



# U.S. Community Adjustment and Investment Program



# Impact Report

**About the cover:**

A group of graduates from the North Carolina REAL Enterprises small business program.

# A Message from the USCAIP Director



**Sylvia Lopez Gaona**  
Director

It is my pleasure to present the Impact Report for the U.S. Community Adjustment & Investment Program (USCAIP). For over twenty years, the USCAIP has provided financial assistance to distressed communities. In the scheme of efforts put forth by nations to create policy and programs to improve their economies, the USCAIP may be considered small by some measures. The program was relatively small and mostly known to those communities where it had an impact. These characteristics it came to develop mirrored the communities to which it provided assistance in that the majority of them were small and mostly known to their residents. The partnership between the USCAIP and those communities resulted in their increased ability to adjust to severely economically challenging times.

The communities assisted by the USCAIP were spread over 19 states in the four corners of the country and in between. It was a privilege to travel to those areas and collaborate with dedicated community stakeholders. It usually took two planes and a car to reach them but always resulted in arriving in places where university, non-profit and local government partners had planned, were ready to invest their resources, and implemented their projects to build their programs and create jobs in their communities. In the project highlight section of this report, we share some of their stories.

Over time the projects implemented with USCAIP funds had to adjust to changes in the economy. The events of 2001 caused a downturn and presented significant challenges for projects that were in the early stages of implementation. The 2008 - 2009 financial crisis made it difficult to support projects while community resources were being pooled for basic needs. The USCAIP and federal agency staff that supported the program, particularly in the US Department of the Treasury, was dedicated to working through those times and local economic shifts with our Awardees. I extend my deep appreciation to them for their efforts.

Fortunately, the USCAIP was nimble and able to adapt to some of the changes by allowing for additional time or slight project modifications. Ultimately, the vast majority of USCAIP projects were successful in their implementation and, according to Awardees, would not have been possible without the USCAIP. In a survey conducted by the North American Integration and Development Center (NAID) of the University of California in Los Angeles (UCLA), a key partner in the conception and creation of the North American Free Trade Agreement (NAFTA) and the North American Development Bank (NADB), USCAIP financial assistance recipients indicated that project success was closely related to the consistent accessibility of USCAIP staff members and their ability to closely evaluate and provide specific resources to meet needs that would otherwise not have been addressed. That impact is not measured by the benchmarks and goals of the program; however, it is equally important and satisfying.

The USCAIP is ceasing operations after having utilized its available allocated and appropriated funding. At the time of this report, NAFTA renegotiations had resulted in the drafting of the US Mexico Canada Agreement. NADB is enjoying continued success and growth. As trade continues to cause shifts in local economies in the United States, it is my sincere hope that communities that experience negative effects as a result of those shifts will have resources available to them for their continued adjustment and investment.



# Introduction

As a vehicle to stimulate trade between the U.S., Mexican and Canadian economies, the North American Free Trade Agreement (NAFTA) was signed in October 1992 and ratified by the three countries in 1993. In anticipation of the environmental impact that the removal of trade barriers would cause, a side agreement was reached establishing the North American Development Bank (NADB). The Agreement Between the Government of the United States of America and the Government of the United Mexican States Concerning the Establishment of a Border Environment Cooperation Commission and a North American Development Bank (the Charter) was executed in November of 1993. Chapter II, Article IV, of the Charter addresses the Community Adjustment and Investment Operations of NADB authorizing the use of grants, loans and loan guarantees for community adjustment and investment in an amount not to exceed 10 percent of the paid-in capital paid to the NADB by the United States.

The Agreement was implemented by Executive Order 12916 on May 13, 1994, to ensure environmental protection and sustainable development. Representatives of the NADB Board were named and the provision was made that they be instructed by the Department of the Treasury for purposes of loans, guarantees or grants endorsed by the United States for community adjustment and investment. The various functions vested in the President pertaining to these regards were delegated to the Secretary of the Treasury; the Secretary of the Treasury in accordance with the recommendations of the Community Adjustment and Investment Program (USCAIP) Finance Committee; and the Finance Committee in consultation with the Advisory Committee. Named to the Finance Committee were the Departments of the Treasury, Agriculture (USDA), Housing and Urban Development, Labor, Commerce, the Small Business Administration (SBA) and others at the discretion of the chair, that position being assigned to the Department of the Treasury.

NADB operations began in the San Antonio office on November 10, 1994 with the initial capital subscriptions of the U.S. and Mexican governments. The USCAIP received \$22.5 million. In August of 1995, the Department of the Treasury and NADB entered into a memorandum of understanding regarding operations of the USCAIP. Subsequently, the USCAIP Finance Committee worked to establish eligibility criteria and guidelines. In June 1997, the Treasury Department entered into MOUs with USDA and SBA regarding the use of their programs to achieve the objectives of the USCAIP with USCAIP funds. That same year, the USCAIP Direct Loan program was initiated.

The Omnibus Consolidated and Emergency Supplemental Appropriations Act for 1999, approved in October 1998, included an appropriation of \$10 million for USCAIP technical assistance, grants, loans, loan guarantees and other financial subsidies endorsed by the Finance Committee. Additional funding of \$10 million for the USCAIP was approved in November of 1999 and provided with a second Congressional Appropriation in 2000.

California FarmLink expanded its agricultural revolving loan fund enabling its client JSM Organic Farms to hire Magana in its strawberry field operations.



# Executive Summary

Shifts in trade that were precipitated by NAFTA impacted communities throughout the United States. USCAIP assistance to areas that suffered job losses due to changing trade patterns was designed to stimulate private sector employment and growth.

The USCAIP was created to help US communities that suffered significant job losses as a result of NAFTA. The NAFTA Implementation Act (Act) authorized the US to participate in NADB. The Act authorized the appropriation of \$225 million as paid-in capital to the Bank, of which 10 percent was earmarked for the USCAIP to provide direct loans, loan guarantees and grants. As a result, \$22.5 million of paid-in capital was available to carry out the USCAIP. In addition, between fiscal year 1999 and fiscal year 2000, \$20 million was appropriated for the USCAIP.

The USCAIP provided financing to Designated Eligible Areas (DEAs) through three programs: the federal agency program, the direct loan program and the grant program.

**Federal Agency Program:** The USCAIP partnered with federal credit programs administered by the Small Business Administration (SBA) and the US Department of Agriculture (USDA) to reduce the costs of borrowing. The program leveraged private sector business lending by making loans and loan guarantees available to private sector firms in USCAIP DEAs to assist them in creating and preserving jobs. The USCAIP contributed \$15,175,082 to these programs resulting in the creation of 11,002 jobs and the preservation of 5,387.

**Direct Loan Program:** In cases where conventional or guaranteed financing was not available or appropriate, the USCAIP sought to assist the development and operation of programs and projects designed to create and preserve private sector jobs through direct participation. The direct loan program provided financing for business expansion that resulted in the creation of jobs. The 11 direct loans made by the USCAIP for a total of \$8,306,356 resulted in the creation of 569 jobs.

**Grant Program:** The USCAIP Grant Program awarded a total of \$23.9 million to 75 projects in 19 states throughout the country, from coast to coast and along the US-Mexico border, resulting in the creation of 8,587 jobs and the retention of 7,329. These funds were used to support revolving loan funds; real estate development; business retention and expansion; industrial development; workforce development; small business development; and incubator projects.

A pilot grant was awarded in 1999 in the amount of \$600,000 and resulted in the creation of 317 jobs and the preservation of 870. Two competitive grant funding rounds were implemented in 2000 and 2001 using the appropriated funds. Approximately \$12 million was disbursed in 39 grants. Just over 5,029 private sector jobs were created and 4,230 preserved in USCAIP DEAs as a result of the two competitive grant rounds. One continuation grant round was implemented in 2007 with approximately \$1 million in new grants awarded to six entities that had previously received and successfully completed grants under the USCAIP competitive grant program. These continuation grants resulted in the creation of 706 private sector jobs and the preservation of 259 in DEAs. Based on the track record of the grant rounds, in 2008, the Finance Committee unanimously endorsed the creation of a Targeted Grant program. The Targeted Grant Program used the remaining allocated funds as they became available in six rounds for a total investment of \$9.4 million in 29 projects resulting in the creation of 2,852 jobs and the retention of 2,839 jobs.



## USCAIP Mission

The USCAIP acted as a catalyst for NAFTA-affected communities to fortify their local economies; retain and expand local businesses; and create and preserve private sector jobs.

# About NADB

The North American Development Bank (NADB) was established in 1994 by an agreement between the Governments of the United States and Mexico that was signed by their respective Presidents on November 16 and 18, 1993 (the Charter). The Bank was created to finance environmental infrastructure projects in the U.S.-Mexico border region (the International Program) and community adjustment and investment projects throughout the U.S. and Mexico in support of the purposes of NAFTA (the Domestic Programs).

