



# **EnVision Center Operations Guide**

**Effective Date:**

**November 6, 2019**

# Table of Contents

<b><u>I. The EnVision Center Demonstration .....</u></b>	<b><u>1</u></b>
<b><u>II. Setting Up an EnVision Center Site .....</u></b>	<b><u>1</u></b>
Step 1: Determine if your community is prepared to participate in the EnVision Center Demonstration .....	1
Step 2: Submit Application Package .....	2
Step 3: Maintain and Operate the Site.....	4
<b><u>III. Community Engagement .....</u></b>	<b><u>4</u></b>
A. Empower Community Residents as Ambassadors .....	4
B. Enlist Staff with Strong Relationships .....	5
C. Organize Engagement Events .....	5
<b><u>IV. Leveraging Federal Funds.....</u></b>	<b><u>5</u></b>
A. Federal Programs.....	5
B. Community Development Block Grant Funds .....	5
C. Public Housing Funds.....	5
D. Funding Available to Tribes/Tribally Designated Housing Entities (TDHEs).....	7
<b><u>V. Philanthropic and Corporate Partners .....</u></b>	<b><u>9</u></b>
<b><u>VI. Inquiries.....</u></b>	<b><u>9</u></b>
<b><u>XI. Appendix A – EnVision Center Regional Points of Contact .....</u></b>	<b><u>10</u></b>
<b><u>VIII. Appendix B – Federal Programs that align with the Four Pillars.....</u></b>	<b><u>12</u></b>
Department of Agriculture.....	12
Department of Commerce .....	14
Department of Health and Human Services.....	16
Department of Housing and Urban Development .....	17

Department of Labor .....	19
Department of Treasury .....	20
<b><u>IX. Appendix C – Templates.....</u></b>	<b><u>21</u></b>
<b><u>Commitment Letter Template .....</u></b>	<b><u>21</u></b>
Action Plan Template .....	22
Quarterly Report Template .....	25
EnVision Center Customer Satisfaction Survey .....	27
<b><u>X. Appendix D – Sample Goals.....</u></b>	<b><u>28</u></b>

## I. The EnVision Center Demonstration

The EnVision Center Demonstration supports the delivery of integrated services from philanthropic organizations, private industry, and all levels of government thereby increasing the opportunity for low-income families to achieve self-sufficiency.

The Demonstration supports and develops “one-stop” or “single-site” service centers. The differentiating factor that makes EnVision Centers uniquely effective is deliberate effort at the federal level to coordinate delivery of mutually reinforcing self-sufficiency and economic development programs. EnVision Centers may be established by many different types of organizations including but not limited to local governments, public housing authorities, non-profit organizations, and tribal governments.

Each Demonstration Site organizes services and programs in a model called the Four Pillars of Self-Sufficiency: 1) Economic Empowerment, 2) Educational Advancement, 3) Health and Wellness, and 4) Character and Leadership. Programs from across the federal government can be categorized under the Four Pillars and when delivered in an integrated way create synergy that can improve individual outcomes as well as enhance program efficiency and effectiveness.

The Secretary of Housing and Urban Development, as Chairman of the White House Opportunity and Revitalization Council, has made the EnVision Center Demonstration an integral component of the federal strategy to address the needs and improve the economic conditions of under-served communities. The EnVision Center Demonstration supports the mission of the White House Opportunity and Revitalization Council by 1) stimulating economic opportunity and mobility, 2) increasing self-sufficiency, and 3) promoting economic development. The vision is to expand opportunities for low-income Americans by coordinating the delivery of programs across multiple departments and agencies and integrating those programs with local government and private resources at centralized locations.

## II. Setting Up an EnVision Center Site

### Step 1: Determine if your community is prepared to participate in the EnVision Center Demonstration

Together with your community partners, do the following:

- **Assess the community needs.** Assess community and resident needs in order to determine which services are suitable to meet those needs. This activity will inform the gap analysis in the Action Plan, a part of the application package, which is further explained in [Step 2](#).
- **Leverage partnerships.** Secure a commitment from partners and network organizations (e.g., Public Housing Authorities, foundations, non-profits, Tribes, Tribally Designated Housing Entities (TDHE), and other service providers) that provide services in the areas of the Four Pillars and are committed to promoting self-sufficiency.

- **Secure a commitment from the local executive official.** Secure commitments from the local leader, Mayor, City Administrator, Tribal Official, and/or County Executive. Communicate how EnVision Centers may build off the momentum of their prior experiences in running self-sufficiency programs.
- **Analyze existing and potential programmatic synergies:** Evaluate current program offerings and identify additional potential services that could be added and federal programs that could be utilized. e.g., federal initiatives or demonstrations such as Opportunity Zones, Promise Zones, Strong Cities, Strong Communities. *See [Section IV](#) and [Appendix B](#)* of this document, outlining available federal resources. This activity will also inform the gap analysis required in the Action Plan, a part of the application package, which is further explained in [Step 2](#).
- **Identify a brick and mortar location.** The EnVision Center should be near public housing or in a low-income neighborhood. Envision Center sites must be properly insured and compliant with all applicable laws and regulations (e.g., Americans with Disabilities Act, Occupational Safety and Health Administration regulations, etc.).

## Step 2: Submit Application Package

The Application Package consists of:

### 1. Commitment Letter

The Commitment Letter (see [Appendix C](#)) affirms the organization's commitment to empowering households to self-sufficiency.

A Commitment Letter must:

- Be on the letterhead of the partner organization(s) providing the EnVision Center service(s);
- Affirm the organization's commitment to providing services that align to at least one of the Four Pillars leading to self-sufficiency; and
- Be signed by the partner organization's executive and the EnVision Center Director.

### 2. Action Plan

The Action Plan (see [Appendix C](#)) outlines the operational plans of the EnVision Center. It also should describe how the EnVision Center's activities will align with the mission of the Demonstration.

