CHOICE NEIGHBORHOODS

ROUND 1 NOFA BROADCAST
OVERVIEW

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II. Choice Neighborhoods Vision: An Integrated Approach

III. Eligible Applicants & Neighborhoods

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V. Planning Grant Overview
   I. Rating Factors and Scoring
Choice Neighborhoods

- Choice Neighborhoods will **rebuild and preserve** public and assisted housing as part of an **integrated plan for revitalizing neighborhoods** of concentrated poverty.

- Choice Neighborhoods will **catalyze** coordinated investments in neighborhood revitalization, including improvements in **education** and **community assets**.

- Some of the most distressed communities across the country can use Choice Neighborhoods as an opportunity to build the foundations for **viable neighborhoods of opportunity and choice**.
FUNDING & APPLICATION PROCESS

NOFA Pages 1-3 & 14-48
FY 2010 Funding and Application Process

Applicants apply by October 26th for one of two types of grants ($65m):

- **Planning ($3m):** 2-year grant to support the development of a comprehensive Transformation Plan

- **Implementation ($62m):** 5-year grant to communities that are ready to implement their Transformation Plan

Two-stage award process:

- **Round 1:** Applicants apply for Planning or Implementation grants
  - 12 - 15 Planning grants awarded – maximum $250,000
  - Approximately 10 finalists for Implementation grants selected to proceed to Round 2

- **Round 2:** Implementation grant finalists submit detailed Transformation Plan
  - 2 - 4 Implementation grants awarded – maximum $31 million
In FY 2010 eligible applicants are:

- Public housing authorities
- Local governments
- Nonprofits
- For-profit developers who apply jointly with a public entity
Threshold: Eligible Neighborhoods

Applicants identify boundaries for the target neighborhood using the mapping tool at www.hud.gov/cn. Neighborhood must have:

- Minimum 20% of residents who earn extremely low incomes

- One of three indicators of distress:
  
  - Part I violent crime rates over past 3 years that are at least 1.5 times the city rate,
  
  - Rate of long-term vacant or substandard homes that is at least 1.5 times the city rate, and/or
  
  - A low-performing public school or at least 20 children or 20% of the children from the target public and/or HUD-assisted housing who attend a low-performing public school

- Severely distressed public and/or HUD-assisted housing, that meets the definition provided in the HOPE VI statute (Section 24(j)(2)).
ELIGIBLE TARGET PROPERTIES

Public housing and/or Assisted housing financed with Section 8, Section 236, Section 811 or Section 202 contracts

The housing must be severely distressed, meaning it:

- Requires major redesign, reconstruction, or demolition
- Contributes to the physical decline of the surrounding neighborhood
- Meets other criteria related to socioeconomic distress
- Is certified/documentated as such

Choice Neighborhoods funds may also be used for:

- A portion of a public housing or assisted housing development
- Buildings that have been vacated or demolished
SUBMISSION PROCESS

• Submit applications electronically at www.grants.gov and send one printed copy to HUD; the electronic version is considered the official version.

• Applications must be received no later than 11:59:59 p.m. EST on October 26, 2010.

• If HUD receives multiple versions of an application electronically, HUD will rate and rank the last version of the application received by www.grants.gov that meets the timely receipt requirements.

• If applicants want to amend or adjust their submitted application prior to the deadline date, applicants must resubmit the entire application.
BACKGROUND & PURPOSE
THE NEED FOR CHOICE NEIGHBORHOODS

• Research shows that the most important factor in determining whether or not children will one day make more money than their parents is not the economic status of the family in which they are raised, but whether or not they live in a high-poverty neighborhood.

• We can predict health, economic, and educational outcomes of children based on the zip code in which they are raised.

• 7.9 million people live in areas of concentrated poverty. Integrated Federal investment in these areas is urgent and vital.
**Choice Neighborhoods**

- One of HUD’s *signature initiatives* for distressed public and assisted housing communities that require **comprehensive investment**.

- Addresses **interconnected challenges**: housing decay, crime, disinvestment, health disparities, lack of educational opportunities, transportation and economic opportunities.

Even some of the best HOPE VI projects are islands of hope surrounded by need.
All successful applicants must complete (or conform to an existing) comprehensive neighborhood planning process resulting in a **Transformation Plan** and manage to that plan.