Under its International Program, the Bank provides loan and grant financing and technical assistance for environmental infrastructure projects certified by its Board of Directors, as appropriate, and administers grant funding provided by other entities. Under the Domestic Programs, the Bank contributed funds from its equity to support the establishment of the domestic program of each country.

As specified in the Charter, 10% of each country's initial subscription of capital stock was set aside to finance community adjustment and investment programs. In accordance with the Charter, the NADB Board of Directors approved transfers in prior years of \$45,000,000, equal to 10% of the initial paid-in capital of \$450,000,000 from the initial subscription, to support these programs, with US\$22.5 million going to the domestic program of each country. To further clarify operations related to these programs, the Bank entered into a Memorandum of Understanding (MOU) with each country. In accordance with the MOUs, the U.S. and Mexican domestic programs were administered independently.

A completely separate program was established in each country. The balance of paid-in capital and related earnings for the Mexican Domestic Program were subsequently transferred to the Government of Mexico as of June 1999. In the case of the U.S. Domestic Program (USCAIP), NADB continued to hold and administer the balance of its paid-in capital, related earnings and grant appropriations at the request of the U.S. Government. Consequently, its accounts have been reported and included with those of NADB's International Program. However, the USCAIP's operations and allocated capital funding has been completely independent of the Bank's International Program.



## NADB Mission

"To provide financing to support the development and implementation of environmental infrastructure projects, as well as to provide technical and other assistance for projects and actions that help preserve, protect and enhance the environment of the border region in order to advance the well-being of the people of the United States and Mexico."



The final USCAIP grant provided assistance to the city of San Juan, TX's Economic Development Corporation (EDC) in attracting a new car dealership to the small town resulting in the creation of 50 jobs.

# About the USCAIP

The need to assist communities in adjusting to changes in their local economies was anticipated as NAFTA was being created. The USCAIP was established for that purpose. The components of the program were developed to provide a variety of vehicles through which financial assistance could be accessed in the form of credit subsidies, direct loans and grants for projects and programs in Designated Eligible Areas (DEAs).

## Designated Eligible Areas

Counties that demonstrated significant job losses attributable to NAFTA and a need for transition assistance to adjust economically to those job losses were evaluated and designated as eligible areas. Counties within 62 miles of the U.S.-Mexico border were designated as eligible. Initially 228 counties in 30 states and Puerto Rico were designated as eligible for USCAIP assistance. That number grew to 262 counties as additional communities experienced NAFTA related job losses.

## Federal Agency Loan Program

Memorandums of Understanding were entered into with the USDA and the SBA, under which each agency agreed to use one or more of their federal direct loan or loan guarantee programs to achieve the objectives of the USCAIP. In exchange, the USCAIP made funds available to those agencies to pay the Federal Credit Reform Act budget subsidy costs of any loans or loan guarantee provided by the agencies for USCAIP purposes, as well

as paid other costs and fees associated with such loans or loan guarantees. The USDA utilized USCAIP funds in its Business and Industry Guaranteed Loan Program. The SBA did so in its 7(a) Loan Guarantee Program and its 504 Program.

## Direct Loan Program

The USCAIP Direct Loan Program was established to achieve the objectives of the USCAIP beyond the federal agency program and leverage other state and federal programs. The Direct Loan Program offered direct financing for borrowers or projects that did not meet the criteria for conventional financing or for a loan guarantee from one of the participating agencies. Private entities located in DEAs with projects that resulted in job creation or preservation in DEAs participated in this program. Eligible uses of funds included manufacturing and business development projects. Borrowers consisted of non-profit organizations and local governments from four states.

## Grant Program

The USCAIP Grant program was developed in 1998 and established under an amendment to the MOU between the Department of the Treasury and NADB as an additional way to achieve the objectives of the USCAIP. USCAIP grant funds were used to support economic development strategy advancement, create revolving loan funds, make infrastructure improvements, attract new industry, fund entrepreneurial endeavors for micro-businesses, train displaced workers, establish incubator projects and develop real estate. Projects were funded through a portfolio of programs that were developed over the years in accordance with the availability of funds and the needs of USCAIP communities.

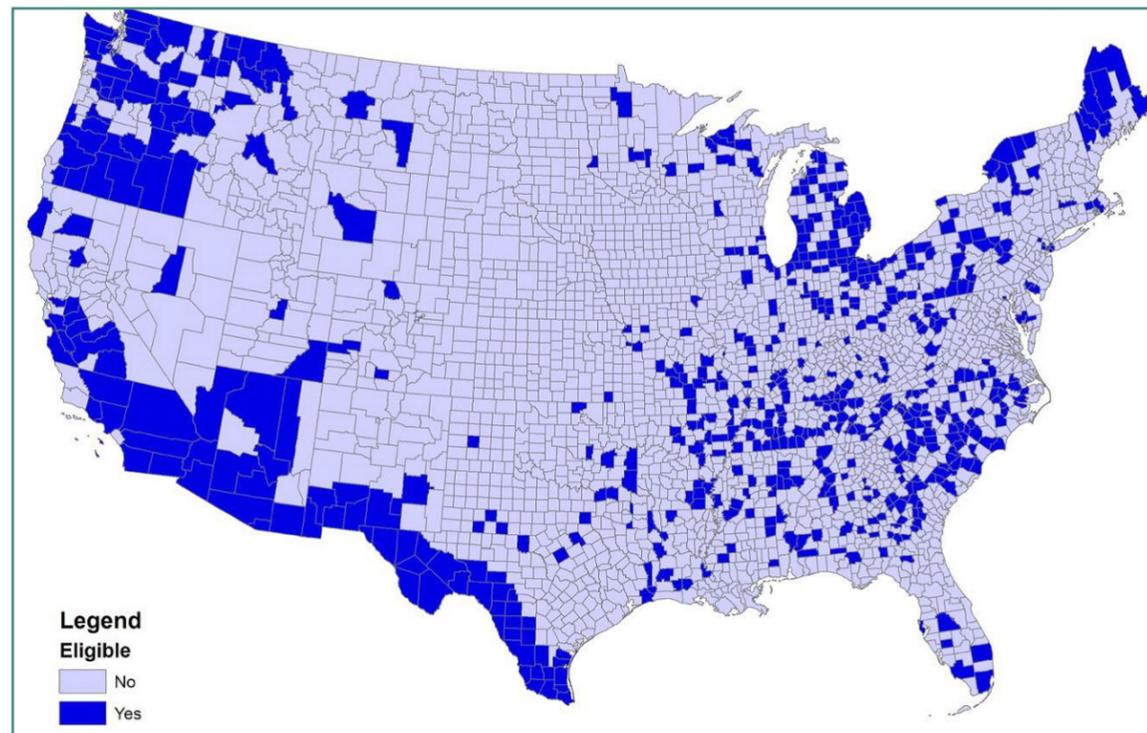
## Pilot Grant Program

A pilot program grant in the amount of \$600,000 was endorsed by the Finance Committee in July 1999 for a workforce development program in New Mexico. This was the first use of the funds appropriated from the Omnibus Appropriations Act of 1999 for community adjustment and investment grants.

