trees per acre is 40 or less; and these may be eventually thinned to only 8 or 10 as the trees continue to grow. The published data show very low usual yields, such as 300-400 pounds per acre. Discussion with Mr. Hays established that more competent management now appearing in pecan production may easily raise yields to 2,000 and even 3,000 pounds per acre.

The official publication on pecans - "Practices & Costs In Establishing & Maintaining Pecan Groves In Georgia" Mimeo Series N. S. 180 August 1963, is one of the worst and

most incompetent research bulletins this writer has ever seen. It inadvertently shows, however, that the fertilizing and pest control practices then prevalent were completely inadequate.

The prices to growers for pecans will vary from year to year, but may have a long term level around 30¢ per pound. With such a price, and yield above 2,000 pounds per acre, a satisfactory return to land, labor and management could easily be achieved.

Featherfield Farm had some 40 acres of pecans on it when it was purchased by McKinney. He pulled all but 10 acres of these trees, although local reports say they were basically in good shape. McKinney sold \$2,000 of pecans from the remaining 10 acres in 1968. (We forgot to include this item on page 21-22.) Tentatively, there is adequate acreage of suitable land for expanding the pecan planting.

b. Peaches & Grapes.

We will hold specific analysis of these two enterprises until it is possible to obtain better local data. The official bulletin on peaches (Mimeo Series N. S. 153) is very inadequate, unbelievable, and out of date (1960). We believe that Mr. Clarence Jordan of Koinonia Farms will be able to provide good and reliable counsel.

c. Summary Comment.

These three enterprises are non-basic, and would

probably be introduced into an economic program for Featherfield only when and as truly interested and competent potential management personnel could be developed. They illustrate, however, an essential kind of development into modern higher gross and net income fields, from the dead level of field crop farming in the old Southern crops.

8. Recreation Enterprise & Commercial Fish Production - Mainly Catfish.

It was predicted by a recent Secretary of Agriculture that he might live to see one-fourth of the farming and rural enterprise in America devoted to providing recreation, clean air and places, and aquaculture - all for hire or sale and yielding better net incomes than have been prevalent in U. S. agriculture to date.

The Featherfield property is adapted for such purposes, both for potential residents of the community and other people. It has good streams, camp-sites, interesting roads and paths, ability to grow trees and wild brush, and an existing stock of birds, fish and the smaller kinds of wild animals.

a. Recreation Enterprise.

A notable feature of the U. S. cultural and racial situation is an almost complete absence of recreation facilities - in many areas - that can be utilized by black people. Seashores, forest resorts, riding ranges, camping

places, farm hunting and fishing preserves, etc. are closed to black people.

The demand for recreation facilities by all American people is mounting; the demand among black and other minority people is especially urgent.

The suitability of the Featherfield property for such enterprise is illustrated by the fact that the previous owner of the main Featherfield unit was a Chicago sportsman, who bought and used it for his own seasonal quail, grouse, rabbit and duck hunting. Subsequently, an Atlanta group have been renting hunting rights from the McKinneys. The price in 1969 is \$3,500, and it rises to \$4,000 next year.

The U. S. Department of Agriculture provides recreation planning services and loans through the Farmers Home Administration. The National head of this program is Mr. Bob Crites, USDA South Building, Washington, D. C. He is a person with a mature social attitude. It would be suggested that his personal review of the Featherfield property might, in due time, be requested and obtained by the Board of New Communities. This would enable a personal and direct relationship to be evolved between Featherfield community leaders and this technical and loan service.

b. Commercial Fish Production - Catfish Farming

The basic scientific principle that is involved in the interesting potential of this enterprise is one related

to the highly efficient processes by which fish convert crude feeds and foods into high protein tissues. They are more economical than warm blooded animals - such as pigs and cows because they do not have to utilize food energy to keep themselves warm.

As many readers will know, ecological disciplines are involved in the fish nutrition process. Some kinds of fish can consume and digest plankton (the tiny aqua-organisms); others can also handle algae and other vegetation; others eat the lower forms of fish; still others eat worms, insects and larva and some even eat birds and mice, frogs, lizards, etc.

A fish species that is fairly omniverous, such as a channel catfish, is a good one to grow for commercial purposes because it will consume commercial foods readily and fatten well.

The practices that should be used in catfish farming are not fully established yet, since this is a young enterprise in the U. S. One method that will be fully explored in our studies entails use of shallow ponds in fields, that are stocked in Spring-time with the young fish, and then drained again in the Fall when the fish crop is harvested. The fish are copiously fed through the growing season.

Initial inquiries among agencies that have been providing technical assistance and loans for this enterprise have indicated certain locations where success seems to be

evident, particularly in Texas, Louisiana and Arkansas. One leading black professional person in Georgia has developed advanced information, and his resources will be used as we probe the feasibility of this enterprise for the Featherfield community. The experience of Dr. Swingle, at Auburn, Alabama who is reputed to be a World catfish authority, will be examined.

Tentatively:

- The market demand is excellent and sale prices are acceptable.
- The Featherfield property can be adapted for use of the enterprise, if fields are chosen that will "hold water". (Grady ponds)
- Essential skills can be developed among New Community settlers, although a high grade of commercial and management competence will be needed.

Other phases of aquaculture and commercial fish production will be reviewed. The enterprise is basically non-competitive with others for use of Featherfield's basic land and soil resources; and may well have a place in the plan for economic development.

V. A DESCRIPTION OF CLASSES OF NON-FARM ENTERPRISES THAT MAY LOGICALLY BE CONSIDERED IN A SOUND ECONOMIC PROGRAM

A clue to the kind of business insight that is needed in relating economic enterprises to one another in this community development is the fact that it is hard to tell where farming leaves off and non-farm industry begins.

A whole class of potential enterprises can be based in the processing, packaging and marketing of farm products. Other business endeavors may have no relation to agriculture except as they compete seasonally for labor, and possibly compete for financing when the total supply of money is inadequate.

We shall commence with those enterprises that are close to farming.

A. The Processing & Marketing Of Agricultural Products

We have touched upon this subject above. The next step is to repeat an American truth : Little profit is made, generally speaking, from farming. It is made, rather, in the processing, transport, wholesaling, financing and retailing of foods and fibers.

For illustration, U. S. net farm income ranges from \$13 billion to \$18 billion, including a public subsidy of some \$3 billion. The average net returns to farm operators for their labor and management then turn out to be about 90¢ per hour including the subsidy. If they were paid even a

minimum wage from their returns from agriculture, there would be no money left to pay interest on the massive investment in land, buildings, machinery and livestock.

When a group of people, such as those who will settle in the Featherfield community, endeavor as a group to make good incomes in rural enterprises they must cope with this basic marginal nature of the farming business. One way to do this is to undertake vertical integration, connecting together as many stages in the improvement of a material or product as may be possible, for two reasons: (a) to sell more of their labor advantageously, and (b) to do so in the more lucrative food production fields than in the field production of primary crops.

It is against this background of ideas that we approach the freezing, canning, curing, packaging, hauling, wholesaling and - even - possibly the retailing of foods and related products.

We shall recite an example to indicate a kind of development that could be recommended. It concerns sweet potato. This crop is already an intensive user of labor in its production, when sold in bulk into the ^{farm} wholesale market; using over 10 man-days per acre per year. (over three times as much as cotton). Also, it offers a superior opportunity for net returns in Georgia - at about \$350-\$400 to pay land, operator's labor and management.

If a "FEATHERFIELD" brand and merchandising program existed, however, the sweet potatoes could be produced with superior plantfood technology, aiming for quality and a premium price. They could then be graded, with the select fresh product being packed within the community in attractive labelled bags; and this portion sold (perhaps) under contract with one of the leading food market chains as a premium food item. The second quality sweet potatoes - and even the culls - could then be processed for the dehydrated (flaked) market. Further, the possibilities would be explored of fortifying the dehydrated sweet potatoes with protein, taking advantage of the current trend toward new high nutrition foods.

The community would pursue a business policy of utilizing valid advanced technology and aiming for premium markets.

The "FEATHERFIELD" brand and development of products would also be carried into the frozen and/or canned vegetable fields; choosing first crops needing less investment in processing plant facilities and adapted for utilizing the facilities for a long duty per year. The production would be against contracts that are made with (a) major outlets that will participate in a program to offer increasing business opportunities to minority people, and (b) specialized outlets such as new urban food co-ops in ghettos - provided that such customers can pay their invoices.

The "back-up" for such a product and merchandising program would be bona fide superior quality. It is evident to the writer that a cultural lag in the Georgia area offers an opportunity to achieve such a quality difference at very low cost, mainly through use of superior fertilizer formulas but also by converting and using other available technology.

We suggest that a further assessment be made of this food processing enterprise.

B. Production & Distribution Of Holiday, Gift & Ornamental Specialties.

In further comment about this enterprise, which was introduced on Page 47 under Nursery Production, it is noteworthy that its seasonal labor requirements dovetail well with farming. The manufacture and sale of artificial Christmas trees, wreaths, flowers, flocked trees, garden and patio furniture, pots, planter boxes, etc. has its intensive time in mid-Winter. This is the time goods are made and moved to urban nurseries and garden centers - and shopping centers - to serve the Spring demand; and it is also the time that Thanksgiving, Christmas and Easter deliveries are made.

A "FEATHERFIELD" sales promotion and merchandising unit, using fully modern techniques of selling, would handle sales for the entire "FEATHERFIELD" family of product lines - including canned and packaged foods, meats, nursery items, holiday items, and any other manufactures not on sub-contract

and consequently non-branded.

C. The Sub-Contract Manufacturing Unit.

We shall introduce this enterprise by describing an investigation that was made about 1½ years ago in the New York area. It was in behalf of Esopus Prep School, out on the banks of the Hudson River, where the property had been leased by a non-profit black group to serve as a "last chance" opportunity for young ghetto youth.

An economic plan was made for the educational-industrial operations, sub-divided into five enterprises, of which one was to be a versatile facility for handling different kinds of contract production and service for major U. S. corporations.

A two day meeting was called at the site, to which high echelon corporate officers were invited. The plan was presented. Some fifteen major corporations sent capable representatives. Within one week a negotiating situation was developed in which some half dozen firms were visited to discuss business contracts. The opportunity for a significant business development was lost when the School had to be closed due to a lapse in its OEO funding.

We are sure that a number of Southern area firms will welcome a business representation from Featherfield about potential manufacturing, repair and service contracts. One such firm is Western Electric Co. at Atlanta. The matter to be probed with selected top echelon regional personnel

would be the repairs and rebuilding of communication equipment, including telephones.

There is reputed to be an interesting opportunity in manufacture of springs for automotive, aircraft and other machinery uses. Evidently, the kinds of machinery that are used to make springs are versatile and can be used to make a variety of springs to suit the customers.

A field for probing exists. We suggest that the Board, at the appropriate time, authorize a field review of it, visiting a number of selected major business firms.

We would visualize the service facilities for such a sub-contracting operation to include a sound, well-lighted building (or buildings) with good electric and water services, served by a business development and operating unit.

D. House Component & Materials Manufacturing & Supply.

The construction of 100 houses, and an equal magnitude of service buildings for a community hub to serve 12 counties, will be a \$2.5 million project. It is well to keep as much of this spending as possible within the community. One way to achieve this is for the economy to contain a house component and building supplies enterprise from the very beginning.

Assistance in designing such a unit may be obtained, in part, from Southern Rural Action, Inc., 220 Sunset Ave., N. W., Atlanta, which is specializing in house manufacture

facilities and services. Southern Rural is developing a house manufacturing center in Worth County, near-by, and possibly could assist in establishing one in Lee County.

The scope of construction that might be in view through the services of a Community Development Corporation to serve a multiple county area would need to be assessed, and the possibilities of stabilizing a successful business would require analysis.

E. A Wood Products Fabrication Unit.

A companion enterprise may be of interest, taking advantage of the fact that the Dougherty-Lee County area is timbered and can provide raw materials supplies for fabrication of wood products.

The range of products that may be considered include (a) well designed hardwood furniture, using gumwood, oak, hickory, poplar, etc. (b) pallet boards for truck and warehouse use, including non-wooden kinds, (c) simple and more elaborate caskets, (d) the lawn, patio, and garden furniture lines mentioned before, (e) building trusses, (f) office and business furniture. The markets are expanding in these fields with population growth. A "FEATHERFIELD" furniture line should surely be considered.

Certain guides and data exist for the casket products. Various black co-ops have been interested in the enter

prise. One that recently entered the business is Delta Enterprises (MACE) headquartered at Greenville, Mississippi.

The mortuary services of most U. S. cities are segregated. Presumably, a captive market could exist for black casket manufacturers. It is - obviously - an expanding market, as the U. S. population increases.

F. Development Of At Least One Major Industrial Unit.

The recent industrial development of Albany is a testimony to the attractiveness the Southwest Georgia area has for major U. S. corporations, due to a good labor supply, ample water and services, and good climate. An additional factor is recognition that the Southern region is a rapidly expanding business area, offering market growth and transport savings to firms that locate subsidiaries there.

These firms are now in the Albany vicinity: Foremost-McKesson, Goodyear Tires, Johns-Manville, Blalock, Firestone Rubber Co, and Star-Commanders.

The fact that they are there is a selling leverage for decoying one or more to Featherfield. The added factor of illustrating good corporate citizenship by relating to a minority economic development is present for tactful use.

It is felt to be worth a major development of strat to succeed, if possible, to form a business relationship with a business corporation of major magnitude. The advantages are fully obvious.

Good planning will surely include the initial probing among selected companies, to examine their attitude.

VI. A SAMPLE DESCRIPTION OF A FARM & NON-FARM ENTERPRISE COMBINATION TO BE USED DURING THE FIRST FIVE YEARS OF DEVELOPMENT

The components of an illustrative business and enterprise design have been delineated above. We shall put a combination of these together, now, to stimulate thought concerning a feasibility projection that can be made after the Board of Directors of New Communities considers the types of development that may fit the wishes of the people who will comprise the Community Development Corporation.

Here is one plan, that would have transitional value, since it is based on farm enterprises now being conducted. We assume that crop allotments would be available.

<u>FARM ENTERPRISES</u>	<u>ACREAGE</u>	<u>APPROX. YEARLY SALES</u>	<u>TO EMPLOY NUMBER PER</u>
Corn-Hog Production	.500 A.	\$100,000 (hogs)	10
Peanuts	500 A.	125,000	6
Cotton	50 A.	10,000	2
Soy Beans	700 A.	42,000	1
Pasture-Beef	250 A.	20,000	1
Intertilled Special Crops (Veg., pecans Dairy etc.)	300 A. 150 A.	150,000 40,000	20 2
	2,450 A.	487,000	42

NON-FARM ENTERPRISES

	<u>To Employ</u>	
	Very Tentative)	
1. Aquaculture - Catfish	4	People
2. Processing & Mktg. Farm Products	20	" (equiva
3. Housing Construction Enterprise (Components & Materials)	4	" (some se help
4. Holiday & Ornamental Specialties	10	"
5. Industrial Sub-Contracting	50	"
6. Major Industry Unit	20	"
	<hr/>	
	98	"

Please Note: We have written these figures only to stimulate the thoughts of the project leaders and the Board of Directors. They will be revised as information is developed. The administrative, technical and training staff of the community will, of course, add to the basic employment corps.

VII. PUBLIC & PRIVATE FINANCING RESOURCES TO BE CONSIDERED

(This unit of copy, all of which can be prepared on very short notice (two hours) will await a planning discussion with John McClaughry & Landon Butler).

A

IMPACT AREA STATISTICS

POPULATION TRENDS IN IMPACT AREA COUNTIES

County	POPULATION		POPULATION CHANGE	
	1950	1960	1940 to 1950	1950 to 1964
Baker	5,952	4,543	-19.0	-23.7
Calhoun	8,579	7,341	-17.8	-14.4
Clay	5,844	4,551	-17.3	-22.1
Colquitt	33,999	34,048	+ 3.0	+ .1
Dougherty	43,617	75,680	+52.7	+73.5
Grady	18,928	18,015	+ 3.7	- 4.8
Lee	6,674	6,204	-14.8	- 7.0
Mitchell	22,528	19,652	- 3.2	-12.8
Randolph	13,804	11,078	-16.9	-19.7
Sumter	24,208	24,652	- 1.2	+ 1.8
Terrell	14,314	12,742	-14.2	-11.0
Worth	19,357	16,682	- 9.4	-13.8

Source: "Community Profiles," Office of Economic Opportunity, Information Center, Washington, D. C. 1968.