The **Transformation Plan** must be a coordinated, comprehensive approach that includes:

- Links to Education
- Access to High-Quality Services
- Green and Efficient Homes
- Safe and Healthy Communities
- Substantive Community and Stakeholder Input
Federal Collaborations Supporting Choice Neighborhood Integration

White House Neighborhood Revitalization Working Group

- Interagency collaborative supporting the execution of the Administration’s strategy to comprehensively align and integrate Federal programs focused on distressed communities
- Targeted at interconnected issues in neighborhoods of concentrated poverty
- Place-based

In addition to HUD, participating members include:

- DOJ
- HHS
- ED
- Treasury
CHOICE NEIGHBORHOODS VISION: AN INTEGRATED APPROACH

Three core goals:

**Housing**
Transform distressed public and/or assisted housing.

**Neighborhood**
Revitalize neighborhoods of poverty into neighborhoods of opportunity.

**People**
Support positive outcomes for children and adults.
## CHOICE NEIGHBORHOODS VISION: HOUSING

<table>
<thead>
<tr>
<th>Target Housing:</th>
<th>Revitalized Housing:</th>
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<tbody>
<tr>
<td>• Distressed public and/or assisted housing units</td>
<td>• Mixed-income</td>
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<tr>
<td>• Require major redesign or redevelopment</td>
<td>• Long-term physically and financially viable</td>
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<tr>
<td>• Significant contributing factor to physical decline of surrounding neighborhood</td>
<td>• Housing opportunities for returning tenants</td>
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<tr>
<td>• Cannot be revitalized through assistance under other programs</td>
<td>• One-for-one replacement requirement</td>
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<td>• Fair and accessible housing</td>
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<td>• Energy-efficient, sustainable, and connected</td>
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<td>• Resident involvement</td>
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CHOICE NEIGHBORHOODS VISION: PEOPLE

- Health and safety
- Employment
- Education

High-Quality Educational Opportunities
- Early learning programs
- Education supports
- Strong schools

Track and Support residents who relocate during redevelopment.
- Mobility counseling
- Maintain lease compliance
### Target Neighborhood Eligibility Criteria:
- **Concentration of poverty**
- Other indicators of distress:
  - High crime
  - **Vacant**, abandoned, or substandard **homes**
  - Failing/poorly performing schools

### Neighborhoods of Opportunity:
- **Mixed-income** communities with **low vacancy/abandonment rate**
- **Community assets** with **long-term viability** that expand opportunity
- **Access** to places of work and high-quality services
- **Economic development**
- Safe and **high-quality** schools
- Park and recreational facilities
- **Sustainable** design (e.g. LEED ND)
- **Community involvement**
IMPLEMENTATION GRANT
IMPLEMENTATION GRANT TRANSFORMATION PLAN

The goal of the Implementation Grant program is to transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, effective schools and education programs, public assets, public transportation, and improved access to jobs.

The Transformation Plan is a comprehensive neighborhood revitalization strategy proposed to achieve the three core goals of Choice Neighborhoods (Housing, People, Neighborhood).

- In Round 1 the Transformation Plan need not be completed; only the general vision is required.

- Transformation Plan Implementation details will follow in Round 2.
IMPLEMENTATION GRANT APPLICANT TEAM STRUCTURE

Applications must identify:

**Lead Applicant**

The primary entity responsible for implementing the activities identified in the Transformation Plan. Must meet the definition of an Eligible Applicant. Signs the Grant Agreement and is the sole entity that will have access to LOCCS.

**Co-Applicant(s)**

Any entity with which the Lead Applicant chooses to apply for funding under this NOFA. Must also meet the definition of an Eligible Applicant.

**Principal Team Members**

Those entities selected by the lead or co applicant(s) to coordinate the implementation of the activities for – Housing, People (including Education), and Neighborhood. Does not need to be an eligible applicant.
**Threshold Requirements**

- Applications and the Transformation Plan **must** meet all threshold requirements of the NOFA in order to be rated and ranked.

- HUD will screen for technical (not substantive) deficiencies and administer a cure period.
  - Examples include: inconsistencies in the funding request, failure to submit the proper certifications, and failure to submit a signature.
  - Clarifications or corrections of technical deficiencies must be submitted within 5 calendar days of receiving the HUD notification of deficiency.
CURABLE THRESHOLD REQUIREMENTS

1. Site Control:
   Lead, Co-Applicant or a Principal Team Member must have site control of the target public and/or assisted housing property(ies) as of the application deadline date.