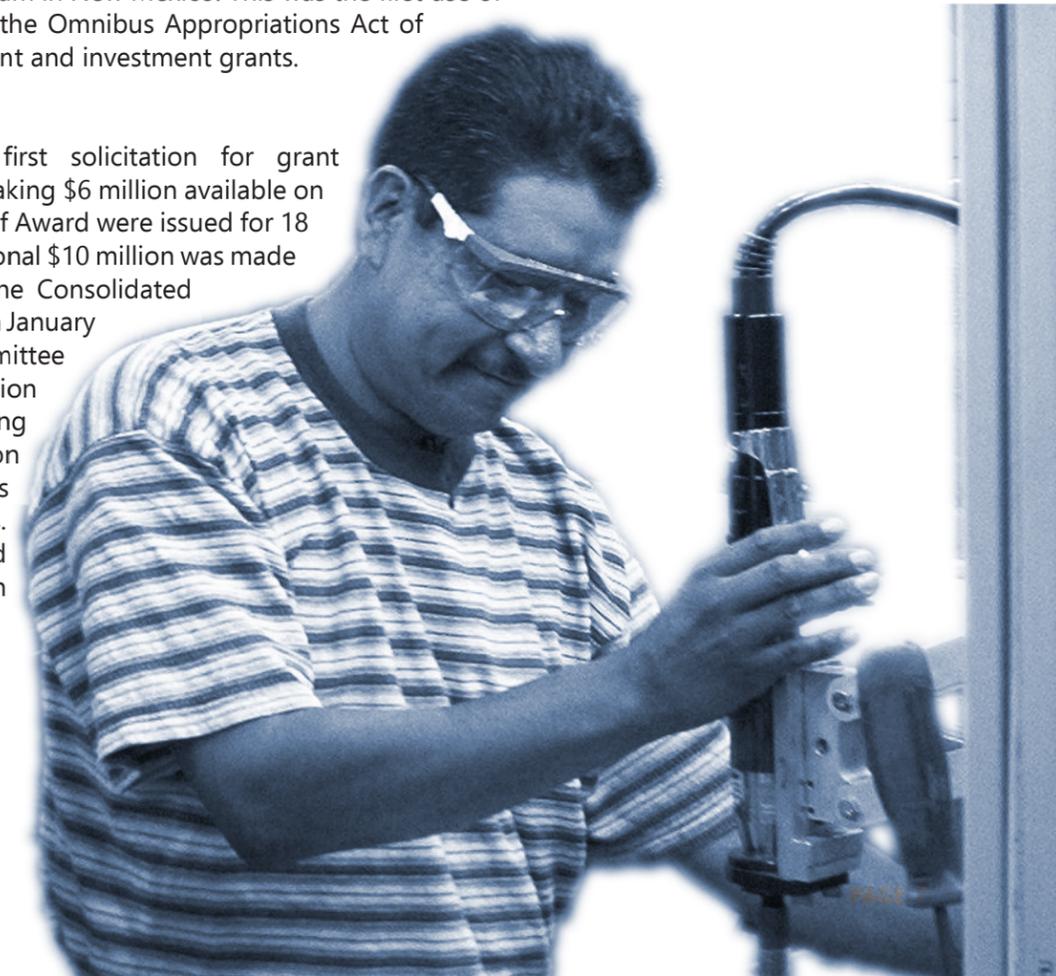
## Competitive Grants

In October of 1999, the first solicitation for grant applications was approved, making \$6 million available on a competitive basis. Notices of Award were issued for 18 projects in 13 states. An additional \$10 million was made available to the USCAIP in the Consolidated Appropriations Act for 2000. In January 2001, the Finance Committee approved a second solicitation for grant applications making approximately \$6.8 million available on a competitive basis for additional USCAIP grants. Notices of Award were issued to 21 Awardees for projects in 10 states.

USCAIP Estimated Eligible Counties 1994-2016



Dislocated worker, Luis Godinez received training in new skills through the Valley Initiative for Development and Advancement (VIDA) in south Texas.



**Continuation Grants**

At the completion of the two initial competitive grant rounds, the USCAIP was in possession of a balance of funds that had been unused or recaptured from grants in those rounds. The Finance Committee approved a USCAIP competitive grant program. The USCAIP Guidelines were modified, and the Continuation Grant program was created. In a non-competitive process USCAIP financial assistance was awarded to previous successful grantees that were continuing the project activities for which they'd initially received USCAIP funds and demonstrated that additional job creation would result from additional funding. Continuation grants were awarded in the amount of \$1,060,000 to six previous USCAIP grantees in six states.

**Targeted Grants**

The continued success of the of the USCAIP Grant Program brought about the design of another program approved by the Finance Committee to continue assisting NAFTA impacted communities. The goal of the new program was to utilize the balance of allocated funds in a manner that would have the greatest impact. As funds were repaid to the USCAIP credit program, targeted solicitations of projects were conducted to identify potential eligible applicants. Those that met eligibility requirements, presented shovel-ready projects, and demonstrated sufficient organizational capacity were provided with applications for USCAIP assistance which were vetted using the same criteria as the previous grant programs. The Targeted Grant program expanded the USCAIP's reach to new DEAs. Grants were awarded yearly from 2009 to 2015 for a total amount of \$9,403,609 to 29 projects in seven states.

**Eligible Uses**

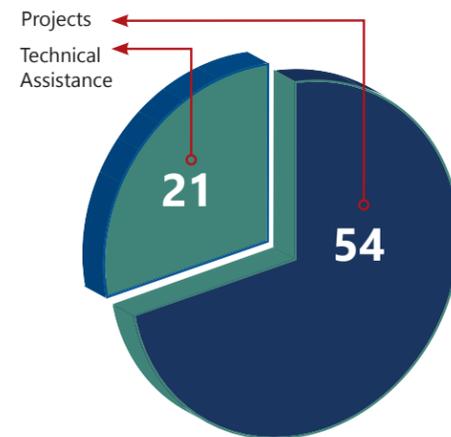
USCAIP grant assistance was provided for specific projects and technical assistance. Specific Project grants were investments in tangible assets having potential for long-term enhancements in the DEA's employment sector. Specific Project grants were awarded in each of the grant programs. Types of Project grants included real estate development, workforce development, business development, community development and manufacturing. A total of 54 Project grants were awarded.

Technical assistance grants were used to fund an identifiable short-term need associated with a strategy to create sustainable new jobs in the DEA. Technical Assistance grants were awarded in the Competitive and Continuation grant programs. Types of technical assistance financed with grant funds included feasibility studies, professional services and strategic plan development. A total of 21 Technical Assistance grants were awarded.

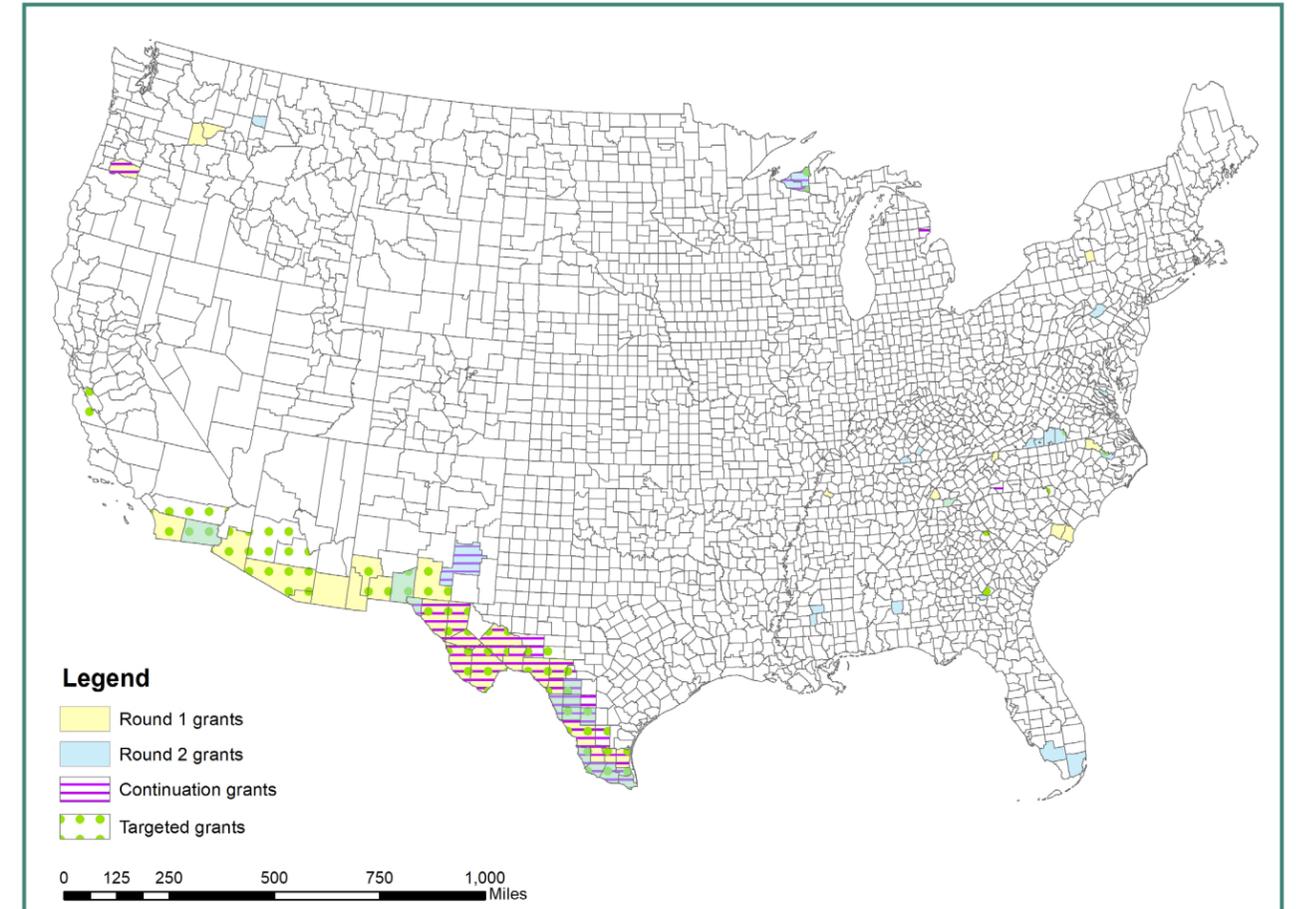
**Awardees**

Entities eligible for USCAIP financial assistance included non-profit organizations, institutions of higher education and state, local or tribal governments. Awardees implemented projects in 19 of the 30 states with qualifying DEAs. Geographic diversity was a criterion in evaluating applications for USCAIP assistance. New areas were reached throughout the course of the program and resulted in assistance being provided in the rust belt, border, northwest, southeast and northeast areas of the country. The following map illustrates the distribution of funds amongst those areas.

