

ECCOPLACE

An Economic Development Strategy

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## INTRODUCTION

The ECCO Place Project of Providence, Rhode Island has its beginning rooted in the strategies and dreams of what has now been defined as the Civil Rights Movement of the fifties and sixties. The struggle centered around the recognition of equal rights and equal access. At that time it was access, now it is assets for this is the track that the "Movement" was on.

On February 19, 1968 on the occasion of the gathering of over 1200 urban Pastors at the Miami Sheraton Convention Center. Reverend Virgil Wood in his keynote address proposed an economic development arm to the Civil Rights movement. The meeting in Miami concerned itself with the upcoming Poor Peoples Campaign. Dr. Wood suggested Marching on Wallstreet to close it down in order to address economic injustice.

Basically, Dr. Wood's presentation centered around worker ownership of enterprises. Dr. Martin Luther King reviewed the concept with Vigil Wood and became quite excited over its potential, less than two months later Dr. King was taken away.

Before the Miami meeting in 1967, Virgil Wood brought together Martin L. King and Louis Kelso, the father of ESOPS (empl. stock owner) in order to strategize around empowering working people.

In 1975 on the 20th Anniversary of the Montgomery Movement campaign Dr. Wood presented the concept of a Non Violent economy. An economy that does not take advantage of people in order to turn a profit. An economic strategy that prioritizes equity among people along with the profits. In addition, it emphasizes broad based ownership.

March 16, 1985, I had had the privilege of hosting along with my church at that time a business development workshop. Dr. Wood was our keynote speaker. Dr. Wood placed economic development into such direct and clear terms for me that from that day forward, I committed myself to this cause and this work.

The dream of ECCO place began that Spring as we discussed how such a concept could become reality with the involvement of the right people. Thus, the Jubilee Inner City Development, Inc. (JIDC) was created.

EccoPlace-The Beginning

The Mission of Jubilee Inner City Development, Inc. (JIDC) was to establish and implement a model design, self help, economic development system within a supportive environment. An environment that can provide a common place where people and groups from the varied ethnic communities of Providence, can share their cultural heritage and collectively plan for the future.

Recognizing the fulfillment of this Mission would be a major undertaking, the Board members of JIDC began sharing their "dreams" with the larger community. Following several community meetings, where input was gained from various groups the JIDC Board received overwhelming community support.

JIDC, Inc. obtained sponsorship from the Rhode Island Council of Churches. This interdenominational social and community development arm of the varied churches provided JIDC with fiscal management services, use of RI Council of Churches, IRS 501 (C) (3) status and meeting/office space.

The concept of obtaining a facility called ECCOPLACE was born in November 1985, in response to the need to create an Economic and Cultural Community Place -EccoPlace: A place where varied educational, economic, social and cultural activities planned could all be combined under one roof.

Based on the support that the JIDC concept had received a consortium of individuals and groups were formed around the common needs identified. Charged with the Mission, backed by the community and supported by the churches, the JIDC Board set in motion the steps to fulfill the purpose for which it was formed: JIDC coordinates both the community's resources and available private resources and to funnel these toward the economic revitalization and cultural understanding needed to build a replicable community development model appropriate for the coming decades.



The Vision Comes To Focus

Beginning in August 1985 the JIDC/EccoPlace Project has made tremendous strides towards realizing the dream of a community economic development model.

#### Facility Located

The search for a building site for EccoPlace began in November 1985, started to become an attainable reality in June 1986. The senior partners at the real estate firm of Trinity Associates of Cranston made a commitment to donate the additional time needed to assist JIDC in obtaining a suitable facility. The 20 year old Elks Lodge on Elmwood Avenue in Providence was selected. It had 21,000 square feet of commercially zoned space and was in reasonably good condition.

Based on the strength of the consortium and the spirit behind the Project, the Elks agreed to sell their building. The remarkable aspect of this agreement is that the Elks felt a need to pitch in and help JIDC consortium obtain their building.

#### Community Pools Its Resources

Encouraged by the opportunity and cooperation of the Elks the JIDC Board returned to the community to raise the funds needed for the downpayment.