COMPONENTS OF POPULATION CHANGE IN IMPACT AREA COUNTIES

Impact Area Counties	Natural Increase: Births minus Deaths		Migration	
	Number	Percentage Rate 1950 - 1960	Number	Rate 1950 - 1960
Baker	1,180	19.8	- 2,589	-43.5
Calhoun	1,756	20.5	- 2,993	-34.9
Clay	861	14.7	- 2,154	-36.9
Colquitt	6,992	20.6	- 6,943	-20.4
Dougherty	20,164	46.2	+11,899	+27.3
Grady	3,102	16.4	- 4,015	-21.2
Lee	1,764	26.4	- 2,234	-33.5
Mitchell	4,822	21.4	- 7,698	-34.2
Randolph	2,278	16.5	- 5,004	-36.3
Sumter	4,213	17.4	- 3,769	-15.6
Terrell	2,369	16.6	- 3,941	-22.5
Worth	3,997	20.6	- 6,672	-34.5

GEORGIA

8.1

UNITED STATES AVERAGE

6.7

Sources: 1950 - 1960 Data: "Community Profiles," Office of Economic Opportunity Information Center, Washington, D. C., 1968.

1960 - 1965 Data: "City and County Data Book - 1967," United States Department of Commerce, Bureau of the Census, Washington, D. C., 1967.

POPULATION DENSITY IN IMPACT AREA COUNTIES
(Persons per Square Mile)

<u>County</u>	<u>1950</u>	<u>1960</u>	<u>1966</u>
Baker	17	13	11.3
Colquitt	60	61	59.0
Clay	26	20	19.6
Dougherty	134	232	276.7
Grady	41	39	39.6
Lee	19	18	18.0
Mitchell	44	39	38.7
Randolph	32	25	22.9
Sumter	49	51	53.0
Terrell	44	39	38.3
Worth	33	29	27.1

Source: "Community Profiles," Office of Economic
Opportunity Information Center, Washington,
D. C., 1968.

URBAN PLACES IN IMPACT AREA COUNTIES
(Places with Population of 2,500 or more)

County In Impact Area	City	Population		Percent of Change In Population		1966	Percent of Total County Population Living in Urban Areas
		1950	1960	1960	1960-66		
Colquitt	Moultrie	11,639	15,764	15,700	35.4	- 0.4	47.3
Dougherty	Albany	31,155	55,890	69,900	79.4	25.0	77.5
Grady	Cairo	5,577	7,427	7,700	33.2	3.7	41.6
Mitchell	Camilla	3,745	4,753	n.a.	26.9	n.a.	47.7
Mitchell	Pelham	4,365	4,609	n.a.	5.6	n.a.	47.7
Randolph	Cuthbert	4,025	4,300	3,900	6.8	- 9.3	39.0
Sumter	Americus	11,389	13,472	14,500	18.3	7.6	56.4
Terrell	Dawson	4,411	5,062	5,100	14.8	0.7	40.5
Worth	Sylvester	2,623	3,610	3,400	37.6	- 5.8	21.7

Source: "Community Profiles," Office of Economic Opportunity Information Center, Washington, D.C., 1968.

MEDIAN AGE

<u>Impact Area Counties</u>	<u>1950</u>	<u>1960</u>	<u>1966</u>
Baker	20.0	20.3	21.8
Calhoun	24.0	22.7	21.4
Clay	23.0	23.9	22.5
Colquitt	24.0	24.9	24.3
Dougherty	26.0	23.0	21.8
Grady	25.0	25.4	24.0
Lee	21.0	19.6	20.3
Mitchell	22.0	22.9	21.9
Randolph	24.2	25.6	25.0
Sumter	23.2	24.4	26.0
Terrell	24.0	22.7	21.5
Worth	22.0	21.3	21.6
<hr/>			
United States Average	30.2	29.5	27.8
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Source: "City and County Data Book," United States
Department of Commerce, Bureau of the Census,
Washington, D. C. 1967.

AGE DISTRIBUTION

Percentages of Total Population - 1966
(Rounded)

Impact Area Counties	0-5	6-11	12-17	18-24	25-34	35-49	50-64	Over 65
Baker	11	15	16	14	9	13	13	9
Calhoun	15	15	15	14	9	13	13	9
Clay	13	14	14	13	9	15	13	10
Colquitt	12	13	13	13	11	17	13	8
Dougherty	17	15	12	10	14	18	9	5
Grady	13	13	13	13	10	15	14	9
Lee	14	16	15	13	10	13	11	8
Mitchell	15	14	13	13	10	14	13	8
Randolph	12	13	13	13	10	14	15	11
Sumter	14	13	13	13	10	15	13	9
Terrell	15	14	13	13	9	13	12	9
Worth	14	14	14	14	10	14	13	8
United States Average	10	14	13	10	11	17	16	10

Source: "1966 Population and Income Estimates," Sales Management, Sales Management, Inc., 1967.

RACIAL COMPOSITION OF IMPACT AREA COUNTIES
(Percent that is Non-White)

<u>County</u>	<u>1950</u>	<u>1960</u>	<u>1966</u>
Baker	61.0	58.9	60.0
Calhoun	67.5	65.1	64.3
Clay	69.7	62.3	61.4
Colquitt	23.6	24.2	23.8
Dougherty	42.9	34.4	33.9
Grady	33.9	37.0	36.2
Lee	71.3	62.7	60.9
Mitchell	50.3	51.0	50.3
Randolph	65.5	62.2	61.0
Sumter	55.0	52.8	52.1
Terrell	67.2	64.4	63.5
Worth	48.6	48.2	47.8

Source: "Community Profiles," Office of Economic Opportunity Information Center, Washington, D. C., 1968.

LAND AREA OF IMPACT AREA COUNTIES

<u>County</u>	<u>Area</u>
Baker	355
Calhoun	289
Clay	224
Colquitt	563
Dougherty	326
Grady	467
Lee	355
Mitchell	511
Randolph	436
Sumter	485
Terrell	329
Worth	580

Source: "City County Data Book," United States Department of Commerce, Bureau of the Census, Washington, D. C., 1967.

FARM LAND IN IMPACT AREA COUNTIES

Impact Area Counties	P e r c e n t										
	Percent of County Land in Farms		Number of Farms		Average Acres Per Farm		Farms With Produce Retailing		Farms Operated By Tenants		
	1959	1964	1959	1964	1959	1964	Under \$2,500 1959	1964	Over \$10,000 1959	1964	
Baker	74.7	75.7	501	292	339	589	46.7	21.0	41.6	42.3	16.8
Calhoun	76.2	68.0	385	219	366	574	34.7	11.8	64.0	54.8	28.3
Clay	66.4	49.6	389	241	245	336	29.7	18.4	37.9	49.6	37.3
Colquitt	79.7	77.2	1,787	1,511	161	184	6.9	10.1	46.5	33.0	25.5
Dougherty	81.8	80.3	410	288	416	582	13.4	17.3	49.4	18.3	14.6
Grady	76.4	71.4	1,248	1,045	183	204	19.6	16.5	32.2	19.2	12.6
Lee	77.0	67.2	396	210	442	727	18.7	6.5	64.9	40.7	21.4
Mitchell	83.7	81.7	1,127	773	243	346	12.5	11.3	49.1	34.7	16.0
Randolph	62.4	55.2	651	371	267	415	24.3	19.8	48.9	39.5	24.3
Sumter	77.0	33.1	445	225	306	463	15.7	7.4	55.8	27.6	26.7
Terrell	83.4	68.9	705	377	249	385	19.1	12.4	58.5	45.8	20.4
Worth	71.1	70.4	1,406	967	188	270	16.0	9.6	51.9	41.8	24.3
GEORGIA											
U.S. AVERAGE	49.5	48.7	303	352	14.4	20.6	21.7	38.9	19.8	17.1	

GEORGIA

U.S. AVERAGE 49.5 48.7

Sources: 1959: "Community Profiles," Office of Economic Opportunity, Information Center, Washington, D. C., 1968.

1960: "City and County Data Book - 1967," United States Department of Commerce, Bureau of the Census, Washington, D. C., 1967.

NUMBER AND PERCENTAGE DISTRIBUTION
WHITE AND NONWHITE OWNERS OF RURAL LAND, AND LAND OWNED
SOUTHEAST AND SUBREGIONS
(1960)

	Number of Owners		Acres of Land	
	White	Nonwhite	White	Nonwhite
Tennessee Plain	800	10,20	11,349,200	711,000
Mountain	381,800	1/	22,167,100	1/
Piedmont	253,200	55,400	25,614,200	3,062,700
Coastal Plain ^{2/}	373,700	94,300	50,239,100	4,391,700
Southeast Region	1,158,500	159,900	109,369,600	8,165,400

	Percent		Percent	
	White	Nonwhite	White	Nonwhite
Tennessee Plain	93.6	6.4	94.1	5.9
Piedmont	82.0	18.0	89.3	10.7
Coastal Plain ^{2/}	79.9	20.1	92.0	8.0
Southeast Region	87.9	12.1	93.1	6.9

^{1/} The number of nonwhite owners sampled was insufficient for an estimate in the Mountain subregion.

^{2/} Subregion which includes the Impact Area.

Source: "White and Nonwhite Ownership of Rural Land in the Southeast," United States Department of Agriculture, Economic Research Service, June, 1965.

ANNUAL MEDIAN FAMILY INCOME
1959 and 1966
(in dollars)

<u>Impact Area Counties</u>	<u>1959^{1/}</u>	<u>1966^{2/}</u>
Baker	1,660	3,164
Calhoun	1,913	3,362
Clay	1,978	3,543
Colquitt	3,235	4,271
Dougherty	4,401	5,309
Grady	2,538	3,729
Lee	2,434	3,670
Mitchell	2,706	3,876
Randolph	2,139	3,491
Sumter	2,950	4,228
Terrell	2,057	3,585
Worth	1,991	3,506
<hr/>		
GEORGIA	4,208	n. a.
UNITED STATES	5,650	n. a.

Source: ^{1/} "City County Data Book," United States Department of Commerce, Bureau of the Census, Washington, D. C. 1967.

^{2/} "1966 Population and Income Estimates," Sales Management, Market Statistics, Inc. 1967.

PERCENTAGE DISTRIBUTION OF FAMILY INCOME: 1966
(Rounded)

Impact Area Counties	Annual Income (in dollars)						Percent Of Total Income Going to Families	
	0 2,499	2,500 3,999	4,000 6,999	7,000 9,999	10,000 & over	BELOW \$2,500	ABOVE \$10,000	
Baker	36	31	22	5	5	9.9	31.3	
Calhoun	33	29	24	8	8	8.3	32.5	
Clay	31	27	22	10	12	5.8	52.7	
Colquitt	22	26	30	12	11	4.5	38.2	
Dougherty	14	23	31	15	17	2.4	46.8	
Grady	27	28	28	10	8	6.4	33.1	
Lee	28	29	26	10	8	6.6	33.1	
Mitchell	26	27	27	10	11	5.6	38.2	
Randolph	31	29	25	8	8	6.7	42.7	
Sumter	23	25	26	12	14	4.6	44.8	
Terrell	30	28	25	9	8	7.0	35.7	
Worth	31	29	26	9	5	8.0	26.3	
U. S. AVERAGE	13	15	31	17	24	-	-	

Source: "1966 Population and Income Estimates," Sales Management, Market Statistics, Inc. 1967.

HOUSEHOLDS WITH INCOMES BELOW THE POVERTY LEVEL - 1966

<u>Impact Area Counties</u>	<u>Number of Housholds</u>		<u>Percent of Households Below Poverty Level</u>
	<u>County</u>	<u>Below Poverty Level</u>	
Baker	814	343	42.1
Calhoun	1,543	677	43.9
Clay	994	309	31.1
Colquitt	8,256	2,113	25.6
Dougherty	23,297	5,521	22.4
Grady	4,466	1,387	31.1
Lee	1,321	491	37.2
Mitchell	4,532	1,452	32.2
Randolph	2,329	825	35.4
Sumter	6,472	1,801	27.8
Terrell	2,866	1,153	40.2
Worth	3,420	1,209	35.4
<hr/>			
GEORGIA			25.7
UNITED STATES			15.1

Source: "1966 Population and Income Estimates," Sales Management, Market Statistics, Inc. 1967.

Note: Poverty level for this table was determined by the Social Security Administration with consideration given to family size and urban/rural residence.

WHO IS POOR IN THE IMPACT AREA COUNTIES?*(Part 1)

Counties	Baker	Calhoun	Clay	Colquitt	Dougherty	Grady	Lee	Mitchell	Randolph	Suwanee	Terrill	North
Number of Poor Households	<u>684</u>	<u>1,075</u>	<u>598</u>	<u>3,326</u>	<u>5,436</u>	<u>2,193</u>	<u>710</u>	<u>2,244</u>	<u>1,517</u>	<u>2,612</u>	<u>1,751</u>	<u>2,144</u>
Black	<u>448</u>	<u>772</u>	<u>472</u>	<u>1,157</u>	<u>3,447</u>	<u>1,002</u>	<u>556</u>	<u>1,465</u>	<u>1,173</u>	<u>2,091</u>	<u>1,384</u>	<u>1,218</u>
Urban	-	-	-	<u>761</u>	<u>2,695</u>	<u>460</u>	-	<u>734</u>	<u>476</u>	<u>1,063</u>	<u>536</u>	<u>260</u>
Rural	<u>448</u>	<u>772</u>	<u>472</u>	<u>396</u>	<u>752</u>	<u>542</u>	<u>556</u>	<u>731</u>	<u>697</u>	<u>1,028</u>	<u>848</u>	<u>958</u>
White	<u>236</u>	<u>303</u>	<u>126</u>	<u>2,174</u>	<u>1,989</u>	<u>1,191</u>	<u>154</u>	<u>779</u>	<u>344</u>	<u>521</u>	<u>367</u>	<u>926</u>
Urban	-	-	-	<u>596</u>	<u>1,506</u>	<u>309</u>	-	<u>298</u>	<u>94</u>	<u>241</u>	<u>125</u>	<u>98</u>
Rural	<u>236</u>	<u>303</u>	<u>126</u>	<u>1,578</u>	<u>483</u>	<u>882</u>	<u>154</u>	<u>481</u>	<u>350</u>	<u>280</u>	<u>242</u>	<u>828</u>
Percent of Households In the County that are Poor	<u>69.7</u>	<u>66.7</u>	<u>58.7</u>	<u>41.3</u>	<u>30.6</u>	<u>51.7</u>	<u>56.8</u>	<u>50.9</u>	<u>59.0</u>	<u>46.4</u>	<u>61.8</u>	<u>59.4</u>
Black	<u>45.6</u>	<u>47.9</u>	<u>46.3</u>	<u>14.4</u>	<u>19.4</u>	<u>23.6</u>	<u>44.4</u>	<u>33.2</u>	<u>45.6</u>	<u>37.1</u>	<u>48.9</u>	<u>33.8</u>
Urban	-	-	-	<u>9.4</u>	<u>15.2</u>	<u>10.8</u>	-	<u>16.6</u>	<u>18.5</u>	<u>18.9</u>	<u>18.9</u>	<u>7.2</u>
Rural	<u>45.6</u>	<u>47.9</u>	<u>46.3</u>	<u>4.9</u>	<u>4.2</u>	<u>11.8</u>	<u>44.4</u>	<u>16.5</u>	<u>27.1</u>	<u>18.2</u>	<u>30.0</u>	<u>26.5</u>
White	<u>24.0</u>	<u>18.8</u>	<u>12.4</u>	<u>27.0</u>	<u>11.2</u>	<u>28.1</u>	<u>12.3</u>	<u>17.7</u>	<u>13.4</u>	<u>9.3</u>	<u>13.3</u>	<u>25.7</u>
Urban	-	-	-	<u>7.4</u>	<u>8.5</u>	<u>7.3</u>	-	<u>6.8</u>	<u>3.7</u>	<u>4.3</u>	<u>4.4</u>	<u>2.7</u>
Rural	<u>24.0</u>	<u>18.8</u>	<u>12.4</u>	<u>19.6</u>	<u>2.7</u>	<u>20.7</u>	<u>12.3</u>	<u>10.9</u>	<u>9.7</u>	<u>5.0</u>	<u>8.6</u>	<u>22.9</u>

Note: Some figures may not add, due to rounding.

Source: "Community Profiles," Office of Economic Opportunity Information Center, Washington, D. C., 1968.