**Grants Awarded by Type**



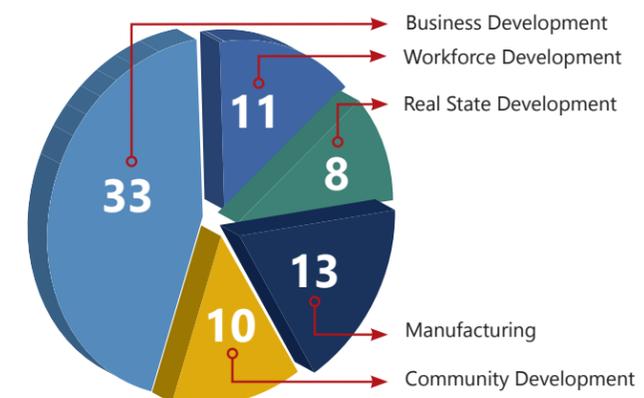
**Counties that received USCAIP Grants**



**Project Purposes**

The projects implemented with USCAIP funds were used to implement strategies developed by the Awardees in their communities. Each community suffered unique effects from trade shifts due to NAFTA and developed solutions with the resources and capacity available in their individual economies. The focus of the projects included economic development areas for workforce development, business development, real estate development, community development and industrial development.

**Grants awarded by Sector**



**Project Highlights**

**California FarmLink** was awarded two Targeted Grants, the first in 2011 in the amount of \$400,000 and the second in 2013 for \$250,000. Grant funds were used to establish and expand FarmLink’s small farmer loan program in Monterey, Santa Cruz, San Benito, San Diego, Imperial and Riverside counties in California. During the two grant periods, FarmLink established and saw improvements in loan volume, average loan size, loan products and repayment history, which resulted in the creation of 89 jobs and the preservation of 182 in small farm and ranch businesses with the first grant and the creation of 106 jobs and the preservation of 339 with the second grant. Grant funds supported the professional development and some salaries of the staff which made it possible to increase and improve client loan products and services.

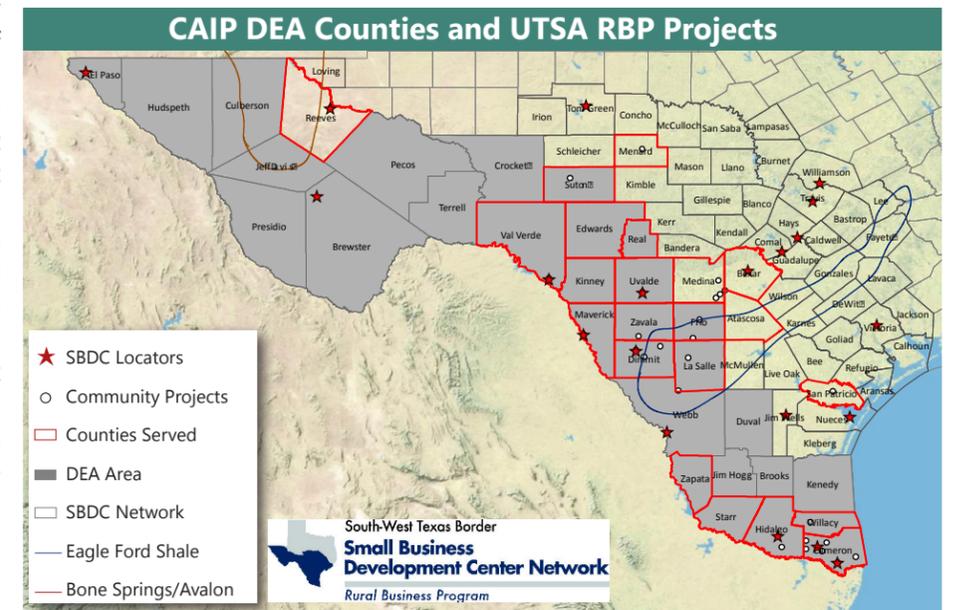
While receiving USCAIP assistance, FarmLink increased its lending volume from \$562,000 to \$1,800,000 and added a new farm mortgage product that generated \$10 million in inquiries. Microloan clients grew into larger business loans of \$50,000 to \$250,000 as their farming operations expanded. Javier Zamora of JSM Organics was able to finance his small farm with an initial loan. Through commitment to his farming practices and his employees he has increased the size of his farm from 1.5 to over 100 acres. He gives back to the farming community by serving as an advocate and providing technical assistance to help farmworkers become farm owners. California FarmLink projected a five-fold increase in the four-year post award period for a cumulative total of \$18.5 million and reported that the USCAIP was crucial to the continued development of its program.



**Northern Economic Initiatives** received an initial grant in 2001 in the amount of \$204,850 to provide loans to small businesses. In perhaps the most unique project financed by the USCAIP, a company grew transgenic plants for pharmaceutical purposes in the closed White Pine copper mine. Based on a Canadian model, the company piloted the project by growing corn and tobacco in an environment with a consistent temperature and no cross-pollination. The USCAIP provided this type of gap funding to high-risk projects that resulted in the preservation of jobs. A second grant was again used to fund Northern Initiatives’s revolving loan fund. A loan was made to the operator of a ski resort on Big Powder Horn Mountain to renovate the facilities and create new jobs. Northern Initiatives received two Technical Assistance grants to develop tourism strategies and leveraged the participation of local stakeholders to develop the Wilds of Michigan campaign. The ability to leverage other resources was a consistent result of most of the USCAIP projects.



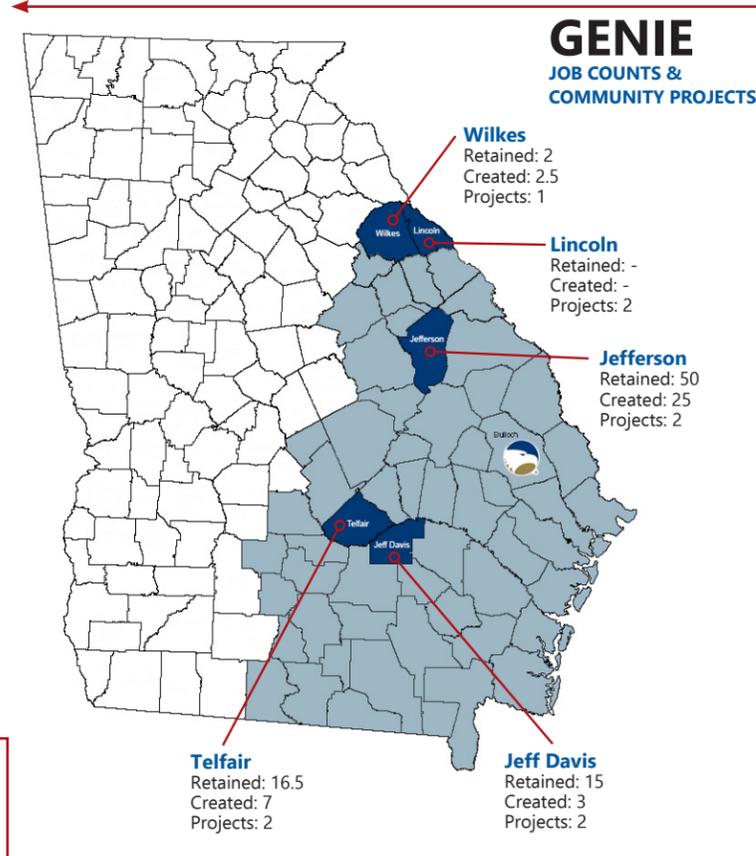
**University of Texas in San Antonio (UTSA)** received a 2009 Targeted Grant in the amount of \$779,740 for use by its Institute for Economic Development, Center for Community and Business Research, Small Business Development Center and Rural Business Program to provide technical, applied research and capacity-building assistance to local governments, rural areas, communities and businesses that resulted in the creation of 1,072 full-time equivalent jobs and the preservation of 423. UTSA’s team identified and assisted 21 communities with capacity-building sessions and the development of strategic plans. The strategic plans were crucial to the community development initiatives of these small municipalities that would not have received this assistance without the USCAIP. This project adopted a regional approach to assisting communities adjust to sudden and significant growth resulting from shale energy activities. It established the Bid2Biz business network as a resource to connect suppliers to procurers in some of the most remote areas of rural Texas.



