

**Report to the President
from
The White House Opportunity and Revitalization
Council**

December 2019

White House Opportunity and Revitalization Council: Report to the President

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About the Council

On December 12, 2018, President Donald J. Trump signed Executive Order 13853, which established the White House Opportunity and Revitalization Council (Council), to carry out the Administration's plan to target, streamline, and coordinate Federal resources to be used in Opportunity Zones and other economically distressed communities. With fifty-two million Americans living in economically distressed communities, including thirty-five million in Opportunity Zones, the Council's work is indicative of this Administration's commitment to the forgotten men and women of America.

The Council—comprised of 17 Federal agencies and Federal-State partnerships—is meant to identify and disseminate best practices for utilizing the Opportunity Zones tax incentive and existing Federal resources to stimulate economic growth and revitalization, especially in America's distressed areas. This public sector commitment overlays the Opportunity Zones tax incentive (created through the Tax Cuts and Jobs Act), which itself encourages long-term private capital investment in economically distressed communities. Together, private capital and public investment will stimulate economic opportunity, encourage entrepreneurship, expand educational opportunities, develop and rehabilitate quality housing stock, promote workforce development, as well as promote safety and prevent crime in economically distressed communities.

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Letter to President Donald J. Trump

Dear Mr. President,

On December 12, 2018, you signed Executive Order 13853, thereby establishing the White House Opportunity and Revitalization Council (Council), to support your Administration's pledge to encourage public and private investment in urban and economically distressed areas, including Opportunity Zones. On behalf of the Council, we are honored to issue this report, which includes: updates on reforms that streamline existing regulations; actions that protect taxpayers by optimizing use of Federal resources; practices that stimulate economic opportunity and mobility; ideas that encourage entrepreneurship; pathways to expand quality educational opportunities; efforts to develop and rehabilitate quality housing stock; and recommendations to promote workforce development, safety, and the prevention of crime.

Through your leadership, the Tax Cuts and Jobs Act created Opportunity Zones in an effort to transform the nation by bringing broad, inclusive growth for the forgotten men and women of America. Over the course of this past year, we have traveled across this great country, listening to community residents, local leaders, faith-based groups, entrepreneurs, investors, and other stakeholders with a passion to revitalize our distressed neighborhoods. As we have witnessed thus far, the concerted efforts undertaken by the Council and the general public will continue to uplift Opportunity Zones and create prosperity for those living in these communities.

As we move forward with unwavering enthusiasm to deliver the promise of your vision, we thank you for your continued support and faith in this powerful mission.

Sincerely,



Benjamin S. Carson, Sr.
Secretary
U.S. Department of Housing and
Urban Development



Joseph J. Grogan
Director
Domestic Policy Council



Scott Turner
Executive Director
White House Opportunity and
Revitalization Council

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Executive Summary

The increasingly globalized economy has meant prosperity for many, yet millions of Americans have been overlooked, devoid of the same benefits or the potential for upward mobility that comes from widespread investment. Fifty-two million Americans live in economically distressed communities, including the thirty-five million who reside in Opportunity Zones. A lack of investment has contributed to this economic distress, and a lack of access to economic opportunity can lead to negative outcomes in the vital measures that matter to all communities, including high unemployment rates, stagnant wages, low graduation rates, unsafe neighborhoods, and shorter life expectancy.

To help these communities, Opportunity Zones were introduced in the Tax Cuts and Jobs Act, which President Donald J. Trump signed into law in December of 2017. Opportunity Zones are economically distressed communities located in urban, rural, suburban, and tribal areas. Defined at the census tract level, Opportunity Zones were selected by the governors of each State and territory, as well as the Mayor of the District of Columbia, and formally designated by the Department of the Treasury. The Opportunity Zones tax incentive is designed to spur economic development and job creation in these very communities through preferential tax treatment for those investing certain eligible capital gains into Opportunity Zones.

This Administration's priority is to help the forgotten men and women of America—particularly those living in economically distressed communities—facing an uphill battle to opportunity. On average, the median family income in an Opportunity Zone is 37 percent below the State median. More than one in five Opportunity Zones have a poverty rate higher than 40 percent, compared to just one in twenty census tracts nationwide. Of all Opportunity Zones, 71 percent meet the U.S. Department of the Treasury's definition of "severely distressed." Approximately 22 percent of adults living in Opportunity Zones have not attained a high school diploma, compared to 13 percent nationally. Most striking is that life expectancy for Opportunity Zone residents is on average three years shorter than it is nationally.

In order to combat these staggering numbers, on December 12, 2018, President Donald J. Trump signed Executive Order 13853, establishing the White House Opportunity and Revitalization Council (Council). The Council is chaired by the Secretary of the U.S. Department of Housing and Urban Development, Benjamin S. Carson, Sr., and led by Executive Director Scott Turner. The Council carries out the Administration's plan to encourage public and private investment in urban and economically distressed areas, including Opportunity Zones. In April of 2019, the Council published an Implementation Plan, which assigned Council member agencies to specific work streams and objectives.

The Council member agencies have proposed a total of 223 recommendations, which aim to encourage public and private investment in urban and economically distressed communities, including Opportunity Zones; and to help State, local, and tribal governments to better identify, use, and administer Federal resources in urban and economically distressed communities, including Opportunity Zones. This report describes the recommendations, which include subregulatory, regulatory, and legislative items. Of the proposed recommendations included within this report, 180 actions have already been undertaken by the Council. One such noteworthy action was the creation of the "OpportunityZones.gov" website, which provides more information about the Opportunity Zones initiative. The website emphasizes the need for public-private partnerships that involve all relevant stakeholders in the Opportunity Zones space. Moreover, the Council—led by

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Executive Director Turner—has traveled across the country, making visits to more than 50 economically distressed areas, including Opportunity Zones. On each of his visits, Executive Director Turner learns firsthand about the pain, needs, strengths, and hopes of the community, collecting feedback and recommendations that come directly from community members. Moving forward, this knowledge will be complemented by data generated by a newly revised tax form, which will permit tracking Qualified Opportunity Fund investment at the local and national level and aid in evaluating its effects.

While the Opportunity Zones initiative is still in its early stages, this report reflects the incredible amount of collaborative activity taking place on the Federal Government level. A subsequent report will be published in the Spring of 2020, in which the Council will identify promising best practices emerging from Opportunity Zone communities across the country. As America's economically distressed communities experience more Opportunity Zone investment, the Council will continue to evaluate the progress towards revitalization and economic and community development.

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Introduction

Opportunity Zones are designed to spur economic development and encourage job creation in distressed communities by providing tax benefits to investors. Created through the Tax Cuts and Jobs Act on December 22, 2017, an Opportunity Zone is defined by the Internal Revenue Service (IRS) as “an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Localities qualify as Opportunity Zones if they have been nominated for that designation by the State and that nomination has been certified by the Secretary of the U.S. Treasury via his delegation of authority to the Internal Revenue Service.” More than 8,700 census tracts across the country have been designated as Opportunity Zones. Each State and territory could nominate up to one-quarter of its low-income census tracts as Opportunity Zones. In the time since Opportunity Zones were added to the tax code in 2017, the IRS has issued several sets of guidance to provide greater clarity and understanding on how Opportunity Zones may be utilized to foster economic development.

Executive Order 13853 established the White House Opportunity and Revitalization Council (Council). The Council, which is chaired by the Secretary of the U.S. Department of Housing and Urban Development, Benjamin S. Carson, Sr., and led by Executive Director Scott Turner, was created “to encourage public and private investment in urban and economically distressed areas, including qualified Opportunity Zones . . . [and] lead joint efforts across executive departments and agencies (agencies) to engage with State, local, and tribal governments to find ways to better use public funds to revitalize urban and economically distressed communities.” Members of the Council include: the Secretary of Housing and Urban Development (Chair); the Assistant to the President for Domestic Policy (Vice Chair); the Secretary of the Treasury; the Attorney General; the Secretary of the Interior; the Secretary of Agriculture; the Secretary of Commerce; the Secretary of Labor; the Secretary of Health and Human Services; the Secretary of Transportation; the Secretary of Energy; the Secretary of Education; the Secretary of Veterans Affairs; the Administrator of the Environmental Protection Agency; the Director of the Office of Management and Budget; the Administrator of the Small Business Administration; the Assistant to the President for Economic Policy; the Chairman of the Council of Economic Advisers; the Chairman of the Council on Environmental Quality; the Federal Co-Chairman of the Appalachian Regional Commission; the Federal Co-Chairman of the Delta Regional Authority; the Federal Co-Chairman of the Northern Border Regional Commission; and the heads of such other agencies, offices, or independent regulatory agencies as the Chair may designate or invite. The Secretary of Veterans Affairs was invited to join the Council in July of 2019, and the invitation was accepted.

In order to accomplish the tasks set forth by the Council, Executive Director Scott Turner (along with other members and representatives of the Council) has traveled to Opportunity Zones in more than 50 places—urban, suburban, rural, and tribal—as of December 12, 2019. The primary objective of these trips has been to engage with local communities, hear from a wide range of people, and identify each community’s specific strengths and needs. In each place, Executive Director Turner has facilitated roundtable discussions and gatherings with community residents, local leaders, entrepreneurs, faith leaders, education stakeholders, elected officials, investors, and additional stakeholders. Executive Director Turner and various members of the Council have been fortunate to tour numerous Opportunity Zone projects, including new affordable housing developments; buildings under rehabilitation after sitting vacant for decades; mixed-use construction; innovative business campuses for local entrepreneurs; and much-needed preservation of historic areas, to name a few examples.

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In addition to the Council's travels across the United States, members have held various meetings at their respective agencies in Washington, D.C., and at the White House. Some events have focused on the philanthropic community's role in Opportunity Zones; the significance of Opportunity Zones to Public Housing Authorities; and the combination of existing economic development efforts with State and local Opportunity Zone strategies. The entire Council has convened on several occasions in order to conduct meetings and strategize as a team, and it will continue to do so in calendar year 2020.

Council member agencies have also devoted efforts to educating their field staff throughout the country on the Opportunity Zones incentive. Staff located in the field have a unique and essential role to play in coordinating agency and intergovernmental activities in Opportunity Zones. Many of these team members, including agencies' Regional Administrators, have accompanied Executive Director Turner during his regional visits. This engagement is crucial as the Opportunity Zones initiative continues.

Secretary Carson, Executive Director Turner, and other Council principals have met with Opportunity Zone residents and participated in Opportunity Zones-focused events of non-Federal stakeholders. This includes meetings with education leaders, gatherings of governors and local officials, conferences of policy and business leaders, as well as roundtables with investors. The Council looks forward to continuing spreading the message of revitalization. The Council's travels are integral to achieving its main goals, which include:

- 1) to assess the actions each agency can take under existing authorities to prioritize or focus Federal investments and programs on urban and economically distressed communities, including qualified Opportunity Zones;
- 2) to assess the actions each agency can take under existing authorities to minimize all regulatory and administrative costs and burdens that discourage public and private investment in urban and economically distressed communities, including qualified Opportunity Zones;
- 3) to consult with officials from State, local, and tribal governments and individuals from the private sector to solicit feedback on how best to stimulate the economic development of urban and economically distressed areas, including qualified Opportunity Zones;
- 4) to coordinate Federal interagency efforts to help ensure that private and public stakeholders—such as investors; business owners; institutions of higher education; K-12 education providers; early care and education providers; human services agencies; State, local, and tribal leaders; public housing agencies; non-profit organizations; and economic development organizations—can successfully develop strategies for economic growth and revitalization.

In April of 2019, the Council issued an Implementation Plan, which established a framework for the execution of these goals and delineated a strategy for coordinating across agencies and engaging with the public. The Implementation Plan also sorted the members of the Council into five work streams (or sub-committees) in order to implement the Council's goals and enhance communication across the agencies. Each work stream was also tasked with advising the Chair.

The Council includes the following work streams and respective action items:

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<u>Work Streams</u>	<u>Lead Agency</u>	<u>Supporting Agencies</u>	<u>Action Items</u>
Economic Development	Department of Commerce	Small Business Administration; Department of Housing and Urban Development; Department of Agriculture; Treasury Department; Department of Transportation; Department of Health and Human Services; Council on Environmental Quality; Environmental Protection Agency	Leverage Federal grants and loans in a more integrated way to develop dilapidated properties and provide basic infrastructure and financial tools to attract private investment.
Entrepreneurship	Small Business Administration	Department of Commerce; Department of Energy; Department of Agriculture; Department of the Interior; Department of Veterans Affairs	Leverage government lending and grants to stimulate access to private capital and promote programs that assist entrepreneurs.
Safe Neighborhoods	Department of Justice	Department of Health and Human Services; Environmental Protection Agency; Department of the Interior	Combat drug addiction and the opioid crisis, reduce crime/enhance public safety, and address environmental contamination obstacles to development.
Education and Workforce Development	Departments of Education and Labor (co-leads)	Department of Health and Human Services; Department of Agriculture; Department of Commerce; Department of Energy; Department of Veterans Affairs	Improve the efficacy of K-12 and community college career and technical education and workforce development programs to better prepare workers in distressed communities for jobs.
Measurement	Council of Economic Advisers	Treasury Department; Department of Housing and Urban Development; Department of Commerce	Develop robust reporting and analytics to measure impact of Opportunity Zone designation.

Four work streams focus on administrative reforms and initiatives to target, streamline, and coordinate Federal resources and leverage private capital to (1) stimulate economic development, (2) encourage entrepreneurship, (3) promote safe neighborhoods, and (4) expand education and workforce development opportunities. The fifth work stream focuses on (5) developing and

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employing robust measurement and analysis tools to gauge the effectiveness of the Opportunity Zone tax incentive and the Council's actions.

This report provides an update on the activities and recommendations of the White House Opportunity and Revitalization Council thus far. It is issued by the Council in fulfillment of its responsibilities under Executive Order 13853, and includes a list of recommended changes that would encourage public and private investment in urban and economically distressed communities, including Opportunity Zones, as well as a list of recommended changes to Federal statutes, regulations, policies, and programs that would help State, local, and tribal governments to better identify, use, and administer Federal resources in urban and economically distressed communities, including Opportunity Zones.

The Council has already developed and made available to the public "OpportunityZones.gov"—a website that provides community residents, local leaders, entrepreneurs, and investors with a common point of reference for all available Opportunity Zone information, tools, promising practices, Council actions, resources, and news. While the Department of Housing and Urban Development led this effort, the website incorporates material from all member agencies of the Council. Of note, visitors can access links to various Federal resources that complement private sector Qualified Opportunity Fund investments. "OpportunityZones.gov" also contains news articles about Opportunity Zones, and a photo gallery that features many of the Council's visits. The website is meant to be a resource for all who are interested in Opportunity Zones, and it will be updated continuously with new information throughout the duration of the Council's work.

Additionally, the website includes Volume I of the Opportunity Zones Community Toolkit. This initial 23-page guide is a primer for local leaders who are preparing for Opportunity Zone investments in their communities. It outlines the components of transformational, inclusive community and economic development, and stresses the importance of understanding the needs and desires of underserved Opportunity Zone community residents. The Toolkit offers a roadmap for jurisdictions that want to align and leverage their place-based resources, establish policy tools and incentives, and partner with independent organizations in developing their Opportunity Zone development strategies. The success of the Opportunity Zones initiative is contingent upon participation and engagement with local leaders, as the Toolkit makes clear. Future iterations of the Toolkit will explore more extensively the possibilities for local Opportunity Zone strategies and will include detailed information and examples of how particular Federal grants can play a role in enhancing the benefits of Qualified Opportunity Fund investments for communities.

The Council member agencies have worked together closely since the Council's formation, not only in the construction of the website and Toolkit, but also in the completion of action items that align existing Federal resources to economically distressed areas, including Opportunity Zones. Each agency has worked to enhance its partnerships and community ties, including intergovernmental relationships. This work includes the issuance of Requests for Information, which seek ideas from stakeholders on how Federal resources can support the mission of Opportunity Zone revitalization. Council member agencies have hosted workshops, webinars, and trainings to guide stakeholders on Opportunity Zones. For example, the Department of Health and Human Services' Administration for Native Americans (ANA) has engaged its service population of tribes and tribal organizations located in Opportunity Zones to access available funding, training, and technical assistance. Additionally, numerous meetings of the entire Council have been held to foster collaboration and information-sharing across agencies.

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As of this report's publication, the Council has taken action on 180 items. Wherever possible, the Council will continue to effectuate subregulatory and regulatory changes benefitting urban and economically distressed communities, including Opportunity Zones. All Council member agencies are tasked with analyzing the results of their completed action items, their effect on Opportunity Zone residents, and the extent of Federal investment. It is worth noting that many of the Council's recommendations are based on its already-completed action items.

The following recommendations are categorized according to work stream; then according to department or agency. Each agency program is briefly described, followed by its respective recommendation. If the Council's recommendation is also a completed action item, there is an asterisk preceding the item, and the fiscal year(s) in which the item was completed is noted in parentheses. Generally, it is recommended by the Council that the agencies continue implementing these actions in future fiscal years, so that economically distressed areas, including Opportunity Zones, can continue to benefit.

The recommendations are categorized according to whether they are subregulatory, regulatory, or legislative in nature. Additionally, this report notes whether each recommendation was undertaken in accordance with Section 4b) or Section 4c) of Executive Order 13853. Section 4b) pertains to recommended changes that would encourage public and private investment; Section 4c) pertains to recommended changes that would help State, local, and tribal governments to better identify, use, and administer Federal resources. As noted below, some recommended items encapsulate both ideas, and therefore are identified accordingly.

A full list of the Council's recommendations, beginning with those of the Economic Development work stream, follows. Page 131 of the report contains two legislative recommendations made on behalf of the entire Council.¹

¹ The President's Budget called for the elimination of various programs referenced in this report. The Council supports the President's Budget and Government Reform plan and proposes these recommendations to better align these programs with Administration priorities until Congress adopts the President's proposals.

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Economic Development

The economic benefits that new and innovative investments bring to communities are significant. Without robust economic development, local communities cannot meet the needs of their residents or remain competitive in an increasingly changing national and global economy. Further, the investment divides within urban areas pose challenges for economic development. The Council's Economic Development work stream seeks to address both issues.

The Economic Development work stream's recommendations to encourage public and private investment in urban and economically distressed communities, including Opportunity Zones, focus on benefitting diverse segments of the population by incentivizing investments in underserved areas, and by supplementing that investment with targeted Federal resources. The work stream's recommendations to help State, local, and tribal governments to better identify, use, and administer Federal resources in these communities focus on stimulating greater investment in Opportunity Zones through the enhancement of existing State and local economic development efforts and through the coordination of Federal, State, and local resources.

WORK STREAM: ECONOMIC DEVELOPMENT

AGENCY: DEPARTMENT OF AGRICULTURE

PROGRAM	DESCRIPTION	RECOMMENDATION	TYPE OF ACTION	PURPOSE
Business and Industry Loan Guarantees	This program bolsters the availability of private credit by guaranteeing loans for rural businesses.	To leverage investments in rural property, encourage projects located in Opportunity Zones and amid persistent poverty.	Subregulatory	Encourage public and private investment
Disaster Relief Act 2019 Grant Funds for Community Facilities	As part of the Additional Supplemental Appropriations for Disaster Relief Act, 2019, the Rural Housing Service's Community Facilities Program (CF) received supplemental grant funding available for necessary expenses related to the consequences of Hurricanes Michael and Florence and wildfires occurring in calendar year 2018, tornadoes and floods occurring in calendar year 2019, and other natural disasters, to remain available until expended. The authority for the Agency to administer the Community Facilities Grant Program is provided in the Consolidated Farm and Rural Development Act (CONAct). The	*To leverage investments in rural property, encourage projects located in Opportunity Zones (2019).	Subregulatory	Encourage public and private investment

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	grant funds will be administered in accordance with this Notice of Funding Availability.			
Farm to School Grant Program	This program is designed to increase the availability of local foods in schools; grants can help new farm to school programs get started or expand existing efforts. Grants are intended as one-time infusions of funds to help grantees accomplish farm to school objectives that will be sustained in the long term. Funds support a wide range of activities from training, planning, and developing partnerships, to creating new menu items, establishing supply chains, offering taste tests to children, purchasing equipment, planting school gardens, and organizing field trips to agricultural operations.	*Add priority points to Notices of Funding Availability for applicants with projects located in or targeting Opportunity Zones (2020).	Subregulatory	Encourage public and private investment
ReConnect Pilot Program	The ReConnect Program provides loans, grants, and loan/grant combinations to facilitate broadband deployment in rural areas. In facilitating the expansion of broadband services and infrastructure, the pilot will fuel long-term rural economic development and opportunities in rural America. One of those opportunities is precision agriculture. The use of this	*Award points to applications that are proposing to provide service in at least part of an area that includes one or more Opportunity Zones (2020).	Subregulatory	Encourage public and private investment

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	technology requires a robust broadband connection. The awards made under this program will bring high-speed broadband to farms, which will allow them to increase productivity.			
Rural Business Development Grants	This is a competitive grant designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas that match median household income criteria. Priorities are given according to trauma, economic distress, long-term poverty, population decline, and unemployment.	*Add priority points to Notices of Funding Availability for applicants with projects located in or targeting Opportunity Zones (2019).	Subregulatory	Encourage public and private investment
Rural Housing Preservation Grant (HPG)	The HPG program is a grant program which provides qualified public agencies, private nonprofit organizations, which may include but not be limited to, Faith-Based and Community Organizations, and other eligible entities grant funds to assist very low- and low-income homeowners in repairing and rehabilitating their homes in rural areas. In addition, the HPG program assists rental property owners and cooperative housing complexes in repairing and rehabilitating their	*Encourage applications for projects that will support rural areas with persistent poverty and in Opportunity Zones (2019).	Subregulatory	Encourage public and private investment

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	units if they agree to make such units available to low- and very low-income persons.			
Section 514 Farm Labor Housing (FLH) Loans for Off-Farm Housing	These loans are for the construction of new off-farm FLH units and related facilities for domestic farm laborers and for the purchase and substantial rehabilitation of non-FLH property. The intended purpose of the loans is to increase the number of available housing units for domestic farm laborers.	*To encourage investments in rural properties, award points to projects located in rural Opportunity Zones where projects should provide measurable results in helping communities build robust and sustainable economies (2019).	Subregulatory	Encourage public and private investment
Section 516 Farm Labor Housing Grants for Off-Farm Housing	These grants are for the construction of new off-farm FLH units and related facilities for domestic farm laborers and for the purchase and substantial rehabilitation of non-FLH property. The intended purpose of the grants is to increase the number of available housing units for domestic farm laborers.	*To encourage investments in rural properties, award points to projects located in rural Opportunity Zones where projects should provide measurable results in helping communities build robust and sustainable economies (2019).	Subregulatory	Encourage public and private investment
Solid Waste Management Grant Program	This program reduces or eliminates pollution of water resources by providing funding for organizations that provide technical assistance or training to improve the planning and management of solid waste sites.	*Add priority points to Notices of Funding Availability for applicants with projects intended to serve Opportunity Zones (2019, 2020).	Subregulatory	Encourage public and private investment

