Section 4 Capacity Building Grants
2019 Request for Letters of Interest - National

CFDA Number: 14.252

<table>
<thead>
<tr>
<th>Letters of Interest (LOI) Issue Date:</th>
<th>June 17, 2019</th>
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</thead>
<tbody>
<tr>
<td>Informational Webinar on National LOI:</td>
<td>June 25, 2019 1:30 – 2:30 pm EDT</td>
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<tr>
<td>Submission Deadline for LOI Applications:</td>
<td>July 15, 2019, 11:59 pm EDT firm</td>
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<tr>
<td>Notice of Invitation to Submit to RFP:</td>
<td>August 8, 2019</td>
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<tr>
<td>Submission Deadline for RFP:</td>
<td>September 9, 2019, 11:59 pm EDT firm</td>
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<tr>
<td>Expected Date for Selection Notification:</td>
<td>October 15, 2019</td>
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Overview: Enterprise Community Partners (Enterprise) is seeking Letters of Interest (LOI) for the Section 4 Capacity Building Program (Section 4). The purpose of the Section 4 program is to enhance the technical and administrative capacity of community development corporations (CDCs) and community housing development organizations (CHDOs) to carry out community development and affordable housing activities.

This funding opportunity is a two-step application process consisting of an LOI and a Request for Proposals (RFP). Applicants who pass the LOI round will receive a formal invitation to submit a full proposal. Applicants may not submit a full proposal unless they are invited by Enterprise. In this document you will find a general overview of the Section 4 program, Enterprise funding priorities, and the specific requirements needed to complete an application.

How to Apply: Eligible organizations must apply through SlideRoom, the application portal for this funding opportunity. Applicants must register for an account in SlideRoom prior to submitting the application. Register here: https://enterprise.slideroom.com/#/Login Additional information about how to register in SlideRoom can be found in Appendix C.

Deadline: 11:59 p.m. Eastern Daylight Time (EDT) on July 15, 2019. Applications received outside of SlideRoom or after the deadline will not be accepted.

Questions: General questions may be submitted to rfp@enterprisecommunity.org and technical questions regarding the LOI submission in SlideRoom may be submitted to https://support.slideroom.com/customer/portal/emails/new

2019 Section 4 Request for Letters of Interest
National
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Executive Summary

<table>
<thead>
<tr>
<th>Total Amount to be Awarded</th>
<th>$6,418,220.48</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Award Amount</td>
<td>Enterprise anticipates making awards that range from $25,000 to $100,000. Average award is expected to be $40,000.</td>
</tr>
<tr>
<td>Types of Funding Agreements</td>
<td>Grant Agreements</td>
</tr>
<tr>
<td>Payment Type</td>
<td>Cost Reimbursement</td>
</tr>
<tr>
<td>Period of Performance</td>
<td>Periods of performance will begin on the first of the month following the execution of the grant agreement. No costs may be incurred prior to the start of the grant.</td>
</tr>
<tr>
<td>Eligible Applicants &amp; Beneficiaries</td>
<td>CDCs and CHDOs as defined by the HUD Section 4 program definition. See Appendix A for details on eligibility requirements. Proposed project must directly build the capacity of the Applicant.</td>
</tr>
<tr>
<td>Application Submission</td>
<td>Applicants may submit only one (1) application to either the National LOI or the Rural and Native American LOI, but not both.</td>
</tr>
<tr>
<td>Summary</td>
<td>This funding opportunity seeks to build the capacity of CDCs and CHDOs to carry out community development and affordable housing activities that address the needs of households with low income (80% AMI or lower).</td>
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</table>

Program Overview

a. Description/Background
Enterprise is an intermediary under the Section 4 Capacity Building for Affordable Housing and Community Development program (Section 4), funded by the United States Department of Housing and Urban Development (HUD) and our mission is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities. Enterprise recognizes that for housing to be a springboard to a life full of opportunity, it must be connected to the essential building blocks for success, including transportation, employment, supportive services, recreation opportunities, and food and retail services that support a healthy lifestyle.

The purpose of the Section 4 program is to enhance the technical and administrative capacity of CDCs and CHDOs to carry out community development and affordable housing activities. CDCs and CHDOs play a critical role in the development and preservation of high-quality affordable housing and the implementation of community-development programs. Through this funding opportunity, Enterprise will provide funding to CDCs and CHDOs across a range of programs that support a strong housing-delivery system and the creation and preservation of housing in high-opportunity communities.

b. Eligible Applicants
Section 4 Capacity Building grant funds are limited to CDCs and certified CHDOs. See Appendix A for more information regarding eligibility.

Please note that membership organizations are not eligible for funding support.
c. **Advancing Racial Equity through Housing**

Enterprise envisions communities where every person has equitable access to safe, affordable housing, and where race and origin are not a predictor of life outcomes. In recognition that communities of color are often overrepresented in homeless and criminal justice populations and are more likely to be displaced; that past housing policies have reinforced neighborhood segregation; and that people of color and immigrant communities often face more obstacles accessing quality health care, housing, education, and other opportunities; applicants may apply to use grant funds to advance racial equity efforts meant to address such issues in each of the funding program areas.

To understand more about the framework for racial equity, which includes educational resources, tools and examples of proactive steps that organizations can take in order to apply a racial equity lens to their programs and projects, visit our [website](#) to view our Racial Equity [webinar](#), [worksheet](#), and [toolkit](#).

d. **Opportunity360**

Enterprise developed Opportunity360 in 2017 as a comprehensive platform to assist users in understanding and measuring opportunity in every community across the country. The platform provides a robust set of data and resources to help community organizations and other stakeholders in their efforts to expand access to opportunity for low-income people. These free data resources and tools can help organizations understand the needs in their communities, design projects and initiatives, benchmark and monitor community change over time and develop cross-sector partnerships to advance opportunity in their community.

Enterprise recognizes that incorporating an Opportunity360 data lens into housing and community development work can inform strategic decision making and resource allocation in ways that can ultimately transform communities and better the lives of those who live there. The following website link will direct you to the Opportunity360 home page. The website also includes a Frequently Asked Questions page to help users better understand the Opportunity360 methodology and tools. [https://www.enterprisecommunity.org/opportunity360](https://www.enterprisecommunity.org/opportunity360)

**Program Areas**

Enterprise is soliciting applications that address CDC and CHDO capacity building in the five (5) Program Areas described below. Applications may address more than one Program Area; however, Applicants must select one (1) Program Area that most closely aligns with proposed activities. Applications that overlap multiple Program Areas will not receive a scoring advantage.

**Program Area 1: Housing Stability**

Housing and community development solutions are more important than ever, with more than 19 million households in the United States paying more than 30 percent of their income on housing. That leaves many families just one unforeseen event – an illness, a job loss, even a decrease in hours at work – from eviction and homelessness. Meanwhile, many low-income families live in communities without access to jobs, good schools, transit or health care.

Enterprise will support CDCs and CHDOs that are making investments in activities that address housing insecurity and improve the lives of people and families who have difficulty affording a place to call home. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:
• Preservation, production or expansion of affordable housing to stabilize communities.
• Improve the stability, affordability, and quality of housing. This work may improve health outcomes, provide place-based interventions, and support housing choice options.
• Broad array of services addressing asset building, education, financial coaching, transitional workforce reentry, and adult and youth employment.
• Preserving units affordable to low and moderate-income people (e.g. Subsidized (HUD, LIHTC, Permanent Supportive Housing, Seniors), Public Housing, Faith-Based Development, Equitable Transit-Oriented Development/TOD)

**Program Area 2: Organizational Capacity Building**
Activities funded through this program area should result in stronger, more financially viable and diverse organizations that are better positioned to fulfill their missions and remain a voice for their community. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:

• Improving back office functionality/accounting systems
• Leadership development and successful leadership transitions
• Supporting recruitment, training and practices to diversify the organization’s staff, leadership and/or board to reflect the community served.
• Expanding services that will deepen the organization’s work to support underrepresented and underserved populations
• Exploring new organizational structures resulting in greater organizational efficiencies.

**Program Area 3: Equitable Climate Resilience**
By creating a stronger social bond and improving the resilience of the built environment, neighborhoods and communities can overcome impacts from both physical disasters and chronic challenges. Enterprise will support CDCs and CHDOs that are making connections between resilient infrastructure, creative placemaking strategies and social cohesion. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:

• Training and/or technical assistance for staff that will help the organization achieve greater understanding of resilience measures for the development of single family and multifamily projects.
• Building equity into climate resilience planning by addressing the disproportionate impacts that affect communities of color and low-income families and populations.
• Planning approaches that are racially and socially equitable to build effective climate resilience for all populations.
• Implementation of measures that promote resilience in design and development processes, specifically following [Criterion 1.3b of the 2015 Enterprise Green Communities Criteria](#).
• Projects that approach the preservation of affordable housing and sustainable communities from a variety of angles such as energy and water efficiency, renewable energy, and neighborhood-scale green infrastructure.

**Program Area 4: Economic Mobility**
Enterprise seeks to support CDCs and CHDOs actively working on the nexus between housing and economic mobility, particularly for families of color and those geographically disconnected from
opportunity. Some examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:

- Cross-sector alignment between housing providers, educational institutions, anchor institutions/major employers, and workforce development partners.
- Housing-based service models that support economic mobility of residents.
- Activities that connect housing and opportunities to build power and autonomy or value in community as foundational to economic success.
- Investing in viable job training models.
- Closing data gaps to track and analyze neighborhood characteristics that promote economic mobility.

Program Area 5: Health and Housing
Enterprise is committed to working with CDCs and CHDOs to improve resident health, well-being, and service outcomes through housing and community-based solutions. Populations that stand to benefit most from housing solutions that target health through innovative financing, services and/or design, include low income families, older adults, homeless and formerly homeless households, persons with disabilities, veterans’ groups, and other vulnerable populations.

Some examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:

- Bridge health, housing, and social services through intentional and lasting partnerships between health care providers, service providers, and community-based organizations.
- Innovative financing such as new healthcare financing solutions and/or partnerships that bring new, permanent resources into affordable housing that helps to improve residents’ health.
- Innovative solutions to improving the ability of aging residents to remain in their homes and community.
- Develop permanent supportive housing programs that alleviate chronic homelessness.

Geographies of Interest
Geographies of Interest align with the locations of Enterprise’s 11 Market Areas and National Initiatives’ efforts cross the country. Using the chart below, Applicants must select a Geography of Interest based on the location of proposed activities.

Note: The National Geography of Interest covers all areas across the United States, including the U.S. Virgin Islands and Puerto Rico, that fall outside of Enterprise’s 11 Market Areas. Examples:

- If an Applicant proposes a project that will be performed within Denver’s geographic definition, select Denver as the Geography of Interest in the SlideRoom application portal.
- If an Applicant proposes a project in the U.S. Virgin Islands, select National as the Geography of Interest in the SlideRoom application portal as there is not a Geography of Interest specifically for the U.S. Virgin Islands.
More in-depth information about each Geography of Interest and its funding priorities are described further in their attachments. Supplements also contain points of contact and, if applicable, registration information for geography-specific webinars.