**Martin County Economic Development Corporation (EDC)** received a USCAIP direct loan in the amount of \$395,000 and grants for \$500,000 in 2001 and \$275,600 in 2013. Martin County suffered significant job losses as a result of the weakened textile and manufacturing sectors of its economy. The first grant enabled the EDC to retrofit a former textile facility to attract new industry to the area. The subsequent direct loans provided financing for similar manufacturing facility rehabilitation. The 2014 grant assisted the EDC in establishing a revolving shell building fund for construction of industrial space on key sites and leveraging state funds to build rail service connections to the site. The first building was sold to Weitron, a manufacturer of refrigerator gases as part of a \$12.8 million private investment. Proceeds from the sale funded the construction of the next building in the revolving program. Additional state funds were acquired for workforce training and infrastructure. The financial assistance from the USCAIP was catalytic in securing additional private and public sector investment and improving the economic performance of Martin County.



**Georgia Southern University Research and Service Foundation** received a 2012 Targeted Grant in the amount of \$295,927 to assist Jeff Davis, Lincoln, Telfair, Jefferson and Wilkes counties in rural Georgia. The Georgia Enterprise Network for Innovation Entrepreneurship (GENIE) project developed a web-based virtual incubator to connect remote entrepreneurs to business development resources. With USCAIP assistance, a website was developed to intake and track clients. An online database, Incutrack, was established as a training tool library. In collaboration with the Development Authority of Jefferson County, the project assisted Battle Lumber in expanding production and securing \$500,000 in state funding and \$11 million in private investment. The unfamiliar GENIE concept was slow to gain interest among rural small businesses initially but gained momentum over the grant period. By the end of the final year, clients actively helped recruit new clients, and the program projected continued growth. The GENIE program received an Excellence in Economic Development Award in 2015 from the International Economic Development Council for their work in Georgia's distressed rural areas.



Georgia Southern University  
Web-based virtual incubator support for entrepreneurs and business owners

# Results

The USCAIP provided economic support to U.S. communities negatively affected by shifting trade patterns resulting from NAFTA. Through partnerships with federal credit programs administered by the SBA and the USDA, the USCAIP increased the availability and flow of credit, catalyzing business development and expansion in those impacted communities.

The SBA 7(a) Loan Guaranty Program provides lenders with a guaranty on loans and lines of credit to small businesses. The USCAIP covered loan-guarantee fees for loans in this program. The SBA 504 Program assisted businesses in the acquisition of long term fixed assets. The USCAIP contributed to the borrower's portion of the costs in these transactions.

The USDA Rural Business-Cooperative Service Business and Industry program (USDA B&I) provides guarantees of quality loans for small businesses that provide lasting community benefits to create or save jobs in rural areas. The USCAIP provided loan guarantees issued under this program.

## USCAIP Federal Agency Program

	SBA	USDA B&I	Combined
Number of <b>Loans</b> through 4/15	754	129	<b>883</b>
Total <b>Loan</b> Amounts	\$ 324,053,669	\$ 238,348,206	<b>\$ 562,401,875</b>
Total <b>USCAIP Contribution</b> <sup>(1) (2)</sup>	9,670,764	5,504,318	<b>\$ 15,175,082</b>
Number of <b>Jobs Created</b>	7,441	3,561	<b>11,002</b>
Number of <b>Jobs Retained</b> (as reported)	507	4,880	<b>5,387</b>
Total Number of <b>Jobs</b>	7,948.0	8,441.0	<b>16,389</b>
<b>USCAIP Cost Per Job</b>	\$ 1,217	\$ 652	<b>\$ 926</b>

**Notes**

- (1) USCAIP costs = include subsidy costs, guarantees and other fees and prorated administrative costs.
- (2) In September 2013, the USCAIP endorsed an additional fee subsidy on previously approved SBA loans per a revision to SBA policy. This amount totaling \$31,347.07 is included in the fee amount but does not increase the loan amounts.



Northern Initiatives' revolving loan fund client, Jacquart Products, in the Ironwood Industrial Park in Gogebic County, MI, purchased a new cutting machine enabling the company to expand and increase its orders.

The USCAIP Direct Loan Program provided financing for projects that initiated or expanded operations, created or preserved jobs and could contribute at least 51% of the total project costs from another source. A total of 11 direct loans were made to 7 borrowers in four states and resulted in the creation or preservation of 569 jobs.

## USCAIP Direct Loan Program

Borrower	Location	Origination Date	Loan Amount	Job Creation & Preservation
Banana Tree	El Paso, TX	Apr-02	\$ 841,331	40
Beaufort County EDC#1	North Carolina	Oct-04	688,450	84
Beaufort County EDC#2	North Carolina	Jun-03	784,000	91
California Coastal RDC	California	Oct-97; May-03	2,149,125	100
El Paso Workforce Collaborative	El Paso, TX	Jul-99	936,906	25
Martin County EDC #1	North Carolina	Jul-02	550,000	26
Martin County EDC #2	North Carolina	Jul-04	1,307,327	83
Martin County EDC #3	North Carolina	Sep-06	395,000	60
Northern Economic Development Initiatives	Marquette, MI	Jun-05	147,000	10
Centro del Obrero/La Mujer Obrera	El Paso, TX	Mar-01	107,217	10
Centro del Obrero/La Mujer Obrera	El Paso, TX	Mar-07	400,000	40
<b>Total</b>			<b>\$ 8,306,356</b>	<b>569</b>

EDC = Economic Development Corporation; RDC= Rural Development Corporation

**Grant Programs:** A total of 75 grants were awarded over the implementation period of the USCAIP.

- ➔ **Pilot Grant Program** awarded **one** grant in the amount of \$600,000 and resulted in the creation of 317 jobs and the preservation of 870.
- ➔ **Competitive Grant Program** awarded **39 grants** in 2000 and 2001 for a total of \$12,830,402 and resulted in the creation of 5,029 jobs and the preservation of 4,230.
- ➔ **Continuation Grant Program** awarded **six grants** in a total amount of \$1,060,002 and resulted in the creation of 706 jobs and the preservation of 259.
- ➔ **Targeted Grant Program**, the final grant program in the USCAIP portfolio, awarded **29 grants** for a total of \$9,403,609 and resulted in the creation of 2,852 jobs and the preservation of 2,839. See Appendix 3 for a full list of grants awarded by grant program.

### Financials

The USCAIP was funded by the initial allocated capital paid into NADB by the United States and appropriations approved by the U.S. Congress. The combined amount of funding received by the USCAIP was \$42.5 million. Expenditures directly related to the operation of the Los Angeles and San Antonio offices of the USCAIP were paid out of its capital funds. Total expenditures under each of the USCAIP programs are illustrated in the following page.

## Use of Funds \$42,500,000

Allocated and Appropriated to the USCAIP



883  
Loans

\$15,175,082  
Federal Agency Contributions



11  
Loans in 4 States

\$8,306,356  
Direct Loans



75  
Grants in 19 States

\$23,894,013  
Grants



# Conclusion

The mission of the USCAIP was to assist communities that experienced economic distress as a result of trade shifts caused by NAFTA. The program reached a wide variety of communities with diverse populations and resources. USCAIP funds made it possible for communities to implement projects that would not have been completed otherwise. The USCAIP was able to bring resources and agencies together from highly siloed environments to collaborate in partnership and invest in communities resulting in equitable economic development.

## Grant Awardees



41

Non-profit Organizations



25

State, Local and Tribal Governments



9

Institutions of Higher Education



7

Awardees Assisted by Direct Loan Program



883

Awardees Assisted by Federal Agency Program



56

Awardees Assisted by Grant Program

## Measuring Success

The results show that the USCAIP was highly effective in assisting communities in the creation and preservation of jobs. Altogether, the USCAIP programs **created nearly 20,000 jobs and preserved 12,600**. The stories behind the numbers show that the USCAIP was a nimble program that responded to the changing needs and challenges of the communities it served. Many of the communities were able to **leverage** USCAIP funds to secure additional investment from other sources. Most of the projects laid infrastructure and strategy foundations on which to continue to build their economies. The investment in communities made by the USCAIP is **catalytic** and will continue to have an impact as future results are realized.



Students at Williamsburg Technical College in Kingstree, SC, learn to operate 3D printing equipment in preparation for joining the manufacturing workforce.

