

CENTRAL SOUTH NEIGHBORHOOD REVITALIZATION

***A Project of The Mercer Center
for Community Development***

**Request for Grant Application FR-4410
Community Outreach Partnership Centers Program**

**U.S. Department of Housing and Urban Development
Office of Policy Development and Research**

**Submitted June 9, 1999 by:
Mercer University
1400 Coleman Avenue
Macon, Georgia 31207-0001
Tel: 912-750-9582**

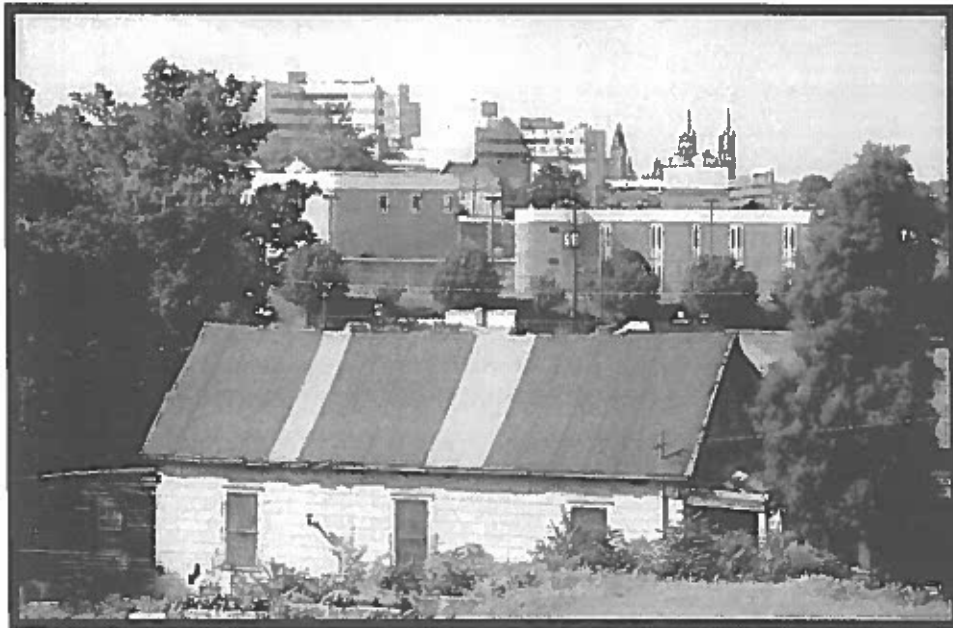
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**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

1.

Transmittal Letter



June 7, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, DC 20410-3500
ATTN: COPC Program

Re: HUD Notice of Funding Availability, FR 4410, for COPC Program

To Whom It May Concern:

Our application for the above-referenced grant follows.

The second-largest Baptist-affiliated institution in the world, Mercer University is the only independent university of its size in the country that combines programs in liberal arts, business, engineering, education, medicine, pharmacy, law, and theology. The University's educational programs reach virtually every corner of the state. Mercer's main campus, the Walter F. George School of Law, and the School of Medicine are located in Macon, a city of 157,000 residents that serves as the educational, medical, cultural, and commercial hub of Central Georgia. Mercer's Cecil B. Day Campus in Atlanta is home to the University's Graduate and Professional Center, including the Southern School of Pharmacy and the McAfee School of Theology. Five off-campus centers located in the Atlanta and central Georgia areas offer degree tracks for non-traditional students. The Mercer Engineering Research Center, an operating unit of the University, has administered more than \$100 million in contract research for the Department of Defense and various industries at its Warner Robins headquarters.

The mission of the University is to seek "to achieve excellence and scholarly discipline in the fields of liberal learning and professional knowledge." A liberal-arts approach to learning is best accomplished by engagement with the world, rather than retreat from it, and thus every one of our eight colleges and schools is engaged with the communities around us. The faculties and deans of all eight colleges and schools have recently approved a statement of common learning outcomes, including an emphasis on community service and leadership.

The University's Statement of Goals, a part of the mission statement, includes this objective: "To contribute campus resources in partnership with other institutions and agencies to improve the educational, social, and economic development of the community." That goal drives many aspects of the University's life, as well as the creation and work of the Mercer Center for Community Development.

Transmittal Letter (FR 4410 (Mercer University))
Department of Housing and Urban Development
June 7, 1999
Page Two

The initiative for the Mercer Center comes both from faculty like Peter Brown, its Director, and from the administration. Our joint effort with the Central South neighborhood to create a viable community partnership is a chief priority of my office. John P. Cole, General Assistant to the President and Secretary of the Corporation, has been involved with this effort from the outset and continues to assist Dr. Brown and the Center, as well as communicating with local leaders about the Mercer Center and its work.

I, too, continue to meet with community leaders, the Willing Workers Association of Central South, and neighborhood residents, and I have dedicated University funds to undergird and to institutionalize the Mercer Center as the neighborhood's leaders and new leaders find the University to be a resource for them in their campaign to recapture their community. The Trustees themselves are supportive of this effort, and this application will demonstrate the commitment of Mercer's faculty and staff, from all schools and departments, to be a partner with this neighborhood. The best demonstration of our commitment, however, is the work we all have done this past year, hand in hand and shoulder to shoulder with our neighbors.

We think COPC dollars would go far in Central South. Our concentration of effort in Central South is already paying dividends and is focusing the attention of a wide array of public and private service agencies on the needs and the potential of this area. A COPC grant would make a distinct difference in our ability to strengthen this project. Funding from HUD under the COPC Program will help us leverage not only our resources, but also those of the City of Macon, Bibb County, and the Macon Housing Authority. Beyond dollars, a COPC grant would embolden the community's residents and encourage their aspirations.

I hereby certify that Mercer University is a private comprehensive university granting four-year degrees, as well as graduate and professional degrees. Mercer is accredited by the Southern Association of Colleges and Schools, a regional accrediting agency duly recognized by the U.S. Department of Education.

Your attention to this application is appreciated.

Sincerely,



R. Kirby Godsey
President

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

2.

Application Checklist



2. COPC Application Checklist

The following checklist is provided to ensure you have submitted all the required items for you to receive funding consideration under this competition.

Each of the items must be included in application, in the order listed. On the line to the left of each item, applicants must list the page number(s) where the item can be found in the application kit. Each page of the application must list name of the applicant and the Federal Register number. For application items which are not forms, clearly indicate which item is being responded to.

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| <u>6</u> | 4. SF 424, Application for Federal Assistance |
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| <u>8</u> | Budget Form for all three years and the total grant period |
| <u>10</u> | Narrative explanation of how costs were derived |
| <u>26</u> | Statement of compliance with 20% limitation on "Planning and Administration" costs |
| <u>26a</u> | Form entitled "Verification of the Match" |
| <u>27</u> | Form entitled "Community Outreach Partnership Centers Program Breakdown of Outreach and Research Activities" |
| <u>28</u> | Form entitled "Community Outreach Partnership Centers Program Matching Requirements" |
| <u>29</u> | 6. Statement of Work |
| <u>55</u> | 7. Narrative Statement Addressing the Factors for Award (including letters of commitment) |
| <u>55</u> | Rating Factor 1 |
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<u>81</u>	8. Certifications
<u>81</u>	SF 424B, Assurances
<u>82</u>	Certification of Payments To Influence Certain Federal Transactions (HUD 50071)
<u>83</u>	Disclosure of Lobbying Activities (SF-LLL) (if applicable)
<u>84</u>	Certification for a Drug-Free Workplace (HUD 50070)
<u>85</u>	Applicant/Recipient Disclosure/Update Report (HUD-2880)
<u>89</u>	Certification of Consistency with the Consolidated Plan
<u>NA</u>	EZ/EC Certification (if applicable)
<u>90</u>	9. Acknowledgment of Receipt of Application (optional)
<u>91</u>	10. Comments/suggestions form (optional)

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

3.

Abstract



3. Abstract

Project Number (Leave Blank)	
Grantee (Name of College/University)	Mercer University
Requested Grant Amount	\$400,000
Project Address	1400 Coleman Ave.
City, State, and Zip Code	Macon, GA 31207-0001
Project Contact Person	Dr. Peter Brown
Phone Number	(912) 750-9582
Fax Number	(912) 750-9585

Project Description: Central South Neighborhood Revitalization

The Central South neighborhood lies to the immediate south of downtown Macon, Georgia and to the east and south of Mercer University. As recently as forty years ago, the area was a relatively prosperous, safe, mixed-race neighborhood. In recent decades, though, the quality of the housing stock has deteriorated dramatically, and the neighborhood has been afflicted by very high rates of crime, adult illiteracy, and unemployment. Until recently, the neighborhood has been without a unified voice, which has been both a cause and a result of the deteriorating conditions.

Mercer has worked closely with schools and public housing neighborhoods in Central South for a number of years. To enhance its existing community development programs and to provide a firm foundation for new ones, the University last year established the Mercer Center for Community Development (MCCD). Working in close consultation with neighborhood residents, governmental agencies, churches, and other community groups, MCCD has identified a number of areas where Mercer's human, intellectual, and financial resources can be made available to support the revitalization of Central South. In particular, MCCD has been the catalyst for the establishment of a neighborhood association, the Willing Workers Association of Central South.

In response to the expressed priorities of our neighbors, MCCD intends to focus on three project functional categories through the COPC grant: 1) *neighborhood revitalization: empowerment and community capacity building* (including organizational development, leadership skills training, community oriented policing, and community history projects), 2) *education: school success and life skills* (including tutoring in elementary schools, after-school enrichment programs, support for a U. S. Department of Education GEAR UP project, scholarships to Mercer for low-income youth leaders, and training peer mentors to reduce teen pregnancy), and 3) *housing: neighborhood planning and fair housing choice* (including applied research cataloging vacant property and identifying barriers to fair housing practices, residential and commercial redevelopment plans, and creation of a Community Development Corporation). The City of Macon, the Macon Housing Authority, the Bibb County Public Schools, and the Willing Workers Association of Central South are the University's primary partners in this project.

The goal of all of these mutually-reinforcing activities is the revitalization of Central South by increasing neighborhood involvement, decreasing the level of crime, raising the educational achievement level, improving the housing stock, and increasing the level of home ownership.

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4.

SF 424



OMB Approval No. 0348-0043

Form SF-424 (4/92)
Prescribed by OMB Circular A-102

Application for Federal Assistance Funding Matrix

The applicant must provide a funding matrix as shown below listing each program for which Federal funding is being requested.

Program*	Requested Dollar Amount	Federal Share	State Share	Local	Other
COPC	\$400,000	\$400,000			

* For FHIPs, show both initiative and component

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
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5.

Budget



Community Outreach
Partnership Centers Program
Budget (Applicant should duplicate this first page as necessary)

U.S. Department of Housing
and Urban Development
Office of Policy Research
and Development

OMB Approval No. 2528-0180 (exp. 1/31/2000)

Functional Category	Federal \$	Year 1 Match \$	Federal \$	Year 2 Match \$	Federal \$	Year 3 Match \$	Federal \$	Total Match \$
Neighborhood Revitalization								
Direct Labor	38,023	43,914	27,523	57,396	14,324	67,880	79,870	169,190
Fringe Benefit		14,530		21,995		21,613		58,138
Materials	6,400	10,473	3,050	10,662	6,742	10,858	16,192	31,993
Travel	600		1,660				2,260	
Equipment	1,275	200		200		200	1,275	600
Consultants	2,834						2,834	
Subcontracts	3,522		3,682		4,136		11,340	
Other Direct Costs		61,551		65,051		71,551		198,153
Indirect Costs		56,622		60,038		62,524		179,184
Name of Category								
Education								
Direct Labor	38,710	35,907	38,603	57,053	25,441	63,247	102,754	156,207
Fringe Benefit		15,589		17,923		15,205		48,717
Materials	5,992	1,265	2,592	1,302	1,592	1,342	10,176	3,909
Travel								
Equipment								
Consultants	500		500		500		1,500	
Subcontracts								
Other Direct Costs	5,933	207,037	5,933	247,197	5,933	312,357	17,799	766,591
Indirect Costs		74,638		113,606		136,309		324,553
Name of Category								
Housing								
Direct Labor	41,240	34,472	24,394	32,115	40,753	32,743	106,387	99,330
Fringe Benefit		20,164		17,508	8,640	14,397	8,640	52,069
Materials		6,323		6,512		6,708		19,543
Travel	238		238				476	
Equipment								
Consultants								
Subcontracts								
Other Direct Costs	2,000	49,105		22,000		29,000	2,000	100,105
Indirect Costs		46,105		38,749		51,762		136,616

Community Outreach
Partnership Centers Program
Budget

U.S. Department of Housing
and Urban Development
Office of Policy Research
and Development

Functional Category	Federal \$	Year 1 Match \$	Federal \$	Year 2 Match \$	Federal \$	Year 3 Match \$	Total Federal \$	Total Match \$
Name of Category								
Direct Labor								
Fringe Benefit								
Materials								
Travel								
Equipment								
Consultants								
Subcontracts								
Other Direct Costs								
Indirect Costs								
Name of Category								
Direct Labor								
Fringe Benefit								
Materials								
Travel								
Equipment								
Consultants								
Subcontracts								
Other Direct Costs								
Indirect Costs								
Name of Category								
Planning and Management								
Direct Labor	13,160	8,453	8,701	13,559	4,472	18,455	26,333	40,467
Fringe Benefit		7,964		8,681		8,942		25,587
Materials		11,385		11,718	1,000	12,078	1,000	35,181
Travel		5,000		5,000	1,520	5,000	1,520	15,000
Equipment								
Consultants					6,000		6,000	
Subcontracts								
Other Direct Costs		6,800		6,800	1,650	6,800	1,650	20,400
Indirect Costs		23,294		24,044		29,103		76,441

The information collection requirements contained in this notice of funding availability and application kit will be used to rate applications, determine eligibility, and establish grant amounts for the Community Outreach Partnership Centers (COPC) program. Total public reporting burden for collection of this information is estimated to average 80 hours. This includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The information submitted in response to the notice of funding availability for the COPC program and HSI-WSP program is subject to the disclosure requirements of the Department of Housing and Urban Development Form Act of 1989 (Pub.L. 101-235, approved December 15, 1989, 42 U.S.C. 3545). The agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a valid control number.

BUDGET NARRATIVE

MERCER UNIVERSITY: COMMUNITY OUTREACH PARTNERSHIP CENTER "CENTRAL SOUTH NEIGHBORHOOD REVITALIZATION PROJECT"

BUDGET NARRATIVE--YEAR ONE

I. Neighborhood Revitalization--Year One			
	Federal	Match	Total
Direct Labor			
Project Director @ .20	3,459	10,379 (cash)	13,838
Program Manager @ .60	23,914	4,013 (cash)	27,927
Community Development Specialist @ .35	7,650		7,650
Activity Coordinator (FB) @ \$60/hr x 150hrs	3,000	6,000 (in-kind)	9,000
Activity Coordinator (SG) @ \$16.75/hr x 7hrs x 52wks		6,097 (in-kind)	6,097
Professional Legal Services (JC) @ \$100 x 10hrs		1,000 (in-kind)	1,000
Law Enforcement Services @\$45/day x 365days		16,425 (in-kind)	16,425
TOTAL DIRECT LABOR	38,023	43,914	81,937
Fringe Benefits			
Project Director @ .39		5,397	5,397
Program Manager @ .29		4,980	4,980
Community Development Specialist @ .39		2,983	2,983
Activity Coordinator (FB) @ .39		1,170	1,170
TOTAL FRINGE BENEFITS		14,530	14,530
Materials			
MCCD Office Support @ .25		6,323 (cash)	6,323
Project Support			
Assets Mapping	600		600
Central South Task Force	700		700
WWACS Planning Retreat	150		150
Inter-Neighborhoods Workshop	100		100
Mayor's Prayer Breakfast	1,000		1,000
Interns (WWACS and Boys & Girls Clubs)	600		600
Church Strategic Planning	200		200
Neighborhood Clean-Ups		500 (cash)	500
Community History Projects	400		400
Workshop			
Community Development Institute Workshop	2,650		2,650
Law Enforcement Vehicle Maintenance @ \$10/day x 365days		3,650 (cash)	3,650
TOTAL MATERIALS	6,400	10,473	16,873

Travel			
Assets Mapping Site Visit (Norcross, GA)			
Rental Vehicle (200m/1 day)	80		80
Food 4 x \$30	120		120
CDC Site Visit (Atlanta, GA)			
Rental Vehicle (200m/1 day) x 2	160		160
Food 8 x \$30	240		240
TOTAL TRAVEL	600		600
Equipment			
Video Camera	750		750
Tape Recorders 15 x \$35	525		525
Pruners 10 x \$20		200 (cash)	200
TOTAL EQUIPMENT	1,275	200	1,475
Consultants			
James Oxendine (CDI Workshop)	2,834		2,834
TOTAL CONSULTANTS	2,834		2,834
Subcontracts			
Macon Technical Institute	1,022		1,022
Macon Police Department	2,500		2,500
TOTAL SUBCONTRACTS	3,522		3,522
Other Direct Costs			
Central South Neighborhood Matching Grants		10,000 (cash)	10,000
Macon Housing Authority (community match)		32,659 (in-kind)	32,659
Boys & Girls Clubs (community match)		489 (in-kind)	489
Consumer Credit Counseling Service (community match)		6,000 (in-kind)	6,000
Willing Workers Association of Central South (community match)		12,403 (in-kind)	12,403
TOTAL OTHER DIRECT COSTS		61,551	61,551
TOTAL INDIRECT COSTS @ .4415		56,622	56,622
TOTAL COSTS	52,654	187,290	239,944

II. Education--Year One			
	Federal	Match	Total
Direct Labor			
Project Director @ .30	5,189	15,569 (cash)	20,758
Program Manager @ .20	7,971	1,338 (cash)	9,309
Community Development Specialist @ .15	3,290		3,290
Activity Coordinator (JB) @ \$35/hr x 20hrs		700 (in-kind)	700
Activity Coordinator (LG) @ \$35/hr x 20hrs		700 (in-kind)	700
Graduate Assistant (Education) @ \$12/hr x 15hrs x 12wks	2,160		2,160
Faculty Summer Stipend (JB)	1,000		1,000
Music Lessons @ 4 x \$30/hr x 30wks	3,600		3,600
Work Study Students (AVID & CIS) @ 12 x \$1.55/hr x 20hrs x 30 wks		11,600 (cash)	11,600
Faculty Summer Stipends (GBK) 4 @ \$2,000	8,000		8,000
Activity Coordinator (MS) @ \$60/hr x 100hrs		6,000 (in-kind)	6,000
Program Manager (STAND)	1,500		1,500
Facilitators (STAND) 2 @ \$3,000	6,000		6,000
TOTAL DIRECT LABOR	38,710	35,907	74,617
Fringe Benefits			
Project Director @ .39		8,096	8,096
Program Manager @ .29		2,700	2,700
Community Development Specialist @ .39		1,283	1,283
Faculty Summer Stipend (JB) @ .39		390	390
Faculty Summer Stipends (GBK) @ .39		3,120	3,120
TOTAL FRINGE BENEFITS		15,589	15,589
Materials			
MCCD Office Support @ .05		1,265 (cash)	1,265
Project Support			
Tutoring in Elementary Schools	600		600
Math-Science Summer Camp	3,400		3,400
Summer Great Books Workshops	1,000		1,000
STAND	992		992
TOTAL MATERIALS	5,992	1,265	7,257
Travel			-0-
TOTAL TRAVEL			-0-
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			
STAND Ropes Course Trainer	500		500
TOTAL CONSULTANTS			500

Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Servant Leadership Scholarships		65,160 (cash)	65,160
STAND Student Stipends 36 x \$5.15/hr x 32hrs	5,933		5,933
First Street Center for the Arts (community match)		20,550 (in-kind)	20,550
AAUW Educational Foundation (community match)		10,000 (in-kind)	10,000
Bibb County Public Schools (community match)		72,904 (in-kind)	72,904
Public Health Department (community match)		23,423 (in-kind)	23,423
March of Dimes (community match)		15,000(in-kind)	15,000
TOTAL OTHER DIRECT COSTS	5,933	207,037	212,970
TOTAL INDIRECT COSTS @ .4415		74,638	
TOTAL COSTS	51,135	334,436	385,571

III. Housing--Year One			
	Federal	Match	Total
Direct Labor			
Project Director @ .35	6,053	18,163 (cash)	24,216
Program Manager @ .10	3,986	669 (cash)	4,655
Community Development Specialist @ .20	4,361		4,361
Professional Legal Services (JC) @ \$100 x 10hrs		1,000 (in-kind)	1,000
Activity Coordinator (JH) @ \$100/hr x 48hrs	2,400	2,400 (in-kind)	4,800
Photographer @ \$15/hr x 96 hrs	1,440		1,440
Activity Coordinator (VE) @ \$120/hr x 160hrs	12,000	7,200 (in-kind)	19,200
Student Assistant (Business) @ \$6/hr x 10hrs x 50wks	3,000		3,000
Activity Coordinator (AC) @ \$120/hr x 92hrs	6,000	5,040 (in-kind)	11,040
Graduate Student Assistant (Business) @ \$10/hr x 200hrs	2,000		2,000
TOTAL DIRECT LABOR	41,240	34,472	75,712
Fringe Benefits			
Project Director @ .39		9,445	9,445
Program Manager @ .29		1,350	1,350
Community Development Specialist @ .39		1,701	1,701
Activity Coordinator (JH) @ .27		648	648
Activity Coordinator (VE) @ .39		4,680	4,680
Activity Coordinator (AC) @ .39		2,340	2,340
TOTAL FRINGE BENEFITS		20,164	20,164
Materials			
MCCD Office Support @ .25		6,323 (cash)	6,323
TOTAL MATERIALS			6,323

Travel Employee Travel/State 720 m @ .33/m	238		238
TOTAL TRAVEL			238
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			-0-
TOTAL CONSULTANTS			-0-
Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Printing & Postage--Survey Instruments	1,500		1,500
Equipment Rental--Focus Groups	500		500
City of Macon--Economic & Community Development Department (community match)		34,690 (in-kind)	34,690
Macon-Bibb County Land Bank Authority (community match)		15,000 (in-kind)	15,000
TOTAL OTHER DIRECT COSTS	2,000	49,690	51,690
TOTAL INDIRECT COSTS @ .4415		46,105	46,105
TOTAL COSTS	43,470	156,754	200,224
Planning & Management--Year One			
	Federal	Match	Total
Direct Labor			
Project Director @ .15	2,594	7,784 (cash)	10,378
Program Manager @ .10	3,986	669 (cash)	4,655
Community Development Specialist @ .30	6,580		6,580
TOTAL DIRECT LABOR	13,160	8,453	21,613
Fringe Benefits			
Project Director @ .39		4,048	4,048
Program Manager @ .29		1,350	1,350
Community Development Specialist @ .39		2,566	2,566
TOTAL FRINGE BENEFITS		7,964	7,964
Materials			
MCCD Office Support @ .45		11,385 (cash)	11,385
TOTAL MATERIALS			11,385

Travel			
Employee Travel/National			
Airfare 5 x \$500		2,500 (cash)	2,500
Food 5 x \$30 x 3 days		450 (cash)	450
Lodging 5 x \$100 x 3 nights		1,500 (cash)	1,500
Airport Transportation 5 x \$60		300 (cash)	300
Local Transportation 5 X \$50		250 (cash)	250
TOTAL TRAVEL		5,000	5,000
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			-0-
TOTAL CONSULTANTS			-0-
Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Facility Lease		4,000 (cash)	4,000
Utilities		2,800 (cash)	2,800
TOTAL OTHER DIRECT COSTS		6,800	6,800
TOTAL INDIRECT COSTS @ .4415		23,294	23,294
TOTAL COSTS	13,160	62,896	76,056

BUDGET NARRATIVE--YEAR TWO

I. Neighborhood Revitalization--Year Two			
	Federal	Match	Total
Direct Labor			
Project Director @ .20	2,377	11,876 (cash)	14,253
Program Manager @ .60	14,390	14,374 (cash)	28,764
Community Development Specialist @ .35	5,256	2,624 (cash)	7,880
Activity Coordinator (FB) @ \$60/hr x 150hrs	3,000	6,000 (in-kind)	9,000
Activity Coordinator (SG) @ \$16.75/hr x 7hrs x 52wks		6,097 (in-kind)	6,097
Faculty Summer Stipend (SG)	2,500		2,500
Law Enforcement Services @\$45/day x 365days		16,425 (in-kind)	16,425
TOTAL DIRECT LABOR	27,523	57,396	84,919

Fringe Benefits			
Project Director @ .39		5,559	5,559
Program Manager @ .39		11,218	11,218
Community Development Specialist @ .39		3,073	3,073
Activity Coordinator (FB) @ .39		1,170	1,170
Faculty Summer Stipend (SG) @ .39		975	975
TOTAL FRINGE BENEFITS		21,995	21,995
Materials			
MCCD Office Support @ .25		6,512 (cash)	6,512
Project Support			
Assets Mapping	500		500
Central South Task Force	200		200
WWACS Planning Retreat	150		150
Mayor's Prayer Breakfast	1,000		1,000
Interns (WWACS and Boys & Girls Clubs)	600		600
Church Strategic Planning	200		200
Neighborhood Clean-Ups		500 (cash)	500
Community History Projects	400		400
Law Enforcement Vehicle Maintenance @ \$10/day x 365 days		3,650 (cash)	3,650
TOTAL MATERIALS	3,050	10,662	13,712
Travel			
CDC Site Visit (Savannah, GA)			
Rental Vehicle (400m/2 days)	180		180
Food 4 x \$30 x 2 days	240		240
Lodging 4 x \$100	400		400
CDC Site Visit (Charlotte, NC)			
Rental Vehicle (600m/2 days)	200		200
Food 4 x \$30 x 2 days	240		240
Lodging 4 x \$100	400		400
TOTAL TRAVEL	1,660		1,660
Equipment			
Pruners 10 x \$20		200 (cash)	200
TOTAL EQUIPMENT		200	200
Consultants			-0-
TOTAL CONSULTANTS			-0-
Subcontracts			
Macon Technical Institute	1,182		1,182
Macon Police Department	2,500		2,500
TOTAL SUBCONTRACTS	3,682		3,682

Other Direct Costs			
Central South Neighborhood Matching Grants		10,000 (cash)	10,000
Equity Incentive for YES Macon Police Officers		3,500 (cash)	3,500
Macon Housing Authority (community match)		32,659 (in-kind)	32,659
Boys & Girls Clubs (community match)		489 (in-kind)	489
Consumer Credit Counseling Service (community match)		6,000 (in-kind)	6,000
Willing Workers Association of Central South (community match)		12,403 (in-kind)	12,403
TOTAL OTHER DIRECT COSTS		65,051	65,051
TOTAL INDIRECT COSTS @ .4415		60,038	60,038
TOTAL COSTS	35,915	215,342	251,257
II. Education--Year Two			
	Federal	Match	Total
Direct Labor			
Project Director @ .30	3,566	17,814 (cash)	21,380
Program Manager @ .20	4,797	4,791 (cash)	9,588
Community Development Specialist @ .15	2,260	1,128 (cash)	3,388
Activity Coordinator (JB) @ \$35/hr x 20hrs		700 (in-kind)	700
Activity Coordinator (LG) @ \$35/hr x 20hrs		700 (in-kind)	700
Graduate Assistant (Education) @ \$12/hr x 15hrs x 24wks	4,320		4320
Music Lessons @ 4 x \$30/hr x 30wks	3,600		3,600
Work Study Students (AVID & CIS) @ 24 x \$1.55/hr x 20hrs x 30 wks		22,320 (cash)	22,320
Faculty Summer Stipends (GBK) 4 @ \$2,000	8,000		8,000
Instructors (GBK) 6 x \$25/hr x 2hrs x 24 wks	3,600	3,600 (in-kind)	7,200
Activity Coordinator (MS) @ \$60/hr x 100hrs		6,000 (in-kind)	6,000
Program Manager (STAND)	1,500		1,500
Facilitators (STAND) 2 @ \$3,000	6,000		6,000
Teen Co-Facilitators (STAND) 4 x \$7.50/hr x 32hrs	960		960
TOTAL DIRECT LABOR	38,603	57,053	95,656
Fringe Benefits			
Project Director @ .39		8,339	8,339
Program Manager @ .39		3,739	3,739
Community Development Specialist @ .39		1,321	1,321
Faculty Summer Stipends (GBK) @ .39		3,120	3,120
Instructors (GBK) @ .39		1,404	1,404
TOTAL FRINGE BENEFITS		17,923	17,923