*1960 Data

WHO IS POOR IN THE IMPACT AREA COUNTIES?*

(Part 2)

Number of Households in Impact Area	53,973
Number of White Households in Impact Area	34,480
Number of Black Households in Impact Area	19,493
Number of Poor Households in Impact Area	24,292
Number of Poor White Households in Impact Area	9,107
Number of Poor Black Households in Impact Area	15,185

*1960 Data

EDUCATION IN IMPACT AREA COUNTIES

Impact Area Counties	Persons 25 Years-of-Age and Over Median		Percent in 1960		1962	
	School Years Attended	1960	Functional Illiteracy*	High School Graduates	Local Expenditures on Education	Percent Dollars of Per Total Capita
Baker	6	6.8	33.2	15.4	71	94
Calhoun	5	7.1	34.6	21.2	66	86
Clay	7	8.3	26.8	24.0	61	74
Colquitt	8	8.4	20.7	24.6	47	78
Dougherty	9	10.5	16.3	40.1	52	77
Grady	7	7.7	26.2	21.1	55	66
Lee	5	7.0	35.5	23.2	67	n.a.
Mitchell	7	7.4	29.8	22.2	53	83
Randolph	7	7.8	28.0	25.2	61	60
Sumter	8	8.4	25.6	27.2	47	74
Terrell	6	7.7	33.1	23.6	44	56
Worth	6	7.6	29.7	19.7	57	70
United States Average	9.3	10.6	8.4	41.1	--	100

* Function Illiteracy: Percentage of the population over 25 years-of-age who have attended less than five years of school.

Source: "Community Profiles," Office of Economic Opportunity Information Center, Washington, D. C.

SCHOOL ENROLLMENT IN IMPACT AREA COUNTIES

<u>County</u>	<u>1960</u>	<u>1965</u>	<u>Percent of Change</u>
Baker	1,351	1,294	- 4.2
Calhoun	2,135	2,372	+11.1
Clay	1,413	1,352	- 4.3
Colquitt	9,195	9,117	- .8
Dougherty	18,189	24,527	+34.8
Grady	4,824	5,144	+ 6.6
Lee	1,797	2,171	+20.8
Mitchell	5,529	6,010	+ 8.7
Randolph	2,900	2,811	- 3.1
Sumter	6,522	6,747	+ 3.4
Terrell	3,501	3,606	+ 3.0
Worth	4,804	4,843	+ .8

Source: "City and County Data Book," United States
Department of Commerce, Bureau of the Census,
Washington, D. C. , 1967.

HOUSING IN THE IMPACT AREA COUNTIES
(All Figures are in Percent)

Impact Area Counties	Unsound Housing*		Overcrowded**	Built Since 1950
	1950	1960		
Baker	90.0	80.0	33.7	15.2
Calhoun	86.0	73.3	34.3	11.1
Clay	83.0	66.2	29.1	12.6
Colquitt	75.0	48.9	18.5	28.6
Dougherty	52.0	32.5	22.6	49.0
Grady	81.0	57.1	18.7	22.2
Lee	88.0	66.4	33.5	24.1
Mitchell	78.0	59.2	25.3	21.6
Randolph	83.0	69.6	27.8	9.9
Sumter	61.0	57.0	22.2	20.2
Terrell	81.0	72.0	28.2	13.8
Worth	88.0	69.9	29.1	20.7
<hr/>				
United States Average	36.4	26.0	11.5	27.5

* Unsound: Dilapidated, deteriorated or without plumbing. Bureau of the Census definition.

** Overcrowded: More than one person per room. Bureau of the Census definition.

Source: "Census of Housing -- 1960," United States Department of Commerce, Bureau of the Census, Washington, D. C.

LABOR FORCE IN IMPACT AREA COUNTIES

Impact Area Counties	Number** 1960	Percent of Change 1950-1960	Percent		1964 Non-Farm Employment*
			Males 1950	White Collar Workers 1960	
Baker	1,258	n.a.	88.3	78.5	252
Calhoun	2,476	-22.0	84.4	66.4	651
Clay	1,401	-32.4	86.9	71.8	238
Colquitt	12,697	+ .6	83.0	65.5	2,698
Dougherty	24,685	+43.1	84.6	59.1	16,353
Grady	6,807	+ 1.5	81.9	65.4	2,244
Lee	1,997	-11.0	85.4	68.0	325
Mitchell	7,087	-14.1	85.1	65.1	5,579
Randolph	3,960	-21.4	83.7	64.4	1,140
Sumter	9,215	+ 1.4	80.4	60.5	4,340
Terrell	4,186	-21.0	85.4	65.3	1,285
Worth	5,413	-19.6	85.6	68.7	983
United States Average			78.7	67.2	41.1

* Compiled from records of the Social Security Administration. Includes only employees covered by Social Security. Does not include farm workers, domestics, Federal or state and local government employees.

** Labor Force: Employed and unemployed persons 14 years of age and older, including those working on a family farm or in a family business.

Sources: "City and County Data Book," United States Department of Commerce, Bureau of the Census, Washington, D. C. 1967.

"County Business Patterns" United States Department of Commerce, Bureau of the Census, Washington, D. C. 1964.

EXPENDITURES OF IMPACT AREA COUNTY GOVERNMENTS BY FUNCTION
(Percentage)

County	Education	Police and Fire	Highways	Severage and Sanitation	Public Assistance	Health and Hospitals	Housing and Urban Renewall	Recreation and Parks	Liquor Stores	Other*
Baker	71	2	12	--	3	1	1	--	1	9
Calhoun	66	2	16	2	1	7	1	--	--	5
Clay	61	2	11	3	2	14	1	1	1	3
Colquitt	47	7	5	11	1	16	2	2	2	7
Dougherty	52	8	3	6	1	18	1	2	2	9
Grady	55	4	14	3	2	12	1	1	--	8
Lee	67	4	12	2	2	1	3	--	2	7
Mitchell	53	3	10	2	2	9	11	1	3	6
Randolph	61	5	10	2	2	15	--	--	2	3
Sumter	47	5	9	2	--	22	2	1	2	10
Terrell	44	6	9	2	2	26	2	1	5	3
Worth	57	4	14	1	2	8	6	--	1	7
United States Average	45	8	9	5	6	5	3	2	2	15

* "Other" includes administrative expense, interest, public buildings, etc.

Source: "Census of Governments - 1962," United States Department of Commerce, Bureau of the Census, Washington, D.C., 1962.

REVENUE AND EXPENDITURES OF IMPACT AREA COUNTIES
(1962)

Impact Area Counties	Revenue		Expenditures	
	Total	Per Capita	Total	Per Capita
Baker	\$ 625,000	\$138	\$ 557,000	\$123
Calhoun	885,000	120	933,000	127
Clay	579,000	127	522,000	115
Colquitt	5,382,000	158	5,700,000	167
Dougherty	11,408,000	151	12,075,000	160
Grady	2,051,000	114	2,172,000	121
Lee	703,000	113	673,000	108
Mitchell	2,944,000	150	3,016,000	153
Randolph	1,131,000	102	1,059,000	96
Sumter	3,806,000	154	3,954,000	160
Terrell	1,568,000	123	1,609,000	126
Worth	1,828,000	110	2,002,000	120

United States Average

206

216

Source: "Census of Governments - 1962," United States Department of Commerce,
Bureau of the Census, Washington, D.C., 1962.

COUNTY SEATS OF IMPACT AREA COUNTIES

<u>County</u>	<u>County Seat</u>
Baker	Newton
Calhoun	Morgan
Clay	Fort Gaines
Colquitt	Moultrie
Dougherty	Albany
Grady	Cairo
Lee	Leesburg
Mitchell	Camilla
Randolph	Cuthbert
Sumter	Americus
Terrell	Dawson
Worth	Sylvester

Source: "Census of Governments," United States Department of Commerce, Bureau of the Census, Washington, D. C., 1962.

B

NEW COMMUNITIES, INCORPORATED SUPPORTERS

3) VOLUNTEERS IN SERVICE TO AMERICA (VISTA)

Contact: Padraic Kennedy, Acting Assistant Director
Office of Economic Opportunity
1200 19th Street, N.W.
Washington, D.C. 20506 (202) 382-6134

Nature of Program:

VISTA is a manpower organization that provides volunteers who are willing to live and work with the poor. The volunteers live on subsistence allowances in urban slums, in rural poverty areas, on Indian reservations and in migrant camps. Many volunteers contribute specific skills as lawyers, health technicians, and architects. However, the basic job of the volunteer should take a significant role in developing an atmosphere in which leadership can be found and problems resolved. VISTA volunteers are requested by and serve under the immediate supervision of a sponsor, which may be public or private agency or group. There is a wide variety of sponsors---the most frequent are community action agencies, the locally controlled agency for the Office of Economic Opportunity, and local public groups such as county and city health units of school boards.

Eligibility:

A volunteer must be over 18 years old. During the past year 5 percent of the volunteers were 18 and 19 and about 25 percent were retired persons over 60.

Available Assistance:

VISTA provides manpower---it is not a grant program.

Use Restrictions:

VISTA spends its funds for volunteers occasionally, grants for supervision and transportation are made to grassroots organizations which cannot otherwise afford them.

4) RECREATION FACILITY LOAN PROGRAM

Contact: Director, Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU 8-5717

Nature of Program:

Helps rural community groups finance development of outdoor recreation centers serving rural residents by direct use or economic benefits.

Eligibility:

Rural nonprofit organizations with broadly based community membership and legal capacity to assume responsibility for financing and operating facilities.

Available Assistance: Loans

Use Restrictions:

Develop and improve land and water resources for outdoor recreational activity.

1) ECONOMIC OPPORTUNITY LOANS TO COOPERATIVES

Contact: Denton Sprague, Director
Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU 8-5717

Nature of Program:

Helps low-income rural families increase their income by establishing essential marketing, processing or purchasing cooperative services.

Eligibility:

Cooperatives that furnish essential marketing processing or purchasing services for families in rural areas who have limited incomes and few resources.

Available Assistance:

Loans and technical assistance in establishing, operating, and managing a rural cooperative.

Use Restrictions:

Process products grown on member farms; assemble, market, and transport home-produced goods; purchase and make available to members essential machinery and equipment, and farm operating and home industry items; market agricultural products; purchase land and buildings for cooperative functions; pay costs of organizing cooperative, and refinance certain debts.

2) NONFARM ENTERPRISE LOANS

Contact: Leonard Dalsted, Director
Farm Ownership Loan Division (202) DU 8-4572

Clayton Case, Director
Operating Loan Division (202) DU 8-5044
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250

Nature of Program:

To help farmers make better use of their resources and skills to improve their incomes.

Eligibility:

Farmers living on and operating family size farms and those who have farm background.

Available Assistance:

Loans and appropriate supervision.

Use Restrictions:

FO loans can be used to provide land, facilities, essential service buildings. OL loans can be used to pay operating expenses, buy tools, equipment, inventories and supplies.

3) FARM FISH POND MANAGEMENT

Contact: Harvey Willoughby
Chief, Division of Fish Hatcheries
Washington, D.C. 20240 (202) 343-2197

Nature of Program:

Small fish, in correct species combinations, are stocked to establish self-perpetuating pond fish populations. The objective is to develop a balanced pond capable of supporting recreational fishing over a period of years. The fish also provide a good source of high protein food.

Eligibility:

Individual owners of farm ponds.

Available Assistance:

Stocking of fish and pond management advice.

Use Restrictions:

To produce and distribute fish used in stocking farm ponds.

4) ECONOMIC OPPORTUNITY LOANS

Contact: John E. Moore
Chief, Economic Opportunity Loan Division
Small Business Administration
1441 L Street, N.W.
Washington, D.C. 20416 (202) 382-5301

Nature of Program:

Designed to provide financial and management assistance to low-income individuals or to those individuals who due to social or economic disadvantage have been denied the opportunity to acquire adequate business financing through normal lending channels on reasonable terms. Provides loans to expand or establish small businesses.

Eligibility:

Any resident of the United States may apply for an EOL if: 1) his total family income from all sources (other than welfare) is not sufficient for the basic needs of that family; or 2) due to social or economic disadvantage he has been denied the opportunity to acquire adequate business financing through normal lending channels on reasonable terms.

Available Assistance:

Loan up to \$25,000 up to 15 years maturity. The interest rate fluctuates and is presently set at 5 5/8% for direct loans and the SBA share of participation loans.

5) GUARANTEED BUSINESS LOANS

Contact: Pierron R. Leef
Director, Office of Business Loans
Small Business Administration
1441 L Street, N.W.
Washington, D.C. 20416 (202) 382-7238

Nature of Program:

Loan made by a lending institution under an agreement made with SBA. Upon default by borrower for 90 days of payment (60 days under the simplified blanket guaranty plan) due as to principal or interest the bank may call upon SBA to purchase its guaranteed portion.

Eligibility:

Small business firms.

Available Assistance:

\$350,000, 90 percent maximum SBA participation, 5 1/2 percent maximum SBA interest. Bank share legal and reasonable terms from private sources.

Use Restriction:

Construct, expand, or convert facilities, purchase buildings, equipment, or materials, or obtain working capital, when needed financing is not available for these purposes in full or in part on reasonable terms from private sources.

6) LOCAL DEVELOPMENT COMPANY LOANS
(Section 502)

Contact: Anthony S. Stasio
Director, Office of Economic Development
1441 L Street, N.W., Room 818
Washington, D.C.

Nature of Program:

This program helps in implementing the congressional policy to improve and stimulate the national economy in general, and the small business segment thereof in particular, by establishing a program to stimulate the flow of private equity capital and long-term loans for the sound financing of the operations, growth, expansion, and modernization of small business concerns. Congress stipulated, moreover, that this policy is to be carried out in such a manner as to insure maximum participation of private financing sources. Under this loan program the Small Business Administration is authorized to make loans for plant construction, conversion, or expansion, including the acquisition of land to State or local development companies, either directly or in cooperation with banks or other lending institutions. All loans under this program must be so secured as reasonably to assure repayment, and the proceeds used to assist an identifiable small business concern for a sound business purpose. The statutory limit is \$350,000 of "502" funds for each small business concern. The loan must be repaid during a term not to exceed 25 years.

Eligibility:

The entire community where the project is located benefits by reason of the additional job opportunities created and by the flow of funds resulting from the new or increased business. So there must be at least 25 members or stockholders in the applicant development company. The beneficiary must be an eligible small business concern, which has agreed, before any disbursement of Federal funds, to occupy the facilities when completed.

Available Assistance:

Long-term loan funds at a reasonable rate of interest - up to \$350,000 for as long as 25 years currently at 5 1/2 percent interest.

Use Restrictions:

"502" loan proceeds can be used by the borrowing local development company for acquisition of land, construction or purchase of a building, renovation or expansion of facilities, and acquisition of machinery and equipment. "502" loan funds cannot be used for repayment of long-term debt, that is, refinancing, or for working capital purposes.

7) SMALL BUSINESS INVESTMENT COMPANY PROGRAMS -
DEBENTURES AND LICENSING

Contact: A.H. Singer
Small Business Administration
1441 L Street, N.W.
Washington, D.C. 20416 (202) 382-6444

Nature of Programs:

To improve and stimulate the national economy in general, and the small business segment thereof in particular, by establishing a program to stimulate and supplement the flow of private equity capital and long-term loan funds, which small business concern need for the sound financing of their business operations and for their growth, expansion, and modernization, and which are not available in adequate supply.

Eligibility:

Qualified groups or individuals may incorporate as small business investment companies and apply for licenses.

Available Assistance:

SBA lends funds to licensed small business investment companies through purchase of debentures of such companies, or through issuance of guarantees of the principal and interest of such debentures to institutional lenders. As a prerequisite to assistance, capital adequate to assure reasonable prospect of sound and profitable operation with active and prudent management must be provided.

Use Restrictions:

Debentures - loans to small business investment companies. Licensing - administration, operation, and lending.

8) PROCUREMENT AND MANAGEMENT ASSISTANCE
TO SMALL BUSINESSES

Contact: Associate Administrator for Procurement
and Management Assistance
Small Business Administration
Washington, D.C. 20416 (202) 393-3111

Nature of Program:

This program provides management and technical assistance, and government procurement and sales assistance. These services are available to small businesses and, in some cases community groups, to help them adjust to and profit from changes in business environment.

This assistance includes:

1. Workshops for prospective small business owners
2. Management counseling, including SCORE (Service Corps of Retired Executives)
3. Management courses, conferences, and clinics
4. Publications to assist in management of small business including contract research results
5. Engineering, economic, and management surveys
6. Advising and assisting small business owners in matters relating to government procurement such as:
 - a. Insuring that small business secures a fair share of government procurement and sales
 - b. Issuing Certificates of Competency
 - c. Participating in voluntary sub-contracting program

Eligibility:

Actual and potential small businessmen and, in some cases, members of community groups and development companies are eligible.

A small business is one independently owned and operated which is not dominant in its field. More specific criteria defining a small business are established by the Small Business Administration.