# Job Creation



## Federal Agency Loan Guarantees

**11,002**

Jobs Created

**5,387**

Jobs Preserved

## Direct Loans

**569**

Jobs Created or Preserved

## Grants

**8,587**

Jobs Created

**7,329**

Jobs Preserved



## Appendix 1: Designated Eligible Areas

<p><b>ALABAMA</b></p> <ul style="list-style-type: none"> <li>Butler</li> <li>Clarke</li> <li>Clay</li> <li>Conecuh</li> <li>Covington</li> <li>Creshaw</li> <li>Etowah</li> <li>Fayette</li> <li>Geneva</li> <li>Lowndes</li> <li>Marshall</li> <li>Monroe</li> <li>Pike</li> <li>Talladega</li> <li>Tallapoosa</li> <li>Wilcox</li> </ul> <p><b>ALASKA</b></p> <ul style="list-style-type: none"> <li>Ketchikan Gateway Borough</li> <li>Prince of Wales (Outer Ketchikan Census Area)</li> </ul> <p><b>ARIZONA</b></p> <ul style="list-style-type: none"> <li>Cochise</li> <li>La Paz</li> <li>Maricopa</li> <li>Pima</li> <li>Pinal</li> <li>Santa Cruz</li> <li>Yuma</li> </ul> <p><b>ARKANSAS</b></p> <ul style="list-style-type: none"> <li>Clay</li> <li>Drew</li> <li>Jackson</li> <li>Lawrence</li> <li>Mississippi</li> <li>Monroe</li> <li>Poinsett</li> <li>Randolph</li> <li>Sharp</li> <li>Woodruff</li> </ul> <p><b>CALIFORNIA</b></p> <ul style="list-style-type: none"> <li>Imperial</li> <li>Los Angeles</li> <li>Monterey</li> <li>Riverside</li> <li>San Benito*</li> <li>San Diego</li> <li>Santa Cruz*</li> </ul> <p><b>FLORIDA</b></p> <ul style="list-style-type: none"> <li>Collier*</li> <li>Hamilton</li> <li>Miami-Dade</li> </ul>	<p><b>GEORGIA</b></p> <ul style="list-style-type: none"> <li>Appling</li> <li>Bacon</li> <li>Ben Hill</li> <li>Butts</li> <li>Calhoun</li> <li>Cook</li> <li>Emanuel</li> <li>Jeff Davis</li> <li>Jefferson</li> <li>Jenkins</li> <li>Johnson</li> <li>Lincoln</li> <li>Montgomery</li> <li>Randolph</li> <li>Screven</li> <li>Tattnall</li> <li>Telfair</li> <li>Terrell</li> <li>Toombs</li> <li>Treutlen</li> <li>Upson</li> <li>Wheeler</li> </ul> <p><b>IDAHO</b></p> <ul style="list-style-type: none"> <li>Benewah</li> <li>Bonner</li> <li>Kootenai</li> <li>Minidoka</li> <li>Shoshone</li> </ul> <p><b>ILLINOIS</b></p> <ul style="list-style-type: none"> <li>Cook</li> <li>Richland</li> <li>Stephenson</li> </ul> <p><b>INDIANA</b></p> <ul style="list-style-type: none"> <li>Fayette</li> </ul> <p><b>KENTUCKY</b></p> <ul style="list-style-type: none"> <li>Crittendon</li> <li>Logan</li> <li>McCreary</li> <li>Monroe</li> <li>Nicholas</li> <li>Russell</li> <li>Wolfe</li> </ul> <p><b>LOUISIANA</b></p> <ul style="list-style-type: none"> <li>Acadia</li> <li>Avoyelle</li> <li>Bienville</li> <li>De Soto</li> <li>Evangeline</li> <li>Iberia</li> <li>Iberville</li> <li>Pointe Coupee</li> <li>Red River</li> <li>St. Landry</li> <li>St. Martin*</li> <li>Vermilion</li> </ul>	<p><b>MAINE</b></p> <ul style="list-style-type: none"> <li>Aroostook</li> </ul> <p><b>MICHIGAN</b></p> <ul style="list-style-type: none"> <li>Gogebic</li> <li>Iosco</li> <li>Ontonagon</li> <li>St. Joseph</li> </ul> <p><b>MISSISSIPPI</b></p> <ul style="list-style-type: none"> <li>Alcorn</li> <li>Clarke</li> <li>Holmes</li> <li>Jefferson Davis</li> <li>Kemper</li> <li>Lawrence</li> <li>Lowndes</li> <li>Smith</li> <li>Tunica</li> <li>Washington</li> <li>Webster</li> </ul> <p><b>MINNESOTA</b></p> <ul style="list-style-type: none"> <li>Traverse</li> </ul> <p><b>MISSOURI</b></p> <ul style="list-style-type: none"> <li>Benton</li> <li>Carter</li> <li>Crawford</li> <li>Dallas</li> <li>Miller</li> <li>Pemiscot</li> <li>St. Francois</li> <li>Texas</li> <li>Wright</li> </ul> <p><b>NORTH CAROLINA</b></p> <ul style="list-style-type: none"> <li>Alleghany</li> <li>Beaufort</li> <li>Catawba</li> <li>Cherokee</li> <li>Cleveland</li> <li>Columbus</li> <li>Edgecombe</li> <li>Gaston</li> <li>Halifax</li> <li>Harnett</li> <li>Hoke</li> <li>Martin</li> <li>Mitchell</li> <li>Pitt</li> <li>Richmond</li> <li>Robeson</li> <li>Rockingham</li> <li>Rutherford</li> <li>Scotland</li> <li>Stanly</li> <li>Surry</li> <li>Wilson</li> </ul>
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<b>NEW JERSEY</b>	Clarendon	Starr
Essex	Darlington	Sutton
<b>NEW MEXICO</b>	Georgetown	Terell
Chaves	Greenwood	Uvalde
Dona Ana	Lee	Val Verde
Grant	Orangeburg	Webb
Hidalgo	Williamsburg	Willacy
Luna		Zapata
Otero	<b>SOUTH DAKOTA</b>	Zavala
Sierra	Marshall	
Torrance	<b>TENNESSEE</b>	<b>UTAH</b>
<b>NEW YORK</b>	Bledsoe	Carbon
Cortland	Carrroll	<b>VIRGINIA</b>
Jefferson	Clay	Bland
Oswego	Fentress	Carrroll
Queens	Gibson	Grayson
<b>OHIO</b>	Giles	Halifax
Crawford	Greene	Henry
Guernsey	Hardeman	Martinsville City
Morgan	Hardin	Patrick
Muskingum	Haywood	Pulaski
Noble	Henderson	Russell
Perry	Jackson	Smyth
<b>OREGON</b>	Johnson	Wythe
Harney	Lauderdale	<b>WASHINGTON</b>
Klamath	Lawrence	Benton
Lane	McMinn	Clark
Linn	Morgan	Cowlitz*
Marion	Perry	Franklin
Morrow	Pickett	Lewis*
Multnomah	Scott	Skagit
Wallowa	Unicoi	Spokane
<b>PENNSYLVANIA</b>	Wayne	Walla Walla
Bedford	<b>TEXAS</b>	<b>WISCONSIN</b>
Clearfield	Brewster	Juneau
Columbia	Brooks	
Huntingdon	Cameron	
Mercer	Crockett	
Mifflin	Culberson	
Philadelphia	Dimmit	
Schuylkill	Duval	
Sullivan	Edwards	
<b>PUERTO RICO</b>	El Paso	
Anasco	Frio	
Las Marias	Hidalgo	
Manati	Hudspeth	
Mayaguez	Jeff Davis	
<b>SOUTH CAROLINA</b>	Jim Hogg	
Barnwell	Kenedy	
Calhoun	Kinney	
Chesterfield	La Salle	
	Maverick	
	Nueces*	
	Pecos	
	Presidio	
	Real	