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Technical Assistance and Training for Rural Water Systems	This program helps qualified, private nonprofits provide technical assistance and training to identify and evaluate solutions to water and waste problems; helps applicants prepare applications for water and waste disposal loans/grants; and helps associations improve the operation and maintenance of water and waste facilities in eligible rural areas.	*Add priority points to Notices of Funding Availability for applicants with projects intended to serve Opportunity Zones (2019, 2020).	Subregulatory	Encourage public and private investment
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AGENCY: DEPARTMENT OF COMMERCE

Comprehensive Economic Development Strategy (CEDS)	The CEDS is a strategy-driven plan for regional economic development and is the result of a regionally owned planning process designed to build capacity and guide the increase in economic prosperity and resiliency of an area or region.	To assist local and regional planning partners in building effective approaches to maximize the benefits of Opportunity Zones, incorporate Opportunity Zones into the CEDS Content Guidelines.	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Economic Adjustment Assistance Program - Disaster Supplemental	The Economic Development Administration (EDA) provides this investment assistance to help communities and regions devise and implement long-term economic recovery strategies through a variety of non-construction and construction projects, as appropriate, to address economic challenges in areas where a	*Include Opportunity Zones as an investment priority; grant applications must include at least one investment priority (2018).	Subregulatory	Encourage public and private investment

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	<p>Presidential declaration of a major disaster was issued under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) as a result of Hurricanes Harvey, Irma, and Maria, and of wildfires and other natural disasters occurring in calendar year 2017.</p>			
<p>Economic Development Administration – Economic Development Assistance Programs</p>	<p>The Economic Development Administration provides strategic investments through competitive grants that foster job creation and attract private investment to support development in economically distressed areas of the United States. Applications are accepted from communities to provide investments that support economic development through a wide variety of assistance types that include construction and non-construction programs.</p>	<p>*Make Opportunity Zones eligible for funding through EDA's Special Needs category (2018).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>International Trade Administration/ SelectUSA: Connecting Foreign Investors to Opportunity Zones</p>	<p>SelectUSA is the Federal-level program dedicated to facilitating and promoting high-impact business investment into the United States. SelectUSA has assisted thousands of clients, including economic development organizations, domestic firms, and international companies, facilitating more than \$64 billion in client-verified investment, supporting more than 86,000 jobs across the</p>	<p>Develop language for foreign investors to be used in factsheets, regular research, and location reports produced for SelectUSA clients, and supporting documents on the "OpportunityZones.gov" website.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	United States. In addition, the annual SelectUSA Investment Summit, which attracts more than 3,000 participants, has directly impacted more than \$32.5 billion in new U.S. investment projects.			
Review of Department of Commerce Policy in Opportunity Zones	The Department of Commerce (DOC) intends to maximize the beneficial impact of investment in Opportunity Zones. The DOC has been charged with leading the Economic Development subcommittee (“work stream”) on Opportunity Zones. To inform that work, DOC is reviewing economic development programs policies, practices, planned actions, regulations, and guidance across the entire Federal Government and within its own programs. Through this notice, DOC seeks input and recommendations from the public to help spur economic development in qualified Opportunity Zones and other distressed areas across the country.	*Through the issuance of a Request for Information, continue to seek input on how the Department can best align its policies and programs to Opportunity Zones (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Stakeholder Engagement through Workshops and Trainings	Through regular workshops and trainings, EDA can better determine the needs of external stakeholders in distressed areas, including Opportunity Zones.	*Work in partnership with external organizations to provide stakeholders information and training on Opportunity Zones via workshops and trainings. The objective of these workshops is	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and

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		to help States and local governments better access and administer funds in Opportunity Zones (2020).		administer Federal resources
Targeted Opportunity Zone Outreach to Governors and Other State Stakeholders	Through visiting State capitals and assessing priority projects and areas, incentives, and resources to amplify Federal assistance and identify challenges and needs, EDA can better determine the most effective ways to support economic development in distressed communities.	Engage in targeted outreach through Governors’ Offices to consult with governors and other State stakeholders to learn how States are supporting Opportunity Zones. These visits may result in follow-up Federal Interagency Resource Exchanges (FIRE) forums and Regional Economic Diversification Summits (REDS) to support economic development in Opportunity Zones. FIRES and REDS are EDA Economic Development Integration (EDI) tools designed to respond directly to locally identified economic development priorities with the goal of strengthening partnerships, troubleshooting, and leveraging local and Federal resources for alignment and investment. This model may also be adapted to follow up on Council roundtable visits.	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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AGENCY: COUNCIL ON ENVIRONMENTAL QUALITY

<p>Council on Environmental Quality: One Federal Decision Policy</p>	<p>Inefficiencies in the environmental review and permitting process have increased project costs and delayed infrastructure developments. The One Federal Decision policy, established by President Donald J. Trump in Executive Order (EO) 13807, set a goal for Federal agencies to complete environmental reviews for major infrastructure projects within two years. Major infrastructure projects, as defined in EO 13807, are projects for which the sponsor has identified reasonable availability of funds and which require multiple permits or approvals by Federal agencies and the preparation of an environmental impact statement. Under the policy, the lead Federal agency, in consultation with the cooperating agencies, is required to prepare a joint schedule, develop a single environmental impact statement and single record of decision, and issue all permits and approvals within 90 days of the record of decision.</p>	<p>Develop materials for investors describing policies and actions taken to promote more efficient, effective, and timely environmental reviews and permitting processes for major infrastructure projects; develop materials that provide an overview of the One Federal Decision policy and its applicability in Opportunity Zones.</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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AGENCY: DEPARTMENT OF ENERGY

<p>Office of Indian Energy Policy and Programs: Energy Infrastructure Development on Indian Lands</p>	<p>The Office of Indian Energy solicits applications from Indian Tribes, which include Alaska Native Regional Corporations and Village Corporations, Intertribal Organizations, and Tribal Energy Development Organizations, to install energy generating system(s) and/or energy efficiency measure(s) for tribal building(s); or, deploy community-scale energy generating system(s) or energy storage on Tribal Lands; or, install integrated energy system(s) for autonomous operation (independent of the traditional centralized electric power grid) to power a single or multiple essential tribal facilities during emergency situations or for tribal community resilience; or, deploy energy infrastructure or integrated energy system(s) to electrify tribal buildings.</p>	<p>Add a Program Policy Factor to Funding Opportunity Announcements to help spur economic development and educational opportunities in qualified Opportunity Zones and distressed communities.</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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AGENCY: ENVIRONMENTAL PROTECTION AGENCY

<p>Local Foods, Local Places</p>	<p>Local Foods, Local Places helps communities revitalize neighborhoods through development of local food systems. Local Foods, Local Places aims to support projects that do all of the following: create livable, walkable, economically vibrant main streets and mixed-use neighborhoods; boost economic opportunities for local farmers and main street businesses; and improve access to healthy, local food, especially among disadvantaged populations. The program will provide selected communities planning assistance that centers around a two-day community workshop. At the workshop, a team of experts will help community members develop an implementable action plan that promotes local food and neighborhood revitalization.</p>	<p>*Provide special consideration to communities with projects located in Opportunity Zones; give highest consideration to those communities that can identify how Local Foods, Local Places assistance will leverage the Opportunity Zone designation to support implementation of the resulting action plan (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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<p>Online Spatial Analysis Tools</p>	<p>To better meet the Agency’s responsibilities related to the protection of public health and the environment, the Environmental Protection Agency (EPA) has developed a new environmental justice (EJ) mapping and screening tool called “EJSCREEN.” It is based on nationally consistent data and an approach that combines environmental and demographic indicators in maps and reports. “Cleanups in My Community” enables users to map and list hazardous waste cleanup locations and grant areas, and drill down to details about those cleanups and grants, as well as other related information.</p>	<p>Regularly update and promote the use of online spatial data analysis tools such as “EJSCREEN” and “Cleanups in My Community” that now have an Opportunity Zone layer, to help communities, developers, and investors locate projects that have environmental and public health benefits.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Permitting Best Practices</p>	<p>EPA maintains several documents that discuss reform of State and local development rules to increase community investment, including: Essential Smart Growth Fixes Series; Attracting infill in distressed communities; and Framework for Creating a Smart Growth Economic Development Strategy, a tool for small towns and rural communities.</p>	<p>Through the delivery of technical assistance, share best practices about permitting and other issues at the State and local level, as well as planning policies and practices regarding zoning and regulatory streamlining that support reinvestment in Opportunity Zones and economically distressed communities.</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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<p>Urban Waters Federal Partnership (UWFP)</p>	<p>The UWFP is an interagency effort supported by 14 Federal agencies and more than 28 nongovernmental organization partners. It works in 19 watersheds across the country, each of which includes multiple Opportunity Zones. The program also collaborates with community-led revitalization efforts to improve America’s water systems and promote their economic, environmental, and social benefits.</p>	<p>Encourage more communities located within Opportunity Zones to apply for inclusion in the Urban Waters Federal Partnership.</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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AGENCY: GENERAL SERVICES ADMINISTRATION

<p>Lease Acquisition Circular</p>	<p>The Lease Acquisition Circular (LAC) issues revisions to the Leasing Desk Guide, which contains authorities, policies, technical and procedural guides, and administrative limitations governing the acquisition by lease of real property.</p>	<p>*Issue revisions to the Leasing Desk Guide to implement Executive Order 13853 and encourage public and private investment in urban and economically distressed areas, including Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Site Acquisition Policy Letter (SAPL)</p>	<p>The Site Acquisition Policy Letter (SAPL) explains the requirements, processes, and procedures for ensuring place-based directives are followed in Federal site selection.</p>	<p>*Outline GSA's policy for promoting efficiency, economic development, and sustainability in location planning decisions in support of Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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AGENCY: DEPARTMENT OF HEALTH AND HUMAN SERVICES

<p>Centers for Medicare & Medicaid Services (CMS)/Administration for Native Americans (ANA)</p>	<p>The Centers for Medicare & Medicaid Services serves beneficiaries of those programs. The Administration for Native Americans supports Native American communities by providing financial assistance and capacity building, gathering and sharing data, and advocating for improved policies within the Department of Health and Human Services (HHS) and across the Federal Government.</p>	<p>Highlight potential alignment between Opportunity Zones and public-private partnerships to address beneficiaries' needs by producing an online training that would inform Opportunity Zone residents in ANA's service population of the benefits of the incentive.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Community Economic Development Focus on Social Enterprises</p>	<p>This program awards funds to experienced Community Development Corporations (CDCs) for well planned, financially viable, and innovative projects sponsoring social enterprise incubators. These incubators will develop new products, services, and commercial activities that result in new positions for individuals with low incomes, while also addressing a local unmet need</p>	<p>*Provide bonus points to projects located in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	<p>or solution to social problems for the community's constituents and its stakeholders. Projects also address the personal and community barriers that must be overcome to help individuals with low incomes become self-sufficient (e.g., transportation, childcare, education/training, language, etc.). Projects can use funds for costs associated with social enterprise start-up or expansion activities, as well as technical assistance and incubator services to these businesses. Projects must be located in geographic areas with a demonstrated need for social enterprise, such as a county designated as having persistent poverty.</p>			
<p>Community Economic Development (CED) Projects</p>	<p>This program awards funding for well-planned, financially viable, and innovative projects to enhance job creation and business development for individuals with a low income. CED grants will be made as part of a broader strategy to address objectives such as decreasing dependency on Federal</p>	<p>*Provide bonus points to projects located in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	<p>programs, chronic unemployment, and community deterioration in urban and rural areas. CED projects are expected to actively recruit individuals with a low income to fill the positions created by CED-funded development activities, to assist those individuals to successfully hold those jobs and to ensure that the businesses and jobs created remain viable for at least one year after the end of the grant period. CED-funded projects can be non-construction or construction projects, however, short-term construction jobs associated with preparing for business startup or expansion are not counted when determining the number of jobs created under the CED program, as they are designed to be temporary in nature.</p>			
<p>Outreach About Available Resources to Stakeholders in Opportunity Zones</p>	<p>The Administration for Native Americans supports Native American communities by providing financial assistance and capacity building, gathering and sharing data, and advocating for improved</p>	<p>Engage the Administration for Native Americans’ (ANA) service population of tribes and tribal organizations located in Opportunity Zones to access available funding,</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	policies within HHS and across the Federal Government.	training, and technical assistance.		
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AGENCY: DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Choice Neighborhoods Implementation Grant Program	Choice Neighborhoods Implementation Grants support the implementation of comprehensive neighborhood revitalization plans that are expected to achieve the following three core goals: (1) Housing: Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood; (2) People: Improve outcomes of households living in the target housing related to employment and income, health, and children’s education; and (3) Neighborhood: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to	*Add preference points to the program's Notices of Funding Availability (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
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	offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.			
Choice Neighborhoods Planning Grants Program	This annual competitive grant program leverages significant public and private dollars to develop locally driven strategies that address struggling neighborhoods with distressed public and/or HUD-assisted housing.	*Add preference points to the program's Notices of Funding Availability (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Community Development Block Grant	This program provides annual grants on a formula basis to States, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.	Propose changes to reduce the administrative burden by modernizing and simplifying the public benefit standards for economic development activities, including those in Opportunity Zones.	Regulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Community Development Block Grant	This program provides annual grants on a formula basis to States, cities, and counties to develop viable urban communities by providing decent housing and a suitable	To generate more flexibility in mixed-use CDBG activities, revise regulations to address compliance with CDBG's national objectives by mixed-use developments in which	Regulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.	CDBG funds will be used to assist only a portion of the development.		
Community Development Block Grant	This program provides annual grants on a formula basis to States, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.	To reduce administrative recordkeeping and reporting requirements and encourage CDBG grantees to invest in economic development and housing activities in Opportunity Zones, new guidance could identify enhanced flexibilities for qualifying Opportunity Zones similar to those granted Neighborhood Revitalization Strategy Areas (NRSAs), such as relaxed job creation and retention tracking efforts, an exemption to the public services cap, and greater flexibility in providing housing in addition to selecting and implementing economic development projects.	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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<p>Community Development Block Grant</p>	<p>This program provides annual grants on a formula basis to States, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.</p>	<p>To allow Opportunity Zone stakeholders to know where HUD investment is currently leveraged and what types of HUD-funded projects are underway within an Opportunity Zone, encourage CDBG grantees to indicate where Qualified Opportunity Fund dollars are used alongside HUD dollars, to track the leveraging of HUD resources in Opportunity Zones.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Community Development Block Grant Program for Indian Tribes and Alaska Native Villages</p>	<p>This program helps develop viable Indian and Alaska Native communities through the creation of decent housing, suitable living environments, and economic opportunities primarily for persons with low and moderate incomes.</p>	<p>*Add preference points to the program's Notices of Funding Availability (2019, 2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Comprehensive Housing Counseling Grant Program</p>	<p>This program awards funds to HUD-approved housing counseling agencies for the provision of counseling and advice to tenants and homeowners, both current and prospective, with respect to property maintenance, financial management and literacy, and other topics to</p>	<p>*Add preference points to the program's Notices of Funding Availability (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	assist clients in improving their housing conditions, meeting their financial needs, and fulfilling the responsibilities of tenancy or homeownership.			
Distressed Cities Technical Assistance	The purpose of this technical assistance is to provide critically needed technical assistance to distressed communities with populations under 40,000, including those with designated Opportunity Zones and communities recovering from natural disasters.	*Continue to help smaller distressed communities to improve their financial management practices, build up administrative capacity, and improve their knowledge of Federal resources, including leveraging of Opportunity Zone investment (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
FHA-assisted Housing Properties in Opportunity Zones	The Federal Housing Administration (FHA) publishes a monthly report that tracks expiring Section 8 contracts.	To support investment and preserve affordable housing in Opportunity Zones, notify stakeholders when a Section 8 contract for a property located in an Opportunity Zone will expire. This would be done by adding Opportunity Zone status to the databases that HUD already publishes to notify stakeholders of expiring contracts.	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
HOME Investment Partnerships Program (HOME)	This program provides grants to States and units of general local government to	Propose certain changes to facilitate the investment of HOME funds in housing	Regulatory	Encourage public and private investment; Help State, local, and tribal governments to

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	implement local housing strategies designed to increase homeownership and affordable housing opportunities for low- and very low-income Americans.	located in Opportunity Zones. For instance, HUD is contemplating extending the deadline for the sale of HOME-funded homebuyer units in Opportunity Zones and extending the deadline for occupancy of HOME-assisted units for HOME-funded rental units in Opportunity Zones.		better identify, use, and administer Federal resources
HOPE VI Main Street Grant Program	The purpose of the HOPE VI Main Street Grant Program is to provide grants to small communities to assist in the renovation of an historic or traditional central business district, or “Main Street” area, by replacing unused, obsolete, commercial space in buildings with affordable housing units. The objectives of the program are to: redevelop central business districts (Main Street areas); preserve Historic or traditional Main Street area properties by replacing unused commercial space in buildings with affordable housing units; enhance economic development efforts in Main Street areas; and provide affordable housing in Main	*Add preference points to the program's Notices of Funding Availability (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	Street areas. Main Street grant funds can be used to build new affordable housing or reconfigure obsolete or surplus commercial space (or extremely substandard, vacant housing) into affordable housing units.			
HUDhomestore.com	HUD maintains a website that includes a portfolio of foreclosed single family homes that any potential buyer can view online.	Since Qualified Opportunity Funds are potential buyers, add a tag on this website to properties located in Opportunity Zones.	Subregulatory	Encourage public and private investment
Incentives for FHA Mortgage Insurance for Properties Located in Opportunity Zones	FHA facilitates the construction, rehabilitation, and refinance of multifamily properties, both affordable and market-rate, by guaranteeing mortgage loans made by private lenders.	*Introduce FHA incentives for property owners applying for certain multifamily loans insured by FHA for properties located in Opportunity Zones, including processing by senior HUD underwriters and reduced application fees (2019).	Subregulatory	Encourage public and private investment
Indian Housing Block Grant (IHBG) Program-Competitive Grants	The purpose of the IHBG program is to assist American Indian and Alaska Native tribal governments to develop, maintain, and operate affordable housing in safe and healthy environments, and carry out other affordable housing activities.	*Add preference points to the program's Notices of Funding Availability (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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<p>Neighborhood Stabilization Program</p>	<p>This notice pertains to the closeout of the Neighborhood Stabilization Program (NSP), which provided \$8.639 billion in funds to stabilize neighborhoods negatively affected by residential properties foreclosed upon or abandoned between 2008 and 2010. Because NSP has expended 98 percent of grant funds and program income, and grantees have largely served their identified areas of greatest need, HUD is eager to hasten the expenditure of remaining grant funds and close out all open NSP grants.</p>	<p>*Add language supporting Opportunity Zones to this notice, including the encouragement of grantees to leverage Qualified Opportunity Fund capital with NSP funds. Specifically, HUD supports the ability of grantees to use their NSP funds in Opportunity Zones. HUD encourages grantees to explore whether Opportunity Zones could also qualify as Neighborhood Revitalization Strategy Areas (NRSAs) (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Office of Housing “New Pilot”</p>	<p>The New Pilot streamlines FHA mortgage insurance applications for eligible multifamily projects with equity from the Low-Income Housing Tax Credit and covers New Construction and Substantial Rehabilitation projects under Section 221(d)(4) and Section 220 of the National Housing Act.</p>	<p>*Direct each participating New Pilot Office to designate a senior underwriter to serve as the designated pilot underwriter for projects in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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<p>Procurement Pilot</p>	<p>The goal of the pilot, which will run from January 1, 2020 through June 30, 2020, is to assess the viability of the procurement source selection method to increase Federal Government procurement opportunities available to small businesses operating out of Opportunity Zones.</p>	<p>*Launch a pilot procurement source selection method giving preference to small businesses whose principal office is located in an Opportunity Zone. This pilot would apply to procurement at or below the Simplified Acquisition Threshold (SAT), currently \$250,000.00, and typically set aside for small businesses. With all else equal, a small business operating out of an Opportunity Zone will have preference for an award. If the pilot is successful, HUD would make this source selection method a permanent feature (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Project Rental Assistance Program of Section 811 Supportive Housing for Persons with Disabilities</p>	<p>This program seeks to identify, stimulate, and support sustainable State approaches that will transform the provision of housing for persons with disabilities while providing access to appropriate supports and services. This program provides project-based rental assistance funding to housing agencies. These funds are available to be used as project-based rental assistance for</p>	<p>*In Notices of Funding Availability for this program, identify eligible applicants that will be able to align their Project Rental Assistance Program with State or local initiatives that will increase the supply of permanent supportive housing for persons with disabilities and encourage grantees to consider placing units in Opportunity Zones (2020).</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	<p>housing units integrated within multifamily properties that are set aside for extremely low-income persons with disabilities who are eligible for community-based long-term care services and support that are provided under a State Medicaid Program or other comparable long-term services program.</p>			
<p>Rental Assistance Demonstration – Final Implementation, Revision 4</p>	<p>The Rental Assistance Demonstration (RAD) program gives public housing authorities (PHAs) a powerful tool to preserve and improve public housing properties and address the nationwide backlog of deferred maintenance. RAD also gives owners of three HUD "legacy" program (Rent Supplement, Rental Assistance Payment, and Section 8 Moderate Rehabilitation) the opportunity to enter into long-term contracts that facilitate the financing of improvements. In an effort to preserve and improve critically needed affordable housing for low-income seniors, Congress</p>	<p>*Work to align the Rental Assistance Demonstration (RAD) with Opportunity Zones in the following ways: allowing a limited contract rent increase for certain converting public housing properties located in Opportunity Zones to help owners access capital for high-impact new construction and substantial rehabilitation investments; and prioritizing conversion of public housing properties located in Opportunity Zones if there is a waiting list for the limited RAD participation authority (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	<p>directed HUD to implement a significant expansion of its RAD program to facilitate capital investment in senior housing developments assisted through HUD’s Section 202 Supportive Housing for the Elderly Project Rental Assistance Contracts (PRAC).</p>			
<p>Request for Information – Opportunity Zones</p>	<p>HUD has determined that—in light of Executive Order 13853 “Establishing the White House Opportunity and Revitalization Council”—it should undertake a substantive review of existing policies, practices, planned actions, regulations and guidance regarding HUD-administered programs. The purpose is to identify actions HUD can take to encourage beneficial investment in urban and economically distressed communities, including Opportunity Zones. In conducting this review, HUD believes that it would benefit from information and perspectives among State, local and tribal officials, experts in relevant disciplines, affected stakeholders in the private</p>	<p>*Issue a Request for Information (RFI) and continue to review HUD’s existing policies, practices, planned actions, regulations and guidance regarding HUD-administered programs to identify actions HUD can take to encourage beneficial investment in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	sector, and the public as a whole. HUD is, therefore, requesting information to guide and enhance this review.			
Rural Capacity Building for Community Development and Affordable Housing Grants (RCB)	This competitive program enhances the capacity and ability of rural housing development organizations, Community Development Corporations (CDCs), Community Housing Development Organizations (CHDOs), local governments, and Indian tribes (eligible beneficiaries) to carry out affordable housing and community development activities in rural areas for the benefit of low- and moderate-income families and persons.	*Add preference points to the program's Notices of Funding Availability (2018).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Section 202 Supportive Housing for the Elderly Program	This program provides Capital Advance funding for the development and operation of supportive rental housing for very-low-income persons aged 62 years or older. This program provides very-low-income elderly persons with the opportunity to live independently, but with important voluntary support services such as nutritional,	*Add language supporting Opportunity Zones to the program's Notices of Funding Availability. Future NOFAs will contain preference points for projects located in Opportunity Zones (2019).	Subregulatory	Encourage public and private investment