1) HEADSTART

Contact: Director, Office of Child Development
U.S. Department of Health, Education, and Welfare
Washington, D.C. 20201 (202) 382-6751

Nature of Program Activity:

Headstart is a comprehensive early childhood education program for disadvantaged preschool children and their families. Each program includes health, nutrition, parent involvement, and education components, as well as a career development program for teachers and non-professional aides who serve in the centers. There is also active volunteer participation from all age groups.

Eligibility:

Preschool children whose families meet the DHEW poverty guidelines, are accepted into Headstart. Up to 10 percent nonpoor children are allowed to participate.

Available Assistance:

Grants up to 80 percent of the total program cost are made directly to local community action agencies or other public and private nonprofit agencies. Grants and contracts are also made to universities and private nonprofit businesses to provide technical assistance and training to the program and its staff. Grants are also made to a limited number of communities to operate parent and child center programs.

Use Restrictions:

With the exception of allowing 10 percent nonpoor children into the program, Headstart funds cannot be spent on children above poverty income criteria or for services already available which would be diminished if Headstart funds were used.

2) FOLLOWTHROUGH

Contact: Director, Followthrough Program
Division of Compensatory Education
Bureau of Elementary and Secondary Education
U.S. Office of Education
Washington, D.C. 20202 (202) 963-7731

Nature of Program Activity:

Followthrough provides a program of comprehensive services---instruction, health, nutrition, social and psychological, teacher training, and parent and community involvement---to help children from low-income families sustain in the primary grades the educational gains made in Headstart or similar preschool program.

Eligibility:

Eligible children come from low-income families as defined by the poverty line index of the Office of Economic Opportunity. With few exceptions, at least half of the children in each project must be graduates of a full-year Headstart or similar preschool program. To give these children the opportunity to associate with children from other social and economic backgrounds, a relatively small number of nonpoor pupils participate in followthrough classes.

Available Assistance:

Followthrough projects are funded by grants under the Economic Opportunity Act, by Title I of the Elementary and Secondary Education Act, and by a local non-Federal contribution. Followthrough EOA funds provide from 75 to 86 percent of the total amount. Under new regulations effective June 30, 1969, the non-Federal share is 25 percent of the Followthrough grant if the project operates at only one grade level; 20 percent for two grade levels; 16 percent for three grades; and 14 percent for four grades. In addition, the community provides from title I, ESEA funds, an amount equal to 15 percent of the followthrough grant, provided this amount is not more than 10 percent of the total Title I money available to the community.

Use Restrictions:

Followthrough funds may not be used to pay for health, nutrition, and other special services for children who are not from low-income families, for services normally available to all children under the regular school program, or for construction of new facilities.

3) EDUCATIONALLY DEPRIVED CHILDREN
LOCAL EDUCATIONAL AGENCIES

Contact: Director, Division of Compensatory Education
U.S. Department of Education
Washington, D.C. 20202 (202) 962-6711

Nature of Program Activity:

Programs are designed to give special educational assistance to children whose level of educational achievement is below normal for their age and to help them overcome barriers to learning.

Eligibility:

Local educational agency is eligible if located in a county with at least 10 children ages 5 through 17 from families with an annual income of less than \$2,000 based on 1960 census data.

Use Restrictions:

Funds must supplement, not substitute for, local and State money normally spent on the education of children in the school district. Services must be designed to meet the needs of educationally disadvantaged children in low income areas.

4) ADULT BASIC EDUCATION SPECIAL PROJECTS

Contact: Director, Division of Adult Education Programs
U.S. Office of Education
Washington, D.C. 20202 (202) 963-7444

Nature of Program Activity:

Special projects are to strengthen the ongoing State grant adult basic education program through experimentation with new teaching methods, programs, techniques and with new operational and administrative systems.

Eligibility:

Grants are made to local education agencies and other public or private nonprofit agencies, including educational television stations.

Available Assistance:

Amounts of grants vary with the design and scope of the projects. Applicant organizations are urged to share 10 percent of the projects' costs when feasible.

5) SCHOOL LUNCH PROGRAM

Contact: Miss Josephine Martin
Chief Consultant
School Food Service Program
State Department of Education
Room 211
State Annex Building
156 Trinity, S.W.
Atlanta, Georgia 30304

Nature of Program:

This program provides commodity and cash grants to State educational agencies to assist them in providing adequate school lunches. This helps to safeguard the health and well-being of children and to encourage the domestic consumption of nutritious agricultural commodities. Cash grants are distributed by the State agencies for food assistance to schools participating in the program. Part of the appropriation may be used by the Secretary of Agriculture for direct expenditure on agricultural commodities and other foods to be donated to the States for distribution among participating schools according to their needs as determined by local school authorities. Not less than 75 percent of the sum appropriated each fiscal year is allotted to States on the basis of their participating rate and their assistance need rate.

Eligibility:

The State educational agencies must enter into an agreement with the Secretary of Agriculture in accordance with the National School Lunch Act, and then enter into agreements with public and nonprofit private high schools and grade schools. Private schools contract with the Department of Agriculture in those States where State educational agencies cannot legally administer the program in such schools. To be eligible, schools must agree to: meet requirements established by the Secretary of Agriculture; and provide lunches free or at a reduced price to children who are unable to pay the full price.

6) CHILD NUTRITION PROGRAM .

Contact: Food and Nutrition Service
1795 Peachtree Road, N.E.
Atlanta, Georgia 30309

Nature of Program:

This program provides, on a 3-year pilot basis, for cash grants to assist States to initiate, maintain, or expand nonprofit food service programs for children in service institutions, to improve child nutrition. These programs will reach school-age children during the summer months in settlement houses, neighborhood houses and recreation centers. Preschool children will receive year-round assistance in child day-care centers. Each State may receive a basic grant of not more than \$50,000. The remaining available funds will be apportioned by a formula prescribed by law.

Eligibility:

All public and private nonprofit institutions such as child day-care centers, settlement houses or recreation centers, which provide day-care, or other child-care where children are not maintained in residence are eligible to participate. In some States the educational agency will handle the program for all service institutions. If the State educational agency is not able to handle the program, the Consumer and Marketing Service will contract with and disburse funds directly to the service institutions.

1) COMPREHENSIVE HEALTH SERVICES

Contact: Gary D. London, M.D., Director
Health Services Office
Community Action Program
Office of Economic Opportunity
1200 19th Street, N.W.
Washington, D.C. 20506 (202) 382-3718

Nature of Program:

This program provides grants for the establishment of health centers which offer comprehensive health care to low-income persons and are located in areas having high concentrations or proportions of poverty with inadequate health services.

Eligibility:

Any public or private nonprofit agency, such as a medical society, medical school, hospital, public health department, group practice plan, or health corporation may apply. The projects are usually operated as independent, delegate agencies of local community action agencies. Instructions, application forms, and related materials are available from the administrator's office.

Available Assistance:

The health care may include treatment, screening and diagnostic services, home care, outreach rehabilitation, dental care, family planning, mental health care, and other health related services. In addition, the grants may help to obtain equipment and supplies, training for personnel, planning activities, evaluation of projects, and transportation for patients. Special technical assistance is available for rural areas.

2) HEALTH FACILITIES CONSTRUCTION.
-HOSPITALS AND PUBLIC HEALTH CLINICS-

Contact: Director, Health Facilities Planning and Construction
and Construction Service
Health Services and Mental Health Administration
Department of Health, Education and Welfare
Silver Spring, Maryland 20910 (301) 495-5331

Nature of Program:

This program provides grants to assist in constructing, equipping, and modernizing nonprofit private and publicly owned hospitals and public health centers.

Eligibility:

Public and other nonprofit agencies or corporations.

Available Assistance:

Funds are allocated to the States which have the responsibility for selection of projects for funding.

Use Restrictions:

Funds are limited to new construction, modernization, and equipping of these facilities.

3) SURPLUS PROPERTY UTILIZATION

Contact: Director, Office of Surplus Property Utilization
Office of Assistant Secretary for Administration
Department of Health, Education, and Welfare
Washington, D.C. 20201 (202) 962-3283

Nature of Program:

To make Federal surplus personal property available to eligible health and educational donees and to convey surplus Federal real property needed and usable for health and educational programs to eligible transferees.

Eligibility:

Personal property may be donated to approved or accredited tax-supported or private nonprofit tax-exempt medical institutions, hospitals, clinics, health centers, schools, school systems, colleges, and universities; schools for the mentally retarded and physically handicapped; licensed educational radio and television stations; public libraries, and civil defense organizations. Real property may be acquired by States, their political subdivisions and instrumentalities, and by tax-supported or nonprofit educational and medical institutions. Nonprofit institutions must be tax-exempt under section 501(c)(3) of the 1954 Internal Revenue Code.

Available Assistance:

Personal property is distributed through established State agencies for surplus property to eligible institutions for health, educational, and civil defense purposes. Donees pay a nominal service charge assessed by the State agency to cover costs of transportation, care, and handling. Surplus real and related personal property is transferred to eligible applicants at fair market value with a discount which takes into consideration benefits which may accrue to the United States because of its proposed use, plus any external administrative costs. Public benefit allowance discounts may range from 50 to 100 percent of the fair market value, depending on type of facility and the proposed use.

Use Restrictions:

Personal property which initially cost \$2,500 or more must be used by donees for a period of 4 years (this varies for motor vehicles, aircraft, and certain vessels). Transfers of real property are made by deed or bill of sale and include use and encumbrance restrictions which run up to 30 years.

1) NEW COMMUNITIES - GUARANTEES
AND SUPPLEMENTARY GRANTS

Contact: T.M. Alexander
Director, New Communities Division
Community Resources Development Administration
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6186

Nature of Program:

Bonds, debentures, notes, or other obligations issued by private developers to finance the cost of acquiring and developing land for new communities may be guaranteed by HUD. Within a limit of \$50 million for any one community, and based on HUD's estimate of value and cost, the guaranteed amount may be up to whichever is less: 80 percent of the value of the property when land development is completed; or the sum of 75 percent of the value of the land before development and 90 percent of the actual cost of the land development (not including buildings).

Before making any guarantees HUD must be satisfied that the proposed new community will contribute to the orderly growth and development of the area in which it is to be located and will provide good living conditions for its inhabitants and a proper balance of housing for low- and moderate-income families.

Supplemental grants of up to 20 percent of facility cost are authorized for new community water and sewer or open-space facilities assisted with other Federal grants. The total Federal grant amount may not exceed 80 percent of facility cost.

Eligibility:

Approved private developers may receive guarantees. States and localities providing a new community development with federally assisted water and sewer and open space facilities may receive supplemental grants. Applications are made to the HUD regional office serving the new community area.

2) LAND DEVELOPMENT AND NEW COMMUNITIES

Contact: Federal Housing Commissioner
Federal Housing Administration
Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6521

Nature of Program:

Mortgages to finance the purchase of raw land and the development of improved building sites or to finance the development of new communities are insured by the Federal Housing Administration in amounts up to \$25 million for any one project. Repayment periods, except for mortgages covering new communities or sewer and water systems, may not exceed 10 years.

The development must be characterized by sound land use patterns and be consistent with comprehensive planning for the area in which the land is situated. There must be assurance that the land will be served by adequate shopping, school, recreational, transportation, and other facilities. In the case of new communities, eligibility for mortgage insurance hinges upon: (1) HUD determination that the new community will, in view of its size and scope, make a substantial contribution in specific ways to the size and growth of the area within which it is located; (2) approval of the development of the new community by the local governing body or bodies of the area or areas in which it will be located.

Eligibility:

The applicant may be any mortgagor entity (other than a public body) approved by FHA. Application is made to a lending institution approved by FHA as a mortgagee.

1) PUBLIC FACILITIES

Contact: Leo A. Morris
Director, Community Facilities Division
Community Resources Development Administration
Metropolitan Development
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6182

Nature of Program:

Loans for up to 40 years and covering up to 100 percent of project cost are made for use in financing a variety of public works projects - construction of water and sewage facilities, gas distribution systems, street improvements, public buildings (except schools), recreation facilities, jails, or other public works. Loan aid under this program is available only for those parts of a project not covered by aid provided under other Federal agency programs. Priority is given to applications of smaller communities for assistance in construction of basic public works.

Eligibility:

Applicants may be local units of government or State instrumentalities. The political subdivision for which the loan is made must be under 50,000 in population. The population may be up to 150,000 in designated redevelopment areas. Communities near research or development installations of the National Aeronautics and Space Agency are not subject to population limit. A nonprofit private corporation serving a community under 10,000 population may apply for aid for water and sewer facilities only.

2) PUBLIC WORKS AND ECONOMIC
DEVELOPMENT FACILITIES

Contact: George T. Karras
Director, Office of Public Works
Economic Development Administration
U.S. Department of Commerce
Washington, D.C. (202) ST3-9200

Nature of Program:

To provide Federal financial assistance for public works and economic development facilities.

Eligibility:

States, local subdivisions thereof, and private or public nonprofit organizations or associations representing a redevelopment area or part thereof are eligible to receive public works grants and loans. They must furnish evidence that they are legally empowered to undertake the proposed project and to receive and disburse Federal grants and loans for its construction.

Available Assistance:

Grants and loans to acquire and develop land improvements for public works and public service or development facility usage, and acquire, construct, rehabilitate, alter, expand, or improve such facilities, including related machinery and equipment.

3) COASTAL PLAINS REGIONAL COMMISSION
TECHNICAL ASSISTANCE AND
SUPPLEMENTAL GRANTS

Contact: G. Fred Steele, Jr., Federal Co-Chairman
Charles W. Coss, Executive Director
Suite 414
2000 L Street, N.W.
Washington, D.C. 20036 (202) 967-3753

Nature of Program:

The Coastal Plains Regional Commission was established for the following purposes:

1. To advise and assist the Secretary of Commerce in identification of optimum boundaries for the Coastal Plains economic development region;

2. To initiate and coordinate the preparation of long-range overall economic development programs for the Coastal Plains Region;

3. To foster surveys and studies to provide data required for the preparation of specific plans and programs for the development of the Coastal Plains;

4. To advise and assist the Secretary of Commerce and the member State in the initiation and coordination of economic development districts, in order to promote maximum benefits from the expenditures of Federal, State, and local funds;

5. To promote increased private investment in the region;

6. To prepare legislative and other recommendations with respect to short-range and long-range programs and projects for Federal, State, and local agencies;

7. To develop, on a continuing basis, comprehensive and coordinated plans and programs and establish priorities thereunder, giving due consideration to other Federal, State, and local planning in the Coastal Plains Region;

8. To conduct and sponsor investigations, research, and studies including an inventory and analysis of the resources of the Coastal Plains Region and in cooperation with

Federal, State, and local agencies, sponsor demonstration projects designed to foster regional productivity and growth;

9. To initiate, and when appropriate, to administer programs designed to foster the economic potential of the region, utilizing resources made available from within the region or in collaboration with Federal resources;

10. To review and study, in cooperation with the agency involved, Federal, State, and local public and private programs, and, where appropriate, recommend modifications or additions which will increase their effectiveness in the region;

11. To formulate and recommend, where appropriate, interstate compacts and other forms of interstate cooperation, and work with State and local agencies in developing appropriate model legislation;

12. To provide a forum for consideration of problems of the Coastal Plains Region and proposed solutions and establish and utilize, as appropriate, citizens and special advisory councils and public conferences;

13. To make additional recommendations from time to time to the Secretary of Commerce and to the State Governors and appropriate local officials, with respect to -

(a) the expenditure of funds by Federal, State, and local departments and agencies in the Coastal Plains Region in the fields of natural resources, agriculture, education, training, health and welfare, transportation, and other fields related to the purposes of the Public Works and Economic Development Act of 1965; and

(b) such additional Federal, State, and local legislation or administrative actions as the Commission deems necessary to further the purposes of the Public Works and Economic Development Act of 1965.

Eligibility:

Member States and subdivisions thereof including districts, counties, municipalities, and other organizations within the region duly constituted by Federal or State laws.

Available Assistance:

Technical assistance performed by staff or by contract with outside experts to promote economic development. Supplemental grants to projects within the region which are eligible for Federal grant assistance under an existing Federal program. Such projects must be certified as to priority by the Governor of the State involved and must be regional in significance under criteria established by the Commission.

Use Restrictions:

Funds available to the Commission may be spent to facilitate economic development planning by providing appropriate technical assistance and may be used to supplement selected Federal grants in the region to aid local communities which otherwise might not be able to take advantage of the Federal grant. All such uses are restricted to the promotion of regional economic development.