\* Only specific zip codes are eligible for USCAIP assistance

## Appendix 2: Awardees by State and DEA

State	County Name	Awardee	Award Amount	Total for State
AL	Butler	Butler Co. IDA	\$375,000	
<b>AL</b>				<b>\$375,000</b>
AZ	Pima	Pima County	\$450,000	
AZ	Pima	International Sonoran Desert Alliance	\$100,000	
AZ	Pima	International Sonoran Desert Alliance	\$100,000	
<b>AZ</b>				<b>\$650,000</b>
CA	San Diego	City of San Diego	\$250,000	
CA	Imperial	Imperial County	\$100,000	
CA	Monterey, Santa Cruz	California Coastal Rural Development Corporation	\$1,000,000	
CA	San Diego, Imperial, Riverside CA and Pima, Maricopa, Pinal and Yuma AZ	CDC Small Business Finance	\$500,000	
CA	Riverside	Desert Alliance for Community Empowerment	\$750,000	
CA	Imperial, Monterey, Riverside, San Benito, Santa Cruz, and San Diego	California FarmLink	\$400,000	
CA	Imperial, Riverside and San Diego Counties, CA; Maricopa, Pima, Yuma, and Santa Cruz Counties, AZ; Dona Ana, Grant, Luna, and Otero Counties, New Mexico; and Cameron, El Paso, Hidalgo, Maverick, Starr, Uvalde, Val Verde, Webb and Willacy Counties, Texas	California Community Economic Development Association	\$100,000	
CA	Imperial, Monterey, San Benito, Santa Cruz and San Diego	California FarmLink	\$250,000	
CA	Pima and Santa Cruz, AZ; Dona Ana, NM; and San Diego, CA	California Community Economic Development Association	\$100,000	
<b>CA</b>				<b>\$3,450,000</b>
FL	Dade	Florida Manufacturing Extension Partnership, Inc.	\$99,450	
FL	Collier	Florida Manufacturing Extension Partnership, Inc.	\$99,450	
<b>FL</b>				<b>\$198,900</b>
GA	Ben Hill	Fitzgerald and Ben Hill County Development Authority	\$500,000	
GA	Jeff Davis, Jefferson, Lincoln, Telfair and Wilkes	Georgia Southern University Research & Service Foundation	\$295,927	
<b>GA</b>				<b>\$795,927</b>
ID	Benewah	Coeur d'Alene Tribe	\$97,252	
<b>ID</b>				<b>\$97,252</b>
KY	Russell	Russell County	\$450,000	
KY	Monroe	Monroe County	\$471,400	
<b>KY</b>				<b>\$921,400</b>
MI	Gogebic and Ontonagon	Northern Economic Initiatives Corporation	\$204,850	
MI	Gogebic, Ontonogon & Iosco	Northern Economic Initiatives Corporation	\$200,000	
MI	Gogebic and Ontonogon	Northern Economic Initiatives Corporation	\$100,000	
MI	Gogebic and Ontonogon	Western Upper Peninsula Planning and Development Region	\$100,000	
MI	Gogebic	Western Upper Peninsula Planning and Development Region	\$100,000	
MI	Gogebic and Ontonogon	Northern Economic Initiatives Corporation	\$100,000	
MI	Gogebic and Ontonogon	Western Upper Peninsula Planning and Development Region	\$83,500	
MI	Gogebic and Ontonogon	Northern Economic Initiatives Corporation	\$200,000	
<b>MI</b>				<b>\$1,088,350</b>

State	County Name	Awardee	Award Amount	Total for State
MS	Simpson	Simpson County	\$500,000	
MS	Lawrence	Lawrence County	\$500,000	
<b>MS</b>				<b>\$1,000,000</b>
NC	Cherokee	North Carolina REAL Enterprises, Inc.	\$201,624	
NC	Halifax	Halifax County	\$450,000	
NC	Cherokee	Cherokee County	\$500,000	
NC	Martin	Martin County EDC	\$500,000	
NC	Rutherford	North Carolina REAL Enterprises, Inc.	\$200,002	
NC	Richmond & Scotland	North Carolina REAL Enterprises, Inc.	\$194,845	
NC	Martin	Martin County EDC	\$275,600	
<b>NC</b>				<b>\$2,322,071</b>
NM	Dona Ana	New Mexico Border Authority	\$600,000	
NM	Dona Ana	Community Action Agency of Southern New Mexico	\$250,000	
NM	Dona Ana	Community Action Agency of Southern New Mexico	\$100,000	
NM	Chaves	Eastern New Mexico University-Roswell	\$500,000	
NM	Chaves	Eastern New Mexico University Roswell	\$200,000	
<b>NM</b>				<b>\$1,650,000</b>
NY	Cortland	Cortland County	\$450,000	
<b>NY</b>				<b>\$450,000</b>
OR	Linn	Linn County	\$60,000	
OR	Linn	Linn County	\$60,000	
<b>OR</b>				<b>\$120,000</b>
PA	Schuylkill	Schuylkill EDC	\$150,000	
<b>PA</b>				<b>\$150,000</b>
SC	Georgetown	Fiver Rivers CDC	\$367,801	
SC	Williamsburg	Williamsburg Technical College	\$449,391	
<b>SC</b>				<b>\$817,192</b>
TA	Santa Cruz	Nogales Community Development Corporation	\$100,000	
TN	Johnson	East Tennessee State University	\$248,329	
TN	McMinn	City of Etowah	\$450,000	
<b>TN</b>				<b>\$798,329</b>
TX	Cameron, Hidalgo, Willacy, Starr	Valley Initiative for Development and Advancement	\$450,000	
TX	El Paso	The Banana Tree	\$450,000	
TX	Border Counties	University of Texas Pan Am	\$250,000	
TX	El Paso	Project ARRIBA	\$450,000	
TX	Brooks, Cameron, Dimmit, Duval, Hidalgo	Rio Grande Valley Empowerment Zone Corporation	\$97,855	
TX	Cameron	Harlingen CDC	\$450,000	
TX	Hidalgo	Center for Economic Opportunities	\$500,000	
TX	Cameron, Dimmit, Hidalgo, LaSalle, Maverick	Rio Grande Valley Empowerment Zone Corporation	\$100,000	
TX	El Paso	City of El Paso	\$500,000	
TX	Border Counties	UT Pan Am	\$200,000	
TX	Cameron, Hidalgo, Willacy and Starr	Valley Initiative for Development and Advancement	\$200,000	
TX	Cameron, Hidalgo, Willacy, Starr	ACCION Texas, Inc.	\$600,000	
TX	El Paso	Centro Del Obrero Fronterizo, Inc.	\$1,000,000	
TX	Cameron	San Benito Economic Development Corporation	\$496,497	
TX	Border Counties	University of Texas San Antonio	\$779,740	

State	County Name	Awardee	Award Amount	Total for State
TX	Cameron	Brownsville Economic Development Council	\$300,000	
TX	Hidalgo	San Juan Economic Development Corporation	\$250,000	
<b>TX</b>				<b>7,074,092</b>
VA	Halifax, Henry, Patrick, Pittsylvania	Danville Community College Educational Foundation, Inc.	\$483,500	
VA	Richmond	Richmond County Board of Supervisors	\$99,500	
VA	Halifax	Industrial Development Authority of Halifax County, Virginia	\$427,500	
VA	Martinsville	New College Foundation	\$350,000	
VA	Halifax	Industrial Development Authority of Halifax County, Virginia	\$100,000	
VA	Martinsville	Patrick Henry Community College	\$250,000	
<b>VA</b>				<b>1,710,500</b>
WA	Franklin & Benton	City of Pasco	\$225,000	
<b>WA</b>				<b>\$225,000</b>
		<b>TOTAL</b>		<b>\$23,894,013</b>

### Appendix 3: Awardees by Grant Program

Awardee Name & No.	Designated Eligible Area	Total Grant Amount	Created	Retained
<b>Grant Pilot</b>				
New Mexico Border Authority 1999-001	Dona Ana County, NM	\$600,000	317	870
<b>Grant Round 1</b>				
East Tennessee State University 2000-005-P	Johnson County, TN	\$248,329	94	181
City of San Diego 2000-007-TA	San Diego County, CA	\$250,000	76	138.5
City of Pasco, WA 2000-017-P	Franklin & Benton Counties, WA	\$225,000	28.5	0
Valley Initiative for Development and Advancement 2000-023-P	Cameron, Hidalgo, Willacy, Starr, TX	\$450,000	72	79
The Banana Tree 2000-029-P	El Paso County, TX	\$450,000	176	0
Linn County, OR 2000-030-TA	Linn County, OR	\$60,000	25	0
North Carolina REAL Enterprises, Inc. 2000-035-P	Cherokee County, NC	\$201,624	238	0
University of Texas Pan Am 2000-048-TA	San Diego and Imperial counties California; Yuma, Pima, Santa Cruz and Cochise counties Arizona; Hidalgo, Grant, Luna, Dona Ana and Otero counties in New Mexico; and El Paso, Hudspeth, Culberson, Jeff Davis, Presidio, Brewster, Pecos, Terrell, Crocket, Val Verde, Edwards, Kinney, Uvalde, Maverick, Zavala, Dimmit, La Salle, Webb, Zapata, Jim Hogg, Brooks, Kenedy, Starr, Hidalgo, Willacy, and Cameron counties Texas	\$250,000	184	846
Halifax County, NC 2000-053-P	Halifax County, NC	\$450,000	255	0
Project ARRIBA 2000-73-P	El Paso County, TX	\$450,000	127	280
Cortland County, NY 2000-077-P	Cortland County, NY	\$450,000	0	511
Community Action Agency of Southern New Mexico 2000-086-TA	Dona Ana County, NM	\$250,000	70	0
Rio Grande Valley Empowerment Zone Corporation 2000-094-P	Cameron, Dimmit, Hidalgo, LaSalle, Maverick, Starr, Uvalde, Val Verde, Willacy, and Zavala Texas	\$97,855	72	37
Pima County, AZ 2000-096-P	Pima County, AZ	\$450,000	537	0
Five Rivers CDC 2000-100-P	Georgetown Co, SC	\$367,801	161.5	0
Williamsburg Technical College 2000-117-P	Williamsburg Co,SC	\$449,391	53	0
City of Etowah, TN 2000-119-TA	McMinn Co, TN	\$450,000	589	0
Harlingen CDC 2000-124-P	Cameron Co,TX	\$450,000	100	142
<b>Grant Round 2</b>				
Center for Economic Opportunities, Inc. 2001-003-TX-P	Hidalgo Co, TX	\$500,000	36	17
Danville Community College Educational Foundation 2001-005-VA-P	Pittsylvania, Halifax, Patrick and Henry, VA	\$483,500	177	0
Northern Economic Initiatives Corporation 2001-008-MI-P	Gogebic and Ontonagon Co's, MI	\$204,850	35.5	182.75
Community Action Agency of Southern New Mexico 2001-013-NM-TA	Dona Ana Co, NM	\$100,000	39	16

