



Community Development Marketplace

OMB CONTROL # XXXX-XXX

Expires: (XX/XX/XXXX)

Paperwork Reduction Act Burden: According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. This collection of information is optional and will assist HUD and other federal agencies to improve the quality, relevance, and delivery of technical assistance resources. The total time required to complete this survey is estimated to average two hours and fifteen minutes (2.25 hours) including the time to review instructions, gather the data needed, and complete and review the survey. If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to: U.S. Department of Housing and Urban Development, Office of Economic Development, Room 7136, Washington, D.C. 20410.

Privacy Act Statement: The Privacy Act of 1974 (P.L. 93-579) requires that you be given certain information in connection with the request for information solicited on this form. Accordingly, pursuant to the requirements of the Act, please be advised:

Authorization: This collection of information is authorized under Sections 2 and 3 of the HUD Act, 42 U.S.C. 3531-32, "to assist the President in achieving maximum coordination of the various Federal activities that have a major effect upon urban community, suburban or metropolitan development; ...and to exercise leadership...in coordinating Federal activities affecting housing and urban development."

Purpose: HUD does not typically receive information on specific projects and activities using formula grant funds before the grant funds have been expended. The Community Development Marketplace (CDM) survey requests such information in order for HUD to more accurately refer grantees and sub-grantees to useful information about best practices and eligible uses and administrative requirements during the planning and predevelopment periods, when they need such information the most. In addition, HUD will use the information to refer applicants to similar materials and information from other federal agencies and available non-federal resources.

Uses: This information collection is entirely voluntary. Any information collected may be seen, used, and shared by HUD staff, contractors, and TA providers and with permission, shared widely with federal partners, external parties, and the public, and used in various collaboration tools and platforms in order to help improve HUD and other federal agencies' technical assistance processes and procedures.

Disclosure: *Voluntary.* Any information collected in this information collection, if permission is provided, may be made accessible to the public and shared widely. Other than professional or business contact information, **please do NOT submit any personally identifiable information as part of this information collection form**, defined as any information which can be used to distinguish or trace an individual's identity, such as name, social security number, biometric records, etc. alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as date and place of birth, mother's maiden name, etc.



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PROJECT INTAKE FULL SURVEY TEMPLATE AND EXAMPLES

This survey can be completed for one major project or activity associated with a community development strategy. Use this template as a guide for submitting this activity or project to the Community Development Marketplace.

There are 36 questions. Only the Abstract/Lead Organization Information is mandatory for acceptance. All other questions are voluntary. Not all questions will be relevant for every project. However, the effectiveness of Community Development Marketplace engagement depends on the quality of data received through this survey. Please answer as many questions as possible to the best of your ability. If you have any questions, please email cdm@hud.gov

The survey is estimated to take about 2.25 hours.

* Required Questions

1. *PERMISSIONS:

As the lead project point of contact, or the designated representative of the lead project organization, I give HUD permission to share any and all information included in this survey with the public, including: point of contact information, geography, and any attached photography.

- Yes, I give permission.
- No, I do not give permission.

Information sharing permission is required to match and connect communities and target technical assistance. HUD reserves the right to make minor corrections to a Project Survey in order to improve the quality of information displayed publically.

As the lead project point of contact, or the designated representative of the lead project organization, I give HUD permission to contact me and/or my organization with additional information on relevant evidence, best practices, or opportunities related to my project and its type of policy or practice.

- Yes, I give permission.
- No, I do not give permission.



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Abstract /Lead Organization Information

2. *Project Name:

Example: 123 Main Street Mixed Use Affordable Housing Project

3. *Lead Organization Name:

4. *Lead Organization Address:

[Full Street Address, Bldg., Rm #]

[City, State, Zip Code]

5. *Type of Lead Organization:

Choose 1:

- Local Government or Local Government Agency
- State or Regional Government Agency
- Local Nonprofit Organization
- Regional or National Nonprofit Organization
- Public Housing Authority
- Local Education Agency/School District
- Local Healthcare Provider/Health Agency
- Metropolitan Planning Organization
- Community Housing Development Organization
- Other Public Authority (Transit, Utilities, etc)
- College/University or Research Group
- Other

6. *Lead Organization Point of Contact for this project: Type in:



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Name:

Title:

Email:

Phone #:

Lead Organization General Capacity

7. Lead Organization General Information: **Type in:** A brief list of other major federal grant funded projects and activities that this lead organization has completed (within the last 8 years), including the federal grant program name, brief project description, start and end dates, and key outcomes.

Example:

Our organization is a local nonprofit community development agency that has received, and completed the following grant projects involving federal funds in the past 8 years:

52 South Street Low-Income Housing Development 2009, CDBG funds from City of Eastwest (\$100,000), 2008 HOME funds from City of Eastwest (\$39,000), start 7/21/08, completed 9/21/10. Constructed 28 new section 8 two-bdr apt units, 100% occupied

4960 Main Street Rehab Project, 2010 NSP funds from City of Eastwest (\$50,000), started 12/21/10, completed 4/21/11. Rehabbed multifamily unit in disrepair.

14th Street Rehab Project, 2013 CDBG-DR Funds from State Housing Development Agency (\$168,000), started 7/21/13, completed 4/21/14, Repaired and rehabbed 21 low/mod income single family homes damaged in June 2013 floods.

8. Lead Organization General Information: Please provide an estimate as to the percentage of the lead organization's total annual revenue that came from federal grant funds in the most recent year available
Type in: Numerical Estimate 0-100



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Location and Service Area

9. Project Address (Where this project primarily takes place): **If applicable, type in:**

Full Street Address:

City, State, Zip Code:

10. Project Service Area Geographies* (The places served by this project): **If applicable, type in:**

Cities:

Counties:

States:

Tribal Areas:

Census Tracts (2010):

* Service area is defined as "the *entire* area served by the activity or project as determined by the lead organization" Must be one contiguous area, usually not to exceed the jurisdictional boundaries of one unit of general local government (City, County, Tribal Area). Please direct questions regarding the project service area to cdm@hud.gov.

Example: Census Tract # 26055551000

Census Tract # 26055551200 or 5512

(NOTE: Full 11-digit Census Tract # preferred. If using the 4 or 6-digit Census Tract #, then Service Area Geographies City/County, **and** State must be filled in above)

To Find Census Tract Numbers:



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Option 1: Go to CPD Maps: <http://egis.hud.gov/cpdmaps/>. Search address or zoom in to project location using interactive map, click on "Layers" button at the top. In the layers window, click on the "Other" folder, then click the "Other" subfolder and check the box for "Census Tract Labels" then go to the "Boundaries" folder, click on the "Other subfolder" and check the box for "Census Tracts". Record the applicable census tracts below.