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<thead>
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<th>Geography of Interest</th>
<th>Geographic Definition</th>
<th>Program Area Priorities</th>
<th>Attachments</th>
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<tbody>
<tr>
<td>National</td>
<td>All areas outside of the 11 defined Enterprise Market Areas listed below.</td>
<td>Program Area 2: Organizational Capacity Building</td>
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<td></td>
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<td>Program Area 3: Equitable Climate Resilience</td>
<td>Attachment 1</td>
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<td>Program Area 4: Economic Mobility</td>
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<td>Program Area 5: Health and Housing</td>
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<tr>
<td>Chicago</td>
<td>Chicago Metropolitan Area (including Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties) with priority given to areas within a half mile radius of train stations or key transportation hubs in the City of Chicago.</td>
<td>Program Area 1: Housing Stability</td>
<td>Attachment 2</td>
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<td>Program Area 3: Equitable Climate Resilience</td>
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<td>Program Area 5: Health and Housing</td>
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<td>Program Area 2: Organizational Capacity Building</td>
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<td>Program Area 5: Health and Housing</td>
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<tr>
<td>Detroit</td>
<td>City of Detroit</td>
<td>Program Area 1: Housing Stability</td>
<td>Attachment 4</td>
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<td>Program Area 3: Equitable Climate Resilience</td>
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<td>Program Area 4: Economic Mobility</td>
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2019 Section 4 Request for Letters of Interest
National
<table>
<thead>
<tr>
<th>Region</th>
<th>Description</th>
<th>Program Areas</th>
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</table>
| Gulf Coast      | **Louisiana** – entire state.  
**Mississippi** – entire state.  
**Texas** - only includes Hurricane Harvey impacted counties eligible for individual assistance as part of the Federal Emergency Management Agency’s federal disaster declaration. | Program Area 1: Housing Stability  
Program Area 2: Organizational Capacity Building  
Program Area 3: Equitable Climate Resilience  
Attachment 5 |
| Mid-Atlantic    | **District of Columbia** – Entire district. Priority given to applications focused on Wards 5, 7, and 8 and/or efforts focused within ½ mile of existing Metrorail or Streetcar stations/stops.  
**Maryland** - Entire state. Priority given to applications focused on Baltimore City (particularly in the areas of Southwest Baltimore, Park Heights and South Baltimore/Cherry Hill), Montgomery and Prince George’s County (particularly areas near existing or planned Purple Line transit stations).  
**Virginia** - Cities of Alexandria and Falls Church, and the counties of Arlington, Loudoun, Prince William and Fairfax. Priority given to applications focused on efforts within ½ mile of existing or planned Metrorail or Streetcar stations/stops. | Program Area 1: Housing Stability  
Program Area 2: Organizational Capacity Building  
Program Area 4: Economic Mobility  
Program Area 5: Health & Housing  
Attachment 6 |
| New York City   | New York City includes the 5 boroughs – Manhattan, Queens, Brooklyn, Staten Island, and The Bronx.                                                                                                            | Program Area 2: Organizational Capacity Building  
Program Area 1: Housing Stability  
Attachment 7 |
| Northern California | The nine (9) county Bay Area, the City and County of Sacramento and urbanized areas of the Central Valley                                               | Program Area 1: Housing Stability  
Program Area 2: Organizational Capacity Building  
Program Area 3: Equitable Climate Resilience  
Program Area 5: Health and Housing  
Attachment 8 |
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<thead>
<tr>
<th>Region</th>
<th>Locations</th>
<th>Program Areas</th>
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<tbody>
<tr>
<td><strong>Ohio</strong></td>
<td>Cleveland</td>
<td>Program Area 1: Housing Stability</td>
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<td>Program Area 2: Organizational Capacity Building</td>
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<td>Program Area 3: Equitable Climate Resilience</td>
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<td>Program Area 4: Economic Mobility</td>
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<td></td>
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<td>Program Area 5: Health and Housing</td>
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<tr>
<td><strong>Pacific Northwest</strong></td>
<td>Seattle Metro area, including King, Pierce and Snohomish Counties and the</td>
<td>Program Area 4: Economic Mobility</td>
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<td>Portland Metro area, including Multnomah, Clackamas and Washington County</td>
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<td>in Oregon, and Clark County in Washington.</td>
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<td>Program Area 1: Housing Stability</td>
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<td>Program Area 2: Organizational Capacity Building</td>
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<tr>
<td><strong>Southeast</strong></td>
<td><strong>Alabama:</strong> Birmingham - Hoover, MSA</td>
<td>Program Area 1: Housing Stability</td>
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<td>Florida: Miami-Ft Lauderdale-West Palm Beach, FL MSA</td>
<td>Program Area 2: Organizational Capacity Building</td>
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<td></td>
<td>Orlando-Kissimmee-Sanford, FL MSA</td>
<td>Program Area 3: Equitable Climate Resilience</td>
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<td></td>
<td>Monroe County, FL MSA</td>
<td>Program Area 4: Economic Mobility</td>
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<td></td>
<td>Georgia: Atlanta-Sandy Springs-Roswell, GA MSA</td>
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<td></td>
<td>Savannah, GA MSA</td>
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<td></td>
<td><strong>North Carolina:</strong> Charlotte-Concord-Gastonia, NC-SC MSA</td>
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<td></td>
<td>Raleigh, NC MSA</td>
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<td>Durham-Chapel Hill, NC MSA</td>
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<td>Asheville, NC MSA</td>
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<td><strong>South Carolina</strong> Columbia, SC MSA</td>
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<td>Charleston-North Charleston, SC MSA</td>
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<td>Spartanburg, SC MSA</td>
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<td>Greenville-Anderson-Mauldin, SC MSA</td>
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<td></td>
<td><strong>Tennessee:</strong> Nashville-Davidson-Murfreesboro-Franklin, TN MSA</td>
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<tr>
<td></td>
<td>Memphis, TN-MS-AR</td>
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</table>
How to Apply
The LOI is available to view and download on Enterprise’s website. Organizations may select either the National LOI or the Rural and Native American LOI to submit an application under this funding opportunity but may not apply to both.

LOI Submission
To be considered for funding, all Applicants must create an account in SlideRoom, our application portal. To register for an account and to apply, see Appendix C.

Once registered, Applicants must answer all questions and upload the required documents to successfully apply. The deadline to submit applications through SlideRoom is July 15, 11:59 p.m. EDT. Applications received outside of SlideRoom or after the deadline will not be accepted.

IMPORTANT: SlideRoom automatically saves your work as you go. That means that even if you lose your internet connection or have computer problems, your work will be saved. You can log in and out as many times as you need to complete your application. However, once you submit your application you cannot go back to make any edits.

Applicants are encouraged to read the entire LOI and register for an account in SlideRoom early in the process to understand requirements and submission details. Technical problems with SlideRoom may be directed to (https://support.slideroom.com/customer/portal/emails/new).

Scoring Process & Scoring Criteria
Applications will be reviewed by Enterprise staff. Applications must meet the threshold requirements and address each of the three (3) criteria listed below. Applications that do not meet either of these requirements will not be scored or invited to submit a full proposal.

The maximum number of points to be awarded is 25, which includes Criteria 1 through 3. To be considered for the full proposal stage, Applicants must receive a minimum of 20 points however, decisions to move an Applicant forward will also be based on eligibility and comments from reviewers. The total number of Applicants selected to submit a full proposal is contingent upon the number and quality of LOIs received.

Enterprise will utilize the following criteria to evaluate all LOIs:
Threshold Requirements:

- Program activities must address the needs of households with low income as required under the Section 4 programs (80% AMI or lower).
- Applicants must meet eligibility requirements as described in Appendix A.

Applications that do not meet the Threshold Requirements will not be reviewed.

Criteria 1: Proposed Activity Aligns with Enterprise Program Area Priorities (10 pts possible)

- Proposed program describes specific activities that the grant will support and has soundness of approach. (3 pts)
- Proposed program aligns with one of the program priorities as described in the LOI. (4 pts)
- Proposed activity clearly identifies the capacity building needs of the applicant and how the grant will address those stated needs. (3 pts)

Criteria 2: Impact (10 points possible)

- Application presents significant impact to the capacity of the organization. (5 pts)
- Application presents significant impact to the needs of families with low income (80% AMI or lower) and the community(ies) served. (5 pts)

Criteria 3: Capacity of the Applicant and Relevant Organizational Experience (5 points possible)

- Application describes and organization demonstrates prior housing or community development experience of the organization (e.g. housing units and/or commercial square footage developed, quality asset management), as relevant to the proposed activities. (5 pts)

Additional Information and Questions

Enterprise will host a web-based question and answer session on the date shown below. During this session, Enterprise staff will review the requirements for this LOI request. A recording will be posted on the LOI website page for those unable to participate in the original session.

<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Webinar Link</th>
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</table>

The following Market Areas will be hosting webinars specific to their local funding priorities.

<table>
<thead>
<tr>
<th>Market</th>
<th>Date and Time</th>
<th>Webinar Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago</td>
<td>June 27, 2019 10:00 – 11:00 am CST</td>
<td><a href="https://tinyurl.com/ECP-LOIChicago">https://tinyurl.com/ECP-LOIChicago</a></td>
</tr>
<tr>
<td>Region</td>
<td>Date and Time</td>
<td>Details</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Mid-Atlantic</td>
<td>June 27, 2019 2:00 – 3:00 pm EDT</td>
<td>Register here: <a href="https://tinyurl.com/ECP-LOIMidAtlantic">https://tinyurl.com/ECP-LOIMidAtlantic</a></td>
</tr>
<tr>
<td>New York</td>
<td>June 26, 2019 from 10:00 am – 11:00 am EDT</td>
<td>This is an in-person Q&amp;A session at 1 Whitehall Street, 11th Floor, New York, NY 10004. To register, click <a href="https://tinyurl.com/ECP-LOIMidAtlantic">here</a>. Written questions to be answered during the Q&amp;A session may be submitted to <a href="mailto:wgarci@enterprisecommunity.org">wgarci@enterprisecommunity.org</a> at least two business days prior to the meeting.</td>
</tr>
</tbody>
</table>

**Question and Answer Period** – An updated LOI FAQ will be updated and posted on Enterprise’s website. Questions will not be posted after July 11, 2019.

**Notification of Invitation to Submit Full Proposal**
After reviewing the LOIs, Enterprise will notify Applicants as to whether they have been selected to submit a full proposal. At that time, Enterprise may ask an Applicant to address something specific, or apply under a different program priority as they prepare to write the full proposal.
Attachments

Geographies of Interest & Program Areas
A. National Geographic Area Covered
Applications will be accepted from organizations that fall outside of the 11 defined Market Areas. Under Equitable Climate Resilience, the SPARCC subprogram is only accepting applications from Atlanta, Chicago, Denver, Los Angeles county, Memphis and the San Francisco Bay Area. The Economic Mobility program is interested in supporting organizations connected to Enterprise market pilots in New York, Cleveland, Detroit, New Orleans, Los Angeles and San Francisco, but also welcome applications from organizations outside of these market areas.

B. National Market Program Area Priorities
Applications will be accepted under all Program Areas, with the following being given priority:

Program Area 2: Organizational Capacity Building
Beyond promoting economic development and developing, owning and managing affordable housing, CDCs and CHDOs provide services like job training, healthcare and education and engage and organize residents. The next generation of nonprofit leaders will have some of the most difficult conditions facing communities in decades. Budget cuts and funding uncertainties mean CDCs will need to build their financial capacity to better address organizational challenges and growth opportunities. Without adequate attention to sustaining the financial and operational aspects of these CDCs and CHDOs, the opportunities to preserve or build new affordable housing, engage with their community and advance economic development will diminish across the sector. The housing and community development field has been increasingly naming the goal of racial equity and inclusion as part of our work. We are becoming more focused on the role that housing plays in promoting shared prosperity and working to build greater support for housing equity, quality and affordability. Fostering diverse leaders who understand the challenges facing their communities should be a priority.

Activities funded through this program area should result in stronger, more financially viable and diverse organizations that are better positioned to fulfill their missions and remain a voice for their community. Common examples of activities that Enterprise may fund under this Program Area include:

- Improving board oversight and governance
- Improving back office functionality/accounting systems/asset management systems
- For increased capacity for new development and preservation of affordable housing
- Expansion of population, geography, or programs/services that will deepen the organization’s work to support underrepresented and underserved populations
- Leadership development and successful leadership transitions
- Supporting recruitment, training and practices to diversify the organization’s staff, leadership and/or board to reflect the community served.