Awardee Name & No.	Designated Eligible Area	Total Grant Amount	Created	Retained
Cherokee County, NC 2001-020-NC-P	Cherokee County, NC	\$500,000	371	155
Russell County 2001-022-KY-P	Russell Co, KY	\$450,000	0	0
Rio Grande Valley Empowerment Zone Corporation 2001-028-TX-TA	Cameron, Dimmit, Hidalgo, LaSalle, Maverick, Starr, Uvalde, Willacy, Zapata and Zavala Co's TX	\$100,000	18	6
Imperial County 2001-029-CA-TA	Imperial Co, CA	\$100,000	13	243
Fitzgerald and Ben Hill County Development Authority 2001-030-GA-P	Ben Hill Co, GA	\$500,000	11	3
Martin County 2001-033-NC-P	Martin Co, NC	\$500,000	261	0
City of El Paso 2001-039-TX-P	El Paso County, TX	\$500,000	131	128
Florida Manufacturing Extension Partnership 2001-040-FL-TA1	Dade Co, FL	\$99,450	65	33
Florida Manufacturing Extension Partnership 2001-040-FL-TA2	Collier C, FL	\$99,450	38	29
Simpson County 2001-046-MS-P	Simpson Co, MS	\$500,000	0	0
Schuylkill EDC 2001-053-PA-P	Schuylkill Co, PA	\$150,000	92	0
Eastern New Mexico University-Roswell 2001-054-NM-P	Chaves Co, NM	\$500,000	268	303
Monroe County 2001-060-KY-P	Monroe Co, KY	\$471,400	47	0
Lawrence County 2001-065-MS-P	Lawrence Co, MS	\$500,000	24	15
Coeur'd Alene Tribe 2001-069-ID-TA	Beneway Co, ID	\$97,252	0	15
Butler County IDA	Butler, Co	\$375,000		
Richmond County Board of Supervisors 2001-074-VA-TA	Richmond Co, VA	\$99,500	228	0
<b>TOTAL</b>		<b>\$13,430,402</b>	<b>5029.5</b>	<b>4,230</b>
<b>Continuation Grant Round 2007</b>				
North Carolina Real Enterprises 2007-001-NC-P	Rutherford Co, NC	\$200,002	19	
Northern Economic Initiatives Corporation 2007-002-MI-P	Gogebic, Ontonogon and Iosco Co's, MI	\$200,000	10	40
University of Texas Pan American 2007-003-TX-P	El Paso, Hudspeth, Culberson, Jeff Davis, Presidio, Brewster, Pecos, Terrell, Crockett, Val Verde, Edwards, Kinney, Real, Uvalde, Maverick, Zavala, Dimmit, Frio, La Salle, Webb, Zapata, Duval, Jim Hogg, Brooks, Kenedy, Starr, Hidalgo, Willacy, and Cameron counties, TX	\$200,000	456	216
Linn County 2007-004-OR-P	Linn Co, OR	\$60,000	135	
Valley Initiative for Development and Advancement 2007-005-TX-P	Cameron, Hidalgo, Willacy and Starr Counties, TX	\$200,000	86	
Eastern New Mexico University - Roswell 2007-006-NM-P	Chaves County, NM	\$200,000	0	3
<b>TOTAL</b>		<b>\$1,060,002</b>	<b>706</b>	<b>259</b>
<b>Targeted Grants 2009</b>				
Northern Economic Initiatives Corporation	Gogebic and Ontonogon Counties, MI	\$100,000.00	31	80
San Benito EDC	Cameron County, TX	\$496,497.00	49	
ACCION Texas	Hidalgo County, TX	\$600,000.00	43	131

Awardee Name & No.	Designated Eligible Area	Total Grant Amount	Created	Retained
University of Texas San Antonio	Brewster, Brooks, Cameron, Crockett, Culberson, Dimmit, Duval, Edwards, El Paso, Frio, Hidalgo, Hudspeth, Jeff Davis, Jim Hogg, Kenedy, Kinney, La Salle, Maverick, Pecos, Presidio, Real, Starr, Sutton, Terrell, Uvalde, Val Verde, Webb, Willacy, Zapata, and Zavala Counties, TX	\$779,740.00	1072	423
Centro Del Obrero Fronterizo de La Mujer Obrera	El Paso County, TX	\$1,000,000.00	17	69
California Coastal Rural Development Corporation	Monterey and Santa Cruz Counties, CA	\$1,000,000.00	428	702
<b>2010</b>				
CDC Small Business Finance	San Diego, Imperial and Riverside Co's, CA and Pima, Maricopa, Pinal and Yuma Co's, AZ	\$500,000.00	50	92
Western Upper Peninsula Planning and Development Region	Gogebic & Ontonagon Co's, MI	\$100,000.00	0	
Western Upper Peninsula Planning and Development Region	Gogebic County, MI	\$100,000.00	0	
Dessert Alliance for Community Empowerment	Riverside County, CA	\$750,000.00	0	
<b>2011</b>				
North Carolina REAL Enterprises	Richmond and Scotland Co's, NC	\$194,845.00	27	30
California FarmLink	Monterey, Santa Cruz, San Benito, San Diego, Imperial and Riverside Co's, CA	\$400,000.00	89	182
Northern Economic Initiatives Corporation	Gogebic & Ontonagon Co's, MI	\$100,000.00	21	60
Western Upper Peninsula Planning and Development Region	Gogebic & Ontonagon Co's, MI	\$83,500.00	0	
<b>2012</b>				
Georgia Southern University Research & Service Foundation	Jeff Davis, Jefferson, Lincoln, Telfair and Wilkes Co's, GA	\$295,927.00	35.5	77
Northern Economic Initiatives Corporation	Gogebic & Ontonagon Co's, MI	\$200,000.00	0	
California Community Economic Development Association	Imperial, Riverside and San Diego Counties, CA; Maricopa, Pima, Yuma, and Santa Cruz Co's, AZ; Dona Ana, Grant, Luna, and Otero Co's, NM; and Cameron, El Paso, Hidalgo, Maverick, Starr, Uvalde, Val Verde, Webb and Willacy Co's, TX	\$100,000.00	20	
<b>2013</b>				
International Sonoran Desert Alliance	Pima County, AZ	\$100,000	7	6
Nogales Community Development Corporation	Santa Cruz County, AZ	\$100,000	8	3
California FarmLink	Imperial, Monterey Riverside, San Benito, Santa Cruz and San Diego Co's, CA	\$250,000	106.5	339.25
Martin County Economic Development Corporation	Martin County, NC	\$275,600	31	
Halifax County Development Authority	Halifax County, VA	\$427,500	0	
New College Foundation	Martinsville, VA	\$350,000	624	633
<b>2014</b>				
International Sonoran Desert Alliance	Pima County, AZ	100,000	7.5	9
California Community Economic Development Association	Pima and Santa Cruz Counties, Arizona; Dona Ana County, New Mexico; and San Diego County, C.A.C.A	100,000	7	
Brownsville Economic Development Corporation	Cameron County, TX	300,000	76	
Industrial Development Authority of Halifax County, VA	Halifax County, VA	100,000	25	
Patrick Henry Community College	Martinsville, VA	250,000	27	3
<b>2015</b>				
San Juan Economic Development Corporation	Hidalgo County, TX	\$250,000.00	50	
<b>TOTAL</b>		<b>\$9,403,609</b>	<b>2,852</b>	<b>2839.25</b>
<b>TOTAL</b>		<b>\$23,894,013</b>	<b>8,587</b>	<b>7,329</b>

## Contact Information Page

Please direct inquiries to:

Director of Public Affairs  
 North American Development Bank  
 San Antonio, Texas  
[www.nadb.org](http://www.nadb.org)

Graphic Design by Ildeliza Antonares

In 2009, the *Centro del Obrero Fronterizo dba La mujer Obrera* was awarded a grant for the expansion of its microenterprise marketplace program, which trains entrepreneurs and provides incubator space and technical assistance to small businesses in El Paso County, TX





## **U.S. Community Adjustment and Investment Program**

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**San Antonio, Texas**  
203 South St. Mary's, Suite 300  
Tel. (210) 231-8000

<http://www.nadb.org>