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The fact that a firm price of \$335,000 had been agreed upon for a building worth more inspired twenty-four people in the community to invest \$35,000 of their savings for the downpayment needed.

By September 1986 JIDC had quickly moved to apply for a mortgage to finance the purchase of the Elks property on Elmwood Avenue.

THE FINANCE CHALLENGE

Fleet National Bank was impressed by the speed with which the community group had worked to put this real estate package together, provisionally agreed to provide JIDC with the financing needed to purchase the building. Before the loan agreement could be signed, however, the Bank needed assurances that this community consortium could generate the funds needed to repay the low interest loan.

Realizing they needed more financial security than could be provided through the newly formed non-profit JIDC, Inc., the Board again approached the Black business community for additional support. A highly regarded and well established Black-owned business catering business, Elegant Foods of Boston Massachusetts, stepped forward to participate. One floor of the proposed EccoPlace building was ideally suited for the business expansion opportunity they had been seeking in Providence for some time.

Dean Street Development, also located on Elmwood Avenue two blocks away from the proposed EccoPlace site provided assistance. Dean Street Development offered to provide support for the initial purchase and financing stages of the project.

JIDC gratefully accepted this offer as it meant that they could rely on having a well-established development team assist with the renovations planning. The unusual nature of the commitment arrangement and of the JIDC consortium drew a lot of media attention. The media coverage in turn began to attract people of talent who wanted to use EccoPlace as place to meet and create ways to help the city's poor.

MOVING FORWARD

By January 15, 1987, JIDC publicly announced redevelopment plans for the EccoPlace property, and obtained additional community fund raising support. By June, 1987, a fund raising consultant had been identified and retained; and by July 15, 1987 Fleet National Bank had refinanced the original building acquisition loan to include renovation costs. By July 1987 the first stage of the renovation project had begun.

Most importantly, however, JIDC had successfully completed the three major phases of the plans with astonishing speed: (1) a building had been obtained; (2) community agreement on the function and purpose of EccoPlace had been worked out; and (3) financing had been obtained for the initial renovation stages. Utilizing basic cooperative economic principles, the JIDC consortium had assisted the community.

#### EccoPlace Its Purpose and Plans

The overall goal of EccoPlace is to provide the diverse multi-ethnic communities of Providence with a place that will nurture the development of small business enterprises; a place that can provide the educational and training services the community needs; a place devoted to fostering a better understanding of the varied cultural heritages represented in the city; a place where people of vision



...a place where people of vision and hope can gather to get and to give the encouragement and help needed to persevere and succeed.

To accomplish this broad goal the first and the third floor of EccoPlace have been designed with the following objectives in mind.

Objective 1: To expand and renovate the third floor of EccoPlace to create a Small Business Incubator Program capable of providing 24 minority entrepreneurs with the low-cost space and technical assistance needed to establish a new business or strengthen an existing endeavor.

Measure of Success: (a) To convert the current High minority business failure rate into a High success rate at EccoPlace within 12 months of full operation (b) Approximately 20-30% of the small businesses will generate new jobs in the community.

Objective 2: To convert the first floor of EccoPlace to create a multi-purpose education, training and social/cultural center.

Measure of Success: (a) Approximately 70% of the High school youth enrolled in the educational program will complete high school. Young adults will be trained for employment in the Food service business.

(c)Over 700 adults from various socio-economic and ethnic groups will choose to hold social, planning, education activities conferences and family events in this space within the next 12 months of full operations.

### Overview Of The Community

EccoPlace is located at 645 Elmwood Avenue, on the southern ledge of Providence's largest inner-city neighborhood. This historic Elmwood district has over 300 homes, built at the turn of the 20th century, which are listed on the National Register of Historic Places. Also in this immediate neighborhood basic multi-family housing stock, including senior citizen housing, is undergoing a major resurgence. Both publicly funded and private developers have been reinvesting in the area over the last 5-7 years.

This neighborhood also supports commercial enterprises that have begun relocating or expanding their businesses in the area. Directly surrounding the EccoPlace location are three car dealerships, two electrical supply/hardware stores, a major supermarket chain, a full service hospital, the headquarters for the Rhode Island Public Transit Authority (RIPTA) and several small ethnic restaurants.