2. Standard Forms and Certifications

3. Choice Neighborhoods Applicant Certification
1. Eligible Applicants

2. Eligible Neighborhoods

3. Number of Public and/or Assisted Housing Project Applications
   - Lead Applicant, Co-Applicant, and/or Principal Team Member may participate in a maximum of 3 applications
   - Unlimited number of public and/or assisted housing projects per application
   - Applicant teams may not apply for a Planning and Implementation Grant for the same public and/or assisted housing properties
   - Applications must be submitted to www.grants.gov to be considered
   - Timely receipt requirements
Housing projects previously funded under the following categories are **not eligible** for Choice Neighborhoods funding, but **may be located** within the target neighborhood.

Housing projects:

4. Targeted in FY2010 HOPE VI Revitalization applications

5. Previously funded by a HOPE VI Revitalization grant

6. Previously funded by ARRA Capital Fund Competitive grant categories 2, 3, and 4.1
7. **Partnership MOU** which indicates relationship of team members

8. **One-for-One Replacement of Public and/or Assisted Housing Units**: Counties with exceptions are noted at www.hud.gov/cn

9. **Match Certification** (5% minimum)

10. **Resident and Community Involvement**
    Requires one resident and two public meetings

11. **Appropriateness of Proposal**
    In the context of the local housing market relative to other options

12. **Separability**
    For work on a portion of a larger project, target housing must be sufficiently separable from the remainder of the project
13. Dun and Bradstreet Data Universal Numbering System (DUNS)
14. Active Registration in the CCR
15. Resolution of Outstanding Civil Rights Matters
16. Debarment and Suspension
17. Delinquent Federal Debts
IMPLEMENTATION GRANT REQUIRED ACTIVITIES

- **Transform** housing that incorporates **energy efficient** design
- Replace public and/or assisted housing units on a **one-for-one** basis, as applicable
- **Involve residents** in planning and implementation
- Promote long-term **viability** of the neighborhood (economic, educational, environmental)
- **Partner with local educators** to improve access to high-quality schools

- Ensure **economic self-sufficiency** of neighborhood residents
- Provide appropriate **service coordination** and supportive services for displaced residents
- **Track** residents relocated during the grant or until replacement housing is fully occupied
- Preserve **affordable housing**
- Provide **housing choice** for returning tenants
- Comply with **fair housing** and **accessibility** requirements
IMPLEMENTATION GRANT ELIGIBLE ACTIVITIES

- Replacement housing
- Energy-efficient construction, acquisition or rehabilitation
- Sustainable design and development
- Acquisition, demolition, or disposition of properties
- Supportive services for residents
- Job creation and job training
- Critical community improvements
- Relocation assistance
- Endowments for supportive service activities
- Conversion of vacant or foreclosed properties to affordable housing
- Architectural and engineering work
- Demolition, sale or lease of the site
- Administrative costs of the applicant, payment of legal fees
- Necessary management improvements
- Leverage of other resources
- Transitional security activities
IMPLEMENTATION GRANT RATING OVERVIEW: ROUND 1

Capacity
(48% of overall score)

Vision
(28%)

Need
(24%)
RATING FACTOR OVERVIEW: CAPACITY

The extent to which the Lead Applicant and its team of Housing, People and Neighborhood Implementation Entities demonstrate the experience and organizational capacity for leading recent, extensive and successful neighborhood transformation projects that:

- Involved management of multiple contracts and partners
- Required coordinating, securing, and leveraging multiple funding sources (public and private)
- Were comparable in scale and scope to the proposed Transformation Plan activities
- Achieved positive measurable outcomes

51 Points total
CAPACITY SCORING: LEAD APPLICANT

Overall Project Leadership Capacity as evidenced by performance in 2 previous transformation projects:

4 pts – Management of multiple contracts/partners
  • Number and type of major contracts/partnerships
  • Management of planning process and partner interactions
  • Data collected/used to promote evaluation and improvement

4 pts – Coordination and leverage of multiple funding streams
  • Major funding sources and amounts
  • Default situations

7 pts – Achievement in Housing, People, and Neighborhood
  • Quantifiable outcomes
CAPACITY SCORING: HOUSING IMPLEMENTATION ENTITY