The HUD Point of Contact or Site Lead will assist in completing the Action Plan. The template is short and straightforward, it includes the following:

- Site Information
  - Executive name, site street address, phone number, other staff POC and contact information
- Site Opening Date
  - If the application concerns a new location, enter the target date for the EnVision Center to begin operations (open the doors). If the site is already open and operating, indicate the target date for initial site designation or re-designation.
- Physical site and infrastructure details

- A brief physical description of the site, i.e., square footage, a stand-alone or attached building, number of floors, nearby transportation infrastructure
- Basic Operations Plan
  - Hours of operation and the number of staff employees.
- Funding
  - A brief description of sources of revenue, budget, and operating expenses.
- Marketing and Public Outreach
  - A brief statement regarding any planned or expected publicity efforts or media engagement included in the organization's marketing strategy/plan.
    - Media engagement can include but is not limited to social media, local news, a website, newsletters, flyers.
- Measurable goals
  - Set goals that are measurable from existing data, publicly available data, or easily obtainable data. You may utilize the Customer Satisfaction Survey (see Appendix C) or a similar form created by the EnVision Center. Goals should be established under each of the four EnVision Pillars. A sample set of EnVision Center goals are provided in Appendix D.
- Target Service Area
  - Include place-based initiative servicing counties and census tracts.
- Service Provision and Mission Alignment Information
  - Indicate the type of service, activities, or programming that will be provided at the EnVision Center site.
  - For each service list:
    - the target population to receive those services;
    - the name of the service provider;
    - the type of service provider<sup>1</sup> (federal agency, local government, non-profit, for profit organization, faith-based organization);
    - also indicate, in the appropriate column, the pillar with which the service aligns (see [Appendix C](#)). Multiple pillars per service may be selected. Use additional pages if necessary.
- Existing service gaps, i.e., the Gap Analysis
  - This is perhaps the most important part of the document for leveraging the power of the Demonstration and HUD staff can assist in its preparation.
  - A brief description of local customer engagement implemented to assess community needs, identify any service gaps, and a plan to address those gaps.
  - Please also provide a brief plan on how HUD can help you address any of the Four Pillars that are not currently supported by at least one service.

Submit applications electronically to [EnVisionCenter@hud.gov](mailto:EnVisionCenter@hud.gov) with your respective Regional Point of Contact copied (See [Appendix A](#)). Additionally, if you need assistance, HUD staff are available at your convenience through the Regional Point of Contact or your designated Site Lead. Once an application package is received, it will be reviewed by HUD on a rolling basis. If

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<sup>1</sup> Federal partnerships are highly encouraged, but not required. The federal partner may either directly fund the services offered or indirectly fund services through a state or local grantee.

found to be complete and the site is selected, the Regional Administrator will ultimately designate the EnVision Center as a participant in the Demonstration. If the application is incomplete, a HUD Point of Contact will reach out and attempt to help resolve the issue(s).

### **Step 3: Maintain and Operate the Site**

Manage the EnVision Center in a manner that aligns with the Four Pillars of the EnVision Center Demonstration. Operations include periodic reporting, use of the EnVision Center Customer Satisfaction Survey (see [Appendix C](#)) or a similar survey form created by the EnVision Center, and the Action Plan.<sup>2</sup> Set goals that are measurable from existing data, publicly available data, or easily obtainable data. A sample set of EnVision Center goals is provided in [Appendix D](#).

- A HUD Point of Contact or Site Lead will work with you to complete short quarterly reports (see [Appendix C](#)), which are submitted to [EnVisionCenter@hud.gov](mailto:EnVisionCenter@hud.gov) via email as an attached .pdf.<sup>3</sup>
- HUD Point of Contact or Site leads will assist with quarterly reports for each quarter of the federal fiscal year.
- Designation is at the discretion of the Department of Housing and Urban Development.
- The federally approved EnVision Center Customer Satisfaction Survey should be made available to EnVision Center customers, and responses should be periodically reviewed and considered by EnVision Center leadership to help inform improvement efforts. EnVision Center sites may develop their own surveys for use *in lieu of* the federally approved form.

This data collection will enable programs to qualify success, refine best practices, and scale up effective techniques.

## **III. Community Engagement**

### **A. Empower Community Residents as Ambassadors**

Residents understand the wants and needs of their neighbors and they can utilize existing resident engagement forums, such as adult and youth community Resident Councils. Resident Councils and advisory boards, residents employed through HUD's Section 3 programs, and resident volunteers should be involved in both strategy creation and resident outreach. Check in regularly with these groups and accept their guidance and counsel. If there are no existing resident engagement forums, consider establishing one. These forums will be instrumental in helping to ensure that community residents and their well-being remain the focal point of everything the EnVision Center does and offers.

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<sup>2</sup> Technical Assistance (TA) is available to assist EnVision Center [management](#) and staff in establishing, maintaining and operating centers. Please contact the regional POC (Appendix A) for more information.

<sup>3</sup> Definition: The phrase "unique individuals" in the Quarterly Report means that each person served by the EnVision Center is counted only once per quarter, even if that person is served multiple times. For example, if an individual is continually served by a recurring program (e.g. afterschool programs), that individual would only be counted once per quarter.

## **B. Enlist Staff with Strong Relationships**

Establish frontline staff (e.g. Service Coordinators, Intake and Relocation Specialists) that have strong relationships with subsidized housing and community residents, given the nature of their day-to-day work. Use these relationships as ways to strengthen your outreach efforts about EnVision Centers, as there is power in hearing information from a trusted source.

## **C. Organize Engagement Events**

Community events are a great way to build excitement for your EnVision Center and provide a platform for your current and potential partners and community residents to interact.

# **IV. Leveraging Federal Funds**

## **A. Federal Programs**

A key aspect of the EnVision Center Demonstration is to streamline federal interagency coordination. By collocating services from federal, state, Tribal, and municipal government along with local non-governmental service providers, it is anticipated that program integration and efficiencies will develop in an organic way and spur a better level of support to individuals and families seeking support. EnVision Centers are opportunities to break down government silos by using interagency partnerships. Working with your designated HUD point of contact, coordination of an interagency and public-private partnerships can occur, resulting in providing the best services for those we serve on their paths to self-sufficiency.

For examples of federal agency programs that could be aligned with the Four Pillars of EnVision Centers, please reference the table in [Appendix B](#).