Option 2: Go to U.S. Census website: <https://www.census.gov/geo/maps-data/maps/2010tract.html> to find Census Tract Maps (navigate to state, then county, and then start with reference map #00 if more than one)

11. Project Service Area – Place-based Programs and other Conditions **Please check any or all place based designations and conditions that apply to this project's service area.**

- Federally Designated Promise Zone
- Promise Neighborhood (Dept. of Education)
- Locally Designated Neighborhood Revitalization Strategy Area (NRSA)
- Strong Cities/Strong Communities (SC2) Designee
- HUD Sustainable Communities Regional Planning Grant Area
- HUD Community Challenge Planning Grant Area
- Choice Neighborhood
- Meets Low/Moderate Income (LMI) Area Benefit Requirements for CDBG projects*
- Qualified Census Tract for Low Income Housing Tax Credits (LIHTC)*
- Locally designated Slum or Blighted Area
- Experienced a Presidentially Declared Disaster within the last 5 years
- CMMI Accountable Health Community
- Investing in Manufacturing Communities Partnership (IMCP)
- Building Neighborhood Capacity Program (BNCP)
- My Brother's Keeper Challenge Community
- Any other designations of note (Please identify below)

*Please visit <https://egis.hud.gov/cpdmaps/>. To see designations, click top left "Show Layers", then click "Boundaries", then "Other" and check "Low/Mod Block Group" or "Qualified Census Tract". An area



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benefit activity is an activity which is available to benefit all the residents of an area which is primarily residential. In order to qualify on an area basis, an activity must meet the identified needs of Low/Mod income persons residing in a service area where at least 51% of the residents (or less if the "upper quartile" applies to the CDBG grantee, as described below) are Low/Mod income persons. The benefits of this type of activity are available to all residents in the area regardless of income. A service area that contains a percent of Low/Mod income persons that is not lower than that contained in the CDBG grantee's upper one-fourth of all areas within its jurisdiction in terms of the degree of concentration of Low/Mod income population is considered qualified. This is sometimes referred to as the "exception criteria" or the "upper quartile."

https://www.hudexchange.info/resources/documents/CDBG_Guide_National_Objectives_Eligible_Activities.pdf

12. Project Service Area Citizen Participation Details: **Type in:** Any details about citizen participation and engagement related to this project (name of neighborhoods, any citizen groups/neighborhood associations involved, plans for further citizen engagement, challenges in engagement related to population/geography)

Example:

As of April 2016, the lead project organization has hosted 3 public hearings with representatives from the City of Eastwest, as well as presenting at both neighborhood associations representing the downtown residential area. English-Spanish translators were on hand at all input sessions and provided services to at least 10 people. The organization produces a monthly newsletter which details progress on this project which is distributed via email and mail to interested residents and posted at 2 community centers.

Strategy and Affiliations

13. Strategy: **Type in:** If this project makes up a major action item or component of a larger strategy or community goal, briefly describe that overall goal or strategy and please include any references or citations



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Example:

This mixed use main street development project furthers the City's goal to redevelop vacant lots in strategic areas in order to create a vibrant, sustainable, and inclusive Downtown Eastwest. The project is a major action item in both the City's 2014 Downtown Development Plan (located at <http://web-link-here.gov>) and 2015 Affordable Housing Plan (located at <http://web-link-here.gov>).

14. Federal Program Affiliations: **Type in:** Any Federal grant programs for which **this project** has applied, (including applied but not received), received funds, or has had any designation, affiliation, intervention, or direct involvement in the last 8 years. (Please include basic details next to each)

Federal Agency	Program / Grant Name	Status	Year of Grant (Grant period start year)	Grantee/ Receiving Organization Name
1. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Example:

1. Housing and Urban Development	NSP2	Awarded/In Progress	2013	City of Eastwest
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2. Housing and Urban Development	Fair Housing Initiative Program	Applied, not received	2014	<i>Eastwest Affordable Housing Development Corporation</i>
3. Transportation	FTA National Public Transportation/TOD Technical Assistance Initiative	Awarded/In Progress	2014	<i>Eastwest Downtown Development Authority</i>

15. Federal Online Systems: If one or more programs above are selected, please check any or all online systems in which this project is registered or tracked:

- DRGR
- EPIC
- e-snaps
- HDX: The Homelessness Data Exchange
- FSRS
- HEROS
- HMIS
- IDIS
- PIC: The PIH Information Center
- SPEARS (FHEO)
- LOCCS/e-LOCCS
- Other Federal Online System
- N/A

16. Non-Federal Program Affiliations: Type in: List any additional non-federal programs of affiliation or strategies in which this program has substantial involvement, and please include additional details. (May be any state government, local government, nonprofit, or private programs or initiatives)



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Example:

This project is affiliated with the "Main Street, USA" Initiative of the National Downtown Association (nonprofit advocacy group of Downtown Development Authorities), with project evaluation and technical assistance provided by North Central University. The Initiative seeks to promote new developments in downtown districts and study their effects on economic indicators. More information can be found at (<http://web-link-here.com>). The project will also apply for LEED certification through the U.S. Green Building Council for new construction energy efficiency. More information about the USGBC is available at (<http://web-link-here.com>).

Project Details

17. Project Description: **Type in:** A brief description of the activity, project, or intervention.

Example:

The 123 Main Street Mixed Use Affordable Housing Project is a plan to build a 5-story, 80,000 sq. ft. mixed use development on the vacant corner of Main Street and Park Drive in Downtown Eastwest. The development will comprise 28 income-restricted affordable units. The development will also include 10,000 sq. ft. of retail space on the ground floor, and 6,000 sq. ft. of resource/education space on the second floor. The building facilities are designed to be energy efficient and achieve LEED Gold Status. The project has the potential to be Transit Oriented Development for purposes of U.S. DOT financing. \$22 million in street improvements are included in this project. The total projected cost of the development is \$32.1 million and it is expected to be completed in 2018.



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18. Peer Cohort Admission: Select the peer cohort or cohorts (from Appendix A) that best relate to the core goal and policy area of proposed activity. You may select up to three prioritized by the most relevant. Placement into a peer cohort is not guaranteed. (The Community Development Marketplace is based on the foundation that each quality project submitted to us can be shared and connected to a peer cohort community of up to 30 parallel projects across the country, and become involved in facilitated conversations, resource and data sharing, and links to field and subject matter experts as the project progresses and overcomes barriers and challenges). Please download and search the Peer Cohort Search tool located at [\[\[http://web-link-here.com\]\]](http://web-link-here.com) to see other projects currently involved the represented peer cohorts under each category.

Peer Cohort ID# (First Choice) (i.e. EC14)

Peer Cohort ID# (Second Choice)

Peer Cohort ID# (Third Choice)

Or propose your own cohort: Please give a brief description

Names and Email Addresses of other project managers, staff, or other stakeholders who should be included in the Peer Cohort engagement - NOT including the Project Lead Point of Contact (already included). There will be later opportunities to extend this invite to more people after further involvement in the cohort.

NAME	EMAIL ADDRESS (Please Check for Typos!)
1. <input style="width: 100%; height: 50px;" type="text"/>	<input style="width: 100%; height: 50px;" type="text"/>
2. <input style="width: 100%; height: 50px;" type="text"/>	<input style="width: 100%; height: 50px;" type="text"/>
3. <input style="width: 100%; height: 50px;" type="text"/>	<input style="width: 100%; height: 50px;" type="text"/>
4. <input style="width: 100%; height: 50px;" type="text"/>	<input style="width: 100%; height: 50px;" type="text"/>



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5. <input type="text"/>	<input type="text"/>
6. <input type="text"/>	<input type="text"/>
7. <input type="text"/>	<input type="text"/>
8. <input type="text"/>	<input type="text"/>

19. Rationale/Evidence: **Type in:** List any models or evidence based practices used in the proposal or implementation of this project or activity

Example:

This project is based on extensive review and incorporation of smart growth and mixed use development best practices. The following sources were among those reviewed:

- 1. HUD NSP Commercial, Public and Mixed-Use Facilities Toolkit*
- 2. LEED Guide for Energy Efficiency*
- 3. Smart Growth USA Affordable Housing Best Practices*
- 4. EPA Best Development Practices*
- 5. DOT Planning for Transit-Supportive Development: A Practitioner's Guide*

20. Progress: **Choose 1:** What phase of completion is the overall project currently in? (Best Estimate)

- Initial Planning
- Review/Approval
- Initial Fundraising
- Bid/Procurement



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- Implementation: Beginning
- Implementation: Middle
- Implementation: Final stages
- Complete
- Post Project Evaluation

Other:

21. Construction: Choose 1: If this project contains a construction component, what phase of completion is the construction currently in? (Best Estimate)

- N/A: No Construction Component
- Initial Planning/Design
- Review/Approval
- Initial Fundraising
- Environmental Review
- Bid/Procurement
- Construction: Beginning
- Construction: Middle
- Construction: Final stages
- Complete
- Occupied/In Use

22. Implementation Partners Committed: Choose up to 7: Key implementation partner organizations that are currently directly involved in the implementation of this activity, including roles and responsibilities for each. This does not include partners that are only providing funding or financial resources, or are paid contractors. Please only list organizations that have a committed implementation and/or programmatic role in this project in this section.