Evidenced by performance in 3 previous housing development projects:

10 pts – Developed, rehabilitated, and/or acquired and operated high-quality, energy efficient, affordable housing

- Populations served
- Number and types of units (e.g. public, assisted, market, etc)
- Most recent operating statements and auditor certification
- Relocation of residents, if applicable

3 pts – Coordination and leverage of multiple funding streams
CAPACITY SCORING: PEOPLE IMPLEMENTATION ENTITY

Evidenced by performance in 3 previous supportive service coordination projects:

5 pts – Improvement in resident well-being and quality of life

- Populations served
- Evidence-based supportive service programs and case management coordinated
- Leverage secured
- History of sustaining and expanding service strategies over time

2 pts – Planning and evaluation

- Data analyzed for planning and ongoing improvement of supportive services
CAPACITY SCORING: EDUCATION IMPLEMENTATION ENTITY

Evidenced by performance in 3 previous education program coordination and reform projects:

3 pts – **Measurable** results achieved in at least one of the areas below:

- High-quality, evidence-based and outcome-focused early learning and educational programs/services (e.g. after-school, summer school, or college preparation)
- Improvements in school policies or programs
- Establishment of a new high-quality school
CAPACITY SCORING: NEIGHBORHOOD IMPLEMENTATION ENTITY

Evidenced by performance in 3 previous neighborhood-level planning and coordination projects:

7 pts – **Neighborhood revitalization** from distress to opportunity:

- Joint development of a shared neighborhood plan based on a baseline needs assessment
- Improvement and sustainability of neighborhood assets

3 pts – **Coordination** and **leverage** of multiple funding streams
CAPACITY SCORING: OVERALL COMMUNITY INVOLVEMENT

3 pts – Promotion of Overall Community Involvement for each of the Housing, People and Neighborhood components:

- Community participation in project planning and implementation
- Diverse participant groups represented in the process (residents, faith-based organizations, local businesses etc).
- Plan for ongoing accountability to planning process outcomes
The extent to which the applicant demonstrates the:

- Severe physical distress of the public and/or assisted housing central to the Transformation Plan
- Severe physical distress of the targeted neighborhood
- Need for affordable housing in the community

25 Points Total
NEED SCORING: HOUSING DISTRESS FACTORS

3 pts – **Physical condition** of the public and/or assisted housing project(s) as reflected by the most recent HUD REAC Score

5 pts – **Structural, building** system, or on-site **infrastructure** deficiencies requiring significant rehabilitation or demolition as certified by a registered architect or engineer

4 pts – **Design deficiencies** related to:
(a) layout, (b) room size (c) lack of defensible space, (d) environmental health effects, (e) inaccessibility, and (f) energy use
**NEED SCORING: NEIGHBORHOOD DISTRESS FACTORS**

5 pts – Concentration of poverty or extremely low incomes

1 pt – Rate of long-term vacant properties

3 pts – Rate of Part I violent crimes

**Schools:** Presence of, or attendance by, at least 20 children or 20 percent of the children from the target housing development at the following types of schools:

3 pts – Lowest-achieving OR 2 pts – Low-performing
1 pt – Target neighborhood is located in a county where the shortage of housing affordable to very low-income renter households is greater than the national rate.

• HUD will provide this data via the mapping tool at www.hud.gov/cn.
RATING FACTOR OVERVIEW: VISION

The extent to which the proposed plan addresses:

- Severe **physical distress** of public and/or assisted housing units
- **Positive outcomes** in employment, health, mobility and safety
- High-quality **educational** opportunities
- **Transformation** of neighborhoods of poverty into viable, mixed-income neighborhoods with access to **opportunity**
- **Outcomes** of the Transformation Plan
- **Consistency** with other planning documents

29 Points Total
VISION SCORING: HOUSING

3 pts – Planned Activities
• Type of work performed (rehabilitation, development, etc)
• Rationale for activities selected/overall strategy
• Number, type and location of units associated with each activity above

1 pt – One-for-One Replacement
• Plan sustains or replaces as many public and/or assisted units as exist currently or existed prior to demolition

1 pt – Mixed-Income Community
• Inclusion of non-assisted/non-public housing units

1 pt – Long-Term Affordability
• Minimum 30-year affordability for units assisted by grant funds
VISION SCORING: PEOPLE