## **B. Community Development Block Grant Funds**

Most local government entities utilize a public input process to determine use of their CDBG allocation. Depending on the community, there may be many competing demands for this funding. Local government entities typically create and use a committee to review applications and determine which projects will be funded. These committees may be comprised of elected officials, civil servants, and/or community residents. In most cities and towns, the city's community development and/or planning department oversees CDBG funds. For unincorporated areas or special districts, typically the county's office of community development and/or planning or a community development/planning agency oversees CDBG funds.<sup>4</sup>

## **C. Public Housing Funds**

Prior to approaching outside funders, an internal review of possible funds should be conducted. Consider the following:

- Does the PHA have available Capital Funds that could be allocated for some of this work? A similar analysis should be conducted of the PHA's Operating Fund.<sup>5</sup>

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<sup>4</sup> To find out more about how to incorporate CDBG funds in your community for developing your EnVision Center, review the guidance issued by HUD at: <https://www.hud.gov/sites/dfiles/OCHCO/documents/18-04cpdn.pdf>

<sup>5</sup> See statutory language available here: <http://www.gpo.gov/fdsys/granule/USCODE-2010-title42/USCODE-2010-title42-chap8-subchap1-sec1437g/content-detail.html>



- For the Capital Fund see: Section 9 (d) Capital Fund (of the 1937 Housing Act as amended) – subparagraph (1)(E) <sup>6</sup>
- For the Operating Fund see: Section 9 (e) Operating Fund (of the 1937 Housing Act as amended) – subparagraph (1)(K) <sup>7</sup>
- Does the PHA have a nonprofit arm that has federally recognized nonprofit status (e.g. 501(c)(3)) arm? If not, do some of your partners possess this status? State nonprofit status may also be an option however, philanthropies and other funders generally prefer to make donations to organizations that possess 501(c)(3) status.
- What percentage of your capital funds can be converted into operating funds?
  - Small PHAs (<250 units)
    - Small PHAs can use up to 100% of a Capital Fund Program (CFP) grant for Operating Fund Program (OFP) activities if the PHA does not have debt service payments, significant capital needs, or emergency needs<sup>8</sup>
  - Larger PHAs (>250 units)
    - A PHA with 250 or more public housing units may use no more than 20% of its annual Capital Fund grant for activities that are eligible under the Operating Fund.
  - Moving to Work (MTW)
    - With HUD approval, MTW agencies can merge their Section 8 voucher, public housing capital, and public housing operating funds; alter eligibility and rent policies, modify their funding agreements and reporting requirements with HUD, and make other changes.
- Has the EnVision Center engaged PHAs to capitalize on the following sources as potential options?
  - Section 3
  - Tenant Participation Funds
  - Though not a source of funding, PHAs could use the Community Service Requirement to obtain support from residents
- Do any of your stakeholders have a stream of funding that can be donated? You are encouraged to elaborate on any of the following funding sources:
  - Individual donors;
  - Corporations (some corporations such as Microsoft have local giving budgets);
  - Philanthropic organizations;
  - City or state-level funding; and
  - Federal grants.

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<sup>6</sup> See statutory language available here: <https://www.law.cornell.edu/cfr/text/24/part-905>

<sup>7</sup> See statutory language available here: <https://www.law.cornell.edu/cfr/text/24/part-990>

<sup>8</sup> For more information on small PHA fund flexibility: <https://www.hud.gov/sites/documents/PIH-2016-18.PDF>

## **D. Funding Available to Tribes/Tribally Designated Housing Entities (TDHEs)**

Tribally Designated Housing Entities adhere to different grant regulations. If you are contemplating establishing an EnVision Center on a reservation, consider the following:

- Does the Tribe/TDHE have available Funds that could be allocated for some of this work?
  - HUD issued ONAP Program Guidance 2001- 02T entitled “Eligible Affordable Housing Activities and Administrative Expenses,” which identifies eligible activities under the Native American Housing Assistance and Self-Determination Act (NAHASDA) Program. Many of the EnVision Center initiatives can be served under the housing services, crime prevention or potentially model activity components of NAHASDA.
- Does the Tribe/TDHE have a 501(c)(3) non-profit organization?
  - Non-Profit organizations can access private foundations, philanthropic organizations and other funding sources that Tribes/TDHEs may not be eligible to access.
- In addition to the above, Tribes/TDHEs are encouraged to consider the following resources:
  - Proceeds of Sale
  - Program Income
  - Tribal Funds and Tribal Departments
  - Gaming Revenue
  - Tribal Asset Coalition Grants
  - Tribal Individual Development Account Programs
  - Local Non-Profit Organizations and Faith-Based Entities
  - HUD Resident Opportunity and Supportive Services Program (ROSS)
  - The Treasury Department’s Community Development Financial Institutions (CDFI) Fund Native Initiatives. Native Initiatives further support the creation and expansion of Native CDFIs. Native CDFIs help Native Communities thrive and grow by increasing their access to credit, capital, and financial services. Please visit <http://www.cdfifund.gov/native>

HUD published an ONAP Program Guidance 2016-01<sup>9</sup> that identifies the ability to use Indian Housing Block Grant (IHBG) funds, Title VI Loan Guarantee Funds and Indian Community Development Block Grant (ICDBG) funds for broadband infrastructure. This notice also identifies the limitations on each funding source as well as other funding sources available for Tribes.

Of the federal programs, one of HUD’s programs, the Indian Community Development Block Grant (ICDBG) may have the broadest applicability both in terms of eligibility and what the funds may be used for. These funds are allocated on a competitive basis to federally recognized Indian tribe, band, group or nation (including Alaska Indians, Aleut, and Eskimos) or Alaska

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<sup>9</sup> For full ONAP program guidance language:  
<https://www.hud.gov/sites/documents/BROADBANDGUIDANCE.PDF>

Native village which has established a relationship to the Federal government as defined in the regulations at 24 CFR 1003.5 to create locally driven solutions to community and economic development challenges. The primary national objective of the ICDBG program is to benefit low-and moderate-income persons.