Partner/Source Type:

Federal Government*

State Government

Local, Regional or Tribal Government

Local Nonprofit, Fund, or Foundation



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- Regional/National Nonprofit, Fund, or Foundation
- Private Sector Firm (Business, Bank, or other for-profit entity)
- Equity Investment Group
- School District
- Police Department/Public Safety
- College/University or Research Group
- Local Healthcare Provider/Health Agency
- Public Housing Authority
- Community Housing Development Organization
- Other Public Authority (Transit, Development, Utilities, etc.)
- Certified CDFI/CDE
- For-Benefit Corporation/4th Sector

*The federal government does not generally count as a key implementation partnering organization, but may, in certain cases, have key implementation roles and responsibilities beyond grants administration, funding, and financing.

Partner Name:	Partner Type:	Partner Roles and Responsibilities
Partner 1 <input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	
Partner 2 <input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	
Partner 3 <input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	
Partner 4 <input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	
Partner 5 <input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	
Partner 6 <input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	
Partner 7 <input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	

Example:

Partner Name	Partner Type	Partner Major Roles and Responsibilities
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Committed Partner 1 <i>Eastwest Affordable Housing Development Corporation</i>	<i>Local Nonprofit</i>	<ul style="list-style-type: none"> -Serve as lead project manager -Lead Fundraiser -Permitting and Approvals -Procurement and Acquisitions
Committed Partner 2 <i>Eastwest Downtown Development Authority</i>	<i>Other Public Authority (Transit, Development, Utilities, etc.)</i>	<ul style="list-style-type: none"> -Fundraising -Incorporating Project into Downtown, City, Housing, and Regional Plans -Hosting meetings with prospective funders and business tenants
Committed Partner 3 <i>National Downtown Association</i>	<i>Regional/National Nonprofit</i>	<ul style="list-style-type: none"> -Key project evaluation throughout the process with assistance from North Central University. -Guidance and direct technical assistance through the bidding and procurement process
Committed Partner 4 <i>Eastwest Community Housing Partnership</i>	<i>Local Nonprofit</i>	<ul style="list-style-type: none"> -Key partner on grants management for affordable housing component -Community meetings relating to affordable housing
Committed Partner 5 <i>ABC Architecture Group</i>	<i>Private Sector Firm</i>	<ul style="list-style-type: none"> -Serve as lead architectural/ design/ planning organization -Inform LEED process -Draw up plans and designs for presentations and approvals

23. Implementation Partners Needed: Choose up to 7: Key implementation partner organizations that are still needed in the implementation of this activity, including roles and responsibilities for each. This does not include any funding or financial resources. Please only list organizations that would be needed for a key implementation and/or programmatic role in this project in this section. The federal government does not generally count as a key implementation partnering organization, but may, in certain cases, have key implementation roles and responsibilities beyond grants administration and funding.

Partner Type:	Partner Roles and Responsibilities
Needed Partner 1: <input style="width: 100%; height: 20px;" type="text"/>	
Needed Partner 2: <input style="width: 100%; height: 20px;" type="text"/>	
Needed Partner 3: <input style="width: 100%; height: 20px;" type="text"/>	



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Needed Partner 4: <input type="text"/>	
Needed Partner 5: <input type="text"/>	
Needed Partner 6: <input type="text"/>	
Needed Partner 7: <input type="text"/>	

Example:

Partner Type	Partner Major Roles and Responsibilities
Needed Partner 1 <i>Local Nonprofit or Foundation</i>	<i>Looking to involve a resident task force through project process and evaluation. Duties would include: -Keeping area residents and stakeholders informed and engaged -Collecting feedback and input at key milestones, and as needed -maintaining a strong relationship with community -Assist in public relations and outreach efforts</i>
Needed Partner 2 <i>Certified CDFI/CDE</i>	<i>-Serve as a community intermediary for the project's financial pipeline -Coordinate credit, loan, investment, and tax credit proceed activity -Serve an active advisory role throughout the fundraising phase of the project.</i>
Needed Partner 3 <i>Business or Trade Group</i>	<i>-Local business group in order to serve as a connection to the local business community and keep area businesses engaged and supportive of the project -Assist in public relations, outreach, and fundraising efforts -Advise on attracting office and retail tenants</i>
Needed Partner 4 <i>Private Sector Firm</i>	<i>-Lead consultant on building systems, operations, and maintenance -Work closely with architectural and design team to formulate specs, evaluate procurement, and control costs</i>
Needed Partner 5 <i>Local Nonprofit or Foundation</i>	<i>-Incorporate community art and public space into the project</i>

24. Financial Support Committed: Choose up to 10: Firm financial commitments already in place for implementing this activity. For each commitment, select the type of funding source from the drop down menu. Indicate the source of funds, activity, amount, start and end date for each source, and identify the organization receiving the funds.

Financing Type:



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- Grant or Direct Allocation
- Revenue
- Loan
- Below-Market Loan
- Guaranteed Loan or First Loss Position
- Equity
- Tax Credit Proceeds

Financing Type: (Select Best Match)	Source Type: (Select Best Match)	Total Amount of Financing by source (\$)	Please Enter: Source Name, Start and End Date, Any Other Details:
Commitment 1: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 2: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 3: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 4: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 5: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 6: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 7: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 8: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>
Commitment 9: <input type="text"/>	<input type="text"/>	<input type="text"/>	<input style="width: 100%; height: 40px;" type="text"/>



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Commitment 10:			
<input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	

Example:

Please Select Financing Type from Dropdown List	Please Select Source Type from Dropdown List	Total Amount of Financing by source (\$)	Please Enter: Source Name, Start and End Date, Any Other Details:
Financial Commitment 1 Grant or Direct Allocation	Federal Government	329,600	HUD NSP3 Fund through City of Eastwest 08/01/2014-07/31/ 2017; Vacant property acquisition and site preparation, planning and admin
Financial Commitment 2 Below-Market Loan	State Government	5,000,000	State Community Development Agency Affordable Housing Capital Fund 10/26/2014 – 10/25/2024 10 year deferred below-market rate loan
Financial Commitment 3 Grant or Direct Allocation	Local, Regional or Tribal Government	1,500,000	City of Eastwest 2014 Budget Allocation 11/01/2014-10/31/2017 500K to cover infrastructure and improvements, 1M to support affordable housing in downtown district
Financial Commitment 4 Loan	Private Sector Firm (Business or other for-profit entity)	750,000	Acme Savings Bank 2016-2017 Development Loan; 08/01/2016- 07/31/ 2021; 5- year market rate loan for design and construction
Financial Commitment 5 Grant or Direct Allocation	Local Nonprofit/ Foundation	150,000	West Family Foundation 01/15/16-01/14/17 Grant for developing education and services for affordable housing

25. Financial Support Needed: Choose up to 10: Types of financial support that are or will be needed for implementing this activity. For each financial need, select the Financing Type from the drop down menu. Indicate the activity, estimated amount, date of needed funds and intended organization receiving the funds start and end date for each source, and identify the organization receiving the funds.