The recent commercial redevelopment and gentrification of the housing stock, in the Elmwood district, has been fed by the area's convenient location. This development has fueled the City's housing and industrial expansion needs. EccoPlace is ideally situated on transportation routes that make it accessible to the entire City population.

It is bounded by two major traffic arteries, Elmwood Avenue and Broad Street, that lead directly to and from downtown Providence. Two major highways also connect the Elmwood district with neighboring cities and states. Interstate Route 95 North to Boston, Mass or South to Hartford, Connecticut has a direct "Elmwood Ave." exit approximately a half mile from our door. Two miles in the opposite direction, inter city Route 195 provides an Expressway linking EccoPlace to the smaller cities and towns surrounding Providence. Further accessibility to EccoPlace is provided by the Rhode Island Public Transit Authority (RIPTA) that has a bus line on Elmwood Ave. and its main terminal 500 yards south of EccoPlace.

Another exciting feature of this neighborhood is its diverse multi-ethnic multi-cultural population. This predominantly low income area, now has a growing population of moderate income middle class families. This cosmopolitan area has become increasingly attractive to business and home owners. Various community groups, like JICD, have been working together to foster harmonious relationships. Varied socio-economic and multi-racial issues have been consistently addressed by the Elmwood Neighborhood Housing Service, the Elmwood Foundation and C.H.O.I.C.E., to name a few who have worked with JICD. The concept of EccoPlace is, therefore, a most welcome addition to a community in the process of renewing itself.

THE BUILDING AND ITS USE

### EccoPlace Building Description

The EccoPlace building, constructed in 1967, is a three-story sturdy steel-frame brick and concrete structure containing 24,000 square feet. This commercially zoned building is placed on a 37,500 square foot lot with a wide 191 foot frontage on Elmwood Ave. The building footprint occupies approximately 9,000 sq. ft. of the lot. The remaining 28,500 sq. ft. of land is black-topped and provides parking for 75 cars on site. An adjacent parking lot can accommodate an additional 60 cars, when the need arises.

The building is entered from the street level, via a short flight of stairs, that leads directly onto the second floor of the facility. This second floor is one-half story above street level. The first floor is one-half story below street level and can be reached by stairs from the 2nd floor or through a separate street level entrance on the side. The third floor is currently accessible by stairs from the second floor, which also lead to the first floor.

The structure is entirely air conditioned, heated by a heavy duty gas-fired hot water system, and has a commercial style electrical system. Hung acoustical ceilings and vinyl floor tile can be found on most floors of the premises. Due to the limited capital funds available to the Benevolent Order of the Elks in the past, JICD must now undertake a major rehabilitation and refurnishing project to convert the Elks "Club House" into a Community Center — EccoPlace. Below we have outlined the capital improvements we propose making, and how we plan to work around/with the current facility amenities.

The first level now consists of a large bar area, several game rooms, the mechanical areas, sauna, showers and bathroom facilities for men and women. This floor has approximately 8,200 sq. ft. of usable space, as the remaining common space is devoted to stairwells storage and the mechanical areas. Renovations on this floor are needed to transform the current private club like amenities into a multi-purpose community oriented learning/networking space. Below we have listed the renovations/changes to be made.

1. The sauna will be removed to create a handicapped accessible bathroom.
2. The bar will be removed, the room relighted and converted into a lounge. This lounge will be used by all building occupants and the public as a lunch room during the day. During the evening community residents can use this area for family events, cultural activities or to socialize; while minimizing the use of alcoholic beverages.
3. The large game room will be converted into a multi-purpose room. Aerobics, dance and other fitness activities will be offered to encourage good health habits. This room can also be converted into a large meeting room for social, civic, and cultural organizations that now have no headquarters or meeting facilities.
4. Two of the other game rooms will be converted into 4 class rooms with movable partitions to provide flexible space accommodations for various size groups. Both the youth educational program and young adult training program will be housed in this area during the day and afternoon. We also intend to use this space to sponsor a variety of health, business and economic related workshops and classes, in the evening for adults. Some of the specific activities that have already been arranged are described below:

(a) The RI Assault on Illiteracy Project (AOIP). This project involves various aspects, the first of which is called Project LEO (Learning, Earning and Owning). Project LEO is a unique pre-vocational readiness program designed to "rescue" disadvantage high school aged youth who appear destined for defeat unless extraordinary measures of intervention are taken. JICD plans to offer Project LEO as an after-school program in cooperation with the Alternate Learning Project (ALP) of the Providence Public School System. A short planning phase will precede the implementation of the after-school program. Funding is now being negotiated with the Providence Public Schools, the RI Department of Education, and the U.S. government, to provide long term support.