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	<p>transportation, continuing education, and/or health-related services. Capital Advance funds must be used to finance construction, reconstruction, moderate or substantial rehabilitation, or acquisition of a structure with or without rehabilitation.</p>			
<p>Section 203(k) Limited Program</p>	<p>FHA’s 203(k) Rehabilitation Mortgage Insurance Program enables homebuyers and homeowners to finance both the purchase (or refinancing) of a house and the cost of its rehabilitation through a single mortgage, or to finance the rehabilitation of their existing home. The 203(k) Limited Program permits homebuyers and homeowners to finance rehabilitation costs into their mortgage to repair, improve, or upgrade their home, allowing them to tap into cash to pay for property repairs or improvements, such as those identified by a home inspector or an appraiser.</p>	<p>*For homebuyers seeking to purchase a home in an Opportunity Zone, and for existing homeowners with homes in Opportunity Zones, increase from \$35,000 to \$50,000 the allowable maximum to finance rehabilitation costs. This expansion will allow qualified homeowners and homebuyers to more easily access mortgage credit needed to rehabilitate residential housing stock in Opportunity Zones (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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<p>Section 220 (Mortgage Insurance for Rental Housing)</p>	<p>Section 220 insures mortgages for the new construction or substantial rehabilitation of mixed-use housing projects in urban renewal areas, code enforcement areas, and other areas where local governments have undertaken designated revitalization activities.</p>	<p>*Establish Opportunity Zone census tracts as automatically eligible areas under Section 220 of the National Housing Act (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Section 811 Supportive Housing for Persons with Disabilities (Capital Advance)</p>	<p>This program aims to expand the supply of integrated affordable housing by providing Capital Advance funding for the development of permanent supportive rental housing for very-low-income persons aged 18 years or older. In addition to support for construction, Capital Advance awards provide operating subsidies in the form of a Project Rental Assistance Contract to maintain ongoing affordability over the next 40 years. These much-needed units provide persons with disabilities the opportunity to live as independently as possible within the community in an integrated environment that provides access to</p>	<p>*Add preference points to the program's Notices of Funding Availability (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	appropriate and voluntary supportive services.			
Self-Help Homeownership Opportunity Program (SHOP)	This program provides funds to eligible national and regional non-profit organizations and consortia 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.	*Add preference points to the program's Notices of Funding Availability (2019).	Subregulatory	Encourage public and private investment
Veterans Housing Rehabilitation and Modification Pilot Program	A number of America's disabled low-income veterans are in need of adaptive housing to help them regain or maintain their independence. In partnership with the Department of Veterans Affairs, this program addresses these challenges in accordance with the Carl Levin and Howard P. "Buck" McKeon National Defense Authorization Act for Fiscal Year 2015 (Pub. L. 113-291, enacted December 19, 2014) by awarding competitive grants to nonprofit	*Add preference points to the program's Notices of Funding Availability (2018).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	<p>organizations that provide nationwide or statewide programs that primarily serve veterans and/or low-income individuals. The grants may be used to support grantees' partners in providing those services.</p>			
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AGENCY: DEPARTMENT OF TRANSPORTATION

<p>Advanced Transportation and Congestion Management Technologies Deployment Initiative</p>	<p>This program provides funds to eligible entities to develop model deployment sites for large scale installation and operation of advanced transportation technologies to improve safety, efficiency, system performance, and infrastructure return on investment.</p>	<p>*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>America's Marine Highway Grant Program</p>	<p>This program provides funds to create new marine highway services or to expand existing marine highway services. Only projects or their components, including planning studies,</p>	<p>*Give special consideration to projects located along a marine highway or that support a marine highway service in a qualified Opportunity Zone (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	<p>that the Secretary has previously designated as Marine Highway Projects are eligible for this round of grant funding, to develop and expand marine highway service options and facilitate their further integration into the current U.S. surface transportation system, especially where water-based transport is the most efficient, effective and sustainable option.</p>			
<p>Assistance for Local Emergency Response Training Grants</p>	<p>This program provides funds for national nonprofit fire service organizations for Assistance for Local Emergency Response Training (ALERT) grant funds. The foundation of the ALERT Grants focuses on incident response activities related to the transportation of crude oil, ethanol, and other flammable liquids by rail. ALERT grant funding will be awarded to nonprofit organizations to train individuals with statutory responsibility to respond to accidents and incidents</p>	<p>*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	involving hazardous materials.			
Consolidated Rail Infrastructure and Safety Improvements (CRISI)	The Consolidated Rail Infrastructure and Safety Improvements (CRISI) program provides funds to assist projects that improve passenger and freight rail transportation safety, efficiency, and reliability.	*Add language supporting Opportunity Zones, including projects located in or that support transportation service in an Opportunity Zone, to the Agency’s departmental objectives in the Notices of Funding Opportunity (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Federal Transit Administration (FTA): Low or No Emission Grant Program	This program provides funds for the purchase or lease of vehicles that use advanced technologies for transit operations, including related equipment or facilities.	*Add language supporting Opportunity Zones to the program’s Notices of Funding Opportunity (2019).	Subregulatory	Encourage public and private investment
Federal-State Partnership for State of Good Repair Program	This program assists in funding capital projects within the United States to repair, replace, or rehabilitate qualified railroad assets to reduce the state of good repair backlog and improve intercity passenger rail performance. Eligible projects include those that replace existing assets in-kind; replace existing assets with assets that increase capacity or provide a higher level of service; ensure that	*Add language supporting Opportunity Zones to the program’s Notices of Funding Opportunity (2020).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	service can be maintained while existing assets are brought to a state of good repair; and bring existing assets into a state of good repair.			
Grants for Buses and Bus Facilities Program – 49 U.S.C. 5339(a) and (b)	This program provides resources to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities.	*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).	Subregulatory	Encourage public and private investment
Infrastructure Needs in Opportunity Zones	Infrastructure needs are important to every Opportunity Zone, and major transportation assets already exist in many Opportunity Zones. These facilities, including highways, transit rail, airports, inland waterways, ports, broadband, water, and energy infrastructure, could be upgraded or expanded through a combination of public and private financing.	*Compile a list of major transportation infrastructure assets in Opportunity Zones for public awareness (2020).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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<p>Innovations in Transit Public Safety</p>	<p>This program provides funding to improve safety infrastructure related to public transit operations.</p>	<p>*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Integrated Mobility Innovation Demonstration Program</p>	<p>This program provides funding to projects that demonstrate innovative, effective approaches, practices, partnerships, and technologies to enhance public transportation effectiveness, increase efficiency, expand quality, promote safety, and improve the traveler's experience. The most recent Notice of Funding Opportunity (NOFO) integrates three distinct areas of inquiry: Mobility on Demand (MOD) and Sandbox demonstrations; FTA's Strategic Transit Automation Research (STAR); and Mobility Payment Integration (MPI) to allow applicants to comprehensively plan multiple areas of mobility research.</p>	<p>*Include in the Federal Register notice language stating that projects supporting public transportation service in an Opportunity Zone may be considered in FTA's award decisions (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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<p>Magnetic Levitation Technology Deployment Program (Maglev Grants Program)</p>	<p>This program provides funding for eligible project costs for eligible Maglev projects. Eligible project costs are: (1) the capital cost of the fixed guideway infrastructure of a Maglev project including land, piers, guideways, propulsion equipment and other components attached to guideways, power distribution facilities (including substations), control and communications facilities, access roads, and storage, repair, and maintenance facilities; and (2) preconstruction planning activities. Eligible project costs exclude new stations and rolling stock, as well as costs incurred solely for land acquisition pursuant to securing operation right-of-way.</p>	<p>*Include in Federal Register notices language stating that projects that support public transportation service in a qualified Opportunity Zone may be considered in the Federal Railroad Administration’s (FRA) award decisions (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Mobility for All Pilot Program</p>	<p>This program provides funding to improve mobility options through employing innovative coordination of transportation strategies and building partnerships to enhance mobility and access to vital community services for older adults, individuals with disabilities, and people</p>	<p>*Add language supporting Opportunity Zones to the program’s Notices of Funding Opportunity (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	of low income. As required by Federal public transportation law, funds will be awarded competitively to finance innovative capital projects that will improve the coordination of transportation services and non-emergency medical transportation services.			
National Infrastructure Investments	This program provides funds for investments in surface transportation infrastructure and will be awarded on a competitive basis to projects that will have a significant local or regional impact. BUILD funding can support roads, bridges, transit, rail, ports or intermodal transportation.	*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Pilot Program for Transit-Oriented Development (TOD) Planning	The Pilot Program for TOD Planning provides funding to local communities to integrate land use and transportation planning in new fixed guideway and core capacity transit project corridors. Any comprehensive planning funded through the pilot program must examine ways	*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	to improve economic development and ridership, foster multimodal connectivity and accessibility, improve transit access for pedestrian and bicycle traffic, engage the private sector, identify infrastructure needs, and enable mixed-use development near transit stations.			
Port Infrastructure Development Program	This program provides funds that will improve the safety, efficiency, or reliability of the movement of goods into, out of, around, or within a coastal seaport, as well as the unloading and loading of cargo at a coastal seaport.	*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Railroad Trespassing Enforcement Grant Program	This provides funds to conduct law enforcement activities at hot spots within their respective jurisdictions on Federal Railroad Administration regulated track, such as investigating incidents of trespassing, as well as providing warnings and citations to the trespassers they observe in the act of trespassing.	*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).	Subregulatory	Help State, local, and tribal governments to better identify, use, and administer Federal resources

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Restoration and Enhancement (R&E) Grants Program	This program provides funds for operating assistance grants for initiating, restoring, or enhancing intercity rail passenger transportation.	*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2018, 2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Special Transportation Circumstances Projects	This program provides directed grant funding under the Consolidated Rail Infrastructure and Safety Improvements Program and the Restoration and Enhancement Grant Program to certain States that lack intercity passenger rail service or are not connected to the national rail system.	*Add language supporting Opportunity Zones to the program's Notices of Funding Opportunity (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Transfer of Public Land in Opportunity Zones		Through legislation, give preference to the transfer of any public land located in Opportunity Zones in the "public interest," which will make the transfer easier and could allow for less than Fair Market Value transfers to make projects even more attractive.	Legislative	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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AGENCY: DEPARTMENT OF THE TREASURY

<p>Community Development Financial Institutions (CDFI) Capital Magnet Fund (CMF) Program</p>	<p>Through the Capital Magnet Fund, the CDFI Fund provides financial assistance grants to Community Development Financial Institutions (CDFIs) and to qualified nonprofit organizations that have the development or management of affordable housing as one of their principal purposes.</p>	<p>*Add language indicating that applications will be scored more favorably to the extent that they commit to financing and/or supporting Economic Development Activities in Low-Income Areas only (if proposing to use CMF for Economic Development Activities), and financing and/or supporting a higher percentage of units located in Areas of Economic Distress, including Opportunity Zones, to Notices of Funding Availability (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>CDFI Financial Assistance (FA) Program - Financial Assistance Application</p>	<p>Financial Assistance Awards promote economic and community development through investment in, and assistance to, CDFIs, which include community development banks, credit unions, loan funds, and venture capital funds. CDFIs use Financial Assistance (FA) awards to expand the availability of financial services and affordable credit to underserved populations.</p>	<p>*Make Opportunity Zones a policy objective review step under the application evaluation process (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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<p>Internal Revenue Service Tax Forms</p>	<p>These forms are used to self-certify as a Qualified Opportunity Fund and to provide an accounting of gains deferred by taxpayers, respectively.</p>	<p>Issue a revised Form 8996 and a new Form 8997 for the 2019 tax filing season.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Native American CDFI Assistance Program (NACA) – Financial Assistance Application</p>	<p>NACA Financial Assistance awards are available to certifiable and certified CDFIs that demonstrate that at least 50 percent of past activities were in one or more Native Communities and must describe how it will target lending/investing activities to one or more Native Communities. Financial Assistance Awards promote economic and community development through investment in, and assistance to, CDFIs, which include community development banks, credit unions, loan funds, and venture capital funds. Native CDFIs use Financial Assistance (FA) awards to expand the availability of financial services and affordable credit to underserved populations.</p>	<p>Establish Opportunity Zones as a policy objective review step under the application evaluation process.</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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<p>New Markets Tax Credit Program (NMTC)</p>	<p>The New Market Tax Credit Program (NMTC Program) aims to break a cycle of disinvestment by attracting the private investment necessary to reinvigorate struggling local economies. The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs).</p>	<p>*Generally, score more favorably an applicant that indicates it will be working in an Opportunity Zone or other defined areas of higher distress (note that not all Opportunity Zones are eligible for New Markets Tax Credits) (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Public Opportunity Zones Frequently Asked Questions (FAQ)</p>	<p>The IRS has produced an Opportunity Zones FAQ online.</p>	<p>Engage in educational outreach and formulate new public FAQs in order to encourage and promote Qualified Opportunity Fund investments.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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AGENCY: APPALACHIAN REGIONAL COMMISSION

<p>Partnerships for Opportunity and Workforce Economic Revitalization (POWER)</p>	<p>POWER invests into Appalachia's coal-impacted communities to build a competitive workforce, enhance access to and use of broadband services, foster entrepreneurial activities, develop industry clusters in communities, and strengthen substance abuse responses.</p>	<p>*Include in the grant guidelines an "other factor" to serve as a potential tie-breaker for projects located in Opportunity Zone (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Partnerships for Opportunity and Workforce and Economic Revitalization (POWER)</p>	<p>POWER invests in Appalachia's coal-impacted communities to build a competitive workforce, enhance access to and use of broadband services, foster entrepreneurial activities, develop industry clusters in communities, and strengthen substance abuse responses.</p>	<p>Work with Appalachian Regional Commission State partners to incorporate additional support for Opportunity Zone-designated project proposals in tie-breaker situations.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Partnerships with Appalachian States and Local Development Districts</p>	<p>To ensure that funds are used effectively and efficiently, and to strengthen local participation, ARC works with the Appalachian States to support a network of multicounty planning and development organizations,</p>	<p>Work with the 13 Appalachian States, as well as a network of 73 Appalachian Local Development Districts, to develop technical assistance workshops on Opportunity Zones investment guidance in the Region.</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	<p>or local development districts (LDDs), throughout the Region. The 73 LDDs cover all 420 counties in Appalachia. The LDDs' most important role is to identify priority needs of local communities.</p>			
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AGENCY: DELTA REGIONAL AUTHORITY

<p>States' Economic Development Assistance Program (SEDAP)</p>	<p>SEDAP makes strategic investments into economic and community development projects across the Mississippi River Delta region. 75 percent of these funds are invested in economically distressed counties/parishes, and 50 percent of these funds are invested into basic public infrastructure and transportation improvements, with the remaining directed to workforce development and business development / entrepreneurship.</p>	<p>*Allow up to 10 percent of each State's SEDAP allocation to provide grants for rural and economically distressed communities to develop Opportunity Zone investment prospectuses (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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AGENCY: NORTHERN BORDER REGIONAL COMMISSION

<p>State Economic and Infrastructure Development Grants</p>	<p>This program awards grants to programs and projects that improve the local economy through public infrastructure, job training, downtown improvements, or other locally driven initiatives.</p>	<p>*Add points for projects located in Opportunity Zones to the program's Notices of Funding Availability (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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Entrepreneurship

Entrepreneurs are vital to any community's economy. The 30 million small businesses in the U.S create two-thirds of net new jobs each year. When new businesses flourish, the benefits to society are abundant, especially in economically distressed areas. When new businesses move to and grow in economically distressed areas, those benefits are magnified—through lower unemployment rates, higher incomes, lower crime rates, and enhanced economic stability.

The Entrepreneurship work stream assists both distressed communities and private investors with entrepreneurial outreach and promotes available Federal resources and programs to entrepreneurs in Opportunity Zones, thereby spurring private and public investment in urban and economically distressed areas, as well as helping jurisdictions to identify, use, and administer Federal Government resources.

WORK STREAM: ENTREPRENEURSHIP

AGENCY: SMALL BUSINESS ADMINISTRATION

PROGRAM	DESCRIPTION	RECOMMENDATION	TYPE OF ACTION	PURPOSE
504 Loan Program (Certified Development Companies)	This program fuels economic growth and job creation by providing small businesses with long-term, fixed-rate financing to acquire fixed assets (e.g., real estate, buildings, machinery).	*Designate Opportunity Zones as additional areas where the 504 Program's job creation or retention requirements will be more relaxed (2019).	Subregulatory	Encourage public and private investment
7(a) Loan Program	The Small Business Administration's (SBA) flagship loan program provides small businesses with access to capital to finance a wide variety of business activities, including purchasing machinery, furniture, fixtures, supplies and materials, improvements to land and buildings, and working capital.	*For FY 2019 (not FY 2020), ensure that loans under Section 7(a) in the amount of \$150,000 or less made to small businesses where the physical address of the operating concern is located in a rural area or a historically underutilized business zone (HUBZone) receive the following advantages: a zero annual service fee paid by lenders; and an upfront guaranty fee typically paid by the small business applicant lowered significantly to 0.6667 percent (66.67 basis points) of the guaranteed portion of the loan (2019).	Subregulatory	Encourage public and private investment

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<p>Community Advantage Loan Pilot Program</p>	<p>The Community Advantage (CA) Pilot program is intended to expand small business access to capital in underserved markets by allowing mission-focused, community-based lenders to make 7(a) loans to small businesses in an amount up to \$250,000, with an SBA guarantee as high as 85 percent.</p>	<p>*Expand the Pilot Program's definition of "underserved markets" to include Opportunity Zones; lenders are required to make at least 60 percent of their CA loans in these markets (2018).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Emerging Leaders</p>	<p>Emerging Leaders is a 7-month executive development initiative that elevates a business's growth trajectory, creates jobs, and contributes to the economic well-being of communities. This training is for established business owners and is not for start-ups. Participants receive more than 100 hours of specialized training, technical support, access to a professional network, and other resources to strengthen their businesses and promote economic development. During the training, participants produce a three-year strategic growth action plan. Each year for three years after completing the training curriculum, participants complete an evaluation that collects key outcomes.</p>	<p>*The 2020 Emerging Leaders cohort are located in Opportunity Zones. Additionally, the 2020 curriculum will include lessons on how small businesses can best leverage the benefits of Opportunity Zones (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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<p>Federal and State Technology (FAST) Partnership Program</p>	<p>FAST assists Research and Development (R&D)-focused small businesses with specialized training, outreach, mentoring and technical assistance. FAST provides one-year funding (requiring matching funds) to organizations to execute State/regional programs that support potential Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) applicants and awardees. FAST has a particular emphasis on helping women, socially/economically disadvantaged individuals, and applicants from underrepresented or rural areas compete in the SBIR and STTR programs.</p>	<p>Provide special consideration (i.e., applicant will score lower if it does not meet or address criteria) to applicants located in Opportunity Zones or providing outreach to small businesses located in Opportunity Zones.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>HUBZone Program Provisions for Governor-Designated Covered Areas</p>	<p>The Federal Government limits competition for certain contracts (i.e. sole source and set-asides) to SBA-certified small businesses in historically underutilized business zones (HUBZones), areas with low income, high poverty, and/or high levels of unemployment. It also gives preferential consideration (i.e., 10 percent price evaluation preference) to those businesses in full and open competition. Congress has statutorily imposed Federal small</p>	<p>*Amend 13 CFR 126.103 by adding a definition alphabetically for the term “Governor-designated covered area” and revise the definition of the term “HUBZone” (2020).</p>	<p>Regulatory</p>	<p>Encourage public and private investment</p>

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	<p>business procurement goals; namely, that the Federal Government shall direct a percentage of contract spending dollars to small businesses and certain categories of small businesses. Currently, one of the contracting goals is that 3 percent of all Federal prime contracting dollars go to HUBZone-certified small businesses, which commit to employing HUBZone residents. SBA issued a Direct Final Rule on November 15, 2019 (effective January 1, 2020) containing amendments to the regulations governing the HUBZone Program. SBA is making these changes to implement provisions of the National Defense Authorization Act for Fiscal Year 2018 which authorized the inclusion of “Governor-designated covered areas” under the HUBZone program. SBA anticipates that included within the covered areas that a Governor may seek to be designated as a qualified HUBZone area are Opportunity Zones that do not otherwise qualify as HUBZones.</p>			
<p>Program for Investment in</p>	<p>SBA’s Program for Investment in Micro-Entrepreneurs (PRIME)</p>	<p>*Give additional consideration (i.e., extra evaluation points) to</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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<p>Micro-Entrepreneurs (PRIME)</p>	<p>provides grants to organizations that help low-income entrepreneurs who lack sufficient training and education to gain access to capital to establish and expand their small businesses. SBA expects to make approximately 25 awards for a total of \$5 million.</p>	<p>those applicants that provide (1) training and technical assistance to economically disadvantaged entrepreneurs in rural areas; and (2) training and technical assistance to support entrepreneurship in HUBZones and Opportunity Zones (2019).</p>		
<p>Regional Innovation Clusters Initiative</p>	<p>Regional Innovation Clusters connect and enhance innovation assets so that small businesses can effectively leverage them to commercialize new technologies and expand into new markets. Regional Innovation Clusters help foster innovations in their regions that ultimately have a global economic impact.</p>	<p>*Provide special consideration (i.e., extra evaluation points) to bidding entities located in Opportunity Zones or providing services to communities in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>State Trade and Export Promotion (STEP) Grant Program</p>	<p>Expanding the base of small business exporters and improving the process to explore new trade opportunities is a key component of SBA's small business strategy. STEP is an initiative to make matching-fund grants to States to assist "eligible small business concerns" succeed in export-related activities. Export-related activities include: participating in foreign trade missions and foreign market sales</p>	<p>Add small businesses in Opportunity Zones to the priority list.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	<p>trips, obtaining services provided by the Department of Commerce, accessing expertise in designing international marketing campaigns and export trade show exhibits, and participating in training workshops. Currently, SBA has the ability to prioritize projects that target assistance to eligible small business concerns that, for example, are owned and controlled by socially and economically disadvantaged individuals, women, and by veterans and/or service-connected disabled veterans or are located in rural areas.</p>			
<p>Women's Business Center (WBC) Program</p>	<p>The mission of the WBC Program is to act as the catalyst for providing in-depth, substantive, outcome-oriented business services to women entrepreneurs, both nascent and established businesses, a representative number of which are socially and economically disadvantaged. This mission is accomplished through the award of financial assistance to private, 501(c)- certified non-profit organizations to enable them to affect substantial economic impact in their communities, measured by outcomes such as successful</p>	<p>*Require WBCs to develop detailed outreach plans focusing on how they will encourage business development in Opportunity Zones. These plans must be developed in conjunction with SBA and relevant stakeholders. WBCs will provide semiannual updates on their Opportunity Zone activities (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	business start-ups and capital infusion. There are currently over 100 centers in the WBC network.			
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Safe Neighborhoods

Neighborhood safety is a key component of any economic and community development strategy. Although crime throughout the United States has fallen overall, many Opportunity Zones still suffer from problems that were common to much more of the country in decades earlier: high crime, high rates of drug use, and the perception of unsafe neighborhoods. Economically distressed parts of the country often also experience environmental contamination and unsafe or hazardous conditions for development.