Materials			
MCCD Office Support @ .05		1,302 (cash)	1,302
Project Support			
Tutoring in Elementary Schools	600		600
Summer Great Books Workshops	1,000		1,000
STAND	992		992
TOTAL MATERIALS	2,592	1,302	3,894
Travel			-0-
TOTAL TRAVEL			-0-
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			
STAND Ropes Course Trainer	500		500
TOTAL CONSULTANTS	500		500
Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Servant Leadership Scholarships		130,320 (cash)	130,320
STAND Student Stipends 36 x \$5.15/hr x 32hrs	5,933		5,933
First Street Center for the Arts (community match)		20,550 (in-kind)	20,550
Bibb County Public Schools (community match)		72,904 (in-kind)	72,904
Public Health Department (community match)		23,423 (in-kind)	23,423
TOTAL OTHER DIRECT COSTS	5,933	247,197	253,130
TOTAL INDIRECT COSTS @ .4415		113,606	113,606
TOTAL COSTS	47,628	437,081	484,709
III. Housing--Year Two			
	Federal	Match	Total
Direct Labor			
Project Director @ .35	4,160	20,783 (cash)	24,943
Program Manager @ .10	2,398	2,396 (cash)	4,794
Community Development Specialist @ .20	2,996	1,496 (cash)	4,492
Activity Coordinator (JH) @ \$100/hr x 48hrs	2,400	2,400 (in-kind)	4,800
Photographer @ \$15/hr x 96 hrs	1,440		1,440
Activity Coordinator (AC) @ \$120/hr x 117hrs	9,000	5,040 (in-kind)	14,040
Graduate Student Assistant (Business) @ \$10/hr x 200hrs	2,000		2,000
TOTAL DIRECT LABOR	24,394	32,115	56,509

Fringe Benefits			
Project Director @ .39		9,728	9,728
Program Manager @ .39		1,870	1,870
Community Development Specialist @ .39		1,752	1,752
Activity Coordinator (JH) @ .27		648	648
Activity Coordinator (AC) @ .39		3,510	3,510
TOTAL FRINGE BENEFITS		17,508	17,508
Materials			
MCCD Office Support @ .25		6,512 (cash)	6,512
TOTAL MATERIALS			6,512
Travel			
Employee Travel/State 720 m @ .33/m	238		238
TOTAL TRAVEL			238
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			-0-
TOTAL CONSULTANTS			-0-
Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Equity Incentive for Mercer Employees		7,000 (cash)	7,000
Macon-Bibb County Land Bank Authority (community match)		15,000 (in-kind)	15,000
TOTAL OTHER DIRECT COSTS		22,000	22,000
TOTAL INDIRECT COSTS @ .4415		38,749	38,749
TOTAL COSTS	24,632	116,884	141,516
Planning & Management—Year Two			
	Federal	Match	Total
Direct Labor			
Project Director @ .15	1,783	8,907 (cash)	10,690
Program Manager @ .10	2,398	2,396 (cash)	4,794
Community Development Specialist @ .30	4,520	2,256 (cash)	6,776
TOTAL DIRECT LABOR	8,701	13,559	22,260

Fringe Benefits			
Project Director @ .39		4,169	4,169
Program Manager @ .29		1,870	1,870
Community Development Specialist @ .39		2,642	2,642
TOTAL FRINGE BENEFITS		8,681	8,681
Materials			
MCCD Office Support @ .45		11,718 (cash)	11,718
TOTAL MATERIALS			11,718
Travel			
Employee Travel/National			
Airfare 5 x \$500		2,500 (cash)	2,500
Food 5 x \$30 x 3 days		450 (cash)	450
Lodging 5 x \$100 x 3 nights		1,500 (cash)	1,500
Airport Transportation 5 x \$60		300 (cash)	300
Local Transportation 5 X \$50		250 (cash)	250
TOTAL TRAVEL		5,000	5,000
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			-0-
TOTAL CONSULTANTS			-0-
Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Facility Lease		4,000 (cash)	4,000
Utilities		2,800 (cash)	2,800
TOTAL OTHER DIRECT COSTS		6,800	6,800
TOTAL INDIRECT COSTS @ .4415		24,044	24,044
TOTAL COSTS	8,701	69,802	78,503

BUDGET NARRATIVE--YEAR THREE

I. Neighborhood Revitalization--Year Three			
	Federal	Match	Total
Direct Labor			
Project Director @ .20	1,222	13,459 (cash)	14,681
Program Manager @ .60	7,399	22,228 (cash)	29,627
Community Development Specialist @ .35	2,703	5,413 (cash)	8,116
Activity Coordinator (FB) @ \$60/hr x 150hrs	3,000	6,000 (in-kind)	9,000
Activity Coordinator (SG) @ \$16.75/hr x 5hrs x 52wks		4,355 (in-kind)	4,355
Law Enforcement Services @\$45/day x 365days		16,425 (in-kind)	16,425
TOTAL DIRECT LABOR	14,324	67,880	82,204
Fringe Benefits			
Project Director @ .39		5,726	5,726
Program Manager @ .39		11,555	11,555
Community Development Specialist @ .39		3,162	3,162
Activity Coordinator (FB) @ .39		1,170	1,170
TOTAL FRINGE BENEFITS		21,613	21,613
Materials			
MCCD Office Support @ .25		6708 (cash)	6708
Project Support			
Central South Task Force	200		200
WWACS Planning Retreat	150		150
Mayor's Prayer Breakfast	1,000		1,000
Interns (WWACS and Boys & Girls Clubs)	600		600
Church Strategic Planning	200		200
Neighborhood Clean-Ups		500 (cash)	500
Community History Projects	200		200
Central South Community History Celebration	4,392		4,392
Law Enforcement Vehicle Maintenance @ \$10/day x 365days		3,650 (cash)	3,650
TOTAL MATERIALS	6,742	10,858	17,600
Travel			-0-
TOTAL TRAVEL			-0-
Equipment			
Pruners 10 x \$20		200 (cash)	200
TOTAL EQUIPMENT			200
Consultants			-0-
TOTAL CONSULTANTS			-0-

Subcontracts			
Macon Technical Institute	1,636		1,636
Macon Police Department	2,500		2,500
TOTAL SUBCONTRACTS	4,136		4,136
Other Direct Costs			
Central South Neighborhood Matching Grants		10,000 (cash)	10,000
Equity Incentive for YES Macon Police Officers		7,000 (cash)	7,000
Mercer University Press Subvention		3,000 (in-kind)	3,000
Macon Housing Authority (community match)		32,659 (in-kind)	32,659
Boys & Girls Clubs (community match)		489 (in-kind)	489
Consumer Credit Counseling Service (community match)		6,000 (in-kind)	6,000
Willing Workers Association of Central South (community match)		12,403	12,403
TOTAL OTHER DIRECT COSTS		71,551	71,551
TOTAL INDIRECT COSTS @ .4415		62,524	62,524
TOTAL COSTS	25,202	234,626	259,828

II. Education--Year Three			
	Federal	Match	Total
Direct Labor			
Project Director @ .30	1,833	20,189 (cash)	22,022
Program Manager @ .20	2,466	7,410 (cash)	9,876
Community Development Specialist @ .15	1,162	2,328 (cash)	3,490
Activity Coordinator (JB) @ \$35/hr x 20hrs		700 (in-kind)	700
Activity Coordinator (LG) @ \$35/hr x 20hrs		700 (in-kind)	700
Graduate Assistant (Education) @ \$12/hr x 15hrs x 24wks	4,320		4,320
Music Lessons @ 4 x \$30/hr x 30wks	3,600		3,600
Work Study Students (AVID & CIS) @ 24 x \$1.55/hr x 20hrs x 30 wks		22,320 (cash)	22,320
Instructors (GBK) 6 x \$25/hr x 2hrs x 24 wks	3,600	3,600 (in-kind)	7,200
Activity Coordinator (MS) @ \$60/hr x 100hrs		6,000 (in-kind)	6,000
Program Manager (STAND)	1,500		1,500
Facilitators (STAND) 2 @ \$3,000	6,000		6,000
Teen Co-Facilitators (STAND) 4 x \$7.50/hr x 32hrs	960		960
TOTAL DIRECT LABOR	25,441	63,247	88,688
Fringe Benefits			
Project Director @ .39		8,588	8,588
Program Manager @ .39		3,852	3,852
Community Development Specialist @ .39		1,361	1,361
Instructors (GBK) @ .39		1,404	1,404
TOTAL FRINGE BENEFITS		15,205	15,205

Materials			
MCCD Office Support @ .05		1,342 (cash)	1,342
Project Support			
Tutoring in Elementary Schools	600		600
STAND	992		992
TOTAL MATERIALS	1,592	1,342	2,934
Travel			-0-
TOTAL TRAVEL			-0-
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			
STAND Ropes Course Trainer	500		500
TOTAL CONSULTANTS	500		500
Subcontracts			-0-
TOTAL CONSULTANTS			-0-
Other Direct Costs			
Servant Leadership Scholarships		195,480 (cash)	195,480
STAND Student Stipends 36 x \$5.15/hr x 32hrs	5,933		5,933
First Street Center for the Arts (community match)		20,550 (in-kind)	20,550
Bibb County Public Schools (community match)		72,904 (in-kind)	72,904
Public Health Department (community match)		23,423 (in-kind)	23,423
TOTAL OTHER DIRECT COSTS	5,933	312,357	318,290
TOTAL INDIRECT COSTS @ .4415		136,309	136,309
TOTAL COSTS	33,466	528,460	561,926
III. Housing--Year Three			
	Federal	Match	Total
Direct Labor			
Project Director @ .35	2,139	23,553 (cash)	25,692
Program Manager @ .10	1,233	3,705 (cash)	4,938
Community Development Specialist @ .20	1,541	3,085 (cash)	4,626
Neighborhood Builder @ 1.0	32,000		32,000
Activity Coordinator (JH) @ \$100/hr x 48hrs	2,400	2,400 (in-kind)	4,800
Photographer @ \$15/hr x 96 hrs	1,440		1,440
TOTAL DIRECT LABOR	40,753	32,743	73,496

Fringe Benefits			
Project Director @ .39		10,019	10,019
Program Manager @ .39		1,926	1,926
Community Development Specialist @ .39		1,804	1,804
Neighborhood Builder @ .29	8,640		8,640
Faculty Summer Stipend (JH) @ .27		648	648
TOTAL FRINGE BENEFITS	8,640	14,397	23,037
Materials			
MCCD Office Support @ .25		6,708 (cash)	6,708
TOTAL MATERIALS			6,708
Travel			-0-
TOTAL TRAVEL			-0-
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			-0-
TOTAL CONSULTANTS			-0-
Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Equity Incentive for Mercer Employees		14,000 (cash)	14,000
Macon-Bibb County Land Bank Authority (community match)		15,000 (in-kind)	15,000
TOTAL OTHER DIRECT COSTS		29,000	29,000
TOTAL INDIRECT COSTS @ .4415		51,762	51,762
TOTAL COSTS	49,393	134,610	184,003

Planning & Management—Year Three			
	Federal	Match	Total
Direct Labor			
Project Director @ .15	917	10,094 (cash)	11,011
Program Manager @ .10	1,233	3,705 (cash)	4,938
Community Development Specialist @ .30	2,324	4,656 (cash)	6,980
TOTAL DIRECT LABOR	4,474	18,455	22,929

Fringe Benefits			
Project Director @ .39		4,294	4,294
Program Manager @ .29		1,926	1,926
Community Development Specialist @ .39		2,722	2,722
TOTAL FRINGE BENEFITS		8,942	8,942
Materials			
MCCD Office Support @ .45		12,078 (cash)	12,078
Conference Supplies	1,000		1,000
TOTAL MATERIALS	1,000	12,078	13,078
Travel			
Employee Travel/National			
Airfare 5 x \$500		2,500 (cash)	2,500
Food 5 x \$30 x 3 days		450 (cash)	450
Lodging 5 x \$100 x 3 nights		1,500 (cash)	1,500
Airport Transportation 5 x \$60		300 (cash)	300
Local Transportation 5 X \$50		250 (cash)	250
Conference Keynote Speakers			
Airfare 2 x \$500	1,000		1,000
Food 2 x \$30 x 2 days	120		120
Lodging 2 x \$100 x 2 nights	400		400
TOTAL TRAVEL	1,520	5,000	6,520
Equipment			-0-
TOTAL EQUIPMENT			-0-
Consultants			
Conference Keynote Speakers @ \$3,000	6,000		6,000
TOTAL CONSULTANTS	6,000		6,000
Subcontracts			-0-
TOTAL SUBCONTRACTS			-0-
Other Direct Costs			
Facility Lease		4,000 (cash)	4,000
Utilities		2,800 (cash)	2,800
Conference Printing & Postage	1,650		1,650
TOTAL OTHER DIRECT COSTS	1,650	6,800	8,450
TOTAL INDIRECT COSTS @ .4415		29,103	29,103
TOTAL COSTS	14,644	80,378	95,022

"Central South Neighborhood Revitalization Project"				
	Federal	Community Match	University Match	Total
TOTAL PROJECT COSTS	400,000	549,705	2,008,855	2,958,560

Statement of Compliance with 20% Limitation on "Planning and Administration" Costs

The total Federal grant request of \$400,000 includes \$36,505 for Planning and Administration, representing 9% of the total Federal Grant request.

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

6.

Statement of Work

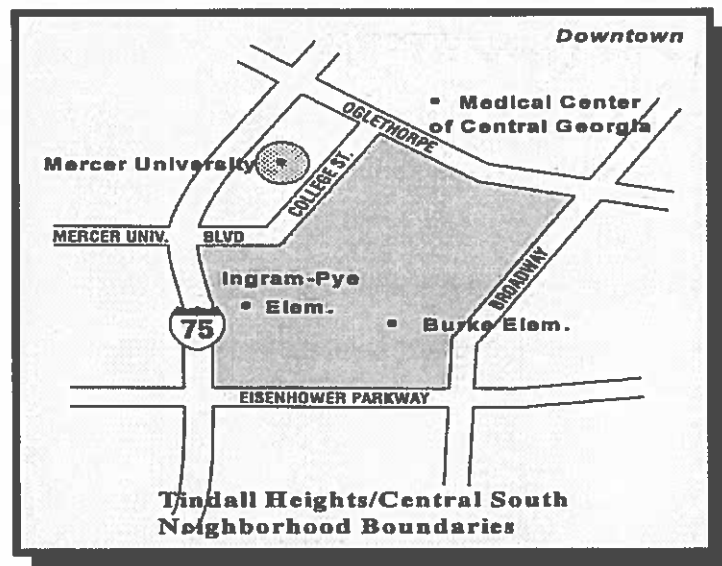


6. Statement of Work

a. The Neighborhoods to be Served

Macon-Bibb County is a metropolitan area of approximately 157,000 inhabitants and is the commercial, financial, and service center for Middle Georgia, with major educational, medical, and military complexes in the region. The population of the city proper has declined nearly 9% since the 1980 census. In this period Macon lost 14,000 white persons or 22% of the white population. Much of this change represents emigration to the suburban areas of the county or to adjacent counties. Fifty-eight percent of the population is African American, which includes a 9% increase in African American population since the 1980 census. The African American population lives primarily in inner city Census Tracts.

The City of Macon in its Consolidated Plan has identified eleven inner-city neighborhoods where most of the residents have incomes below 80% of the City median and has designated them as Target Areas for community redevelopment (Con Plan, p. 80). These Target Areas are characterized by a high percentage of vacant and deteriorated housing units. They also share the basic indicators of low socioeconomic status: high percentages of under-educated and under-employed residents. The Central South area that is the service area for this COPC grant encompasses Tindall Heights, one of the City's designated target neighborhoods. The Central South area has 7,044 residents and is strategically located adjacent to the main campus of Mercer University, the regional Medical Center of Central Georgia, and downtown Macon. It includes part of Macon's federally designated Intown Historic District. Much of this Historic District has undergone a remarkable renaissance in the last twenty years, but it has not extended to Central South. Central South also includes five public housing neighborhoods with 2,330 residents. Central South is 96.9% African American.



The median household income in Central South is \$10,696 (compared to \$25,937 for the City of Macon as a whole). Sixteen percent of its housing stock is vacant (compared to 9.5% for the City). Sixty-five percent of individuals twenty-five years or older lack a high school diploma (compared to 35.9% for the City); and only 36% are employed (compared to 55% for the City as a whole). As recently as forty years ago, the area was a stable, relatively prosperous, mixed-race neighborhood. But Central South neighborhoods have been deteriorating for a number of years as middle-class residents have moved out of the inner city, as owner-occupied housing has become rental property when elderly owners die, and as dilapidated housing has been abandoned, demolished, or burned. At the same time, there are a significant number of long-time residents and home owners who remember when their neighborhoods were safe, clean, and strong. Moreover, Central South still has important assets and resources to aid in its revitalization: numerous churches, two elementary

schools, two Boys and Girls Club facilities, an active public housing tenants association, and a new and promising neighborhood association.

The Mercer Center for Community Development (MCCD) was established over a year ago to join the University's human and financial resources with those of other community institutions in a new partnership with neighborhood residents and organizations for the revitalization of their neighborhoods, initially focused on Central South. Numerous community meetings, several successful collaborative projects, and extensive involvement by University faculty, staff, and students in these projects have forged strong relationships in the neighborhoods and in the community. They have also served to identify and refine the priorities of the community itself. There is a growing sense of confidence among the partners that long-standing problems can be addressed and that as partners we have the resources to create a different future for Central South. **This Community Outreach Partnership Centers project is designed as a demonstration to initiate the revitalization of the Target Areas designated in Macon's Consolidated Plan. In its overall design, it has a strong potential to serve as a strategic model for inner-city residential redevelopment for other mid-sized cities across the country as well.**

b. Major Activities by Project Functional Category

This work plan addresses seven urban problems, including neighborhood revitalization, education, housing, healthcare, crime prevention, planning, and community organizing. The highest priority needs, as identified by the various constituencies of the community to be served, are: (1) neighborhood revitalization, (2) education, and (3) housing. Thus, we have organized the sixteen major activities of this work plan to support objectives in these three primary areas, even though some of these activities identified will also respond to additional needs or problems, particularly planning and crime prevention. Overall, our objectives are:

- to develop strong neighborhood leadership, pride, and identity,
- to ensure the future of the neighborhoods by increasing opportunities for the children living in them, and
- to lay the foundation for rebuilding these neighborhoods and increasing the percentage of homeowners in them.

We expect in the future to build on these accomplishments with a second phase of redevelopment aimed at other identified needs, particularly job training and economic development, and coordinated with extensive housing repair, rehabilitation, and new construction in these neighborhoods.

I. Neighborhood Revitalization: Empowerment and Community Capacity Building

I. 1. Organizational Development

The Willing Workers Association of Central South

In July 1998, the Willing Workers Association of Central South (WWACS) was officially formed. (The name of the neighborhood was selected by the neighbors themselves as more inclusive than Tindall Heights or other names that refer to only a part of the neighborhood.) The Board of Directors for WWACS consists of nine officers and fifteen team leaders. There are 67 active members and a mailing list of 150 neighborhood residents. The organization represents a core area of sixty blocks in Central South (roughly half of the total Central South area) including two public housing neighborhoods, Oglethorpe Homes and Tindall Heights, with 1,256 residents. During the past year, WWACS has emerged as a crucial force for change in Central South. In October, with the support of the Mercer Center for Community Development, the new organization held a Fall Festival for over 300 people in the neighborhood, featuring information on jobs and health screenings. In the Fall and Spring, they sponsored five Saturday neighborhood clean-ups; over 500 Mercer

students and faculty participated along with 75 local residents and delegations from the Fire Department and the Sheriff's Office. WWACS supplied lunches with a grant from the City Department of Economic and Community Development. As a follow-up to these clean-ups, WWACS and MCCD cooperated on an effort to identify owners of dilapidated houses and overgrown lots in Central South and to notify them of their responsibility to contribute to neighborhood improvement. In support of these and other projects, MCCD facilitated the donation this spring of three computers to WWACS for the use of their officers. Equally importantly, in January MCCD sponsored a day-long visioning retreat for WWACS officers to establish vision and mission statements for the organization and to develop a strategic plan for reaching their goals (facilitated by the Community Resource Center). Each of these steps was important not only for its direct effect on neighborhood revitalization but for the organizational and management skills it enhanced for the new organization.

The Willing Workers Association of Central South have adopted five strategic goals: (i) to partner with other organizations and businesses to bring services to the neighborhood; (ii) to improve communication with political entities and agencies, businesses, and the community; (iii) to purchase and improve property in the neighborhood; (iv) to continue and expand the clean-up of the neighborhood; and (v) to establish a community service center in the neighborhood. The first three of these relate directly to organizational development and are addressed below. The fourth goal is addressed in I. 3. below and the fifth goal in III. 1. below.

(i) Neighborhood Assets Mapping

WWACS has identified the need to take stock of the human assets of the neighborhood in order to involve those organizations or individuals who can contribute to the community development process. Before starting work formally, MCCD will arrange for neighborhood residents to be exposed to different experiences of assets mapping. This will be done through a workshop organized by the Community Resource Center in Macon and through a field trip of three WWACS members and the MCCD Program Manager to Norcross, Georgia where an extensive mapping of community assets was completed a year ago. An information form will be created and disseminated by WWACS. The Macon Housing Authority will assist in distribution and collection of data forms in the public housing neighborhoods. In the second stage of the project, data will be collated and analyzed by WWACS with the active support of MCCD and Mercer students. The results of these surveys will be distributed to all of WWACS's and MCCD's partners throughout the city in order to give a truer picture of the assets on which further neighborhood development will be based. Betty Haynes, Team Leader for WWACS, will have particular responsibility on the WWACS Executive Committee for this activity.

(ii) The Central South Neighborhood Task Force

The Central South Neighborhood Task Force will have three functions: communication between members with respect to their activities and needs in the community; identification of goals and projects to benefit the community, together with strategies for realizing them; and monitoring of public services and development activities in the community. This task force will be built incrementally, beginning with the partners who have already made commitments to MCCD, which will jointly convene the initial planning meeting for the task force with WWACS in the fall of 1999. In the spring of 2000, MCCD will sponsor a three-day Community Development Institute (CDI) workshop to build knowledge and relationships on the part of the Central South Neighborhood Task Force. This CDI workshop will be conducted by the Atlanta Neighborhood Development Partnership, Inc., facilitated by James Oxendine, president of the Oxendine Group, a nationally known training, education, and research service firm. This choice of consultant is based on the participation in similar workshops at Clark Atlanta University, by Daisy Rawls, Chair of WWACS, Betty Haynes, Team Captain for WWACS, and Ina Vaughns, Community Development Specialist for MCCD--who will jointly take responsibility for organizing the Macon CDI workshop. The workshop will be for twenty participants and will include representatives from finance, government, and real estate, as well as from the neighborhood task force. In Year Three of the grant, the effort to extend the Task force will be directly aided by a

Neighborhood Builder on the staff of MCCD, who will work in Central South and part of whose duties will include community organizing. The addition of this position to the Mercer Center for Community development is part of this COPC proposal and will importantly augment the University's ability to facilitate organizational development throughout the Central South area. The Neighborhood Builder will also work closely with the new Community Development Corporation being proposed as part of this project (see III. 1. below).

(iii) Partnership in a Community Development Corporation

The formation of a new Community Development Corporation to spearhead the physical redevelopment of Central South is a primary activity of this project (see III. 1. below). From their inception, the Willing Workers Association of Central South have identified the need to repair and rehabilitate existing structures in their neighborhood and to build appropriate in-fill and new construction to attract new residents and homeowners back into the neighborhood. The partnership role for WWACS in this CDC offers some unique and important opportunities and will require extensive individual training of WWACS members, which is detailed below (see I. 2.). It will also require additional organizational development for WWACS. First and foremost, WWACS desires to qualify for non-profit status with the IRS (501(c)3). WWACS will complete the process of forming its by-laws and incorporating itself by Fall 1999. John Cole, General Assistant to the President and Secretary to the Corporation of Mercer University, will prepare the legal work for the application for non-profit status. WWACS is eager to make contact with other organizations who have successfully participated in rebuilding efforts in their neighborhoods. Thus, several site visits are planned over the next two years. Sam Oni, HUD Community Builder for the 8th Congressional District and Mercer alumnus, will assist MCCD in coordinating these visits. In particular, visits will be made to neighborhood revitalization efforts in Atlanta and Savannah, Georgia and in Charlotte, North Carolina. In addition, MCCD and WWACS will invite practitioners in the field of neighborhood revitalization to visit Macon and share their experience with the local community.

In addition to the activities above, the Community Resource Center will help WWACS organize yearly strategic planning retreats. The work of WWACS will be further enhanced by the assignment of one or more undergraduate interns to work at least four hours a week directly with WWACS officers on public relations, communication, and specific projects. These students will be the recipients of Mercer's new Servant Leadership Scholarships (sls) (see II. 6. below), awarded for the first time for 1999-2000, which are full tuition leadership scholarships to local low-income students, and which require community service as part of leadership training. Finally, MCCD will offer WWACS matching grants for specific projects to benefit the neighborhood and its residents (up to \$10,000 a year will be reserved for this purpose). Organizational capacity is best developed in action, and these grants will encourage and enable WWACS to contribute directly to neighborhood revitalization.

Overall, these activities focused on the organizational development of the Willing Workers Association of Central South will be coordinated by Randall Harshbarger, Program Manager of MCCD, and the Executive Committee of WWACS, with the assistance of Dave Wallace, Director of the Community Resource Center. Mr. Harshbarger has extensive experience in developing training for non-profit organizations through his work overseas for Save the Children and Catholic relief services. Mr. Wallace specializes in organizing training programs for non-profit organizations throughout Middle Georgia.

In the first year of its existence, the Mercer Center for Community Development has focused its other community building activities on two other already existing organizations that are important to the fabric and future of Central South: the Boys and Girls Clubs of Central Georgia and the Inter-Neighborhoods Tenant Association, which represents the tenants of Macon's public housing neighborhoods.

Boys & Girls Clubs of Central Georgia

The Boys and Girls Clubs operate two facilities in Central South, including their historic Second Street headquarters. (They also operate facilities in three other sites in central Georgia.) They serve almost 900 young people between the ages of 6-18 in Central South. Mike Killen, the new executive director of the Boys and Girls Clubs, has done a remarkable job in the past two years of building his staff and forging new partnerships within the community. Mercer and MCCD are pleased to be part of this significant initiative to extend services and leadership opportunities to Macon's children and youth. In the past year, we facilitated the donation of six computers to Boys and Girls Clubs facilities in Central South, and we named a qualified Boys and Girls Club nominee to a Servant Leadership Scholarship to the University (see II. 6. below). In addition, the Mercer University Summer Basketball League joined with the Boys and Girls Clubs to create a Sharone Wright/NIKE Summer Basketball League under the sponsorship of Sharone Wright, an NBA player who grew up in Central South. On the basis of these collaborative efforts and of the proposed activities below, as well as on the Boys and Girls Clubs collaboration with WWACS, the Boys and Girls Clubs recently applied for the Annie E. Casey Foundation Award which recognizes collaborative family support initiatives on the part of Boys and Girls Clubs.