(b) Culinary Arts Apprenticeship Program. Run in cooperation with Elegant Foods, Inc. (which will occupy the second floor of EccoPlace), this program will provide minority youth with hands-on training in the food services industry. This program is anticipated to start as soon as renovations have been completed, 1988.

(c) Workshop Topics:

Workshops sponsored by business entrepreneurs on "How to start your own business"

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Real estate classes sponsored by Trinity Associates who worked with the JICD Board to obtain the building

"Computer literacy: A Necessity for the 1990's" is aimed at both youth and adults.

"How to Budget When You are Broke"

"AIDS: A Moral, Social, and Health Dilemma"

"Nutrition and Health Workshops"

As you can tell from this list of activities these meeting and class rooms will be used from 10:00 a.m. - 10:00 p.m.

5. The third game room will be subdivided to provide office space for the administrators and office support staff of EccoPlace.
6. All of the floors except the exercise suite will be carpeted to reduce heat loss through adequate insulation. The ceilings will be lowered and additional ventilation fans added in the exercise area.

Recognizing that income from the workshops and classes cannot sustain the ongoing cost of operations on this floor of EccoPlace, the JICD Board has created a membership support system. Membership to the "Nectar Club" will be marketed to all building occupants, to families, individuals, senior citizens and groups at various annual prices. Nectar Club members will be able to use the lounge and schedule use of the meeting rooms for small dinner parties, meetings, and social gatherings. This membership system will increase the income generating capacity of this floor and give EccoPlace a built-in population of community users.

All of the community education and training for the first floor will be evaluated based on the measures of success outlined in the objectives section of the proposal. The Nectar Club is expected to generate income in excess of expenses to help defray ongoing operational costs. This program will be evaluated on its ability to meet this income generation goal.

## 2. The Third Floor

This floor currently consists of a single large room of approximately 5,200 square feet. Unlike the other floors, where JICD plans to make minor alterations to the existing structures, this third floor will require extensive renovations to transform this room into a small business incubator program.

Based on the current configuration of the third floor, only 15 business offices could comfortably fit into the available space. We plan to expand both the north and south sides of this floor to obtain a total of 8,000 square feet of usable space. Below we have outlined our redevelopment plans for this floor.

- a. At the entrance to this floor we plan to partition off the offices and install a waiting area, a receptionist's office and a core office. We believe these are essential to the success of our small business incubator program. The core office will house an on-site

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business counselor and a secretary. They will both provide centralized support services to the businesses leasing space. In addition to providing marketing, financial and business plan development services for tenants of EccoPlace, the business counselor will also provide these same services to any community business person for a fee. The business counselor will also establish a group bulk rate purchasing system to assist businesses reduce their office supply costs. The core office will also house a photocopying machine, stamp machine, micro-computer and other office equipment essential to conducting business. The receptionist will provide centralized telephone answering and message relay services, for all business tenants. A bank of filing cabinets will be secured in the receptionist's area, to act as a repository for community based groups and other non-profits that do not have office space. As many of these community groups now store their paperwork in various people's homes, this filing bank and central switchboard service will help them to develop and grow.

The provision of the above business services and equipment would, in the normal course of business, cost each business owner a minimum of \$13,000/annum for a full time secretary; \$3,000-\$5,000 per annum for business consulting services; and a minimum of \$4,000 to rent a micro-computer/word processing machine, photocopier, and stamp machine. The construction and staffing of these core offices is, therefore, an essential part of EccoPlace's economic development plan to assist and nurture minority owned businesses through their start-up and early growth years.