Program Area 3: Equitable Climate Resilience
Our Equitable Climate Resilience Initiative leverages Enterprise’s tools and expertise to assist people and communities to better prepare for our changing climate and drive the systems change necessary to ensure that vulnerable communities can thrive in the face of climate change. The four sub-program areas below—Building and Designing Sustainable Communities, Disaster Recovery and
1. Building and Designing Sustainable Communities - Safe, healthy, efficient, resilient, and affordable housing is an essential component of thriving cities and communities. To realize the benefits of sustainable and affordable building practices over the long term, CDCs must optimize their design, construction, and operations and maintenance practices at the organizational level and fully engage residents, building staff, and the community as vital participants in designing, maintaining, and operating buildings. Enterprise seeks to increase the capacity of CDCs and CHDOs to implement best practices embedded within and inspired by the 2015 Enterprise Green Communities Criteria with a particular focus on efficiency, health, and resilience. Funded activities will be focused on developing systemic and/or scalable practices, rather than support for one-off demonstration projects. Grants will be paired with peer learning opportunities and technical assistance including help with evaluation practices. Common examples, but not an exhaustive list, of activities that Enterprise may fund under this Program Area include:
   - Sustainability – projects that support a holistic, portfolio-wide approach to environmental sustainability by CDCs. This may include developing organizational green building, operations, resident engagement, and/or property management plans or evaluations.
   - The Design Process – projects that invest in pre-development processes that leverage design to improve the quality of affordable housing.
   - Benchmarking – Assistance for CDCs and CHDOs to measure, manage and track utility expenditures.

2. Resilience Planning, Disaster Recovery and Rebuilding - Extreme weather events and other emergencies can devastate communities – from destroying homes and infrastructure, to displacing families and even causing loss of life. Low-income and other vulnerable communities – and the organizations that support them – often have the hardest time responding to and recovering from the loss of shelter, power and vital services caused by flooding, fires and other disasters. Effective planning and preparation can help minimize damage and increase the impact of disaster recovery and rebuilding resources. Enterprise seeks to support CDCs and CHDOs responding to the continued threat of natural disasters and ongoing disaster recovery work. Common examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:
   - Develop comprehensive disaster plans to protect buildings, residents and business operations.
   - Support activities that promote the resilience of housing and services to withstand extreme weather and/or technical assistance for staff that will help the organization achieve greater understanding of resilience measures for the development of single family and multifamily projects.

3. Culture and Creativity - Enterprise seeks to support community development and housing initiatives that leverage arts, culture and creativity to achieve social, economic, environmental, and health outcomes. We encourage applications from organizations that are simultaneously considering community development and housing needs along with: efforts to create or expand creative industries, including visual and performing arts, arts education,
food or other creative businesses, efforts to build the social fabric that makes communities more resilient to shocks and stresses and Creative, culturally expressive processes that lead to a built environment that honors community identity. Common examples, but not an exhaustive list, of activities that Enterprise may fund under this Program Area include:

- Community-driven cultural asset mapping for neighborhood resilience plan
- Community collaborations that address resilient food systems
- Creative placemaking strategy for affordable housing and other community developments.
- Planning and community engagement for climate resilient infrastructure with artistic and educational public elements
- Storymapping process to tell the story of a community’s valued places, people and resources [https://www.enterprisecommunity.org/opportunity360/listen](https://www.enterprisecommunity.org/opportunity360/listen)

4. **Strong Prosperous and Resilient Communities Challenge (SPARCC)** - SPARCC aspires to support community led efforts to improve racial equity, health equity and climate resilience in Atlanta, Chicago, Denver, Los Angeles county, Memphis and the San Francisco Bay Area. These efforts typically take the form of built environment projects – including affordable housing preservation, small commercial development and retention, and green infrastructure – and changes to the systems that shape them. Proposals under this program area must support organizations, projects or initiatives closely connected with the work of the SPARCC collaborative in the six cities listed above. Activities may include:

- Racial Equity Analysis during pre-development stages of project or policy work, including:
  - Conceptual – racial equity is served by seeking to understand the dynamics, history, and vision of the communities and neighbors who will be affected by the building or system change proposal.
  - Predevelopment – equitable development is served by embedding community specific goals and success metrics into the project design, anticipated operation and disposition; and/or community focused design
  - Post capital raise, pre-closing- exploring and assessing disposition rights and options, exploring and assessing options for community voice in operations,
- Early stage third party predevelopment costs: For organizations that lack the operating capital to explore new project concepts, these funds can be used for third party costs. These activities could be focused on a single project, an initiative or an operating structure, provided there is a credible sponsor to advance the work.
- Financial and Development consulting: These funds can be used to engage financial and or development consultants to help the sponsor organizations determine initial feasibility, advise on acquisition strategy.
- Staff costs for projects that have already determined basic feasibility
- Advancing Capital Strategy: Activities to take a clear set of projects that demonstrate basic financial feasibility and have a viable project sponsor, and work with them to determine a capital strategy to get them to closing.
- Community engagement and education around any of these topics, provided that engagement and education centers around informing a specific project
Note that applicants are encouraged to collaborate with other community based and non-profit organizations, locally or from other SPARCC regions, that have developed the appropriate expertise to consult and advise on these topics.

**Program Area 4: Economic Mobility**

A growing body of research suggests that where people live profoundly affects their well-being and long-term life outcomes. However, geography is not the sole predictor of economic mobility outcomes; race also factors significantly. The Economic Mobility Initiative seeks to advance economic mobility for low-income families—especially families of color and those geographically disconnected from opportunity—through a place- and people-conscious partnership model centered on housing security.

Enterprise supports the US Partnership on Mobility from Poverty’s position that poverty is more than simply a lack of money. Accordingly, we have adopted their definition of mobility that focuses on both economic success and other elements of lived experience—Economic success: employment, income and income adequacy, assets and wealth, Power and autonomy: ability to influence and act according to one’s own decisions, being valued in community: sense of belonging and social capital.

Enterprise is particularly interested in supporting organizations connected to Enterprise market pilots in New York, Cleveland, Detroit, New Orleans, Los Angeles and San Francisco, but also welcome applications from organizations outside of these market areas. Some examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:

- Cross-sector alignment between housing providers, educational institutions, anchor institutions/major employers, and workforce development partners.
- Housing-based service models that support economic mobility of residents.
- Activities that connect housing and opportunities to build power and autonomy or value in community as foundational to economic success.

**Program Area 5: Health & Housing**

Enterprise is committed to working with CDCs and CHDOs to improve resident health, and service outcomes through housing and community-based solutions which address housing as a Social Determinant of Health (SDOH). Populations that stand to benefit most from housing solutions that target health thru innovative financing, services and/or design, include low income families, older adults, homeless and formerly homeless households, persons with disabilities, veterans’ groups, and other vulnerable populations.

Enterprise will support CDCs and CHDOs with programs which focus on following areas of work:

- Collaborating for healthier communities - Develop partnerships with, health care providers, and service providers which address housing as a social determinant of health (SDOH). Partnerships can address improving the stability, affordability, quality, neighborhood conditions, and/or services related to housing that have a pathway to improved health outcomes. Initiatives involving a cost-share with healthcare partners or initiatives demonstrating innovative partnership models tracking measurable outcomes will be prioritized.
- Health and the built environment – Improve the quality and condition of affordable housing through design or other programs such as Enterprise’s Health Action Plan process, which
supports a predevelopment planning no later than early design development stage and long-term measurement of outcomes after the building is operational.

- Efforts include partnering with healthcare providers to improve health outcomes through building design and programming, for example, to upgrade their buildings with a focus on asthma mitigation and/or reduction in falls.
- Innovative financing such as new healthcare financing solutions and/or partnerships that bring new, permanent resources into affordable housing that helps to improve residents’ health.
- Creating partnerships with state Medicaid agency and healthcare service providers so that health-related services in affordable housing buildings can be covered by Medicaid.
- Developing resident assessment plans and systems that include tenant health data and monitoring for health outcomes.

C. National Market Contact Information
Questions regarding National Market Program Areas may be directed to Sarah Torsell, Director, at storsell@enterprisecommunity.org
A. Chicago Market Geographic Area Covered
Enterprise is interested in proposals from across the Chicago Metropolitan Area (including Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties) with priority given to areas within a half mile radius of train stations or key transportation hubs in the City of Chicago.

B. Chicago Market Program Area Priorities
Applications will be accepted under all Program Areas, with added priority given to Program Areas 1, 3, and 5. In addition, applications that exemplify the core values of Enterprise Chicago will be given special consideration, especially ones that focus both on racial equity and transit-orientation.

- **Racial Equity**: activities with the intention of disrupting existing systems (internal or external) which adversely impact people of color (i.e. developing/implementing practices to recruit/promote racial/ethnic diversity across the organization that reflect the community served. Refining/creating new programs/services that intentionally seek to dismantle the effects of structural or institutional racism).
- **Collaboration**: activities that leverage collaboration among community partners.
- **Community Engagement**: activities that incorporate meaningful community engagement with residents most impacted.
- **Transit-Oriented**: activities that are not merely adjacent to public transit, but that actively encourage public transit usage and contribute to the transformation of transit stations into hubs of opportunity.

<table>
<thead>
<tr>
<th>Program Area 1: Housing Stability</th>
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<tbody>
<tr>
<td>Enterprise Chicago supports CDCs and CHDOs that are committed to protecting current residents from displacement and stabilizing neighborhoods undergoing gentrification or significant disinvestment. We are particularly interested in preserving affordable homes and supporting affordable new construction development particularly around transit hubs. Examples include:</td>
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<tr>
<td>- Preservation of existing rental buildings</td>
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<td>- Preservation of housing in high demand neighborhoods</td>
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<td>- New affordable construction in areas with significant disinvestment</td>
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<tr>
<th>Program Area 3: Equitable Climate Resilience</th>
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<tbody>
<tr>
<td>Creating sustainable communities through improvements to existing real estate portfolios, new real estate developments and through neighborhood and community level initiatives. All projects and programmatic initiatives should benefit low- and moderate-income residents.</td>
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</table>

Examples of potential projects and initiatives:

- **Energy efficiency**: projects may focus on conducting energy efficiency assessments to inform retrofits of existing buildings; staff training on energy conservation strategies such as building insulation and maintenance of HVAC systems; implementation of energy conservation best practices and community solar initiatives
- **Water efficiency**: projects may focus on conducting water efficiency assessments to inform retrofits of existing buildings; staff training on water conservation strategies; implementation of water conservation best practices and procedures across a real estate portfolio; grey-water re-use; or other strategies that reduce water use in buildings
Chicago Market Area

- **Stormwater management**: rain gardens, green infrastructure, and building modifications
- **Green Design**: prioritization of green design for new buildings, rehabs, and improvement of existing buildings
- **Renewable energy**: prioritization of renewable energy strategies for new buildings, rehabs, and improvement of existing buildings
- **Neighborhood-scale green infrastructure**: district stormwater or district energy strategies.
- Urban agriculture, or other strategies that repurpose vacant land and improve access to healthy food or air quality

**Program Area 5: Health & Housing**

Enterprise Chicago supports proposals that address health issues of residents in affordable housing units. Initiates that address health and safety issues in low to moderate income communities and communities of color are desired.

Examples of potential projects and initiatives include:
- Mold/lead testing and/or remediation
- Indoor air quality assessments
- Healthy design initiatives
- Health impact assessments
- Walkability studies or implementation of projects to improve walkability within a neighborhood
- Environmental testing and/or remediation
- Partnership with health institutions and affordable housing providers including partnerships that provide mental health/trauma services to residents

**C. Chicago Informational Session**

The Enterprise Chicago market will host an informational webinar on **June 27, 2019; from 10:00 am – 11:00 am CST** to review market-specific priorities. Register here: [https://tinyurl.com/ECP-LOIChiago](https://tinyurl.com/ECP-LOIChiago)

**D. Chicago Market Contact Information**

For questions specific to Chicago Priority Areas contact Rosa Y. Ortiz, rortiz@enterprisecommunity.org at 312.803.0781 and Chloé Nuñez, cnunez@enterprisecommunity.org at 312.803.0786.
A. Geographic Area Covered

B. Market Program Area Priorities
Applications will be accepted under all Program Areas; however, the following program areas will be prioritized, in no order of importance. Also, the Denver Market will prioritize applicants working to advance racial equity with the intention of disrupting inequitable systems (internal or external) within any program area. The Denver Market will favorably interpret racial equity work no matter where an applicant might be in its advancement of it. For instance, if an organization is currently evaluating opportunities to prioritize/advance racial equity to determine where they believe they can most immediately do so, this will be perceived just as favorably as an organization that is well beyond this point within their racial equity work.