As part of its partnership with the Boys and Girls Clubs, MCCD will continue to offer a Servant Leadership Scholarship to a Boys and Girls Club nominee every year. Moreover, this student when enrolled at Mercer will act as an intern with the Club for his or her service obligation and will help recruit Mercer students to act as tutors and volunteers in the clubs. Mercer faculty, including Louis Gallien, chair of the teacher education department and an authority on cross-cultural tutoring, will also assist the Boys and Girls Clubs in implementing "Power Hour," a nationally-evaluated homework assistance and tutorial program. Club members, who are required to conduct service projects, and members of the Summer Basketball League, who are also required to participate in community service, will join WWACS and Mercer students and faculty in the neighborhood clean-ups planned for the future (see I. 3. below). Finally, the Boys and Girls Clubs will benefit from and participate in the community history project documenting its history (see I. 5. below). Older Club members will assist in the project and work with Mercer students by conducting research, interviews, and writing articles.

The work of the Boys and Girls Clubs of Central Georgia is a natural adjunct to the education activities of this project, which also offers a natural means to involve the youth of Central South with their own community and with Mercer students and faculty. Randall Harshbarger, Program Manager for MCCD, will function as liaison with the Boys and Girls Clubs in developing these initiatives and others.

The Inter-Neighborhoods Tenants Association

The Inter-Neighborhoods Tenants Association is an organization consisting of the officers of the city's public housing neighborhoods' tenant associations. Edna Lester currently serves as president of the Association and is a member of MCCD's Community Advisory Council. The organization has recently qualified for non-profit 501(c)3 status with the intention of developing and securing funding for specific projects to benefit residents of public housing and their neighborhoods. In the past year, MCCD facilitated the donation of four computers to the organization for use in Oglethorpe Homes. We also secured the services of a Mercer University AmeriCorps volunteer to work with the organization on its projects and its own development. In this COPC project, we plan to continue this relationship with the AmeriCorps program at Mercer. We have also agreed to organize in the Fall a workshop with representatives of several existing 501(c)3 organizations in the city to train Inter-Neighborhoods Tenants Association (and the Willing Workers Association of Central South) in the requirements and appropriate procedures to maintain non-profit status. We regard this as an excellent networking opportunity as well. MCCD will also extend to the Inter-Neighborhoods Tenants Association the opportunity to apply for matching grants for specific neighborhood projects as part of the COPC project (up to \$10,000 a year).

Randall Harshbarger, Program Manager for MCCD, and Frank Mack, Director of Housing Services for the Macon Housing Authority (MHA), will function as liaison with the Inter-Neighborhoods Tenants Association

in developing these initiatives and others. This support being given to the Inter-Neighborhoods Tenants Association comes at the explicit request of the MHA and the Association itself as importantly supplementing the support made available through MHA.

Neighborhood Churches

Seven churches in Central South have participated in some way with MCCD and these new revitalization efforts. Two of them, Ebenezer Missionary Baptist Church and Greater New Bethel Baptist Church, have been essential to launching the Willing Workers Association of Central South, offering meeting space and assistance in the neighborhood clean-ups. Their pastors, the Rev. Jacob Parker, who grew up in Central South and has served Ebenezer for thirty years, and the Rev. Arthur Gordon at New Bethel have offered invaluable counsel, as has the Rev. Frank Ray, who has had a long-time street ministry to youth in the neighborhood. The Rev. Parker serves on MCCD's Community Advisory Council. Other churches and pastors have expressed an interest in stronger involvement--our Mayor's Prayer Breakfast last fall yielded many good ideas. The churches of the Central South neighborhood are indigenous organizations that hold significant power and loyalty for the community. Increased participation by these congregations can both legitimate and extend the work of the larger revitalization effort.

The overall goal of this activity is to encourage and develop a stronger participation in the community by churches in Central South by exploring with them on an individual basis the desire, need, and resources for such involvement. Fred Bongiovanni, Associate Professor of Sociology in the Social Sciences department of the School of Education, will provide leadership for this activity. He has served as a consultant to churches in changing communities in Kentucky and Georgia. He will be assisted by student interns from the School of Education's Social Sciences department. One intern in the department has already begun a preliminary survey of the neighborhood churches. The major tasks in this activity include: developing a relationship with at least six churches in the Central South Neighborhood and providing assistance to them in the development of community ministry activities. Specific tasks to be accomplished include: interviews with pastors/clergy leaders of each congregation, interviews with key lay leaders of each congregation, a demographic profile of each congregation, a ministry assessment of each congregation's involvement in the community, and a strategic plan for each congregation participating in the consultation process.

This initiative offers excellent service learning and practicum experience students and will enhance the outreach activities of one of Central South's most valuable resources, its churches. It will be coordinated with WWACS and the Central South Neighborhood Task Force.

Overall, the outreach activities incorporated in Organizational Development consist primarily of data gathering, educational training and experiences, and strategic planning involving University faculty and students and the MCCD core staff in their roles as educators and students. While drawing on resources outside the University for some of these services, none of them duplicates present activities by other entities, and, in fact, they represent important new resources for this neighborhood and are recognized as such.

I. 2. Leadership Skills

During the year since the Willing Workers Association of Central South was formed by neighborhood residents, the organization has made great strides, both in terms of concrete accomplishments and in cultivating a sense of neighborhood spirit and pride. In order to build on this base, MCCD will offer specific training to individuals in the organization in areas that have been specifically requested by WWACS. These include general management, financial management, negotiating skills, computer training, community outreach and public relations, and credit and housing counseling. The latter will be especially important to train WWACS members as Fair Housing Advocates to work with MCCD and other partners to revitalize the neighborhood through the work of a new Community Development Corporation (see III. 1. below).

Dave Wallace, Director of the Community Resource Center, and Mary Ussery, Director of Professional Services at Consumer Credit Counseling Services, will take the lead in this training. In Year One, training will also be carried out in classes offered through the Macon Technical Institute, the Nonprofit Resource Center (Atlanta), Renaissance Housing Corporation, and the Macon Housing Authority. More specialized and individualized training will be provided on an as-needed basis in Years Two and Three. The activity will be coordinated by Randall Harshbarger, Program Manager of MCCD, and the Executive Committee of WWACS. These outreach activities access educational resources outside the University that complement the training activities described in I. 1. above and represent a unique opportunity for additional entities to contribute to the evolution of a community-based CDC in Macon.

I. 3. Neighborhood Clean-Ups

A fourth strategic goal of WWACS is neighborhood clean-ups and beautification. MCCD and WWACS will sponsor semi-annual clean-ups, utilizing in particular the 250 students and faculty in the First Year Seminar/Experiential (FYS/X) program, while inviting wider Mercer participation as well. The FYS/X program also plans to donate and plant trees as part of the beautification effort. Moreover, young people from the two Boys & Girls Clubs in the neighborhood and their supervisors will also participate in these clean-ups.

David Nelson, Director of FYS/X, and Bobbie Shipley, Program Coordinator of FYS/X, will cooperate with the Executive Committee of WWACS in organizing this outreach activity. With a service requirement and a focus on "Self and World," FYS/X naturally lends itself to this activity and offers many opportunities for appropriate reflection on social problems and their solution. (These same freshmen will also tutor in the two area elementary schools as part of this program (see II. 2. below).)

I. 4. Community Oriented Policing

Macon Police Department

We propose to increase the impact of the Macon Police Department's community oriented policing through incorporation of a Youth Enrichment Service (YES) officer and the Police Athletic League (PAL) to serve youth in Central South. The YES program is a cooperative effort with the Economic and Community Development Department of the City of Macon to place resident police officers in inner-city neighborhoods. In return for free rent, resident officers provide 24 hours per month of their own time to work with 10 to 14 year old at-risk youths in their neighborhoods. Each resident officer serves as a role model and mentor for 30 at-risk youths while leading them in enrichment activities. One of the tasks of this COPC project is to facilitate the donation of a suitable house in the neighborhood to serve this purpose, which will be renovated by ECDD. The Police Athletic League is supported the AmeriCorps Cadet Program and uses sports to provide at-risk youths between the ages of 15 and 17 with a positive alternative to involvement in gangs. A minimum of twenty hours of instruction in a Youth Police Academy is required for participation in PAL. This COPC grant will support an important element of this program expansion by funding Central South PAL youths' participation in the annual AmeriCorps Youth Crime Prevention Conference for 300 YES and PAL youth and 30 AmeriCorps cadets.

As a unique incentive to Macon police officers to live in the COPC focus neighborhood, Mercer University will provide them with the same equity incentive that it will provide to its own employees who agree to buy new or renovated houses in the Central South area. This incentive is 7.5% of the purchase price of the property. This incentive to invest themselves in the neighborhood will be made available to three police officers during the three-year grant period.

Mercer University Police

This activity also importantly strengthens the working partnership between the Macon Police Department and the Mercer University Police to extend the University's public safety resources into the Central South area. Mercer University Police derive their law enforcement powers as defined in Georgia Code 20-8-1 and are also sworn by the City of Macon as police officers. The Mercer University Police consists of seventeen fully sworn officers. John Vasquez, Chief of the Macon Police Department, and Gary Collins, Director of the Mercer University Police, have a good working relationship. Mr. Collins is a former Macon police officer. As part of this project, Mercer University Police will purchase appropriate communication equipment for direct radio contact with the Macon Police Department, will pay for hook-up with the emergency dispatch system, and will provide three patrols per shift to Central South (nine a day). Mercer officers will also meet regularly with the Central South block captains for Neighborhood Watch and Citizens on Patrol. This represents a major investment by the University, but it will dramatically increase police presence and visibility in Central South and provide one of the most important impact objectives.

This use of University resources to benefit the community around it is an appropriate extension of the present cooperation that exists between the two public safety departments with their overlapping jurisdictions. It also serves as a fine example of the collaboration that distinguishes this project. Finally, it is a model for increasing community capacity while at the same time enhancing public safety.

I. 5. Community History Projects

History of the Boys and Girls Clubs of Central Georgia

Sarah Gardner (Department of History), who teaches courses at Mercer on the New South and on African American history, will oversee the writing of a general-interest history of the Boys and Girls Clubs of Central Georgia. Mercer students enrolled in regularly-offered upper division American History courses, special topics seminars, and independent study courses will have the opportunity to work on this project. Students involved in various service organizations, such as the Baptist Student Union, the Organization of Black Students, and others will also have the opportunity to work on this project. Current members of the Clubs can benefit by working with Mercer students to conduct interviews and research topics. Students will be trained in the fundamentals of historical methodology and will collect primary material and research public records. Mercer University Press, which has southern history as one of its primary areas, has agreed to prepare the final copy for printing and subvent its publication.

Central South Oral History Project

Dr. Gardner will also oversee an oral history project in the Central South neighborhood in order to document the transformation of the racial composition of the neighborhood over the past six decades. Last summer Dr. Gardner studied at Harvard University with Professors Henry Louis Gates, Jr., Waldo Martin, and Patricia Sullivan in an NEH Summer Institute on "Teaching the History of the Southern Civil Rights Movement, 1865-1965." Her work group focused on the "architecture of segregation," developing college curricula in terms of "public history." Mercer students enrolled in regularly-offered upper division American History courses, special topics seminars, and independent study courses will have the opportunity to work on this project. Students will be trained in the fundamentals of oral history, such as arranging and preparing for interviews, interviewing techniques, and assessing the interview and relating it to the larger project. Students will also study theoretical assumptions that support the legitimacy of oral history and examine legal and ethical issues connected with the process. They will then interview residents and record their testimony, building an archive of oral history interviews. Nominations for interviews will be solicited through local organizations and word of mouth. The archive will be available through the Genealogical Room of the Washington Street Library. When the transcriptions are complete, MCCD will host a community presentation and barbeque on Mercer's campus honoring the individuals interviewed and presenting an anecdotal portrait of the history of the neighborhood through dramatic readings of selections from the interviews (and

interspersed with jazz, urban blues, and gospel performances!). As we are discovering, there is and will be much to celebrate in Central South.

By encouraging full participation of neighborhood residents in all aspects of these two research projects, they also are outreach oriented. These projects offer exceptional service-learning contexts for the students and neighborhood youth involved. They are the first efforts of their kind in the neighborhood and will engage Central South residents in recapturing a common sense of the neighborhood, its history, and its human assets.

I. Neighborhood Revitalization: Empowerment and Community Capacity Building									
Tasks (organized by Fall, Winter, & Summer semesters)	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
I. 1. Organizational Development									
Assets mapping workshop & site visit	x	x							
Collect assets mapping data			x	x					
Analyze and distribute assets mapping data					x	x			
Form Central South Neighborhood Task Force	x	x	x	x					
Community Development Institute workshop for Task Force		x							
Incorporate WWACS & apply for 501(c)3	x	x	x						
WWACS site visits to CDCs & neighborhoods in region	x		x		x				
WWACS strategic planning retreats		x			x			x	
Place 2 sls interns with WWACS annually	x	x		x	x		x	x	
Develop and award MCCD/WWACS matching grants for Central South projects	x	x	x	x	x	x	x	x	x
Place sls intern at Boys & Girls Clubs annually	x	x		x	x		x	x	
Implement "Power Hour" tutorial at Boys & Girls Clubs	x	x							
Place AmeriCorps intern at Inter-Neighborhoods Association	x	x	x	x	x	x	x	x	x
Workshop on 501(c)3 status for Inter-Neighborhoods & others	x								
Develop and award MCCD/Inter-Neighborhoods matching grants for projects to benefit public housing residents	x	x	x	x	x	x	x	x	x
Mayor's Prayer Breakfast for Central South pastors & laity	x			x			x		
Interviews with Central South churches	x	x	x	x	x	x			
Strategic planning with churches for community ministries		x	x	x	x	x	x	x	x

I. 2. Leadership Skills	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
Train WWACS members (computer, finances, negotiating, public relations, grant writing, credit counseling, housing counseling)	x	x	x	x	x	x	x	x	x
I. 3. Neighborhood Clean-Ups									
Organize semi-annual clean-ups with WWACS, FYS/X, and Boys & Girls Clubs (and other participating organizations)	x	x		x	x		x	x	
I. 4. Community Oriented Policing									
Locate house to be donated to ECDD for YES program	x	x	x						
Sell renovated or new houses in Central South to officers from Macon Police department						x	x	x	x
Upgrade University Police communication equipment	x								
Extend Mercer University Police patrols to Central South	x	x	x	x	x	x	x	x	x
I. 5. Community History Projects									
Train students for research on Boys & Girls Club History	x	x							
Research and conduct interviews for Boys & Girls Club History		x	x	x					
Write Boys & Girls Club History				x	x	x			
Mercer University Press prepare Boys & Girls History for publication							x		
Train students for Central South oral history project	x	x		x	x				
Interview and transcribe for Central South oral history project		x	x	x	x	x	x		
Community celebration of Central South's history honoring fifty of its residents								x	

End Products	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
WWACS incorporated as 501(c)3 non-profit			x						
Assets map of Central South							x		
Central South Neighborhood Task Force	x	x	x	x	x	x	x	x	x
WWACS Strategic Plan (updated)		x			x			x	
Strategic plans for 6 Central South churches (2 a year)	x	x	x	x	x	x	x	x	x
25 neighborhood residents trained in a variety of leadership skills (9 Year One, 6 Year Two, 10 Year Three)	x	x	x	x	x	x	x	x	x

End Products (continued)	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
30 at-risk 15 to 17 year old youth in Central South participating in the AmeriCorps PAL program	x	x	x	x	x	x	x	x	x
1 Macon Police officer living in Central South as an YES officer and serving 30 at-risk 10 to 14 year old youth			x	x	x	x	x	x	x
3 Macon Police officers living in Central South as homeowners							x	x	x
20 Mercer University patrol cars equipped for emergency dispatch	x								
3285 Mercer Police patrols a year in Central South	x	x	x	x	x	x	x	x	x
500 paperback copies of Boys & Girls Club History								x	
50 transcribed interviews with Central South residents			x	x	x	x			

Impact Objectives	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
Increase WWACS active membership 100%						x			
Increase Boys & Girls Clubs Central South membership 20%				x					
Develop 6 Central South church community ministries									x
Remove trash and underbrush from vacant property in 24 blocks of Central South (8 blocks a year)		x			x			x	
Increase police visibility in Central South 100%									x
Increase annual donations to Boys & Girls Clubs 20%									x
Publicly celebrate Central South's history and people with 500 Macon residents								x	

II. Education: School Success and Life Skills

II. 1. Addressing Developmental Needs

Central South is fortunate that the First Street Arts Center, a non-profit, multi-service educational center for children, is located adjacent to the neighborhood. Founded in 1985 by Mercer Professor of Psychology Thomas Glennon with funds from the Governor's Council on Developmental Disabilities, the Center serves a highly diverse population and offers preschool, after school, and summer camp programs for children 3 to 13 years of age. Fifty percent of the children served come from low income families, and 16 percent have one or more developmental disabilities. The Center is largely staffed with Mercer interns and volunteers, including 33 AmeriCorps volunteers. The First Street Arts Center was nominated in 1998 by MCCD for inclusion in *University-Community Partnership: Current Practices*.

The Center will reserve 15% of its available slots (21 spaces) for qualified Central South neighborhood children (children from low income families or children with disabilities) and provide discounted rates for

them. LaConstance Smith, Social Services Director for the Macon Housing Authority, will coordinate the identification of families in public housing who need and desire this service.

This outreach activity is provided by a community partner that heavily utilizes Mercer students and personnel in training, volunteer, and service learning contexts to deliver this direct service and that will dedicate a significant proportion of its existing services to this Central South initiative.

II. 2. Tutoring in Elementary Schools

Mercer undergraduate students in the First-Year Seminar (FYS) program have long had a strong relationship with one of the two public elementary schools that serve Central South, John W. Burke. Their one-on-one tutoring in the school has contributed to the significant improvement in the reading skills of the school over the past few years. Since 1994, Burke students' ranking in the county on the Iowa Test of Basic Skills has improved from 16th in the county (out of 30 elementary schools) to 2nd in 1998 and 1st in 1999. Last year, we expanded this tutoring program to Ingram-Pye Elementary as well (which ranked 13th on the ITBS in 1999).

As part of this project, 250 First Year Seminar (FYS) Mercer students will tutor first, second, and third grade students one-on-one in reading for 24 weeks a year at John W. Burke and Ingram-Pye Elementary Schools. The School of Education Department of Teacher Education will lend its skills to enhance this partnership with Ingram-Pye and Burke. Under the leadership of Janet Busboom, Scarborough Professor of Education and Coordinator of the Reading Specialist Program, and Louis Gallien, Chair of the Department of Teacher Education, the department will provide training: (1) by developing a tutor training handbook; (2) by sponsoring training sessions based on the methods of the Rolling Readers Program to prepare students to become effective tutors; and (3) by incorporating methods to increase sensitivity to cross-cultural communication. Gary Richardson, Director of FYS, and Bobbie Shipley, Program Coordinator for the program, will coordinate time schedules for the tutors, orient them to the program, and supervise the tutors.

At Burke, there are special issues with respect to the high number of transient students who must be served. This past year, graduate students from the School of Education, under the supervision of Dr. Busboom, analyzed demographics of transient students at Burke and began researching the academic performance of students from transient populations. In 1999-2000, graduate students will conduct diagnostic testing with these students in order to identify properly their learning needs in the core subjects of reading, math, and writing. Teachers at Burke, in conjunction with graduate faculty from the School of Education, will design developmentally appropriate curricula to raise the achievement levels of this at-risk cohort group. Education majors will act as tutors to aid in delivering these focused services. The School of Education will identify one or more graduate students specifically for coordination and supervision of this program. This graduate student will: (1) coordinate time schedules of the tutors; (2) supervise the tutoring staff; and (3) serve as a liaison with the administration of the school.

This outreach activity is based in part on applied research conducted by Mercer students and faculty this past year. It continues and expands a tutoring program that has been part of the emphasis on experiential education that has distinguished our First-Year Seminar program from its inception thirty years ago.

II. 3. Nurturing Special Talents

Mercer faculty have designed two new programs that will nurture the talents of exceptional children in Central South. The Department of Music's new Preparatory Program, under the direction of Jean Roberts, offers instruction by Mercer faculty to musically talented young students. The Department of Music in the College of Liberal Arts will offer weekly private music lessons during the school year to four students per year from Burke and Ingram-Pye (beginning with second graders or older). Students will be nominated by the principals at the schools, Vivian Hatcher and Frank Tompkins.

In partnership with the Macon Chapter of the American Association of University Women (AAUW) and the Bibb County Public Schools, Linda Hensel, Assistant Professor in the Department of Biology, and Hope McIlwain, Assistant Professor in the Department of Mathematics, have received one of five national two-year grants (1999-2001) from the AAUW Educational Foundation to pilot a two-week Central South Summer Math & Science Camp for Girls in the summer of 2000. This camp will serve 24 talented fifth and sixth grade girls from Burke and Ingram-Pye Elementary Schools and pair them with six female high school and six female college student mentors. The curriculum will be planned in the summer of 1999 through a collaboration with Mercer faculty from the sciences, mathematics, and computer science and with Bibb county elementary, middle, and high school teachers. The School System will identify students to participate using an assessment process based on the recently adopted multiple-criteria gifted identification and will provide publicity and liaison with parents. The camp addresses the specific decline in national test scores for girls in math and science as they enter middle school. By reinforcing achievement, enhancing skills, identifying talents, and connecting these students with college and college students, the program aims at encouraging gifted girls from low-income families to take academically challenging courses in middle and high school and to plan to attend college. Dr. Hensel and Dr. McIlwain have been joined by Joan Burtner, Assistant Professor in the Engineering School, in also applying for a grant from the National Science Foundation Program for Gender Equity in Science, Mathematics, and Engineering to follow-on this camp with a science, math, and technology summer camp for sixth and seventh grade boys and girls from Central South. This camp would have similar goals and would also allow for a direct comparison between the effects of the single-sex and the coed camps on girls' future interests and success in math and science. The local AAUW chapter will raise funds to continue the camps on the basis of the effectiveness of these camps.

These outreach activities are at the core of Mercer's teaching mission, build successfully on innovations introduced within the public schools in recent years, and offer an important applied research opportunity.

II. 4. School-Age Care: Communities in Schools

Beginning in 2000-2001, Communities In Schools of Macon/Bibb County (CIS) plans to offer after school programs at both John W. Burke and Ingram-Pye Elementary Schools that will be aimed at providing a safe and supportive environment for children after school and will emphasize educational enhancements. In support of this initiative, Mercer University will provide an intern and two work-study students as program and office support staff to CIS next year. In 2000-2002, Mercer will provide an additional 12 work-study students annually to help staff the after school programs at Burke and Ingram-Pye. Training and supervision will be provided by CIS staff, including the site directors for the individual programs.

CIS is also an important element of the U.S. Department of Education GEAR UP grant submitted by Mercer University, April 30, 1999. As part of this grant, CIS will be developing after-school programming to serve students from the Central South area at McEvoy Middle School and Southwest High School from 1999 to 2004 (see II. 5. below). Services for the entire seventh grade cohort at McEvoy in 1999-2000 would be extended to each new seventh grade cohort and continued for each progressing cohort through 2004. While these funds are not an allowable match for this COPC application, they will represent an important contribution to the revitalization project (\$76,268 in Federal funds and \$68,428 in community matching funds will support programming for CIS for approximately 700 Central South students over the five-year life of the grant).

This specific COPC outreach activity at Burke and Ingram-Pye Elementary Schools is another excellent example of the University's collaborative and coordinating role in this project. As will be the case below (II. 5.), it also makes creative use of University resources to support emerging community initiatives. Ten percent of Federal work study funds are mandated to support community service. Provost Russell Warren supports an even stronger dedication of these University resources to community use on the grounds that they involve valuable contributions on the part of the students and offer them learning experiences as well. *This*

conscientious use of work-study students will be a hallmark of this COPC project and may serve as a national model to other universities and college.

II. 5. Preparing for College: GEAR UP & AVID/CAP

Children in the Central South area are served by two middle schools, McEvoy and Ballard-Hudson, and the high schools they feed, Southwest and Southeast. This activity supports GEAR UP at McEvoy/Southwest and AVID at Ballard-Hudson/Southeast.

McEvoy/Southwest

GEAR UP is a new U. S. Department of Education program designed to give more low-income students the skills, encouragement, and preparation needed to pursue post-secondary education. It was added to this year's NOFA as an eligible activity for HUD COPC funding. Mercer University, as coordinating and fiscal agent and in collaboration with the Bibb County Public Schools, Macon State College, the Macon Housing Authority, the Macon 2000 Partnership, Communities In Schools, and 100 Black Men of Macon/Middle Georgia, has applied for a GEAR UP grant for \$8,340,000 in Federal funds (matched dollar for dollar) to serve 10,425 students over a five-year period (1999-2004) in two middle schools and the two high schools they feed. McEvoy Middle School and Southwest High School serve Central South students. Although none of this funding can count as match for this COPC application, these funds will have a substantial impact on Central South students--and one far beyond simply the programming for CIS (as described above in II. 4.).

The core program for this GEAR UP initiative will be a College Awareness and Preparation (CAP) program, which will be modeled on the well-tested and highly successful AVID (Advancement Via Individual Determination) program and use AVID curricular materials and training by agreement. AVID is a worldwide College Preparatory Program developed by Mary Catherine Swanson in 1980 that uses a regularly scheduled elective college preparatory class to prepare students for eligibility for college, to give students college level entry skills, and to motivate students to seek college educations. AVID is offered in 700 schools in seven states and thirteen countries. CAP will make extensive use of college tutors from Mercer, Macon State, and Wesleyan College as part of the community match for GEAR UP.

The College of Liberal Arts and its Department of Interdisciplinary Studies is well-suited to contribute an important enhancement to the CAP program at Southwest High School and one that culminates the other COPC contributions detailed above that aim to raise the sights and achievements of Central South students. CAP (and AVID) feature "Socratic Seminars" as an important way to develop critical thinking and discussion skills. Mercer's Great Books program is the College of Liberal Arts premier general education program. It is student-centered and discussion-based--and features a discovery approach to reading classic texts. It uses a seminar format to teach critical reading and thinking skills as well as the power of dialogue and dialectic. Mercer's program is closely and successfully modeled on the preeminent Great Books curriculum developed at St. John's College. Great Books seminars will be offered for two years as a pilot program for 120 sophomores (Year Two) and 120 juniors (Year Three) (six classes of twenty students) at Southwest. Six Mercer faculty and 12 Mercer Great Books students annually will serve as instructors and tutor participants in the weekly seminars together with Southwest CAP teachers. In the summers of Years One and Two, four Mercer faculty will offer two-week training workshops on the Mercer campus for twenty Southwest teachers each summer to experience the Great Books method and prepare for the school-year classes. At the conclusion of Year Three, Southwest CAP teachers will be prepared to continue the program with the participation of Mercer Great Books students as mentors and tutor participants. Emory Whitaker, Director of the Great Books Program, Charlotte Smith Thomas, Chair of the Department of Interdisciplinary Studies (and herself a graduate of Mercer's Great Books Program), and Gail Fowler, Principal at Southwest, will coordinate this activity.

Ballard-Hudson/Southeast

Ballard-Hudson Middle School is the other middle school that serves Central South students. With MCCD support, it has received a state-funded Comprehensive School Reform Grant to implement AVID and Core Knowledge programs for seventh and eighth grade students. As part of this COPC project, Mercer will assign 10 work-study students annually to serve as the AVID tutors at Ballard-Hudson. Randall Harshbarger, MCCD Program Manager, and Gloria McSwain, Principal at Ballard-Hudson, will coordinate this activity, and training for the tutors will be supplied by the AVID teachers.

This outreach activity offers tutorial support for students to acquire--and training for teachers to communicate --the skills necessary to succeed in college, particularly the higher-order thinking skills that distinguish a liberal arts education and are the hallmark of Mercer's distinctive mission. Thus, this activity offers Central South students valuable Mercer resources in both the CAP program at McEvoy Middle School/Southwest High School and the AVID program at Ballard-Hudson Middle School/Southeast High School.