- b. In addition to the above centralized offices, a large and a small conference room will also be constructed. The large conference room, of 410 square feet, will have a small kitchenette and coat closet and will be located off the waiting area near the entrance. The small 190 square foot conference room will be located near the rear of the building. These conference rooms will serve all business tenants in EccoPlace, as well as other small business owners in the community who need to rent such facilities.
- c. A men's and women's bathroom, with handicapped accessible lavatories, will be installed as no washroom facilities now exist on this floor.
- d. The remaining space will be devoted to 24 offices ranging in size from 115 square feet to 185 square feet. This is an expensive project as both the office walls and the ceiling must be sound-proofed with acoustic materials to ensure privacy for each business owner.

Each office will be individually wired to provide electrical outlets and fluorescent lights. The ventilation system will also be enhanced to ensure adequate heat and air cooling for each office.

In addition, 6 of the offices will be separated by "movable walls." This new construction technique has been included in our plans to provide businesses with the growing space they need. Seven of the nine businesses that have already leased office space are established businesses. Although the offices they have leased are adequate to meet their current needs, it is clear that some of these entrepreneurs may well need more than one office in the future. These movable walls are our flexible approach to



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providing expansion opportunities. We have provided a list of the businesses that have already leased space in the attachments.

- e. Last but not least, we intend to fully furnish 2 of the smaller offices with 4 desks, 4 2-drawer filing cabinets, 8 chairs, partitions and other sundries. These offices will be devoted to "would be" business owners who regularly work for a salary, but are also consultants trying to build a business. New creative economic development techniques such as office sharing and flexi-time rentals will be made available to start-up businesses. Office sharing will allow start-up businesses to have 50% of an office until they can afford their own space. Flexi-time rentals allow 4-6 entrepreneurs to use the office for designated times on a flexible basis. This type of flexi-time rental is particularly appropriate for service based industries where the service is performed off-site. An office is, however, needed for 2-4 hours per day or per night to complete the necessary business paperwork.

Income to support the operating expenses of this floor will be generated through leases of varying duration. In order to ensure a successful small business incubator program office rental rates have been fixed at \$255/month to \$300/month depending on the size of the office. Each business tenant will also be charged a \$45 monthly fee to defray secretarial and other shared support services. Through the small business incubator program we anticipate that EccoPlace will assist in the creation of at least 40 new jobs per annum.

The evaluation of this new small business incubator program will be based on the measures of success outlined in the objectives section. The number of successful businesses will be carefully documented and compared to statewide norms. The number of jobs generated by the incubator businesses will also be carefully measured to ensure that this program model can be replicated when proven successful.

### 3. Renovation of Common Areas

The EccoPlace building needs general improvements to bring it up to date. These improvements can be subdivided into four categories which we have briefly discussed.

#### a. Complying with new building/fire regulations

In order to meet new city and state regulations we propose to install a hydraulic elevator with a 6'0" x 5'7" cab. This elevator will make the building completely handicapped accessible and will be keyed for fireman service. A new heat and smoke detection system must be installed, and two of the stairwells must be renovated for use as exits, in case of fire.

#### b. Energy Conservation

In the 1960's when EccoPlace was built energy supplies were not a problem. As a non-profit agency, however, we feel it is important to reduce the long-term cost of operation whenever possible. Toward this end we plan to repair or replace several windows and doors that contribute to energy loss. We also plan to apply sealant and caulking at all

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exterior doors and windows. The power and lighting system will also be upgraded and fluorescent lighting will be installed to reduce electrical bills in the future.

### c. Electronic Communications

The old Elks Lodge needs a new telephone system to support the numerous business endeavors on all 3 floors. A new audio/amplifier system is also needed if we plan to maximize the rental potential of our function hall on the 2nd floor and meeting rooms on the first floor. We must also replace the Elks Lodge exterior signs. We plan to install a bi-directional illuminated exterior sign to ensure that people coming to EccoPlace during the day or night will be able to easily identify the building.

### d. Site Improvements

We plan to install a new perimeter fence to discourage vandals/thieves. The parking lot will be striped. To maximize the number of cars that can be parked, special consideration will be paid to laying out the parking area to accommodate compact and large cars, as well as delivery trucks and vans.