**Program Area 1: Housing Stability**
Enterprise will support applicants that are making investments in activities that address housing insecurity and improve the lives of people and families who have difficulty affording a place to call home. In addition to the examples previously listed in this LOI Program Area, the Denver Market is providing another example.
- Research and piloting Innovative construction and design strategies that reduce cost, improve climate resilience, or enhance building performance.

**Program Area 2: Organizational Capacity Building**
Activities funded through this program area should result in stronger, more financially viable and diverse organizations that are better positioned to fulfill their missions and remain a voice for their community. In addition to the examples previously listed in this LOI Program Area, the Denver Market is providing a couple more examples.
- Develop and implement racial equity practices to diversify the organization’s staff, leadership and/or board to reflect the community served.
- The hiring of professional consultants or experts to help plan or advance racial equity practices and goals.

**Program Area 5: Health & Housing**
Enterprise is committed to working with CDCs and CHDOs to improve resident health, well-being, and service outcomes through housing and community-based solutions. In addition to the examples previously listed in this LOI Program Area, the Denver Market is providing a couple more examples.
- Project planning, pre-development activities to increase health equity and health outcomes.
- Expanding programs/services that will deepen the organization’s work to support racial equity in underrepresented and underserved populations.

C. Denver Market Contact Information: Questions specific to Denver Priority Areas may be submitted to:

Katie McKenna, Sr. Program Director  
kmckenna@enterprisecommunity.org

Joseph Massey, Program Associate  
jmassey@enterprisecommunity.org
A. Detroit Market Geographic Area Covered
City of Detroit

B. Detroit Market Program Area Priorities
Applications will be accepted for all program areas. The Enterprise Detroit Market is prioritizing the three program areas in no order of importance. The Detroit Market is also committed to supporting CDCs working to advance racial equity both within their organizations and the communities they serve, as well as faith-based CDCs/CDHOs leveraging their land and resources to support affordable housing and equitable community development. Special consideration will be given to applicants working within the following three program areas:

**Program Area 1: Housing Stability**
Enterprise has a longstanding commitment to building the long-term sustainability of organizations that develop and manage affordable housing. An integral component of creating great places to live is ensuring the long-term sustainability of existing affordable housing as a critical asset. The preservation of affordable housing – including both regulated affordable housing as well as naturally occurring affordable housing (NOAH) units – increasingly challenges communities nationwide. Without programs targeted at preservation, Detroit risks losing affordably priced housing, CDCs and CHDOs face many issues preserving existing affordable units, including escalating operating costs, deferred maintenance, and formidable capital needs. Opportunities to acquire properties and/or portfolios for preservation from other organizations or private owners present ways to scale and expand organizational footprints.

In support of preservation efforts, Enterprise Detroit seeks to support projects that:

- are helping to strategically develop or maintain affordable housing that connects residents to economic opportunity (for example, along main thoroughfares where housing is connected to transit and commercial corridors)
- have a multi-family or single-family focus
- incorporate tenant protections to prevent displacement
- have an intent to create a thriving, vibrant community that promotes walkability, access to transit, healthy foods and workforce opportunities
- promote housing stability among senior renters and homeowners, allowing them to age in place
- are led by CDCs/CDHOs that are affiliated with or working in partnership with faith-based organizations to develop/preserve affordable housing or provide housing-related supportive services

Special consideration will be given to activities that align with and leverage the City of Detroit’s preservation initiatives. Enterprise Detroit has committed $250,000 of this year’s Section 4 allocation to support affordable housing preservation.
Program Area 3: Equitable Climate Resilience

To realize the benefits of sustainable and affordable building practices over the long term, CDCs must optimize their design, construction, and operations and maintenance practices at the organizational level and fully engage residents, building staff, and the community as vital participants in designing, maintaining, and operating buildings. Enterprise seeks to increase the capacity of CDCs and CHDOs to implement best practices embedded within and inspired by the 2015 Enterprise Green Communities Criteria with a particular focus on efficiency, health, and resilience.

Enterprise Detroit seeks to support projects that approach preservation of affordable housing and sustainable communities from a variety of angles, including but not limited to:

- Energy and water efficiency
- Stormwater management
- Green design
- Renewable energy
- Neighborhood-scale green infrastructure
- Comprehensive disaster planning
- Resilience in design and development processes
- Designing for healthier outcomes and reducing health hazards (e.g. lead abatement for pre-1978 buildings)

Program Area 4: Economic Mobility

Cultivating widespread participation in Detroit’s growing economy is critical to ensuring that the city’s resurgence is felt by its most vulnerable residents. Enterprise Detroit recognizes the importance of advancing innovative efforts that address the broad range of complex forces that perpetuate cycles of poverty and restrict wealth-building opportunities, particularly for families of color. With a strong focus on closing the racial wealth gap, Enterprise Detroit is interested in supporting CDCs working to create pathways to economic opportunity that empower low-income families to obtain and sustain economic security. Examples of such approaches include but are not limited to:

- Strategic partnerships between housing providers, service providers, public agencies, and anchor institutions that seek to better connect housing to economic opportunity
- Innovative workforce development programs that offer sustainable pathways to employment
- Multifaceted skill-building initiatives that seek to build both the hard and soft skills that help people successfully transition out of poverty
- Efforts that promote wealth building through financial literacy, social capital development, homeownership, or other mechanisms

C. Detroit Market Contact Information

Questions specific to Detroit Market Priority Areas may be submitted to India Solomon, isolomon@enterprisecommunity.org and (313) 622-8354.
A. Geographic Area Covered
Louisiana, Mississippi and Texas (only includes Hurricane Harvey impacted counties eligible for individual assistance as part of the Federal Emergency Management Agency’s federal disaster declaration).

**Please note if an organization is a current Housing and Economic Assistance to Rebuild Texas (HEART) Program grantee, they are not eligible to apply for this Section 4 grant opportunity. Please refer to the HEART FAQ.**

B. Market Program Area Priorities
The Gulf Coast Market has prioritized the program areas listed below however, it will accept applications that address all other program areas listed in the LOI. Grant awards are expected to range from $25,000 - $40,000. Maximum grant awarded in the Gulf Coast will be $40,000.

<table>
<thead>
<tr>
<th>Program Area 1: Housing Stability</th>
<th>Geographic Priority</th>
<th>Additional Criteria</th>
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<tbody>
<tr>
<td>Enterprise Gulf Coast is committed to strengthening the development capacity of our CDCs and CHDOs to meet federally funded production commitments. The following activities will be considered:</td>
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<td>Organizations funded under this program are required to have a current federal funding commitment such as HOME, CDBG, LIHTC, etc.</td>
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<tr>
<td>• Developing systems to become developers and owners of small scattered site rental projects.</td>
<td>Louisiana, Mississippi</td>
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<tr>
<td>• Training and/or technical assistance for staff that will help the organization achieve increased development capacity of rental and/or for-sale housing.</td>
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<td>• Identifying financing and asset management strategies to preserve housing projects long-term.</td>
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<td>• Improve the stability, affordability, and quality of housing. This work may improve health outcomes and provide place-based interventions.</td>
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<tr>
<td>• Projects that approach the preservation of affordable housing and sustainable communities from a variety of angles such as energy and water efficiency, renewable energy, and neighborhood-scale green infrastructure.</td>
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<tr>
<th>Program Area 2: Organizational Capacity Building</th>
<th>Geographic Priority</th>
<th>Additional Criteria</th>
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<tr>
<td>Enterprise Gulf Coast is focused on ensuring the long-term sustainability of affordable housing developers and owners, as well as of existing affordable housing portfolios. The following activities will be considered:</td>
<td>Louisiana, Mississippi,</td>
<td>N/A</td>
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<tr>
<td>• Developing and implementing a viable transition plan or strategy for the organization’s leadership.</td>
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<tr>
<td>• Pursuit of new systems, processes, or strategies for asset management, property/portfolio management, cash flow management, talent management, etc. that will improve the long-term viability and financial health of the organization</td>
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• Exploration of an acquisition or other collaboration that will ensure continuity and sustainability of client/resident services for the population/region
• Exploring innovative and replicable strategies to support the development or preservation and/or improved energy efficiency of small multifamily buildings (up to 8 units).
• Creative strategies to stabilize affordable housing in rapidly gentrifying neighborhoods.
• Supporting recruitment, training and practices to diversify the organization’s staff, leadership, and/or board to reflect the community served and help the organization achieve greater stability
• Expansion of population, geography, or programs/services that will deepen the organization’s work to support underrepresented and underserved populations.

Program Area 3: Equitable Climate Resilience

Enterprise Gulf Coast supports CDCs and CHDOs responding to the continued threat of natural disasters and ongoing disaster recovery work. The following activities will be considered:
• Develop comprehensive disaster plans to protect buildings, residents and business operations.
• Training and/or technical assistance for staff that will help the organization achieve greater understanding of resilience measures for the development of single family and multifamily projects.
• Implementation of measures that promote resilience in design and development processes, specifically following Criterion 1.3b of the 2015 Enterprise Green Communities Criteria. Other activities may include developing operation models for resilience in emergency situations, i.e. housing displaced residents, operating procedures for property managers post disaster, etc.

Note: Section 4 grants will not support any directly related construction activities

Geographic Priority

Louisiana, Texas (Hurricane Harvey federally declared disaster counties only)

Additional Criteria

Organizations funded under this program area may be required to participate in periodic conference calls with other groups funded in similar projects to encourage peer-to-peer learning.

C. Gulf Coast Information Session
Enterprise Gulf Coast will hold a Q & A webinar on Friday, June 28 at 10:00 am CDT to review market-specific priorities. Register here: http://bit.ly/2019-S4-LOI-Gulf

D. Gulf Coast Contact Information
For questions about Gulf Coast Market Area priorities, please contact Monica Gonzalez, Sr. Program Director at mgonzalez@enterprisecommunity.org

2019 Section 4 Request for Letters of Interest
National
A. Mid-Atlantic Geographic Area Definition
The Enterprise Mid-Atlantic market will accept applications from the following geographic areas:

- District of Columbia – Entire district.
- Maryland - Entire state.
- Virginia - Cities of Alexandria and Falls Church, and the counties of Arlington, Loudoun, Prince William and Fairfax.

Priority will be given to applications focused on the following geographic area:

- District of Columbia – Wards 5, 7 and 8 and/or efforts focused within a half mile of existing Metrorail or Streetcar stations/stops.
- Maryland – Baltimore City (particularly in the areas of Southwest Baltimore, Park Heights and South Baltimore/Cherry Hill), Montgomery and Prince George’s County (particularly areas near existing or planned Purple Line transit stations).
- Virginia – efforts focused within a half mile of existing or planned Metrorail or Streetcar stations/stops.

B. Mid-Atlantic Market Program Area Priorities
Applications will be accepted under all Program Areas, with the following being given priority:

**Program Area 1: Housing Stability**
Enterprise will support CDCs and CHDOs that are making investments in activities that address housing insecurity and improve the lives of people and families who have difficulty affording a place to call home. The Mid-Atlantic market will prioritize applications with the following areas of focus:

- Increasing the stock of affordable housing and community facilities that benefit the broader community by partnering with faith-based organizations and houses of worship. Activities that advance the vision to create safe, sustainable communities by working to improve undeveloped and underutilized faith-based owned property. More specifically:
  - Building the capacity of the CDCs/CHDOs to expand partnerships with faith-based organizations to leverage resources.
  - Providing faith-based CDCs/CHDOs with technical assistance to begin predevelopment of their projects.
- Housing stability and community development activities that support the connection to school improvement and neighborhood development. More specifically:
  - Strategies that create more thriving, neighborhood schools and promote physical development of housing, retail and community service spaces connected to new and/or renovated school buildings in Baltimore City (as part of the city-wide 21st Century Schools Initiative).
  - Capacity building related to the efforts to coordinate neighborhood-scale planning that is connected to new and/or renovated or repurposed schools.
- Equitable transit-oriented development (eTOD) and anti-displacement efforts that benefit low-income families and communities by reducing the combined costs of housing and transportation, creating more vibrant, healthier neighborhoods where low-income people live, and expanding access to employment, education, health care, healthy food, and more. More specifically:
Mid-Atlantic Market Area

- CDC and CHDO partners seeking to develop strategies to preserve affordable housing stock and prevent involuntary residential displacement in transit accessible locations.
- Project-specific activities that support affordable housing development, or preservation in transit-oriented locations, including mixed-income and/or mixed-use projects, that achieve scale, contribute to neighborhood vitality and take advantage of partnership opportunities with public, private, and nonprofit resources.
  - Advancing homeownership projects and models such as cooperatives, condos, fee simple/single family, and community land trust structures. The Mid-Atlantic market is interested in supporting the following activities:
    - Activities that provide targeted support to partners expanding first-time homeownership models.