II. 6. Servant Leadership Scholarships

As the University's partnership with the Central South area of Macon and the Bibb County Public School System is successful in increasing school success for Central South students, it is important that there be opportunities for these students to have an opportunity to attend the University that is their neighbor. Moreover, these students' potential for leadership needs to be cultivated and returned to the community. The Servant Leadership Scholarship (sls) program offers four full-tuition, four-year scholarships to Mercer annually. The scholarships are publicized through high school counselors, TRIO programs, churches, Boys and Girls Clubs, neighborhood associations, and tenant associations in the Middle Georgia area to qualified, low-income and public-housing students who have demonstrated exceptional leadership potential. In turn, students selected as Servant Leadership Scholars contribute sixty hours a year of community service back to their local communities, as part of the University's outreach and revitalization efforts. The Servant Leadership Scholars program will begin its first year at Mercer this Fall. We have successfully identified and enrolled four student recipients, three from Macon and one from Warner Robins, Georgia. One student is a Central South resident. Two of the students are public housing residents and two of them are graduates of Mercer University's Upward Bound program. This year's four Servant Leadership Scholars will serve as interns with the Willing Workers Association of Central South and with the Boys and Girls Clubs of Central Georgia and one will work with high school students as a peer mentor preventing teen pregnancy. For the duration of this COPC project, Central South residents will be given preference in the awarding of these scholarships.

With sixteen sls students enrolled in Mercer by 2002-2003, the potential impact of this new program on Middle Georgia inner-city neighborhoods, particularly Central South, is significant. The impact on Mercer and its mission of education and service will also be significant and welcome. The HUD Atlanta office has nominated this program for HUD Best Practices recognition. Alison Nooks, Associate Director of Admissions and a Mercer graduate, will supervise the recruitment process for sls students. Sam Hart, Assistant Dean of Students and Director of Mercer's Upward Bound program, will chair the selection committee. Randall Harshbarger, MCCD Program Manager, will facilitate service placements for sls students and monitor their progress at Mercer.

II. 7. Peer Mentors to Reduce Teen Pregnancy

Georgia has the highest rate of teen pregnancy in the United States and one of the highest rates of sexually transmitted diseases (STDs). The rate is particularly high in areas of low socioeconomic status such as the Central South neighborhood. According to a 1995 survey completed by the CDC, two-thirds of Georgia high school students report having had sex (vs. 53% nationally) and 29% of these report four or more partners (US: 18%). Eleven percent reported having been involved in a pregnancy (US: 7%). The Bibb County Board of Education has recently opened a state-supported, system-wide Teen Pregnancy Center located in Central South to continue to provide instruction to pregnant teenagers and young mothers. Teen HIV infection is a

matter of special concern, given the fact that one half of all infections in the US occurs in people under age 25. Furthermore, the proportion of infections among teens is likely to increase given that the rate of HIV infection is increasing more rapidly among people under age 25. The training of peer mentors to address this problem has proven effective and contributes to leadership development and community capacity as well.

Families Preventing Teen Pregnancy (FPTP)

The Macon-Bibb County Health Department, in cooperation with the Boys and Girls Clubs of Central Georgia and community organizations, has agreed to sponsor Families Preventing Teen Pregnancy (FPTP) in Central South. FPTP, which was piloted in Macon by the Macon 2000 Partnership in 1998-1999, uses a nationally-recognized curriculum and trained peer mentors to encourage children, aged 9-15 and at risk for early pregnancy, to abstain from sexual activity until marriage. Program participants are exposed to 271 hours of curriculum that develops skills including decision making, goal setting, and communication skills while clarifying and supporting healthy values. Two of three program sites are located in Central South, and the program will serve 150 Central South youth annually. FPTP meets for 32 Saturday mornings during the school year and during the summer a seven-week camp meets five days each week. Program participants also become members of the Boys and Girls Clubs in their neighborhood. The mentors are youth, aged 16-20, living in the target areas and drawn from the same risk factors as the proteges. Twenty-five peer mentors will be trained annually. Mentors must be referred by their school, religious organization, or community representative and demonstrate maturity, responsibility, and commitment to education and helping others. Teachers train mentors and offer curricular instruction. Rhonda Green-Barnes, a Mercer graduate, is Program Director. The program is under the supervision of Ecleamus Ricks, Administrator of the Department.

Students Together Against Negative Decisions (STAND)

To complement the continuing efforts of FPTP, Macon 2000 Partnership and the March of Dimes, in cooperation with the Mercer University School of Medicine, local government agencies, and community organizations, will pilot Students Together Against Negative Decisions (STAND) in Central South as part of this COPC project. STAND was developed in a Middle Georgia county by Mike Smith, the Director of AIDS Education at Mercer University. STAND is a 32-hour course in HIV/AIDS, STDs, and pregnancy prevention that trains tenth-grade opinion leaders to become peer educators advocating abstinence and risk reduction. The program focuses on abstinence, basic information, the risks of sexual involvement, values and goal setting, refusal skills and assertiveness training, stage-specific risk reduction skills, mutual support, adopting healthy norms, and influencing other peers. The program seeks to prevent risky sexual activity among the peer educators and to encourage these teens to influence their peers so as to change the cultural norms of their community to decrease the social acceptability of sexual behaviors that place individuals at risk. Once trained, the STAND teens will be encouraged to do at least four things: (a) discuss AIDS, STDs, and teen pregnancy informally with their peers; (b) endorse risk reduction and risk elimination among their peers; (c) make presentations in churches, clubs, and other peer groups, etc.; and (d) refer friends to local professional service providers as appropriate. The 12-month follow-up evaluations of the pilot study implemented in a nearby Georgia county reveal a substantial decrease in sexual risk taking for both virgins and non-virgins. For example there was a 50% greater increase in the proportion of sexually active teens in the control county compared to teens in the county where STAND was implemented. Similarly, the proportion of sexually active teens who reported using condoms consistently increased almost twice as much among STAND-trained teens.

Tenth and eleventh graders in Central South will be selected on the basis of sociometric peer nomination data, augmented by self nomination. With parental consent, three gender-balanced classes of 18 students each will be selected annually. Three training classes will be held over the course of the year. The training will be led by Jeter R. Thaxton and Kelly Ringer, both of whom are Family Services Coordinators with the Bibb County Department of Family and Children Services. Both men have experience conducting STAND training with African American male teens in Bibb County in another setting. Mr. Thaxton will also serve as the manager for the STAND program. In Years Two and Three, former STAND trainees will serve as the teen co-

facilitators. Dr. Smith, will supervise all aspects of the STAND program, including evaluation. Written surveys including the AIDS Risk Behavior Knowledge Test, the HIV Prevention Attitude Scale, the Youth Risk Behavior Survey, and the Stages of Change Questionnaire will be completed immediately before and after the intervention. The effectiveness of the project for decreasing risk behaviors will also be monitored by more indirect public health measures. All subject data collected will be completed anonymously, and every effort will be made to protect the individual's privacy. Standardized instructions for all data collection instruments request informed consent and point out that respondents are free to refuse to participate.

The sex education program in the school system in the Central South area is extremely limited. There are currently no sexual risk reduction programs of any kind in the area. Thus, these two outreach educational programs address a vital unmet need in Central South and offer a strong complement to one another. In addition, STAND will have a applied research component as part of the on-going community medicine focus of the Mercer School of Medicine.

II. Education: School Success and Life Skills									
Tasks (organized by Fall, Winter, & Summer semesters)	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
II. 1. Addressing Developmental Needs									
Identify and enroll qualified pre-school children from public housing families in First Street Center	x	x	x	x	x	x	x	x	x
II. 2. Tutoring in Elementary Schools									
Assign FYS students to tutor in Burke & Ingram-Pye	x	x		x	x		x	x	
Develop tutor training handbook	x	x							
Train FYS tutors as Rolling Readers	x			x			x		
Diagnostic testing of transient students at Burke Elementary		x							
Design curricula for transient elementary students				x					
Assign Education majors to tutor transient students at Burke					x		x	x	
II. 3. Nurturing Special Talents									
Nominate and enroll students in Music Preparatory Program	x	x		x	x		x	x	
Design curricula for Math & Science Summer Camp for Central South girls	x								
Identify Math & Science Camp participants and mentors		x							
Math & Science Summer Camp			x						
II. 4. School-Age Care: Communities In Schools									
Place intern in and assign 2 work-study students to CIS office	x	x		x	x		x	x	
Assign 12 work-study students to tutor at Burke and Ingram-Pye Elementary Schools in CIS after school programs				x	x		x	x	

II. 5. Preparing for College: GEAR UP & AVID/CAP	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
Assign 10 work-study students to tutor in Ballard-Hudson M.S. AVID program (5 first year, 10 subsequent years)	x	x		x	x		x	x	
Summer Great Books workshops for Southwest CAP teachers			x			x			
Southwest 10th grade CAP Great Books seminars				x	x				
Southwest 11th grade CAP Great Books seminars							x	x	
II. 6. Servant Leadership Scholarships									
Recruit and select 4 sls nominees annually	x	x		x	x		x	x	
Place enrolled sls students in community service settings	x	x		x	x		x	x	
II. 7. Peer Mentors to Reduce Teen Pregnancy									
Recruit 150 FFTP participants annually	x			x			x		
Recruit and train 25 FFTP peer mentors annually			x			x			x
FFTP school-year program	x	x		x	x		x	x	
FFTP summer camp			x			x			x
FFTP monthly parent education classes	x	x	x	x	x	x	x	x	x
Recruit and train 54 STAND peer mentors annually	x	x	x	x	x	x	x	x	x
Assess effectiveness of STAND							x	x	x

End Products	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
21 children from public housing families enrolled in developmentally sound neighborhood pre-school (annually)	x	x	x	x	x	x	x	x	x
250 grade 1-3 Burke & Ingram-Pye students tutored in Rolling Readers (annually)	x	x		x	x		x	x	
Tutor training handbook for FYS students		x							
Diagnostically-sound curricula for transient students at Burke Elementary				x					
4 Central South children taking private music lessons from Mercer faculty (annually)	x	x	x	x	x	x	x	x	x
24 5 th & 6 th grade Burke & Ingram-Pye girls learning advanced math & science skills on campus			x						
240 Burke & Ingram-Pye students served in quality after-school program in school facilities (annually)				x	x		x	x	
200 Ballard-Hudson students prepared and motivated for college prep curriculum (annually--100 in Year One)	x	x		x	x		x	x	

End Products (continued)	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
240 Southwest students prepared for college seminars				x	x		x	x	
40 Southwest CAP teachers trained to teach Great Books seminars			x			x			
12 local low-income or public housing students enrolled at Mercer (4 in Year One, 8 in Year Two, 12 in Year Three)	x	x		x	x		x	x	
150 Central South youth supported to practice abstinence until marriage (annually)	x	x	x	x	x	x	x	x	x
79 Central South youth trained as peer leaders for responsible sexual choice (annually)	x	x	x	x	x	x	x	x	x

Impact Objectives	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
Increase Ingram-Pye ITBS 3 rd grade reading scores 10%								x	
Increase Burke ITBS 3 rd grade reading scores 5%								x	
Increase number of 9 th grade Southeast H.S. students electing College Prep 5%							x		
Increase number of 9 th grade Southwest H.S. students electing College Prep 10%							x		
Increase enrollment at Mercer of Central South and/or public housing residents 100%							x		
Less than one third of virgin FPTP and STAND members will initiate intercourse by post-intervention survey			x			x			x
More than 75% of non-virgin STAND members will report being consistent condom users at post-survey			x			x			x

III. Housing: Neighborhood Planning and Fair Housing Choice

III. 1. Establishing a Community Development Corporation

Mercer University will take the lead in partnership with the City and other public and private institutions to create a new Community Development Corporation (CDC) with the specific mission of redeveloping the Central South neighborhood we have designated as our focus area. This accomplishes a goal proposed in the Consolidated Plan in 1995: "Form public-private-neighborhood based development partnerships in clearly defined micro-neighborhoods within larger inner city neighborhoods in an effort to create the critical mass of resources necessary to attract new homeowners and other investment" (Con Plan, p.73).

A Central South CDC task force has already been formed to begin the process. Its member are John Cole (General Assistant to the President, Mercer University), John McDonald (Senior Vice President & Area Executive, Wachovia Bank), N. Jay Green (Vice President, Wachovia Community Development Corporation), Bruce Gerwig (Director, Special Programs, Macon Housing Authority), Damon King (President Emeritus, Central Georgia Health Systems), Daisy Rawls (Chair, Willing Workers Association of Central

South), Betty Haynes (Team Captain, Willing Workers Association of Central South), Martin Fretty (Acting Director, Economic and Community Development Department, City of Macon), Kay Gerhardt (Properties Chair, Macon Heritage Foundation), Tom Wight (Urban Development Authority), Alison Souther (Executive Director, Macon-Bibb County Land Bank Authority), and Peter Brown (Director, Mercer Center for Community Development). MCCD will take the lead in the initial stages of formation of this new entity, including leading the task force, pursuing incorporation as a non-profit, providing staffing, and seeking funding. It is anticipated that Mercer University, the Medical Center of Middle Georgia, the Willing Workers Association of Central South, the Macon Housing Authority, and perhaps other organizations and institutions will support the operation of the Central South CDC, both with in-kind services and cash.

The University will also extend its very successful equity incentive program for faculty and staff in support of this Central South redevelopment project. In the Hugenin Heights pocket neighborhood north of the main campus, eight Mercer employees have purchased homes renovated by the Macon Heritage Foundation over the past three years and received a rebate from Mercer of 7.5% of the purchase price (5% at closing, 0.5 % annually for five years on the anniversary of closing). There are 1,100 Mercer Macon employees who work within blocks of Central South. There are 3,500 Medical Center employees for whom this is true as well. The Medical Center and other large institutional and public employers adjacent to Central South will be encouraged as part of this project to add similar incentives to their employees' benefits. *This may have national significance as a relatively low-cost way for institutions to leverage the private investment of their employees in the revitalization of neighborhoods in which they work--and in which they may find it attractive to live.* We expect that at least six Mercer employees will take advantage of this opportunity in Central South within the period of the grant--many already live in the area.

The CDC will become functional in Year Two of the grant and build or renovate 25 houses in Year Three. Specific additional support from Mercer University during this period will include a Neighborhood Builder to work in Central South (Year Three) and an intern and two work-study students for office support. MCCD and/or the new CDC will apply for CDBG funds in January 2000 to support the development and operation of this organization (an administrative grant in the range of \$40,000 to \$50,000 is anticipated). John Hiscox, the Executive Director of the Macon Housing Authority, has committed to supply office space for the CDC in Oglethorpe Homes. This space will include a one-stop housing counseling center where prospective homeowners can obtain information about financing and housing, receive budget and credit advising, be assisted in applying for financing, receive homebuyer training (including Healthy Homes instruction), and be referred for employment counseling by trained Fair Housing Advocates. WWACS members and other local residents trained through this COPC will staff the Central South Housing Center (see I. 2. above). *This specific partnership role for neighborhood residents may also have national significance as a replicable model.* This Housing Center is the first step toward realizing WWACS's fifth and last strategic goal of a neighborhood service center. Additional contributions to this redevelopment project will come from several sources. The Mercer Chapter of Macon Area Habitat for Humanity is committed to building a house a year in the focus neighborhood, beginning August 1999. Suzanne Wood, Executive Director of Macon Area Habitat, is exploring with her Board the possibility of joining MCCD to apply for a HUD Self-Help Homeownership Opportunities Program (SHOP) grant for land acquisition and infrastructural improvements in the focus neighborhood. The City will also help owner occupants secure bank and federally funded "basic shelter" home repair loans. In coordination with construction on the project, MCCD will explore with the Middle Georgia Consortium and the Macon-Bibb County Economic Opportunity Council the possibility of applying for a HUD Youthbuild grant in 2000.

This activity is a new departure for both the City and the University. It helps realize an initiative proposed in the City's Consolidated Plan and is a prime example of the University's role as catalyst in this collaboration. It is supported by the two applied research activities described below (III. 2. & III. 3.).

III. 2. Cataloging Vacant Property

Working in consultation with the Executive Committee of WWACS and Alison Souther, Executive Director of the Land Bank Authority, students from the Walter F. George School of Law will locate block by block, through physical inspection and property records, unoccupied properties and vacant lots in Central South. Each parcel will be identified by ownership and valued by property tax valuations. Delinquent tax status will be noted, if applicable. Zoning status and zoning requirements for construction of new housing will be identified. The record generated for each parcel will include at least one photograph of the property. This information will be organized in a database and made available to the Central South CDC, the Land Bank Authority, the Macon Housing Authority, Macon Area Habitat for Humanity, the Economic and Community Development Department (ECDD) of the City of Macon, and interested non-profit or private developers.

Joan Harris, Adjunct Professor of Local Government Law at the School of Law, will supervise the activity. Ina Vaughns, part of the core staff of MCCD, will manage the database for the project. Ms. Harris worked as City Attorney for the City of Macon for fifteen years and has extensive experience in housing issues, local government law, and eminent domain. The law students will be members of Ms. Harris's Local Government Law class, which is taught one semester each academic year (limited to fifteen students). In addition, she will supervise the work of two paid interns from the Law School who will continue the project during the summers. Central South will be divided into four areas of approximately 30 blocks each; one area to be surveyed each academic year. Since a survey of the focus area for the Central South CDC is presently in progress by Ms. Harris's students, a survey and database for the entire Central South area should be completed within the period of the COPC grant.

There is no comparable record for properties anywhere in the city or county, and our community partners see this applied research activity as highly useful to their redevelopment efforts. Within the Local Government Law class (which is a third year class), this field research takes the place of a research paper in fulfilling the requirements of the course.

III. 3. Marketing Fair Housing

The purpose of this activity is to identify the major consumer barriers associated with marketing housing opportunities to low-to-moderate income and first-time homebuyers, particularly to present residents of Central South, and to develop a marketing plan to encourage target market(s) within inner-city neighborhoods to become homeowners. Students enrolled in marketing courses at the Stetson School of Business & Economics (SSBE) in conjunction with residents of Central South will play a large role in implementing the activity. Vicki Eveland, Associate Professor of Marketing at SSBE, will supervise the activity. Other required personnel include a research assistant for Dr. Eveland.

In Year One of the grant, Dr. Eveland and her marketing students will gather secondary data from administrators of housing and finance programs, conduct focus groups with a variety of neighborhood residents, use in-depth interviews with residents who are in various stages of progress toward home ownership, and analyze the results from a consumer behavior perspective. Based on this research, students will develop a marketing plan and present it to representatives of our community partners and WWACS. In the Summer of 2000, Dr. Eveland will evaluate, edit, and finalize the marketing plan and provide written copies to MCCD for distribution to WWACS, the Central South CDC, the Macon Housing Authority, ECDD, and other non-profit housing developers in the city.

This applied research project strengthens the housing outreach strategy by providing a baseline of research information as well as a complete marketing plan. It will provide direct guidance to organizing the activities of the Central South Housing Center. This activity fits perfectly with Mercer's teaching and research missions. Students are placed into an active learning environment with real world tests of classroom theory. *Moreover, the application of marketing in the area of housing assistance offers an opportunity for nationally significant research and publication.*

III. 4. Planning for Redevelopment

Central South Residential Redevelopment

As John Hiscox, Executive Director of the Macon Housing Authority, likes to say, quoting Al Capone: "All you need to succeed is a smile, a gun, and a plan." In this case, we need two plans. Alison Souther, Executive Director of the Land Bank Authority, is preparing residential redevelopment plans for the three micro-neighborhoods identified by ECDD in Central South as demonstration areas for the public-private-neighborhood based development partnerships called for in the Consolidated Plan. In support of this initiative, Mercer will place an intern in the Land Bank in Year One & Two to assist in gathering and analyzing data. The Land Bank's planning process will be coordinated with the cataloging of vacant property described above (III. 2.). Preliminary studies by ECDD project the demolition of 33 unrepairable vacant houses in the 24-block focus neighborhood for the new Central South CDC (see III. 1. above), the renovation of 12 vacant houses, and the construction of 52 new houses (39% of the focus neighborhood is vacant property). The Macon Housing Authority (MHA) contemplates funding a residential market study of the Central South area in conjunction with their applications for HOPE VI funding to address the redevelopment of Oglethorpe Homes and Tindall Heights. It is anticipated that this market study will embrace assessing the market demand for moderate-income homeownership opportunities. The specifics of the Land Bank's residential redevelopment plans will reflect the findings of this market study--which will also have relevance to other inner-city neighborhoods and their prospects for revitalization. This planning will also be coordinated with the proposed 5-Year Parks & Recreation Plan for the City of Macon, which includes upgrades to two parks and two recreational facilities in Central South. The City has also proposed seeking funding for \$816,000 in infrastructure improvements to be coordinated with this residential redevelopment in Central South. Finally, the chances are good that MHA will apply for HOPE VI to redevelop the two 1941 barracks-style public housing neighborhoods that bracket our focus redevelopment neighborhood. This will, of course, be an essential element of overall residential planning for the area. In the meantime, Macon Housing Authority has already begun significant renovation and sale of vacant single-family houses in the other two of these micro-neighborhoods using a combination of funding from HOPE III, CDBG & HOME, Fannie Mae, and bonds.

Central South Commercial Redevelopment

Central South is strategically located between Mercer University and downtown Macon. Its borders are eight blocks from Macon's new museum district (with two newly opened state museums and two local museums). Over 5,000 downtown employees work within four blocks of Central South. Within the next three years, a major county-wide road improvement project will make Central South the new gateway into downtown from the south and west of the city. With the major residential redevelopment projected as part of this COPC project, Central South will be a prime candidate for commercial redevelopment, which will both offer new services for residents and provide expanded job opportunities.

The Central South Commercial Redevelopment Plan will identify strategies for the area's commercial development that will best use these opportunities. A comprehensive, integrated, participatory redevelopment plan will identify strengths, weaknesses, opportunities and threats that will affect the character of the neighborhood, its quality of life and, its economic status. Alice Ford Collins is the Director of the Center for Business Research and Development and an associate professor of marketing at Mercer University/Atlanta. She has over ten years experience in community economic development and has worked with many cities in the state of Georgia on their commercial redevelopment plans. Dr. Collins will develop the commercial redevelopment plan. She will be assisted by a graduate business student.

In Year One of the grant, a development profile will be produced for the study area that describes the socio-economic characteristics and trends, physical characteristics, history and current development patterns, and existing supply characteristics and potential market demand for commercial uses of property in the study area.

This profile will include extensive input from residents and business owners/managers in the study area. Based on the development profile, a strengths, weaknesses, opportunities, and threats (SWOT) analysis for the study area will be undertaken. The purpose of this analysis is to develop an understanding of the area's economic opportunities, the challenges facing the study area, and its strengths and weaknesses for addressing these challenges. In the Summer of 2000, Dr. Collins will prepare a concept plan and strategies for realizing successful redevelopment opportunities for Central South. These strategies will focus on (but will not be limited to) the following:

- The potential for developed and undeveloped land in the study area.
- Market support for commercial uses on this land--retail, hotel/motel, entertainment/cultural/recreational, office and mixed-use.
- The use of vacant or underutilized existing buildings.
- Alternative development and redevelopment scenarios given the level of market support and feasibility, community preferences, local government support and available resources.
- Public improvements that would leverage private investment.
- Public and private resources available as incentive/attraction including monetary and non-monetary resources.
- Barriers to investment and development, redevelopment or expansion (e.g., zoning, environmental problems, code requirements, etc.).
- Marketing considerations and guidelines.

The Central South Commercial Redevelopment Plan will be presented in the Fall of 2000 by Dr. Collins at a meeting of the Central South Neighborhood Task Force (see I. 1. above) and at a public neighborhood meeting, as well as be distributed by MCCD to the Economic and Community Development Department and other interested partners.

This outreach activity includes and builds on applied research and makes use of one of Mercer's strongest academic resources, the Center for Business Research and Development. It will represent the first comprehensive planning in Macon for commercial redevelopment in a central city area outside the Central Business and Industrial Districts.

III. Housing: Neighborhood Planning and Fair Housing Choice

Tasks (organized by Fall, Winter, & Summer semesters)	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
III. 1. Establishing a Community Development Corporation									
Form Central South Community Development Corporation Task Force	x								
MCCD & Macon Habitat apply for HUD Self-Help Homeownership Opportunities Program (SHOP) grant	x								
Identify CDC partners and funding sources	x	x							

Tasks (continued)	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
Incorporate CDC as 501(c)3		x							
Apply for CDBG funds for administrative funding for CDC		x			x			x	
Build Mercer Chapter Habitat house in Central South (annually)	x	x		x	x		x	x	
Hire CDC Executive Director & staff			x						
Hire Neighborhood Builder to work with MCCD and CDC							x		
CDC (and/or others) apply for HUD Youthbuild grant			x						
Place intern and 2 work-study students at CDC				x	x		x	x	
Establish Central South Housing Center in Oglethorpe Homes					x	x	x	x	x
Hire neighborhood residents as Fair Housing Advocates to work with CDC					x				
Enroll and graduate prospective homebuyers					x	x	x	x	x
CDC build or renovate houses in Central South					x	x	x	x	x
Sell renovated or new houses in Central South to Mercer employees (and others)					x	x	x	x	x
III. 2. Cataloging Vacant Property									
Survey vacant properties & research property status	x	x	x		x	x		x	x
Create & maintain property database	x	x	x	x	x	x	x	x	x
III. 3. Marketing Fair Housing									
Gather housing program data & conduct resident focus groups	x								
Analyze data & conduct in-depth interviews with prospective homebuyers		x							
Students develop & present draft marketing plan		x							
Evaluate, edit, finalize, and distribute marketing plan			x						
III. 4. Planning for Redevelopment									
Place intern at Land Bank Authority	x	x		x	x				
Conduct Central South residential market study	x								
Develop Central South Residential Redevelopment Plan	x	x	x	x					
Gather data & community input for Central South Commercial Redevelopment Plan	x								

Planning for Redevelopment (continued)	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
Conduct SWOT analysis for commercial sector		x							
Conduct supply/demand analysis for commercial sector			x						
Prepare concept plan and strategies for commercial redevelopment			x	x					
Present commercial redevelopment plan in public meetings					x				

End Products	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
Central South property status database	x	x	x	x	x	x	x	x	x
Fair Housing Marketing Plan			x						
Central South Residential Redevelopment Plan				x					
Central South Commercial Redevelopment Plan				x					
Central South Community Development Corporation			x	x	x	x	x	x	x
3 Habitat houses & families (1 a year)		x			x			x	
Central South Housing Center					x	x	x	x	x
15 trained neighborhood Fair Housing Advocates					x	x	x	x	x
50 prequalified prospective homebuyers from Central South							x	x	x
25 new or renovated houses in Central South					x	x	x	x	x
6 Mercer employees purchasing new or renovated houses in Central South					x	x	x	x	x

Impact Objectives	F 99	W 00	S 00	F 00	W 01	S 01	F 01	W 02	S 02
33 unrepairable houses demolished in focus neighborhood						x			
28 new low-to-moderate and first-time homeowners in focus neighborhood									x

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

7.

Factors for Award



7. Factors for Award

Rating Factor 1: Capacity of the Applicant and Relevant Organizational Experience

(1) Knowledge and Experience of Proposed Staff

The Mercer Center for Community Development was established by the President of Mercer University, Dr. Kirby Godsey, in the summer of 1998 to promote stronger ties between the University and adjacent neighborhoods. Dr. Godsey is also the chairman of NewTown Macon, a non-profit public-private partnership formed in 1997 to coordinate downtown revitalization efforts in the City of Macon. The NewTown Macon Community Challenge will raise \$36 million over the next three years from federal, state, local, and private sources to fund eight initiatives, including an Urban Design Center, which will have strong participation from Mercer faculty and students, including the Mercer Center for Community Development.

For the past year, the Mercer Center for Community Development (MCCD) has undertaken a number of activities in coordination with its community partners to respond to the expressed needs of neighborhood residents. Specific project interventions supported or initiated by the Center include: tutoring in two of the neighborhood's elementary schools; five neighborhood clean-up campaigns; a new service-related scholarship program designed to make it possible for qualified young people from the neighborhood to attend Mercer University; a fall neighborhood job and health festival; training and support for an emergent neighborhood association (The Willing Workers Association of Central South (WWACS)); cataloging of tax and title status for vacant properties; identification of owners of dilapidated property; and identification of obstacles to participation in fair housing programs. Students and faculty from five of the University's schools and colleges have contributed to these activities. The total cash and in-kind contribution of Mercer University to MCCD's programs over the past year has totaled \$225,000.