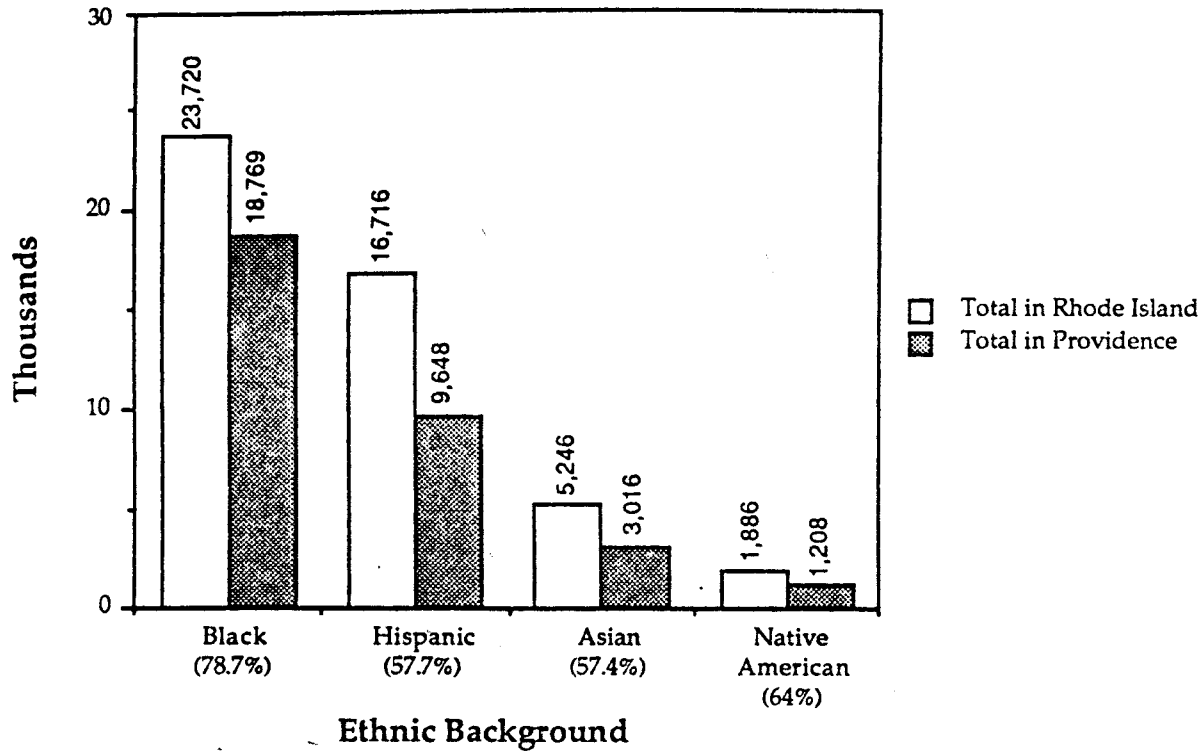
Last but not least, all green areas will be landscaped to ensure that EccoPlace contributes to the overall revitalization of this inner city neighborhood.

All of the community education and training for the first floor will be evaluated based on the measures of success outlined in the objectives section of the proposal. The Nectar Club is expected to generate income in excess of expenses to help defray ongoing operational costs. This program will be evaluated on its ability to meet this income generation goal.

COMMUNITY DEMOGRAPHICS

According to the 1980 census, close to 67% of the entire state's minority populations live in Providence. The remaining 33%, who are predominantly Hispanic people, are proportionally spread throughout the state's other cities and towns. In looking more closely at these statistics it should be noted that approximately 30,000 new minority people have moved into Rhode Island and have settled in or close to the Providence area. Below we have provided a chart to further demonstrate this point.

*Chart I — Providence Racial Composition*



The importance of these statistics is that the median household income of the minority populations in Providence are on an average 29% less than the median income for the white population. It is ironic to note, however, that the median income of black families in Providence were also 8% less than black families in Hartford, Connecticut and 10% less than those in the Boston, Massachusetts area. These figures clearly indicate that both existing and new minority groups in Providence have not been able to obtain an equitable income.