Program Area 2: Organizational Capacity Building

Activities funded through this program area should result in stronger, more financially viable and diverse organizations that are better positioned to fulfill their missions and remain a voice for their community. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:

- Improving back office functionality/accounting systems
- Leadership development and successful leadership transitions
- Supporting recruitment, training and practices to diversify the organization’s staff, leadership and/or board to reflect the community served.
- Expanding services that will deepen the organization’s work to support underrepresented and underserved populations
- Exploring new organizational structures resulting in greater organizational efficiencies.

Program Area 4: Economic Mobility

Enterprise seeks to support CDCs and CHDOs actively working on the nexus between housing and economic mobility, particularly for families of color and those geographically disconnected from opportunity. The Mid-Atlantic market will prioritize applications that relate to initiatives focused on:

- Expanding food access and workforce development opportunities;
- Advancing workforce development and job placement for returning citizens;
- Expanding financial literacy for low- and moderate-income residents;
  - Efforts that help close the wealth gap between African-American and White residents in Baltimore City, Md. and Washington, D.C.

Program Area 5: Health and Housing

Enterprise is committed to working with CDCs and CHDOs to improve resident health, well-being, and service outcomes through housing and community-based solutions. The Mid-Atlantic market will prioritize applications that relate to initiatives focused on homelessness prevention/alleviation efforts, particularly in Baltimore, Md., Washington, D.C. and Arlington County, Va.

C. Mid-Atlantic Information Session - Thursday, June 27, 2-3pm. Register here:
https://tinyurl.com/ECP-LOIMidAtlantic

D. Mid-Atlantic Contact Information - Jessica Sorrell, Senior Program Director, jsorrell@enterprisecommunity.org, 410-230-2137
A. New York Geographic Area Definition
New York City includes the 5 boroughs – Manhattan, Queens, Brooklyn, Staten Island, and The Bronx.

B. New York Market Program Area Priorities
Applications will be accepted under all Program Areas, with the following being given priority:

<table>
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<tr>
<th>Program Area 2: Organizational Capacity Building</th>
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<tbody>
<tr>
<td>Under this program area, applicants can propose activities within one of the following areas:</td>
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</table>

1. **Advancing Racial Equity** - Enterprise New York is dedicated to supporting CDCs/CHDOs that are enhancing or re-evaluating the organization’s approach to incorporating or leading with a racial equity lens in the organization’s activities. Activities with the intention of disrupting existing systems (internal or external) which adversely impact people of color may include but are not limited to:
   - Developing and implementing practices to recruit and promote racial/ethnic diversity across the organization’s staff, leadership and/or board to reflect the community served.
   - Refining or creating new programs or services that intentionally seek to dismantle the effects of structural or institutional racism.
   - Growing the capacity or identifying new opportunities to collaborate with local constituents and engage the voices of historically marginalized residents with a goal to provide voice to their priorities in planning, decision making and implementation processes.
   - Supporting the capacity of organizations to explore shifting from a service and/or education model to a justice and equity model focused on community empowerment.

2. **Organizational Sustainability** - Enterprise New York is focused on ensuring the long-term sustainability of affordable housing developers and owners. The following activities will be considered:
   - Advancing partnership, collaboration, or merger opportunities among CDCs and CHDOs.
   - Developing and implementing a viable transition plan or strategy for the organization’s leadership.
   - Optimizing internal organizational structures for improved asset management, including evaluating and executing on opportunities to restructure internal operations.

*Note: Organizations funded under this Program Area may be required to participate in periodic conference calls with other groups funded in similar projects to encourage peer-to-peer learning.*

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<tr>
<th>Program Area 1: Housing Stability</th>
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<tr>
<td>Under this program area, applicants can propose activities within one of the following areas:</td>
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1. **Stabilizing Neighborhoods** - Enterprise New York seeks to support CDCs and CHDOs working on strengthening community outcomes in underserved neighborhoods. The following activities will be considered:
   - Multi-sector collaborative initiatives focusing on improving community outcomes in low income and underserved neighborhoods, specifically neighborhoods with historic
disinvestment or neighborhoods with a high portion of minority or immigrant populations.

- Innovative strategies to stabilize affordable housing and to combat displacement triggers such as gentrification, evictions, tenant harassment, home health hazards, etc. Activities in neighborhoods targeted for rezoning will be prioritized.

2. **Preserving Real Estate Portfolios** - Enterprise New York is focused on ensuring the long-term sustainability of affordable housing portfolios. The following activities will be considered:

- Furthering early predevelopment work on complicated preservation transactions, in particular, acquisition of distressed affordable housing portfolios or incorporating unique strategies to recapitalize aging affordable housing stock under existing ownership.
- Exploring innovative and replicable strategies to support the preservation and/or improved energy efficiency of multifamily buildings (5-50 units), with a particular focus on reaching “mom and pop” building owners.
- Furthering the redevelopment of underutilized sites/spaces, i.e. redevelop to maximize Floor Area Ratio (FAR), parking spaces for senior developments, etc.
- Advancing new models for creating mixed-income and/or deeply affordable multifamily housing.
- Supporting replicable partnerships between CDCs or CHDOs and faith-based institutions to build capacity for affordable housing and community spaces.
- Disseminating data and research around affordable housing preservation to the wider CDC community.

3. **Preserving Public Housing** - Enterprise New York is focused on providing comprehensive support to CDCs and CHDOs working on the preservation of public housing. The following activities will be considered:

- Implementing education and engagement strategies related to the preservation of public housing, including through the Rental Assistance Demonstration (RAD) Program.
- Initiatives prioritizing green, healthy, age-friendly, and resilient public housing communities including resident participation as a component.
- Implementing new models to connect residents of public housing to a broad set of services and/or that promote resident economic mobility and/or self-sufficiency.
- Any activity covered by other priority areas that are focused on public housing communities and residents.

Note: Organizations funded under this Program Area may be required to participate in periodic conference calls with other groups funded in similar projects to encourage peer-to-peer learning.

C. **New York Information Session** - The Enterprise New York office will hold an in-person Q&A session on Wednesday, June 26, 2019 from 10:00 am – 11:00 am EDT to review the requirements of the LOI request and New York-specific priorities at 1 Whitehall Street, 11th Floor, New York, NY 10004. To register, click here. Written questions to be answered during the Q&A session may be submitted to wrgarcia@enterprisecommunity.org at least two business days prior to the meeting.

D. **New York Contact Information** - For questions about market priorities, please contact Wendy Garcia at wrgarcia@enterprisecommunity.org.
A. Northern California Geographic Area Definition
The nine (9) county Bay Area, the City and County of Sacramento and urbanized areas of the Central Valley

B. Northern California Market Program Area Priorities
Enterprise Northern California creates opportunity for low-and moderate-income people through affordable housing in diverse, thriving communities. We believe that these opportunities are best provided in communities with a diverse mix of affordable housing options, access to jobs, high-functioning transit, and social supports with a strong commitment to the environment and civic engagement. To this end, Northern California will consider activities that build development capacity, including but not limited to activities related to the program areas outlined below that are in no particular order of importance.

<table>
<thead>
<tr>
<th>Program Area 1: Housing Stability</th>
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<tr>
<td>Enterprise Northern California is interested in supporting activities that address one of the following sub-program areas.</td>
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</table>

1. **Production** - Seeks to support CDCs and CHDOs that are creating new affordable homes and believe in a both/and approach to creating opportunity. We support building affordable housing in disinvested communities that allow residents to remain within their communities while advancing economic mobility and health outcomes. Furthermore, we support creating more affordable housing in resource-rich communities that increases access to opportunity for low-income residents. Activities include but are not limited to:
   - Identify properties suitable for production and carry out other predevelopment activities;
   - Create resources, financing tool and development capacity to advance production;
   - Conduct analyses and develop strategies to affirmatively further fair housing such as identifying properties and prioritizing developing affordable housing in high-opportunity areas;
   - Support innovative, equitable transit-oriented (TOD) projects including predevelopment and development activities including engaging in collaborative tables that are pursuing the planning, coordination and implementation of equitable TOD.

2. **Affordable Housing and Sustainable Communities (AHSC)** - Efforts around building staff capacity to develop sustainable, community serving projects using the next round(s) of California’s AHSC program. To be successful, CDCs and CHDOs must intentionally build their capacity in-house to be able to engage local government agencies, community groups, and transit agencies. Furthermore, the application itself requires dedicated staff to complete the application materials, collect the needed documentation, and perform the greenhouse gas reduction calculations. Grant funds may be used to support staff time or to train staff. Efforts to document best practices and lessons learned are welcomed.

3. **Preservation and Protection** - Seeks to support CDCs and CHDOs that are committed to protecting current residents from displacement and stabilizing neighborhoods undergoing gentrification by preserving homes that are currently affordable and empowering residents with
the tools and information needed to remain in their communities. We encourage activities that build development capacity for acquiring and converting properties into high-quality, permanently affordable housing without displacing current residents, as well as capacity to administer tenant services and programs. Activities may include:

- Create resources and financing tools to help partners compete on the market for acquisitions;
- Predevelopment activities, including building relationships with other community-based partners to identify properties and more deeply engage in preservation efforts;
- Evaluation activities aimed at tracking resident success and neighborhood change;
- Create strategies, development capacity, or new partnerships (i.e. with religious institutions or other nontraditional housing developers) to acquire and rehabilitate properties;
- Develop practices to address managing scattered site properties including resident engagement and service coordination;
- Work with partners to track and identify expiring units and deploy financial tools to ensure the extension of affordability.
- Develop and deliver resources and/or services to engage and educate tenants to protect them from displacement (such as legal aid) and implement effective anti-displacement strategies and practices (such as acq/rehab work to make homes permanently affordable).

**Program Area 2: Organizational Capacity Building**

Organizations in the affordable housing and community development sector are facing a great deal of uncertainty given the current policy landscape and political climate. CDCs and CHDOs able to adapt and remain resilient to these shifts will grow and thrive over the next 5, 10, or 15 years. Enterprise will consider the following activities:

- Increase the number of sustainable and thriving minority-led organizations that are often the authentic, and at times, the only voices for communities of color or constituencies they serve.
- Undertake activities that will strengthen the financial health and long-term sustainability of an organization, thereby increasing their impact; and
- Help organizations withstand the impacts of a profoundly changed funding environment for affordable housing and community development activities.

**Program Area 3: Equitable Climate Resilience**

Enterprise is interested in supporting activities under the following sub-program areas:

1. **Sustainability, Cultural Resilience and Green Practices** - Northern California is interested in supporting applicants that are pursuing neighborhood-scale projects that advance environmental and cultural resilience in their communities. This may include energy and water efficiency and upgrades as well as climate and culturally resilience strategies at the property and neighborhood scale. Grants may support project feasibility analysis, business model development, community engagement, and service definition. Enterprise is also seeking to increase the capacity of CDCs and CHDOs to implement the Enterprise Green Communities Criteria, including the four areas of integrative design, operations, maintenance and resident engagement.