**TRIBAL TIP:** HUD recognizes the unique Government-to-Government relationship with American Indian and Alaska Native Tribes and acknowledges that a tribal community is a sovereign government. The distinctiveness of these participants in the EnVision Centers program is a partnership to support the efforts of developing programs for self-sufficiency. Tribes have a network of funding sources, including federal grants, and these sources may require a limited clientele based on their unique rules and regulations. The EnVision Center project recognizes the right for Tribes to direct services to limited clientele and in no way will it infringe upon the sovereignty and self-determination of a Tribe. Tribes may leverage resources within their Tribal departments; however, they may want to also consider local nonprofits and the faith-based community.

## **E. Healthy Homes Initiative Funds**

US Department of Housing and Urban Development Healthy Homes Initiative (HHI) protects children and their families from housing-related health and safety hazards.

The Healthy Homes Program addresses multiple childhood diseases and injuries in the home. The Initiative takes a comprehensive approach to these activities by focusing on housing-related hazards in a coordinated fashion, rather than addressing a single hazard at a time. The HHI builds upon HUD's successful Lead Hazard Control programs to expand its efforts to address a variety of environmental health and safety concerns including: [mold](#), [lead](#), [allergens](#), [asthma](#), [carbon monoxide](#), [home safety](#), [pesticides](#), and [radon](#). Healthy Homes grants focus on researching and demonstrating low-cost, effective home hazard assessment and intervention methods, as well as on public education that stresses ways in which communities can mitigate housing-related hazards. The [Healthy Homes Demonstration Program](#) and [Healthy Homes Technical Studies](#) are OHHLHC's two grant programs. Eligible activities may include:

- Developing low-cost methods for hazard assessment and intervention
- Evaluating the effectiveness of interventions
- Building local capacity to educate residents and mitigate hazards
- Developing and delivering public-education programs

Healthy Homes grants are awarded to non-profits, for-profit firms, state and local governments, federally recognized Indian Tribes and colleges and universities, located in the United States. HUD does not make awards directly to individuals. Information about applying for these grants is available at [Grants.gov](#). Additionally, if you are concerned about lead exposure in your community, HUD staff can assist in identifying resources to ensure children are tested for exposure.

## **V. Philanthropic and Corporate Partners**

Many existing EnVision Center sites have leveraged significant investment from philanthropic and corporate partners. HUD has hosted and will continue to host philanthropic roundtables to facilitate these types of connections through HUD's Office of International and Philanthropic Innovation. Oftentimes, successful EnVision Center sites will leverage existing or longstanding community ties and relationships. Your local HUD office can provide more information for engaging these communities.

## **VI. Inquiries**

Inquiries should be directed to [EnVisionCenter@hud.gov](mailto:EnVisionCenter@hud.gov) with Regional POC ([Appendix A](#)) copied and they will be responded to within one (1) business day.

## **XI. Appendix A – EnVision Center Regional Points of Contact**

Region	Name	Email Address	Office number
1	Marc Boucher	Marc.J.Boucher@hud.gov	860-240-4818
2	Barbara Gruson Henry Comas	Barbara.Gruson@hud.gov Henry.Comas@hud.gov	212-542-7342 212-542-7116
3	Sheppard Van Williams Lisa Nowinski	Sheppard.V.Williams@hud.gov Lisa.K.Nowinski@hud.gov	215-430-6628 215-430-6641
4	Alvera Crittendon	Alvera.Crittendon@hud.gov	678-732-2698
5	Scott Smith	Scott.P.Smith@hud.gov	412-401-3262
6	Linda Banks Michelle K. Tinnin (for Choctaw Nation EC)	Jerlinda.D.Banks@hud.gov Michelle.K.Tinnin@hud.gov	817-978-5619 405-609-8532
7	Jose Davis	Jose.R.Davis@hud.gov	913-551-6926
8	Sebastian Dawiskiba	Sebastian.Dawiskiba@hud.gov	303-672-5012
9	Angela Huang	Angela.Huang@hud.gov	213-534-2512
10	Michael Look	Michael.S.Look@hud.gov	206-220-5359

# HUD Office Locations



## VIII. Appendix B – Federal Programs that align with the Four Pillars

### Department of Agriculture

Program	Overview
<a href="#">8(a) Business Development Program</a>	To help provide a level playing field for small businesses owned by socially and economically disadvantaged people or entities, the government limits competition for certain contracts to businesses that participate in the 8(a) Business Development program. The federal government's goal is to award at least five percent of all federal contracting dollars to small disadvantaged businesses each year.
<a href="#">Supplemental Nutrition Assistance Program (SNAP)</a>	The Supplemental Nutrition Assistance Program (SNAP) provides benefits to low-income individuals and families and provides economic benefits to communities. SNAP is the largest program in the domestic hunger safety net. The Food and Nutrition Service (FNS) works with state agencies, nutrition educators, and neighborhood and faith-based organizations to ensure that those eligible for nutrition assistance can make informed decisions about applying for the program and can access benefits. Recipients spend their benefits (provided on an Electronic Benefits Transfer card that is used like an ATM card) to buy eligible food in authorized retail food stores.
<a href="#">School Breakfast Program</a>	Habitual and acute effects of breakfast and the effects of school breakfast programs (SBPs) indicated a mainly positive effect of breakfast on on-task behavior in the classroom. Suggestive evidence that habitual breakfast (frequency and quality) and SBPs have a positive effect on children's academic performance with clearest effects on mathematic and arithmetic grades in undernourished children.
<a href="#">National School Lunch Program</a>	The National School Lunch Program is a federally assisted meal program operating in public and nonprofit private schools and residential childcare institutions. It provides nutritionally balanced, low-cost or free lunches to children each school day. The program was established under the National School Lunch Act, signed by President Harry Truman in 1946. More than 15.5 million children utilize NSLP at varying levels (free/reduced).
<a href="#">Summer Food Service Program</a>	This summer, USDA plans to serve more than 200 million free meals to children 18 years and under at approved SFSP sites. In some cases, SFSP sites have been paired with Summer Youth Employment Programs to ensure youth participants don't sacrifice food security for job skills training.