EccoPlace proposes one unique solution to this unrelenting problem. The self-help economic development program proposed, places a new focus on individuals working cooperatively with each other to achieve independence. This concept differs widely from current public assistance programs which tend to breed an attitude of dependence. The concept of small businesses sharing common space, technical assistance, secretarial services, etc., as proposed in Objective 1, best exemplifies one of the ways that EccoPlace plans to address the income inequities sited previously.

This incubator program also addresses the long term economic issue of job creation. Most people of color, living in large urban areas like Providence, are dependent on jobs created

Providence

outside of their community. According to 1980 Census data, on an average, 8.5% of Providence's minority people were unemployed versus a 4.6% unemployment rate for white people. In fact, unemployment among blacks and hispanics has increased recently to 9.3% and 11.3% respectively. These same 1985 U.S. Dept. of Labor statistics also indicate that unemployment has decreased slightly for the white population in Providence, down to 4.4% unemployment.

In addition, the 1980 and 1985 Department of Labor statistics indicate that entrepreneurial self-employment ventures in Providence fall 4.7% below the national norm. Below we have provided information on the Providence populations.

Chart 2

<u>Ethnic Group</u>	<u>Work Force</u>	<u>Number Self Employed</u>	<u>Mean Income Self Employed</u>	<u>Percent of Population</u>
White	105,632	2,278	\$13,072	2.3%
Black	12,473	107	\$ 8,070	0.9%
Hispanic	5,543	48	\$ 7,789	0.9%
Asian/Pacific Islander	2,223	28	\$ 4,201	1.3%
Native American	776	36	\$ 5,364	4.6%

After looking at the above chart it is clear why JICD has structured a "nurturing environment" for small businesses. Without the support services and technical assistance proposed for the Incubator Program, most minority-owned businesses could not survive, as is demonstrated above.

Lastly, national statistical data collected over the last 15 years (1970-1985) strongly suggests that there is a cyclical relationship between life expectancy, poverty, and educational levels attained. Based on 1980 Census data for Providence this correlation appears to hold true. As education levels increase, poverty decreases and life expectancy increases. Below we have provided data to further illustrate this point.

Chart 3

<u>Ethnic Group</u>	<u>% Completed 12th Grade</u>	<u>% Living Below Federal Poverty</u>	<u>% of Population 65 Yrs. or Older</u>
White	68.7%	23.0%	17.5%
Black	54.9%	43.5%	5.0%
Hispanic	58.1%	40.1%	5.5%
Asian	43.5%	43.4%	4.7%
Native American	50.4%	57.4%	7.7%

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should be noted that the data on recent immigrants to Providence is skewed as many people did not complete the census. This data does, however, show the disparity between the various ethnic groups accounted for.

Most importantly, however, EccoPlace programs have again been designed with these inequities in mind. The educational and training activities, proposed in Objective 2, are targeted at providing the supplemental learning environment our adults and youth need to overcome these barriers.

SUMMARY

This Project as with any development project of this size has its challenges and problems. The initial hurdle was to overcome the challenge of gathering the community together to understand the vision of an EccoPlace.

Once the community was in place and behind the project there was constant nuturing and support which had to be provided. People want results sometimes almost instantly.

The next level of challenge had to do with the Bank financing; after being rejected by the Bank, the second round of applications and subsequent financial packages were developed in painful detail. The financial requirements alone could have discouraged the faint hearted.

The primary challenge brought about by this project as I see it was to raise the level of conscienceness of the community itself. The vision of such a concept had to be clearly brought into focus. The expectation level of the community was rasied. The community had to have its over-all attitude changed. An attitude of "we can not do" to "we will do".



I am of the opinion that once a people get it in their hearts that they shall rise up and meet a challenge that sets the stage for bringing about positive results is established.

There can be a spirit behind working with people to bring about positive results. EccoPlace was the vehicle which allowed for the "spirit" of the project to come forward.

It is this same "spirit" that has enabled JIDC to meet the goals and objectives that gave it its life. We must continually go to the well and tap into the "spirit" to sustain us in our work and to see the needs of the community in order to continually provide a vision to the people.