To combat these problems, the Safe Neighborhoods work stream targets Federal crime reduction and public safety programs in distressed communities, including Opportunity Zones. This work stream focuses particular attention to urgent issues that disproportionately affect distressed communities, including pollution, opioid and drug abuse, and successful reentry for those who have served time in prison. These Federal recommendations incentivize private sector investments in Opportunity Zones and assist those on the front lines of crime prevention in effectively deploying Federal resources.

WORK STREAM: SAFE NEIGHBORHOODS

AGENCY: ENVIRONMENTAL PROTECTION AGENCY

PROGRAM	DESCRIPTION	RECOMMENDATION	TYPE OF ACTION	PURPOSE
Clean Water State Revolving Fund (CWSRF)	The CWSRF is a low-cost source of financing for a wide range of wastewater infrastructure projects. The programs are managed by the States and Puerto Rico, each with its own application process as developed by the State.	Continue to encourage CWSRF programs to offer incentives to make financing more accessible and affordable for communities inside Opportunity Zones.	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Environmental Justice Financial Assistance Program	The Environmental Protection Agency's (EPA's) Environmental Justice financial assistance programs, including the Environmental Justice (EJ) Small Grant program and Collaborative Problem-Solving cooperative agreement program, provide funding directly to community-based organizations for projects that help residents of underserved communities understand and address local environmental and public health issues.	Include additional evaluation criteria and points for projects located in Opportunity Zones.	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
EPA Brownfields Fact Sheet	A brownfield is a property in which expansion, redevelopment, or reuse may be complicated by the presence	Develop a fact sheet that explains how cleanup and redevelopment of brownfield	Subregulatory	Encourage public and private investment

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	or potential presence of a hazardous substance, pollutant, or contaminant.	sites can contribute to the success of Opportunity zones.		
Guidelines for Brownfields Assessment Grants	This program awards funds to assess brownfield sites.	*In reviewing grant applications, consider the degree to which applicant projects are in Opportunity Zones and/or would directly spur redevelopment in Opportunity Zones. Include Opportunity Zones in the grant guidelines as an “other factor” that may be considered during the final selection process (2019, 2020).	Subregulatory	Encourage public and private investment
Guidelines for Brownfields Cleanup Grants	This program awards funds to clean up brownfield sites.	*In reviewing grant applications, consider the degree to which applicant projects are in Opportunity Zones and/or would directly spur redevelopment in Opportunity Zones. Include Opportunity Zones in the grant guidelines as an “other factor” that may be considered during the final selection process (2019, 2020).	Subregulatory	Encourage public and private investment
Guidelines for Brownfields Multipurpose (MP) Grants	This program awards funds to assess and clean up brownfield sites.	*In reviewing grant applications, consider the degree to which applicant projects are in Opportunity Zones and/or would directly spur redevelopment in Opportunity Zones. Include Opportunity Zones in the grant guidelines as an “other factor” that may be considered during the final selection process (2019).	Subregulatory	Encourage public and private investment

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<p>Guidelines for Brownfields Revolving Loan Fund Grants</p>	<p>This program awards funds to capitalize on the Revolving Loan Fund (RLF) that provides loans and subgrants to eligible entities to carry out cleanup activities at brownfield sites contaminated with hazardous substances and/or petroleum.</p>	<p>*In reviewing grant applications, consider the degree to which applicant projects are in Opportunity Zones and/or would directly spur redevelopment in Opportunity Zones. Include Opportunity Zones in the grant guidelines as an “other factor” that may be considered during the final selection process. (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
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AGENCY: DEPARTMENT OF HEALTH AND HUMAN SERVICES

<p>Health Resources and Services Admin. (HRSA) / Federal Office of Rural Health Policy (FORHP)</p>	<p>The Health Resources and Services Administration is the primary Federal agency responsible for improving access to health care and enhancing health systems of care for the tens of millions of people who are geographically isolated and/or economically or medically vulnerable. The Federal Office of Rural Health Policy advises the U.S. Secretary of Health and Human Services on health care issues impacting rural communities, including access to quality health care and health professionals; viability of rural hospitals; and effect of the Department’s proposed rules and regulations, including Medicare and</p>	<p>Design and schedule a webinar to provide rural Opportunity Zone stakeholders, community leaders, and agriculture and health stakeholders with an overview of programs available in HHS/HRSA and USDA related to rural health.</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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	Medicaid, on access to and financing of health care in rural areas.			
National Land Reuse Health Program	Through the National Land Reuse Health Program, the Agency for Toxic Substances and Disease Registry (ATSDR) works to, among other things, promote health as an important part of redevelopment, grow community resources to promote health, restore and revitalize communities in a way that is fair to all community groups, and promote relationships among agencies, partners, and communities.	Develop a free, online Environmental Health and Land Reuse (EHLR) Certification to build capacity of communities in Opportunity Zones and elsewhere; additionally, develop a land reuse textbook for public use that supplements the training.	Subregulatory	Help State, local, and tribal governments to better identify, use, and administer Federal resources

AGENCY: DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Healthy Homes Production (HHP) Grant Program for Tribal Housing	The purpose of the HHP program is to assist American Indian and Alaska Native tribal governments identify and remediate housing related health and safety hazards. This program will assist American Indian and Alaska Native tribal governments to develop comprehensive programs to identify and remediate housing issues that contribute to health and safety issues in urban, tribal communities.	*Add preference points to the program's Notices of Funding Availability (2019).	Subregulatory	Help State, local, and tribal governments to better identify, use, and administer Federal resources
Incentives for Federal Housing	Under Section 232 of the National Housing Act, FHA insures certain loans	*To encourage lenders to utilize health care projects in Opportunity Zones, introduce	Subregulatory	Encourage public and private investment

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Administration (FHA) Mortgage Insurance for Properties Located in Opportunity Zones	for the construction and substantial rehabilitation of nursing homes and assisted living facilities. Section 242 provides mortgage insurance for hospital facilities ranging from large teaching hospitals to small rural critical access hospitals.	FHA incentives for residential care and nursing home facilities and hospital owners applying for certain loans insured by FHA for properties located in Opportunity Zones, including priority application processing and reduced application fees (2019).		
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AGENCY: DEPARTMENT OF THE INTERIOR

Solicitation of Proposals for Economic Development Feasibility Study Funding from the Native American Business Development Institute	Proposals from Federally recognized American Indian Tribes and Alaska Federally recognized Tribal entities for technical assistance funding to hire consultants to perform feasibility studies of economic development opportunities. These feasibility studies will empower American Indian Tribes/Alaska Federally recognized Tribal entities and Tribal businesses to make informed decisions regarding their economic futures. Feasibility studies may concern the viability of an economic development project or business, or the practicality of a technology a Tribe or entity may choose to pursue. Grant selection priority will be given to applicants whose proposals	*Add preference points to the program's Solicitations (2019).	Subregulatory	Help State, local, and tribal governments to better identify, use, and administer Federal resources
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	focus on businesses and projects located in Opportunity Zones.			
Public Safety Grant Regulations and Policies	The Office of Justice Services is responsible for the protection of lives, resources, and property which lies at the heart of the Bureau of Indian Affairs' (BIA) law enforcement effort. The Office is responsible for the overall management of the Bureau's law enforcement program; its main goal is to uphold the constitutional sovereignty of the Federally recognized Tribes and preserve peace within Indian country.	Identify all Federal public safety grant regulations and policies that could be altered to enhance the competitiveness of Tribes, prioritizing applications from within Opportunity Zones; correlate tribal jurisdictional areas with Opportunity Zones to determine priority applications.	Regulatory	Help State, local, and tribal governments to better identify, use, and administer Federal resources
Tribal Court Infrastructure	Tribal grants are non-competitive, and non-discretionary. However, in consultation with Tribes, Opportunity Zones can be promoted.	Review the list of tribal court construction projects, correlating that list with and prioritizing requests originating from Opportunity Zones.	Regulatory	Help State, local, and tribal governments to better identify, use, and administer Federal resources

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AGENCY: DEPARTMENT OF JUSTICE

Adam Walsh Act Implementation Grant Program	The Adam Walsh Act Implementation Grant Program assists jurisdictions with developing and enhancing programs designed to implement the requirements of the Sex Offender Registration and Notification Act (SORNA).	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Artificial Intelligence Research and Development to Support Community Supervision	This program awards grants to proposals for innovative, investigator-initiated technology research and development projects to apply advances in Artificial Intelligence (AI) to promote the successful reentry of offenders under community supervision.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Comprehensive Opioid Abuse Site-based Program	This program awards funding in response to the opioid epidemic. The Comprehensive Opioid Abuse Site-based Program is designed to support our nation’s first responders and provide for the needs of crime victims; support diversion and alternatives to incarceration programs for non-violent individuals who come in contact with the justice system as a result of the abuse of illicit and prescription opioids; implement and enhance prescription drug monitoring programs; promote cross-system planning and coordination of service delivery; and reduce the incidence of fatal overdoses associated with opioid use. Effective responses must	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	be comprehensive and address the needs of the individual who is abusing drugs, as well as any children and loved ones who may be experiencing trauma, violence, and victimization.			
Comprehensive School-based Approach to Youth Violence and Victimization Prevention, Intervention and Accountability	This program will support a comprehensive effort to address youth violence and victimization through implementing prevention, intervention, and accountability efforts in a school-based setting.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Enhancements to Juvenile Indigent Defense Systems	This program will support States and localities in developing and implementing strategies to ensure that youth involved with the juvenile justice system have fair and equal access to quality legal representation; ensure that offenders involved with the juvenile justice system have resources that address the collateral consequences of justice system involvement; and/or provide training for the juvenile indigent defense bar, including public defenders and court-appointed counsel working on behalf of juvenile indigent defendants.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Enhancing Community Responses to the Opioid Crisis: Serving Our Youngest Crime Victims	This program awards funds to address an urgent gap in crime victim services related to the opioid epidemic and to expand upon existing or establish new programs to provide services to children and youth who are victimized as the result of the opioid crisis. The Office for Victims of Crime (OVC) anticipates that	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	<p>this solicitation will support service providers in expanding their current scope and expertise to ensure that children and youth (the most vulnerable victims impacted by the opioid crisis) are supported as they heal from the impact of crime and substance abuse.</p>			
<p>Enhancing Language and Other Access to Services</p>	<p>This program awards funding to enhance language access services for crime victims to break down barriers that prevent many individuals from reporting crimes and accessing the services they need after crime victimization. Funding will support the provision of direct services, the development of language access plans, and will expand the capacity of community-based organizations within linguistically specific communities to address the needs of victims of all types of crime.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Evaluation of Juvenile Corrections Executive Leadership Training</p>	<p>This program will award funding for a single evaluation project to examine the implementation and effectiveness of a juvenile corrections executive leadership training. The Office of Juvenile Justice and Delinquency Prevention (OJJDP)-funded training will assist juvenile facility superintendents and other juvenile corrections personnel in their efforts to develop and implement effective facility practices and strategies for youth in their custody.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Evaluation of Project Safe Neighborhoods</p>	<p>This program will award funding a multi-site evaluation to assess the effectiveness of the Project Safe Neighborhoods (PSN) program.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and</p>

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				tribal governments to better identify, use, and administer Federal resources
Evaluation of Street Law Programs	This program awards funds to conduct a single evaluation project that measures the effectiveness of two programs administered by Street Law, Inc. (Street Law), as they are implemented in a two-year expansion of these programs that OJJDP is funding.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Evaluations of Services for Victims of Crime	This program awards funding for rigorous evaluations of programs that provide services for victims of crime.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Family Drug Court Program	These are competitive grant awards for communities to implement or enhance Family Drug Courts.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Field-Generated Innovations in Assistance to Victims of Human Trafficking	This program awards funding to meet the needs of a rapidly evolving anti-trafficking field, and to best serve victims of human trafficking, OVC is seeking innovative ideas to enhance identification of and services for victims. Proposed projects should develop or enhance promising practices, models,	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	and victim-centered programs, or apply them in innovative ways, to build the capacity of victim service providers to close gaps in assisting all victims of sex and labor trafficking in the United States.			
Improving Reentry for Adults with Co-occurring Substance Abuse and Mental Illness	This program awards funding to improve access to and delivery of services to offenders with co-occurring substance abuse and mental illness when they leave incarceration to reenter the community. The focus of the program is to provide standardized screening and assessment; collaborative comprehensive case management; and pre- and post-release programming that address criminogenic risk and needs, including mental illness and substance abuse. The expectation is that jail or prison systems will develop or refine a standardized screening process for all people in the correctional facility. Further, community-based treatment providers must coordinate with corrections, correctional health, parole, and probation, as applicable, to develop collaborative comprehensive case plans to aid in the reentry process.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Innovations in Community-Based Crime Reduction Program	This program awards funding to focus on high crime communities with concentrated distress and hot spots of crime and directly supports the Department's priorities to reduce violent crime (sometimes associated with gang	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify,

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	activity), assist communities struggling with drug abuse, and support law enforcement officers by integrating officers and enforcement strategies into community-based crime reduction efforts.			use, and administer Federal resources
Innovations in Supervision Initiative: Building Capacity to Create Safer Communities	This program awards funding to provide State and local community corrections agencies with information, resources, and training and technical assistance on ways to improve supervision capacity and partnerships with other justice agencies to prevent recidivism and reduce crime in their jurisdictions. The Innovations in Supervision Initiative provides opportunities to increase community corrections agencies ability to reduce crimes committed by those supervised in the community.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Innovative Reentry Initiatives: Building System Capacity & Testing Strategies to Reduce Recidivism	This program awards funding to Reduce Recidivism is to provide State and local jurisdictions and Indian tribes with the resources and training and technical assistance necessary to identify assets and gaps in their reentry systems and to develop capacity and partnerships to provide services that prevent recidivism, reduce crime, and improve public safety in their jurisdictions.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Innovative Responses to Behavior in the Community: Swift, Certain,	This program awards funding to provide State and local parole and probation agencies with information, resources, and training and technical assistance to improve responses to offender behavior in accordance with the principles of	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify,

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and Fair Supervision	swiftness, certainty, and fairness, in order to prevent recidivism and reduce crime in their jurisdictions. Through this grant announcement, the Bureau of Justice Assistance (BJA) will select multiple applicants to develop, implement, or enhance an Swift, Certain, and Fair Supervision Program (SCF Program) model.			use, and administer Federal resources
Investigator-Initiated Research and Evaluation on Firearm Violence	This program provides grants for research and program evaluation projects that inform efforts to prevent and reduce intentional, interpersonal firearm violence and public mass shootings in the United States.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Justice and Mental Health Collaboration Program	This program awards funding to support cross-system collaboration to improve responses and outcomes for individuals with mental illnesses (MI) or co-occurring mental illness and substance abuse (CMISA) who come into contact with the justice system. This program supports officer and public safety and violence reduction through social service and other partnerships that will enhance and increase law enforcement responses to people with MI and CMISA.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Juvenile Drug Court Program	These are competitive grant awards for communities to implement or enhance Juvenile Treatment Drug Courts.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify,

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				use, and administer Federal resources
Law Enforcement-Based Victim Specialist Program	This program awards funding to support direct victim assistance service grants to State, tribal, and local law enforcement agencies in small, mid-sized, and large jurisdictions to hire staff to develop new or enhance existing law enforcement-based victim service programs, better coordinate services, and develop partnerships with community-based programs to address the needs of crime victims. A strong focus will be placed on reaching victims in high-crime areas and improving services to these crime victims.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Local Law Enforcement Crime Gun Intelligence Center Integration Initiative	This program awards funding to State and local government entities that are experiencing precipitous increases in gun crime to implement comprehensive and holistic models to reduce violent crime and illegal firearms within their jurisdictions by enabling them to integrate with their local Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Crime Gun Intelligence Centers (CGICs). The purpose of this initiative is to encourage local jurisdictions to work with their ATF partners to utilize intelligence, technology, and community engagement to swiftly identify firearms used unlawfully and their sources, and effectively prosecute perpetrators engaged in violent crime.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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Measuring the Impact of Victim Services: Instrument Development	This program awards funding to develop a tool for use by victim service providers, relevant government entities, and victim service-provider funding administrators to assess the effectiveness of victim service programming.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Mentoring Opportunities for Youth Initiative	This program awards funding for youth mentoring services (1:1, group or peer) provided by National and Multi-State mentoring organizations as well as mentoring for specific populations. Specific category titles might include: National Mentoring Programs; Multi-State Mentoring Programs; Mentoring Programs for Youth Involved in the Juvenile Justice System; Mentoring Strategies for Youth Impacted by Opioids; and Statewide and Regional Mentoring Initiative for Youth Impacted by Opioids.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Paul Coverdell Forensic Science Improvement Grants Program	This program awards funding to improve forensic science and medical examiner/coroner services, including services provided by laboratories operated by States and units of local government. Among other things, funds may be used to eliminate a backlog in the analysis of forensic evidence and to train and employ forensic laboratory personnel, as needed, to eliminate such a backlog. The Coverdell Act requires that 15 percent of program funds be awarded competitively. These competitive funds may be awarded to State Administering Agencies (SAAs) or dispersed directly to	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	units of local government based on the merits of the respective applications. This solicitation will fund competitive awards only.			
Research and Evaluation in Safety, Health, and Wellness in the Criminal Justice System	This program will award funding for multidisciplinary research projects addressing four topics: (1) the cumulative effects of shift-work schedules, overtime, and secondary employment on the health, safety, performance, and quality of life of police or correctional officers; (2) enhancing strategies for officer interaction with individuals presenting with mental illness; (3) understanding the impact and management of stress, burnout, and vicarious trauma to advance resiliency of the forensic science workforce; and (4) the impact of undercover work on officer wellness.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Research and Evaluation on Domestic Terrorism Prevention	This program awards funding to research aimed at building knowledge and evidence related to strategies for effective prevention of terrorism in the United States.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Research and Evaluation on Drugs and Crime	This program provides grants for research that promotes effective law enforcement, court, and corrections responses to illegal drug markets (including diversion of legal drugs).	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify,

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				use, and administer Federal resources
Research and Evaluation on Gangs and Gang Violence	This program awards funding for scientifically rigorous research and evaluation projects designed to produce findings with high practical utility for youth and adult gang prevention, intervention, enforcement, or reentry strategies.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Research and Evaluation on Policing	This program awards funding for investigator-initiated, randomized controlled trial (RCT) studies of approaches to the challenges of policing in the United States that address the strategic priorities and objectives identified in the National Institute of Justice’s (NIJ) Policing Strategic Research Plan, 2017-2022.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Research and Evaluation on Promising Reentry Initiatives	This program awards funding for rigorous research to examine reentry initiatives that incorporate promising practices, strategies, or programs.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Research and Evaluation on the Administration of Justice	This program awards funding for funding for investigator-initiated, interdisciplinary research and evaluation projects related to the administration of justice in three areas: (1) eyewitness evidence; (2) police deflection strategies; and (3) forensic science testimony.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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<p>Research and Evaluation on Trafficking in Persons</p>	<p>This program provides grants for research projects that — first and foremost — have clear implications for criminal justice policy and practice in the United States. This year, NIJ is particularly interested in research responding to the following priority areas: Labor trafficking research; Evaluation research focused on victim service providers; and Building knowledge of the “grooming” process of traffickers.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Research and Evaluation on Violence Against Women: Sexual Violence, Intimate Partner Violence, Stalking, and Teen Dating Violence</p>	<p>This program awards funding for research to support objective and independent knowledge and validated tools to reduce violence against women, promote justice for victims of crime, and enhance criminal justice responses to such crimes.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Research and Evaluation on White Collar Crime: Health Care and Elder Fraud</p>	<p>This program supports scientifically rigorous research, and evaluation projects that will advance our understanding of these types of crime and effective approaches for identifying, preventing, investigating, and prosecuting them.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Research into Desistance from Crime</p>	<p>This program will award funding to build upon NIJ’s past research efforts to understand and aid in accelerating the process of desistance from crime.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments</p>

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				to better identify, use, and administer Federal resources
Research into Immigration and Crime	This program awards funds for research projects that increase understanding of the relationship between immigration, both legal and illegal, and crime.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Second Chance Act Addressing the Needs of Incarcerated Parents with Minor Children	This program will promote and expand services in detention and correctional facilities to incarcerated individuals who have children younger than age 18. Program activities include developing strategies to increase and enhance communication between the child and his or her incarcerated parent while maintaining safe facilities, and providing transitional reentry services that incorporate a focus on parental responsibility for incarcerated parents and ensuring that youth with an incarcerated parent receive services that support positive youth development.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Second Chance Act Comprehensive Community-Based Adult Reentry Program	This program awards funding for supporting organizations or tribes providing comprehensive reentry services to program participants throughout their transition from jail or prison to the community. Under this solicitation, BJA is seeking applications to implement or expand on reentry programs that demonstrate strong	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	<p>partnerships with corrections, parole, probation, law enforcement, and other reentry service providers. These partnerships should develop comprehensive case management plans that directly address criminogenic risk and needs, as determined by validated criminogenic risk assessments, and includes delivery or facilitation of services in a manner consistent with the learning styles and abilities of the participants. This includes ensuring cognitive behavioral programming is in place pre-release, whether by the lead applicant or a partnering agency.</p>			
<p>Second Chance Act Pay for Success Initiative: Outcomes-Based Contracting to Lower Recidivism and Homelessness</p>	<p>This program awards funding to provide assistance and funding to State, local, and tribal governments to price, write, negotiate, fund, and manage contracts that pay for these services in a way that ensures accountability of the contract service providers, and incentivizes improved performance over time. Contracted services that may be purchased with grant funds include reentry services which are tailored to individuals leaving incarceration who are at moderate to high risk for recidivism in the community and services available to individuals living in permanent supportive housing units.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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<p>Second Chance Act Youth Offender Reentry Program</p>	<p>This program awards funding to help juvenile participants released from residential confinement to successfully transition back into society. This solicitation will support the delivery of a variety of evidence-based services while the offender is still confined and during his or her reentry into the community to ensure that the juvenile’s transition is safe and successful. Sites funded under this program will provide juvenile offenders in confinement and following their release to the community with services, including: educational, vocational, and job placement services; substance abuse treatment; coordinated supervision and services upon release from confinement, including transitional/permanent housing and mental and physical health care; and victim appropriate services.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Sexual Assault Forensic Evidence - Inventory, Tracking, and Reporting</p>	<p>This program awards funding for applications from eligible States and units of local government that will inventory, track, and report the status of Sexual Assault Kits (SAK). As an integral part of these activities, applicants also are expected to identify and prioritize (for testing) SAKs for which prosecution of a perpetrator is soon to be barred by the expiration of an applicable statute(s) of limitations.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Specialized Services and Mentoring for Child and Youth</p>	<p>This program awards funding to support the efforts of organizations to develop or enhance their mentoring capacity, facilitate outreach efforts, and increase</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and</p>