Program	Overview
<a href="#">Women, Infants, and Children's (WIC) Nutrition Program</a>	The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) provides Federal grants to States for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.
FSA <a href="#">Youth Loans</a>	FSA makes loans to individual young persons to start and operate income-producing projects of modest size in connection with their participation in 4-H clubs, FFA, a Tribal youth group, or similar agricultural youth organization. The project being financed with an FSA Youth Loan needs to provide an opportunity for the young person to acquire experience and education in agriculture-related skills.
<a href="#">Youth Conservation Corps</a>	The U.S. Youth Conservation Corps (YCC) is a summer youth employment program that engages young people, ages 15 to 18, in meaningful work experiences on national parks, forests, wildlife refuges, and fish hatcheries. YCC supports the 21st Century Conservation Service Corps (21CSC) mission to put thousands of America's young people to work protecting, restoring, and enhancing America's great outdoors. YCC programming can be directly hired by the USFS or engaged by a partner. Goals are to increase YCC residential opportunities to engage young people with little experience or exposure to the great outdoors.
<a href="#">4-H Program</a>	Positive youth development programs engage youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youth's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships and furnishing the support needed to build on their leadership strengths.  <a href="http://bit.ly/NIFA4HScience">http://bit.ly/NIFA4HScience</a>
<a href="#">USDA Forest Service – Job Corps Center</a>	The USFS operates 28 Job Corps Civilian Conservation Centers (JCCCCs) on public lands under an interagency agreement between the U.S. Department of Labor (DOL). The Job Corps program provides economically disadvantaged youth, ages 16–24, with the academic, vocational, and social skills needed to pursue long-term, productive careers.
<a href="#">Public Land Corps Hiring Authority</a>	Public Land Corps noncompetitive hiring authority provides participants between 16-25 and opportunity for direct hire after completing 640 hours of eligible service



Program	Overview
	<a href="#">Public Lands Corps (PLC) Act of 1993 as amended by the Public Lands Corps Healthy Forests Restoration Act of 2005.</a>
<a href="#">21st Century Service Corps (21CSC) Partnership</a>	The 21st Century Service Corps (21CSC) partnership provides an enormous return on investment, allowing the Forest Service to address critical conservation restoration needs and simultaneously have a deep and lasting impact on the people who participate, thereby building the next generation of natural resource professionals. From FY 2014 through FY 2016, the agency has employed 30,000 youth and veterans on more than 2,000 distinct projects; expanded YCC jobs by 58 percent to 1,500 in FY 2016; implemented a Resource Assistants Program for students, recent graduates and others that is building a diverse pool of qualified and experienced candidates for permanent positions; and orchestrated growth in the 21CSC organization, recognizing and approving 201 partner organizations.
<a href="#">USDA APHIS Ag-Discovery</a>	In partnership with 1890's Land-Grant Universities and other HBCU's, Ag-Discovery provides high school youth the opportunity to explore careers in Agriculture through 2-4 week summer camp sessions. (free tuition/room & board)
<a href="#">Agriculture in the Classroom (AITC) Program</a>	National Agricultural Research, Extension, and Teaching Policy Act of 1977, as amended (the Act) [7 U.S.C. 3101, et seq.]. The Act gives the Secretary of Agriculture the authority (which is delegated down to the Director of NIFA) to establish, support, promote, coordinate, and plan extension programs.

## Department of Commerce

Program	Overview
<a href="#">8(a) Business Development Program</a>	To help provide a level playing field for small businesses owned by socially and economically disadvantaged people or entities, the government limits competition for certain contracts to businesses that participate in the 8(a) Business Development program. The federal government's goal is to award at least five percent of all federal contracting dollars to small disadvantaged businesses each year.
<a href="#">8(a) Mentor-Protégé Program</a>	The 8(a) Mentor-Protégé program is designed to encourage mentor businesses to provide development assistance to protégé businesses.

Program	Overview
<a href="#"><u>7(j) Management and Technical Assistance Program</u></a>	The 7(j) program provides assistance such as training, executive education, and one-on-one consulting in a wide range of business activities, including marketing, accounting, opportunity development and capture, contract management, compliance, and financial analysis to a member of the 8(a) Program
<a href="#"><u>Women-Owned Small Business Federal Contracting Program</u></a>	To help provide a level playing field for women business owners, the government limits competition for certain contracts to businesses that participate in the women's contracting program. These contracts are for industries where women-owned small businesses (WOSB) are underrepresented. Some contracts are restricted further to economically disadvantaged women-owned small businesses (EDWOSB). The SBA maintains a list of those eligible industries and their NAICS codes. Joining the women's contracting program makes your business eligible to compete for federal contracts set aside for the program. You can still compete for contract awards under other socio-economic programs you qualify for.
<a href="#"><u>HUBZone Program</u></a>	The government limits competition for certain contracts to businesses in historically underutilized business zones. It also gives preferential consideration to those businesses in full and open competition. Joining the HUBZone program makes your business eligible to compete for the program's set-aside contracts. HUBZone-certified businesses also get a 10 percent price evaluation preference in full and open contract competitions. HUBZone-certified businesses can still compete for contract awards under other socio-economic programs they qualify for.
<a href="#"><u>Public Works</u></a>	Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.
<a href="#"><u>Planning and Local Technical Assistance</u></a>	Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

## Department of Health and Human Services

Program	Overview
<a href="#">Health Center Program</a>	Delivers high quality, culturally competent, comprehensive primary care, as well as supportive services such as health education, translation, and transportation that promote access to health care.
<a href="#">Healthy Start</a>	<p>Support communities with infant mortality rates that are at least one and a half times the U.S. national average. We also aim to reduce other negative birth outcomes such as maternal mortality, as well as poverty, education, access to care, and other socioeconomic factors.</p> <p>Our program delivers: Standardized interventions, including risk assessment, health education, medical and psychosocial supports and referrals, by a competent workforce, and Support for ongoing evaluation at local and national levels.</p>
<a href="#">Ryan White HIV/AIDS Program</a>	Provides a comprehensive system of care that includes primary medical care and essential support services for people living with HIV who are uninsured or underinsured. Works with cities, states, and local community-based organizations to provide HIV care and treatment services to more than half a million people each year. The program reaches approximately 52% of all people diagnosed with HIV in the United States.
<a href="#">State Offices of Rural Health (SORH)</a>	Provides an institutional framework that links small rural communities with state and federal resources to develop long term solutions to rural health problems. SORHs (1) Establish and maintain a clearinghouse for collecting and disseminating information on: (A) rural health care issues; (B) research findings and (C) innovative approaches to the delivery of health care in rural areas; (2) Coordinate the activities carried out in the state that relate to rural health care; (3) Identify federal and state programs regarding rural health, and provide technical assistance to public and nonprofit private entities regarding participation in such programs. Conduct activities pertaining to the recruitment and retention of health care professionals to serve in the rural areas of their states: and Provide sub-awards and contracts to public and non-profit organizations to carry out SORH activities.
<a href="#">Telehealth Programs</a>	Telehealth Resource Centers provide assistance, education and information to organizations and individuals who are actively providing, or interested in providing, health care at a distance. The goal of Telehealth Resource Centers is to assist in expanding the availability of health care to underserved populations, generally free of charge.