2. **Democratizing Disaster Planning and Recovery** - Natural disasters are increasing in severity and frequency, generating housing instability as well as physical, mental, and financial stress for residents of affected areas. Frontline communities – including low-income people and
communities of color – are most vulnerable, least able to rebound, and often skipped over as recovery plans take shape. Enterprise understands the need to redesign resilience planning and disaster recovery processes so that frontline communities have more agency and power in wielding the tools and strategies that can reduce their vulnerability and speed their recovery. Programs that address this challenge and engage in the following activities will be considered:

- Development and implementation of strategies around community input and engagement
- Design of inclusive, community-driven decision-making
- Creating best practices in disaster preparedness, recovery and rebuilding with an eye towards community-driven decision-making.

Evaluating current and creating new models of public sector response for communities most at risk, including people of color, low-income families/individuals, and seniors.

**Program Area 5: Health and Housing**

Enterprise is interested in supporting eligible applicants that are adopting trauma-informed practices, especially in highly isolated or disinvested communities (including former public housing), to promote resident and onsite staff mental health and wellbeing. These activities may include but are not limited to:

- Shifting property management and services operating cultures to promote equitable inclusivity, especially in mixed income communities;
- Integrating mental health support, resiliency and healing practices on-site for residents and staff; and
- Attending and providing trainings on trauma-impacts to inform operating culture shifts, development of reflective practices and to strengthen cultural humility within organizations and through delivery of service.

**C. Market Contact Information**

For questions about market priorities, please contact Heather Hood at hhood@enterprisecommunity.org with subject line: Section 4 Applicant Inquiry.
A. Ohio Geographic Area Definition
Cleveland

B. Ohio Market Program Area Priorities
Applications will be accepted under all Program Areas:

**Program Area 1: Housing Stability**
Housing and community development solutions are more important than ever, with more than 19 million households in the United States paying more than 30 percent of their income on housing. That leaves many families just one unforeseen event – an illness, a job loss, even a decrease in hours at work – from eviction and homelessness. Meanwhile, many low-income families live in communities without access to jobs, good schools, transit or health care. Enterprise will support CDCs and CHDOs that are making investments in activities that address housing insecurity and improve the lives of people and families who have difficulty affording a place to call home. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:

- Preservation, production or expansion of affordable housing to stabilize communities.
- Improve the stability, affordability, and quality of housing. This work may improve health outcomes, provide place-based interventions, and support housing choice options.
- Broad array of services addressing asset building, education, financial coaching, transitional workforce reentry, and adult and youth employment.
  
  Preserving units affordable to low and moderate-income people (e.g. Subsidized (HUD, LIHTC, Permanent Supportive Housing, Seniors), Public Housing, Faith-Based Development, Equitable Transit-Oriented Development/TOD)

**Program Area 2: Organizational Capacity Building**
Activities funded through this program area should result in stronger, more financially viable and diverse organizations that are better positioned to fulfill their missions and remain a voice for their community. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:

- Improving back office functionality/accounting systems
- Leadership development and successful leadership transitions
- Supporting recruitment, training and practices to diversify the organization’s staff, leadership and/or board to reflect the community served.
- Expanding services that will deepen the organization’s work to support underrepresented and underserved populations

**Program Area 3: Equitable Climate Resilience**
By creating a stronger social bond and improving the resilience of the built environment, neighborhoods can overcome impacts from both physical disasters and chronic challenges. Enterprise will support CDCs and CHDOs that are making connections between resilient infrastructure, creative placemaking strategies and social cohesion. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:
• Training and/or technical assistance for staff that will help the organization achieve greater understanding of resilience measures for the development of single family and multifamily projects.
• Building equity into climate resilience planning by addressing the disproportionate impacts that affect communities of color and low-income families and populations.
• Planning approaches that are racially and socially equitable to build effective climate resilience for all populations.
• Implementation of measures that promote resilience in design and development processes, specifically following Criterion 1.3b of the 2015 Enterprise Green Communities Criteria.
• Projects that approach the preservation of affordable housing and sustainable communities from a variety of angles such as energy and water efficiency, renewable energy, and neighborhood-scale green infrastructure.

Program Area 5: Health and Housing
Enterprise is committed to working with CDCs and CHDOs to improve resident health, well-being, and service outcomes through housing and community-based solutions. Populations that stand to benefit most from housing solutions that target health through innovative financing, services and/or design, include low income families, older adults, homeless and formerly homeless households, persons with disabilities, veterans’ groups, and other vulnerable populations. Some examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:

• Bridge health, housing, and social services through intentional and lasting partnerships between health care providers, service providers, and community-based organizations.
• Innovative financing such as new healthcare financing solutions and/or partnerships that bring new, permanent resources into affordable housing that helps to improve residents’ health.
• Innovative solutions to improving the ability of aging residents to remain in their homes and community.
• Develop permanent supportive housing programs that alleviate chronic homelessness.

Program Area 4: Economic Mobility
Enterprise seeks to support CDCs and CHDOs actively working on the nexus between housing and economic mobility, particularly for families of color and those geographically disconnected from opportunity. Some examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:

• Cross-sector alignment between housing providers, educational institutions, anchor institutions/major employers, and workforce development partners.
• Housing-based service models that support economic mobility of residents.
• Activities that connect housing and opportunities to build power and autonomy or value in community as foundational to economic success.
• Investing in viable job training models.
• Closing data gaps to track and analyze neighborhood characteristics that promote economic mobility.

C. Ohio Market Contact Information - For questions about Ohio priorities, please contact Elizabeth Richards, Sr. Program Director, at erichards@enterprisecommunity.org
A. Pacific Northwest Geographic Area Definition
The Pacific Northwest (PNW) Market geography includes the Seattle Metro area, including King, Pierce and Snohomish Counties and the Portland Metro area, including Multnomah, Clackamas and Washington County in Oregon, and Clark County in Washington.

Applications will also be accepted for areas outside of our geography of focus in Oregon and Washington if they align with the priority program areas listed below, but please note that grants awarded in these areas will be less frequent than grants awarded within the above-mentioned counties. Rural applicants are welcome to apply to either this LOI or the Rural & Native American LOI instead.

B. Pacific Northwest Market Program Area Priorities
The PNW Market will also accept applications from all program areas, but is especially interested in receiving applications under the following program areas specifically, in order of importance:

### Program Area 4: Economic Mobility
To escape poverty, affordable housing is needed but additional supports are required. The PNW Market area is interested in building organizational capacity to expand connections between affordable housing and educational opportunities that will improve economic mobility for residents. We are particularly interested in development of affordable housing in conjunction with early learning facilities and services that will provide benefits to residents and the surrounding community. Funded activities are anticipated to include:

- Predevelopment;
- Partnership exploration and negotiation;
- Capacity building

Grantees will be expected to participate in quarterly Home & Hope grantee convenings to share learning and experience and advance the education—affordable housing connection.

### Program Area 1: Housing Stability
The PNW has experienced extreme increases in rent, housing and land prices due to job growth, housing shortages and similar trends. These same factors, as well as social services gaps, have led to a high increase in homelessness. To address these issues, we are prioritizing organizational capacity to innovate how to address new and expanding challenges, which include the escalating cost to build more affordable housing. Areas for innovation include:

- Use of publicly owned, tax-exempt surplus land;
- New Financing models;
- New Construction techniques;
- Mixed-use and income approaches; and
- Partnerships (with private developers, schools and other organizations or entities that wish to expand public benefit and affordable housing) to catalyze development of affordable housing and service space.
Program Area 2: Organizational Capacity Building

As the PNW region continues to experience an economic boom, low-income communities and communities of color are extremely vulnerable to displacement. These communities also often lack strong CDC capacity to address the forces of gentrification and foster affordable housing and community development that is appropriate to community needs. Capacity building for CDC’s and similar organizations to address specific projects and identify and implement viable development strategies are sought. Some areas include:

- Leadership and staff development;
- Strategic planning; and
- Increased staff capacity.

C. Pacific Northwest Market Contact Information

Questions about the Pacific Northwest Priority Areas may be submitted to Taylor Robinson by email (trobinson@enterprisecommunity.org) or by phone (206-204-3421).
A. Southeast Market Geographic Area Covered
The Southeast Market geographic area includes:

<table>
<thead>
<tr>
<th>Alabama:</th>
<th>Florida:</th>
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<tbody>
<tr>
<td>• Birmingham - Hoover, AL MSA</td>
<td>• Miami-Ft Lauderdale-West Palm Beach, FL MSA</td>
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<td>• Orlando-Kissimmee-Sanford, FL MSA</td>
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<td>• Monroe County, FL MSA</td>
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<th>Georgia:</th>
<th>North Carolina:</th>
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<td>• Atlanta-Sandy Springs-Roswell, GA MSA</td>
<td>• Charlotte-Concord-Gastonia, NC-SC MSA</td>
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<td>• Savannah, GA MSA</td>
<td>• Raleigh, NC MSA</td>
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<td>• Durham-Chapel Hill, NC MSA</td>
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<td>• Asheville, NC MSA</td>
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<tr>
<th>South Carolina</th>
<th>Tennessee:</th>
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<tr>
<td>• Columbia, SC MSA</td>
<td>• Nashville-Davidson-Murfreesboro-Franklin, TN MSA</td>
</tr>
<tr>
<td>• Charleston-North Charleston, SC MSA</td>
<td>• Memphis, TN-MS-AR Metropolitan Statistical Area</td>
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<tr>
<td>• Spartanburg, SC MSA</td>
<td>• Chattanooga, TN-GA MSA</td>
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<tr>
<td>• Greenville-Anderson-Mauldin, SC MSA</td>
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B. Southeast Market Program Area Priorities
Applications will be accepted under all Program Areas, with the following being given priority:

**Program Area 1: Housing Stability**

Housing and community development solutions are more important than ever, with more than 19 million households in the United States paying more than 30 percent of their income on housing. Enterprise SE will support CDCs and CHDOs that are making investments in activities that address housing insecurity through production and preservation of affordable housing units. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:

1. Preservation, production or expansion of Subsidized affordable housing or Naturally Occurring Affordable Housing (NOAH) to stabilize communities.
   - Single Family
   - Small-Medium MF (2-49 units)
   - Large MF – 50 units and above

2. Preserving units affordable to low and moderate-income people (e.g. Subsidized (HUD, LIHTC, Permanent Supportive Housing, Seniors), Public Housing, Faith-Based Development (FBDI), Equitable Transit-Oriented Development/TOD, Naturally Occurring Affordable Housing).
   - Single Family
   - Small-Medium MF (2-49 units)
   - Large MF – 50 units and above
3. Increasing the stock of affordable housing and community facilities that benefit the broader community by partnering with faith-based organizations and houses of worship. Activities that advance the vision to create safe, sustainable communities by working to improve undeveloped and underutilized faith-based owned property. More specifically:
   - Building the capacity of the CDCs/CHDOs to expand partnerships with faith-based organizations to leverage resources.
   - Assisting faith-based organizations and their related CDCs/CHDOs with technical assistance to begin predevelopment of their projects.

*A minimum of 20 units is encouraged in the production/preservation of both Single and Multi-Family Units.

**Program Area 2: Organizational Capacity Building**

Activities funded through this program area should result in stronger, more financially viable and diverse organizations that are better positioned to fulfill their missions and remain a voice for their community. Common examples of activities (though not an exhaustive list) that Enterprise may fund under this Program Area include:

- Improving back office functionality/accounting systems
- Leadership development and successful leadership transitions
- Supporting recruitment, training and practices to diversify the organization’s staff, leadership and/or board to reflect the community served.
- Expanding services that will deepen the organization’s work to support underrepresented and underserved populations

**Program Area 3: Equitable Climate Resilience**

Enterprise seeks to support CDCs and CHDOs responding to the continued threat of natural disasters and ongoing disaster recovery work. Common examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:

- Develop comprehensive disaster plans to protect buildings, residents and business operations.
- Support activities that promote the resilience of housing and services to withstand extreme weather and/or technical assistance for staff that will help the organization achieve greater understanding of resilience measures for the development of single family and multifamily projects.