Financing Type: (Select Best Match)	Total Amount of Funding by source (\$)	Please Enter: Source Name (if known), Start and End Date, Any Other Details:
Need 1: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>



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Need 2: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 3: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 4: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 5: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 6: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 7: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 8: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 9: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>
Need 10: <input style="width: 90%;" type="text"/>	<input style="width: 90%;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>

Example:

Please Select Financing Type from Dropdown List	Total Amount Needed by source (\$)	Please Enter: Start and End Date, Any Other Details:
Financial Need 1 Equity	6,250,000	06/01/2017– 09/01/2032; Equity and Loan Repayment on construction costs
Financial Need 2 Grant or Direct Allocation	250,000	06/01/2016 – 08/31/2017; Funds for energy efficient windows, appliances, solar panels.
Financial Need 3 Loan	500,000	06/01/2017 – 05/31/2019; Loan for property management and maintenance to be repaid through revenue



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25a. Unobligated Assets and Collateral: If one or more of the financial needs types (above) take the form of loans or equity, please detail asset classes and collateral available to the lead project organization.

Choose as many as applicable: For each Asset Class chosen, **Type in:** *Brief details, such as total estimated value, time frame, short description*

<input type="checkbox"/> Fixed Income	<input type="text"/>
<input type="checkbox"/> Other Unobligated Capital Assets	<input type="text"/>
<input type="checkbox"/> Real Estate	<input type="text"/>
<input type="checkbox"/> Property/Equipment	<input type="text"/>
<input type="checkbox"/> Surety Bond	<input type="text"/>
<input type="checkbox"/> Performance Guarantee	<input type="text"/>
<input type="checkbox"/> Other (Please specify)	<input type="text"/>

Example:

Fixed Income	Fixed income from 30 rental units (at est. \$260,000 per year) and an equity/bond portfolio worth an estimated \$900,000, through 2020
Real Estate	Co-own additional 12 properties with Community Land Bank valued at \$140,000
Property / Equipment	Offices, equipment, truck, miscellaneous, valued at \$800,000

25b. Other Financial Details **Type in:** Briefly detail any other financial requirements, details, credit, and assets that may be applicable to meeting the financial needs of this project.

26. Non-Financial Support Committed: **Type in:** List any non-financial support, including in-kind, committed for this activity. List the source and type of support, start and end date for each resource and identify the organization receiving each resource.



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Example:

Source and type: AmeriCorps, Corporation for National and Community Service

Activity: AmeriCorps member currently helps with community planning and engagement activities

Start and end date: August 2014-July 2015

Recipient: Eastwest Affordable Housing Development Corporation

27. Non-Financial Support Needed: **Type in:** List the types of non-financial support still needed for implementing this activity. List the type of support, start and end date for each resource and identify the intended organization receiving each resource.

Example:

Type: Resident Task Force/Resident Advisory Group

Activity: Need 5-10 area-resident volunteers to form advisory group relating to affordable housing needs

Start and end date: September 2015-2018

Recipient: Eastwest Community Housing Partnership

28. Expected Outcomes and Measurement: **Type in:** List measures or metrics that will be used to determine whether the activity is leading to the achievement of the goal or any interim outcomes. List the baseline value first, then the end goal value. Be sure to list the unit you are measuring and date the end goal value is expected to be reached. Lastly, provide brief details regarding the tracking method for each measurement and the organization responsible for this data tracking, if known. If you need assistance identifying appropriate metrics for your project, please check the box below.



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I need assistance identifying appropriate metrics for this project.

Baseline or Comparison Value	Expected or Goal Value	Measurement Units	Date Expected Value Goal is expected to be reached MM/YYYY	Tracking method and the Organization Responsible for Measurement

Example:

Baseline or Comparison Value	Goal Value	Measurement Unit	Date Expected Value Goal is expected to be reached MM/YYYY	Tracking Method and Organization Responsible for Measurement
160	188	Affordable Housing Units in Service Area	08/2017	Eastwest Affordable Housing Development Corporation – Will track units completed in project and add to our online public database (PropertyFinder) as they become available
0	30	New permanent jobs	12/2018	EADC – Will track all property related jobs created in our grants management system
85000	68000	kWh per year energy usage at full occupancy	12/2018	EADC – with a system to be determined



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29. Other Expected Outcomes, Data Tracked, or Evaluation Methods: **Type in:** Please describe any non-metric data, qualitative data, or research and evaluation conducted for this project that may not be provided above.

Example:

- *Achieve LEED Gold Status*
- *Track construction progress, jobs created, and continuing energy usage rates and share data and information monthly on our website and newsletter*
- *Connect residents with employment via development of transit systems and/or transit oriented development*

30. Next Critical Milestones for Implementation: **Type in:** Briefly describe anticipated timeline and milestones in the immediate next steps for implementation of this activity, or near-term deadlines against which the project is being managed.

Example:

- *June 2016: Sixth and final community meeting and public hearing held. Begin bidding and procurement process for construction*
- *August 2016: Contract awarded to lead construction contractor, 70% of initial financing secured. Permits approved*
- *December 2016: Foundation completed, designs finalized, and 100% of initial financing secured.*
- *October 2016: Low income housing tax credit application deadline.*



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- *December 31, 2016: Termination date for grant currently funding project operations.*

31. Project Special Factors: Choose as many as applicable: Select any of the following that apply to this project from the list below.

- New activities (never before carried out by lead organization)
- Revolving loan activities
- Activities with program income/revenue potential
- Subgrant awarding activities/Use of subrecipients
- Competitive procurement/contract award process
- Section 108 Loan Activities
- Medicaid Funding/Financing

31a. Project Special Factors Considerations: If any of the above are selected, **type in:** please provide any brief additional details about that factor below:

32. Web Links: **Type in:** URL links to any online resources or webpages associated with this project

Technical Assistance

**Technical Assistance is broadly defined as an outside entity serving the project by providing answers to questions, extra support, capacity building, guidance, and staff training that can help organizations to meet their goals by overcoming identified limitations, barriers, and weaknesses. The responses will help*



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HUD, agencies across the federal government, and a wide network of technical assistance providers in efforts to develop new services and tools and improve responsiveness to local needs.

Technical assistance, including assistance that might be delivered by federal staff, is not guaranteed. No response by the federal government to this need is guaranteed. This question does not qualify as an official Technical Assistance Request to HUD or any other federal agency. Technical Assistance for HUD grant funded projects should be requested by going to <https://www.hudexchange.info/get-assistance/>

33. Barriers and Obstacles: **Type in:** Any regulations and/or statutes that create barriers to the implementation of this activity, with citations if possible, or other critical challenges that are impacting the project at this point in time.

Example:

HUD's Regulations at 24 CFR 92.500(d) require that a participating jurisdiction expend its annual allocation of funds under the (HOME) program within five years or the funds will be deobligated. This requirement limits our housing financing availability by preventing us from using funds for critical projects that cannot meet this deadline.