More difficult to measure in material terms but crucially important has been MCCD's role as a catalyst for the community development process in Central South. By consulting with neighborhood residents and with the City, the Housing Authority, the Bibb County Public Schools, numerous non-profit organizations, and banks, MCCD has facilitated the formation of a broad consensus toward the challenges facing the neighborhood and, indeed, the city as a whole.

Thus, the best argument that Mercer University is capable of managing a complex, multi-disciplinary project is that we are doing so already.

(a) Center Director: Dr. Peter Brown

Dr. Brown has served as Director of the Mercer Center for Community Development since its establishment in the summer of 1998. In this position, he has spearheaded Mercer University's efforts to revitalize its historic relationship with nearby neighborhoods. More specifically, he has broadly overseen all of the activities of the Center and has been its primary representative vis-a-vis the neighborhood residents, the City of Macon, the Macon Housing Authority, the Bibb County Board of Education, the other entities of Mercer University, and all of the other partner organizations who have cooperated with the Center. He has taken a direct, hands-on role in most of the project activities, particularly those related to education and housing. During the past year Dr. Brown has attended national conferences related to the theme of urban redevelopment, including the HUD Hope VI conference and workshop on "The New Urbanism" in Baltimore, MD in February of this year and the annual meeting of the National Trust for Historic Preservation in Savannah, GA in October of 1998.

Previously, Dr. Brown has served as Chair of the Department of Interdisciplinary Studies in the College of Liberal Arts and as Chair of the Mercer University Faculty House of Delegates. His successful experience in promoting cooperation between various schools and departments of the University has been critical as Mercer works with its partners in developing and executing a long-term, multi-sectoral approach to address the

neighborhood's challenges. Dr. Brown has lived in downtown Macon for over twenty-five years. He was a founding member of the Intown Macon Neighborhood Association and later served twice as its president. Intown Macon was the first organization in the city to be concerned with the revitalization of decaying neighborhoods and created the Macon Heritage Foundation. It has been a model for other neighborhood organizations seeking to revitalize their areas. Presently, Dr. Brown serves as co-chair of the Programming Development Committee of Communities In Schools, Inc., a new non-profit coalition between the public school system and the Macon-Bibb County community, which will offer school-age care throughout the community in public school facilities.

(b) Program Manager: Mr. David Randall Harshbarger

Mr. Harshbarger has served as program manager for MCCD since its establishment in 1998. In this role he has had primary responsibility for follow-up of specific development activities. He has specifically focused on the area of capacity building in working with the neighborhood association (Willing Workers Association of Central South), local churches, and the Boys and Girls Clubs of Central Georgia and in supervising the work of Mercer University interns who have shown an interest in community development as service learning opportunities. Mr. Harshbarger has also taken major responsibility for the campaign of neighborhood beautification, identified early on by neighborhood residents as a high priority. He has also assumed the primary reporting responsibilities of the Center.

Mr. Harshbarger is a native of Macon, Georgia and currently teaches French at Mercer but has spent most of his career in the field of international development. From 1991-1996, he served as Field Office Director for Save the Children Federation in the West Bank and Gaza Strip. As such, he was directly responsible for managing a multi-sectoral development program funded by various donors, including the United States Agency for International Development (USAID). During his tenure, the program grew in size from \$1.9 million per annum to \$6.9 million. Among the USAID grants under his responsibility were Gaza Neighborhood Upgrading, Institutional Development for Palestinian NGO's, and Employment Generation in the West Bank and Gaza Strip. These successful programs have provided a strong foundation for his current efforts in local capacity building and neighborhood revitalization in the Central South neighborhood. In addition, Mr. Harshbarger is fully conversant with issues of federal grant compliance.

(c) Community Development Specialist: Ms. Ina Vaughns

Ms. Vaughns has ably filled this position since October 1998. She has had primary responsibility for setting up and managing the office of MCCD, which is located in the community and across from the main University campus. Ms. Vaughns maintains the Center's library, project files, and physical inventory and is responsible for greeting all visitors and callers, arranging meetings and events, and supervising the two work-study students in the office. She is directly responsible for aspects of training for neighborhood residents, for developing media presentations, and for managing a property status database for the target neighborhood. Ms. Vaughns' successful twenty-year career in the U.S. Air Force has enabled her to develop strong organizational and public relations skills which are invaluable in her work with MCCD.

(d) Neighborhood Builder

As the work of MCCD expands during the grant period, the Center will add the position of Neighborhood Builder. His/her primary roles will be to ensure effective liaison between MCCD and residents, churches, and organizations of Central South and other inner city neighborhoods, to extend the project into surrounding neighborhoods through community organizing, and to work with neighborhood Fair Housing Advocates in a center for housing assistance to be located in Central South. This will permit an improved focusing of responsibilities at the Center and outreach to the surrounding communities.

(2) Access to Qualified Personnel and Professionals

In addition to the core staff identified above, Mercer is blessed with a wealth of professional expertise having direct relevance to the activities undertaken by MCCD. The following individuals have taken or will take a leading role in developing, in consultation with local residents, appropriate community development activities, both in Macon and in surrounding communities:

Dr. Alice Ford Collins (Director, Mercer's Center for Business Research and Development): Commercial Redevelopment Plan

Dr. David Nelson and Ms. Bobbie Shipley (College of Liberal Arts): Neighborhood Clean-Ups

Mr. Gary Collins (Director of Mercer Police): Community Oriented Policing

Dr. Louis Gallien and Dr. Janet Busboom (School of Education): Tutoring and Curriculum Development for Transient Elementary Students

Dr. Mike Smith (School of Medicine): STAND Mentoring Program to Reduce Teen Pregnancy

Ms. Joan Harris, Esq. (School of Law): Applied Research on Cataloging Vacant Property

Dr. Vickie Eveland (School of Business): Applied Research on Barriers to Marketing of Housing

Dr. Sarah Gardner (Department of History): Community History Projects

Dr. Fred Bongiovanni (Human Service Learning): Strategic Planning for Churches

Dr. Thomas Glennon (Professor of Leadership and Community Service): Developmental Child Care

Ms. Alison Nooks (Associate Director of Admissions): Servant Leadership Scholarships

In addition to those named above, as well as their students, Mercer University can call on considerable expertise in the city, including: the Office of the Mayor, who is on leave from his position as professor at the Walter F. George School of Law at Mercer University; the Macon Housing Authority; the Land Bank Authority; the Bibb County Public Schools; the City of Macon Economic and Community Development Department; the Consumer Credit Counseling Service; the Macon Police Department; and the Community Resource Center, a United Way agency, which provides training to local non-profit organizations and has already done so for the Willing Workers Association of Central South.

(3) Experience of Applicant in Managing Similar Grants

Mercer University has a long and successful experience in managing grants, from federal and non-federal sources, related to the enterprise of community development, especially in the areas of enhancing educational opportunities and improving public health. Grants are administered through an Office of University Research and disbursed by a Grants/Contract Accountant in Accounting Services.

Mercer established an Upward Bound program in 1967, thus becoming one of the first universities in the United States to do so. The total value of the program since 1967 is approximately \$10 million, funded by the U.S. Department of Education. For the last ten years, Mercer has operated the Educational Opportunity Center, designed to encourage adults who have dropped out of school to continue their education either in a traditional or vocational setting. This has been a \$4 million program. In dollar amounts, the Mercer University School of Medicine is Mercer's largest recipient of state and federal grants. The school received up to \$2 million per year in grants from the U.S. Department of Health and Human Services (HHS) and the National Institutes of Health (NIH), mostly for research into various illnesses, including the deleterious effects of illegal drug use. The School of Medicine is also currently managing a \$473,000 grant funded jointly by HHS and the Georgia Department of Human Resources under the Area Health Education Centers (AHEC) program. The School has received AHEC grants of roughly the same size for the past six years.



Peat Marwick LLP

303 Peachtree Street, N.E.
Suite 2000
Atlanta, GA 30308

**Independent Auditors' Report on Compliance and on Internal Control
Over Financial Reporting Based on an Audit of Financial Statements
Performed in Accordance With *Government Auditing Standards***

The Board of Trustees
The Corporation of Mercer University:

We have audited the financial statements of The Corporation of Mercer University (the "University") as of and for the year ended June 30, 1997, and have issued our report thereon dated September 5, 1997. We conducted our audit in accordance with generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Compliance

As part of obtaining reasonable assurance about whether the University's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the University's internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses.

This report is intended for the information of the Board of Trustees, management, and federal awarding agencies. However, this report is a matter of public record and its distribution is not limited.

KPMG Peat Marwick LLP

September 5, 1997





Peat Marwick LLP

303 Peachtree Street, N.E.
Suite 2000
Atlanta, GA 30308

**Independent Auditors' Report on Compliance with Requirements
Applicable to Each Major Program and Internal Control Over
Compliance in Accordance with OMB Circular A-133**

The Board of Trustees
The Corporation of Mercer University:

Compliance

We have audited the compliance of The Corporation of Mercer University (the "University") with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Circular A-133, Compliance Supplement*, that are applicable to each of its major federal programs for the year ended June 30, 1997. The University's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs. Compliance with the requirements of laws, regulations, contracts, and grants applicable to each of its major federal programs is the responsibility of the University's management. Our responsibility is to express an opinion on the University's compliance based on our audit.

We conducted our audit of compliance in accordance with generally accepted auditing standards; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the University's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion. Our audit does not provide a legal determination on the University's compliance with those requirements.

In our opinion, the University complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs for the year ended June 30, 1997.



KPMG Peat Marwick LLP
Internal Control Over Compliance

The management of the University is responsible for establishing and maintaining effective internal control over compliance with requirements of laws, regulations, contracts, and grants applicable to federal programs. In planning and performing our audit, we considered the University's internal control over compliance with requirements that could have a direct and material effect on a major federal program in order to determine our auditing procedures for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with OMB Circular A-133.

Our consideration of the internal control over compliance would not necessarily disclose all matters in the internal control that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that noncompliance with applicable requirements of laws, regulations, contracts, and grants that would be material in relation to a major federal program being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over compliance and its operation that we consider to be material weaknesses.

This report is intended for the information of the Board of Trustees, management, and federal awarding agencies. However, this report is a matter of public record and its distribution is not limited.

KPMG Peat Marwick LLP

September 5, 1997

Rating Factor 2: Need/Extent of the Problem

(1) Extent of the Problem

The City of Macon, in Bibb County, is located seventy-five miles from Atlanta and eighteen miles from the geographical center of the state of Georgia. Macon has a population of 113,034, of which 57.3% is African American. It is an important regional medical, educational, and military center. The Warner Robins Air Force Logistics base, located 20 miles south of Macon, is the largest single employer in Middle Georgia. The largest employers in Bibb County are the Medical Center of Central Georgia, the Macon Mall, Inc., Brown and Williamson Tobacco Corporation, GEICO, the City of Macon, and Mercer University (1995 *City of Macon Consolidated Plan*, p.31).

Much of the statistical data in this section is based on the 1990 U. S. Census. This data has been selectively updated from CONQUEST, a proprietary database system licensed by the Mercer University School of Medicine, by projections through 1998. The boundaries of the Central South neighborhood do not coincide exactly with those of the census tracts. Therefore, in order to achieve maximum accuracy, we have disaggregated the census tracts into their intermediate constituents, the Block Groups. These in turn have been recombined to conform as closely as possible to the Central South boundaries.

Central South, the neighborhood with which Mercer is partnering, is bounded by College Street, Oglethorpe Street, Broadway, Eisenhower Parkway, and Interstate -75 in the area adjacent to Mercer's main campus on the south and east. For the activities involving neighborhood revitalization, MCCD plans to concentrate initially on 60 blocks in the focus area (the neighborhood boundaries for WWACS) and then work incrementally to involve the larger community. Activities laying the foundation for housing redevelopment will focus on a 24-block micro-neighborhood in this area. The education component of the program will involve the entire COPC service area of Central South. The larger target area has a population of 7,000, of which 97% is African-American.

Within the area of concentration there are two large public housing neighborhoods. Oglethorpe Homes has 188 units housing 376 people while Tindall Heights has 412 units that house 880 people. Both were constructed in the 1940s and, although modernized in the 1980s, still face many difficulties due to inhospitable site, high density, and obsolete design. The Housing Authority is currently studying its redevelopment options for Tindall and Oglethorpe; these may or may not include a future HOPE VI application but will be coordinated with MCCD in any event.

The contrast between the City of Macon as a whole and the target area is startling. Until 40 years ago Central South was a prosperous, mixed-class, mixed-race neighborhood with many railroad, mill, and postal workers, as well as black professionals. Over the last 40 years, the neighborhood has declined and now faces many familiar urban problems: substandard housing, crime, unemployment, and a high drop-out rate from school.

Substandard housing is a very serious problem. The majority of housing in Central South was originally built for owner occupancy, but the home ownership rate has declined to only 26.4%, barely half the city-wide rate of 50.0%. Most of the remaining owner-occupied housing is occupied by the elderly and, although suitable for rehabilitation, is usually laden with accumulated deferred maintenance. As owner occupants die, the properties are currently being bought by investors to convert them to lower quality rental housing, accelerating both physical and social decline. The loss of home ownership further robs the neighborhood of its natural stakeholders and leadership class, without which it cannot be expected to prosper. All of these factors indicate that there is a strong need to preserve and build upon the existing base of home ownership in Central South. And this is being done. Pilot programs such as HOPE 3 have aimed to stabilize home ownership in the neighborhood. The Macon Housing Authority has sold 12 houses at subsidized rates to former public housing or Section 8 residents over the past three years. Another two sales are pending, and three more houses are currently under renovation. All of these houses are in the COPC service area.

The area also has an alarmingly high crime rate. According to statistics provided by the Macon Police Department, from 1995-1997, 15.6% of all drug-related criminal activity in Macon occurred in Central South. In addition, over the past three years, 17% of all homicides, 16% of all aggravated assaults, 12.4% of all robberies, and 33% of all rapes in Macon occurred in Central South, whose population is only 7.4% of the total population of the city. Note that in all of these categories, the rate in Central South ranges from a bit less than twice to more than four times the rate for the City.

The neighborhood has on average very low income, with nearly two thirds (63.1%) of the households in the target area having an income of less than \$15,000 per year, while less than one third (31.9%) of all the households in Macon are at or below this level. Nearly half of Central South residents (47.4%) fall into the lowest income bracket recorded by the census, \$0-\$9,999 per annum, well over double the rate (21.0%) of the City as a whole (*1990 Census statistics, updated through 1998*). Since the "whole city" statistics also include Central South in their totals, we point out that these contrasts of income, stark as they are, actually understate the degree of disparity between the neighborhood and the balance of the community.

The income demographics of Central South contain another income distribution anomaly that impacts on the future of the neighborhood. In the income range between \$10,000 and \$24,999, which represents primarily lower wage workers, the Central South totals (30.5%) closely resemble that of the city as a whole (27.7%), although more heavily biased toward the bottom of the bracket. In the next band, \$25,000 - \$34,999, there is a precipitous drop; only one of fourteen Central South residents (6.4%) has this income compared with twice as many (12.6%) in the City as a whole (*1990 Census statistics, updated through 1998*). This atrophied lower middle class distribution does not bode well for neighborhood leadership, home ownership, or business development. For these reasons, the COPC work plans specifically addresses initiatives in these areas, including empowerment strategies, neighborhood leadership development, and marketing of housing to low to moderate first-time homebuyers.

Education levels and employment are also substantially lower in Central South. Over 65% of the population has less than a high school diploma and only 36.0% of the population is employed. In Macon as a whole only 35.9% of the population has less than a high school diploma and 54.8% of the population is employed. Fully 55% of the population in Central South is not in the labor force, reflecting the large number of people in the area who have been unemployed for more than six months, are receiving public assistance, are young, or are elderly. A contributing factor to the low income and low employment is the lack of educational achievement among the residents in the area. Over 28% of the Central South population has less than a ninth-grade education, almost twice the rate of the City as a whole (15.6%), while more than a third (36.4%) have between a ninth-and twelfth-grade education, with no diploma (*1990 Census statistics, updated through 1998*).

That 56% of the Central South population is not in the labor force is actually a considerable understatement of the effective unemployment rate. The nominal unemployment for Central South is 9.0%, which is 83% higher than Macon's overall rate of 4.9%. When the ratio of employed to unemployed is compared, however, the percentages are far worse. The Central South neighborhood has four workers per unemployed worker (36.0% employment rate divided by 9.0% unemployment rate) compared to 12 workers per unemployed worker for the city as a whole (57.8% employment rate divided by 4.9% unemployment rate). This draws us to two obvious conclusions; (1) an extraordinarily high percentage of the population is dependent while (2) even those who remain active in the workforce are still twice as likely to be unemployed as those in the city as a whole.

An evaluation of the socioeconomic condition of the community was prepared by the Mercer University School of Medicine and updated through 1998. The socioeconomic measure (SEM) is indicative of the socioeconomic status (SES). The measure is an index ranging from 0-100 and considers several variables including income, education, occupation, housing value and area demographics, with a greater socioeconomic score indicating higher socioeconomic status. The target area has an SEM of 3 on a scale of 0-100, while Macon as a whole has an SEM of 38. The picture is clear: Central South is one of the neighborhoods of

Macon most beset by familiar urban ills. At the same time, the neighborhood boasts a number of strong assets which lend promise to the revitalization effort.

It is hard to look at the statistics above without realizing that when Central South is compared to the city as a whole, it is a neighborhood of halves and doubles. It has half of the employment and more than twice the crime rate; half the home ownership rate and twice the incomes under \$14,999. This comparison is not, nor does it purport to be, exact social science. Nevertheless, it still illustrates a graphic picture of a neighborhood with too much dependency and too few opportunities.

(2) Urgency in Meeting the Need

Urgency of needs in the community have been determined in a variety of ways. Over a year ago, Mercer University organized a series of meetings with all residents of the neighborhood. Meetings were held with resident associations at two of the neighborhood's public housing developments (Tindall Heights and Oglethorpe Homes), and with neighborhood leadership, including neighborhood churches. Two open neighborhood meetings were organized in the local Senior Citizens Center. Over 150 people attended these meetings. Residents of the various sections of the neighborhood conducted outreach with their neighbors. To get as much participation from the residents as possible, flyers were distributed throughout the area. The local media also gave significant coverage to neighborhood meetings. Residents went door-to-door to receive input from the residents themselves on the needs facing the neighborhood. Questionnaires were distributed as one means of ascertaining what residents felt were the most pressing problems. A Mercer urban planner and statistician analyzed the surveys to determine what the neighborhood as a whole considered to be the most important issues. As a direct result of these meetings, a new neighborhood association was organized by residents to represent the interests of the neighborhood: the Willing Workers Association of Central South.

In developing its analysis and action plan, MCCD has been informed not only by close and constant communication with the residents of Central South, but also by the considerable efforts made by governmental and non-profit agencies to identify needs and priorities of all of Macon's neighborhoods. This includes the Macon Housing Authority (MHA), the Department of Family and Children Services (DFACS), the City of Macon, the Economic Opportunity Council (EOC), the Bibb County Board of Education, the Middle Georgia Consortium, and many others. In particular, we have referred to the City of Macon's 1995 Five-Year (for FY 1996 - 2000) Consolidated Plan, the Five-Year Strategic Plan (FY 1999-2003) of Macon-Bibb County Challenge for Change, Inc., and the Neighborhood Social Services Plan for the City of Macon (1994), produced by the City's Economic and Community Development Department (ECDD). These are city or county-wide planning documents identifying urgent needs and strategies to address them.

In general, the needs identified by Central South residents and MCCD together closely mirror those contained in the City's 1995 Consolidated Plan which specifically addressed the Tindall Heights/ Central South neighborhood, among others (*p.21, Consolidated Plan*). Specifically, the Consolidated Plan's Citizens' Input on Priority Needs refers to community oriented policing, home rehabilitation programs, crime prevention, teen pregnancy prevention, code enforcement, and demolition of dilapidated housing (*1995 Consolidated Plan, p.15-16*). Throughout the past year, MCCD and its partners have continued to assess needs on a ongoing basis. This has been done largely through the monthly planning meetings of the Willing Workers Association of Central South, through more frequent meetings with WWACS's Executive Committee, and through continued consultation with partners throughout the City, including the Mayor's office. From these meetings a common theme emerged: the primary need to build a community capacity to address several areas of neighborhood concern. These area of strong concern included: (1) public safety, (2) educational achievement, and (3) substandard housing.

The City of Macon Economic and Community Development Department identified improved housing as a high priority in its 1995 Consolidated Plan. Tindall Heights (Central South) was selected as one of 11 target neighborhoods in the city having the most urgent housing needs. Recently, the City Council Housing

Subcommittee under the leadership of City Councilwoman Anita Ponder has tentatively identified eight Macon neighborhoods in these target areas for rehabilitation demonstration projects, including three in Central South.

More specifically, to improve the supply of affordable housing in the priority neighborhoods, the Consolidated Plan identifies four key strategies: 1) increase housing code enforcement, 2) increase home ownership opportunities, 3) increase home repair opportunities for homeowners, and 4) increase supply of quality, affordable rental housing (*1995 Consolidated Plan, p.72-78*). The most obvious and visible problem facing Central South is substandard housing. In the target area, 16.3% of the houses are vacant. Houses are rotten, falling down and covered with vines, and trash is strewn throughout the area. Such a situation discourages housing purchases and depreciates surrounding properties. Besides being unsightly, the abandoned houses cause other problems. Crack cocaine dealers and users use the houses as a refuge, which in turn accelerates the abandonment of neighboring structures. A rehabilitable structure near a crack house is often stripped to the walls within weeks after becoming vacant, rendering restoration virtually impossible. In one afternoon, an informal inspection by City of Macon SCAT officers located more than 40 abandoned houses in Central South being used as crack houses.

According to the 1995 Consolidated Plan, "drugs and crime are viewed by many as the single biggest barriers to inner city investment and revitalization and, therefore, their elimination should be a part of the City's policy for inner city housing, neighborhood revitalization and economic development." The Plan continues: "Blight caused by vacant dilapidated houses, overgrown lots, ineffective code enforcement, ineffective judicial system, etc. is frequently viewed as the next major barrier to private investment and neighborhood revitalization. It is felt that blight is a major contributor to crime and criminal behavior. These concerns are regularly expressed by neighborhood groups, residents and housing providers" (*Consolidated Plan, p.45*). It is clear that the housing and crime problems are closely linked and must be addressed in tandem.

Public safety is a major concern for the residents of Central South. Comparing the rate of crime in the target area to the rate of crime in the City of Macon as a whole is astonishing. The rate of homicide for the City of Macon as a whole is 42/100,000, while the rate for Central South is 181/100,000, more than four times as high. The rate of rape for the city as a whole is 150/100,000, while the rate for Central South is 431/100,000, almost three times as high. The story is similar for the rate of aggravated assaults (887/100,000 for Macon versus 1768/100,000 for Central South) and robbery (619/100,000 for Macon versus 1348/100,000 for Central South), both of which more than double the city average. The statistics, furnished by the Macon Police Department, amply demonstrate that Central South is one of the most dangerous neighborhoods in the entire city. Central South's crime rate is a major contributor to Macon's high national ranking (tenth in 1996) in per capita violent crime. For obvious reasons, residents repeatedly stated during discussions about the project that they are constantly afraid and generally do not go out at night.

Until the underlying problems of low income, low employment rate, low educational achievement, and substandard housing are addressed, crime will continue to be a major problem facing Central South. Perhaps the most hopeful sign in this otherwise bleak landscape is that our community planning process shows that residents desperately want a safer neighborhood and are determined to work hard for it. This can become the force that drives neighborhood involvement and empowerment, which can in turn have significant impact on crime when backed by Community Oriented Policing.

Low levels of educational achievement and life skills are also major problems in the COPC service area, and new ways to address them are urgently needed. Fully 65% of all the area's residents have not obtained a high school diploma or GED. In Tindall Heights, a public housing neighborhood, this rate reached 73%, the highest in the city. Clearly, these disastrously low levels of educational achievement vastly complicate efforts of the neighbors and their supporters to turn things around.

Teenage pregnancy is a contributing problem for Central South and Bibb County as a whole and immediately impacts the level of educational achievement on the part of Central South youth. In Bibb County in 1995 there were 427 live births to teen mothers, a rate of 44.1 /1000, while in entire state of Georgia there were 13,856 live births to teen mothers, a rate of 27.5/1000. A large number of these teen mothers live in Central South. In the 188 units in Oglethorpe Homes, there are no two-parent families, 26 female heads of household under age 21, 114 children under age 6, 77 children ages 6-17; 81.8% of the residents ages 18-21 are unemployed. In the 412 units at Tindall Heights the situation is very similar; there are 5 two-parent households; 60 female heads of household under age 21, 259 children under age 6, 190 children ages 6-17; 72.1% of the residents ages 18-21 are unemployed (*Demographic Summary of Macon Housing Authority as of April 1999*). If incomes, educational levels, and employment rates are to increase, the rate of teenage pregnancies will have to decrease.

Conclusion

In summary, the picture emerges of Central South as a deeply distressed neighborhood. As we have shown, the negative indicators--crime, illiteracy, substandard housing, and teen pregnancy, etc.--are unacceptably high while the desirable indicators--home ownership rates, income, educational attainment and health--are low. By any reasonable measure, we trust that we have documented the need and distress of this community.

Yet, the Central South community is more than a collection of problems and social pathologies. As our community planning process documented, Central South is home to many of decent, hard-working people who have already made a commitment to work to make their neighborhood better. In this commitment, they are backed by the support of the small institutions--churches, social clubs, small businesses--that help hold the social fabric of the neighborhood together. With the Willing Workers Association of Central South cooperating with these other institutions to serve as an umbrella, Mercer University believes that we can help in the restoration of Central South by helping to empower its own people.

Although the problems facing Central South are serious and complex, already efforts are underway to address them, and progress is already being made. The City of Macon is working in the neighborhood with a variety of community development programs and partners. The Macon Housing Authority, the Department of Family and Children Services, and other partners are fully engaged in the neighborhood. Finally, government and nonprofit agencies are working to make it easier for people to purchase homes by making them more affordable, as well as decreasing substandard housing by rehabilitating houses. The goals of the community, however, are yet to be fully defined, let alone realized. Mercer is committed to addressing existing needs and helping the community to identify others. For example, continued economic development is critical for the area. Mercer recognizes this and will conduct research and study ways of assisting the neighborhood to encourage business development and improve the economy. This will be an ongoing process.

Finally, Mercer University does not contemplate the urgent needs and problems of the Central South neighborhood with academic detachment, viewed from afar. Mercer is physically, socially and morally in the middle of Central South and its problems are truthfully our problems too. Motivated by both altruism and enlightened self-interest, we intend to employ the resources of a modern university in the regeneration of the neighborhood on our own doorstep. We, of all people, believe in the power of disciplined minds working systematically to help bring about transformation of our lives and our communities.

Rating Factor 3: Soundness of Approach

(1) Identify the specific services or activities to be performed.

(a) The project's research agenda has a dual thrust: to identify the assets of the community and to eliminate deficits in our effective knowledge of the neighborhoods to be served.

The assets of the community are of two sorts: resources and memories. We will use a modified version of the assets mapping approach developed by Kretzmann and McKnight (*Building Communities from the Inside Out*) to identify individual and organizational resources that presently exist in Central South. In preparation, we will consult with the Community Partnership for Children in Norcross, Georgia, which recently completed an extensive Community Resource Inventory for their community. Members of the Willing Workers Association of Central South will jointly design the instrument with MCCD and the Community Resource Center and will collect the information. Mercer students, faculty, and staff will assist them in analyzing the data. Thus, the Central South neighborhood assets inventory will build organizational capacity at the same time that it systematically identifies valuable community resources.