1 pt – **Existing developmental** and **social assets** in target neighborhood
  - Resident education, employment, health, safety, etc.
  - Assets that support positive resident outcomes
  - Responsiveness to need

3 pts – **Soundness** of Plan
  - Measurable goals and outcomes (short and long-term)
  - Strategies for achieving positive outcomes
  - Alignment with existing efforts to improve resident outcomes
  - Ongoing resident engagement

4 pts – **Education Policy Priority**
  - High-quality education and early learning programs
  - Education improvements
  - Family and community supports and services
VISION SCORING: NEIGHBORHOOD

4 pts – **Current status of target neighborhood**
- Patterns of disinvestment
- Existing neighborhood assets: walkability, access to amenities
- Overall strategy and responsiveness to need

5 pts – **Quality of Plan**
- Measurable goals and outcomes
- Strategies for achieving positive outcomes
- Evidence base for use of strategies
- Alignment with existing efforts to improve the neighborhood
- Ongoing resident engagement
VISION SCORING: ACHIEVABILITY AND CONSISTENCY

4 pts – Achievability of the Vision
• Existing assets that will help achieve goals of the Plan
• Preliminary budget with funding sources and planned activities
• Likelihood of securing necessary land use approvals
• Preliminary grant implementation schedule

2 pts – Consistency with Other Planning Documents
• PHA Plans, MTW Plans and/or Consolidated Plan for jurisdiction
• Regional sustainability plan or HUD grant-supported regional planning process
PLANNING GRANT

NOFA Pages 67-81
PLANNING GRANT OVERVIEW

The Planning Grant program provides funds to assist applicants in completing a comprehensive neighborhood planning process aligned with the core goals of Choice Neighborhoods.

While applicants must demonstrate the need of the housing and the neighborhood, similar to the Implementation Grant, they need not be as far along in developing a plan or identifying the implementation team.

Planning Grant Category Preferences

- Non-Metropolitan areas (2 grants)
- Housing provider collaborations (2 grants)
- Promise Neighborhoods grantees (4 grants)
PLANNING GRANT TRANSFORMATION PLAN DEVELOPMENT

Developing a comprehensive neighborhood Transformation Plan:

- Integrate **effective strategies** to implement public and/or assisted housing revitalization
- Coordinate and design **supportive services**, including educational opportunities for children
- Improve **neighborhood-level assets**
REALIZING THE THREE CORE GOALS

• **Secure** significant **buy-in** from neighborhood stakeholders and local government entities, engaging them in meaningful decision-making roles

• **Align** a range of **public** and **private investments** to address interdependent neighborhood challenges

• **Strengthen** needs assessment, planning, management, and decision-making **capacities**

• **Strategize** how best to use **data** to set and monitor progress towards implementation goals
PLANNING GRANT ELIGIBLE ACTIVITIES

- Conduct comprehensive *needs assessments*
- Adopt **effective strategies** for each of the three core goals
- Conduct **technical planning** studies
- Work with public and private agencies to **leverage resources**
- Ensure meaningful **resident participation**
- Plan for **collection** and **use** of **relevant data**
- Identify and secure the involvement of **effective practices** and **actors**
THRESHOLD REQUIREMENTS

All Implementation Grant curable and non-curable threshold requirements apply to Planning Grants except for the following criteria:

- Site Control
- Partnership MOU
- One-for-One replacement
- Appropriateness of proposal
- Separability

**Modified** requirement for Planning Grants:

13. Resident Involvement requires one resident meeting

**New** requirement for Planning Grants:

14. Binding contractual agreement necessary if applying with an external planning coordinator
PLANNING GRANT RATING OVERVIEW

- **Capacity**: (27% of overall score)
- **Plan**: (31%)
- **Need**: (33%)
- **Leverage**: (9%)
RATING FACTOR OVERVIEW: CAPACITY

The extent to which the lead and co-applicants have the organizational capacity to:

- Lead a planning process
- Develop a vision and strategy for a comprehensive neighborhood Transformation Plan

Full points will be given for examples that demonstrate extensive, recent, and successful experience in undertaking similar planning efforts to the one proposed.

20 Points Total
CAPACITY SCORING: PAST EXPERIENCE

8 pts – **Coordinated** development and implementation of a similar shared plan and **held parties accountable** for commitments.

4 pts – Promoted **ongoing** and **meaningful community participation** in planning and implementation processes.