## Department of Housing and Urban Development

Program	Overview
<a href="#">Continuum of Care Program</a>	Promote a community-wide effort toward ending homelessness, including funding nonprofits, states, and local governments to re-house homeless youth and individuals fleeing domestic violence and promoting access to mainstream programs.
<a href="#">Capacity Building for Community Development and Affordable Housing Grants Program (Section 4)</a>	Funding the community development corporations (CDCs) and community housing development organizations (CHDOs) to carry out affordable housing and community development activities for low- and moderate-income people.
FY 2018 <a href="#">Self-Help Homeownership Opportunity Program</a>	Funds non-profit organizations to purchase home sites and develop or improve the infrastructure needed to set the stage for sweat equity and volunteer-based homeownership programs for low-income persons and families.
FY18 <a href="#">Community Development Block Grant Program for Indian Tribes and Alaska Native Villages</a>	Funds Native American tribal governments to develop viable Indian and Alaska Native communities, including the creation of decent housing, suitable living environments, and economic opportunities primarily for persons with low and moderate incomes.
<a href="#">Veterans Housing Rehabilitation and Modification Pilot Program</a>	Grants to nonprofit organizations to rehabilitate and modify the primary residence of veterans who are low-income and living with disabilities.
<a href="#">HUD Youth Homeless Demonstration Program</a>	Support in the development and implementation of a coordinated community approach to preventing and ending youth homelessness.
<a href="#">Rural Capacity Building for Community Development and Affordable Housing Grants</a>	Enhancing the ability of rural housing development organizations, Community Development Corporations (CDCs), Community Housing Development Organizations (CHDOs), local governments, and Indian tribes to carry out community development and affordable housing activities in rural areas.
FY 2018 <a href="#">Fair Housing Initiatives Program</a>	Funding for education and outreach programs designed to inform the public of their rights and obligations under the Fair Housing Act, and funding to support fair housing enforcement organizations.
FY18 <a href="#">Lead and Healthy Homes Technical Studies Program (OLHCHH)</a>	Part of the Healthy Homes Technical Studies program, the goal is to gain knowledge to improve the efficacy and cost-effectiveness of methods for evaluation and control of residential lead-based paint hazards.

Program	Overview
FY18 <a href="#">Lead-Based Paint Hazard Reduction (LBPHR) Grant Program</a>	Funds programs to identify and remediate lead-based paint hazards in privately owned rental or owner-occupied housing.
FY 2017 <a href="#">Healthy Homes Production Grant Program for Tribal Housing</a>	Assist American Indian and Alaska Native tribal governments to remediate housing related health and safety hazards.
<a href="#">Choice Neighborhoods Planning Grants Program</a>	Leverages public and private dollars to support PHAs, local governments, and non-profits in addressing neighborhood transformation in areas with distressed public or HUD assisted housing.
<a href="#">Family Unification Program (FUP)</a>	Targets families for whom the lack of adequate housing is a primary factor in the placement of children in out-of-home care. Provides funding to PHAs for housing assistance under the Housing Choice Voucher (HCV) program in partnership with Public Child Welfare Agencies,
FY 2018 <a href="#">Resident Opportunity &amp; Self Sufficiency Service Coordinator (ROSS-SC) Program</a>	Funding to hire and maintain Service Coordinators who will assess the needs of residents of Public Housing or Indian housing and coordinate available resources in the community to meet those needs.
FY18 <a href="#">Family Self-Sufficiency (FSS) Program</a>	Provides grants to PHAs and Tribally Designated Housing Entities (TDHEs) for the salaries and training of FSS Program Coordinators.
FY 2017 <a href="#">Mainstream Voucher Program</a>	A sub-set of the Housing Choice Voucher (HCV) program, newly allocated mainstream vouchers assist non-elderly persons with disabilities.
<a href="#">Section 3 Program</a>	The Section 3 program requires that recipients of certain HUD financial assistance, to the greatest extent feasible, provide job training, employment, and contracting opportunities for low- or very-low income residents in connection with projects and activities in their neighborhoods.
<a href="#">FY 2017 Supplemental Comprehensive Housing Counseling Grant Program NOFA</a>	Provides funds to housing counseling agencies to provide counseling and advice to tenants and homeowners with respect to property maintenance, financial management/ literacy, and such other relevant matters.