**Program Area 4: Economic Mobility**

Enterprise SE seeks to support CDCs and CHDOs actively working on the nexus between housing and economic mobility, particularly for families of color and those geographically disconnected from opportunity. Some examples, but not an exhaustive list, of activities that Enterprise may fund under this program area include:

- Cross-sector alignment between housing providers, educational institutions, anchor institutions/major employers, and workforce development partners.
- Housing-based service models that support economic mobility of residents.
- Activities that connect housing and opportunities to build power and autonomy or value in community as foundational to economic success.
- Investing in viable job training models.
- Closing data gaps to track and analyze neighborhood characteristics that promote economic mobility.

### C. Southeast Market Information Session

### D. Southeast Market Contact Information
Shannon Ball, Program Associate, [SBall@enterprisecommunity.org](mailto:SBall@enterprisecommunity.org) or 404-698-4613
A. Southern California Geographic Area Covered
The 10 counties in Southern California (Kern, San Luis Obispo, Santa Barbara, Ventura, Los Angeles, Riverside, San Bernardino, Orange, San Diego, Imperial), unless limited in a specific Priorities below.

B. Southern California Market Program Area Priorities
Applications in the Southern California Market will be accepted across all program areas with preference given to the following focus areas which are listed in no order of importance.

<table>
<thead>
<tr>
<th>Program Area 3: Equitable Climate Resilience</th>
<th>Geographic Priority</th>
<th>Additional Criteria</th>
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| Enterprise Southern California’s Sustainable Connected Communities (SCC) Initiative is committed to bridging silos and building capacity within strategic, multi-sector partnerships that build and preserve opportunity-connected, affordable homes for extremely-low and very low-income people in communities of color who are particularly vulnerable to the negative effects of infrastructure investments, gentrification, and climate change. A variety of measures are needed to protect low-income communities and communities of color from the involuntary displacement of residents and small businesses, including resilience measures to protect these communities from devastating episodes of extreme heat, flooding, and seismic events. | The following communities in Los Angeles County: • Crenshaw Corridor • East Hollywood • Boyle Heights + East LA • Inglewood • Lincoln Heights • Little Tokyo • Chinatown • Long Beach • “Slate Z” and South Los Angeles • Unincorporated Los Angeles County • Lower and Upper Los Angeles River | Grant Amount: Up to $45,000 Eligibility: • Competitive applicants must demonstrate a meaningful community engagement history in the project area, or have an MOU with a community-based partner that will conduct meaningful community engagement for the applicant • Recipients may be required to participate in our local Sustainable Connected Communities Neighborhood and Regional Exchange Program Area 4: Economic Mobility | Enterprise Southern California invites applications under Program Area 3 subject to the geographic priority and additional criteria detailed here. | Los Angeles County, with a focus on the SCC communities outlined above. | Grant Amount: Up to $45,000 Eligibility: • Competitive applicants must demonstrate a meaningful community engagement history in the project area, or have
Enterprise’s Small-Medium Multifamily (SMMF) Preservation pilot acknowledges that the vast majority of housing in Los Angeles County is small multifamily (2-49 units) housing. While this stock is unsubsidized, non-deed restricted affordable housing in historically low-income neighborhoods, gentrification, unprecedented investment in public infrastructure, and other market factors are leading to the displacement of long-term residents. Our focus is to develop strategies that preserve the affordability of small multifamily properties as one way to address resident displacement. Grant funding will be available to CDCs and CHDOs to build their capacity to acquire, operate and own small multifamily properties. Proposals must include plans to acquire, rehab and hold an SMMF for long term affordability in designated geographic priority areas.

**Program Area 1: Housing Stability**

Enterprise Southern California’s Supportive Housing & Homelessness Initiative invites applications which include one or more priority areas:

1. **Supportive Housing Production** –
   Applications in this area should respond to the technical and/or infrastructure needs to accelerate pipelines, ensure organizational capacity to increase the supply of supportive housing in the region, and/or explore new, scalable housing concepts that maximize speed and efficiency to reduce development costs and timelines.

2. **Preserving Aging Supportive Housing** –
   Proposers can request financial or technical support to restructure one or more at-risk, aging

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| Enterprise’s Small-Medium Multifamily (SMMF) Preservation | Los Angeles County, with a focus on the SCC communities outlined above. | Grant Amount: Up to $45,000

**Eligibility:**
- Competitive applicants must have experience owning and/or operating one or more small multifamily properties
- Recipients will be expected to participate in small multifamily preservation trainings and convenings

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<th>Program Area 1: Housing Stability</th>
<th>Geographic Priority</th>
<th>Additional Criteria</th>
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| Enterprise Southern California’s Supportive Housing & Homelessness Initiative | Los Angeles County | Grant Amount: Up to $40,000

**Eligibility (applies only to Preserving Aging Supportive Housing Requests):**
- Successful history in the care and housing of chronically homeless persons.
- Minimum of 5 years of successful history with developing, owning and operating PSH
3. IMPLEMENTING HOUSING FIRST AND COORDINATED ENTRY FOR HIGH ACUITY POPULATIONS - Proposers should describe how grant funds can uniquely position the organization to be more capable to implement a housing first model, utilize CES, and altogether promote greater success serving high acuity populations exiting homelessness.

C. Southern California Market Contact Information
Questions specific to Southern California Priority Areas may be submitted to Ramon Mendez, rmendez@enterprisecommunity.org
Appendices
Appendix A – Eligibility Requirements

HUD Section 4 Program – Eligible Organizational Types

Section 4 Capacity Building grant funds are limited to CDCs and CHDOs as defined by the Section 4 program.

A CDC is a nonprofit organization that undertakes eligible Section 4 Capacity Building Program activities and that meets these qualifications:

• Is organized under federal, state or local law to engage in community development activities (which may include housing and economic development activities) primarily within an identified geographic area of operation;
• Is governed by a board of directors composed of community residents, business, and civic leaders -- this includes faith-based community development corporations;
• Has as its primary purpose the improvement of the physical, economic or social environment of its geographic area of operation by addressing one or more critical problems of the area, with particular attention to the needs of persons of low income;
• Is neither controlled by, nor under the direction of, individuals or entities seeking to derive profit or gain from the organization;
• Has a tax exemption ruling from the Internal Revenue Service under section 501(c)(3) or 501(c)(4) of the Internal Revenue Code of 1986 (26 CFR 1.501(c)(3)-1);
• Has standards of financial accountability that conform to 24 CFR (Code of Federal Regulation) 84.21, Standards for Financial Management Systems;
• Is not an agency or instrumentality of a state or local government;
• For urban areas, “community” may be a neighborhood or neighborhoods, city, county or metropolitan area; for rural areas, it may be a neighborhood or neighborhoods, town, village, county or multi-county area (but not the entire state).

A CDC that does not qualify under the definition above may also be determined to qualify as an eligible entity if:

• It is an entity organized pursuant to section 301(d) of the Small Business Investment Act of 1958 (15 U.S.C. 681(d)), including those which are profit making; or
• It is a Small Business Administration (SBA) approved Section 501 State Development Company or Section 502 Local Development Company, or a SBA Certified Section 503 Company under the Small Business Investment Act of 1958, as amended; or
• The recipient demonstrates to the satisfaction of HUD, through the provision of information regarding the organization’s charter and by-laws, that the organization is sufficiently similar in purpose, function, and scope to those entities qualifying under definition above.
• It is a State or locally chartered organization; however, the State or local government may not have the right to appoint more than one-third of the membership of the organization’s governing body and no more than one-third of the board member may be public officials or employees of the State or local government entity chartering the organization. Board members appointed by the State or local government may not appoint the remaining two-thirds of the board members.

Note: Membership organizations are not eligible to apply under this funding opportunity.
A Community Development Housing Organization (CHDO) is defined in the HOME Investment Partnerships Program (HOME Program) regulation at 24 CFR 92.2. The HOME Program is authorized by the HOME Investment Partnerships Act at title II of the Cranston-Gonzalez National Affordable Housing Act, as amended, 42 U.S.C. 12701 et seq.

Additional information about CHDOs and obtaining CHDO status can be found at https://www.hudexchange.info/home/topics/chdo/

Enterprise Community Partners – Additional Eligibility Requirements
Enterprise also requires that Applicants have appropriate and demonstrated staff capacity to successfully perform the proposed activities. Demonstrated Staff Capacity is defined as Staff – either full-time, part-time and/or contract employees – must have experience relevant to the proposed project or program and are responsible for the day-to-day organizational duties for the project and beyond.

An Applicant may not rely solely on volunteers, donated staff, board members or consultants to meet the capacity requirement.
Appendix B - Eligible Activities & Allowable Costs

a. Eligible Activities
Grant funds must be used to enhance the technical and administrative capabilities of CDCs and CHDOs. Grant funds may be used for predevelopment assistance or other financial assistance to CDCs and CHDOs to carry out community development and affordable housing activities that benefit low-income families and persons.

b. Allowable Costs
Enterprise is one of three (3) intermediaries under the HUD Section 4 Capacity Building Program along with Local Initiatives Support Corporation (LISC) and Habitat for Humanity International. Applicants that have received funding and/or have pending applications with LISC or Habitat for Humanity International will not receive funding for the same activities/costs under this funding opportunity. It is the responsibility of the Applicant to retract pending applications or decline funding from other intermediaries if funding is requested for the same costs or activities before accepting a grant award from Enterprise. Failure to do so may jeopardize the Applicant’s ability to receive current and future funding from Enterprise.

All expenditures must be allowable, allocable and reasonable in accordance with the applicable Federal cost principles.

Pursuant to the Federal Grant Agreement, grants shall be governed at 2 CFR 200 (for State, Local and federally recognized Indian Tribal Governments, Higher Education, Hospitals and other Non-Profit Organizations). Refer to the following applicable Federal cost principles for more information: http://tinyurl.com/nxawgds

c. Examples of Eligible Activities and Allowable Costs
Common examples (but not an exhaustive list) of capacity-building activities that can be funded include the following costs.

- **Staff Salaries** – for existing staff members or new staff members, which can include fringe benefits.
- **Consultants** – for capacity-building activities that fall within the program areas of the LOI. Organizational/financial assessments are some examples of eligible consultant activities. However, consultants shall be chosen through full and open competition and must possess the ability to perform successfully under the terms and conditions of the proposed activity with price and other facts considered. Consultant pricing shall be fair, reasonable and comparable to pricing of other entities providing similar services. For more information on funding consultants with Section 4 grant dollars refer to Appendix E in the Grants Guide.
- **Staff or Board Training** – topics can include housing development, financial management, economic development, asset management, board development or technology delivered through seminars/workshops or by a consultant.
- **Computer Software/Hardware** – or other essential technical equipment.
- **Other Professional Services** – as required for project/portfolio or financial planning.

Grant funds **may not** be used for the following costs:
Ongoing business expenses or organization costs defined as rent, telephone bills, insurance, etc.
- Policy or advocacy costs.
- Direct and indirect construction costs.¹
- Giveaways/prizes, incentives, stipends.
- Expenses for new lines of business or start-up costs, including staff and consultant fees related to these efforts.
- Fines, penalties and judgments.
- Fundraising activities.
- Interest and other financing costs.
- Dues for lobbying activities.
- Investment costs.
- Contributions and donations.
- Policy or advocacy costs.
- Entertainment costs, including amusement, diversion, social activities and alcohol.
- Giveaways/prizes, incentives, stipends.
- Fines, penalties and judgments.
- Contingency reserves.
- Other costs pursuant to program or regulatory requirements.

d. Administrative Requirements

Applicants that are invited to submit a full proposal, and those that receive a Recommendation of Award from Enterprise, should be aware of the requirements associated with each. Applicants are encouraged to review our Grants Guide for more information.