4) PUBLIC WATER AND SEWER FACILITIES

Contact: Leo Morris
Director, Community Facilities Division
Community Resources Development Administration
Metropolitan Development
U.S. Department of Housing and Urban Development
Washington, D.C. 20410 (202) 755-6182

Nature of Program:

Grants are made in amounts of up to 50 percent of land and construction costs for new water and sewer facilities. The facilities must be consistent with a program for a coordinated areawide water and sewer facilities system which is part of the comprehensively planned development of the area. A grant may be up to 90 percent, under certain conditions, for a community that has a population under 10,000.

Eligibility:

The applicant may be any city, town, county, or public agency or instrumentality of one or more States or one or more municipalities established to finance specific capital improvement projects.

5) SEWER SYSTEM GRANT
AND LOAN PROGRAMS

Contact: Denton Sprague
Director, Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU8-5717

Nature of Programs:

To reduce users' fee of facility to reasonable level; to assist rural communities under 5,500 population to build adequate sewer systems when they are unable to obtain adequate credit from other sources at reasonable rates and terms.

Eligibility:

Public or quasi-public bodies and nonprofit organizations serving residents of open country and rural communities up to 5,500 population.

Available Assistance:

Grants up to 50 percent of development costs; loans and technical assistance.

Use Restrictions:

Grants are applied to construction and development cost of facility: plan, install, repair, improve or expand waste disposal systems.

6) WATER SYSTEM GRANT
AND LOAN PROGRAMS

Contact: Denton Sprague
Director, Association Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) DU8-5717

Nature of Programs:

To assist rural communities under 5,500 to build adequate water systems when they are unable to obtain adequate credit elsewhere at reasonable rates and terms; also includes financing for irrigation and drainage facilities as well as domestic water systems.

Eligibility:

Public bodies and nonprofit organizations serving rural communities under 5,500 population.

Available Assistance:

Grants up to 50 percent of development costs when needed to provide reasonable rates; loans and technical assistance.

Use Restrictions:

Plan, install, repair, improve or expand a water supply distribution system. Purchase water supply or right and other necessary costs.

7) AGRICULTURAL CONSERVATION

Contact: Kenneth E. Frick
Administrator, Agricultural Stabilization
and Conservation Service
U.S. Department of Agriculture
Room 206-W
Washington, D.C. 20250

Nature of Program:

ACP is the principal channel through which the Federal Government shares with farmers, ranchers, and woodland owners the cost (an average of about 50 percent) of carrying out approved soil, water, woodland, and wildlife conservation practices on their land to help maintain the productive capacity of American agriculture. It also helps assure an increased supply of clean water, enhances natural beauty, provides more opportunities for the enjoyment of outdoor recreation and improves the quality of our environment.

Eligibility:

Any owner, landlord, tenant, or sharecropper of agricultural land in the United States may apply for conservation cost-sharing assistance before the practice is performed of any approved practice of which he bears any of the cost.

Available Assistance:

Cost-sharing (averaging about 50 percent of the cost) on approved conservation practices and the necessary related technical assistance.

Use Restrictions:

To share the cost of installation and provide related technical assistance for approved conservation practices.

8) SOIL AND WATER CONSERVATION LOANS .

Contact: Leonard Dahlsted
Director, Farm Ownership Loan Division
Farmers Home Administration
U.S. Department of Agriculture
Washington, D.C. 20250 (202) 388-4572

Nature of Program:

To enable individual family farmers to develop, conserve, and make better use of their soil and water resources.

Eligibility:

Individual farm operators.

Available Assistance:

Loans for periods not to exceed 40 years.

Use Restrictions:

To develop irrigation systems, drain farmland, and carry out soil conservation measures.

1) NEIGHBORHOOD YOUTH CORPS

Contact: Horace Holmes
Manpower Administrator for District of Columbia
District Building, Room 429
14th and E Streets, N.W.
Washington, D.C. 20004 (202)

Nature of Program:

To provide part-time work experience and training for students of high school age from low-income families to help them continue or resume their education. To provide work-experience and supportive services to unemployed youth necessary to develop their abilities to find and keep meaningful employment. To provide summer employment to high school age students from low-income families.

Eligibility:

High school age youth and unemployed out-of-school individuals, priority to youths.

Available Assistance:

Work-training, counseling, remedial education, and other supportive services. Practical work experience.

Use Restrictions:

Wages, supportive services for enrollees and administrative costs.

2) OPERATION MAINSTREAM

Contact: U.S. Training and Employment Service
U.S. Department of Labor
14th and Constitution Avenue, N.W.
Washington, D.C. 20212

Nature of Program:

Employment projects for chronically unemployed poor adults in small towns and rural areas.

Eligibility:

Adult individual.

Available Assistance:

Work-training, employment, and supportive services.

Use Restrictions:

Wages, supportive services for enrollees, and administrative costs.

3) SMALLER COMMUNITIES PROGRAM .

Contact: Tod Potter, Director
Farm Labor and Rural Manpower Service
U.S. Department of Labor
Manpower Administration
Washington, D.C. 20036

Nature of Program:

In rural areas, mobile teams extend employment services and work with community groups in formulating programs to expand employment opportunities. Interviewing, counseling, testing, and job development services are provided to individuals. The team also helps local leaders to analyze area employment problems, to prepare manpower reports, and to initiate projects of community assistance, including various training and employment programs.

Eligibility:

All residents of counties which meet the following criteria: 1) Must not be designated a major labor area; 2) must not contain a city of over 50,000; 3) rural farm and rural nonfarm population must constitute at least 50 percent of county's population.

Available Assistance:

Supply individual area residents with all HRD and employability services normally available in any established local employment service facility: these services include counseling, testing, referral to training and/or supportive service agencies, job development, and placement. Also, work with local community groups in their employment development activities.

4) NEW CAREERS

Contact: Richard Mendenhall, Chief
Division of Job Opportunities Programs
U.S. Training and Employment Service
1741 Rhode Island Avenue, N.W.
Washington, D.C.

Nature of Program:

To train unemployed adults in subprofessional careers of service to the community.

Eligibility:

Adult individuals.

Available Assistance:

Work-training, educational training, counseling, placement, other supportive services.

Use Restrictions:

Wages, supportive services for enrollees; administrative costs.

STATE PROGRAMS

1) PROMOTION OF AGRICULTURAL
COMMODITIES

Contact: Office of Marketing and Commodities Promotion
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

Georgia law provides for the creation of a Commodity Commission to promote production and marketing of agricultural products. Commissions of Eggs, Cotton, Peaches, Apples, Sweet Potatoes, Peanuts, and Tobacco have been established as public corporations, instruments of the state. Objectives cover areas of surplus, quantity control, marketing period, unfair trade practices, production adjustments and benefits, research, and educational benefits.

Eligibility:

Producers of Agricultural Products, livestock and livestock products, poultry and poultry products, timber and timber products, fish and seafood and the products of the farms and forests of this state.

2) AGRICULTURE PRODUCTS
GRADING SERVICE

Contact: Federal-State Inspection Service
2300 North Slappy Drive
Albany, Georgia

Nature of Program:

This program is operated in cooperation with the national program conducted by the U.S. Department of Agriculture, with universal standards. The grade terms are the common language in the entire industry. Trained graders at the market places aid in providing the producers a price commensurate with the quality of the product he sells as well as providing the retailer a guide in buying.

It is a voluntary service, being provided upon request and paid for by the user of the service.

Eligibility:

Industry, consumer, and producers.

3) MARKET NEWS

Contact: Office of Marketing Commodities Promotion
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

This program provides information to producers, sellers, and buyers of fruits, vegetables, livestock, poultry, eggs and other agricultural products for the maintenance of orderly marketing.

Eligibility:

Any person or organization desiring marketing information.

4) INSECT AND PLANT DISEASE
CONTROL AND ERADICATION

Contact: Division of Entomology
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30334

Nature of Program:

Protect the agricultural and horticultural interests of the state from injurious insects, plant diseases, and related organisms. Prevent the spread and suppress or eradicate agricultural pests of regional and national concern, protect homeowners and farmers from purchasing insect infested or diseased planting stock, control the spread of infectious bee diseases to protect beekeepers in the moving and selling of their bees, and control the practices of commercial pest control operators to protect the property owners from substandard or illegal pest control operations.

Eligibility:

Food and feed producers and processors; vegetable plant growers; nursery producers; beekeepers, pest control operators; property owners.

5) VETERINARY SERVICES

Contact: Office of Animal Industry
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

Provide technical and professional services dealing with health and wholesomeness of domestic animals and animal products.

Eligibility:

Services extend to slaughterhouses, salebarns, institutions, processing plants, feed lots, hog garbage feeding premises, or wherever livestock and poultry are concentrated.

6) ANIMAL DISEASE CONTROL
AND ERADICATION

Contact: Office of Animal Industry
Georgia Department of Agriculture
19 Hunter Street, S.W.
Atlanta, Georgia 30034

Nature of Program:

The purpose of this program is to control or eradicate livestock diseases that are economically costly to the industry or carry a threat to human health.

Eligibility:

Salebarns, slaughterhouses, feed lots, hog garbage feeding premises, farms, institutions, or wherever the animals are concentrated.

7) AGRICULTURAL EXPERIMENT STATIONS

Contact: College Experiment Station - Athens
Georgia Experiment Station - Griffin
Coastal Plains Experiment Station - Tifton
Branch Stations: Blairsville, Calhoun, Midville,
Plains

Nature of Program:

Research and technical assistance with agriculture
problems of private farmers.

Eligibility:

Citizens of the State.

1) COOPERATIVE FIRE CONTROL

Contact: Forest Protection Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The objective of the Cooperative Fire Control program is to provide permanent protection of non-Federal timbered, potential timbered, and certain non-forested watershed lands to the extent needed to hold fire damage below the level at which it would seriously interfere with expected yield of timber products and other public benefits from these lands.

Eligibility:

Citizens of the State.

2) OUTDOOR RECREATION

Contact: Department of State Parks
7 Hunter Street
Atlanta, Georgia 30334

Nature of Program:

To develop and continuously update a statewide Comprehensive Outdoor Recreation Plan in coordination with federal, state, local, and public and private recreation interests.

To qualify eligible state projects for land and water fund grants.

To inform local governments of Bureau of Outdoor Recreation funds, to review applications for BOR funds, and to otherwise assist local governments in acquiring BOR funding.

BOR funds are available on a 50% Federal 50% local basis.

The program informs local units of governments about available BOR funds and the responsibilities of the local community in obtaining these funds. The programs assist local governments in applying for and receiving BOR funds.

Eligibility:

Eligible state recreation program agencies which qualify with projects meeting state plan criteria.

Local governments in the State of Georgia which develop community recreation plans and quality programs.

1) SOUTHWEST GEORGIA PLANNING
AND DEVELOPMENT COMMISSION

Contact: Southwest Georgia Planning and Development
Commission
PO Box 346
Camilla, Georgia 336-5616
Executive Director: Carroll Underwood
Lee County OEDP Committee
Chairman: James MacBride
Leesburg-Smithville Joint Planning Commission
Chairman: Max Hardy

Nature of Program:

To provide new industry and permanent jobs in areas where they are most needed. Emphasis is placed on long-range economic development and programming for areas with persistent unemployment and low family incomes. Full cooperation of public officials and private enterprise is required, along with partnership among officials at every level of government. The primary objective is to create a climate conducive to the development of private enterprise in economically distressed communities.

Eligibility:

Assistance is available to areas characterized by high unemployment or low family incomes.

2) COASTAL PLAINS REGIONAL ECONOMIC
DEVELOPMENT PROGRAM

Contact: State Planning Bureau
116 Mitchell Street, S.W.
Atlanta, Georgia 30303

Nature of Program:

To stimulate economic growth and development of the 86-county Georgia Coastal Plains Region as part of a three-state Coastal Plains Regional economic development program. Specifically, the purpose of the program is to help close the per capita income gap between the Region and other parts of the nation. To accomplish this purpose, a joint state-federal program was established under the direction of the Coastal Plains Regional Commission. Commission members include the Governor of Georgia, North and South Carolina and a Federal co-chairman.

Eligibility:

Any project related to the creation of new job opportunities and increased per capita income or to the removal of barriers to economic growth and development within the 86-county Georgia Coastal Plains Region. Subject to funding limitations and established state investment priorities.

3) ECONOMIC DEVELOPMENT PROGRAM

Contact: Community Research Unit
Research Division
Department of Industry and Trade
7 Hunter Street
Atlanta, Georgia

Nature of Program:

This program utilizes computers in matching the industrial prospect's requirements with community sites and facilities. The purpose is to attract industries to Georgia, stimulating her economic growth.

Eligibility:

Industries and Georgia communities may use this service.

4) INDUSTRIAL RECRUITMENT,
PROMOTION AND EXPANSION

Contact: Industry Division
Department of Industry and Trade
100 State Capital
Atlanta, Georgia

Nature of Program:

This program promotes, develops and contacts industrial prospects to sell them on and assist them in establishing facilities in Georgia for their firms through personal effort, advertising, direct mail, programs and other means. Also included is the contacting and assisting of existing Georgia industries in expanding their operations in Georgia and working with leaders in Georgia communities and areas in setting up programs for industrial development and carrying out same. The purpose of the program is to promote Georgia business activity and employment by developing increased international trade and commerce.

Eligibility:

Businessmen, industries and communities may make use of this program.

5) INDUSTRIAL INQUIRIES

Contact: Economic Reporting Unit
Research Division
Department of Industry and Trade
7 Hunter Street
Atlanta, Georgia

Nature of Program:

This program is researching, collecting and disseminating data on communities, industrial locations, markets, suppliers, resources, etc., for industries and businesses who are interested in locating in Georgia. The overall objective is aimed at increasing the state's industrial and economic growth.

Eligibility:

Anyone may obtain this information.

1) TITLE IV FORESTATION

Contact: Reforestation Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

To assist the states in bringing into satisfactory production, through forestation, commercial forest land not adequately stocked with merchantable tree species with the intent of increasing the potential supply of industrial wood to meet future needs of an expanding national population and to provide increased public benefits from other associated values obtained from adequately stocked forest lands.

Eligibility:

Citizens of the State.

2) CLARKE-MCNARY PLANTING
STOCK PROGRAM

Contact: Reforestation
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The objective is to stimulate forestation on non-federal lands by helping the State furnish suitable planting stock at attractive prices.

Eligibility:

Citizens of the State.

3) COOPERATIVE FOREST MANAGEMENT

Contact: Management Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The Cooperative Forest Management Act Program is aimed at assisting some four and one-half million small forest land-owners and approximately fifty thousand small saw-mill operators and other processors of primary forest products. Assistance includes technical service and advice along such lines as making timber inventory and management plans, proper cutting methods, marketing forest products, stand improvement, and processing methods.

Eligibility:

Citizens of the State.

4) COOPERATIVE FOREST INSECT
AND DISEASE CONTROL

Contact: Management Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

The purpose of cooperative forest insect and disease control is to reduce to tolerable limits losses on non-Federal lands through a landowner-State Federal program under the share-the-cost provisions of the Federal Pest Control Act and related State legislation.

Eligibility:

Citizens of the State.

1) PHYSICAL HEALTH SERVICES

Contact: Director, Division of Physical Health
Georgia Department of Public Health
47 Trinity, S.W.
Atlanta, Georgia

Nature of Program:

This is a broad spectrum of services designed to carry out the legal and professional responsibilities of the Department of Public Health in safeguarding, protecting and promoting the physical health of all Georgians. Such services are focused on primary, secondary, and tertiary prevention - or forestalling, correcting, and treating diseases or conditions which affect the health of the community through its individual members and families.

These services are Emergency Health Service, Cardiovascular Disease Control Service, Venereal Disease Control Service, Chronic Disease and Geriatrics Service, Dental Public Health Service, Tuberculosis Control Service, Laboratory Service, Epidemiology Service, Maternal Health Service and Child Health Service.

Eligibility:

All citizens whose health problems relate to any of the services as described.

2) ENVIRONMENTAL HEALTH SERVICES

Contact: Director, Branch of Environmental Health
Director, Branch of Air Quality Control
Georgia Department of Public Health
47 Trinity Avenue, S.W.
Atlanta, Georgia

Nature of Program:

In order to identify, ameliorate and control certain physical, biological and social environmental factors having possible or known effects on health, the State and Local Health Departments are currently concerned in seven major program areas: Air Quality, Environmental Sanitation, Industrial Hygiene, Occupational Health, Radiological Health, Housing Hygiene and Accident Prevention, and Water Supply.

Eligibility:

All individuals, groups, organizations or official agencies with a concern in any one of the programs as described.