4 pts – **Collected, analyzed and used data** for **decision-making and ongoing improvement** of the project or program.

4 pts – **Secured and integrated funding streams** from multiple public and private sources to implement comprehensive neighborhood plan.
Criteria for Planning Grants are the same as Implementation Grants.

**Neighborhood Distress:**
- 5 pts – Concentration of poverty
- 1 pt – Current rate of long-term vacant properties
- 3 pts – Rate of Part I violent crimes
- 3 pts OR 2 pts – Lowest-achieving OR Low-performing schools
- 1 pt – Shortage of affordable housing

**Housing Distress:**
- 3 pts – Physical condition
- 5 pts – Structural, building system
- 4 pts – Design deficiencies

**25 Points Total**
RATING FACTOR OVERVIEW: PLAN

Quality and feasibility of the proposed work plan.

- Achievable and thorough strategy to create a comprehensive Transformation Plan
- Collaborative neighborhood planning process
- Plan aligned with the three core goals of Choice Neighborhoods:
  - Housing, People and Neighborhoods.

23 Points Total
PLAN SCORING: PLANNING ACTIVITIES

6 pts – **Detailed** and **comprehensive** description of the planning activities the applicant will lead and implement during the Planning Grant period.

- Use of needs assessments to ensure a focus on resident populations with the highest needs
- Strategy for building additional partnerships
- Partners involvement, as applicable
PLAN SCORING:
NEIGHBORHOOD ASSETS & NEEDS ASSESSMENTS

4 pts – Plan for designing, administering, and analyzing the current status of neighborhood assets and needs, including the types of measures to be tracked and the data sources.

Scoring based on how the applicant will:

- Assess existing conditions and ongoing trends related to Housing, People and Neighborhood.
- Use data to inform decision-making and engage stakeholders.
- Document the planning process, including lessons learned and effective practices.
2 pts – “Utilize Housing as a Platform for Improving Quality of Life.”

Improve outcomes in education, early learning and development, health, economic security and self-sufficiency, housing stability through supportive services for vulnerable populations, and public safety.

Scoring based on strategy for:

- Identifying local educators with whom to partner
- Developing an education strategy
- Increasing neighborhood resident participation in high-quality cradle-to-college programs
PLAN SCORING:
PLANNING IMPLEMENTATION SCHEDULE & BUDGET

3 pts – **Schedule** for completing all of your proposed planning activities within 24 months, including:

- Timeline for developing the Transformation Plan
- Start and end dates for each activity
- Milestones for critical actions

2 pts – **Budget** proposal should:

- Thoroughly estimate all applicable costs
- Present information in a clear and coherent format
- Cite resources appropriate for the scope of the proposed planning process
PLAN SCORING:
POLICY PRIORITY – CAPACITY BUILDING & KNOWLEDGE SHARING

2 pts – The extent to which the applicant will undertake activities that build enduring capacity of partners.

Scoring based on strategy for:

- Identifying and securing training and technical assistance
- Strengthening partner capacity to participate in decision-making and planning processes
- Coordinating on cross-programmatic, place-based approaches
- Demonstrating and measuring the increased skills and expertise gained during the life of award
4 pts – Detailed description of your plan for resident and community involvement during the planning period.

Scoring will be based on efforts made to ensure that involved residents, local businesses and community organizations:

- Are broadly representative of the overall resident population and the community
- Have a meaningful and sustained role throughout the planning process
RATING FACTOR OVERVIEW: LEVERAGE

HUD views leveraged commitments as an indicator of support in the community for this comprehensive neighborhood planning effort that also increase the effectiveness of the proposed grant activities.

Scoring will be based on financial and/or in-kind commitments secured to implement the proposed planning process that are:

- From Other Sources
- Firmly Committed
- Relevant and Accurate
- Signed and on Letterhead

7 Points Total
CONCLUSION

We invite applications from experienced and capable organizations who target their efforts through planning processes, diligently manage their plans to achieve a vision in line with core goals of Choice Neighborhoods, and adapt to changing conditions as needed.

To best serve neighborhoods where the need is greatest, Choice Neighborhoods sets the bar high through a focus that is at once interdisciplinary, coordinated, place-based, data- and results-driven, and flexible.

For all NOFA questions or technical assistance please contact Caroline Clayton in Public Housing at Caroline.C.Clayton@hud.gov.