Applicants and Awardees should be aware of the following:

- **Executed Grant Agreement** – Enterprise cannot finalize grant commitments until the conditions of the award are satisfied and a grant agreement is executed (signed) by Enterprise and the Grantee organization.
- **Cost Reimbursement** - All grants are awarded on a cost reimbursement basis; grant disbursements occur after expenses have been incurred. All Grantees are required to submit an activity report documenting their work to date with the disbursement request. Additionally, some Grantees will be required to submit documentation supporting the expenses being invoiced.
- **Data Universal Numbering System (DUNS)** - All organizations receiving federal funds are required to obtain a DUNS number, including subcontractors and consultants of Grantees. The DUNS # is a unique nine-character number assigned by Dun and Bradstreet, Inc. that identifies an organization. Enterprise will not issue a grant agreement if a DUNS number has not been provided. For questions on obtaining a DUNS number refer to Appendix B in the Grants Guide.
- **System for Award Management (SAM) Registration** – Awardees and all subcontractors and consultants engaged by Grantees through this award must be registered in SAM. SAM must remain active throughout the lifecycle of the grant, and Awardees must provide verification that they have an active account in SAM before Enterprise will issue a grant agreement. In addition, grantees must not have active exclusions or delinquent federal debt and may not be currently debarred, suspended, proposed for debarment or declared ineligible for awards by any federal agency. For questions on registering refer to Appendix B in the Grants Guide.

¹ Use of grant funds must comply with HUD’s environmental regulations in 24 CFR Part 50. Project must have approval from the local HUD field office to use funds for direct or indirect construction costs or other costs as required by 24 CFR Part 50.
- **Questionnaire for Sub-recipients of Federal Funding** – Applicants are required to complete one of two Sub-Recipient Questionnaires and provide the requested supporting documentation to ensure they have the systems and internal controls in place to successfully manage federal funds. This request is based on federal requirements contained in 2 CFR 200 which requires Enterprise to review and evaluate the risk associated with potential Grantees prior to making awards. If deemed necessary, Grantees are required to participate in an on-site organizational assessment as well as subsequent program audits. Enterprise will not issue a grant agreement until all documentation has been submitted and the assessment review has been completed. To view the full Questionnaire designed for new Applicants or Applicants that have not applied for funding from Enterprise in the last two years, refer to Appendix G in the Grants Guide and to view the Questionnaire for Previous Applicants, designed for Applicants that have applied for funding in the last two years, refer to Appendix H in the Grants Guide.

- **Good Standing** – Awardees must be in good standing within their state of incorporation. In addition, any current or previously received grants, loans or contracts from Enterprise must be in good standing. For the purposes of this guide, good standing means that current Grantees are incurring costs and requesting reimbursement in a timely manner, communicating with Enterprise as soon as any shifts in scope or budget are identified, and responding to all requests by stated deadlines. For grants that have ended, all close out reports must be submitted, completed and on file. For contracts and loans, this means that consultants and borrowers must be in compliance with the regulations governing the use of federal funds.

- **Federal Provisions** – Included in all grant agreements, this document explains the administrative standards and provisions that the grant is governed by. Grantees must sign and return a copy of the Federal Provisions along with their signed Grant Agreement.

- **Federal Funding Accountability and Transparency Act (FFATA)** – As applicable, Grantees must comply (as applicable) with FFATA and provide necessary information to enable Enterprise to comply with FFATA reporting requirements. Please visit [http://www.fsrs.gov](http://www.fsrs.gov) for more information.

- **Reporting** – Grantees are required to provide an Activities Report with each disbursement request detailing the progress made against proposed activities and measurable outcomes. At the close of the grant, a Case Study, Production Tracker, Match if available, Backup documentation, Close Out documents, and any deliverables created as a result of the award.

- **Match** - The Section 4 program requires Enterprise to raise match from private sources for every dollar of Section 4 funds spent. Enterprise in turn requests that Grantees demonstrate their ability to provide matching dollars at a 3:1 ratio to assist Enterprise in meeting this requirement. See Appendix C in the Grants Guide for additional information.

- **Dedicated Staff Contacts** – Grantees are required to meet (in-person or via phone) with Enterprise staff to finalize the grant agreement before the agreement is executed. Additionally, to ensure good communication and consistent project progress, periodic meetings will take place with dedicated grant management and programmatic staff.

- **Work Products** – For our records, we request that any work products (i.e. reports, work plans, etc.) developed through grant funding be shared with Enterprise at the end of the grant term.

- **Sharing Knowledge with the Field** – Grantees may be asked to participate in a webinar, conference call, panel discussion, or other activity to share outcomes from their grant award with the field. It is our expectation that Grantees participate when possible.
Appendix C – SlideRoom User Guide

Summary: Enterprise is using SlideRoom, an online software system, as its application portal. Applicants must register in SlideRoom to apply. Applications submitted outside of SlideRoom will not be accepted.

IMPORTANT: SlideRoom automatically saves your work as you go and you can log in and out as many times as you need to complete your application. However, once you submit your application, you will not be able to make any changes. Please carefully review your application before submitting.

REGISTER FOR A SLIDEROOM ACCOUNT

1. Click here to begin the registration process (https://enterprise.slideroom.com/#/Login). You'll be taken to a sign-up form.

2. Enter your email address, then create and confirm a password. Agree to the terms of service and click Sign Up. Now you have registered for a SlideRoom account.

You can activate your account by checking your email. You will see an email from notify@slideroom.com with a link you can click to log in using your email address and password. If you don't see the email, wait a few minutes, then check your spam or junk folders. If you still can't find it, contact our SlideRoom support team (https://support.slideroom.com/customer/portal/emails/new

BEGIN YOUR APPLICATION

Now that you have created and confirmed your SlideRoom account, you can begin your application.

1. Once logged in, you will see a Directory listing the available grant programs that you can apply to at Enterprise.

2. To get started, click your chosen grant program.
   • There are two open Section 4 Funding Opportunities – 1) National and 2) Rural & Native American. Carefully review each LOI and select the appropriate funding opportunity.
   • Applicants may apply to only one of the open LOI funding opportunities.
3. The next screen you will see shows an overview of the program you are applying to. Here, you will have a chance to learn more about what is required, what questions you need to be prepared to answer, and anything else you’ll need to complete the application.

4. When you have gathered everything you need, click the blue **Begin Application** button at the top of the page.

   **Note:** If this is your first time filling out an application through SlideRoom, you will be prompted to set up your profile. This includes basic contact information. Make sure this information is correct and up to date. If you need to change it later, you can always do so by clicking your name in the top-right corner of your dashboard and clicking **Account Information**.

5. When you're done filling out this form, click the blue **Continue to Application** button to be taken to the application itself. The first thing you will see is any application form(s) with questions that must be answered.

6. To navigate through the forms, use the buttons along the left side of the page. To navigate to different sections of the application, use the buttons along the top of the page. Or, you can click **Continue to the next step** at the bottom of the page, or the green **Next** button at the top to take you to the next part of the application.

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**SUBMIT YOUR APPLICATION**

1. When you have completed all the requirements you are ready to submit. Clicking on the Submit tab will take you to a screen where you can review your application by clicking a link at the top of the screen. If you have omitted any required questions, you will see another link in red at the top of the screen that will take you back to those questions in the application.

2. **Make sure to review your application carefully, since you will not be able to make any changes once you have submitted.**

3. When you are sure your application is as great as can be, press the blue **Submit Application** button.

4. That’s it! Your application is now submitted. You will see a confirmation screen with your application ID number; the date and time of your submission; and the program you submitted to. Finally, you will receive a confirmation email as well with information pertaining to your submission. Keep this email for your records.

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**ADDITIONAL RESOURCES**

SlideRoom Applicant Help Center  
SlideRoom Support Email

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*2019 Section 4 Request for Letters of Interest*  
*National*
Definitions

Community Development Corporation (CDC) - a nonprofit organization that undertakes eligible Section 4 Capacity Building Program activities and that meets these qualifications:

- Is organized under federal, state or local law to engage in community development activities (which may include housing and economic development activities) primarily within an identified geographic area of operation;
- Is governed by a board of directors composed of community residents, business, and civic leaders -- this includes faith-based community development corporations;
- Has as its primary purpose the improvement of the physical, economic or social environment of its geographic area of operation by addressing one or more critical problems of the area, with particular attention to the needs of persons of low income;
- Is neither controlled by, nor under the direction of, individuals or entities seeking to derive profit or gain from the organization;
- Has a tax exemption ruling from the Internal Revenue Service under section 501(c)(3) or 501(c)(4) of the Internal Revenue Code of 1986 (26 CFR 1.501(c)(3)-1);
- Has standards of financial accountability that conform to 24 CFR (Code of Federal Regulation) 84.21, Standards for Financial Management Systems;
- Is not an agency or instrumentality of a state or local government;
- For urban areas, “community” may be a neighborhood or neighborhoods, city, county or metropolitan area; for rural areas, it may be a neighborhood or neighborhoods, town, village, county or multi-county area (but not the entire state).

A CDC that does not qualify under the definition above may also be determined to qualify as an eligible entity if:

- It is an entity organized pursuant to section 301(d) of the Small Business Investment Act of 1958 (15 U.S.C. 681(d)), including those which are profit making; or
- It is a Small Business Administration (SBA) approved Section 501 State Development Company or Section 502 Local Development Company, or a SBA Certified Section 503 Company under the Small Business Investment Act of 1958, as amended: or
- The recipient demonstrates to the satisfaction of HUD, through the provision of information regarding the organization’s charter and by-laws, that the organization is sufficiently similar in purpose, function, and scope to those entities qualifying under definition above.
- It is a State or locally chartered organization; however, the State or local government may not have the right to appoint more than one-third of the membership of the organization’s governing body and no more than one-third of the board member may be public officials or employees of the State or local government entity chartering the organization. Board members appointed by the State or local government may not appoint the remaining two-thirds of the board members.

Community Development Housing Organization (CHDO) is defined in the HOME Investment Partnerships Program (HOME Program) regulation at 24 CFR 92.2. The HOME Program is authorized by the HOME Investment Partnerships Act at title II of the Cranston-Gonzalez National Affordable Housing Act, as amended, 42 U.S.C. 12701 et seq. Additional information about CHDOs and obtaining CHDO status can be found at https://www.hudexchange.info/home/topics/chdo/
Family: Family refers to the definition of “family” in 24 CFR 5.403. Family includes, but is not limited to, the following, regardless of actual or perceived sexual orientation, gender identity, or marital status:

1. A single person, who may be an elderly person, displaced person, disabled person, near-elderly person, or any other single person; or

2. A group of persons residing together, and such group includes, but is not limited to:

   a. A family with or without children (a child who is temporarily away from the home because of placement in foster care is considered a member of the family);
   b. An elderly family;
   c. A near-elderly family;
   d. A disabled family;
   e. A displaced family; and
   f. The remaining member of a tenant family.

Household: Household means all the persons occupying a housing unit. The occupants may be a family as defined in 24 CFR 5.403; two or more families living together, or any other group of related or unrelated persons who share living arrangements, regardless of actual or perceived sexual orientation, gender identity, or marital status.

Low- and moderate-income household: Low- and moderate-income household means a household having an income equal to or less than the Section 8 low-income limit established by HUD, which means a household whose income does not exceed 80 percent of the AMI.

Low- and moderate-income person: Low- and moderate-income person means a member of a family having an income equal to or less than the Section 8 low-income limit established by HUD, which means an individual whose income does not exceed 80 percent of the AMI. Unrelated individuals will be considered as one-person families for this purpose.

Low-income household: Low-income household means a household having an income equal to or less than the Section 8 very low-income limit established by HUD, which means a household whose income does not exceed 50 percent of the Area Median Income (AMI).

Low-income person: Low-income person means a member of a family that has an income equal to or less than the Section 8 very low-income limit established by HUD, which means an individual whose income does not exceed 50 percent of the AMI. Unrelated individuals shall be considered as one-person families for this purpose.

Rural area: A rural area is a statistical geographic entity delineated by the Census Bureau that does not meet the definition of an urbanized area. An urbanized area is a statistical geographic entity delineated by the US Census Bureau, consisting of densely settled census tracts and blocks and adjacent densely settled territory that together contain at least 50,000 people. As of the 2010 decennial census, the United States contained 486 urbanized areas with an additional 11 in Puerto Rico. For more information about urbanized areas, including maps, FAQs, and reference manuals, please refer to this Census Bureau website - https://www.census.gov/geo/reference/webatlas/uas.html.