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<p>Victims of Sex Trafficking and Sexual Exploitation</p>	<p>the availability of direct services for child and youth victims of commercial sexual exploitation and domestic sex trafficking. Under this initiative, experienced organizations work with OJJDP's existing training and technical assistance provider to develop or enhance mentoring service models and mentor training based on best practices to focus on the needs of girls and boys, who are at risk or are victims of commercial sexual exploitation and domestic sex trafficking.</p>			<p>tribal governments to better identify, use, and administer Federal resources</p>
<p>STOP School Violence Technology and Threat Assessment Solutions for Safer Schools Program</p>	<p>This program awards funding to support efforts by State, local, and Federally-recognized Indian tribes to prevent and reduce school violence. Specifically, the BJA program will address: (1) training school personnel and students to prevent student violence; (2) development and operation of anonymous reporting systems against threats of school violence, including mobile telephone applications, hotlines, and websites; and (3) development and operation of school threat assessment and crisis intervention teams that may include coordination with law enforcement agencies and school personnel. In addition, the program may fund specialized training for school officials in intervening and responding to individuals with mental health issues that may impact school safety. This solicitation specifically seeks applications that address the</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	development and operation of school threat assessment and crisis intervention teams and the development of technology for local or regional anonymous reporting systems. This technology may be in the form of an app, hotline, or website. The proposed technology solutions may be those that could be used during an incident to assist in securing the safety of those involved, to include sharing information with first responders.			
Strategies for Policing Innovation	This program awards funding to provide resources and opportunities to enable police agencies to identify and define their most pressing crime problems and institute lasting operational and organizational changes that foster reliance on and effective use of evidence-based practices, data, and technology.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Supporting Effective Interventions for Adolescent Sex Offenders and Youth with Sexual Behavior Problems	This program awards funding for project sites to develop a community-based, multidisciplinary, comprehensive approach to responding to youth with sexual behavior problems, their child victims, and their families as well as a training and technical assistance provider to support project sites in developing intervention models. The purpose of this program is to prevent	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

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	<p>sexual reoffending, promote healing, and provide services for victims and families. The program will focus on interfamilial and/or co-residential child victims and youth with problematic sexual behaviors. Examples of these types of sexual behaviors include, but are not limited to, sexual contact between children who do not know each other well (i.e., foster home or institutional setting); sexual contact between children of different ages, sizes, and developmental levels; aggressive or coerced sexual contact; sexual contact that causes harm to the child or others; and sexual contact that causes another child to be highly upset and/or fearful. Applicants should propose comprehensive, evidence-based intervention strategies for serving youth with sexual behavior problems, their child victim(s), and their parents/caregivers.</p>			
<p>Supporting Victims of Gang Violence</p>	<p>This program awards funding to support the efforts of communities to promote justice and healing for juvenile victims and their families as well as witnesses that have been affected by gang violence in their community. Under this initiative, organizations working closely with the criminal justice system will provide comprehensive victim assistance services to ensure that youth (and their families)</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	<p>impacted by gang violence are not further traumatized and have adequate supports to feel safe in their community. This may include emergency crisis response, referrals for services, post-trial notification, and liaison services during the legal process. In addition, similar services will be provided to youth witnesses of gang violence.</p>			
<p>Transforming America's Response to Elder Abuse: Enhanced Multidisciplinary Teams (E-MDTs) for Older Victims of Abuse and Financial Exploitation</p>	<p>This program will support the development and/or enhancement of multidisciplinary teams (MDT) and to strengthen the capacity of "enhanced MDTs" to better identify and respond to cases of abuse and more comprehensively serve and support victims of elder abuse and financial exploitation by also funding a National Elder Abuse Training and Technical Assistance Center. Through these E-MDTs, the Office for Victims of Crime (OVC) hopes to improve case outcomes while minimizing additional trauma and restoring safety and security to older adult victims of crime and potentially hold offenders accountable.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Using Telehealth to Improve Care, Access and Quality of Sexual Assault Forensic Exams</p>	<p>This program seeks to develop or enhance statewide or regional telehealth programs to improve the quality of health care for sexual assault victims, increase the quality of forensic evidence collection, and expand the reach of Sexual Assault Nurse Examiners (SANE) services through telehealth for communities with limited access to trained SANEs.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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<p>Youth Gang Desistance / Diversion Grant Program</p>	<p>This program awards funding for focus on targeted efforts to reduce gang activity by focusing on strategies to disrupt recruitment and incentivize desistance by supporting programs that offer alternative support mechanisms for youth. Law enforcement and prosecutorial agencies will be critical partners for this proposed initiative. Funding to prosecutorial and law enforcement agencies would support diversion activities as well as targeted incentives such as tattoo removal and life skill training for youthful gang members seeking to desist from gang activity.</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Youth Gang Suppression Implementation Grants Program</p>	<p>This program awards funding to support jurisdictions with an established gang presence to coordinate gang suppression efforts and activities by prosecutorial and law enforcement agencies. OJJDP has a long history of supporting community efforts to combat gang crime. Through OJJDP's Comprehensive Gang Model, communities can implement a comprehensive approach to gang crime and youth violence reduction. Suppression is a key component of OJJDP's Comprehensive Gang Model. Focused deterrence and suppression strategies can dissuade individuals and gangs from committing crimes. Such approaches highlight the punishments or legal recourse that will ensue in the commission of a crime and discourage the person or group from committing crimes in the future. These efforts,</p>	<p>*Make Opportunity Zones a priority consideration area for selection (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	coupled with the other key components of the Comprehensive Gang Model, offer a holistic approach to support the efforts of law enforcement in combatting gang crime and promote public safety in communities. Eligible applicants will be required to implement OJJDP's Comprehensive Gang Model by working with the National Gang Center, and may use grant funds to support gang suppression activities.			
Youth Mentoring (For Opioid Impacted Youth)	This program provides grant funding to organizations to recruit and train mentors and provide mentoring services for youth.	*Make Opportunity Zones a priority consideration area for selection (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

AGENCY: DEPARTMENT OF TRANSPORTATION

Supplemental Public-Sector Training Grants (SPST)	The foundation of the SPST Grants Program is a train-the-trainer model. The intent of the grant is to train hazmat instructors who will then train public-sector hazmat responders. Properly planned and maintained training programs are essential to ensuring that emergency responders who receive training under the grant will have the ability to protect nearby	*Include in the grant guidelines language stating that the application will be evaluated on how well it addresses the Department's objectives including projects located in or that support service in an Opportunity Zone (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
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	persons, property, and the environment from the effects of accidents or incidents involving the transportation of hazardous material in accordance with existing regulations or National Fire Protection standards for competence of responders to accidents and incidents involving hazardous materials.			
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Education and Workforce Development

Fundamental to improving the economic conditions of Opportunity Zones is access to a high-quality education. Future economic success continues to be tied to achievements in education at all levels. Moreover, increased educational opportunities are especially needed in economically distressed areas since they often experience a lack of labor market alignment and a skills gap.

For these reasons, the Education and Workforce Development work stream targets education and workforce development resources to Opportunity Zones and other distressed communities, and better connects communities with existing economic and employer networks. The work stream's actions can boost education and skill levels of Opportunity Zone residents, attract complementary private sector investment, and ensure that those residents will fill new jobs created by Opportunity Zone investments. This work stream also supplements State, local, and tribal education and workforce development efforts.

WORK STREAM: EDUCATION AND WORKFORCE DEVELOPMENT

AGENCY: DEPARTMENT OF EDUCATION

PROGRAM	DESCRIPTION	RECOMMENDATION	TYPE OF ACTION	PURPOSE
Charter Schools Program Grants to Charter School Developers for the Opening of New Charter Schools and for the Replication and Expansion of High-Quality Charter Schools	These grants are intended to support charter schools that serve early childhood, elementary school, or secondary school students by providing grant funds to eligible applicants for the opening of new charter schools and for the replication and expansion of high-quality charter schools.	*Establish program priority to enable the Department to give absolute or competitive preference to applicants proposing to open a new charter school or to replicate or expand a high-quality charter school in an Opportunity Zone, and/or to partner with a Qualified Opportunity Fund for the purpose of acquiring or constructing school facilities (2019).	Regulatory	Encourage public and private investment
Child Care Access Means Parents in School Program	This grant program supports the participation of low-income parents in postsecondary education through the provision of campus-based child care services. Funds are used to support or establish campus-based child care programs primarily serving the needs of low-income students enrolled in Institutes of Higher Education (IHEs). Grants may be used for before- and after-	*Make spurring investment in Opportunity Zones an invitational priority, under which an applicant must propose to serve children or students who reside, or attend elementary or secondary schools or institutions of higher education, in a qualified Opportunity Zone; or provide evidence that it has received, or will receive, financial assistance from a Qualified Opportunity Fund for a purpose	Subregulatory	Encourage public and private investment

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	school services. In addition, grants may be used to serve the child care needs of the community served by the institution.	directly related to its proposed project (2019).		
Creation and Expansion of High-Quality Public Charter Schools Initiative	This new initiative is focused on promoting the creation and expansion of high-quality public charter schools in Opportunity Zones, specifically through the use of Qualified Opportunity Fund investments to meet school facility needs.	*Award contracts to provide for the dissemination of information and provide expert assistance on how charter school developers can use Qualified Opportunity Fund investments to acquire or construct charter school facilities, and how investors can establish Qualified Opportunity Funds for the purpose of supporting charter school facility needs (2020).	Subregulatory	Encourage public and private investment
Expanding Opportunity through Quality Charter Schools Program (CSP): Grants to Charter Management Organizations for the Replication and Expansion of High-Quality Charter Schools	Through charter management organizations grants, the Department provides funds on a competitive basis to enable them to replicate or expand one or more high-quality charter schools. Grant funds may be used to expand the enrollment of one or more existing high-quality charter schools, or to replicate one or more new charter schools based on an existing high-quality charter school model.	*Add a Competitive Preference Priority for “Spurring Investment in Opportunity Zones” for up to seven points (2019).	Subregulatory	Encourage public and private investment

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<p>Expanding Opportunity through Quality Charter Schools Program (CSP): Grants to Charter School Developers for the Opening of New Charter Schools and for the Replication of High-Quality Charter Schools</p>	<p>Through CSP Grants to Charter School Developers for the Opening of New Charter Schools and for the Replication and Expansion of High-Quality Charter Schools, the Department provides funds to charter school developers on a competitive basis to enable them to open new charter schools or replicate or expand high-quality charter schools.</p>	<p>*Include in the application notice a Competitive Preference Priority of ten points for spurring investment in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Expanding Opportunity through Quality Charter Schools Program (CSP): Grants to Credit Enhancement for Charter School Facilities</p>	<p>The Credit Enhancement program provides grants to eligible entities to demonstrate innovative methods of helping charter schools to address the cost of acquiring, constructing, and renovating facilities by enhancing the availability of loans and bond financing.</p>	<p>*Include in the application notice an invitational priority for applicants proposing to target services in one or more Opportunity Zones; or partner with one or more Qualified Opportunity Funds (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Gaining Early Awareness and Readiness for Undergraduate Programs-State Grants (GEAR UP)</p>	<p>GEAR UP-State grants provide funding to States to provide early support and maintain a commitment to eligible low-income students, including students with disabilities, to assist the students in obtaining a secondary school diploma and preparing for and succeeding in postsecondary education. Grantees provide financial aid information for postsecondary education, encourage</p>	<p>*Include in the Notice Inviting Applications an invitational priority for spurring investment in Opportunity Zones. An applicant that addresses the priority must propose to serve children or students in a qualified Opportunity Zone; or demonstrate that it has received, or will receive, financial assistance from a Qualified Opportunity Fund for a purpose directly related to its proposed project (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	enrollment in rigorous and challenging coursework, and provide scholarships.			
Performance Partnership Pilots for Disconnected Youth	The Department of Education and other agencies can annually enter into up to 10 Performance Partnership agreements with States, regions, localities, or tribal communities that give them additional flexibility in using discretionary funds across multiple Federal programs. Pilot sites will commit to achieve significant improvements for disconnected youth in educational, employment, and other key outcomes in exchange for this new flexibility.	*Grant preference points to projects designed to increase educational opportunities by reducing academic or nonacademic barriers to economic mobility by aligning Federal, State, or local funding streams to promote economic mobility of low-income individuals, such as applicants in Opportunity Zones (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources
Perkins Innovation and Modernization Grant Program	This grant program seeks to identify, support, and rigorously evaluate evidence-based and innovative strategies and activities to improve and modernize career and technical education and align workforce skills with labor market needs.	*Include a competitive preference priority to award additional points to projects serving students residing in, or attending Career or Technical Education (CTE) programs in, Opportunity Zones and an invitational priority for spurring investment in CTE from Qualified Opportunity Funds, under which an applicant must provide evidence that it has received or will receive financial assistance from a Qualified Opportunity Fund for a purpose directly related to its proposed project, especially for property including needed equipment and technology (2019).	Subregulatory	Encourage public and private investment

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<p>School Climate Transformation Grant Program: Local Educational Agency</p>	<p>The School Climate Transformation Grant Program—Local Educational Agency Grants (SCTG-LEA) provides competitive grants to local educational agencies (LEAs) to develop, enhance, or expand systems of support for, and technical assistance to, schools implementing a multi-tiered system of support, for improving school climate.</p>	<p>*Include an Absolute Priority to establish a separate funding slate for LEA applicants that overlap with a qualified Opportunity Zone (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Secretary's Proposed Final Discretionary Grant Programs</p>	<p>The Secretary of Education established a priority for discretionary grant programs that aligns the Department of Education's discretionary grant investments with the Administration's Opportunity Zones initiative, which aims to spur economic development and job creation in distressed communities.</p>	<p>*Through this final priority, seek to expand and improve the opportunities available to individuals in qualified Opportunity Zones by (1) encouraging applicants to plan projects in qualified Opportunity Zones; (2) soliciting applications from eligible entities who are located in qualified Opportunity Zones; or (3) soliciting applications from eligible entities that have received investments, including accessing real estate that has received investment from Qualified Opportunity Funds for a purpose directly related to their proposed projects (2019).</p>	<p>Regulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>State Charter School Facilities Incentive Grants Program</p>	<p>The State Charter School Facilities Incentive Grants Program provides grants to eligible States to help them establish or enhance, and administer, a per-pupil facilities aid program for charter schools</p>	<p>*Include in Notice Inviting Applications competitive preference priority for applicants targeting services in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	in the State, that is specified in State law, and provides annual financing, on a per-pupil basis, for charter school facilities.			
Strengthening Institutions Program (SIP)	The Strengthening Institutions Program (SIP) provides grants to eligible institutions of higher education (IHEs) to help them become self-sufficient and expand their capacity to serve low-income students by providing funds to improve and strengthen the institution’s academic quality, institutional management, and fiscal stability.	*Include in Notice Inviting Applications an invitational priority for spurring investment in Opportunity Zones, under which an applicant must: (1) Propose to serve children or students who reside, or attend elementary or secondary schools or institutions of higher education, in a qualified Opportunity Zone; or (2) Provide evidence in its application that it has received or will receive financial assistance from a Qualified Opportunity Fund (2019).	Subregulatory	Encourage public and private investment
Teacher Quality Partnership Grant Program	These grants aim to increase student achievement by improving the quality of new prospective teachers by enhancing the preparation of prospective teachers and the professional development activities for current teachers; holding teacher preparation programs at institutions of higher education (IHEs) accountable for preparing talented, certified or licensed and effective teachers; and recruiting effective individuals,	*Include in Notice Inviting Applications an invitational priority for spurring investment in Opportunity Zones, under which an applicant must: (1) Propose to serve children or students who reside, or attend TQP project schools, in a qualified Opportunity Zone; or (2) Demonstrate that it has received, or will receive, financial assistance from a Qualified Opportunity Fund for a purpose directly related to its proposed project (2019).	Subregulatory	Encourage public and private investment

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	including minorities and individuals from other occupations, into the teaching force.			
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AGENCY: DEPARTMENT OF ENERGY

Mickey Leland Energy Fellowship (MLEF)	The MLEF program was created in 1995 with the goal of improving opportunities for under-represented and minority students in science, technology, engineering, and mathematics (STEM) fields. The mission of the MLEF program is to strengthen a diverse pipeline of future STEM professionals, and this program has mentored several hundred of the best and brightest students from across the nation for future careers in STEM.	Amend the Office of Fossil Energy’s Statement of Work for the contractor that oversees its Mickey Leland Internship Program to require the contractor to raise awareness of the internship opportunities available at the Department of Energy (DOE) and its National Laboratories to community colleges and colleges and universities located in qualified Opportunity Zones and distressed communities.	Subregulatory	Encourage public and private investment
Minority Educational Institution Student Partnership Program	The Minority Educational Institution Student Partnership Program offers talented high school, undergraduate and graduate students summer internship positions with the Department of Energy and its National Laboratories. Positions involve scientific research or a focus on policy, business, and government	Amend the Office of Economic Impact and Diversity’s Statement of Work for the contractor that oversees its Minority Education Institution Partnership Program to require the contractor to market internship opportunities available at the DOE and its National Laboratories to	Subregulatory	Encourage public and private investment

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	relations. Internships include lodging, round trip airfare, and student stipends. As program participants, students receive an intensive eight-to-ten-week assignment to "jump-start" their careers and develop their potential for future opportunities within the Federal Government.	community colleges and colleges and universities located in qualified Opportunity Zones and distressed communities.		
Minority Education, Workforce, and Training Program (MEWT)	The MEWT Program is designed to foster collaboration amongst Minority Serving Institutions (MSIs), Minority Business Enterprises (MBEs), DOE program offices, industry, State and local government agencies and other Federal agencies to increase engagement and capabilities of underserved communities within STEM and energy fields.	*Require applicants to show that their programs are targeted towards economically distressed communities, including Opportunity Zones (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources

AGENCY: ENVIRONMENTAL PROTECTION AGENCY

Environmental Workforce Development and Job Training	This program awards funds to deliver Environmental Workforce Development and Job Training programs that recruit, train, and place local, unemployed and under-employed residents with the skills needed to secure full-time employment	*Include in the grant guidelines an "other factor" to serve as a potential tie-breaker for projects located in Opportunity Zones (2019).	Subregulatory	Encourage public and private investment
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	<p>in the environmental field. While Environmental Workforce Development and Job Training Grants require training in brownfield assessment and/or cleanup activities, these grants also require that Hazardous Waste Operations and Emergency Response (HAZWOPER) training be provided to all individuals being trained. EPA encourages applicants to develop their curricula based on local labor market assessments and employers' hiring needs, while also delivering comprehensive training that results in graduates securing multiple certifications.</p>			
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AGENCY: DEPARTMENT OF HEALTH AND HUMAN SERVICES

<p>Child Support Intergovernmental Case Processing Innovation Demonstration</p>	<p>This program competitively awards funding for the purpose of testing how child support agencies can improve intergovernmental case processing and collections.</p>	<p>*Provide bonus points to projects located in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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<p>Early Head Start Expansion and Early Head Start-Child Care Partnership Grants</p>	<p>This program competitively awards funding for the purpose of expanding access to high-quality, comprehensive early learning services for low-income infants and toddlers and their families through traditional Early Head Start programs or through partnerships between Early Head Start programs and child care providers.</p>	<p>*Include in Funding Opportunity Announcements for this grant program language reserving the right to prioritize funding for qualified applicants who propose services in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Health Center Program Service Area Competition (SAC)</p>	<p>The Health Center Program supports nearly 1,400 organizations that operate approximately 12,000 health care delivery sites across the nation serving more than 28 million people. Each year, approximately one-third of the grants are re-competed to ensure continued services in existing service areas. Additionally, when funding is available, new organizations may also compete for funding to establish health centers in new areas.</p>	<p>*Require applicants to identify whether the service area is located in an Opportunity Zone; and include Opportunity Zones in the objective review criteria in Notices of Funding Opportunity that establish new or complete existing service areas (2019, 2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Youth Engagement in Sports: Collaboration to Improve Adolescent Physical Activity and Nutrition (YES Initiative)</p>	<p>The YES Initiative seeks to support projects that address the HHS priority to expand youth participation in sports and encourage regular physical activity, especially for youth populations with lower rates of sports participation and</p>	<p>*Provide preference points to projects located in Opportunity Zones (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	<p>communities with limited access to athletic facilities or recreational areas. YES Initiative applicants should address unhealthy physical activity and nutrition behaviors in racial/ethnic minority and socio-economically disadvantaged youth, including specifically girls, and provide opportunities to learn skills and gain experiences that contribute to more positive lifestyles and enhance their capacity to make healthier life choices. The YES Initiative intends to identify effective collaborations and/or existing community organizational partnerships that aim to improve physical activity and nutrition by increasing sports participation of racial/ethnic minority and/or socio-economically disadvantaged youth, including specifically girls.</p>			
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AGENCY: DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

<p>Jobs Plus Initiative</p>	<p>The Jobs Plus program develops locally-based, job-driven approaches that increase earnings and advance employment outcomes through work readiness, employer linkages, job placement, educational advancement,</p>	<p>*Add preference points to the program's Notices of Funding Availability (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
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	<p>technology skills, and financial literacy for residents of public housing. The place-based Jobs Plus program addresses poverty among public housing residents by incentivizing and enabling employment through earned income disregards for working residents and a set of services designed to support work including employer linkages, job placement and counseling, educational advancement, and financial counseling.</p>			
<p>Resident Opportunity & Self-Sufficiency Program</p>	<p>This program assists residents of Public Housing and Indian Housing make progress towards economic self-sufficiency. This program utilizes a service coordination model to ensure resident are linked to supportive services and resident empowerment activities by leveraging public and private resources.</p>	<p>*Add preference points to the program's Notices of Funding Availability (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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AGENCY: DEPARTMENT OF LABOR