## Department of Labor

Program	Overview
<a href="#">Adult Formula - Funded Grant Programs</a>	The Department of Labor's ETA funds job training programs to improve the employment prospects of adults and dislocated workers. Programs are aimed at boosting workers' employability and earnings and are delivered primarily by states through the more than 2400 American Job Centers (One Stop Centers) and tailored to local economies. Find training opportunities online CareerOne Stop. mySkills myFuture website identifies local training opportunities which can help bridge your skills gap as you build a bridge from your last job to your next job. Find information on local training programs by visiting America's Service Locator or calling ETA's toll-free help line at (877) US2-JOBS.
<a href="#">Youth Formula-Funded Grant Programs</a>	These programs provide services to eligible youth, ages 14-24, in local communities. Funds are allocated to states based on the number of unemployed individuals in areas of substantial unemployment; the relative excess number of unemployed individuals in a state; and the relative number of disadvantaged youth in a state. Find information on local training programs for youth by visiting America's Service Locator or calling ETA's toll-free help line at (877) US2-JOBS.
Youth Discretionary Grants (e.g. <a href="#">YouthBuild</a> )	Discretionary grants aimed at specific populations of at-risk youth, such as young offenders, youth living in high-poverty areas, and foster youth. YouthBuild specifically targets 16-24-year olds who are out of school and are one of a target population that includes youth/adult offenders, foster youth, youth with disabilities, migrant farmworker youth, low-income youth, or a youth with an incarcerated parent.
<a href="#">Job Corps</a>	Job Corps, a tuition-free career training and education program under the U.S. Department of Labor, enables eligible young people to gain the skills and opportunities they need to enter the workforce or an apprenticeship, go on to higher education, or join the military.
<a href="#">Apprenticeship</a>	Apprenticeships combine paid on-the-job training with classroom instruction to prepare workers highly skilled careers. Workers benefit from apprenticeships by receiving a skills-based education that prepares them for good-paying jobs. Apprenticeship programs help employers recruit and retain a highly skilled workforce. The Department of Labor's role is to safeguard the welfare of apprentices, ensure equality of access to apprenticeship programs, and provide integrated employment and training information to apprenticeship sponsors and the local employment and training community.
<a href="#">Senior Community Service Employment Program (SCSEP)</a>	A part-time employment program for low-income persons age 55 or over. Program participants work at community and government agencies and are paid the federal or state minimum wage, whichever is higher. They may also receive training and can use their participation as a bridge to other employment positions which are not supported with federal funds.

Program	Overview
<a href="#"><u>Trade Adjustment Assistance (TAA) Program</u></a>	A federal program established under the Trade Adjustment Assistance Reauthorization Act of 2015 that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and relocation allowances, income support, and other reemployment services.
<a href="#"><u>Jobs for Veterans State Grants/ Homeless Veterans Reintegration Program</u></a>	Assists veterans, reservists, and National Guard members in securing employment.

## Department of Treasury

Program	Overview
<a href="#"><u>Volunteer Income Tax Assistance</u></a>	The VITA program offers free tax help to people who generally make \$54,000 or less, persons with disabilities, the elderly and limited English-speaking taxpayers who need assistance in preparing their own tax returns. To locate the nearest VITA or TCE site near you, use the VITA Locator Tool <a href="https://irs.treasury.gov/freetaxprep/"><u>https://irs.treasury.gov/freetaxprep/</u></a> or call 800-906-9887
<a href="#"><u>Tax Counseling for the Elderly</u></a>	The TCE program offers free tax help to individuals who are age 60 or older. To locate the nearest VITA or TCE site near you, use the VITA Locator Tool <a href="https://irs.treasury.gov/freetaxprep/"><u>https://irs.treasury.gov/freetaxprep/</u></a> or 800-906-9887
<a href="#"><u>Community Development Financial Institutions Fund (CDFI Fund)</u></a>	The Community Development Financial Institutions Fund (CDFI Fund) plays an important role in generating economic growth and opportunity in some of our nation's most distressed communities. By offering tailored resources and innovative programs that invest federal dollars alongside private sector capital, the CDFI Fund serves mission-driven financial institutions that take a market-based approach to supporting economically disadvantaged communities. These mission-driven organizations are encouraged to apply for CDFI Certification and participate in CDFI Fund programs that inject new sources of capital into neighborhoods that lack access to financing. Visit <a href="http://www.cdifund.gov"><u>www.cdifund.gov</u></a> for more information and resources.

## IX. Appendix C – Templates

### Commitment Letter Template

OMB Control Number: 2528-0322

Expiration Date: 04/30/2022

#### *Instructions*

1. The commitment letter must be on the letterhead of the partner organization(s) providing the EnVision Center service(s).
2. The letter should affirm the organization's commitment to providing services that support the following four pillars: economic empowerment, educational advancement, health and wellness, and character and leadership.
3. The letter must be signed by the EnVision Center Sponsor, Director, and/or Tribal Official.
4. Submit the Commitment Letter with the Action Plan to [EnVisionCenter@hud.gov](mailto:EnVisionCenter@hud.gov). Incomplete or unsigned commitment letters will not be accepted.

#### *Sample*

[Partner Organization Letterhead]

[Date]

Re: EnVision Center Partnership and Services

This letter affirms our organization's commitment to empowering households to self-sufficiency. We aim to achieve this through the provision of services that support the following four pillars: economic empowerment, educational advancement, health and wellness, and character and leadership.

We commit to the following: developing and implementing a plan to promote and expand economic mobility; formalizing participation of community stakeholders; describing gaps in current service delivery models; identifying a physical location which can house an Envision Center; and outlining specific goals for the EnVision Center.

We commit to working with federal agencies, state and local governments, non-profits, faith-based organizations, private corporations, our housing finance agency, and other community-based organizations to leverage resources for the benefit of individuals and families living in our community.

Our community is currently participating in one or more Federal place-based initiatives [such as, but not limited to, Community Development Block Grants, Promise Zones, or the Byrne JAG Program].

We understand that designation as an EnVision Center is contingent upon the submission and approval by HUD of an action plan.

Sincerely,

[Signature]

[Print name]

[Title of EnVision Center Sponsor/Director/Tribal Official]

[Organization name]



# Action Plan Template

OMB Control Number: 2528-0322  
Expiration Date: 04/30/2022

## Section 1. Instructions

The EnVision Centers demonstration is premised on the notion that financial support alone is insufficient to solve the problem of poverty. Intentional and collective efforts across a diverse set of organizations are needed to empower households to self-sufficiency. The mission of the demonstration is to provide communities with centralized hubs for support in the following four pillars: 1) economic empowerment, 2) educational advancement, 3) health and wellness, and 4) character and leadership.

The action plan outlines the operational plans of the EnVision Center site. It also describes how the activities of the EnVision Center site align with the mission of the demonstration.

This form is designed to standardize the action plans that are submitted to HUD.

Please complete all the fields below. Submit the completed Action Plan together with the Commitment Letter to EnVisionCenter@hud.gov.

## Section 2. Site Information

### EnVision Center

Name of executive: \_\_\_\_\_  
Title of executive: \_\_\_\_\_  
Name of site: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Staff Point of Contact

Name: \_\_\_\_\_  
Mailing Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Phone: \_\_\_\_\_  
Email: \_\_\_\_\_

## Section 3. Operations Plan

Date or projected date of site opening: (mm/dd/yyyy) \_\_\_\_\_

Is the site properly insured?