3) MEDICAL CARE ADMINISTRATION

Contact: Director, Division of Medical Care Administration
Georgia Department of Public Health
47 Trinity, S.W.
Atlanta, Georgia

Nature of Program:

Several departmental programs are designed to administer the available funding of programs established to serve the special health needs of specific groups, i.e. Medicaid, Medicare, Crippled Children's Services, Cancer Control, and Medical Facilities Planning and Construction. In order to insure the quality of patient care related supportive services of clinics, consultation, licensure and certification of hospitals and nursing homes are also provided.

Eligibility:

Based on legal requirements of the several specific Federal and State Laws.

1) URBAN PLANNING ASSISTANCE PROGRAM
(Section 701)

Contact: State Planning Bureau
116 Mitchell Street, S.W.
Atlanta, Georgia 30303 (404) 524-6941

Nature of Program:

This program is designed to assist cities and counties of 50,000 population or less in the development of comprehensive plans. Through the State Planning Bureau, funds are made available by the Department of Housing and Urban Development in the amount of two-thirds (three-fourths in Redevelopment Areas) of the total cost of planning all facets of the city's activities. Base maps are prepared; studies are conducted in connection with the existing economy, land use, and population; and plans are developed for future land use, major thoroughfares, community facilities and their developmental controls.

Eligibility:

Cities and counties of 50,000 population or less are eligible under this program.

2) STATE-FEDERAL RELATIONS .
COORDINATION

Contact: State Planning Bureau
116 Mitchell Street, S.W.
Atlanta, Georgia 30303

Nature of Program:

This program consists of the following activities:

1. Inventorying and analyzing the availability of federal programs and projects involving state government, local governments and other public bodies, and assisting those governments and/or individuals in obtaining appropriate federal funds.

2. Disseminating pertinent Federal information to state agencies, the governor's office, APDC Executive Directors and advisory committees, mayors, and local administrators.

Eligibility:

This program is available to state and local officials and planners.

1) GEORGIA REVENUE BOND LAW

Contact: Any competent attorney experienced in Georgia legislative matters.

Nature of Program:

Georgia has a Revenue Bond Law which gives certain powers to "municipalities." That term is defined to include not only cities and counties, but also "state and local public authorities having corporate powers which have been or may hereafter be created by general, local, or special act of the General Assembly. Said state or local authorities are fully empowered to issue revenue bonds and to operate under this chapter in the same manner and to the same extent as counties, cities, or towns of this state are authorized to do."

The term undertaking is broadly defined by Sec. 87-802, a copy of which is attached. As you can see, it includes bridges, docks, parks, golf courses, tennis courts, sea walls, as well as the more common municipal functions.

The act provides that any municipality shall have the power to acquire by gift or purchase or exercise the right of eminent domain to construct, improve and extend any undertaking and to acquire land, easements, and water rights in connection therewith.

The authority shall have the right also to collect fees for the services or facilities furnished by the undertaking and to issue bonds to finance the cost of acquisition and improvement.

The revenue bonds may be payable only from the revenues pledged and may not subject the municipality to any liability thereof.

The bonds are declared to be non-taxable for any and all purposes; they may mature at any time in the future,

not exceeding 40 years and may bear interest at a rate not exceeding 7% per annum.

The cases hold that once revenue bonds are validated, the judgment is conclusive upon all questions raised or which might have been raised, including the constitutionality of the particular bond issue.

Eligibility:

State and local authorities

Attachment:

The Revenue Bond Law - Section 87-802.
Georgia Statutes.

87-802. Definitions of terms.—Wherever used in this Chapter, unless a different meaning clearly appears from the context:

(a) The term "undertaking" shall include the following revenue-producing undertakings or any combination of two or more of such undertakings, whether now existing or hereafter acquired or constructed:

- (1) Causeways, tunnels, viaducts, bridges, and other crossings.
- (2) Highways, parkways, airports, docks, piers, wharves, terminals and other facilities.
- (3) Systems, plants, works, instrumentalities, and properties: (i) used or useful in connection with the obtaining of a water supply and the conservation, treatment and disposal of water for public and private uses; (ii) used or useful in connection with the collection, treatment and disposal of sewage, waste and storm water; together with all parts of any such undertaking and all appurtenances thereto, including lands, easements, rights in land, water rights, contract rights, franchises, approaches, dams, reservoirs, generating stations, sewage disposal plants, intercepting sewers, trunk connecting and other sewer and watermains, filtration works, pumping stations, and equipment.
- (4) Dormitories, laboratories, libraries and other related facilities.
- (5) Parks, golf links and fairways, tennis courts, swimming pools, playgrounds, athletic fields, grandstands and stadiums, and buildings to be used for various types of sports, including baseball and football, buildings to be constructed and used for the housing of exhibits for fairs and educational purposes; buildings to be used for the housing of livestock, horses, cattle, swine, poultry and agricultural exhibits for exhibition purposes; the erection and construction of buildings to be used for amusement purposes or educational purposes or a combination of the two; and also such buildings to be used for fairs, expositions or exhibitions in connection therewith.
- (6) Combinations of sea wall, groin and beach erosion protection systems.
- (7) Public parking areas and public parking buildings.
- (8) Purchase of lands used by United States Government as Army camps for the training of soldiers during the war, when and if the same is declared surplus by United States Government or its authority, provided that a county shall only be allowed to purchase lands that lay within its boundaries at the time it was acquired by the United States Government or any division of said United States Government.
- (9) Parking meters on streets, thoroughfares, parkways, and any avenue of traffic, such meters to be located thereon or immediately adjacent thereto for the purpose of providing space for vehicles and authorizing the using of same for parking purposes upon the payment of a charge therefor.
- (10) Purchase of existing public common carriers of passengers for hire and facilities necessary, incident or needful thereto by the use of

motor busses, trackless trolleys, electric trolleys or any other means of transportation of passengers on the streets and highways.

(11) The purchase of land and the construction thereon of facilities for lease to industries so as to relieve abnormal unemployment conditions.

(b) The term "municipality" shall mean any school district, county, city or town of the State. The term "municipality" shall also be termed to mean and include highway districts of the State which have been or may hereafter be created as political subdivisions of the State and shall have the same rights and powers to operate under the provisions of this Chapter, and which as have counties, cities, towns and school districts. Said highway districts as political subdivisions of the State shall be limited, however, in such undertakings to the construction, requirement and building of highways, bridges, causeways, approaches, viaducts, tunnels and all things incidental to the improvement of highways located within their respective districts as created by the Constitution and laws of Georgia.

The term "municipality" shall further mean and include State and local public authorities having corporate powers which have been or may hereafter be created by general, local or special Act of the General Assembly. Said State or local authorities are fully empowered to issue revenue bonds and to operate under this Chapter in the same manner and to the same extent as counties, cities, or towns of the State are authorized to do.

(c) The term "governing body" shall mean the board, commission, council, or other local legislative body of a municipality.

(d) For the purposes of sections 87-815 through 87-823; the term "municipality" shall in addition to its definition in the foregoing subsection (b) mean a hospital authority, the revenue bonds of which are required by section 99-1510 to be confirmed and validated in accordance with the procedure of this Chapter. (Acts 1937, pp. 761, 762; 1939, pp. 362, 363; 1949, p. 973; 1950, pp. 20, 22; 1950, pp. 188, 189; 1950, pp. 422, 423; 1951, p. 46; 1953, pp. 489, 490; 1957, p. 410; 1957, pp. 453, 454.)

Editorial Note.—Acts 1939, pp. 362, 363, added subsections (4) and (5) to (a).

Acts 1949, p. 973, added subsections (6) and (7) to (a).

Acts 1950, pp. 20, 22, added subsection (d).

Acts 1950, pp. 188, 189, added further definitions to subsection (b).

Acts 1950, pp. 422, 423, added subsection (8) to (a).

Acts 1951, p. 46, substituted a new subsection (b) for the original as amended.

Acts 1953, pp. 489, 490, added subsection (9) to (a).

Acts 1957, p. 410, added subsection (11) to (a).

Acts 1957, pp. 453, 454, added subsection (10) to (a).

Combination of undertakings: City of Smyrna held not without authority to combine its waterworks system with its sewerage system because one is a proprietary function and the other is a governmental function, and to then issue water and sewerage revenue anticipation certificates. 201/223 (1) (39 S. E. 2d 668).

Ordinance of Smyrna combining its waterworks system and its sewerage system and authorizing issuance of water and sewerage revenue anticipation certificates, held not violative of sections 2-102, 2-103, 2-123, 2-6001. Id. 228 (3-6).

There is no merit in contention that charter of Smyrna does not authorize

SOIL AND WATER RESOURCES

1) WATERSHED PROTECTION
AND FLOOD PREVENTION

Contact: Management Department
Georgia Forestry Commission
PO Box 819
Macon, Georgia 31202

Nature of Program:

To provide federal financial and technical assistance to local organizations in carrying out a program for the development, use and conservation of the State's soil and water resources.

Eligibility:

Citizens of the State.

2) SOIL AND WATER
CONSERVATION

Contact: Mr. Jim L. Gillis, Jr.
Chairman, State Soil and Water Conservation
Committee
Soperton, Georgia

Mr. L. Reese Dunson
Executive Secretary, State Soil and Water
Conservation Committee
320 Extension Building
Athens, Georgia

Nature of Program:

1. To develop comprehensive plans for the conservation of soil and water in Georgia;
2. To assist the people of Georgia in carrying out soil and water conservation preventive and control measures;
3. To secure the cooperation and assistance of the United States and any of its agencies; and of agencies and counties of this State in carrying out soil and water conservation programs.

Eligibility:

All the people of Georgia.

1) EMPLOYMENT SERVICE -
INDUSTRIAL SERVICES

Contact: Georgia Department of Labor
254 Washington Street
State Labor Building
Atlanta, Georgia 30334

Nature of Program:

Technical assistance is given to employers by occupational or job market analysts of the state employment service to assist employers: 1) in improving utilization of skills and potentialities of workers, particularly beginners, 2) in reducing excessive turnover and absenteeism to improve workforce stabilization, 3) in reducing problems of worker recruitment, selection, and assignment, and 4) in developing manpower resources needed for technological advancement and economic expansion or national emergencies.

Eligibility:

Any employer requesting assistance is eligible.

2) GEORGIA EMPLOYMENT SERVICES

Contact: Director of Georgia State Employment Service
Georgia Department of Labor
State Office Building
Atlanta, Georgia 30334

Nature of Program:

This program, through a national system of public employment offices provides manpower services without regard to race, creed, color, sex, or national origin. Services include outreach, counseling, testing, job development and placement, selection for training, recruitment, and industrial services for employers; collection, analysis, and publication of occupational and labor supply and demand information; manpower development through training programs; and research in employment services techniques. Special services meet problems of the handicapped youth, older workers, veterans, selective service rejectees, and military retirees, while emergency services meet problems created by mass layoffs, plant closing, technological changes, natural disasters, etc.

Eligibility:

Employers, individuals, community groups, employer organizations, and government agencies are eligible for these services.

RURAL AMERICA: A DIGEST OF OPINIONS AND PROPOSALS

RURAL AMERICA:
A DIGEST OF OPINIONS AND PROPOSALS

RICHARD M. NIXON

"For the past 30 years our population has been growing and the result is exemplified in the vast areas of rural America emptying out of people and of promise.

"We will carry our concern with the quality of life in America to the farm as well as the suburb, to the village as well as the city. What rural America needs most is a new kind of assistance. It needs to be dealt with not as a separate nation, but as part of an overall growth policy for America. We must create a new rural environment that will not only stem the migration to urban centers, but reverse it. If we seize our growth as a challenge, we can make the 1970's an historic period when by conscious choice we transformed our land into what we want it to become."

State of the Union Address.
January 22, 1970.

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"We are a nation of cities, to be sure, but we are also a nation of small towns and villages, farms and forests, mines and ranches, mountains and rivers and lakes. The people who live in rural America have urgent problems which deserve our attention. More importantly, they represent a great resource upon which all of us can draw ...

"It is important to note that the population of our country is likely to grow by 50 percent in the next thirty years. Where these next 100 million persons locate is a tremendously important question for our society. After an era in which people have moved steadily from the countryside to large and crowded cities, we must now do what we can to encourage a more even distribution of our population throughout our country."

Statement, November 6, 1969,
Establishment of Cabinet Level
Rural Affairs Council.

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"We must assist small communities to develop an environment of community services, recreational facilities, educational opportunities, better medical care, and job opportunities -- that will alleviate poverty, that will hold out hope for a brighter future, and that will ease the pressures upon these citizens to join the march to the cities.

"I am particularly concerned about the problems of our smaller towns and cities. I believe that it is in great measure their atmosphere of community spirit, neighborly concern and religious faith that has undergirded and formed many of the most valued ideas and ideals of what we proudly know as the 'American way of life.' These small communities have long been neglected in the great currents of our society.

"And there is a case of even greater neglect. This is the neglect that permitted acute poverty to extend itself through rural areas.

"I feel deeply that the time has come for major improvements in the opportunities and quality of rural life. I feel this primarily because it is right for our rural people, especially those trapped in poverty, but also because we can hardly hope to triumph over our city troubles if the heavy migration from rural poverty areas into the cities is not stemmed.

"Therefore, I vigorously favor the development of new programs of assistance to rural communities."

"Modern American Agriculture: An Opportunity for Service in the 1970's." Des Moines, Iowa. September 14, 1968. Nixon Speaks Out. ed. Nixon-Agnew Campaign Committee, New York, October 25, 1968. pp. 118-119.

THE PRESIDENT'S TASK FORCE ON RURAL DEVELOPMENT

"Rural development has many sides, but its main goal is to bring jobs, opportunity, and a better life to low income, underemployed people in rural America, not only for their own good, but for the welfare of all Americans. At the same time, this strengthens the economic foundation of successful enterprises already established in rural areas.

"In the quest for a better life for rural dwellers, the aim is to develop the type of rural society that will be capable of continuous renewal; one that will develop to the fullest its human resources; one that will remove obstacles to human fulfillment and self discovery; and one which will permit each individual the fulfillment that comes with the exercise of his talent.

"Obstacles based on race, creed, color or origin will also have to be eliminated if we want to bring a better quality of life to rural America and preserve the kind of nation we care about.

"A strong rural development program will help all people and the entire community and the quality of life enjoyed by all citizens.

"Rural development is concerned with improving the economic capability of individuals in rural nonmetropolitan America. It is concerned with improving the economic opportunities in the small cities, towns, villages and farming communities of rural America."

"A New Life for the Country,"
The Report of the President's
Task Force on Rural Development,
Washington, D.C.
March, 1970. p. 6.

CAPTAIN WILLIAM CLARK

"The spirit grows with its allotted space: the mind is narrowed in a narrow sphere."

Lewis and Clark Expedition
1803 - 1806

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DR. VIVIAN HENDERSON
(President, Clark College, Atlanta, Georgia)

"The thing that keeps coming through to me is the fact that people of the rural areas, as well as other areas, who are in positions of poverty, is that they are trapped, and one of the main characteristics is the lack of options. And one of the leading threads that ran through the statements of the poor from the rural areas was a lack of options and an overwhelming dependence upon the very forces and factors that were responsible for their poverty conditions.

"There are no options on better housing for rural farm workers because there is no housing for low-income people. And this is a prevailing characteristic of our housing market in general in this country. There are no options on jobs because the only job with which these people were familiar were the ones being wiped out by mechanization, and their mobility therefore was limited by fear and uncertainty regarding the pursuit of other occupations in a technologically oriented society.

"Likewise, there was no access to in-training and re-training opportunities which were made available in far-off places. There was no access when the supportive services in the form of day-care centers were limited. The State employment services were far away from the places where they could serve the people of the rural areas. In this respect, then there is a difference between rural and urban poverty."

Address -- National Association for
Community Development. Conference
on Rural Poverty, February 1, 1969.
Washington, D. C.

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GOVERNOR LESTER MADDOX

"One step remains ... to unite the cause we [citizens of Georgia] all hold in common. That cause is the building of a greater and more prosperous Georgia with expanded horizons of opportunity for all ... a cause which requires the help and support of all Georgians -- young and old, poor and rich, farmer and city dwellers ..."

Inaugural Address.
January, 1967.

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VICE PRESIDENT SPIRO AGNEW

"Human costs cannot be computed in dollars, for human life and human dignity are not commodities ... without cities of a new kind, cities which exist to serve human life and not detract from it, our complex civilization cannot survive."

Preface, The New City,
National Committee on Urban Growth
Policy, Frederick A. Praeger,
New York, 1969.

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" ... we've got to look outside the cities for planned environments that are going to be attractive to take up some of the increase in our citizenry, ... "

News conference following the
New Town Meeting, March 27, 1969,
Washington, D. C.