<p>Apprenticeships: Closing the Skills Gap</p>	<p>This grant has the following overarching goals: (1) to accelerate the expansion of apprenticeships to new industry sectors and occupations, such as cybersecurity and those involving artificial intelligence; (2) to promote the large-scale expansion of apprenticeships across the nation to a range of employers, including small- and medium-sized employers; and (3) to increase apprenticeship opportunities for all Americans.</p>	<p>*Add preference points for Opportunity Zone applicants to the program's Funding Opportunity Announcement (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Homeless Veterans' Reintegration Program</p>	<p>This is an annual competitive grant program that serves homeless veterans by providing occupational skills training, apprenticeship opportunities, and on-the-job training, in addition to job search and placement services.</p>	<p>*Add preference points for Opportunity Zone applicants to the program's Funding Opportunity Announcements (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>
<p>Job Corps Scholars Program</p>	<p>This grant is for accredited, two-year, public community colleges; accredited, public two- and four-year historically Black colleges and universities (HBCUs); and accredited tribally controlled colleges and universities (TCCUs). Grantees must enroll Job Corps eligible youth and provide those enrolled with intensive</p>	<p>*Add preference points for projects located in Opportunity Zones to the program's Funding Opportunity Announcement (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	counseling services to support and facilitate each student's employment and career success.			
National Employer Policy, Research, and Technical Assistance Center on the Employment of People with Disabilities	This solicitation is a re-competition of an existing cooperative agreement. The work done under the new Center will build upon the prior work of the Office of Disability Employment Policy's (ODEP) Employer Assistance and Resource Network on Disability Inclusion (EARN). The new Center, which will retain the name EARN, will continue to conduct research; engage with the business community; identify effective policies and practices that support business needs; and provide resources, technical assistance, and training to help public and private sector employers (including Federal contractors) recruit, hire, retain, and advance individuals with disabilities.	*Add preference points for projects located in Opportunity Zones to the program's Funding Opportunity Announcement (2019).	Subregulatory	Encourage public and private investment
National Policy Development Center for Preparing Youth and Young Adults with Disabilities for Employment	This grant has a critical focus for the Center that will be supporting the development, implementation, and integration of evidence-based effective practices and policies for improving transition outcomes for youth and young adults with disabilities. The Center will use the Guideposts for Success as a transition framework and	*Add preference points for Opportunity Zone applicants to the program's Funding Opportunity Announcement (2019).	Subregulatory	Encourage public and private investment

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	<p>recognize that youth, families, educators, workforce professionals, and other stakeholders must work together to increase employment expectations for youth with disabilities. The Center will build capacity within and across both general and disability-specific youth service delivery systems to improve employment and post-secondary education outcomes for youth with disabilities.</p>			
<p>Re-Employment Support and Training for the Opioid Related Epidemic, RESTORE Grant Program</p>	<p>These grants will directly address the employment needs of women affected by the opioid crisis and combat its impact in some of the hardest hit areas of the country. Applicants will establish and/or build on cooperative relationships among service providers and key stakeholders in order to train and employ women workers who have been adversely affected by the opioid crisis. Applicants may propose to serve women workers in communities impacted by the health and economic effects of widespread opioid use, addiction, and overdose. The grants are intended to provide employment training, career services, and supportive services to women who have been directly or indirectly affected by the opioid</p>	<p>*Add preference points for Opportunity Zone applicants to the program's Funding Opportunity Announcement (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	crisis in order to support positive outcomes for women participants.			
Reentry Projects (RP-3) - Adults	This program awards funding to enhance reentry strategies through collaboration with the field to identify and respond to emerging or chronic reentry challenges. This initiative intends to assist communities in planning and implementing comprehensive reentry programs to help formerly incarcerated adults who have been involved in the adult justice system make successful transitions back to the community.	*Add preference points for Opportunity Zone applicants to the program's Funding Opportunity Announcement (2019).	Subregulatory	Encourage public and private investment
Reentry Projects (RP-3) - Young Adults	This program awards funding to enhance reentry strategies through collaboration with the field to identify and respond to emerging or chronic reentry challenges. This initiative intends to assist communities in planning and implementing comprehensive reentry programs to help young adults who have been involved in the juvenile justice system make successful transitions back to the community.	*Add preference points for Opportunity Zone applicants to the program's Funding Opportunity Announcement (2019).	Subregulatory	Encourage public and private investment

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<p>State and Local Workforce Development Boards</p>	<p>The Employment and Training Administration (ETA) administers Federal Government job training and worker dislocation programs, Federal grants to States for public employment service programs, and unemployment insurance benefits. These services are primarily provided through State and local workforce development systems.</p>	<p>Work proactively with State Workforce Development Boards to inform and equip Local Workforce Development Boards about working with Opportunity Zone investors and employers to ensure that their employment needs can be met by local training and education providers.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>Workforce Opportunity for Rural Communities (WORC): A Grant Initiative for the Appalachian and Delta Regions</p>	<p>These grants will enable eligible applicants within the Appalachian and Delta regions to expand the impact of existing workforce development initiatives, as well as provide valuable career, training, and support services to eligible individuals in counties and parishes and/or areas currently underserved by other resources. These grants support workforce development activities that prepare dislocated workers, new entrants to the workforce, and incumbent workers for good jobs in high-demand occupations aligned with a regional or community economic development strategy.</p>	<p>*Require applicants to demonstrate that at least one census tract in the service area is classified as an Opportunity Zone and will receive the full amount of points (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
<p>YouthBuild</p>	<p>These grants are to organizations providing pre-apprenticeship services that support education, occupational skills training, and employment services to at-risk</p>	<p>*Add preference points for projects located in Opportunity Zones to the program's Funding</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p>

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	<p>youth, ages 16 to 24, while performing meaningful work and service to their communities. In addition to construction skills training, YouthBuild applicants may include occupational skills training in other in-demand industries. This expansion into additional in-demand industries is the Construction Plus component, a priority in this grant competition.</p>	<p>Opportunity Announcement (2019).</p>		
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Recommendations Including Multiple Work Streams

Each of the following recommendations from Council member agencies addresses material that covers multiple work streams, which are identified accordingly.

RECOMMENDATIONS INCLUDING MULTIPLE WORK STREAMS

AGENCY: DEPARTMENT OF COMMERCE

PROGRAM	DESCRIPTION	RECOMMENDATION	TYPE OF ACTION	PURPOSE
<p>Catalyzing Investment in Opportunity Zones Challenge</p>	<p>The Department of Housing and Urban Development (HUD) is co-leading (along with the Council of Economic Advisers) the Census Bureau’s “The Opportunity Project” (TOP) challenge entitled “Catalyzing Investment in Opportunity Zones.” TOP is an accelerator program that matches technology companies, universities government, and communities together to create useful digital products for the public.</p>	<p>*Continue to include Opportunity Zones as a category within The Opportunity Project (TOP) (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p> <p>**This action item is part of the following work streams: Economic Development; Education and Workforce Development.</p>
<p>USA Opportunity Zones Tool</p>	<p>This tool is funded through EDA’s Fiscal Year 2018-2020 Research and National Technical Assistance (RNTA) Notice of Funding Opportunity.</p>	<p>*To help the more than 390 EDA-designated Economic Development Districts (EDDs) across the nation, as well as local economic and community developers and investors, target private investment to economically distressed areas, including Opportunity Zones, create a web-based tool that</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p> <p>**This action is part of the following work streams: Economic</p>

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		offers information on every Opportunity Zone. Information includes age distribution, educational attainment, industry mix, occupation mix, and more (2020).		Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.
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AGENCY: DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Guidance on Submitting Consolidated Plans and Annual Action Plans	This notice provides varying instructions and guidance to grantees/participating jurisdictions under the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Housing Trust Fund (HTF), Emergency Solutions Grants (ESG), and Housing Opportunities for Persons With AIDS (HOPWA) programs at it relates to Fiscal Year 2019 Consolidated Plans and Action Plans.	*Add language supporting Opportunity Zones to this guidance, including the encouragement of grantees to consider the use of CDBG, HOME, HTF, ESG, and HOPWA funds for eligible activities in Opportunity Zones when developing their Consolidated Plans. Also, encourage grantees to explore whether their Opportunity Zones would qualify as Neighborhood Revitalization Strategy Areas (NRSAs)—certain CDBG requirements can be streamlined through the designation of NRSAs that may make it more feasible for grantees and their partners to leverage CDBG and Section 108 funds more quickly in Opportunity Zones (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources **This action item is part of the following work streams: Economic Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.
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<p>Interagency Field Manual</p>	<p>Executive Order 13853 instructs all Council members to work and coordinate across executive departments and agencies in carrying out its mission.</p>	<p>Develop a consolidated manual to guide Federal staff on how best to support Opportunity Zones. Address the resources offered by various agencies, including technical assistance, staffing resources, and funding opportunities.</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p> <p>**This action item is part of the following work streams: Economic Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.</p>
<p>Lead Hazard Reduction Grant Program</p>	<p>The purpose of the Lead-Based Paint Hazard Reduction (LHR) grant program is to maximize the number of children under the age of six years protected from lead poisoning by assisting States, cities, counties/parishes, Native American Tribes, or other units of local government in undertaking comprehensive programs to identify and control lead-based paint hazards in eligible privately-owned target housing.</p>	<p>*Add preference points to the program's Notices of Funding Availability (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p> <p>**This action item is part of the following work streams: Economic Development; Safe Neighborhoods.</p>

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<p>Opportunity Zone Grant Certification Form</p>	<p>HUD has drafted a proposed grant certification form. This form will certify that valuable HUD resources are in fact being targeted to and expended in America's most economically distressed areas, including Opportunity Zones. Additionally, it will enable HUD to gather and analyze the most accurate data regarding the use of taxpayer funds; specifically, how they are being utilized by HUD's grantee partners to support this Administration's mission of revitalizing distressed communities. The collection of this information will help to guide the Department through future grant awards and inform HUD's strategy to maximize non-profit and private sector investment. It is anticipated that other Federal agencies will also implement this form for their grants that offer benefits to Opportunity Zones or distressed communities.</p>	<p>*Publish in the Federal Register a Notice of Proposed Information Collection for the Opportunity Zone Grant Certification Form, which can be used to verify that projects that received Opportunity Zone preference points in their applications are occurring in Opportunity Zones (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p> <p>**This action item is part of the following work streams: Economic Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.</p>
<p>Opportunity Zone Toolkit Volume 1</p>	<p>This document provides a roadmap to help communities plan for potential investments in Opportunity Zones by understanding local needs, aligning community assets, establishing regulatory tools and financing incentives to support investments, and forming partnerships toward equitable and inclusive community development.</p>	<p>*Publish on the "OpportunityZones.gov" website an "Opportunity Zone Toolkit" that can help local leaders make the most of the Opportunity Zones initiative (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>

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	This roadmap serves as an introductory guide for local jurisdictions to plan for economic development within Opportunity Zones. It summarizes core components of a comprehensive, forthcoming Opportunity Zone toolkit.			**This action item is part of the following work streams: Economic Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.
“Opportunity Zones.gov” website	The Department of Housing and Urban Development developed the "OpportunityZones.gov" website that provides information about the White House Opportunity and Revitalization Council, along with information for local leaders, entrepreneurs, and investors, with resources and news stories about Opportunity Zones and the Council’s actions.	*Continue to maintain and update the “OpportunityZones.gov” website, which serves as a clearinghouse of information for all stakeholders (2020).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources **This action item is part of the following work streams: Economic Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.
Good Neighbor Next Door (GNND) Demonstration	This program is designed to improve the quality of life in distressed urban communities by encouraging law enforcement officers, teachers, and firefighters/emergency medical technicians, whose daily responsibilities are integral to the	Assess policy merits and budget implications of a demonstration that will allow HUD to offer HUD Real-Estate Owned properties located in Opportunity Zones to Eligible Buyers on terms identical to	Subregulatory	Encourage public and private investment **This action item is part of the following work streams: Economic

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	<p>revitalization of their communities, to purchase discounted residences in those very communities. Currently, the GNND Sales Program is offered only in Revitalization Areas, which are designated by the Secretary of the Department of Housing and Urban Development in accordance with criteria set forth in the National Housing Act Section 204(h)(3).</p>	<p>those of the GNND Sales Program.</p>		<p>Development; Safe Neighborhoods.</p>
<p>EnVision Center Demonstration</p>	<p>The EnVision Center 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 implement a holistic approach to foster long-lasting self-sufficiency. EnVision Centers provide communities with a centralized hub for support in the following four pillars: (1) Economic Empowerment; (2) Educational Advancement; (3) Health and Wellness; and (4) Character and Leadership. Through results-driven partnerships with Federal agencies, State and local governments, non-profits, faith-based organizations, corporations, public housing authorities (PHAs), tribal designated housing entities (TDHEs) and housing finance agencies, EnVision Centers leverage public and private resources to help individuals and families living in HUD-assisted housing climb the ladder of opportunity.</p>	<p>Develop, in partnership with public and private stakeholders, a web-based application that would serve as a transformational platform to enable government-assisted households (including EnVision Center clients) in urban and economically distressed areas, including Opportunity Zones, to connect with programs, services, opportunities, and community partners to increase their capacity for self-sufficiency and accelerate their journey to self-sufficiency. Publish guidance for EnVision Centers on their critical role in the Opportunity Zones landscape, including attracting Qualified Opportunity Fund capital; and preparing EnVision Center participants for new Opportunity Zone investments, jobs, economic development,</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p> <p>**This action item is part of the following work streams: Economic Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.</p>

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		and entrepreneurship in their communities.		
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AGENCY: DEPARTMENT OF THE INTERIOR

Grants and Loans under the Indian Finance Act	Under this Act, the Office of Indian Energy and Economic Development, within the Office of the Assistant Secretary for Indian Affairs, is authorized to operate the Indian Guaranteed Loan Program (IGLP) and Native American Business Development Institute (NABDI) Grant Program.	Amend the Indian Finance Act of 1974 to promote economic development and entrepreneurship in Opportunity Zones by authorizing the Department of the Interior to prioritize grants and loans under the Act awarded to projects located in Opportunity Zones; and to encourage tribes and individual Indians to enter into partnerships with industry to conduct Opportunity Zone project feasibility studies.	Legislative	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources **This action item is part of the following work streams: Economic Development; Entrepreneurship.
Indian Education Facility Construction	The mission of the Bureau of Indian Education (BIE) is to provide quality education opportunities from early childhood through life in accordance with a tribe's needs for cultural and economic well-being, in keeping with the wide diversity of Indian tribes and Alaska Native villages as distinct cultural and governmental entities.	Enact legislation to specifically authorize Indian Education facility construction projects within Opportunity Zones to partner Federal funds with Qualified Opportunity Fund capital. Construct new tribally-controlled schools, prioritizing those within Opportunity Zones; address tribally-controlled school deferred facility maintenance needs,	Legislative	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources **This action item is part of the following work streams: Economic

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		prioritizing those within Opportunity Zones; build new early-childhood learning facilities that can support the Bureau of Indian Education’s Strategic Direction goal to expand access to early-childhood programs, prioritizing those proposed facilities within Opportunity Zones. Consolidate these three types of education infrastructure projects into one initiative that partners with Opportunity Zone investments.		Development; Education and Workforce Development.
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AGENCY: DEPARTMENT OF LABOR

Susan Harwood Targeted Topic Training Grants	This grant program offers opportunities for nonprofit organizations to compete annually for funding so they may develop and conduct training and educational programs for small business employers and workers on the recognition, avoidance, and prevention of occupational safety and health hazards in their workplaces, and to inform workers of their rights and employers of their responsibilities under the OSH Act.	*Add preference points for projects located in Opportunity Zones to the program’s Funding Opportunity Announcements / Notices of Available Funding (2019).	Subregulatory	Encourage public and private investment **This action item is part of the following work streams: Safe Neighborhoods; Education and Workforce Development.
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<p>Susan Harwood Training and Educational Materials Development</p>	<p>This grant program offers opportunities for nonprofit organizations to compete annually for funding so they may develop classroom quality occupational safety and health training for workers and employers on one of the OSHA-specified topics.</p>	<p>*Add preference points for projects located in Opportunity Zones to the program's Funding Opportunity Announcements / Notices of Available Funding (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p> <p>**This action item is part of the following work streams: Safe Neighborhoods; Education and Workforce Development.</p>
<p>Women in Apprenticeship and Nontraditional Occupations (WANTO) Technical Assistance Grant Program</p>	<p>These grants will provide technical assistance to employers and labor unions to encourage employment of women in apprenticeable occupations and nontraditional occupations (A/NTO), specifically by: Developing (establishing, expanding, and/or enhancing) pre-apprenticeship, apprenticeship, or other nontraditional skills training programs designed to prepare women for careers in A/NTO; Providing ongoing orientations or other resources for employers, unions, and workers on creating a successful environment for women in A/NTO; and/or Setting up support groups, facilitating networks, and/or providing supportive services for women in A/NTO to improve their retention.</p>	<p>*Add preference points for projects located in Opportunity Zones to the program's Funding Opportunity Announcements / Notices of Available Funding (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p> <p>**This action item is part of the following work streams: Safe Neighborhoods; Education and Workforce Development.</p>

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AGENCY: SMALL BUSINESS ADMINISTRATION

<p>SCORE</p>	<p>SCORE, through its 300+ chapters and more than 10,000 volunteers, serves entrepreneurs with in-person mentoring, training workshops, virtual counseling, and online training. It provides research, information, and articles to online communities for veterans, women, millennial entrepreneurs, disaster recovery, and minorities. SCORE has adapted its structure and services to meet the needs of the small business community in ever-changing economic conditions.</p>	<p>*Add to Funding Opportunity Announcements language supporting Opportunity Zones and stating that SCORE engagements with Opportunity Zones are critical to the economic development of distressed cities (2020).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p> <p>**This action item is part of the following work streams: Economic Development; Entrepreneurship.</p>
<p>Small Business Development Center (SBDC) Programs</p>	<p>The SBDC program, a vital part of the entrepreneurial ecosystem that links the resources of Federal, State, and local governments with those of the educational community and private sector, is SBA’s largest matching grant-funded program. SBDCs, hosted by higher education institutions or State economic development organizations, deliver counseling and training focused on strategic and financial planning, business development, and cash flow management to small businesses and entrepreneurs across the country.</p>	<p>*Require SBDCs to work with their respective SBA field offices to develop and execute an annual strategic plan to craft programs and outreach that leverage the expertise of State, local, and tribal officials, chambers of commerce, lenders, and other public and private entities with the goal of maximizing business development in their respective Opportunity Zones. Indicate that each Opportunity Zone</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p> <p>**This action item is part of the following work streams: Economic Development; Entrepreneurship.</p>

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		<p>plan must be submitted to the Office of Entrepreneurial Development (OED) for approval, and each SBDC must also provide SBA throughout the year with reports documenting its efforts and progress in meeting its Opportunity Zone outreach goals (2019, 2020).</p>		
<p>Growth Accelerator Fund Competition</p>	<p>This prize competition, pursuant to the America COMPETES Act, recognizes the nation's most innovative accelerators and awards them cash prizes that they may use to fund their operations costs focused towards helping entrepreneurs apply for government Research and Development (R&D) funding. SBA will award up to 60 prizes of \$50,000 each for a total of \$3 million in prizes.</p>	<p>*Participants in this competition must target at least 60 percent of the Growth Accelerator's effort under the funding opportunity to entrepreneurs in one of four specified groups. Establish the following as one of the groups: "Entrepreneurs who live in an Opportunity Zone, or whose businesses are located in and operate out of an Opportunity Zone" (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p> <p>**This action item is part of the following work streams: Economic Development; Entrepreneurship.</p>

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<p>Makerspace Training, Collaboration and Hiring (MaTCH) Pilot Competition</p>	<p>The MaTCH Pilot Competition, pursuant to the America COMPETES Act, seeks to address the job skills and placement gap faced by U.S. businesses by providing funding to create or expand programs within existing makerspaces that offer job-specific and soft skills training. The Competition will award up to \$1 million in total prizes, based on a tiered approach. Up to \$25,000 will be awarded in seed small workforce development programs; up to \$100,000 will be awarded to grow programs with a proven history of training and/or workforce development; and up to \$200,000 will be awarded to capacity building of successful existing programs with a strong history of training and/or workforce development.</p>	<p>*In the application review, consider additional factors, such as whether the Makerspace and/or jobs filled are located in an Opportunity Zone (2019).</p>	<p>Subregulatory</p>	<p>Encourage public and private investment</p> <p>**This action item is part of the following work streams: Economic Development; Entrepreneurship.</p>
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AGENCY: DEPARTMENT OF TRANSPORTATION

<p>Department of Transportation Opportunity Zones Website</p>	<p>The Department of Transportation works to ensure that Americans enjoy the safest, most efficient and modern transportation system in the world and improve the quality of life for all American communities, including Opportunity Zones.</p>	<p>*Continue to maintain and update the Transportation.gov/Opportunity-Zones website, which identifies transportation assets that fall within Opportunity Zones with</p>	<p>Subregulatory</p>	<p>Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources</p>
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		the goal of driving investment of all types to these areas. (2020).		**This action item is part of the following work streams: Economic Development; Entrepreneurship; Safe Neighborhoods; Education and Workforce Development.
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AGENCY: DEPARTMENT OF THE TREASURY

Social Impact Partnerships to Pay for Results Act Demonstration Projects (SIPPRA)	SIPPRA is a demonstration program that makes outcome payments in social impact partnership projects and funds selected feasibility studies. These funds are available for State and local governments that are implementing programs that produce defined and rigorously measured outcomes and cost savings.	*Add language to Notices of Funding Availability for the consideration of Opportunity Zones (2019).	Subregulatory	Encourage public and private investment; Help State, local, and tribal governments to better identify, use, and administer Federal resources **This action item is part of the following work streams: Economic Development; Safe Neighborhoods; Education and Workforce Development.
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The following legislative recommendations are submitted on behalf of the entire Council and cover all work streams:

- 1) In order to measure the positive impact that the Opportunity Zones initiative is having on the American people, the Federal Government will need to evaluate the effect of Qualified Opportunity Fund investment on jobs, incomes, businesses, and poverty. Members of the Council will work with Congress to develop legislation that will address the collection of any additional information that would be useful in assessing the value of the Opportunity Zones incentive to distressed communities. Such legislation shall establish appropriate procedures and measures to ensure that the collection of such information is performed in a manner so as to prevent duplicative or redundant reporting, and that any personally identifiable data included in such information is properly protected and withheld from disclosure to the public.

- 2) Congress should act on the President's reform proposal to consolidate a number of Federal economic assistance resources across Federal Agencies. The Council suggests these grants be centralized to provide technical, planning, and capacity-building assistance for non-profit organizations and local governments, with the purpose of catalyzing and leveraging Opportunity Zone investment and sustained job growth for Opportunity Zone residents.