- ☐ Yes  
☐ No

Is the site compliant with the Americans with Disabilities Act?

☐ Yes

☐ No

Briefly describe the site design and infrastructure: (Limit 100 words)

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Briefly describe the planned days and hours of operation: (Limit 100 words)

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Briefly describe the funding sources and/or strategy: (Limit 100 words)

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Briefly describe the site's outreach/marketing plan: (Limit 100 words)

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Briefly describe the goals of the EnVision Center site as they relate to the four pillars: (Limit 200 words)

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***Section 4. Service Provision and Mission Alignment***

Define the target service area (include county names and/or census tracts).

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List the service area's participation in any federal place-based initiative(s), either through HUD or other federal agencies (e.g., Opportunity Zones, Promise Zones, JobsPlus).

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Indicate the type of service, activities, or programming that will be provided at the EnVision Center site. For each, list the target population for those services; the name of the service provider; the type of service provider (e.g., federal government, local government, mission-based non-profit, faith-based organization); and the pillar to which the service aligns (1. economic empowerment, 2. educational advancement, 3. health and wellness, and/or 4. character and leadership).

Service	Target Population	Service Provider	Type of Service Provider	Pillar Alignment			
				1	2	3	4

Indicate any identified gaps in available services. For each, list the target populations for such services, desired partners, desired programs, and what type of partner or programs those are (e.g., federal government, local government, mission-based non-profit, faith-based organization).

Existing Service Gaps	Target Population	Desired Partners	Desired Programs	Type of Partner/Program

# Quarterly Report Template

OMB Control Number: 2528-0322  
Expiration Date: 04/30/2022

## Section 1. Instructions

The quarterly report tracks the operational progress of the Envision Center site. It describes the activities of the site and progress towards the site's goals. This information is designed to assist HUD in targeting resources and improving the EnVision demonstration. Please complete all the fields below.

## Section 2. Site Information

EnVision Center

Name of executive: \_\_\_\_\_  
Title of executive: \_\_\_\_\_  
Name of site: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_

## Section 3. Quarterly Reporting

Quarter: \_\_\_\_\_  
Year: \_\_\_\_\_  
Number of days the site was operational and open to the public: \_\_\_\_\_  
Average hours per week the site was open: \_\_\_\_\_  
Number of total visits to the site: \_\_\_\_\_  
Number of unique individuals served: \_\_\_\_\_

Briefly describe milestones and accomplishments that advanced the goals identified in the site's action plan. (Limit 100 words)

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Briefly describe major challenges to the goals identified in the site's action plan. (Limit 100 words)

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Briefly describe plans and priorities for the next quarter. (Limit 100 words)

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## EnVision Center Customer Satisfaction Survey

OMB Control Number: 2528-0322

Expiration Date: 04/30/2022

1. What was the purpose of your visit today? Mark all that apply.

- |                                                   |                                                         |                                           |
|---------------------------------------------------|---------------------------------------------------------|-------------------------------------------|
| <input type="checkbox"/> Employment opportunities | <input type="checkbox"/> VA benefits counseling         | <input type="checkbox"/> Civic engagement |
| <input type="checkbox"/> Job training             | <input type="checkbox"/> Education resources            | <input type="checkbox"/> Volunteerism     |
| <input type="checkbox"/> Financial literacy       | <input type="checkbox"/> Healthcare services            | <input type="checkbox"/> Mentorship       |
| <input type="checkbox"/> Tax assistance           | <input type="checkbox"/> Health information             | <input type="checkbox"/> Youth programs   |
| <input type="checkbox"/> Benefits counseling      | <input type="checkbox"/> Family/dependent care services | <input type="checkbox"/> Other            |

2. How did you learn about the EnVision Center?

- ☐ Friend/family
- ☐ Landlord/housing provider
- ☐ Social services program/Health and Human Services program
- ☐ Website/social media
- ☐ Other

3. Are you clear about the types of services and supports you can receive from the EnVision Center?

- ☐ Very clear
- ☐ Somewhat clear
- ☐ Not clear

4. How satisfied are you with the assistance you received from EnVision Center?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied

5. What is the ZIP code in which you reside? \_\_\_\_\_

6. What is your gender?

- ☐ Male
- ☐ Female

7. What is your age? \_\_\_\_\_

8. Are you of Hispanic, Latino, or Spanish origin?

- ☐ No, not of Hispanic, Latino, or Spanish origin
- ☐ Yes, of Hispanic, Latino, or Spanish origin

9. What is your race? Mark all that apply.

- ☐ American Indian/Alaska Native
- ☐ Asian
- ☐ Black or African American
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ White

## **X. Appendix D – Sample Goals**

### **1. Economic Empowerment:**

- a. Increase the number of students and adults who go from unemployed to employed.
- b. Increase the number of adults that go from part time employment to full time employment.
- c. Increase the number of people who start revenue generating businesses.
- d. Increase the number of hours worked.
- e. Increase wages earned.
- f. Increase the number of enrollees for HUD's Family Self-Sufficiency program.
- g. Launch and increase number of residents in the Section 3 Opportunity Portal.

### **2. Educational Advancement:**

- a. Increase enrollment in two and four-year colleges, trade schools and vocational training programs
- b. Increase the number of adults who earn a GED.
- c. Increase the number of third grade students who read at or above grade-level.
- d. Increased number of days attending school / reduced school absenteeism
- e. Increase high school graduation rates

### **3. Health and Wellness:**

- a. Increase the number of pre-natal wellness visits to Federally Qualified Health Centers (FQHC).
- b. Increase the number of annual physicals at FQHC (adults).
- c. Increase vision and hearing screening among pre-school aged kids.
- d. Increase number of homes with children under the age of 6 years that are made lead free.
- e. Increase Veteran enrollment at Federal VA Hospitals and clinics.
- f. Increase blood pressure/diabetes/glaucoma/cancer and lead screening.

### **4. Character and Leadership:**

- a. Increase civic engagement.
- b. Increase the number of adults and youth participating in a mentoring program