34. Technical Assistance Currently Being Provided: **Type in:** List technical assistance providers that are currently assisting the lead organization in the implementation of this project and briefly detail the assistance work

Example:

North Central University's Community Engineering Team: Provides technical assistance to the project team, assisting in modeling, drawings, and review of architectural and engineering reports. Answers questions related to structural design.



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35. Technical Assistance Needed: Choose as many as applicable: Select any types of technical assistance that are needed for this project:

- Community Engagement/Outreach
- Data Collection and Evaluation
- Research and Best Practices
- Grant and Financial Management Resources
- Needs Assessment
- Training for Partners and Staff
- Direct Technical Assistance for Specific Issues
- Peer to Peer Learning and Networking

35a. Technical Assistance Needed Further Details: If one or more of the above is checked, **Type in:** Describe each type of identified technical assistance needed for this activity including roles and deliverables, if any, that federal staff could play on short term assignments and the skills gaps or identified challenges the community aims to address (Short-term assignments should generally be less than one year.)

Example:

Type (as identified above): Peer to Peer Learning and Networking

Our affordable housing partners are interested in collaborating with other organizations in communities that have had a recent large influx of non-English speaking families.

Type: Direct Technical Assistance for Specific Issues

Subject matter expert on storm water retention, alternative energy development, and applicable federal programs and requirements, needed to work with local teams on feasibility assessments.

36. Open Questions: **Type in:** Up to 5 questions associated with this activity/project that subject matter experts can help answer. Responses to questions are not guaranteed. Answers to specific grants management, financial and technical questions, and basic policy questions should be requested on the HUD Exchange Ask A Question Help Desk by going to <https://www.hudexchange.info/get-assistance/my-question/>



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1.
2.
3.
4.
5.

Examples:

- *What are best practices for conforming to Davis-Bacon requirements during the bidding/procurement process?*
- *How can mixed use affordable housing developments better foster relations with retail-business tenants and support small business success?*
- *What other financial support opportunities are we currently missing?*

Additional Attachments

You may also include additional attachments such as

- Evidence or Practice Models
- Maps
- Diagrams/Blueprints
- Grant progress reports
- Newsletters/media
- Success Stories

Photographs: **Please attach:** Photographs of neighborhoods, buildings, streets, construction, etc.

*Do not include any images of people or individuals as this would require specific consent and release forms from anyone in the image. Any photographs received of people will be deleted.

Thank you!!

If you have any questions, please email us at CDM@hud.gov or contact:

Evan Gross

U.S. Department of Housing and Urban Development

451 7th St. SW, Room 7136, Washington D.C. 20410

Phone: (202) 402-4889



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APPENDIX A: List of CDM Peer Cohorts as of July 21, 2016*

***Subject to change**

The following is a list of the peer cohort topics that represent the diversity of projects and activities that have been submitted as part of the Community Development Marketplace thus far. The categories under which each cohort has been organized are loosely based on broader policy areas, and may be helpful in finding the right peer cohort for a particular project. However, many projects span multiple different topic areas, and it may be necessary to review peer cohorts under multiple different categories to find the best fit. Please find more information and tools at [<http://web-link-here.com>]

Category 1. Improve Educational Opportunities

A. Education System – General

ID #	Name (Preliminary)	Projects or Activities which:
ES01	Community Schools Model	Integrate school and community assets and resources to expand connections and civic engagements; using schools as an integrated neighborhood services hub
ES02	Education and Community Facilities/School Construction	Plan, Build, and Construct a new educational facility or campus with modern amenities, technology, and better access to opportunities for students
ES03	Education Pipeline - all inclusive	Demonstrate a strong focus on improving and institutionalizing "Cradle-to-Career" transition strategies for youth in the education pipeline and extending beyond traditional K-12 activities to include Pre-K and Post-secondary systems
ES04	Education System Evaluation and Strategic Planning	Propose "Collective Impact" models to improve educational outcomes by involving outside community stakeholders, teachers, and students in systematic reforms
ES05	Family Support and Self-Sufficiency	Provide wrap-around support services for low-income families of students and engage families in educational programs designed around stability, health, literacy, and asset building
ES06	Teacher Education/Training	Focus on teacher professional development, skills enhancement, STEM training, and retention
ES07	Technology in Schools	Modernize schools with new technology, upgraded infrastructure, and resources and tools to support enhanced learning and STEM subjects

B. Early Childhood Education

EC01	Early Childhood Education Programs - Increasing Child Readiness/Transitions [Headstart]	Initiate new programs or reform existing programs based on early childhood education models that focus on developmental transitions and social/emotional readiness for kindergarten.
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EC02	Early Childhood Literacy Programs	Focus on improving education, literacy, and increasing reading specifically focused for young children and toddlers, up to grade 3
EC03	Early Childhood Programs: Increasing Capacity	Strive to improve access to early childhood education through expanding existing programs, building new facilities, and increasing slots.
EC04	Early Childhood Programs: Increasing Participation	Aim to improve early childhood education through expanded and targeted outreach and increasing the quality, accessibility, and attraction of existing early childhood programs
EC05	Education- Early Parent Engagement	Recognize the importance of; and promote strategies to; increase the involvement, communication, and commitment of parents to their child's education from an early age

C. K-12 and Youth

EY01	Afterschool/Summer Youth Education Programs	Engage youth afterschool and provide out-of-school programming, summer education and feeding programs, and tutoring
EY02	Cultural Education	Provide access to culturally-relevant educational opportunities including language immersion, arts, religion, and history, and preserve native cultural heritage into future generations
EY03	Education Programs - Youth risky behavior	Focus on directly addressing specific common risks to positive youth outcomes including teen pregnancy, drugs, smoking, and alcohol
EY04	High School Dropout Recovery/Increase Graduation Rate	Provide alternatives and strategies to increase graduation/GED rates focusing on underserved populations in grades 8 through 12
EY05	K-12 - Student Achievement	Increase the capacity and improve the quality of K-12 education to overcome achievement gaps with special focus on offering more STEM subjects and opportunities
EY06	K-12 College/ Secondary Readiness	Focus on a successful transition to college and post-secondary educational opportunities for K-12 students, involving college courses in high school, local university partnerships, and breaking down other barriers to access
EY07	Middle School	Focus on the unique educational challenges and opportunities of students in grades 6-8
EY08	School Attendance/ Absenteeism	Recognize that school attendance rates directly relate to educational and life outcomes for youth, and propose strategies to address the causes of chronic absenteeism
EY09	Supports/Activities for at-risk youth	Involve at-risk youths in positive social activities which promote educational achievement, better mental and physical health, community connections, and jobs
EY10	Youth Empowerment and Civic Leadership	Engage youth in their communities through leadership programs and active efforts to include them in planning and community development activities



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EY11	Youth Mentorship	Seek to start, expand, or improve mentorship programs for at risk youth
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D. Adult Education

EA01	Increasing Literacy	Propose and expand adult literacy programs for adults and parents
EA02	Post-Secondary Opportunities - Adults	Increase access to post-secondary education opportunities for adults in the community through expanding and accreditation for local community colleges, educational centers, and providing financial aid and tuition assistance