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ROGER BEARDWOOD

"Big farmers in the South not only make decisions that leave hired hands and sharecroppers jobless, homeless, and penniless. They also have a powerful voice in the formulation and execution of farm policies and programs that vitally affect the survival of independent Negro small farmers. In 1950 some 492,000 Negroes in the South were classified as farm proprietors and managers; by 1960 only 167,000 remained in that category. There are fewer now, and if the trend continues unabated, almost none will be left by 1975. Many of these small farmers and their families could be helped to stay on the land for at least another generation. But three things are against them: their farms are very small, they lack the money to mechanize, and they do not have a Washington lobby."

"The Southern Roots of Urban Crisis,"
Fortune, August, 1968.

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NATIONAL RURAL ELECTRIC COOPERATIVE ASSOCIATION

"The nation must assign high priority to reversing the socio-economic deterioration of rural areas and the continuing migration of displaced rural people to urban centers.

"Unless we can solve this grave domestic problem, the pressures on urban areas will intensify to unmanageable proportions. The dire economic and social consequences of the outmigration of 25 million farm and rural people since World War II are readily visible throughout rural America. And in more recent years have become dramatically visible in the cities. This trend threatens to undermine the foundations of our country's society....

"We strongly recommend a highly-coordinated, comprehensive rural redevelopment program including, but not limited to:

"Programs to attract industries and commercial enterprises to rural areas to provide jobs for the rural unemployed and underemployed and for youth who are entering the labor market.

"Programs to expand existing industries and to launch new ones, especially those which will develop natural resources indigenous to rural areas, and industries to produce defense materials and products required by the government.

"Programs to make available to rural areas the same type of

employment services now provided urban centers, including surveys to accurately identify the unemployed and underemployed, and to identify the trainable manpower, and to provide counseling, testing, and training services aimed at giving rural people new marketable skills.

"Programs to assist farmers and other landowners in the development of income-producing resources."

An Agenda for Rural America,
January, 1969.

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1968 REPUBLICAN PARTY PLATFORM

"To promote the development of American agriculture, we pledge:

"-Assistance to farm cooperatives...consistent with prudent development of our nation's resources and rural needs;...

"-Revitalization of rural America through programs emphasizing vocational training, economic incentives for industrial development, and the development of human resources."

"An essential element of economic betterment is the opportunity for self-determination---to develop or acquire and manage one's own business enterprise....We endorse the concept of state and community development corporations. These will provide capital, technical assistance, and insurance for the establishment and renewal of businesses in depressed urban and rural areas. We favor efforts to enable residents of such areas to become owners and managers of businesses and,...to exercise economic leadership in their communities."

Platforms of the Democratic Party
and the Republican Party, 1968.
p. 64-65; p.56.

COMMISSION ON COUNTRY LIFE

"There is a widespread tendency for farmers to move to town ... evidence that the open country is not satisfying as a permanent abode.

"The ultimate need of the open country is the development of community effort and of social resources ...

"The first condition of a good country life, of course, is good and profitable farming. The farmer must be enabled to live comfortably ... Small manufacture and better handicrafts need now to receive attention, for the open country needs new industry and new interests."

"Report of the Commission on
Country Life -- January 23, 1909."
Chapel Hill, The University of
North Carolina Press, 1944.
p. 38, p 107, p. 108.

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JULIAN BOND

"What all the figures, facts, memos, papers and statistics point to is the future of the black man in agriculture in this country is bleak without a major land reform effort.

"In the rural South, 1968 was the year of the squeeze. The black man is no longer needed. And he is certainly no longer wanted by his former white owners or employers. Without a job, without an education, without training, without land and with little hope of getting any, without housing, health or hope, the Black American depends upon whatever job he or she can get, whatever assistance private do-gooding groups can muster, and upon welfare.

"How will the rebuilding of rural America take place? As yet, there is no committment on the part of the federal government to do it. It has avoided urban poverty by shifting the blame to supposed rural roots, and then deftly placed the burden of rebuilding upon the poor themselves. The final realization of the exploitive system of the United States is that its rich create the rural and urban slums and then ask the poor, through "self-help" to change them. Poor rural black people on the whole, are still receptive to 'constructive' methods of change.

"Some poor black people in the urban slums are changing them, but not in the accepted fashion."

A paper. "Modernization of Agriculture; The Significance of Economic Growth for the Southern Black Man. January, 1969.

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NATIONAL ASSOCIATION FOR COMMUNITY DEVELOPMENT

"The Problem: rural areas lack an adequate network of organizations which can respond to the totality of rural problems. As farming, mining, and forestry have declined, no competent agency has been present to develop other employment opportunities. The cluster of manpower services needed to provide new skills to the unemployed and the underemployed does not exist. Measures of income support are inadequate. Rural school systems are deficient and throughout the rural south are hampered by racial segregation. Insufficient health services are available. Rural housing programs fall far short of need.

"Many rural communities lack the civic leadership and professional staffs to come to grips with urgent problems. Very few organizational arrangements exist to pool the talent which is scattered over sparsely populated areas."

Conference on Rural Poverty.
National Association for Community Development. Washington, D. C.
January 30 - February 1, 1967.
p. 8.

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FLOYD B. MCKISSICK

"The developers [of Soul City] believe that new communities can a) be important vehicles in the development of depressed regions of the nation; b) be major tools in stemming out-migration from the South; c) be useful in providing planning models for other large metropolitan areas; and d) become a major source of inspiration, pride and encouragement for blacks and depressed people everywhere."

"Soul City Ends Year on Target,"
New York, N. Y., January, 1970.

UNITED STATES DEPARTMENT OF AGRICULTURE

"An even harder core of poverty goes on from generation to generation. Members of the intergenerational poverty classes include those who are so culturally disadvantaged that they have not been equipped to become fully participating members of society. Also included are members of older, self-insulating cultures which protect themselves from new ways. Hard-core rural poverty is more self-perpetuating than hard-core urban poverty because of its geographical concentration, which affects attitudes and group efforts for entire areas. The lack of ability of the person in poverty to help himself extends to a lack of leadership in helping to better the group.

"Rural problems and regional development problems are closely related. Heavy concentrations of low-income rural people are ground in the lagging regions of the Nation. The situation of rural residents contributes importantly to the unfavorable showing of these regions in terms of income and other indicators of well-being and economic performance. Because of sluggish growth of employment opportunities in these regions millions of persons have been left occupationally stranded -- particularly unskilled, adult rural men. They, with their families, have stayed on, and their problems have been compounded by the lack of revenues to support adequate public services.."

"Rural People in the American Economy," United States Department of Agriculture, Economic Research Service, Washington, D. C. October, 1966. p. 4.

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PRESIDENT'S NATIONAL ADVISORY COMMISSION ON RURAL POVERTY

"Statement of Beliefs

"The National Advisory Commission on Rural Poverty has made its recommendations on the basis of specific beliefs to which all members of the Commission subscribe. These beliefs are as follows:

- "1. The United States today has the economic and technical means to guarantee adequate food, clothing, shelter, health services, and education to every citizen of the Nation.
- "2. Involuntary tragedy is a tragedy under any circumstances and poverty in the midst of plenty is both a tragedy and a social evil.

"3. The rural poor are not a faceless mass. They are individual human beings. All programs designed to eliminate poverty must therefore give paramount consideration to the rights and the dignity of the individual.

"4. Every citizen of the United States must have equal access to opportunities for economic and social advancement without discrimination because of race, religion, national origin, or place of residence.

"5. Because rural Americans have been denied a fair share of America's opportunities and benefits they have migrated by the millions to the cities in search of jobs and places to live. This migration is continuing. It is therefore impossible to obliterate urban poverty without removing its rural causes. Accordingly, both reason and justice compel the allotment of a more equitable share of our national resources to improving the conditions of rural life.

"6. All levels of government -- local, State, and Federal -- must accept responsibility for public measures to eliminate poverty and must be aware of the effect that any of their activities have on the poor.

"7. Inasmuch as the consent of the governed is a basic tenet of American government, the rural poor must be given a voice in the planning and administration of public programs designed to eliminate poverty.

"8. We can no longer evade the fact that far too high a proportion of our rural population is unemployed and that the national policy of full employment is not effective. We believe it to be an obligation of private enterprise and of government working together to provide employment at adequate wages for all persons able and willing to work.

"9. The cost to the Nation of rural poverty is much too high to permit its continuance. We believe the time for action against rural poverty has arrived."

"The People Left Behind,"
President's National Advisory
Commission on Rural Poverty,
Washington, D. C.
September, 1967. p. xiii.

CLIFFORD M. HARDIN
(Secretary of Agriculture)

"It is not enough that we think in terms of improving conditions and opportunity for the people living today in rural America, and thereby stemming the flow of people to the cities. We must do much more. We must make it a matter of urgent national policy that we create in, and around, the smaller cities and towns sufficiently good employment opportunities and living environments that large numbers of families will choose to rear their children there.

"The further development of rural America must proceed with speed and dispatch because of the people and the problems that exist there, and also, because of the utter necessity of relieving the population pressures that are growing daily in our large cities."

83rd Annual Meeting of the National
Association of State Universities
and Land Grant Colleges, La Salle
Hotel, Chicago, Illinois.
November 10, 1969.

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CARL D. PERKINS
(Representative, D - Kentucky)
(Chairman, Committee on Education and Labor,
United States House of Representatives)

"During these long months we have been formally at war with poverty in America, I have had the feeling that too many people are thinking of poverty as an essentially urban resident.

"You and I know that this is not the case. There is, unhappily, enough poverty to go around -- enough for the city, enough for the town, and certainly more than enough for the lonely lands beside the country roads.

"Poverty is a stubborn enemy, and I will tell you now that we must all expend a lot more of our treasure and a lot more of our toil if we are to see this enemy in full retreat in America. We have made some gains, but not nearly enough..."

"We have 34 percent of the Nation's poverty in rural areas. For some reason, we are spending only about 15-1/2 percent of the appropriations to the Office of Economic Opportunity on rural projects. This is an imbalance that is hard to understand.

"I sometimes think that poverty in the back country is more lonely and the misery is more abject than in the city."

Statement to National Association
for Community Development Conference
on Rural Poverty, Washington, D. C.
January 30, 1969.

ARTICLES AND BY-LAWS OF THE NEW COMMUNITY
DEVELOPMENT CORPORATION

ARTICLES OF INCORPORATION OF
THE NEW COMMUNITY DEVELOPMENT CORPORATION

A Nonprofit Corporation

We, the undersigned, for the purpose of forming a nonprofit corporation under the provisions of the Georgia Nonprofit Corporations Act of April 1, 1969, hereby certify as follows:

ARTICLE ONE

The name of the corporation is The New Community Development Corporation.

ARTICLE TWO

The purposes of this corporation are as follows:

a. To further the economic, social, and educational development of Lee, Grady, Dougherty, Worth, Clay, Baker, Terrell, Sumter, Colquitt, Calhoun, Randolph, and Mitchell counties, hereinafter referred to as the "12 counties," especially the underprivileged residents thereof,

b. To establish a new community on Featherfield Farm and on any other lands under CDC control for the benefit of the underprivileged residents of the 12 county area by

1. Providing assistance and investment capital for establishing community and privately owned business entities, schools, training facilities, agri-business

development enterprises, housing projects, farm cooperatives, and individually owned farms and any other enterprises and activities necessary to improve the economic, social, and educational well-being of the residents of the 12 county area,

2. Providing technical, managerial, and leadership training,

3. Offer job training opportunities,

4. Establish medical, educational, and social service facilities,

5. To function as a Local Development Corporation in the 12 county area and to apply for loans under Section 502 of the Small Business Investment Act of 1958, as amended.

c. To conduct its affairs, carry on its operations, and have offices and exercise its powers granted by the Georgia Nonprofit Corporations Act anywhere in the world.

d. To make and alter bylaws, not inconsistent with its articles of incorporation or with the law of Georgia, for the administration and regulation of the affairs of the corporation.

e. To elect, appoint or hire officers, employees, and other agents of the corporation, define their duties, and fix their compensation and the compensation of directors.

f. To have a corporate seal which may be altered at pleasure, and to use the same by causing it, or a facsimile thereof, to be impressed or affixed or in any other manner reproduced.

g. To purchase, take, receive by gift, will or otherwise, lease, or otherwise acquire, own, hold, improve, use and otherwise deal in and with, real or personal property, or any interest therein, wherever situated.

h. To sell, convey, lease, exchange, transfer and otherwise dispose of, or mortgage, pledge, create a security interest in, deliver a deed to secure debt, or otherwise incumber, all or any part of its property and assets, or any interest therein, wherever situated.

i. To lend money to its employees, and otherwise assist them.

j. To purchase, take, receive, subscribe for, or otherwise acquire, own, hold, vote, use, employ, sell, lend, or otherwise dispose of, or mortgage, pledge, create a security interest in, or otherwise incumber, and otherwise use and deal in and with, without regard to the laws of Georgia regulating the investment of trust funds, shares or other interests in, or obligations of, other domestic or foreign corporations, whether for profit or not for profit, associations, partnerships or individuals, or direct or indirect obligations of the United States or of any other Government, State, Territory, governmental district or municipality or of any instrumentality thereof.

k. To form, or acquire the control of, other corporations.

l. To participate with others in any corporation, partnership, transaction, arrangement, operation, organization, or venture, even if such participation involves sharing or delegation of control with or to others.

m. To make contracts and incur liabilities, borrow money, issue its notes, bonds, and other obligations, and secure any of its obligations by mortgage, deed to secure debt, pledge, creation of a security interest in, or other incumbrance of, all or any of its property, franchises and income, and to guarantee, become surety upon or indorse the contracts or obligations of any other corporation, firm or individual as to matters in which the corporation guaranteeing has a direct interest, but shall not have the power to enter into any contract of guaranty, suretyship or indorsement where the corporation guaranteeing has no direct interest in the subject-matter of the contract guaranteed or to make any purely accommodation guaranty, indorsement or contract of suretyship, unless such right to guarantee or indorse or become surety is contained in the articles of incorporation.

n. To lend money, invest and reinvest its funds, and take and hold real and personal property as security for the payment of funds so loaned or invested.

o. To make donations, irrespective of corporate benefit, for the public welfare or for community fund, hospital, charitable, scientific, educational, religious, civic or similar

purposes and in time of war or other National emergency in aid of the National effort with respect thereto.

p. At the request or direction of the United States Government or any agency thereof, to carry out any lawful activity in time of war or National emergency, or in aid of National defense.

q. To procure for its benefit insurance on the life of any of its directors, officers or employees, or any other person, whose death might cause financial loss to the corporation; or, pursuant to any contract obligating the corporation as guarantor or surety, on the life of the principal obligor.

r. Subject to the provisions of the Georgia Nonprofit Corporations Act, to reimburse and indemnify litigation expenses of directors, officers and employees, and to purchase and maintain liability insurance for their benefit.

s. To pay pensions and establish and carry out pension, savings, thrift and other retirement and benefit plans, trusts and provisions for any or all of its directors, officers and employees.

t. To have and exercise all powers necessary or convenient to effect any or all of the purposes for which the corporation is organized.

u. All of the property of this corporation and accumulations thereof shall be held and administered to effectuate

its purposes and to serve the general welfare of low income people of the counties of Lee, Grady, Dougherty, Worth, Clay, Baker, Terrell, Sumter, Colquitt, Calhoun, Randolph, and Mitchell in the State of Georgia.

v. No part of any net earnings of the Corporation shall inure to the benefit of any member or individual, and no substantial part of the activities of the Corporation shall consist of carrying on propaganda, or otherwise attempting, to influence legislation.

In the event of the dissolution of this Corporation or in the event it shall cease to carry out the objects and purposes set forth, after payment of or after having made provisions for the payment of all debts and liabilities of the Corporation, all of the business property and assets of the Corporation shall go to and be distributed to such nonprofit charitable corporations or associations as may be selected by the Board of Directors of this Corporation so that the business properties and assets of this Corporation shall, in that event, be used for and devoted to continue the purposes set out in this Article of Incorporation, by some other nonprofit corporation or association; and in no event shall any of the assets or property of this corporation or the proceeds of any of said assets of property, be used either for the reimbursement of any sum subscribed, donated, or contributed by such member; it being the intent that in the event

of the dissolution of this Corporation or upon its cessation to carry out the objects and purposes herein set forth, the property and assets then owned by the Corporation shall be devoted to the carrying on of the present purposes of this Corporation by some other nonprofit charitable organization or association as the Board of Directors shall determine and direct.