Memories are more evanescent than organizations, but they too are important to record, especially in a neighborhood where the population is disproportionately either young or elderly. Our two community history projects will benefit from Dr. Gardiner's work last summer in an NEH Summer Institute at Harvard University with Professors Henry Louis Gates, Jr., Waldo Martin, and Patricia Sullivan on "Teaching the History of the Southern Civil Rights Movement, 1865-1965." Her work group focused on the "architecture of segregation," developing college curricula in terms of "public history." One aspect of this applied research activity will create an oral history archive of personal reflections on the transformation of neighborhood life in Macon and Central South over the past sixty years of social and political change. The other aspect of the activity will recast and update the history of the Boys and Girls Clubs of Central Georgia. Established in 1938, the Clubs moved to their Second Street headquarters in Central South in 1949 and have seen history made around them as their neighborhoods and clientele have changed. Former members now include community leaders, teachers, ministers, lawyers, doctors, CEOs, and NBA stars. As Mike Killen, their new Executive Director (and a former Second Street member) says, "The Clubs haven't changed. Where they are has." This project will recapture the sense of the Clubs as a resource serving the whole community and reunite former members with one another and with present members.

As MCCD has worked with community and governmental agencies over the past year, two important deficits in public knowledge of these neighborhoods have emerged. The first is a matter of collating information largely available in the public record but scattered across different sources and ill-organized for our outreach purposes. The high percentage of vacant properties in Central South is both a neighborhood liability and a prime opportunity for redevelopment. But non-profit developers have found it difficult to assemble adequate parcels for redevelopment. One of the reasons is a lack of a database that identifies vacant property, records its tax, title, and zoning status, and illustrates the condition of the property. Ms. Harris and Mercer law students have already been hard at work correcting this deficit, working in conjunction with the Macon-Bibb County Land Bank Authority, the MCCD Community Development Specialist, and the City of Macon Code Enforcement officer assigned to Central South.

The second deficit in our public knowledge of Central South became apparent in the Fall of 1998, as students in Dr. Eveland's Marketing Research class began a project to understand the perceptual barriers of residents regarding home ownership. The only information available from published sources related to qualification issues. Community leaders, representatives from financial institutions, and representatives from housing assistance programs were questioned in focus group settings to determine why qualified low-income residents of the area were not taking advantage of homebuyer programs. Results indicated huge perceptual differences between residents and program representatives. Additionally, when asked about available housing assistance programs community leaders could not identify specific programs, or application procedures. If community

leaders lacked that vital information, one could safely assume that the average Central South resident would not be aware of available assistance programs. Clearly additional research to identify perceptual as well as real barriers for participation in these programs is warranted. Much work is needed to develop an effective marketing strategy that is consumer-oriented and user-friendly. The work of Dr. Eveland and her students holds promise for helping to remedy this deficit, not only for Central South and Macon but for other similar cities.

(b) Revitalization efforts in distressed neighborhoods only succeed in the long run if they are significantly "inside out" and asset based. Thus, assets mapping immediately serves our core outreach strategy of strengthening Community Capacity. Moreover, for WWACS, assets mapping is a practical, not a theoretical need. Several in the organization have spoken of the need to learn more about how members of the community can help each other. This is extremely important as the neighborhood moves toward a phase of substantial repair and rehabilitation of houses in the neighborhood. On another level, the neighbors are interested in mutual aid. This type of arrangement is culturally rooted in the community and is especially important to its many cash-strapped residents. Finally, the assets mapping will enable WWACS to identify and approach retail businesses in a systematic way.

Spiritually, recovery of the Central South area as a safe, clean, and strong neighborhood will depend on enhancing sources of neighborhood leadership, pride, and identity. The memories of long-time residents are a crucial resource for reestablishing the neighborhood as a coherent historical entity--rather than merely a neglected corner of the city. The public celebration planned as the culmination of this oral history project will draw together neighbors and the community in recognition of both past challenges and future hopes of revitalization.

After almost closing their doors in the early 1990s, the Boys and Girls Clubs of Central Georgia are undergoing a powerful renaissance under the new leadership of Mike Killen and a strong Board. A well-done, personal history of their organization will serve the Clubs well as they seek funding to renovate aging facilities and expand their services in the Central Georgia community. This prospect confirms the Clubs as integral to our outreach strategy of organizational development.

Both the database of vacant property in Central South and the plan for effectively marketing affordable housing to minorities, women with children, and first-time homebuyers in inner city neighborhoods directly support our outreach strategy for housing redevelopment in Central South. The database will guide the proposed Central South Community Development Corporation in acquisition of properties for redevelopment and undergird both the residential and commercial redevelopment plans being prepared by Ms. Souther and Dr. Collins. The marketing plan will be the basis for organizing the work of neighborhood Fair Housing Advocates in conjunction with these new opportunities for home ownership.

(c) The logic of the project's outreach agenda is its strongest point and is designed to be replicable across the City of Macon and by similar cities, that is, by other regional cities with neglected central city residential neighborhoods.

The key to neighborhood revitalization in Macon's Central City will be to focus a critical mass of redevelopment within a strategically located, well-defined micro-neighborhood that has not seen significant new residential construction (or new opportunities for home ownership) in decades. (A plus is the high percentage of vacant properties in the focus area we have chosen for this project, which minimizes problems of displacement.) This new housing will be marketed to low to moderate income and first-time homebuyers, including public housing residents in Central South. This focused redevelopment will have three effects: (1) it will increase the percentage of owner-occupied housing in the neighborhood, (2) it will help persuade private investors to reinvest in the larger neighborhood surrounding the focus area, and (3) it will help demonstrate to the city of Macon that this sort of private-public partnership works. In coordination with the Economic and Community Development Department of the City, with the Mayor's Housing Partnership, and with the

Community Resources and Development Committee of City Council, the project will in turn serve to pilot a proposal for a \$44.5 million city-wide application of this strategy to seven other neighborhoods, requiring approval of \$20 million in local money (sales tax or bonds). Seeing is believing, and this project will be visible proof to the citizens of Macon that systemic change is possible and desirable.

In the past there have been two kinds of barriers to redevelopment of this magnitude in Macon (and in many other comparable cities), one "structural," the other "infrastructural". Our outreach strategy contains the elements of solutions to both kinds of barriers. The infrastructural barriers to redeveloping inner-city residential neighborhoods are endemic: lack of neighborhood advocacy, inadequate public safety, and second-rate schools. These are the reasons few low to moderate homebuyers are willing to invest in new or renovated housing in these neighborhoods--even if it is affordable, attractive, and otherwise convenient to work and services. Our project, invests heavily in objectives to increase community capacity, including community oriented policing, and to enhance educational opportunities and increase school success. As noted in the work plan, a second phase of this comprehensive neighborhood revitalization will promote commercial redevelopment and job creation (the planning for which is part of this project).

Structural barriers to critical-scale redevelopment in Macon and other mid-sized regional cities are no less typical: lack of code enforcement in distressed neighborhoods, inability to acquire a suitable mass of property, inefficient marketing of affordable housing to low to moderate income homeowners, and lack of adequate capacity of local non-profits for large-scale development. All four of these structural barriers are being addressed by our community partners or in our work plan. Under the leadership of Mayor Jim Marshall and his CAO Chester Wheeler, aggressive, systematic code enforcement is compelling owners to upgrade dilapidated properties (a Blue Ribbon Practice). The new Land Bank Authority and the Macon Housing Authority now have the power to clear titles and condemn vacant property. The Willing Workers Association of Central South will be trained as Fair Housing Advocates to help market the new housing through a one-stop center in the neighborhood. And, Mercer University is taking the lead in partnership with the City and other public and private institutions to create a new Community Development Corporation (CDC) with the specific mission of redeveloping whole micro-neighborhoods in the central city, beginning with the Central South neighborhood we have designated as our focus area.

These initiatives are further supported by the City's ability to leverage private sector funding (another Blue Ribbon Practice), by Mercer's employee equity incentive benefit (which we will seek to introduce to other large employers in the area), and by the Macon Housing Authority's commitment to explore HOPE VI funding to redevelop obsolescent public housing in the area.

Execution of this outreach strategy will draw on active University resources ranging from the President's Office to the University Police, the Office of Admissions, the Dean of Student's Office, and the Office of Benefits Administration. Faculty and advanced students from the Schools of Law, Medicine, Business, and Education and the College of Liberal Arts will participate strongly. The entire freshman class will be involved on a continuing basis with two primary hands-on activities in the neighborhoods with a high degree of interaction with neighborhood residents.

In October 1998, the Mercer Center for Community Development and its three core staff moved off campus into a store-front facility located two blocks from Central South and adjacent to the Senior Citizens Center for the City of Macon. Not only are we immediately accessible to Central South residents and other community partners, we have included space and a computer in our office for community use. Eight of the sixteen activities included in this project require frequent presence in Central South. The addition of a Neighborhood Builder to the MCCD staff in Year Three of the grant in conjunction with the marketing of new and renovated housing in the neighborhood will place a staff member full-time in Central South, located in a public housing neighborhood.

(d) Leadership development for community residents is a leading feature of our outreach strategy. In addition to the activity I. 2. "Leadership Skills," training projects include neighborhood assets mapping, the Central South Neighborhood Task Force, strategic planning retreats, project matching fund grants, workshops, clean-ups, and the Central South Community Development Corporation Task Force.

(e) Although we have carefully coordinated our research and outreach agendas with efforts of our community partners and have often built on the contributions of these partners, in no instance have we duplicated efforts. As documented for every activity in the work plan, our contributions bring new resources, new direction, and new initiatives to Central South. In particular, our work with the Willing Workers Association of Central South and our taking the lead in redeveloping a micro-neighborhood across the railroad tracks from the University were both undreamed of in the City eighteen months ago.

(f) One of the strengths of this project is that it draws on the full range of University resources, not just on its students and faculty. Organizationally and economically, universities have tremendous capacities to affect their communities but do not always do so in the interest of the community. However, this said, it is essential that community outreach activities be seen by all the University's constituencies as integral to the core mission of teaching and research. Nine of sixteen project activities offer internship or classroom service learning opportunities (I. 1, 3, 5; II. 2, 3, 5, 6; III. 2, 3). Nine of these opportunities also draw directly on faculty professional expertise (I. 1, 5; II. 2, 3, 5, 7; III. 2, 3, 4).

(2) Involve the communities to be served in implementation of your activities.

(a) During the past year, the Executive Committee of the Willing Workers Association of Central South (nine officers and fifteen team leaders) has acted informally as a Community Advisory Committee for the Mercer Center for Community Development. Either the Director or Program Manager has met at least monthly with the Executive Committee, often more frequently. Although we expect to continue a high degree of direct involvement with the WWACS Executive Committee, this project proposes the formation of three more inclusive community committees, each with a specific function within the overall project. One of these is already formed and has begun work: the Central South Community Development Corporation Task Force. The membership of this group is specified in the work plan (III. 1.). As the process of forming a new CDC proceeds, this body or a significant number of its members can be expected to form the Board of Directors of the new CDC, with specific oversight for its operations as per by-laws of incorporation. The convening of a second task force is also proposed as part of the work plan: the Central South Neighborhood Task Force (I. 1.). Its functions and initial membership are described in the work plan. It will involve neighborhood organizations directly with one another and with MCCD.

The Community Advisory Council (CAC) for this Community Outreach Partnership Center is a third community advisory group. It will have important and specific responsibilities with respect to the overall project. General oversight responsibilities will include: (1) approval and revision of the MCCD strategic plan and goals and (2) assessment of project progress toward identified goals and objectives. In addition, the CAC will review and approve all matching grant proposals from neighborhood organizations (as described in I. 1.). The CAC will meet quarterly on the second Thursdays of September, December, March, and June. Meetings may be called by the Chair as needed or at written request of three or more members. The CAC will elect its own chair, chair-elect, and secretary, who will serve annually to be replaced at the June meeting. The chair-elect, secretary, and one other member appointed by the chair will serve as a nominating committee to propose new members of the CAC and to propose officers for election. Appointment will be for three years. Initial appointments will be for staggered terms of 1, 2, or 3 years chosen by lot. Members can serve two consecutive terms and may be reappointed after one year off the Council.

Twenty-two neighborhood, community, and University representatives have agreed to serve. They encompass a broad cross-section of the community.

- Maryel Battin, Executive Director of Macon Heritage Foundation
- Robert Eden, Director, Homeless Services Center
- Dr. Vickie Eveland, Associate Professor in the School of Business, Mercer University; Advisory Board, the United Way Community Resource Center
- Rosalyn Foster, Director of Resident Initiatives, Macon Housing Authority; Family Self-sufficiency Committee, Bibb County Challenge for Change, Inc.; Board of Directors, Christmas-in-April, Inc.
- Martin Fretty, Acting Director, Economic and Community Development Department, City of Macon
- Dr. Louis Gallien, Associate Professor in the School of Education, Mercer University
- Bruce Gerwig, Special Programs Director, Macon Housing Authority; Board Chair, Christmas-in-April, Inc.; Chair, City of Macon Housing Board of Adjustments and Appeals; Board of Directors, Renaissance Housing Corporation
- Vivian Bronson-Hatcher, Principal, Burke Elementary School
- Betty Jones Haynes, Assistant Secretary and Captain of the Team Leaders, Willing Workers Association of Central South
- Mike Killen, Executive Director, Boys and Girls Club of Central Georgia
- Edna Lester, President of the Inter-Neighborhoods Tenants Association; Vice-Treasurer, Davis Homes Residents Association
- Laura Makowski, Director of Development, NewTown Macon; Advisory Board, Families Preventing Teen Pregnancy; Public Affairs Chair-Elect, Junior League of Macon; Board of Directors, Communities In Schools of Macon/Bibb County; Leadership Macon Class of 1999
- Jim Marshall, Director, AmeriCorps Cadet Program, Macon Police Department; Chairman of the Board of Directors, Booker T. Washington Community Center; Director, the Weed and Seed Initiative Project, City of Macon; Board of Directors, Macon Housing Authority
- the Rev. Walter Miller, Vice-President, Oglethorpe Homes Tenants Association; Secretary, Inter-Neighborhoods Tenants Association
- Mendie Nord, Development Coordinator, MEDCEN Community Health Foundation; Vice-President, Macon Area Habitat for Humanity
- the Rev. Jacob Parker, Pastor, Ebenezer Baptist Church
- Anita J. Ponder, Assistant Director, Harriet Tubman Museum; Macon City Council; Vice-Chair, Land Bank Authority; Trustee, Georgia Children's Home
- Daisy Rawls, Chair, Willing Workers Association of Central South
- Dr. Stuart H. Tedders, Assistant Professor of Community Medicine, School of Medicine, Mercer University; United Way Fund Distribution Committee; March of Dimes Rural Transportation Committee

- Dr. Charlotte Thomas, Chair of Interdisciplinary Studies and Assistant Professor of Philosophy, Mercer University; Board of Directors, Intown Macon Neighborhood Association
- Pearlie Toliver, Vice President, First Liberty Bank; Board of Commissioners, Macon Housing Authority; Board of Directors, Renaissance Housing Corporation; Board of Directors, Star Choices; Unification Commissioner for Unification of Macon and Bibb County; Board of Directors, Museum of Arts and Science; Chair for Restoration of Pleasant Hill Community, Weed and Seed Initiative Project
- Suzanne Wood, Executive Director, Macon Area Habitat for Humanity; Macon Non-Profit Housing Commission; National Fund-raising Executives of America

The Director and Program Manager of MCCD will serve as *ex officio* members of the Community Advisory Council.

The new Community Advisory Council will meet to organize itself and familiarize itself with the work of the Center in an all-day retreat August 28, 1999.

(b) Every research activity in this project grew out of consultation with our community partners. Assets mapping will actually involve WWACS extensively in carrying out the activity. The Boys and Girls Clubs requested the update of their history. The Land Bank Authority is an equal partner in developing a database of vacant property. And the need for research on barriers to marketing affordable housing became apparent through the involvement of WWACS, the Macon Housing Authority, and the Economic and Community Development Department of the City in last year's marketing research project.

Many of our outreach activities under "Neighborhood Revitalization" help implement the Willing Workers Association of Central South's strategic goals or were specifically requested by WWACS. The others required extensive consultation with the Boys and Girls Clubs, the Inter-Neighborhoods Tenants Association, and the Macon Police Department. Outreach activities under "Education" reflect an on-going partnership with the Bibb County Public Schools and new partnerships with Communities in Schools of Macon/Bibb County and the Macon 2000 Partnership. Outreach activities under "Housing" are the product of closely coordinated planning with the Macon Housing Authority, the Land Bank Authority, and the Economic and Community Development Department of the City of Macon.

(3) Help solve or address an urgent problem as identified in Rating Factor 2

(a) In each of the areas of urgent needs identified in Factor 2, the project work plan specifies precise, clear, and measurable impact objectives together with the sequence of tasks necessary to achieve them. These objectives will empower neighborhood residents and organizations, build community capacity, and enhance crime prevention as part of neighborhood revitalization. The objectives will increase school success and educational achievement levels, including decreasing teen pregnancy as a means to these goals. Objectives will improve the physical condition of the neighborhood and the housing stock, while proactively increasing availability, access, and fair housing choice for affordable housing for minorities, women with children, public housing residents, and low to moderate income first-time home buyers. In each of these areas, the project is designed to complement important existing efforts to address these needs.

Building Community Capacity

There are already many valuable organizational and individual assets in Central South, including the Willing Workers Association of Central South, the churches, the resident associations in the public housing neighborhoods, the Boys and Girls Clubs, and many long-time residents of the neighborhood who remember when Central South was a safe and harmonious place in which to live. Segments of the area have had various groups representing their interests, but the groups did not cooperate or coordinate their efforts, and there was

no sense of a larger neighborhood. In the past, residents have not been consulted about major projects affecting them, which feeds apathy. MCCD has played a key role in stimulating a process of neighborhood development. The Willing Workers Association of Central South is the first organization of its kind seeking to represent the whole neighborhood. Encouraging the residents to view themselves as one neighborhood has enhanced their ability to work together and bring about improvements. The Association can provide the neighborhood a unified voice in the city, better coordinated neighborhood programs and activities, and greater access to community resources.

The Mercer Center for Community Development is poised to play a continuing, strong supportive role for the Willing Workers Association of Central South, as well as for the other institutions in Central South, and to aid in the process of matching community resources with the challenges of the neighborhood. The groundwork is also being laid for the creation of a strong neighborhood-based Community Development Corporation whose work over time will radically alter the human and physical landscape of Central South.

Enhancing Public Safety

Residents, the Macon Police Department, and the Macon Housing Authority have been successfully working together to decrease crime. The Macon Police Department has recruited residents to form Neighborhood Watch programs and Citizens on Patrol (COPS) to deter crime in the area by watching out for suspicious activity and reporting it. Tindall Heights has a Macon Police Department SCAT (Specialized Criminal Apprehension Team) unit and Oglethorpe Homes has a Police Precinct. Both of these programs have police officers who are assigned to the public housing neighborhood and work by a "Community Oriented Policing" model. The officers not only monitor criminal activity but also become involved in the total community. They serve as positive role models for youth living in public housing and are involved in sports activities and resident association-sponsored activities. The positive experience in the public housing neighborhoods has served as a test-bed for a model that holds promise for all of Central South. Due to an aggressive approach to illegal drugs in the public housing neighborhoods, the number of drug arrests fell from 315 in 1989 to 17 in 1997; the number of leases terminated for drugs under the zero-tolerance policy fell from 59 in 1989 to 5 in 1997. This model has also been incorporated into the City's 1995 Consolidated Plan (p.108). Mercer University will strongly support these efforts by committing significant University resources to increase police visibility and effectiveness.

Increasing Educational Achievement

Many efforts to address the problem of lack of educational achievement are already under way. Macon Literacy Action Project Read provides literacy training to adults. It also enables those who have dropped out of school to obtain their GED. (Project Read has a permanent site in Oglethorpe Homes in the COPC service area.) Mercer University's Educational Opportunity Center then helps the GED graduates (up to 2,000 per year) develop and realize their self-sufficiency goals, through vocational or more traditional academic streams. For younger students (aged 6-18), the Boys and Girls Club at Tindall Heights offers after-school tutoring. Oglethorpe Homes has an embryonic after-school tutoring program. Mercer students have collaborated with a local pastor to set up a program at his church. And hundreds of Mercer students tutor in local elementary schools as part of their academic requirements. As laudable as these efforts are, much, much more is needed. Mercer University is an ideal partner for these ongoing efforts, given its close proximity to the neighborhood, its strong School of Education, its history of involvement in successful tutoring programs in the neighborhood schools, and the resources and energy of its students and faculty.

To address the specific issue of teen pregnancy, the Bibb County Public School System and DFACS operates a recently opened Teen Parent Center (located in Central South), which provides pregnant students with a comprehensive array of services including prenatal care, drug/alcohol treatment, individual and group counseling, parenting skills, money management, family planning, and supportive services in addition to academic content courses. Other strong programs, such as the Boys and Girls Clubs of Central Georgia and

Adopt-A-Role Model, are also addressing the issue of teen pregnancy. However, the problem is enormous and requires a concerted effort on the part of the whole Macon community. The Mercer Center for Community Development is prepared to tap into the expertise of the Mercer University School of Medicine in developing the STAND program which relies on peer mentoring to reduce teen pregnancy.

Addressing Substandard Housing

Strong efforts are already underway to improve the housing situation in the area. To foster and maintain affordable housing, the City of Macon, under the Community Development Block Grants, is administering programs to rehabilitate homes for homeowners, to improve rental property, and to provide subsidies for affordable housing development. The City also has programs in place to demolish houses that are beyond repair, which will help to improve the neighborhood and remove possible havens of crime and drug trafficking.

Increasing home ownership in the area can drastically reduce substandard housing and vastly improve the aesthetic qualities and stability of the neighborhood. According to *The City of Macon's 1999 Action Plan*, the City expects to help 40 renting households enter into home ownership by June 2000. It will do this by providing buyers with second mortgage HOME loans for gap financing, closing costs, and rehabilitation. It also plans to provide HOME construction financing to nonprofit organizations and private developers who will build or rehabilitate and sell at least 20 houses. The City also expects to use its CDBG funds to improve the homes of at least 50 homeowners by June 2000. This will be done by making direct loans to homeowners. The City also plans to use its CDBG funds to improve eight rental houses.

Finally, by June 2000, the City of Macon expects that enforcing its housing code will result in the improvement of no fewer than 1,200 houses and the demolition of at least 200 dilapidated houses. Under this program, inspectors working for the city identify houses that violate the housing codes and then work to get the owners of the properties to make the necessary repairs to bring the houses into compliance with the housing code. These properties are generally located in inner-city neighborhoods and occupied by lower-income persons. Central South is one of these areas (*City of Macon's 1995 Consolidated Plan*). The City's Housing Code inspector for the Central South neighborhood has pursued his task systematically and vigorously. Where previously enforcement of the Code was complaint driven, now the inspector conducts a house-by-house assessment and then brings the cases himself to the City's Housing Court. This approach has resulted in 1366 cases being opened in Central South from November 1997 through April 1999. Of dilapidated houses cited for abatement code violations, 38 have been demolished and cleared, and 25 have been rehabilitated. One hundred twenty-three houses cited for housing code violation have been repaired.

Central South will benefit from all of these programs. In the *Analysis of Impediments to Fair Housing in Macon, Georgia (AI)*, Metro Fair Housing Services, Inc. recommends that education and outreach be increased to help residents of the city learn more about their property and home ownership rights and how to file a discrimination complaint without intimidation and fear. The *AI* cites the City's affordable housing programs as a positive trend and states that all indications are that sales to African Americans are rising considerably.

Nonprofit housing agencies are also actively involved in improving the target area. The Macon Housing Authority is renovating homes and selling them to public housing authority residents and other low income people under their HOPE III Home Ownership Program. Macon Area Habitat for Humanity is building homes with families who live in substandard housing or who are homeless. Pursuant to a contract with the City of Macon, Habitat for Humanity receives a \$5,000 development fee for building in one of the City's target areas. In 1998, the Macon Housing Authority closed its second \$10 million single-family mortgage revenue bond issue and, through local lenders, is actively making below-market and assisted down-payment loans in Central South. Many of these loans are in support of the other home ownership programs listed above. To date, 107 new first-time homebuyers have taken advantage of the low-interest mortgages.

The Mercer Center for Community Development will serve as an advocate and catalyst for all of these efforts by providing key research data on the status of vacant and dilapidated properties, and in identifying barriers to the marketing of housing assistance programs. Increasing the number of homeowners in the area will help drive out crime, increase the stability of the neighborhood, and encourage people to improve the aesthetic qualities of the neighborhood. This goal will be achieved through the establishment of a Community Development Corporation in Central South.

(b) A total of \$3,840 in Federal grant funds are passed through to Macon Technical Institute for specific training for WWACS members and a total of \$7,500 to the Macon Police Department to support including the Police Athletic League participants in Central South in the Annual AmeriCorps Youth Crime Prevention Conference. This represents less than 3% of the total Federal funding.

(4) Potentially yield innovative strategies or "best practices" that can be replicated and disseminated

Local Dissemination

Dissemination of results within the community and to neighborhood residents is assured by a number of mechanisms. The physical location of the Mercer Center for Community Development in the community makes the Center itself an assessable resource and makes staff readily available to residents. In Year Three of the grant the addition of a Neighborhood Builder to the COPC staff, who will work in Oglethorpe Homes as part of the Central South Housing Center, will maximize availability and allow the routine exchange of information on a daily basis. Formal mechanisms of communication that already exist range from MCCD's semi-annual progress report to occasional working papers (the first of which, "Reflections on Michael Katz *The Undeserving Poor: From the War on Poverty to the War on Welfare*," was distributed in February 1999). These are distributed to a community mailing list of over 100 recipients. The Central South Task Force and the Community Advisory Council (which is charged with assessing project progress) will provide regular forums for neighborhood leaders and community partners to share results and questions. Five of the project activities also include explicit plans for sharing results with selected partners; Assets Mapping, Summer Math-Science Camp, Cataloguing Vacant Property, Marketing Fair Housing, and the Commercial Redevelopment Plan. Other activities directly disseminate results to partners as an integral part of the activity, including Burke Elementary curricular development for transient students, the Great Books summer workshops for Southwest teachers, and the training and employment of Fair Housing Advocates. Both community history projects culminate in very public events; the publication by Mercer University Press of the history of the Boys and Girls Clubs of Central Georgia and the public presentation and celebration of resident's lives and memories as recorded in the Central South oral history project.

National Dissemination

A number of practices described in the Work Plan for this project have potential as replicable innovations with national significance.

(i) Mercer University's Servant Leadership Scholarship program has been nominated as a Best Practice by HUD for the 1999 Best Practices and Technical Assistance Symposium to be held in Kansas City July 20-25. Several other activities or elements of activities offer innovative potential and replicability.

(ii) The extensive and productive use of work-study students to deliver services in non-profit and educational settings offers a low-cost, effective University contribution that also adds a service learning context for student efforts.

(iii) Dr. Smith's STAND program is currently under review by the Centers for Disease Control and Prevention (CDC) for possible inclusion on their list of "Programs That Work." The first full-length research

article on the effectiveness of STAND is in press in the Journal of AIDS Education and Prevention. Results of the evaluation of the STAND program carried out by Dr. Smith in a Middle Georgia county were presented at the 12th International Conference on AIDS in Geneva, Switzerland in June 1998.

(iv) The use of an employee benefit equity incentive as a means of encouraging the redevelopment of distressed historic neighborhoods is a relatively low-cost but very effective tactic and has already contributed to the revitalization of Huguenin Heights (a project of the Macon Heritage Foundation that is supported by a grant from the National Trust for Historic Preservation and the Ford Foundation.) The extension of this equity incentive program to a low-to-moderate income neighborhood in Central South has great potential to seed the sort of micro-neighborhood redevelopment our outreach strategy envisions.

(v) The cooperation between a neighborhood association, the University, and non-profit counseling services in training Fair Housing Advocates to offer on-site, one-stop housing information and assistance combines empowerment and community capacity building and makes possible effective fair housing choice.

(vi) Based on a preliminary literature search, Dr. Eveland's research on perceptual barriers to participation in available housing assistance programs should have an important national contribution to make.

(vii) Finally, the overall design of this project's outreach strategy, with its strong social and political logic, may offer an important model for inner-city residential redevelopment for other mid-sized cities across the country.