Category 2: Create Jobs

A. Workforce Development

ID #	Name (Preliminary)	Projects or Activities which:
WD01	Hiring Incentives	Promote and expand the hiring of local residents as first source labor and assist in local workforce training-hiring with private sector partners which provide incentives, technical assistance, and shared business functions to employers with innovative hiring requirements and quotas that develop long term community commitments
WD02	Jobs and Infrastructure	Stimulate new jobs and economic growth through infrastructure investments, specifically major construction and public works projects that specifically build job skills and create hundreds of local jobs in the community
WD03	Market Data Analysis -Workforce Training	Study market analysis data, regional economic development trends, and leverage private sector partners to develop curriculums, trainings, and resources that will grow the right skills for the future
WD04	Skills Alignment/Job Placement Pipeline	Employer-based pipeline programs and training alignment to targeted workforce skills and foster direct job placement
WD05	Summer Jobs/Internships	Develop programs to link youth to employers and increase opportunities to build workforce experience, skills, and education through meaningful summer jobs, internships, externships, and apprenticeships
WD06	Workforce and Civil Services	Address a shortage of qualified civil servants and law enforcement officers through targeted trainings and job placement attracting community members to careers in public service
WD07	Workforce and Environmental	Develop workforce training programs that cater to green jobs in construction, conservation, energy, and infrastructure
WD08	Workforce Development and	Propose strategies to develop, attract, and grow agri-business and agricultural technology sectors through targeted infrastructure development and workforce development trainings related to



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	Agriculture/Agri-Business	precision agriculture, food systems and processing, hydroponics/aquaponics, and distribution
WD09	Workforce Development and Health Services	Address a shortage of qualified healthcare professionals, physicians, nurses, medical technicians, and caretakers in the community through intensive targeted workforce training and certification programs in the health services sector
WD10	Workforce Development and Trades	Institutes workforce development training specifically focused on the skilled trades sectors including vocational, construction, plumbing/electrical, retail/marketing, and manufacturing
WD11	Workforce Development Facilities - Construction	Build/Construct a new career technical/workforce training facilities with specialized equipment and modern technology on which trainees can develop hands-on experience and put to use in the 21st century workforce
WD12	Workforce Development - Poverty/Vulnerable Populations	Develop and Implement workforce development supports, resources, trainings, and programs specifically targeted to the unique needs of ex-offenders, youth, immigrants, families, refugees, non-English speakers, disabled, homeless, veterans, addiction sufferers, and other hard-to-employ populations
WD13	Workforce Education/Skills Development	Provide access to job skills development programs focused on soft skills and technical skills that are generally in high demand in the 21st century economy
WD14	Workforce Linkages - Transport	Link residents to job hubs in other areas by providing better transportation options and overcoming barriers to access when jobs are relocated
WD15	Workforce Networking/Employer Connections	Foster partnerships between workforce development organizations and local employers to increase job availability and local hiring
WD16	Workforce training - one stop	Create and establish One Stop employment centers in local neighborhoods where residents can easily access a wide variety of employment opportunities, information, trainings, job fairs, networking, computers and technology, and counseling services in one central location
WD17	Youth Career Focus/Workforce	Seek to generally support and counsel students and help prepare for careers and open up pathways into the workforce; career planning and readiness
WD18	Youth Career Technical Education/Certification	Provide expanded access and/or enhanced training and certifications in technical, manufacturing, or vocational fields to youth in order to build a pipeline to local employers
WD19	Youth Job Placement/Youthbuild	Partner with local employers and provide training programs that directly lead to job placement for youth and reduce youth unemployment

B. Family Asset Building



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FA01	Career Counseling and Advancement	Develop and expand career building programs in the community to help develop workforce skills focusing on life skills, soft skills, career exploration and development, wrap-around social supports, and social services needed to promote stability and job retention in general
FA02	IDA/Financial Literacy	Use tools such as Individual Development Accounts (IDA) and Volunteer Income Tax Assistance (VITA), as well as financial literacy and credit building programs, to increase financial stability for low income residents

Category 3: Public Safety

A. Crime Prevention and Intervention

ID #	Name (Preliminary)	Projects or Activities which:
CP01	Crime Prevention - Physical Environment	Look closely at how the built environment affects crime in hot-spot areas and work to systematically adopt Crime Prevention through Environmental Design (CPTED) standards, and improve code enforcement, street and sidewalk lighting, and property and vacant structure security to deter criminal activity
CP02	Crime Prevention - Resource Alignment	Bring innovative new tools, training, equipment, and technical assistance to bear to address crime: specifically focusing on aligning resources effectively and being able to quickly adapt police departments to fast-changing conditions in the community and develop more nimble, flexible, right-sized, and effective responses
CP03	Crime Prevention - Violent Crime Strategies	Advocate a variety of multi-faceted and innovative approaches to combating violent and sexual assault crime through a combination of hot-spot policing, gang and drug intervention task forces, targeted community actions, prosecution and justice system reforms, and effective rehabilitation and re-entry
CP04	Crime Prevention and Public Housing	Recognize the need to target crime prevention programs to the unique needs of public housing and multi-family housing communities, including new public safety plans and place-based strategies, increased enforcement and response times, and reducing real and perceived isolation and building trust
CP05	Domestic Violence	Focus on preventing domestic violence and protecting recovering victims of domestic and child abuse
CP06	Drug Abuse	Combat drug and substance abuse, overdose, spread and related crime through implementation of education, behavior health, addiction services, and other supports
CP07	Gun Violence	Undertake intensive and targeted initiatives to combat gun violence, including following Ceasefire and focused deterrence models, working with police departments and social services agencies, and treating gun violence as a top priority public health emergency in affected neighborhoods



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CP08	Human Trafficking	Combat human trafficking crime through advanced law enforcement strategies and tools, education programs, and support for victims
CP09	Youth Crime- Gang prevention	Propose specific strategies to address gang formation, and youth and gang violence with close coordination, partnerships, and intervention models

B. Community Policing and Trust

CT01	Community Policing and Youth Connection	Implement community oriented policing strategies and programs which focus on better communication, neighborhood relationship building, youth connections and mentorship, and giving residents a voice in law enforcement strategies
CT02	Neighborhood Social Engagement/Crime Strategies	Build resident social cohesion and relationships between residents and public safety services, combat racism and perceived neighborhood stereotypes, and work to instill a culture of cooperation and anti-violence
CT03	Neighborhood Watch - Public Safety	Train and engage residents in crime-watches in their neighborhoods to build trust, better cover "hot-spots" and reduce crime
CT04	Youth Behavior and Disconnection	Propose programs that address youth behavioral issues, school suspensions, and bullying and propose alternatives to normal responses which strive to prevent further disconnection

C. Public Safety Capacity Building

PS01	Police Data Sharing/Coordination	Build police department capacity, through new technology and officer training, for smarter intelligence gathering and sharing real-time data across jurisdictions in order to better coordinate responses and undertake advanced 'hot spot' policing strategies, while supporting goals in community trust, transparency, and accountability
PS02	Tribal Policing	Address the unique challenges in the tribal policing and justice system in terms providing culturally relevant and appropriate public safety, legal, and community services to Native American tribal nations, including modernizing tribal codes, providing inclusive education, and addressing the unique needs of at-risk youth in indigenous communities

D. Reentry/Justice System

RS01	Justice System Reform/Restorative Justice	Provide alternatives to standard detention and introduce systems of restorative justice and automatic expungement, and provide supports to reduce entry into the juvenile justice system.
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RS02	Reduce recidivism/Reentry Support	Focus on ex-offenders reentering the community and providing workforce training, support programs, expungement opportunities, housing, and counseling to reduce cases of recidivism
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Category 4: Community Infrastructure