Notwithstanding the foregoing, those assets received under and by virtue of the Small Business Investment Act of 1958, may, upon liquidation or dissolution of this Corporation, be returned to the Small Business Administration for the purposes of said Act, or disposed of as may be required by said Act or regulations or agreements promulgated thereunder.

w. Notwithstanding any other provision of these articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

x. To amend or alter its Articles of Incorporation at any Annual or Special Meeting of the members of the Corporation by the affirmative vote of at least two-thirds of the votes which members present at such meeting or represented by proxy are entitled to cast. Written notice setting forth the proposed amendment or a summary of the changes to be effected thereby shall be given to each member entitled to vote at such meeting.

y. To do any other activities, to carry out the above mentioned functions which a nonprofit corporation organized

under the provisions of the Georgia Nonprofit Corporations Act may have; and to exercise any and all powers which a corporation organized for public, charitable and educational purposes can be authorized to exercise.

ARTICLE THREE

Membership in the Corporation shall be open to all concerned individuals who believe in the purposes for which the Corporation is formed and who desire to associate themselves with others so that the purposes of the Corporation will become a reality. The qualifications for membership and the classes of membership, if any, shall be determined by the Board of Directors as set forth in the By-Laws of the Corporation. No one will be denied membership in the CDC on the basis of race, creed, color, sex, religion, or national origin.

ARTICLE FOUR

The period of duration of the Corporation is perpetual.

ARTICLE FIVE

The address of the initial registered office is _____, and the name of its initial registered agent at such address is _____.

ARTICLE SIX

The Corporation is organized as a non-stock corporation. The Corporation will be financed under the following general plan:

By contributions to it of funds and property absolutely or in trust, and by grants received and by payments under contracts entered into for its purposes as herein stated.

ARTICLE SEVEN

The affairs of the Corporation shall be administered by a Board of Directors. The incorporators shall be the same persons. The names and places of residence or business of each are as follows:

The Board of Directors shall consist of not less than three (3) nor more than sixty (60) as set forth in the By-Laws of the Corporation.

IN WITNESS WHEREOF, we the undersigned incorporators have hereunto signed these Articles of Incorporation on this _____ day of _____, 1970.

THE NEW COMMUNITY DEVELOPMENT CORPORATION

BY-LAWS

ARTICLE ONE - MEMBERSHIPSection 1 - Membership

- a. Any person who is a resident of the 12 counties and who has passed his 16th birthday is eligible for Membership in the Corporation, provided he either lives or intends to live within the new community to be developed on Featherfield Farm; derives his living from a new town enterprise; or will enjoy the services of the facilities of the CDC. Members shall have a voice and a vote at Meetings or the Members of the Corporation. Membership eligibility will in all cases be determined by the Membership Committee of the Board of Directors.
- b. Applicants for membership shall pay the CDC dollar(s) at the time of his submission of his application for membership.

Section 2 - Authority and Privileges of Members

- a. The Members of the Corporation are the sole owners and final authority of the Corporation. They will be given preferential treatment in the hiring for Corporation financed enterprises.

Section 3 - Membership Roll

- a. The Secretary of the Board of Directors of the Corporation will keep a current list of the membership.
- b. Every two years (starting two years from the first Board Election) the list of Members shall be completely purged and Membership qualification statements sent to all Members.

ARTICLE TWO - MEETINGS OF THE MEMBERSSection 1 - Annual Meeting

There will be an Annual Meeting of the Members at which Board of Director Elections, annual reports of the Board Chairman and Executive Director, progress reports on business ventures, and any other business deemed necessary by the Board or Members present will take place. The meeting will be held at a place to be set by the Board of Directors. The Annual Meeting will be held

on a date to be set by the Board of Directors, such date to be within one month of one year from the last Annual Meeting.

Section 2 - Special Meetings

Special Meetings of the Members of the Corporation may be called at any time by the Board of Directors or by 5% of the Members of the Corporation in written petition to the Board. Within 10 days of the verification of receipt of a petition of at least 5% of the Members for a Special Meeting, the Board of Directors will set a time within thirty (30) days of verification and place within the twelve county area for the Meeting. Any petition for a Special Meeting shall include the business to be conducted at the proposed Special Meeting.

Section 3 - Notice of Meetings

The Board of Directors shall send every Member of the Corporation a written notice of every Annual and Special Meeting of the Members stating the time, date, place, and business to be transacted at the Meeting. Such notice shall be sent no less than ten (10) days before a Special Meeting, not less than twenty (20) days before an Annual Meeting, and in either case not more than thirty (30) days before a Meeting of the Members of the Corporation. Only business noted on the notice shall be transacted at a Special Meeting.

Section 4 - Voting

Each Voting Member present at a Meeting or voting by proxy shall be entitled to one vote, except as noted elsewhere in these By-Laws.

Section 5 - Proxy

On all substantive issues and proposals to be decided at a forthcoming Meeting of the Members of the Corporation, the Board of Directors shall send proxy ballots to all Voting Members along with the written notice of the Meeting. The proxy shall be accompanied by a statement explaining in objective terms the advantages and disadvantages of each side of all issues and propositions to be decided at the forthcoming meeting.

Background information and materials which will promote informed decision-making by the Members shall also be included. The face of the proxy shall contain a prominently displayed statement in large type urging the Member to read the included information before casting his vote; explaining in understandable terms that if the Member attends personally the meeting for which the proxy is sought then the proxy shall be void; and informing the Member that proxies will be valid only if received or postmarked by the day of the Meeting.

Section 6 - Quorum

Quorum for the transaction of business at all Annual and Special Meetings on all issues, proposal, or elections, except as noted elsewhere in these By-Laws, shall be 10% of the Voting Members of the Corporation voting in person or by proxy.

Section 7 - List of Attendance

A list of all Members in attendance shall be kept by the Secretary of the Board for all Meetings of the Members.

ARTICLE THREE - BOARD OF DIRECTORS

Section 1 - Authority and Responsibility

The Board of Directors shall have full responsibility and authority for the operation and direction of the Corporation between Meetings of the Members. This authority includes, but is not limited to, the following: hiring of staff; the establishment of rules and regulations not inconsistent with the law or these By-Laws for the management of the Corporation and the guidance of the Members, employees and agents of the Corporation; review and general supervision of all aspects of the Corporation including a yearly audit; establishment of its own committees and rules of operation; seeing that the Corporation satisfies all governmental requirements; determining of projects

to undertake; and all other duties and authorities described elsewhere in these By-Laws.

Section 2 - Composition

There shall be fifteen (15) members of the Board of Directors of the Community Development Corporation. All elected Board members will be members of the CDC and have equal powers.

Section 3 - Term of Office

All Board of Directors shall be elected for three year terms, except as noted elsewhere in these By-Laws. Directors may not serve consecutive terms.

Section 4 - Board of Directors Election

- a. One third of the Board - 5 Members of the Corporation - will be elected each year.
- b. Election for the Board of Directors shall be held at the Annual Meeting of the Members.
- c. Twenty (20) to thirty (30) days prior to the distribution of proxies for the Annual Meeting of the Members of the Corporation, the Board of Directors shall send to each Member of the Corporation a notice of the forthcoming elections, a list of those Directors whose terms will be over, an explanation of the election procedures as described in these By-Laws, a description of the requirements and duties of the Directors, a description of the process whereby a Member of the Corporation can be nominated by petition and the services and campaign facilities made available in these By-Laws and by the Board.
- d. On the proxy for the Annual Meeting will appear in candidacy for the Board of Directors, all Members of the Corporation nominated by the Board of Directors (no more than three per position) and those nominated by petition of 2% of the Members of the Corporation. Included with the proxy ballot shall be a brief biographical resume of each candidate for the Board and a statement of one typed page or less prepared by each candidate in support of his candidacy.
- e. Each Member of the Corporation can cast up to three (3) votes for different nominees for the five (5) positions on the Board. This procedure shall be explained on the proxies and at the Annual Meeting, before the votes are cast.

- f. In case of ties, a coin toss by the Chairman of the outgoing Board of Directors, or his representative, shall decide who is elected.
- g. In case of vacancies, the Board of Directors shall appoint someone to fill the place until the next Annual Meeting at which time a Director shall be elected to fill the place.

Section 5 - Officers of the Board

- a. The Board of Directors of the Corporation shall meet within thirty (30) days of the Annual Election and shall elect from itself a Chairman, Vice Chairman, Secretary and a Treasurer.
- b. These officers shall hold office until the first meeting of the Board after the next Annual Elections. The term of each officer of the Board of Directors and each Committee Chairman shall be limited to one year.
- c. The duties of the Officers shall be as follows:
 - (1) Chairman - shall preside over all Board of Directors Meetings, all Executive Committee Meetings, and all Meetings of the Members of the Corporation; shall call Special Board Meetings; shall perform all acts and duties usually performed by the chief executive and presiding officer of a corporation; and shall sign all papers of the Corporation in the name of the Corporation as authorized or directed to sign by the Board of Directors; and shall perform other duties as may be prescribed by the Board of Directors.
 - (2) Vice Chairman - shall perform the duties of the Chairman in the absence or disability of the Chairman.
 - (3) Secretary - shall keep the minutes of all Board of Directors meetings, Executive Committee meetings, and Meetings of the Members of the Corporation; shall have general care of all records of the Corporation; shall serve all notices required by law and by these By-Laws; shall maintain complete membership records; and shall perform all other related duties as may be set by the Board of Directors.
 - (4) Treasurer - shall have general care of the books of the Corporation; shall serve as chairman of the Finance Committee; and shall perform all other related duties as may be set by the Board of Directors.

Section 6 - Committees of the Board

- a. The Board of Directors shall maintain the following committees. Except as noted, each committee will be headed by a member of the Board of Directors. Other members of the committee may or may not be members of the Board, but must be CDC members.
- (1) Executive Committee - made up of the Officers of the Board and the chairmen of the other committees of the Board. The Executive Committee shall be responsible for the operation of the Board's functions and powers between Board meetings, as directed by the Board. Copies of the minutes of all meetings of the Executive Committee shall be distributed to all Directors within five (5) days of such meetings. All actions taken by the Executive Committee must be approved by the Board at its next Regular (or Special if it wishes) Meeting.
 - (2) Finance Committee - chaired by the Treasurer, this committee shall oversee the bookkeeping and financial management of the Corporation.
 - (3) Business Development Committee - shall determine the overall program for the CDC's economic development and closely coordinate its work with the Farm Committee. It will recommend agribusiness projects and other business enterprises for the CDC and shall review applications for assistance and develop criteria for project selection.
 - (4) Farm Committee - shall be responsible for running and developing the farm activities of the CDC, including farm personnel matters. It will work in close cooperation with all other committees but especially the Business Development Committee in such matters as marketing, obtaining outside assistance and governmental coordination.
 - (5) Housing Committee - shall have responsibility for reviewing and recommending housing projects for the CDC. It will also have responsibility for recommending site selections, reviewing applications for housing assistance and establishing criteria for residents.
 - (6) Social Services and Education Committee - shall be responsible for preparing plans and programs for social services activities to be developed by the CDC. In addition to recommending which programs to develop, it will also establish criterion for use and eligibility for the social and educational services and facilities.

- (7) Membership Committee - shall determine who is eligible for membership in the Corporation in all cases.
- (8) The Board of Directors may appoint other committees as they deem necessary.

Section 7 - Meetings

- a. Regular Meetings of the Board shall be held at least once a month on a schedule set by the Board.
- b. Special Meetings of the Board may be called at any time by the Chairman or by any five members of the Board in written petition to the Board Chairman.
- c. Notice of all Regular and Special Meetings of the Board will be sent to all Board Members not less than five (5) nor more than ten (10) days before the meeting is to be held.
- d. Quorum at all Regular and Special Meetings of the Board shall be eight (8) members of the Board. Business may be transacted with less than a quorum but no measures can go into effect until the Secretary of the Board has mailed copies of the minutes of such a meeting to all Board Members who were not in attendance and a majority of all Board members, including at least half of the Voting Members of the Corporation Board Members, have responded in favor of the measure.
- e. The Secretary shall distribute minutes of all Board meetings to all Board Members within seven (7) days of the meeting.
- f. CDC members shall be encouraged to attend all meetings of the Board of Directors.

Section 8 - Compensation

- a. No member of the Board of Directors shall occupy any staff position in the Corporation or one of its funded enterprises on regular salary or commission.
- b. Compensation of Board members above that granted by OEO-Washington shall be determined by the Members of the Corporation, at an Annual or Special Meeting of the Members of the Corporation.
- c. The percentage of Board and Board Committee meetings which a Board member is absent from shall be multiplied into his planned compensation for that month to determine his actual pay for that month: Exceptions shall be made by the Board Chairman and Treasurer only if the Board member has attended four or more Board or Board Committee Meetings in the month, was absent due to other activities of the Corporation going on at the same time, or was sick at the time of the meetings in question.

Section 9 - Removal from Office

Any Director of the Corporation can be removed from office for due cause, by the vote of two-thirds (2/3) of the Members voting in person or by proxy at a Special Meeting of the Members of the Corporation called for that purpose. Consistent absences or willful violation of these By-Laws or other rules of the Corporation shall be considered valid reasons for removal from office.

Section 10 - Incorporation and Interim Board

- a. The Incorporators of the Corporation will become, on the Date of Incorporation, the first Board of Directors of the Corporation with all the rights and duties as herein described except as noted in this section. They will serve, without compensation, until the first meeting of the Board of Directors is held after the first Board Election, at which time they will relinquish all power and control and will turn over all records and books to the Elected Board.
- b. They shall hire the necessary staff; coordinate the membership drive; conduct the election procedure as herein described; and conduct all other business as they deem necessary and as fits these By-Laws.
- c. They shall hold the first Annual Meeting of the Members at the time required in these By-Laws and at least within six months of the Date of Incorporation.
- d. The first Board of Directors shall conduct the following procedure for the first Board Elections:
 - (1) Depending on the legal Incorporation process, but 4 to 6 weeks after the start of the membership drive, a nominating meeting will be held at which the CDC concept, the functions and duties of the Board, and the election procedure will be discussed. Nominations for the Board of Directors made by 5 Members will be accepted.
 - (2) For two weeks after the nominating meeting, nomination by petition of 20 Members will be accepted.
 - (3) Two or three weeks after the nominating meeting, proxies, biographical resumes, and campaign statements as discussed above will be distributed to all members of the Corporation. Anyone who becomes a Member of the Corporation between the

- issuance of proxies and the election shall receive the material described above at the time he becomes a Member of the Corporation.
- (4) A month after the close of nominations the first Annual Meeting of the Members will be held. Each Member can vote for up to five (5) different nominees for the positions on the Board.
 - (5) The 15 nominees for the Voting Members positions receiving the most votes will be named members of the Board of Directors, with the five (5) receiving the most votes being named to 3 year terms, the persons receiving the 6th to 10th most votes will be named to 2 year terms, and those with the 11th to 15th most votes will be named to 1 year terms.
 - (6) In case of ties a coin toss will decide who serves which terms.

ARTICLE FOUR - OFFICERS OF THE CORPORATION

The officers of the CDC shall be the President, Vice President, Secretary, and Treasurer.

The officers shall be selected as follows: the Chairman of the Board of Directors shall be the President of the Corporation; the Vice Chairman of the Board of Directors shall be the Vice President of the Corporation; the Secretary of the Board of Directors shall be the Secretary of the Corporation; and the Treasurer of the Board of Directors shall be the Treasurer of the Corporation.

The terms of the officers of the Board and officers of the Corporation shall run concurrently.

No person shall hold more than one office in the Corporation.

ARTICLE FIVE - AMENDMENTS

If the notice of the character and wording of the amendment proposed has been given in the notice of Meeting, these By-Laws may be altered or amended at any Annual or Special Meeting of the Members of the Corporation by the affirmative vote of a majority of Members present at the Meeting or submitting proxies.

ARTICLE SIX - FISCAL YEAR

The fiscal year of this Corporation shall commence the date of the OEO Special Impact Program Grant approval or July 1, 1970, whichever is earlier.

ARTICLE SEVEN - IMPLEMENTATION

Section 1

These By-Laws will go into effect when approved by the following groups: The Incorporators and first Board of Directors of the Corporation.

Section 2

After adoption, these By-Laws, the Articles of Incorporation, a short description of the goals and structure of the Corporation, and a discussion of Members' rights, duties, and privileges shall be printed in pamphlet form and made available to all Members of the Corporation at a price not to exceed that price necessary to defray the costs of preparation, printing, and distribution and to the public at a price to be determined by the Treasurer.

Section 3

The Board of Directors is empowered to design, adopt, and cause to be used as it deems necessary, a Corporate Seal and Letterhead for this Corporation.

Section 4

Once the first Board Elections have been held and the first Board - the Incorporators - have passed all control and authority to the elected Board of Directors, Article III, Section 10, of these By-Laws, will be dropped from these By-Laws without Article III, Section 10, and without this Section, Section 4 of Article VII.

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