Measurement and Analysis

The Measurement Imperative

The Executive Order that established the White House Opportunity and Revitalization Council charged the Council with “evaluating what data, metrics, and methodologies can be used to measure the effectiveness of public and private investments.” This charge lays the foundation for learning what policies work and what improvements to make.

More than 8,700 census tracts across the United States are designated as Opportunity Zones. The wide geographic scope of Opportunity Zones and the diversity of investment encouraged will generate rich evidence on the effects of a place-based investment incentive. Identifying the places where and the ways in which the incentive has met its intended goals can inform future efforts to expand opportunities for distressed areas. Doing so, however, depends on rigorous, high-quality evidence that can credibly uncover the actual effects of the incentive, as opposed to spurious ones stemming from other sources such as pre-existing trends. Having consulted with expert data analysts, the Council has worked to ensure that there can be robust evaluation throughout and after the duration of the incentive. The Council encourages future generations to build upon the lessons that will be learned from Opportunity Zones.

What to Measure and How?

The Opportunity Zone provision of the Tax Cut and Jobs Acts seeks to spur investment in economically distressed communities. Bernstein and Hassett (2015)² championed the broader concept of a place-based investment incentive as a means to spur economic growth and reduce persistent poverty in economically stagnant areas. Evaluation of the Opportunity Zones incentive, therefore, should involve measuring investment and outcomes related to economic growth and poverty, including the unemployment rate, the poverty rate, household income, housing supply, and job creation.

Existing Federal data collection efforts at the census tract level (the level at which Opportunity Zones are defined) will, in time, provide rich information on a broad range of outcomes of interest. Yet this information has its greatest value if matched with data on Qualified Opportunity Fund (QOF) investments. The IRS Form 8996 (Form) in effect for the tax year 2018 collected information that permits quantifying the total, national value of QOF investments, but did not collect information on location or nature of the investments. In October of 2019, Treasury and IRS released a proposed revised version of Form 8996 that expands the 2018 Form. The information collected by the revised Form can answer questions about the location and amount of investment over time. Treasury plans to make aggregated data from Form 8996 available to the public in a manner similar to the Statistics of Income Data, which the public can download from the IRS website.

More specifically, the revised Form captures the QOF’s investment in each Opportunity Zone, whether through direct purchase of property or through an ownership stake in a business. Aggregating across all QOFs permits quantifying how much investment has

² Bernstein, J. and Hassett, K.A., 2015. Unlocking Private Capital to Facilitate Economic Growth in Distressed Areas. Washington, DC: Economic Innovation Group.

White House Opportunity and Revitalization Council: Report to the President occurred in each Opportunity Zone. Moreover, the Form asks for the Employer Identification Number of each business in which the QOF has invested, which permits knowing how much investment has occurred in different industries or sectors of the economy.

Although the revised Form will provide valuable details on QOF investments, the data will not be available immediately. QOFs will complete the revised Form for tax year 2019. Returns for tax year 2019 need not be filed until the latter part of 2020, and processing returns and tabulating information will take additional time. Moreover, to protect taxpayer confidentiality, the data available to the public will be aggregated. This will limit the level of detail available to the public for tracts with few investments, which is more likely to occur in the first few years of the program.

Measurement with Existing Data

Data from the revised Form 8996 will provide the clearest picture of QOF investment, but informative evaluations can be done with existing data. The selection and designation of tracts as Opportunity Zones is an event worth studying by itself. Measuring the effect of designation reveals how the unique tax status conferred by the Opportunity Zone provision affects outcomes of interest.

Several providers of real estate market data have used their data to explore how real estate metrics changed before and after Opportunity Zone designation for tracts of different types. Zillow, for example, used its data to show that after designation the average sale price of properties in tracts designated as Opportunity Zones appreciated considerably more than eligible-but-not-designated tracts.³ Reonomy parsed its commercial property data by Opportunity Zone status and found that since President Donald J. Trump signed the Tax Cuts and Jobs Act into law, multifamily properties in Opportunity Zones have transacted at a greater rate than those outside of Opportunity Zones.⁴ Similarly, Real Capital Analytics found that following designation, sales of development sites in Opportunity Zones surged relative to sales in eligible-but-not-designated tracts.⁵ One academic study by Sage, Langen, and Van de Minne (2019)⁶ found that after designation, the price of development sites in Opportunity Zones grew by 20 percent relative to comparable sites outside of Opportunity Zones.

Both private and Federal data resources will expand with time. On the Federal side, the Quarterly Census of Employment and Wages of the Bureau of Labor Statistics provides data on employment and wages by county. The data may permit studying how Opportunity Zones affect labor markets in the surrounding county, because one county can contain numerous Opportunity Zone and non-Opportunity Zone tracts. In coming years, tract-level data on economic and household variables will be available through

³ Casey, A. 2019. Sales Prices Surge in Neighborhoods with New Tax Break. Available at: www.zillow.com/research/prices-surge-opportunity-zones-23393/.

⁴ Russell, N. 2019. State of the Multifamily Market in Opportunity Zones. Available at: www.reonomy.com/blog/post/state-of-the-multifamily-market-in-opportunity-zones.

⁵ Costello, J. 2019. US Opportunity Zone Legislation is Moving Capital. Available at: www.rcanalytics.com/opportunity-zone-moving-capital/.

⁶ Sage, A., Langen, M. and Van de Minne, A., 2019. Where Is the Opportunity in Opportunity Zones? Early Indicators of the Opportunity Zone Program's Impact on Commercial Property Prices. *Early Indicators of the Opportunity Zone Program's Impact on Commercial Property Prices (May 1, 2019)*.

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datasets such as the American Community Survey and the Longitudinal Employer-Household Dynamics data.

On the private side, various data resources are likely to emerge from the Census Bureau's Opportunity Project, which works with technology developers to solve problems using open data. The Opportunity Project's latest iteration involved a challenge to develop tools for catalyzing investments in Opportunity Zones. The Census Bureau, the White House Council of Economic Advisers, and the Department of Housing and Urban Development worked with tech teams to create data tools useful to Opportunity Zone investors or communities. The tools often combine private and public data in creative ways to gain further insights into the people and economies of Opportunity Zones and their surroundings. The Mastercard Center for Inclusive Growth, for example, has created a tool showing comprehensive data from various public sources and also private sources, including Mastercard's credit card transaction data.

Moving forward, the White House Council of Economic Advisers plans to release a report in 2020 that describes the economics of the Opportunity Zones incentive, defines measurement goals and methods. It will also discuss approaches to estimating the causal effects of the incentive and available evidence of impacts and effectiveness, especially when compared with other place-based or poverty reduction policies.

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Conclusion

One year following the White House Opportunity and Revitalization Council's creation through President Donald J. Trump's signing of Executive Order 13853, growing momentum and collaboration suggest that the Opportunity Zones initiative is well positioned to achieve its intended purpose of revitalizing America's most distressed communities. As future reports will focus on best practices observed throughout the country, this report details the foundational efforts of the Council in achieving the Administration's goals of targeting, streamlining, and coordinating Federal resources invested in Opportunity Zones and other economically distressed communities. Recommendations from and actions of the Council member agencies encourage public and private investment in Opportunity Zones, and help all levels of government in fulfilling their economic and community development goals.

Through the collective efforts of the Council, member agencies have established the framework for interagency collaboration, resulting in hundreds of action items in furtherance of the Administration's goals. In sum, the Council has proposed 210 subregulatory, 8 regulatory, and 5 legislative changes (for a total of 223 recommendations) that aim to benefit Opportunity Zones and other economically distressed communities. Of those proposed recommendations, 79 of the action items identified will (a) encourage public and private investment in urban and economically distressed communities, including Opportunity Zones; and 18 of the action items will (b) help State, local, and tribal governments to better identify, use, and administer Federal resources in urban and economically distressed communities, including Opportunity Zones; and 126 of the action items will accomplish both (a) and (b). The Council anticipates that those in the Opportunity Zones space will innovatively make use of these benefits, and that some items attributed to one category or the other may ultimately help achieve both goals.

As the Council moves forward in implementing the initiative, greater emphasis will be placed upon disseminating best practices about public and private investments in urban and economically distressed communities, including Opportunity Zones. The Council will issue a report in the Spring of 2020 to highlight these findings, and the report will help guide State, local, and tribal governments to better understand strategies that increase economic growth, encourage new business formation, and revitalize communities. The Council strives to help communities strengthen their stewardship of public-private investments through enhanced data collection efforts that go beyond mere market analysis. Additionally, the Council supports communities' use of sector-based strategies that support growth across many industries. The overall success of the initiative requires strategic alignment of community needs with the resources best fit to meet them. Though the Council and its respective agencies have been engaged in aligning resources to Opportunity Zones, the success of Opportunity Zones is contingent upon public-private collaborations that prioritize community members and results in lasting impactful investments.

The Council will continue to take actions that benefit America's Opportunity Zones, traveling to the most distressed areas of this country, and continue listening to those most in need of revitalizing investments. The path to revitalization and opportunity for all Americans is more a marathon than a sprint; the Council is proud to have made a strong start.

Appendix A: Executive Order 13853

Executive Order on Establishing the White House Opportunity and Revitalization Council

Issued on: December 12, 2018

ESTABLISHING THE WHITE HOUSE OPPORTUNITY AND REVITALIZATION COUNCIL

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Section 1. Purpose. Fifty-two million Americans live in economically distressed communities. Despite the growing national economy, these communities are plagued by high poverty levels, failing schools, and a scarcity of jobs. In December 2017, I signed into law a bill originally introduced as the Tax Cuts and Jobs Act (Act), which established a historic new Federal tax incentive that promotes long-term equity investments in low-income communities designated as “qualified opportunity zones” by the Governors of States or territories. In order to further facilitate such investment, my Administration will implement reforms that streamline existing regulations, protect taxpayers by optimizing use of Federal resources, stimulate economic opportunity and mobility, encourage entrepreneurship, expand quality educational opportunities, develop and rehabilitate quality housing stock, promote workforce development, and promote safety and prevent crime in urban and economically distressed communities.

This order establishes a White House Council to carry out my Administration’s plan to encourage public and private investment in urban and economically distressed areas, including qualified opportunity zones. The Council shall lead joint efforts across executive departments and agencies (agencies) to engage with State, local, and tribal governments to find ways to better use public funds to revitalize urban and economically distressed communities.

Sec. 2. Establishment. There is established a White House Opportunity and Revitalization Council (Council). The Council shall be chaired by the Secretary of Housing and Urban Development (HUD), or the Secretary’s designee. The Assistant to the President for Domestic Policy, or the designee of the Assistant to the President for Domestic Policy, shall serve as Vice Chair of the Council.

(a) Membership. In addition to the Chair and Vice Chair, the Council shall consist of the following members, or their designees:

(i) the Secretary of the Treasury;

(ii) the Attorney General;

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- (iii) the Secretary of the Interior;
- (iv) the Secretary of Agriculture;
- (v) the Secretary of Commerce;
- (vi) the Secretary of Labor;
- (vii) the Secretary of Health and Human Services;
- (viii) the Secretary of Transportation;
- (ix) the Secretary of Energy;
- (x) the Secretary of Education;
- (xi) the Administrator of the Environmental Protection Agency;
- (xii) the Director of the Office of Management and Budget;
- (xiii) the Administrator of the Small Business Administration;
- (xiv) the Assistant to the President for Economic Policy;
- (xv) the Chairman of the Council of Economic Advisers;
- (xvi) the Chairman of the Council on Environmental Quality; and
- (xvii) the heads of such other agencies, offices, or independent regulatory agencies as the Chair may, from time to time, designate or invite.

(b) Administration. The Vice Chair shall convene regular meetings of the Council, determine its agenda, and direct its work, all under the guidance of the Chair. The Department of Housing and Urban Development shall provide funding and administrative support for the Council to the extent permitted by law and within existing appropriations. The Secretary of HUD shall designate a HUD officer or employee to serve as the Executive Director of the Council, who shall be responsible for coordinating the Council's work.

Sec. 3. Mission and Function of the Council. The Council shall, to the extent permitted by law, work across agencies, giving consideration to existing agency initiatives, to:

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(a) assess the actions each agency can take under existing authorities to prioritize or focus Federal investments and programs on urban and economically distressed communities, including qualified opportunity zones;

(b) assess the actions each agency can take under existing authorities to minimize all regulatory and administrative costs and burdens that discourage public and private investment in urban and economically distressed communities, including qualified opportunity zones;

(c) regularly consult with officials from State, local, and tribal governments and individuals from the private sector to solicit feedback on how best to stimulate the economic development of urban and economically distressed areas, including qualified opportunity zones;

(d) coordinate Federal interagency efforts to help ensure that private and public stakeholders — such as investors; business owners; institutions of higher education (including Historically Black Colleges and Universities, as defined by 50 U.S.C. 3224(g)(2), and tribally controlled colleges and universities, as defined by 25 U.S.C. 1801(a)(4)); K-12 education providers; early care and education providers; human services agencies; State, local, and tribal leaders; public housing agencies; non-profit organizations; and economic development organizations — can successfully develop strategies for economic growth and revitalization;

(e) recommend policies that would:

(i) reduce and streamline regulatory and administrative burdens, including burdens on applicants applying for multiple Federal assistance awards;

(ii) help community-based applicants, including recipients of investments from qualified opportunity funds, identify and apply for relevant Federal resources; and

(iii) make it easier for recipients to receive and manage multiple types of public and private investments, including by aligning certain program requirements;

(f) evaluate the following:

(i) whether and how agencies can prioritize support for urban and economically distressed areas, including qualified opportunity zones, in their grants, financing, and other assistance;

(ii) appropriate methods for Federal cooperation with and support for States, localities, and tribes that are innovatively and strategically facilitating economic growth and inclusion in urban and economically distressed communities, including qualified opportunity zones, consistent with preserving State, local, and tribal control;

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- (iii) whether and how to develop an integrated web based tool through which entrepreneurs, investors, and other stakeholders can see the full range of applicable Federal financing programs and incentives available to projects located in urban and economically distressed areas, including qualified opportunity zones;

- (iv) whether and how to consider urban and economically distressed areas, including qualified opportunity zones, as possible locations for Federal buildings, through consultation with the General Services Administration;

- (v) whether and how Federal technical assistance, planning, financing tools, and implementation strategies can be coordinated across agencies to assist communities in addressing economic problems, engaging in comprehensive planning, and advancing regional collaboration; and

- (vi) what data, metrics, and methodologies can be used to measure the effectiveness of public and private investments in urban and economically distressed communities, including qualified opportunity zones.

Sec. 4. Reports. The Assistant to the President for Domestic Policy shall, on behalf of the Council, be responsible for submitting to the President:

- (a) Within 90 days of the date of this order, a detailed work plan for how, and by when, the Council will accomplish the goals detailed in section 3 of this order;

- (b) Within 210 days of the date of this order, a list of recommended changes to Federal statutes, regulations, policies, and programs that would encourage public and private investment in urban and economically distressed communities, including qualified opportunity zones;

- (c) Within 1 year of the date of this order, a list of recommended changes to Federal statutes, regulations, policies, and programs that would help State, local, and tribal governments to better identify, use, and administer Federal resources in urban and economically distressed communities, including qualified opportunity zones;

- (d) Within 1 year of the date of this order, a list of best practices that could be integrated into public and private investments in urban and economically distressed communities, including qualified opportunity zones, in order to increase economic growth, encourage new business formation, and revitalize communities; and

- (e) Any subsequent reports that the President may request or that the Council may deem appropriate.

Sec. 5. Amendments to Executive Order 13845. Executive Order 13845 of July 19, 2018 (Establishing the President's National Council for the American Worker) is hereby amended as follows:

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(a) Subsection 7(d) of the order is deleted and the following text is inserted in lieu thereof: “consider the recommendations of the American Workforce Policy Advisory Board (Board) established in section 8 of this order and, as appropriate, adopt recommendations that would significantly advance the objectives of the Council;” and

(b) Subsection 8(b)(i) of the order is amended by deleting the text “appointed by the President” and replacing it with the following text: “appointed by the Secretary of Commerce”.

Sec. 6. General Provisions. (a) The heads of agencies shall assist and provide information to the Council, consistent with applicable law, as may be necessary for the Council to carry out its functions.

(b) The heads of agencies shall consider the reports and recommendations of the Council in carrying out their responsibilities related to urban and economically distressed communities.

(c) The Council shall terminate on January 21, 2021, unless extended by the President.

(d) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department, agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(e) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(f) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

DONALD J. TRUMP

THE WHITE HOUSE,
December 12, 2018

Appendix B: Implementation Plan

Implementation Plan for The White House Opportunity and Revitalization Council

April 2019

White House Opportunity and Revitalization Council: Report to the President

Purpose

Implementation Report to the President in accordance with Executive Order 13853
“Establishing the White House Opportunity and Revitalization Council.”

This report outlines the plan of the White House Opportunity and Revitalization Council (Council) to implement administrative reforms and initiatives that will target, streamline, coordinate, and optimize Federal resources in economically distressed communities to stimulate economic development, encourage entrepreneurship, expand educational and workforce development opportunities, and promote safe neighborhoods.

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Opportunity Zones Introduction

Fifty-two million Americans live in economically distressed communities. These urban, rural, and suburban communities are located in every corner of the United States and its territories. Despite the growing national economy, these communities are plagued by high levels of poverty, failing schools, job scarcity, unsafe neighborhoods, and a lack of investment capital. In response, our historic Tax Cuts and Jobs Act included a powerful new tax incentive—Opportunity Zones—to spur economic development and job creation by encouraging long-term investment in low-income communities nationwide.

Opportunity Zones provide incentives for long-term private sector investment in economically distressed communities. State executives nominated census tracts to become Qualified Opportunity Zones to the U.S. Department of the Treasury, which then certified the tracts as Opportunity Zones. The Opportunity Zone designation encourages investment in these census tracts by granting investors extensive Federal tax advantages for using their capital gains to finance new projects and enterprises (or substantially improve existing projects and enterprises) located within Qualified Opportunity Zones. There are more than 8,700 designated Qualified Opportunity Zones located in all 50 States, the District of Columbia, and five United States territories. Of these, approximately 40 percent are located in rural census tracts, 38 percent in urban census tracts, and 22 percent in suburban census tracts.

Opportunity Zones represent significant investment opportunities. This is emphasized by the following facts:

- Nearly 35 million Americans live in communities designated as Qualified Opportunity Zones;
- Unemployment rates are 1.6 times higher in Opportunity Zone census tracts than the average United States census tract;
- Median family incomes in Opportunity Zones are 37 percent lower than their respective area's or State's median;
- The average poverty rate across Opportunity Zones is more than 32 percent, almost double the rate of approximately 17 percent for the average United States census tract;
- One in four Opportunity Zones have a poverty rate over 40 percent, compared to one in 15 census tracts nationwide;
- The homeownership rate in Opportunity Zones is approximately 15 percentage points lower than the national average;
- Life expectancy is on average three years shorter for Opportunity Zone residents than it is nationally; and
- Approximately 22 percent of Opportunity Zone adult residents have not attained a high school diploma, compared to 13 percent nationally.

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White House Opportunity and Revitalization Council

The Opportunity Zone tax incentive is a powerful new tool meant to help bring private capital into underserved communities. However, economically distressed communities require more than private capital tax incentives alone. Many of these communities are in need of public sector investment and guidance to ensure they develop the foundations and investment connections necessary to support a thriving private sector. Public investment in economic development, entrepreneurship, education and workforce training, and safe neighborhoods — along with guidance for engaging with investors and entrepreneurs — will help communities unlock private capital to create sustainable growth. This public sector commitment serves as a means by which to attract and continue the flow of private capital investment into Opportunity Zones.

Acknowledging this need, President Donald J. Trump signed Executive Order 13853 on December 12, 2018, which established the White House Opportunity and Revitalization Council to carry out the Administration's plan to target, streamline, and coordinate Federal resources to be used in Opportunity Zones and other economically distressed communities. Likewise, to identify and disseminate best practices for using the Opportunity Zone tax incentive and other programs to stimulate economic growth and revitalization. This public sector commitment overlays the Opportunity Zone tax incentive in the Tax Cuts and Jobs Act that encourages long-term private capital investment in economically distressed communities. Together, private capital and public investment will stimulate economic opportunity, encourage entrepreneurship, expand educational opportunities, develop and rehabilitate quality housing stock, promote workforce development, and promote safety and prevent crime in economically distressed communities.

The Council — chaired by Department of Housing and Urban Development Secretary Ben Carson — maintains the core mission and function of leading joint efforts across executive departments and agencies to engage with State, local, territorial, and tribal governments to attract private capital and better use public funds to revitalize urban and economically distressed communities. Currently, Federal agencies independently target public investment programs according to many different priorities and requirements. This lack of coordination and targeting leads to cumbersome applications, gaps in knowledge, and often ineffective use of resources. To solve this, the Council is responsible for targeting, streamlining, and coordinating existing Federal programs to Opportunity Zones and other economically distressed communities.

Members of the Council include: Secretary of Housing and Urban Development (Chair); Assistant to the President for Domestic Policy (Vice Chair); Secretary of the Treasury; Attorney General; Secretary of the Interior; Secretary of Agriculture; Secretary of Commerce; Secretary of Labor; Secretary of Health and Human Services; Secretary of Transportation; Secretary of Energy; Secretary of Education; Administrator of the Environmental Protection Agency; Director of the Office of Management and Budget; Administrator of the Small Business Administration; Assistant to the President for Economic Policy; Chairman of the Council of Economic Advisers; Chairman of the Council on Environmental Quality; Federal Co-Chairman of the Delta Regional Authority; Federal Chairman of the Appalachian Regional Commission; Federal Co-Chairman of the Northern Border Regional Commission; and the heads of such other agencies, offices, or independent regulatory agencies as the Chair may designate or invite.