A. Community Infrastructure

ID #	Name (Preliminary)	Projects or Activities which:
CI01	Access to Sustainable Utility/Energy Systems	Focus on essential infrastructure and utilities, including, water, energy, waste/stormwater, and replace old, unsafe and unreliable lines with modern infrastructure
CI02	Disaster Mitigation/Recovery	Build and develop partnerships imperative for regional disaster readiness plans, including funding adaptive disaster mitigation projects and preparing the local emergency management system (first responders, schools +shelters, hospitals, and non-profit relief organizations) for a wide variety of potential threats to the community.
CI03	Green Neighborhoods/ Sustainability General	Provide actionable plans to increase sustainability in neighborhoods with environmental protection, more walkability, smart land use, open space preservation, and low-impact infrastructure
CI04	Infrastructure Upgrades	Work to deliver strategic infrastructure buildout, upgrades, modernization, and evaluation in the community generally including roads, bridges, water, floodwater control, wastewater, energy systems and utilities, broadband, street lighting, sidewalks, parks and recreation, and more, and used together to guide sustainable development
CI05	Parks/Green Space	Plant more trees and preserve more green space in the form of parks, recreational areas, nature preserves, and linked greenways
CI06	Planning and Zoning	Seek to update community land use, master, and community development plans, and zoning ordinances to encourage transit-oriented development and mixed-use, mixed-income neighborhoods
CI07	Sustainable Waste Management/Recycling	Address community infrastructure issues related specifically to sustainable waste management, including developing waste reduction recycling programs and building facilities to handle increased recycling participation, partnering with businesses and industrial operations to reduce waste going to landfills and into the environment, and modernizing sewage treatment and wastewater systems
CI08	Water/Watershed Protection	Address water issues; primarily drinking water quality and safety, and related environmental contamination and lead hazards that could threaten water quality; broader focus on watershed and



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	wetlands protection, stormwater management, and flooding and erosion
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B. Commercial Corridors

CC01	Blight/Demolition	Undertake initiatives to combat the prevalence of blighted, unkept, and decrepit properties and structures that contribute to crime, urban decay, and public health and safety hazards; remove and demolish, or rehab/repurpose these structures to add value to the community
CC02	Brownfield Cleanup	Tackle issues related to environmental contamination, return industrial sites to productive use, and clean up brownfields and superfund sites in the community
CC03	Commercial Corridor Planning	Develop and implement a comprehensive commercial corridor plan centered around the revitalization of a particular street/avenue of special importance to the community, bringing infrastructure and façade improvements, private investment, transit options, and mixed-use affordable housing together around a single strategy
CC04	Mixed Use Development-Construction	Involve specific, large scale mixed-income/mixed use development or redevelopment plans and construction projects which work to increase the availability of quality affordable housing and commercial opportunities near jobs, transit, and shopping
CC05	Vacancy/Rehab/Facades/infill	Address high vacancy rates and derelict structures by rebuilding, rehabbing, and repurposing vacant structures for productive use in the community, undertake urban infill activities, and improve building facades and streetscapes

C. Transportation

TR01	Rail/Transit Infrastructure	Build/Construct new rail/transit infrastructure acknowledging that passenger rail transit, and train stations, in a community uniquely create permanent, efficient linkages that foster community identity, attraction, and economic growth.
TR02	Transit Access/Planning	Move forward strategies to increase access to public transit and reduce automobile dependence: increasing options and mobility for low-income families, students, seniors, disabled and special needs, ex-offenders, and rural community members who need better access to jobs, shopping, healthcare, and educational opportunities
TR03	Walkability/Streets	Focus on improvement of streets and streetscapes to meet and exceed accessibility standards and follow models of complete, living streets which promote walkability, bike lanes, and pedestrian safety/crossings, bus lanes, safe routes to school, green space, and other sustainable mobility features



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D. Broadband

BA01	Broadband Access	Involve the build-out of the broadband internet network in underserved communities, and high-speed affordable access vital to economic development, connectivity, and education
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Category 5: Health and Healthy Lifestyles

A. Health and Wellness

ID #	Name (Preliminary)	Projects or Activities which:
HW01	Chronic Disease Prevention	Seek to reduce the cases of chronic disease through education, screenings, healthy foods access, and other methods specific to unique and prevalent health issues in the community: ie. Asthma, Diabetes, Hep C, AIDS/HIV etc. and provide access to affordable care for those who suffer from chronic disease
HW02	Community Health Access	Strongly promote better access to community health resources and health insurance for underserved residents, through resource centers, trained advocates/healthcare navigators, and mobile assessments/screenings in the community
HW03	Community Mental Health Access	Increase community access to quality affordable mental healthcare and provide best-practice guided resources for behavioral health, substance abuse, and PTSD to underserved populations
HW04	Community Services - Special needs support	Provide strategies to improve, expand, and increase access to human services in the community, inclusive of the needs of seniors and the disabled, youth and families, and immigrants and non-English speakers
HW05	Health Centers/Facilities Construction	Build/Construct/Expand a local health clinic to improve access to quality healthcare in an underserved area
HW06	Health/Addressing Childhood Trauma	Demonstrate and introduce trauma informed policies, and enhance mental health supports and counseling for youth in the community who have experienced violence and suffer from PTSD symptoms
HW07	Infant/Natal Health and Wellness	Focus on prenatal, natal, and infant development, care, and risk prevention, through partnerships between parents, healthcare providers, childcare providers, and community organizations
HW08	Rural Health Access	Focus specifically on addressing the unique needs and challenges of rural and tribal areas in providing equal access to quality healthcare
HW09	Youth Healthcare + Mental Health Access	Bring improved access to healthcare, both physical and mental, as well as counseling to youth through school systems and youth wellness centers



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B. Healthy Food Access

HF01	Agriculture Education /Community Garden	Invest, build, construct, and maintain urban agriculture and community gardens to promote nutrition, agricultural education, healthy food access, and physical fitness
HF02	Education Programs - Nutrition/Healthy Lifestyles	Support better-health initiatives in the community by providing education and coaching in nutrition, healthy foods and eating, and home cooking
HF03	Healthy Food Access/Ending Hunger	Seek to provide better access to healthy foods through combating food deserts by attracting farmer’s markets and full-produce grocery stores, and increasing nutritional education
HF04	Obesity and physical activity	Combat the obesity epidemic with campaigns aimed at youth and adults to engage in outdoor activities, sports, exercise, and healthy living, and increased access to recreational spaces and activities

C. Environmental Health

EH01	Healthy Homes	Address the urgent danger of lead in home environments; start healthy homes initiatives to control and remove sources of lead and other health hazards in housing; rehab older buildings to remove and remediate lead paint and asbestos dangers
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Category 6: Investment and Business Growth

A. Private Sector Investment

ID #	Name (Preliminary)	Projects or Activities which:
PI01	Advanced Manufacturing	Focus on supporting the advanced manufacturing/advanced technology sector by fully understanding, and providing specialized supports and workforce development tools catered to high wage/high skill jobs
PI02	Anchor Institutions/ Involvement	Build strong and committed partnerships with local anchor institutions (universities, hospitals, major employers) to harness their hiring, procurement, and investment power to further community and economic development and address civic issues and barriers
PI03	Business Cohorts - Procurement/ Contracting	Assist local small businesses and small contractors compete for high value public sector, private, and anchor-institution contracts and procurements through building local procurement cooperatives with models and technical assistance tools that support local sourcing opportunities.
PI04	Business Recruitment Incentives	Propose monetary and non-monetary incentives, tax credits, TIF financing, and grants, including NMTC, to attract, expand, and retain businesses in the community in a smart, coherent, and safe