In anticipation of the success of this outreach strategy and to share results and lessons of the process, MCCD will sponsor a national conference in March of 2002 (during our Cherry Blossom Festival.) The conference will be titled "Re-Centering the Regional City" and will feature the work of COPCs and other non-profits in facilitating residential redevelopment in central city neighborhoods in regional cities. Existing COPCs, state HUD representatives, HUD Community Builders, and community development departments in cities 100,000-500,000 in population in the U.S. will be invited to attend or participate. Abstracts of the conference presentations will be posted on the MCCD web site, together with the addresses of the invited community development departments. Links to presenting COPCs' web sites will also be included. In preparation for this conference, in Year Two existing COPCs will be surveyed to discover which of them would identify their present efforts as falling under this description.

In the first year of its existence, the Mercer Center for Community Development has extensively consulted with two universities: the COPC at the University of Tennessee/Knoxville and the Atlanta Neighborhood Development Partnership (ANDP) at Clark Atlanta University. At ANDP's invitation, Mercer University will sponsor a two-day Community Development Institute in partnership with ANDP in Macon in the Winter of 2000. As part of our COPC work plan, MCCD staff and neighborhood residents will visit COPCs, community development corporations, and neighborhood revitalization projects in Atlanta, Charlotte, and Greensboro in Years One and Two of the grant period. In the Fall of 1999, MCCD nominated the Mid State Children's Challenge Project for inclusion in the third volume of *University-Community Partnership: Current Practices*. These are all evidence of an interest and ability to disseminate our results nationally.

Clearly, we are committed to building relationships in the state, region, and nation that connect our interests and efforts with those of other institutions and entities engaged with similar problems and sharing similar goals.

(5) (a) Support for HUD Policy Priorities

(i) The training of neighborhood residents as Fair Housing Advocates will include homeowner training for prospective homebuyers. Promoting healthy homes will be included in this training and thus will be integral to the provision of fair housing choice in this project.

(ii) The project is very focused on providing opportunities for self-sufficiency for residents of the neighborhood. Mercer realizes that one of the main obstacles to self-sufficiency is the lack of basic skills. To this end, the University supports an Educational Opportunity Center whose goal is to improve such skills for adults looking for jobs or to continue their education. Among the services of the Center are: career exploration, self-management, workshops for helping individuals to remain drug free, assistance in preparing applications for admission to college and for financial aid. The Center has worked with GED graduates in Felton Homes, in the COPC Service area, on math and English skills. The Bibb County Board of Education, a close partner of Mercer, has set up the Adult Learning Center in Oglethorpe Homes in cooperation with the Macon Housing Authority, another project partner. The Adult Learning Center provides literacy training (Project Read) and GED classes, both of which can be instrumental in helping people move from welfare to work.

(iii) Elimination or reduction of drugs and crime from Central South is one of the highest priorities of neighborhood residents and of Mercer University. To this end, Mercer intends to cooperate fully with the Macon Police Department and the neighbors to increase anti-crime patrols, coordinate radio frequencies of the Macon and Mercer police, and support the activities of Citizens on Patrol and Neighborhood Watch, as described in the Work Plan above. Through the YES Program, similar in purpose to the "Officer Next Door" initiative, Mercer will help locate Macon police officers in the neighborhood to work with 10 to 14 year-old at-risk youth. Mercer will also offer an equity incentive for officers who wish to buy a new or renovated house in the neighborhood. This grant will also make possible the extension of the Police Athletic League to Central South and the participation of Central South youths 15 to 17 years old in the AmeriCorps Youth Crime Prevention Conference. The Macon Housing Authority, a close partner of Mercer in the COPC enterprise, is a national leader in the "One Strike and You're Out" program to eliminate drugs from public housing. Since a large percentage of Macon's crime is drug related, the measures to be undertaken should help to reduce drug and crime activity in Central South.

(iv) The project will provide a number of educational opportunities. An enhanced tutoring program will concentrate on improving the reading skills of students at the two elementary schools in Central South. Research on the situation of transient elementary pupils should make it possible for Mercer and others better to address their needs. Special programming will be available for talented elementary pupils. Educational enhancements and special counseling will prepare students for college through both after-school programs and participation in the U. S. Department of Education GEAR UP program. Mercer's Servant Leadership Scholarship program will offer access to college for young people from the area who have demonstrated leadership potential in their communities. Finally, Mercer will cooperate with the activities of AmeriCorps, primarily through the First Street Arts Center. This Center was created through the efforts of Dr. Thomas Glennon, Professor of Human Services at the University. The Center provides a wide variety of artistic and educational opportunities to the children and youth of the area. Indeed, it is physically located in the focus neighborhood. In addition, one of these AmeriCorps volunteers will serve full-time with the Inter-Neighborhoods Tenants Association.

(b) Activities That Affirmatively Further Fair Housing

The work of The Mercer Center will include a number of activities that affirmatively further fair housing.

(i) The City of Macon Economic and Community Development Department (ECDD) has become a key partner with Mercer in the formulation of this project. Indeed, the COPC Service Area is identical to one of the eleven target neighborhoods chosen by ECDD for upgrading. By providing loans at reduced rates to homeowners and renters in the neighborhood, these residents will not be forced to seek loans from financial institutions which have historically viewed them as credit risks. Conversely, the City of Macon and the Macon

Housing Authority are cooperating to provided low-interest loans to first-time homebuyers above a certain income level to encourage them to move into and help stabilize more distressed neighborhoods, including the COPC Service Area.

(ii) One of the main goals of the program is to promote fair housing through expansion of home ownership opportunities. The Housing Authority's HOPE 3 Program (Home Ownership for People Everywhere) will be available to help some of the 2,378 residents in five public housing projects in the COPC Service area move from public housing to home ownership. The Housing Authority's commitment to upgrading the COPC Service Area has been further demonstrated when it received the 1997 Chrysalis Award for Whole House Rehabilitation from *Southern Living* magazine for restorations in the Tindall Heights area.

(iii) The efforts of the Housing Authority will be strongly complemented by the development of a neighborhood-based Community Development Corporation whose objective will be to renovate and build affordable new houses for low-to-moderate and first time homebuyers in the focus neighborhood, the large majority of whom will be African-American given the demographics of the area. The provision of neighborhood residents trained as Fair Housing Advocates at an on-site, one-stop Central South Housing Center located in Oglethorpe Homes will greatly enhance the quality of housing services for neighborhood residents, particularly for the women with children who constitute the greatest number of public housing residents in Central South. This advocacy will include mobility counseling as well as information on a variety of services available to further fair housing choice. The content and format for these services will reflect applied research into perceptual barriers to participation in housing assistance programs and the marketing plan developed to overcome these barriers.

(6) Result in the COPC function and activities becoming part of the urban mission of your institution

(a) The lead sentence of a recent front-page story in *The Macon Telegraph* reads: "For years, it seemed as if Mercer University were an ivory-towered institution that prospered while the neighborhoods around it decayed." The story continues, quoting Maryel Battin, executive director of the Macon Heritage Foundation: "For a while, the perception was very much a town-versus-gown thing. But things are very different than they were a few years ago. Different indeed." The story records the impact of Mercer involvement, in partnership with the Heritage Foundation, on Huguenin Heights a blighted pocket neighborhood next to the campus. It notes the major difference the University has made in downtown Macon. And it describes the ambitious goals of the Mercer Center for Community Development for Central South Neighborhood Revitalization.

In 1991 the Trustees of the University adopted a revised mission statement proposed by the Faculty Senate, which was chaired at the time by Peter Brown, who now serves as the Director of the Mercer Center. The statement included a new goal: "To contribute campus resources in partnership with other institutions and agencies to improve the educational, social, and economic development of the community."

This new dimension culminated a decade of President Godsey's leadership during which the University opened a School of Medicine dedicated to training primary care physicians for underserved areas of Georgia and a School of Engineering and an Engineering Research Center to support the technical development of the region, especially at Warner Robins Air Logistics Center. Since then, President Godsey has initiated the Center for Business Research and Development on Mercer's Atlanta campus and, most recently, the Mercer Center for Community Development in Macon.

President Godsey's letter of transmittal makes clear his commitment to the urban mission of the University. The actions of the Provost, deans, and faculty make clear theirs. Russell Warren, Provost and Executive Vice President, funded MCCD for \$136,000 in FY 1998-1999. He has approved a budget for \$181,000 in FY 1999-2000 for MCCD. He is committed to service learning as an important and growing educational opportunity at the University. The deans of law, medicine, education, business, and liberal arts identified faculty and provided support for faculty participation in the activities undertaken this past year by MCCD and

proposed for this COPC project. Dean Douglas Steeples of the College of Liberal Arts has been particularly helpful, providing useful ideas, funding, and a strong voice in University counsels in favor of this new initiative. The responsiveness of faculty to this community development initiative is clear from their involvement as detailed in the work plan and budget, where much of their participation is in-kind match. Many of the activity coordinators named in this plan have made significant progress on these projects over the past year--usually with minimal funding. Applied research has long been recognized by Mercer University as a strong qualification for tenure and promotion, appropriately so at a teaching institution. Teaching is preeminent at Mercer. Scholarship *and* service are both regarded as important. Promotion to professor requires excellence in teaching and outstanding contributions in *either* scholarship *or* service.

This intensification of the University's urban mission builds on some strong curricular foundations. Community service in a learning context has been a hallmark for thirty-one years of the defining program for undergraduates at Mercer, the First-Year Seminars, which are a year-long interdisciplinary required program for Mercer freshmen. As a direct result of experience in this program, Thomas Glennon, Professor of Psychology and Human Services, founded a major program in "Leadership and Community Service" fifteen years ago. This major features extensive practicums and internships and involves 33 AmeriCorps volunteers.

The Mercer University School of Medicine (MUSM) has a special mission to work in underserved rural and urban communities. To this end, it has made the Community Science Program (CSP) a required component of its curriculum. In this program, students spend 13 weeks in an underserved area, during which they carry out a needs assessment, a research project on the local patient population and a market study on the feasibility of establishing a medical practice in the area. In preparation for their field work, students study community epidemiology. In the fall of 1998, the MUSM established a Masters in Public Health program.

As discussed in the Work Plan, several COPC activities are built into University courses. These include the Community History Projects, Tutoring in Elementary Schools, Preparing For College: GEAR-UP & AVID/CAP, Cataloging Vacant Property, and Marketing Fair Housing.

The budget for this COPC project reflects a careful plan for institutionalization of the Mercer Center for Community Development and its work in Macon's neighborhoods. The office expenses for MCCD will be carried in the University's budget 100% from the initiation of the project. By agreement with the Provost, core staff salaries will be gradually incorporated in the University budget: Year One Federal 100%/Mercer 0%, Year Two Federal 67%/Mercer 33%, Year Three Federal 33%/Mercer 67%. In 2002-2003, core staff salaries will be 100% in the University budget. As the project progresses, particularly as construction and sale of renovated and new houses begins through the efforts of a new CDC, the workload of MCCD will increase. The COPC budget includes the addition of a fourth staff member in Year Three, a Neighborhood Builder who will work directly in Central South as community organizer and staff support to neighborhood Fair Housing Advocates. The work of this new CDC will require strong, continuing University support for several years in terms of operating expenses. President Godsey has already indicated support in principle for this additional commitment of University resources. Since a second phase of community development in Central South is planned to be aimed at commercial redevelopment and jobs training, MCCD already contemplates applying for a COPC New Directions grant in 2002.

We have agreed from the beginning of this process in 1998 that neighborhood revitalization is a long-range project and that Mercer is committed to it for the long haul. The President of the University and the Director of the Mercer Center for Community Development have made this pledge publicly a number of times. The question is not whether, but how? This work plan and budget will accomplish the "how."

(b) Mercer University has received and continues to receive substantial commitments of non-COPC resources to carry out project activities in distressed neighborhoods in Macon and Middle Georgia.

The Mercer Center for Community Research and Development has already been contracted as process evaluator for the Weed and Seed Program in Macon's Pleasant Hill neighborhood, whose application is pending to the US Department of Justice.

The Mid State Children's Challenge Projects, Inc., directed by Thomas Glennon of Mercer University, has received funding from a number of public and private sources to run a licensed child care facility, a Montessori school, an after-school arts program, and a summer day camp. Fifty percent of these children come from low income families and 16% have one or more developmental disabilities. The facility for the delivery of these services is located in the COPC focus neighborhood. Children's Challenge has also designed and conducted a consumer satisfaction survey and a quality of life survey on behalf of the Macon Housing Authority.

Dr. Glennon, Mary Ann Drake, past Director of Women's and Gender Studies, and Stuart Levi of the Mercer University School of Medicine have received state funding for an Early Intervention Project to identify developmentally disabled infants in Middle Georgia.

Alice Ford, Director of the Center for Business Research and Development at Mercer University-Atlanta, has served as the economic restructuring specialist for Main Street Resource Teams in five Georgia towns and has completed market analysis assignments for eight Georgia cities.

The Mercer Educational Opportunity Center is federally funded and provides assistance and information to persons 18 years of age and older who are aiming to apply for post-secondary education. Last year, the program served 2,000 adults from seven Middle Georgia counties, and worked with 20 GED graduates from the COPC service area on math and English skills.

Mercer also has one of the nation's oldest and most successful Upward Bound programs. Last year this federally-funded program supported one hundred college students from inner-city neighborhoods. (Thirty-five were from the COPC service area.)

The Mercer University School of Medicine has received a number of grants to carry out research and outreach activities. The Medical School has contracts with five Georgia and other Southeastern communities to implement STAND, a peer-to-peer education program for pregnancy and STD prevention. The Medical School has also conducted several studies under contract for the Georgia Department of Human Resources, Division of Public Health.

Under the leadership of Sam Hart, Director of Upward Bound, Mercer University has collaborated with the Bibb County Public Schools and other universities and community groups to apply for an \$8.3 million U. S. Department of Education GEAR-UP grant. As reflected in the COPE work plan, this would be a powerful addition to our community development work in Macon.

All of these project activities demonstrate the solid record of Mercer University in community research and outreach for the benefit of distressed communities in Macon and elsewhere.

Rating Factor 4: Leveraging Resources

Mercer University has partnered with a number of public and private entities in the preparation of this application. A number of these entities have agreed formally to commit resources to the COPC program, in the form of funding or in-kind contributions, as referred to in (2) below. These community matches are in every case tailored to the work plan and represent substantial contributions to the activities.

(1) Applicant has exceeded program's minimum match requirement

In terms of quantitative match, Mercer's application far exceeds the statutorily required minimum. Mercer and its community partners have pledged \$1,845,478 (less indirect costs) over a three-year period to cover costs of The Mercer Center for Community Development and its programs. Since this is 241% above the statutorily required match, the Mercer application should be awarded the full five points in this category.

(2) Extent to which matching funds are provided from sources other than the applicant

Because it has involved a large number of relevant governmental and non-governmental entities in the COPC process, Mercer University has succeeded in receiving substantial commitments of cash and in-kind resources to the COPC project. The Letters of Commitment following this page provide the details and official authorizations of these contributions.

Those entities making firm resource commitments are:

1. Willing Workers Association of Central South	\$37,210
2. Macon Housing Authority	97,977
3. Consumer Credit Counseling Service of Middle Georgia, Inc.	18,000
4. Boys & Girls Clubs of Central Georgia, Inc.	1,467
5. First Street Arts Center	61,650
6. American Association of University Women Educational Foundation	10,000
7. Bibb County Public Schools	212,000
8. Macon-Bibb County Health Department	23,423
9. March of Dimes Birth Defects Foundation	15,000
10. City of Macon Economic and Community Development Department	34,690
11. Land Bank Authority of Macon-Bibb County	45,000

Sources outside the University are coordinating their use of resources in the target area in the amount of \$549,705. This substantial community support importantly contributes to the sustainability of the Central South Neighborhood Revitalization Project beyond the life of the grant. This community commitment constitutes 30% of the total match for this application (less indirect costs). Thus, Mercer's application should receive the full five points awarded for this category.

OFFICE OF THE PRESIDENT

June 7, 1999

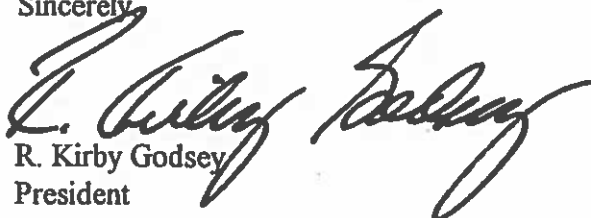
Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, DC 20410-3500
ATTN: COPC Program

Re: HUD Notice of Funding Availability, FR 4410, for COPC Program

To Whom It May Concern:

I hereby certify that Mercer University will commit the funds and resources indicated as matching funds and resources from the various offices and schools of the University in our application for COPC grant, upon the award of such a grant.

Sincerely,



R. Kirby Godsey
President



CHESTER A. WHEELER, III
DIRECTOR

ECONOMIC AND COMMUNITY DEVELOPMENT

City of Macon

439 COTTON AVENUE
MACON, GEORGIA 31201
(912) 751-7180
FAX (912) 751-7390
TDD (912) 751-7166

Mr. Peter C. Brown, Director
The Mercer Center For Community Development
Mercer University
1400 Coleman Avenue
Macon, GA 31207-0001

RE: HUD Notice of Funding Availability, FR-4410, for Community Outreach Partnership Centers (COPC) Program

Dear Mr. Brown:

Please accept this letter in strong support of your application for a HUD Community Outreach Partnership Centers (COPC) Program grant. If funded, our department looks forward to working with you and the neighborhood association to revitalize the Central South neighborhood.

During FY 2000 our department will commit \$34,690 of in-kind staff support to the Central South initiative. This includes one half of the cost of a code enforcement inspector's salary and benefits (\$15,400); 240 hours of home buyer counseling and loan processing assistance (\$4,320); 260 hours of our construction services manager's time to provide you with technical assistance related to land acquisition and construction activities (\$5,720); and 250 hours of my time to help you pull together housing development partnerships in Central South (\$9,250).

You are also welcome to apply to our department for administrative funding that can be used to help support the development and operations of a CHDO or other non-profit organization. The next application process for CDBG funds begins in January 2000 for funds that will be available after July 1, 2000. While the Mayor and City Council determine who is funded and at what levels, it is not out of the question that a CHDO or other non-profit organized to oversee the revitalization of Central South could be awarded a CDBG administrative grant of \$40,000 to \$50,000--particularly if the CHDO or non-profit was receiving funding and/or support through the COPC program and/or other programs.

Sincerely,


Martin Fretty
Director

c: Chester A. Wheeler, III, CAO



COMMISSIONERS:

R. CHARLES H. ANDREWS
R. E. EARL BENSON
MS. JOANN T. FOWLER
DR. JOYCE R. SCHAFER
MR. CARTER M. STOUT
MRS. PEARLIE M. TOLIVER

2015 FELTON AVENUE
P.O. BOX 4928

MACON, GEORGIA 31208

JOHN H. HISCOX
EXECUTIVE DIRECTOR

TELEPHONE (912) 752-5000
CENTRAL OFFICE TTY (912) 752-5198
MAINTENANCE TTY (912) 752-5056
CENTRAL FAX (912) 752-5199
SECTION 8 FAX (912) 752-5188
MAINTENANCE FAX (912) 752-5120

May 24, 1999

Office of University Partnerships
C/O Division of Budget, Contracts and Program Control
U.S. Department of Housing and Urban Development
Office of Policy Development and Research
451 7th Street, S.W., Room 8230
Washington, D.C. 20410

To Whom It May Concern:

The Macon Housing Authority is proud to be partners with Mercer University and the City of Macon in applying for the COPC grant. The Macon Housing Authority has two 1940's era public housing developments located contiguous to Mercer University which greatly affect, and are in turn affected by, the surrounding neighborhood. As well as anyone, we recognize that our future is inextricably bound up in the redevelopment plans for the entire neighborhood. We're committed to working within the COPC program to turn our strategic location into an asset to this process.

We are also particularly excited about the opportunity to play a direct role in the redevelopment of the surrounding neighborhood. Just last year, the Macon Housing Authority created a new Special Programs department to work with local government and other local and private sector partners on affordable housing and community redevelopment projects. Our Special Programs department will give the highest possible priority to projects and program activities which are identified as a part of the COPC planning process, including but not limited to micro-subdivision and in-fill new single family construction, housing rehabilitation, first-time home buyer programs and housing services to the elderly. In addition, the Special Programs commits to providing no less than 15 hours of Housing Counseling Training to at least 15 residents in Central South between October 2001 and September 2002. We anticipate that 20% of this department's effort will be focused on the COPC target area in COPC identified programs during the grant period; since the majority of this program's funding is from non-federal sources, we are pleased to certify qualified local match of \$32,659 annually.

The Macon Housing Authority also contemplates funding a residential marketing study of the South Central area. In particular, the residential marketing study would be necessary as a part of the redevelopment of Tindall Heights and Oglethorpe Homes, as well as any replacement housing

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Office of University Partnership
May 24, 1999
Page Two

generated in the process. It is also anticipated that such a study would embrace assessing the market demand for moderate-income first-time homeownership opportunities. This study would be undertaken in conjunction with the Macon Housing Authority's applications for HOPE VI for these developments in the event the decision is made to go forward in this direction. The cost of the market study is estimated to be approximately \$40,000 and would be made from non-federal funds.

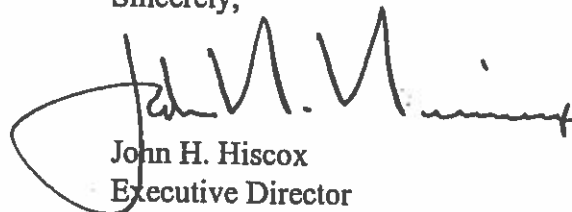
In addition to our certified local match, the Macon Housing Authority is committed to making additional substantial contributions of facilities and services, as follows:

- Technical support in community organization, including the participation of the Oglethorpe Homes Resident Association.
- Community space and facilities in Oglethorpe Homes and Tindall Heights developments, including apartments removed from occupancy to house social services, community organizations and public safety purposes. It is anticipated that at least one of these sites will house the proposed Central South Community Development Corporation.
- As previously mentioned, coordination of the redevelopment of Tindall Heights and Oglethorpe Homes public housing developments with the overall COPC process.

Although most of the above are funded at least partially with federal funds and therefore do not qualify as direct match, they represent significant commitment and we request that HUD recognize it as such.

We greatly appreciate the opportunity to be a partner in the COPC process. Thank you in advance for your attention to our application. If we can supply any additional information concerning our portion of the application, please do not hesitate to let us know.

Sincerely,



John H. Hiscox
Executive Director

JHH:psr



Bibb County Public Schools

484 MULBERRY STREET • POST OFFICE BOX 6157
MACON, GEORGIA 31208 • 912/765-8711

Mercer University, Macon, GA
FR-4410
Page 78c

June 2, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, DC 20410-3500

Re: HUD Notice of Funding Availability, FR-4410, for Community Outreach
Partnership Centers (COPC) Program

To Whom It May Concern:

As Superintendent of Bibb County Schools, please accept this letter of commitment in support HUD Community Outreach Partnership Centers grant. Bibb County will commit state and local funding as matching monies in the amount of \$212,000. The AVID and Core Knowledge programs will be implemented as a result of a Comprehensive School Reform Grant that Ballard Hudson Middle School received October 1999-September 2002. The goal of AVID is to educate the "whole student." This is achieved by unifying six important elements of education: students, curriculum, faculty, tutors, parents and community. A well-developed AVID program improves standardized test scores, increases advanced level course enrollments and the number of students attending college. A remarkable 94% of AVID graduates between 1988 and 1992 enrolled in college and 89% of those who entered college remained two years later. "Students credit AVID with having turned their lives around and given them the training and confidence to succeed in college." (Guthrie and David, 1994). It is in keeping with this philosophy that motivates the formation of the partnership with community groups to develop well-educated students who will have greater opportunities in life. In addition, early college preparation and awareness in our schools is key to the success for more students as they are educated.

Mercer University has a long history of commitment to improving the economic, social and educational opportunities of Macon and Middle Georgia. It is with great pleasure that we endorse the project for the target population and its potential impact on the community at large.

Sincerely yours,

Sharon Patterson
Interim Superintendent



May 18, 1999

To Whom This May Concern:

The Mid State Children's Challenge Projects, Inc. is a private non-profit (501-c-3) organization established in 1985 with funds from the Governor's Council on Developmental Disabilities. Its founding directors were members of the faculty of Mercer University.

Originally founded to provide developmental and diagnostic services for children with disabilities in the 24 counties which make up Middle Georgia, the organization has since developed two direct service child care programs here in Macon/Bibb County Georgia; the First Street Preschool and the First Street Arts after school and summer camp program. Both of these programs are located on the corners of First and Oglethorpe Streets, just one block from the Oglethorpe Homes public housing project.

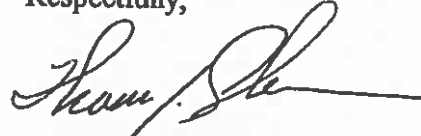
Both of these programs provide low costs and licensed child care services for children between the ages of 3 and 13 years of age. Fifty percent of the children served come from low income families and 16 percent have one or more developmental disabilities. Fees for services for these children and their families are provided either through the Department of Family and Children Services, the Georgia Pre-K Program, donated scholarship funds, or they come from the parents or child providers themselves. The organization does have a sliding fee scale and typically provides discounted rates for low income children or for families with children with disabilities.

Be advised that we will continue to provide these cost assisted services for low income families or children with disabilities who reside in the COPC area defined in this application. We are licensed to serve 137 children in our current facility and will reserve at least 15% of our available slots for these qualified neighborhood children.

It is difficult to estimate the value of the "in kind" services that this organization will commit to this project because we do not actually know how many low income children or children with disabilities will actually enroll in our programs. We also cannot predict the availability of scholarship funds nor can we estimate the resources available to parents. Nevertheless, it is reasonable to estimate that the value of these services over the next three years could reach \$61,650 based on the following calculations: 137 children x 15% x 50 wks x 3yrs x \$20.00/wk. The last figure in the formula (i.e. \$20.00/wk) is the average amount that low income

children or children with disabilities are discounted.

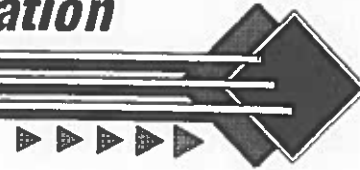
Respectfully,

A handwritten signature in black ink, appearing to read "Thomas J. Glennon", with a long horizontal flourish extending to the right.

Thomas J. Glennon, PhD
Executive Director

Willing Workers Association

of Central South



June 8, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, DC 20410-3500
ATTN: University and College Program

Re: HUD Notice of Funding Availability, FR-4410, for Community Outreach
Partnership Centers (COPC) Program

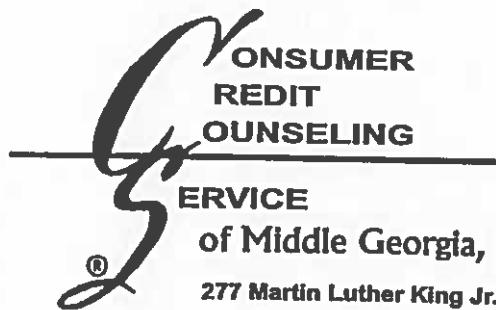
To Whom It May Concern:

If this proposal is funded, Willing Workers Association of Central South commits voluntary in-kind contributions valued at \$37,210.00, to Mercer University for voluntary services for community development to be made available for recipients of the program. These funds will be made available on 6-8-99 for the following grants activities:

- Clean-Ups
- Training
- Fall Festivals
- Meeting
- Site Visits

Sincerely,

Amy Ramey, President



Phone: 912 745-6197 PO Box 31 Macon, GA 31202

June 2, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington DC 20410-3500
ATTN: University and College Programs

Re: HUD Notice of Funding Availability, FR-4410, for Community Outreach Partnership Centers (COPC) Program

To Whom It May Concern:

If this proposal is funded, Consumer Credit Counseling Service of Middle Georgia, Inc. commits two professional, certified housing counselors, each of whom may work up to 8 hours per month to provide initial training and ongoing support for "Community Fair Housing Advocates" through The Mercer Center for Community Development's Housing Education Center. The value of this in-kind contribution is approximately \$500 per month, the cumulative sum of the salaries and benefits of both counselors for the aforementioned hours of service. These services are to be made available as soon as HUD funds are awarded to the applicant.