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		approach that ensures long term living wage jobs, and that any public investments stay in the community, grow the economy, and generate returns long into the future
PI05	Businesses Attraction and Local Policies	Propose changes to local policies in order to attract businesses to the community and ease the process of starting new businesses; by streamlining permitting, offsetting fees, reviewing codes and ordinances to make business-friendly changes, and hosting other tools, technical assistance, events, and resources on a local level to attract and retain business investment
PI06	CDC/Capital Investment	Create and establish a Community Development Corporation or other development authority to leverage and coordinate investments for smarter economic development in the community, create lending opportunities for new developments with public input, and create a unified partnership around placemaking and marketing
PI07	Commercial Development- Grocery	Build/Construct a new full service grocery store as part of a comprehensive commercial development
PI08	Economic Diversification and Business Clusters	Take a regional outlook to increase economic strength and diversification by supporting and developing business clusters; focusing on the unique workforce and infrastructure needs of healthcare, manufacturing, technology, and services industries
PI09	Industrial Development	As part of a comprehensive economic development plan, build/construct, or expand an industrial park and related infrastructure to support manufacturing, transportation, logistics, and other industrial operations and create stable jobs
PI10	Strategic Planning/Community Attraction	Utilize a comprehensive community strategic or regional economic development plan to attract and direct business location, development, and investment in the community, in site selection, in facilitating redevelopment and sustainable growth, and in community/regional marketing strategies
PI11	Transit Oriented Development	Plan and create new development around the model of Transit Oriented Development (TOD), an urban planning and design approach that centers mixed use development in compact, high amenity, vibrant, and walkable community that encourages the use of transit over use of personal automobiles

B. Small Business Assistance

SB01	CDFI/Financing Tools	Form new, and work with existing Community Development Financial Institutions (CDFI) to create new financing tools, loan guarantees, and structures for providing greater access to working capital for local small businesses, disadvantaged groups, and microenterprises.
SB02	Increase Tourism/Hotel/Hospitality	Support the tourism and hospitality industry and attract visitors to the community to bolster the local economy by building



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		upgraded facilities, preserving cultural and heritage sites, fostering local history educational opportunities and recreational activities, and partnering with local businesses to develop regional tourism marketing strategies
SB03	Innovation District/ Downtown	Seek to plan and grow an "Innovation District": a downtown district with special amenities (high speed internet, commercial space, events, and programs) that facilitate entrepreneurship, start-ups, and catalytic redevelopment
SB04	Minority and Women Owned Businesses	Work with the community to specifically increase opportunities for minority and women owned business enterprises (MWBs) and other small businesses run by historically disadvantaged populations, including using contracting, targeted incubators, SBA 8a Business Development programs, and other strategies and tools
SB05	Small Business Assistance	Create an environment that fosters the growth of small business in the community through trainings, advise and technical assistance, and community support for small business growth

C. Entrepreneurship

EN01	Entrepreneurship - Food/Ag	Foster and build local food hubs, creating opportunities for locally grown food, farmer's markets, entrepreneurship, and new small businesses in the food industry
EN02	Entrepreneurship- Culture and Arts	Establish funds, districts, and programs that specifically support entrepreneurial arts and cultural ventures unique to the community, enhancing education, tourism, and community placemaking
EN03	Entrepreneurship - Venture Capital	Bring together venture capital, microloans, investment support, grants, and other financing supports around new start-ups and entrepreneurs to accelerate new ideas and access to markets
EN04	Entrepreneurship- Broadband/Tech	Seek to grow and develop high tech-based entrepreneurial economic ecosystem by offering new infrastructure and trainings in computer programming, information technology, networking, and cybersecurity to residents
EN05	Start-Up Space/Business Incubator	Provide low-fee/low-rent commercial and office space to incubate small business, microenterprises, and entrepreneurs, and keep them in the community

Category 7: Housing

A. Housing Development

ID #	Name (Preliminary)	Projects or Activities which:
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HD01	Affordable Housing Strategies	Advance a long term comprehensive community affordable housing plan, implementing a variety of strategies and programs designed to rehab and increase access to affordable housing options in equitable, mixed income, economically diverse, transit-accessible areas, with wrap-around neighborhood supports and commercial opportunities
HD02	Housing Development Construction	Build/Construct a new housing development in order to increase the supply of quality affordable housing
HD03	Housing Rehab	Implement innovative housing rehabilitation programs which involve neighborhoods, volunteers, and local businesses to bring low-income housing stock up to health, safety, quality livability and accessibility standards
HD04	Increase Affordable Housing Supply	Seek to specifically and quickly increase the supply of affordable housing to meet current and future housing demand community-wide, including using fast-track permitting, infrastructure buildout, and zoning changes to jump start and encourage new affordable housing developments
HD05	Low Income/Section 8 Housing	Create new, and preserve the availability and quality of existing, subsidized low income; section 8, housing, and provide support services and quality of life upgrades to residents of subsidized housing, and support positive tenant-landlord relations

B. Homeownership

HO01	Foreclosure Prevention	Implement neighborhood stabilization programs such as foreclosure prevention assistance, targeted rehab and remediation, and financial and housing counseling to help families and households at risk of housing loss
HO02	Homeowner Financial Incentives and Downpayment Assistance	Use new downpayment assistance programs and other financial incentives to support increased homeownership rates, financial/credit stability, and inclusionary housing options
HO03	Transition to Homeownership	Provide strategies to increase homeownership with programs to support first time homeownership and provide housing counseling and education
HO04	Wealth Building/ Homeownership	Build and Preserve wealth in the community through investing in neighborhoods, community assets and enterprises, and increasing property values for homeowners

C. Rental Assistance/Public Housing

RA01	Housing - Special Needs Support	Assess the gaps of affordable housing in the community when it comes to the special needs of veterans, disabled Americans, senior citizens, homeless youth, victims of domestic violence, substance abuse victims, and families with special needs, and
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		implement programs to provide support systems, care networks, and barrier free- universal design standards in housing
RA02	Public Housing Improvement	Undertake improvements and rehabilitation work in a public housing community; increasing the quality of life and empowerment of residents and incorporate mixed-income strategies and neighborhood improvements; Choice Program
RA03	Rental Assistance/Barriers to Housing	Address and break down barriers to housing by supporting comprehensive rental assistance supports, aggressively implementing fair housing laws and initiatives, and providing education and resources to vulnerable populations

D. Homelessness

HL01	Homelessness Strategies	Combat homelessness through a comprehensive strategy that involves bringing together housing, governmental, and social services organizations, includes supports for special needs, rapid rehousing programs, housing choice and voucher programs, emergency shelter and eviction prevention, and permanent supportive housing and Continuums of Care (CoCs), to effectively end homelessness
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Category 8: Civic Engagement

A. Resident Capacity Building

ID #	Name (Preliminary)	Projects or Activities which:
RC01	Addressing Minority/ Racial Gaps and Data	Demonstrate a specific focus and understanding on racial inequities in community development, education, and outcomes, and seek strategies to overcome disparities in outcomes and community segregation
RC02	Community/ Resident Leadership	Build the capacity of residents to advocate for their community needs and become empowered to lead community initiatives
RC03	Neighborhood Revitalization/ Identity	Propose neighborhood centric plans to build resident capacity, involvement, and investment, and foster a sense of community identity through events, festivals, art, and economic development