If there are any questions regarding our level of commitment or services, please feel free to contact me at (912) 745-6197.

Sincerely,

Mary F. Ussery
Director of Professional Services



A Non-Profit Community Service



Macon-Bibb County Health Department

171 EMERY HIGHWAY

Macon, Georgia, 31201-3666

May 26, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, DC 20410-3500

745-0411

Attn: Community Outreach Partnership Centers (COPC)

Re: HUD Notice of Funding Availability, FR 4410, for COPC

To Whom It May Concern:


The Macon-Bibb County Health Department is pleased to support Mercer University in its endeavor to revitalize the Central South neighborhood.

Research indicates that births to teenagers are correlated with increasing numbers of students dropping out of school, babies born with low birth weights and families dependent on welfare. In response, the Macon-Bibb County Health Department has implemented model prevention programs. Two programs, Families Preventing Teen Pregnancy (FPTP) and the STARS Program (Students Taking A Right Stand) are the foundation of a comprehensive approach to build the capacity for leadership through mentoring, evaluate program outcomes and have demonstrated impressive results.

The majority of adolescent pregnancy cases in Bibb County fall in the inner city corridor served by public housing, including Tindall Heights and Felton Homes. The Macon-Bibb County Health Department is looking forward to joining forces with Mercer to implement STARS and FPTP in the target neighborhood. The Macon-Bibb County Health Department will commit \$23,423 awarded by the Governor's Children and Youth Coordinating Council to implement FPTP and serve 30 youth from Tindall Heights and Felton Homes.

Building strong families and strong communities cannot be done without addressing the problem of adolescent pregnancy, which leads to a devastating cycle of dependency. I applaud Mercer for its vision and look forward to working with the community to implement FPTP and STARS.

Sincerely,



Ecleamus L. Ricks, MPH
Administrator

ELR/cm

MERCER UNIVERSITY

COLLEGE OF LIBERAL ARTS
Department of Biology

May 18, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, DC 20410-3500
ATTN: University and College Programs

RE: HUD Notice of Funding Availability, FR-4410, for community Outreach partnership Centers
(COPC) Program

To Whom It May Concern:

If this proposal is funded, the AAUW (American Association of University Women) commits an in-kind contribution valued at \$10,000 to Dr. Hope McIlwain and Dr. Linda Hensel for the Central South Summer Camp for Girls to be made available for recipients of the program. These funds will be made available in part on June 1, 1999 for planning the summer camp. The remaining funds will be made available on June 1, 2000 for holding the camp in the summer of 2000.

Sincerely,



Linda Hensel, Co-PI
Assistant Professor of Biology

and



Hope McIlwain, Co-PI
Assistant Professor of Mathematics

May 21, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington DC 20410-3500
ATTN: University and College Programs

Re: HUD Notice of Funding Availability, FR-4410, for Community Outreach
Partner Centers (COPC) Programs

To Whom It May Concern:

If this proposal is funded, The Boys & Girls Clubs of Central Georgia commits in-kind services of ten (10) youth members and two (2) Supervisory staff for neighborhood clean-ups in Central South Macon. The value of these donated services is \$1467. If you should have any questions, please feel free to give me a call at (912) 743-4153.

Sincerely,



Mike Killen,
Chief Executive Officer



BOYS & GIRLS CLUBS
OF CENTRAL GEORGIA, INC.

Boys & Girls Clubs
of Central Georgia, Inc.
Administrative Office
1527 Second Street
Post Office Box 4431
Macon, Georgia 31208
Tel 912-743-4153
Fax 912-741-3825
e-mail: bgccg@aol.com

Carl D. Thomas Unit
6022 Bloomfield Road
Tel 912-788-0300

Second Street Unit
1527 Second Street
Tel 912-745-4610

Davis Homes Unit
905 Main Street
Tel 912-742-2194

Warner Robins Unit
400 Green Street
Warner Robins, Georgia 31088
Tel 912-923-4953

Hester Bivins Unit
985 Plant Street
Tel 912-743-2510

Mercer University, Macon, GA
FR-4410
Page 781





Macon-Bibb County
LAND BANK AUTHORITY



BOARD OF DIRECTORS:

Bert Bivins, III, Chairperson
Anita Ponder, III, Co-Chairperson
Linda Edwards, Secretary
Davis Minshew

2015 Felton Avenue
P.O. Box 4928
Macon, Georgia 31208

EXECUTIVE DIRECTOR:
Alison Souther

Telephone: (912) 741-9005
Fax: (912) 752-5066

May 25, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, D.C. 20410-3500
Attn: University and College Programs

RE: HUD Notice of Funding Availability, FR-4410, for Community Outreach Partnership Centers (COPC) Program

To Whom It May Concern:

If this proposal is funded, the Macon-Bibb County Land Bank Authority commits 15 percent of staff time and expenses, an in-kind contribution valued at \$ 45,000 to Mercer University. This contribution will be made available on October 1, 1999 through September of 2002 for the grant activities associated with the planning and redevelopment of the Central South area of the city, including both the Oglethorpe Homes and Tindall Heights areas.

Sincerely,

Alison Souther
Director



March
of Dimes
Saving babies, together

*March of Dimes
Birth Defects Foundation*

*Georgia Chapter
Middle Georgia Division
870 Lee Road / Suite A
Macon, Georgia 31204
Telephone (912) 743-9165
Fax (912) 743-2820*

June 07, 1999

Processing and Control Branch
Office of Community Planning and Development
Department of Housing and Urban Development
451 7th Street, SW, Room 7251
Washington, DC 20410-3500
ATTN: University and College Programs

Re: HUD Notice of Funding Availability, FR-4410, for Community Outreach
Partnership Centers (COPC) Program

To Whom It May Concern:

If this proposal is funded, March of Dimes Birth Defects Foundation commits \$15,000 to STAND for activities to promote responsible sexual behavior among teens. These funds will be made available in four payments throughout 1999 for a teen pregnancy prevention program relying on community and peer education.

Sincerely,

Rhonda D. McLeod
Community Director

Carla J. Fisher
Executive Director

Rating Factor 5: Comprehensiveness and Coordination

(1) Coordinated your proposed activities with those of other groups or organizations

Mercer has carefully and consistently coordinated its ongoing and proposed program with many other groups and organizations working on issues described in the Work Plan. For example, there has been a continuous dialogue with the City of Macon Economic and Community Development Department (ECDD) concerning the most effective role Mercer could play in ECDD's housing rehabilitation program, without duplication of activities. It has been decided that Mercer's best role would be in conducting a housing status inventory, identifying barriers to marketing of housing for low-income populations, planning for commercial redevelopment, and, during the course of the next program years, seeding a CDC which will focus exclusively on redevelopment of housing in the Central South neighborhoods. The specific role of MCCD in the CDC is described in the Work Plan, above. ECDD and the Mercer Center for Community Development will continue to hold frequent meetings to exchange information and to update one another on progress to date. In its letter of commitment to this project, ECDD anticipates funding from CDBG money for administrative support for the new CDC, which will require formally including MCCD in Macon's Annual Action Plan as approved by City Council.

Mercer has also consulted closely with the Macon Police Department in formulating its proposed intervention in the area of public safety. The heads of Crime Prevention and Neighborhood Watch for the Police Department and volunteers from the neighborhood have advised Mercer on the program. Formal coordination will be virtually constant, given the synchronization of radio frequencies and coordinated patrols of the focus neighborhood. A formal memorandum of agreement will precede the on-site involvement of Mercer University Police officers in the neighborhood.

The Mercer School of Teacher Education has a long-standing and ongoing relationship with the Bibb County Public Schools. This relationship will be enhanced as Mercer expands its tutoring, after-school, and research programs in the two elementary schools in Central South. The Department of Education GEAR UP grant formally extends and expands this collaboration through middle and high school for these Central South students.

Several of the eleven letters of commitment attached to this application detail services to be provided and constitute written agreements in themselves with our community partners.

Several mechanisms for coordination with other groups and organizations are already built into the Work Plan. For example, the Community Advisory Committee will include representatives of all major cooperating partners as well as neighborhood leaders. The results of the ongoing assessment process by the Community Advisory Council will be shared with all partners, from the residents of Central South to the community organizations to the Mayor's office. These mechanisms will guarantee a constant exchange of information on solutions and outcomes with our community partners.

(2) Consolidated Planning Process

During the year 2000 the City of Macon must prepare and present a new five-year Consolidated Plan to the Department of Housing and Urban Development. Because of MCCD's success in bringing together neighborhood residents and community partners in identifying needs and priorities in Central South, the City's ECDD has invited MCCD to take the lead in replicating its input-gathering techniques in other neighborhoods of the City. MCCD staff and community representatives will organize public hearings throughout the City to maximize citizens' input into the Con Plan. This will facilitate the process of compiling a cogent, responsive, and comprehensive Consolidated Plan. In addition, ECDD has invited MCCD to submit editorial comments and suggestions in the draft process for the Con Plan. The presence of a

representative of ECDD on the COPC Community Advisory Council will allow frequent and institutionalized input of MCCD into the Consolidated Planning process.

(3) Coordinating Comprehensive Solutions

At present, all HUD-funded activities in Macon are within the scope of the Consolidated Plan. The Mercer Center for Community Development will continue to consult with its HUD-funded partners and will coordinate closely with them on any activities which may later be funded outside the scope of the Plan.

MCCD has already played a key role in coordinating comprehensive community approaches to housing revitalization and education. MCCD has organized an unprecedented planning process of all agencies interested in the revitalization process in the city as a whole and in Central South in particular. Those currently participating in this process include the City of Macon (Office of the Mayor, Police Department, ECDD, and City Council members), the Macon Housing Authority, the Macon Heritage Foundation, the Land Bank Authority, Macon Habitat for Humanity, NewTown Macon, Mercer University, WWACS, the Medical Center of Central Georgia, and Wachovia Bank. Other banks have been invited to join this exciting and dynamic process. One outcome of this process is expected to be the establishment of a new CDC to oversee revitalization of Central South.

Likewise in the field of education, MCCD has played a crucial coordinating role. The Center has played a central role in bringing together partners to implement the Communities in Schools (CIS) program in Bibb County. Under the U. S. Department of Education's GEAR UP Program, Mercer has taken the lead in building a consortium unique to Middle Georgia to address the achievement of low-income students. In addition to the Board of Education, these partners include Macon State College and Wesleyan College, the Macon Housing Authority, the Department of Family and Children Services, Macon 2000 Partnership, and several other non-profit organizations.

Recently, NewTown Macon assumed a central role in comprehensive planning for downtown revitalization, bringing together many disparate parties with a common stake in redeveloping downtown Macon. There is as yet no comparable mechanism for comprehensive planning for residential and commercial redevelopment in inner-city neighborhoods. There needs to be one. The informal network of partners that the Mercer Center for Community Development has created around the Central South Neighborhood Revitalization Project is the nucleus for a comprehensive planning process. As MCCD gains credibility in the City and region and as the Central South project bears fruit, we anticipate that opportunities will emerge to contribute to forging an effective and genuinely comprehensive planning process. We will work hard at creating such opportunities and taking advantage of them.

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

8.

Certifications



Assurances—Non-Construction Programs

OMB Approval No. 0348-0040

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Please do not return your completed form to the Office of Management and Budget; send it to the address provided by the sponsoring agency.

Note: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case you will be notified.

As the duly authorized representative of the applicant I certify that the applicant:

1. Has the legal authority to apply for Federal assistance, and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project costs) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§ 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§ 1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§ 6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.O. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§ 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290 dd-3 and 290 ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. § 36701 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with the provisions of the Hatch Act (5 U.S.C. §§ 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§ 276a and 276a-7), the Copeland Act (40 U.S.C. § 276c and 18 U.S.C. §§ 874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§ 327-333), regarding labor standards for federally assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (e) evaluation of flood hazards in flood plains in accordance with EO 11988; (e) assurance of

Certification of Payments to Influence Federal Transactions

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

Applicant Name

The Corporation of Mercer University

Program/Activity Receiving Federal Grant Funding

Central South Neighborhood Revitalization Project

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

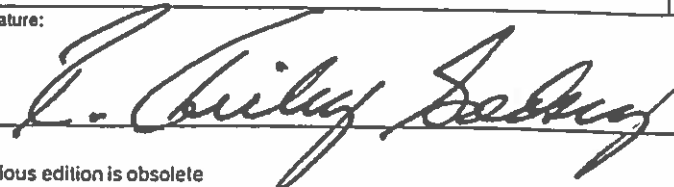
Name of Authorized Official:

R. Kirby Godsey

Title:

President

Signature:

X 

Date:

07 June 1999

Disclosure of Lobbying Activities

Approved by OMB 0348-0046

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352
(See reverse side for instructions.)

Public Reporting Burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, D.C. 20503.

1. Type of Federal Action: <input checked="" type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance		2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		3. Report Type: <input type="checkbox"/> a. initial filing <input checked="" type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____	
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: The Corporation of Mercer University 1400 Coleman Avenue Macon, GA 31207 Congressional District, if known: 8th			5. If Reporting Entity in No. 4 is Subawardee, enter Name and Address of Prime: Congressional District, if known:		
6. Federal Department/Agency: Department of Housing and Urban Development Office of University Partnerships			7. Federal Program Name/Description: Community Outreach Partnership Program CFDA Number, if applicable: _____		
8. Federal Action Number, if known: Request for Grant Application FR-4410			9. Award Amount, if known: \$		
10a. Name and Address of Lobbying Registrant (if individual, last name, first name, MI): Hurt, Norton & Associates, Inc. Suite 200 505 Capitol Court NE Washington, DC 20002			b. Individuals Performing Services (including address if different from No. 10a.) (last name, first name, MI): Hurt, Robert H.		

11. Information requested through this form is authorized by Sec. 319, Pub. L. 101-121, 103 Stat. 750, as amended by sec. 10; Pub. L. 104-65, Stat. 700 (31 U.S.C. 1352). This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semiannually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Signature: 

Print Name: R. Kirby Godsey

Title: President

Telephone No.: 912-752-2500

Date: 07 June 1999

Federal Use Only:

Authorized for Local Reproduction
Standard Form-LLL (1/96)

Certification for a Drug-Free Workplace

U.S. Department of Housing
and Urban Development

Applicant Name

The Corporation of Mercer University

Program/Activity Receiving Federal Grant Funding:

Central South Neighborhood Revitalization Project

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. Sites for Work Performance. The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here ☐ if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official:

R. Kirby Godsey

Title:

President

Signature:

Date:

07 June 1999

Part V. Report on Expected Sources and Uses of Funds

Source	
1. Willing Workers Association of Central South	\$37,210
2. Macon Housing Authority	97,977
3. Consumer Credit Counseling Service of Middle Georgia, Inc.	18,000
4. Boys & Girls Clubs of Central Georgia, Inc.	1,467
5. First Street Arts Center	61,650
6. American Association of University Women Educational Foundation	10,000
7. Bibb County Public Schools	212,000
8. Macon-Bibb County Health Department	23,423
9. March of Dimes Birth Defects Foundation	15,000
10. City of Macon Economic and Community Development Department	34,690
11. Land Bank Authority of Macon-Bibb County	45,000
12. U. S. Department of Housing and Urban Development	400,000

If there are no sources of funds, you must certify that this information is true.

I hereby certify that this information is true. (Signature) _____ Date _____

Use

1. Per narrative in application relating to Rating Factor 4 and per commitment letter.
2. Per narrative in application relating to Rating Factor 4 and per commitment letter.
3. Per narrative in application relating to Rating Factor 4 and per commitment letter.
4. Per narrative in application relating to Rating Factor 4 and per commitment letter.
5. Per narrative in application relating to Rating Factor 4 and per commitment letter.
6. Per narrative in application relating to Rating Factor 4 and per commitment letter.
7. Per narrative in application relating to Rating Factor 4 and per commitment letter.
8. Per narrative in application relating to Rating Factor 4 and per commitment letter.
9. Per narrative in application relating to Rating Factor 4 and per commitment letter.
10. Per narrative in application relating to Rating Factor 4 and per commitment letter.
11. Per narrative in application relating to Rating Factor 4 and per commitment letter.
12. Per application budget form.

If there are no uses of funds, you must certify that this information is true.

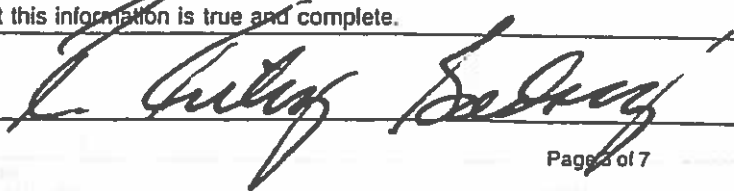
I hereby certify that this information is true. (Signature) _____ Date _____

Certification

Warning: If you knowingly make a false statement on this form, you may be subject to civil or criminal penalties under Section 1001 of Title 18 of the United States Code. In addition, any person who knowingly and materially violates any required disclosure of information, including intentional non-disclosure, is subject to civil money penalty not to exceed \$10,000 for each violation.

I certify that this information is true and complete.

Signature



Date

07 June 1999

5. For changes in previously disclosed sources or uses of funds:
- For programs administered by the Assistant Secretary for Community Planning and Development:

Any change in a source of funds that exceeds the amount of all previously disclosed sources of funds by \$250,000 or by 10 percent of those sources (whichever is lower); and

Any change in a use of funds under paragraph (b)(1)(iii) that exceeds the amount of all previously disclosed uses of funds by \$250,000 or by 10 percent of those uses (whichever is lower).

- For all programs, other than those administered by the Assistant Secretary for Community Planning and Development:

For projects receiving a tax credit under Federal, State, or local law, any change in a source of funds that was previously disclosed.

For all other projects, any change in a source of funds that exceeds the lower of:

The amount previously disclosed for that source of funds by \$250,000, or by 10 percent of the amount previously disclosed for that source, whichever is lower; or

The amount previously disclosed for all sources of funds by \$250,000, or by 10 percent of the amount previously disclosed for all sources of funds, whichever is lower.

- For all programs, other than those administered by the Assistant Secretary for Community Planning and Development:

For projects receiving a tax credit under Federal, State, or local law, any change in a use of funds that was previously disclosed.

For all other projects, any change in a use of funds that exceeds the lower of:

The amount previously disclosed for that use of funds by \$250,000, or by 10 percent of the amount previously disclosed for that use, whichever is lower; or

The amount previously disclosed for all uses of funds by \$250,000, or by 10 percent of the amount previously disclosed for all uses of funds, whichever is lower.

Note: Update reports must be submitted within 30 days of the change requiring the update. The requirement to provide update reports only applies if the application for the underlying assistance was submitted on or after the effective date of Subpart C.

II. Line-by-Line Instructions.

A. Part I. Applicant/Recipient Information.

All applicants for HUD assistance specified in Section I.C.1.a., above, as well as all recipients required to submit an update report under Section I.D., above, must complete the information required by Part I. The applicant/recipient must indicate whether the disclosure is an initial or an update report. Line-by-line guidance for Part I follows:

1. Enter the full name, address, city, State, zip code, and telephone number (including area code) of the applicant/recipient. Where the applicant/recipient is an individual, the last name, first name, and middle initial must be entered. Entry of the applicant/recipient's SSN or EIN, as appropriate, is optional.

2. Applicants enter the name and full address of the project or activity for which the HUD assistance is sought. Recipients enter the name and full address of the HUD-assisted project or activity to which the update report relates. The most appropriate government identifying number must be used (e.g., RFP No.; IFB No.; grant announcement No.; or contract, grant, or loan No.) Include prefixes.

3. Applicants describe the HUD assistance referred to in Section I.C.1.a. that is being requested. Recipients describe the HUD assistance to which the update report relates.

4. Applicants enter the HUD program name under which the assistance is being requested. Recipients enter the HUD program name under which the assistance, that relates to the update report, was provided.

5. Applicants enter the amount of HUD assistance that is being requested. Recipients enter the amount of HUD assistance that has been provided and to which the update report relates. The amounts are those stated in the application or award documentation. NOTE: In the case of assistance that is provided pursuant to contract over a period of time (such as project-based assistance under section 8 of the United States Housing Act of 1937), the amount of assistance to be reported includes all amounts that are to be provided over the term of the contract, irrespective of when they are to be received.

Note: In the case of Mortgage Insurance under 24 CFR Subtitle B, Chapter II, the mortgagor is responsible for making the applicant disclosures, and the mortgagee is responsible for furnishing the mortgagor's disclosures to the Department. Update reports must be submitted directly to HUD by the mortgagor.

Note: In the case of the Project-Based Certificate program under 24 CFR Part 882, Subpart G, the owner is responsible for making the applicant disclosures, and the PHA is responsible for furnishing the owner's disclosures to HUD. Update reports must be submitted through the PHA by the owner.

B. Part II. Threshold Determinations — Applicants Only

Part II contains information to help the applicant determine whether the remainder of the form must be completed. Recipients filing Update Reports should not complete this Part.

1. The first question asks whether the applicant meets the Nature of Assistance and Dollar Threshold requirements set forth in Section I.C.1. above.

If the answer is Yes, the applicant must complete the remainder of the form. If the answer is No, the form asks the applicant to certify that its response is correct, and to complete the next question.

2. The second question asks whether the application is for a specific housing project that involves other government assistance, as described in Section I.C.2. above.

If the answer is Yes, the applicant must complete the remainder of the form. If the answer is No, the form asks the applicant to certify that its response is correct.

If the answer to both questions 1 and 2 is No, the applicant need not complete Parts III, IV, or V of the report, but must sign the certification at the end of the form.

C. Part III. Other Government Assistance.

This Part is to be completed by both applicants filing applicant disclosure reports and recipients filing update reports. Applicants must report any other government assistance involved in the project or activity for which assistance is sought. Recipients must report any other government assistance involved in the project or activity, to the extent required under Section I.D.1., 2., or 3., above.

Other government assistance is defined in note 5 on the last page. For purposes of this definition, other government assistance is expected to be made available if, based on an assessment of all the circumstances involved, there are reasonable grounds to anticipate that the assistance will be forthcoming.

Both applicant and recipient disclosures must include all other government assistance involved with the HUD assistance, as well as any other government assistance that was made available before the request, but that has continuing vitality at the time of the request. Examples of this latter category include tax credits that provide for a number of years of tax benefits, and grant assistance that continues to benefit the project at the time of the assistance request.

(ii) For programs administered by the Assistant Secretaries for Housing-Federal Housing Commissioner, Community Planning and Development, and Public and Indian Housing, each use of funds must indicate the total amount of funds involved and must be listed in descending order according to the amount involved.

(iii) If any program administered by the Assistant Secretary for Housing-Federal Housing Commissioner is involved, the report must indicate all uses paid from HUD sources and other sources, including syndication proceeds. Uses paid should include the following amounts.

AMPO .

Architect's fee — design
Architect's fee — supervision
Bond premium
Builder's general overhead
Builder's profit
Construction interest
Consultant fee
Contingency Reserve
Cost certification audit fee
FHA examination fee
FHA inspection fee
FHA MIP
Financing fee
FNMA / GNMA fee
General requirements
Insurance
Legal — construction
Legal — organization
Other fees
Purchase price
Supplemental management fund
Taxes
Title and recording
Operating deficit reserve
Resident initiative fund
Syndication expenses
Working capital reserve
Total land improvement
Total structures

Uses paid from syndication must include the following amounts:

Additional acquisition price and expenses
Bridge loan interest
Development fee
Operating deficit reserve
Resident initiative fund
Syndication expenses
Working capital reserve

Footnotes:

1. All citations are to 24 CFR Part 12, which was published in the Federal Register on March 14, 1991 at 56 Fed. Reg. 11032.
2. A list of the covered assistance programs can be found at 24 CFR §12.30, or in the rules or administrative instructions governing the program involved. Note: The list of covered programs will be updated periodically.
3. Assistance means any contract, grant, loan, cooperative agreement, or other form of assistance, including the insurance or guarantee of a loan or mortgage, that is provided with respect to a specific project or activity under a program administered by the Department. The term does not include contracts, such as procurements contracts, that are subject to the Federal Acquisition Regulation (FAR) (48 CFR Chapter 1).
4. See 24 CFR §§12.32 (a)(2) and (3) for detailed guidance on how the threshold is calculated.
5. "Other government assistance" is defined to include any loan, grant, guarantee, insurance, payment, rebate, subsidy, credit, tax benefit, or any other form of direct or indirect assistance from the Federal government (other than that requested from HUD in the application), a State, or a unit of general local government, or any agency or instrumentality thereof, that is, or is expected to be made, available with respect to the project or activities for which the assistance is sought.
6. For further guidance on this criterion, and for a list of covered programs, see 24 CFR §12.50.
7. For purposes of Part 12, a person means an individual (including a consultant, lobbyist, or lawyer); corporation; company; association; authority; firm; partnership; society; State, unit of general local government, or other government entity, or agency thereof (including a public housing agency); Indian tribe; and any other organization or group of people.

Certification of Consistency with the Consolidated Plan

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.

(Type or clearly print the following information:)

Applicant Name: Mercer University

Project Name: Central South Neighborhood Revitalization

Location of the Project: Macon, Georgia

Tindall Heights/Central South Neighborhood

(Oglethorpe - Tindall Heights)

Name of the Federal
Program to which the
applicant is applying:

Community Outreach Partnership Centers (COPC)

Name of
Certifying Jurisdiction:

City of Macon, Georgia

Certifying Official
of the Jurisdiction

Name: Jim Marshall

Title: Mayor

Signature: 

Date: June 7, 1999

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

9.

Acknowledgment of Receipt of Application



**Acknowledgment of
Application Receipt**

**U.S. Department of Housing
and Urban Development**

Type or clearly print the Applicant's name and full address in the space below.

Mercer University
1400 Coleman Avenue
Macon, GA 31207-0001

ATTN: Dr. Peter Brown

(fold line)

Type or clearly print the following information:

Name of the Federal
Program to which the
applicant is applying:

COPC

To Be Completed by HUD

☐ HUD received your application by the deadline and will consider it for funding. In accordance with Section 103 of the Department of Housing and Urban Development Reform Act of 1989, no information will be released by HUD regarding the relative standing of any applicant until funding announcements are made. However, you may be contacted by HUD after initial screening to permit you to correct certain application deficiencies.

☐ HUD did not receive your application by the deadline; therefore, your application will not receive further consideration. Your application is:

☐ Enclosed

☐ Being sent under separate cover

Processor's Name _____

Date of Receipt _____

**THE MERCER CENTER
FOR COMMUNITY DEVELOPMENT
MERCER UNIVERSITY, MACON, GA
JUNE 9, 1999
HUD FR-4410**

10.

Comments/Suggestions Form



You are our Client!

Your comments and suggestions, please!

In the spirit of reinventing government, as outlined in Vice-President Al Gore's National Performance Review, much attention has been given to streamlining and simplifying the application process. While working within the statutes governing the application and selection process, we have, in preparing this Notice of Funding Availability (NOFA) and application form, tried to produce a more user-friendly, customer driven document. Please let us have your comments and suggestions. You may leave this form attached to your application, or feel free to detach the form and return to us.

Please Provide Comments on HUD's Efforts:

Jane Kanadbi was very responsive to questions.

The NOFA (please circle one):

☒ (a) is clear and easily understandable

☐ (b) better than before, but still needs improvement (please specify)

☐ (c) other comments (please specify):

On the website it needs to include some white space to be readable.

The application form (please circle one):

☒ (a) is acceptable given the volume of information required by statute and the volume of information required for accountability in selecting and funding projects.

☐ (b) is simpler and more user-friendly than before, but still needs work (please specify).

☐ (c) other comments (please specify):

Please number application kits consecutively

Name & Organization (optional):

Attach additional pages as necessary.