The mission and function of the Council, according to Executive Order 13853, are as follows: The Council shall, to the extent permitted by law, work across agencies, giving consideration to existing agency initiatives, to:

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- (a) assess the actions each agency can take under existing authorities to prioritize or focus Federal investments and programs on urban and economically distressed communities, including qualified opportunity zones;
- (b) assess the actions each agency can take under existing authorities to minimize all regulatory and administrative costs and burdens that discourage public and private investment in urban and economically distressed communities, including qualified opportunity zones;
- (c) regularly consult with officials from State, local, and tribal governments, and individuals from the private sector to solicit feedback on how best to stimulate the economic development of urban and economically distressed areas, including qualified opportunity zones;
- (d) coordinate Federal interagency efforts to help ensure that private and public stakeholders—such as investors; business owners; institutions of higher education (including Historically Black Colleges and Universities, as defined by 50 U.S.C. 3224(g)(2), and tribally controlled colleges and universities, as defined by 25 U.S.C. 1801(a)(4)); K–12 education providers; early care and education providers; human services agencies; State, local, and tribal leaders; public housing agencies; non-profit organizations; and economic development organizations—can successfully develop strategies for economic growth and revitalization;
- (e) recommend policies that would:
 - i. reduce and streamline regulatory and administrative burdens, including burdens on applicants applying for multiple Federal assistance awards;
 - ii. help community-based applicants, including recipients of investments from qualified opportunity funds, identify and apply for relevant Federal resources; and
 - iii. make it easier for recipients to receive and manage multiple types of public and private investments, including by aligning certain program requirements;
- (f) evaluate the following:
 - i. whether and how agencies can prioritize support for urban and economically distressed areas, including qualified opportunity zones, in their grants, financing, and other assistance;
 - ii. appropriate methods for Federal cooperation with and support for States, localities, and tribes that are innovatively and strategically facilitating economic growth and inclusion in urban and economically distressed communities, including qualified opportunity zones, consistent with preserving State, local, and tribal control;
 - iii. whether and how to develop an integrated web-based tool through which entrepreneurs, investors, and other stakeholders can see the full range of applicable Federal financing programs and incentives available to projects located in urban and economically distressed areas, including qualified opportunity zones;

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- iv. whether and how to consider urban and economically distressed areas, including qualified opportunity zones, as possible locations for Federal buildings, through consultation with the General Services Administration;
- v. whether and how Federal technical assistance, planning, financing tools, and implementation strategies can be coordinated across agencies to assist communities in addressing economic problems, engaging in comprehensive planning, and advancing regional collaboration; and
- vi. what data, metrics, and methodologies can be used to measure the effectiveness of public and private investments in urban and economically distressed communities, including qualified opportunity zones.

Council Work Streams

The following establishes a framework for the implementation of these goals and delineates a plan to coordinate across agencies and engage with community leaders, entrepreneurs, and investors. As Chair, the Secretary of Housing and Urban Development will be responsible for leading this initiative. The Chair will be advised by five subcommittees, each with a unique and necessary work stream as detailed below.

Four subcommittees will focus on administrative reforms and initiatives to target, streamline, and coordinate Federal resources and leverage private capital to stimulate economic development, encourage entrepreneurship, expand educational and workforce development opportunities, and promote safe neighborhoods. The fifth subcommittee will focus on developing and implementing robust measurement and analysis tools to gauge the effectiveness of the Opportunity Zone tax incentive and White House Opportunity and Revitalization Council actions.

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Work Streams	Lead Agency	Supporting Agencies	Action Items
Economic Development	Department of Commerce	Small Business Administration; Department of Housing and Urban Development; Department of Agriculture; Treasury Department; Department of Transportation; Department of Health and Human Services; Council on Environmental Quality; Environmental Protection Agency	Leverage Federal grants and loans in a more integrated way to develop dilapidated properties and provide basic infrastructure and financial tools to attract private investment.
Entrepreneurship	Small Business Administration	Department of Commerce; Department of Energy; Department of Agriculture; Department of the Interior; Department of Veterans Affairs	Leverage government lending and grants to stimulate access to private capital and promote programs that assist entrepreneurs.
Safe Neighborhoods	Department of Justice	Department of Health and Human Services; Environmental Protection Agency; Department of the Interior	Combat drug addiction and the opioid crisis, reduce crime/enhance public safety, and address environmental contamination obstacles to development.
Education and Workforce Development	Departments of Education and Labor (co-leads)	Department of Health and Human Services; Department of Agriculture; Department of Commerce; Department of Energy; Department of Veterans Affairs	Improve the efficacy of K-12 and community college career and technical education and workforce development programs to better prepare workers in distressed communities for jobs.
Measurement	Council of Economic Advisers	Treasury Department; Department of Housing and Urban Development; Department of Commerce	Develop robust reporting and analytics to measure the impact of Opportunity Zone designation.

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1. Economic Development

Economic development programs inspire local communities to build upon two economic drivers—innovation and regional collaboration. Innovation is essential to global competitiveness, a resilient economy, and new and better jobs—including advancing industries for the future. Regional collaboration is also vital to economic recovery, as regions and communities are centers of competition. Successful regions must work together to leverage strengths and resources in order to overcome obstacles. Federal resources also serve an important role in fostering this innovation and regional collaboration. Diversification is paramount for experienced investors. Thus, investments in real estate, small businesses, or agriculture in underserved communities provide the advantage of industry diversification while also supporting local business retention and expansion. Through stronger businesses, communities are better equipped to withstand economic downturn and, in turn, protect those same investments. Targeted public investment in infrastructure, transportation, public spaces, and housing will help Opportunity Zones attract private capital to withstand periods of economic distress.

The economic benefits that new and innovative developments bring to communities are tremendous. The Bureau of Labor Statistics estimates that in 2012, 14 million people have jobs in fields directly related to infrastructure, and infrastructure accounts for almost 11 percent of the nation's workforce. Infrastructure-related occupations provide meaningful salaries, having a median wage over \$37,000.

Over the past decade, America's growing population has been concentrated in the 50 largest metropolitan areas, placing new demand on existing, overstrained infrastructure. As a majority of the world's economic growth in the coming years takes place outside of the United States—and concentrated in cities—concrete, steel, and fiber-optic cable will continue to serve as key building blocks to American business success, offering better opportunities for exporting goods, services, and access to complex supply chains.

As United States GDP grows at more than three percent and unemployment drops below four percent, modernizing infrastructure and development will be necessary to support the changing workforce. Large metropolitan areas, in addition to low-income and rural communities, will depend on public investment in seaports, freight railroads, broadband networks, energy projects, and transportation.

The Federal Government presently manages numerous grant-based and other revitalization programs aiming to support State, tribal, local, and territorial government, nonprofit providers, and private investment. State, tribal, and local governments—being the primary stewards of United States infrastructure—own more than 90 percent of America's public capital. Though State and tribal investment in economic development varies by State and locality, as a result of differing and unique community needs, a majority of the capital dollars are spent on schools, transportation, water infrastructure, and distribution.

As the Federal Government focuses, prioritizes, and redirects Federal aid, it can encourage and leverage State, tribal, and local government capital to stimulate greater investment in Opportunity Zones. This will be important for inclusive growth that does not leave low-income communities behind. For example, though more than 80 percent of Americans are now connected to broadband—connecting them to new jobs, customers, and supply chains—less than 60 percent of low-income households have access. Similarly, only nine percent of Opportunity Zones have at least one public transit station. Thus, Federal programs focusing on economic development, innovation, and regional collaboration in Opportunity Zones can magnify and supplement increased investment and benefit diverse segments of the United States population.

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The strategies and goals for the Economic Development work stream include:

- Target and streamline infrastructure programs to Opportunity Zones and other economically distressed communities;
- Leverage Federal grants and loans in a more integrated way;
- Improve and increase coordination between Federal, State, local, and tribal capital investment;
- Provide increased flexibility in existing Federal programs that operate within Opportunity Zones; and
- Spur private investment through public-private partnerships.

2. Entrepreneurship

Entrepreneurs form the fabric of any vibrant community. By promoting American entrepreneurship and engaging with small businesses, we can accelerate the revitalization of our economically distressed communities. As American small business optimism continues to sustain record highs and consumer confidence remains around its highest level in 18 years, the Council is committed to leveraging government resources to help reinvigorate entrepreneurship in our nation's Opportunity Zones.

The 30 million small businesses across the United States create two out of three net new jobs each year. These businesses serve as the engines that drive our economy, and their expansion into Opportunity Zones will uplift economically distressed areas by providing new investments, new jobs, and dynamic economic systems. The data confirm entrepreneurship's importance: America's engine of job creation is new businesses. High-growth businesses—which on average are disproportionately young compared to all businesses—comprise nearly 50 percent of job creation; entrepreneur-led companies less than five years old account for essentially all net new job creation. According to the 2018 Global Entrepreneurship and Development Index, the United States provides the best environment for cultivating entrepreneurship in the entire world. We can continue to build upon this success by encouraging the formation of businesses in the areas that need them most. When businesses are formed and grow in an economically distressed area, the benefits are exponential. Once more, investment and entrepreneurship can take root in these Opportunity Zones, and the resulting economic activity will lead to better school systems, improved public resources, and other businesses that create a sustainable ecosystem for a safe and prosperous community. The White House Opportunity and Revitalization Council aims to accelerate the formation of businesses in Opportunity Zones and other economically distressed communities. This will be achieved by coordinating efforts among Federal agencies and programs to spur meaningful economic activity in these areas. Economic growth and entrepreneurship are crucial for driving down unemployment and promoting greater economic stability. This initiative aims to improve access to capital and government contracts in Opportunity Zones by integrating Opportunity Zones into existing programs that target business formation and economic development. As part of their outreach, Federal agencies will also use their field networks across the country to increase awareness of the benefits of Opportunity Zones.

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The strategies and goals for the Entrepreneurship work stream include:

- Assist Opportunity Zones and other economically distressed communities and investors with entrepreneurial engagement;
- Provide targeted assistance and toolkits to Opportunity Zone entrepreneurs;
- Integrate Opportunity Zones into existing Federal programs;
- Leverage government lending and grants to address the unique challenges of minority, female, rural entrepreneurs; and
- Promote available Federal resources and programs to entrepreneurs in Opportunity Zones.

3. Safe Neighborhoods

Crime and the perception of an unsafe neighborhood are detriments to any revitalization effort. Without safe neighborhoods, communities struggle to keep and attract new residents and businesses. Crime reduction and community engagement strategies have the potential to restore confidence in neighborhoods and business development.

Tax incentives offered to businesses in the 1980s were sufficient to attract investment in high crime and poverty areas, but proved to be unsustainable. Enterprise Zones, a tax incentive-based business investment strategy championed by the late Secretary of Housing and Urban Development Jack Kemp, experienced success in bringing new business to distressed communities, but high crime and a lack of corresponding investment in public safety drove many businesses to leave.

Today's Opportunity Zones continue to experience many of the same problems that existed in the 1980s. According to the Economic Innovation Group, poverty in Opportunity Zones remains nearly twice the national average. Along with it, crime continues to be a big problem in these cities. Most of these communities are similar to Los Angeles, where overall crime is 20 percent higher than the national average, and violent crime is 99 percent higher.

What has changed in Opportunity Zones is the amount of money available for law enforcement, crime prevention, and victim services. The Department of Justice (DOJ) currently spends in excess of \$6 billion annually on State, tribal, and local law enforcement programs. In order to maximize this benefit to distressed communities, DOJ is prioritizing grant applications in Fiscal Year 19 that provide resources within Opportunity Zones.

Likewise, it is vital that Opportunity Zone and other distressed communities receive the resources necessary to address drug addiction and remediate environmental contamination sites that hinder safe development. Similarly, we must understand that areas struggling with environmental contamination may face barriers to economic development, and by working with communities to remedy these environmental conditions, economic growth will follow. These actions help ensure a healthy workforce and environmentally safe areas for development – both key to attracting private investment.

The strategies and goals for the Safe Neighborhoods work stream include:

- Target Federal crime reduction and public safety programs in Opportunity Zones and other distressed communities;

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- Assist communities in combatting drug addiction and the opioid crisis;
- Assist communities in addressing environmental contamination to development; and
- Help communities expand rehabilitation programs to improve reentry to society.

4. Education and Workforce Development

Central to improving the economic circumstances of urban and distressed communities including Opportunity Zones is the tenet of enhancing resident access to—and success in— education, including further learning beyond high school. Wage premiums and job security continue to be associated with postsecondary education or skills development. Improved skills development, labor market alignment, and use of industry-recognized credentials will improve regional economic competitiveness and the earnings of students and job seekers alike. Recent research also has demonstrated that community college certificates in high-demand fields significantly improve employment and earnings.

Workforce skill-building is also essential to maximizing the impact of the new investment that will be flowing into these communities and ensuring that Opportunity Zone residents are trained and ready to assume the newly created jobs. Without complementary actions to boost the education and skills of Opportunity Zone residents, many of the new jobs will be filled by individuals who reside elsewhere—or they will go unfilled altogether, inhibiting economic growth. Moreover, improved educational outcomes are likely to have a positive compounding effect with companies choosing to locate and expand operations in communities with high educational attainment.

The residents of Opportunity Zone communities have significant educational needs. According to the Economic Innovation Group, more than one-fifth of the adults living in economically distressed communities (including Opportunity Zones) lack a high school diploma or equivalent. Many of these adults possess neither the necessary literacy nor numeracy skills required to capitalize on training opportunities for skilled and semi-skilled jobs—jobs that pay wages adequate to support a family.

While the Federal Government invests significant resources in expanding access workforce development and training opportunities, too often these programs fail to effectively provide Americans the skills needed to succeed in the modern economy. Recognizing the need to reform this broken system, the Trump Administration has convened the National Council for the American worker and charged this body with developing a national strategy to ensure that America's students and workers are equipped with the skills needed to compete and win in the global economy. The strategies and goals for the Education and Workforce Development work stream will contribute to this effort and include:

- Target education and workforce development resources to Opportunity Zones and other economically distressed communities;
- Focus existing and new public and private investment on high-return, value-added workforce development activities through improved programmatic flexibility;
- Better connect communities with existing economic and employer networks;

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- Modernize existing talent development pipelines;
- Incentivize expansion of and investment in high-quality educational opportunities, especially charter schools, to serve students in Opportunity Zones; and
- Help communities “rethink” the complete pipeline of education and workforce development including an improved emphasis on program outcomes.

5. Measurement and Analysis

Evidence is essential for maximizing the positive impact of policy. Carefully benchmarked and monitored outcomes can provide policy makers with the evidence base needed to make informed decisions and demonstrate policies that work and those that do not. The Trump Administration is committed to the importance of evidence for improving policy decisions. For example, President Trump signed into law the Foundations for Evidence-Based Policymaking Act of 2018, which emphasizes the importance of data collection and program evaluation.

Measuring the outcomes of Opportunity Zones is especially important. Academic researchers and policymakers have increasingly recognized that geographic inequality is a pervasive and growing problem, that communities have important ramifications for individual outcomes, and that place-based policies could play an important role in improving the well-being of Americans in distressed areas. Unfortunately, there is a general lack of evidence regarding the types of tools that can lift up these communities and the people who live in them. Opportunity Zones represent an unprecedented commitment to restoring distressed areas by providing flexible investment incentives to spur development in the communities that most need it. Thus, this Administration finds it imperative to pair these powerful efforts with a full-scale commitment to measuring their outcomes.

Evaluating the outcomes of Opportunity Zones transcends simply an academic pursuit. Due to the wide scope of Opportunity Zones in terms of geographic coverage and the types of investment encouraged, the Council will gather available evidence on what types of areas and which demographics of the population benefit from varying forms of efforts. These lessons can inform the implementation of policies that complement Opportunity Zones, as well as future place-based policies. Committing to evidence-based policies to empower Americans left behind in distressed communities is not only the most responsible approach, but also the most compassionate response to one of the biggest challenges facing our country today.

Implementation Activities

To effectuate the above work streams and achieve the goals of the Council, the following actions are currently underway or planned:

- The first priority for the Council is to conduct a listening tour of rural, urban, and suburban Opportunity Zones and other distressed communities in all geographic regions during the spring and summer of 2019. This listening tour will help inform the Council’s actions, goals, and deliverables.
- Listening tour sessions will incorporate all three audiences (community leaders, entrepreneurs, and investors) and be tailored to all five work streams (economic

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development, entrepreneurship, education and workforce development, safe neighborhoods, and measurement and analysis).

- The Council member agencies are currently reviewing their programs across all work streams to identify opportunities to target, streamline, and coordinate these programs within Opportunity Zones.
- The Council has already identified 160 programs that could increase targeting to Opportunity Zones through grant preference points, loan qualifications, reduced fees, and eligibility criteria modifications.
- The Council is developing a uniform Opportunity Zone training manual for all Federal agency field staff. This manual will help create a national network of surrogates to train communities, entrepreneurs, and investors in Opportunity Zones.
- From ongoing engagement, the Council will develop and publish promising practices for each work stream at the State, local, and tribal levels.
- The Council is developing and will publish a comprehensive list of all Federal programs available to assist Opportunity Zone communities, entrepreneurs, and investors.
- The Council is developing “[OpportunityZones.gov](https://www.opportunityzones.gov)”—a website that will provide community leaders, entrepreneurs, and investors with a common point of reference for all available Opportunity Zone information, tools, promising practices, Council actions, and resources.
- From ongoing engagement, the Council will develop and publish a list of policy recommendations to improve Federal revitalization programs.
- The Council will convene regular monthly meetings at the staff level to ensure coordination, communication, and accountability.
- Federal departments and agencies will regularly report to the Council’s Chair and Vice Chair on implementation actions and progress made within their respective work streams.

Conclusion

By effectuating these five work streams, the White House Opportunity and Revitalization Council will deliver on the Federal Government’s commitment to revitalize distressed communities. This public sector commitment overlays the Opportunity Zone tax incentive in the Tax Cuts and Jobs Act. Together, private capital and this public sector commitment will stimulate economic opportunity and revitalize many of our Nation’s most economically distressed communities. As with any implementation plan, the Council and this implementation plan will remain responsive and adjust to changing dynamics, needs, and priorities discovered on the ground.

Appendix C: Frequently Used Acronyms

AI	Artificial Intelligence
ALERT	Assistance for Local Emergency Response Training
ANA	Administration for Native Americans
A/NTO	Apprenticeable Occupations and Nontraditional Occupations
ARC	Appalachian Regional Commission
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
ATSDR	Agency for Toxic Substances and Disease Registry
BJA	Bureau of Justice Assistance
BUILD	Better Using Investments to Leverage Development
CA	Community Advantage
CDBG	Community Development Block Grant
CDC	Community Development Corporations
CDE	Community Development Entities
CDFI	Community Development Financial Institution
CED	Community Economic Development
CEDS	Community Economic Development Strategy
CF	Community Facilities
CGIC's	Crime Gun Intelligence Centers
CHDO	Community Housing Development Organization
CMF	Capital Magnet Fund
CMISA	Co-occurring Mental Illness and Substance Abuse
CMS	Center for Medicare and Medicaid Services
CNCS	Corporation for National and Community Service
CONAct	Consolidated Farm and Rural Development Act
CRISI	Consolidated Rail Infrastructure and Safety Improvements
CSP	Charter Schools Program
CTE	Career and Technical Education
CWSRF	Clean Water State Revolving Fund
DC	District of Columbia
DOC	Department of Commerce
DOE	Department of Education
DOE	Department of Energy
DOJ	Department of Justice
DOL	Department of Labor
EARN	Employer Assistance and Resource Network on Disability Inclusion
ED	Economic Development
EDA	Economic Development Administration
EDD	Economic Development District
EDGAR	Education Department General Administrative Regulations
EDI	Economic Development Integration
EHLR	Environmental Health and Land Reuse
EJ	Environmental Justice

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EJSCREEN	Environmental Justice Screening and Mapping Tool
E-MDTs	Enhanced Multidisciplinary Teams
EO	Executive Order
EPA	Environmental Protection Agency
ESG	Emergency Solutions Grant
ESI	Experimental Sites Initiative
ETA	Employment and Training Administration
FA	Financing Assistance
FAQ	Frequently Asked Question
FAST	Federal and State Technology
FHA	Federal Housing Administration
FIRE	Federal Interagency Resource Exchange
FLH	Farm Labor Housing
FOA	Funded Opportunity Announcement
FORHP	Federal Office for Rural Health Policy
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FWS	Federal Work Study
GEAR UP	Gaining Early Awareness and Readiness for Undergraduate Programs
GNND	Good Neighbor Next Door
GSA	Government Services Administration
HAZWOPER	Hazardous Waste Operations and Emergency Response
HBCU	Historically Black Colleges and Universities
HERA	Housing and Economic Recovery Act
HHP	Healthy Homes Protection
HHS	Health and Human Services
HOME	HOME Investment Partnerships Program
HOPWA	Housing Opportunities for Persons with AIDS
HPG	Housing Preservation Grant
HRSA	Health Resources and Services
HTF	Housing Trust Fund
HUBZone	Historically Underutilized Business Zone
HUD	Housing and Urban Development
IGLP	Indian Guaranteed Loan Program
IHBG	Indian Housing Block Grant
IHE	Institute of Higher Education
IMLS	Institute of Museum and Library Services
IRS	Internal Revenue Service
K-12	Kindergarten through 12 th Grade
LAC	Lease Acquisition Circular
LDD	Local Development District
LEA	Local Educational Agency
LHR	Lead Based Paint Hazard Reduction
MaTCH	Makerspace, Training, Collaboration and Hiring
MBE	Minority Business Enterprise

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MDT	Multidisciplinary Teams
MEWT	Minority Education, Workforce and Training
MI	Mental Illness
MLEF	Mickey Leland Energy Fellowship
MOD	Mobility on Demand
MP	Multipurpose Grants
MPI	Mobility Payment Integration
MSI	Minority Serving Institutions
NABDI	Native American Business Development Institute
NACA	Native American CDFI Assistance
NIJ	National Institute of Justice
NMTC	New Markets Tax Credit
NOFA	Notice of Funding Availability
NOFO	Notice of Funding Opportunity
NRSA	Neighborhood Revitalization Strategy Area
NSP	Neighborhood Stabilization Program
ODEP	Office of Disability Employment Policy
OED	Office of Economic Development
OJJDP	Office of Juvenile Justice and Delinquency Prevention
OSH Act	Occupational Safety and Health Act
OSHA	Occupational Safety and Health Administration
OVC	Office for Victims of Crime
PHA	Public Housing Authority
POWER	Partnerships for Opportunity and Workforce and Economic Revitalization
PRAC	Project Rental Assistance Contracts
PRIME	Program for Investment in Micro Entrepreneurs
PSN	Project Safe Neighborhoods
PWEDA	Public Works and Economic Development Act
QOF	Qualified Opportunity Fund
R&D	Research and Development
RAD	Rental Assistance Demonstration
RCB	Rural Capacity Building
RCT	Randomized Controlled Trial
REDS	Regional Economic Diversification Summit
RLF	Revolving Loan Fund
RNTA	Research and National Technical Assistance
SAA	State Administering Agencies
SAC	Service Area Competition
SAKs	Sexual Assault Kits
SANE	Sexual Assault Nurse Examiners
SAPL	Site Acquisition Policy Letter
SAT	Simplified Acquisition Threshold
SBA	Small Business Administration
SBDC	Small Business Development Center
SBIC	Small Business Investment Company

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SBIR	Small Business Innovation Research
SCF	Swift, Certain and Fair
SCTG-LEA	School Climate Transformation Grant – Local Educational Agency
SEDAP	States’ Economic Development Assistance Program
SG	Smart Growth
SHOP	Self-Help Homeownership Opportunity Program
SIP	Strengthening Institutions Program
SIPPRA	Social Impact Partnerships to Pay for Results Act
SORNA	Sex Offender Registration and Notification Act
SPST	Supplemental Public Sector Training
STAR	Strategic Transit Automation Research
STEM	Science, Technology, Engineering and Math
STEP	State Trade and Export Promotion
STOP	Stop, Think, Observe and Plan
STTR	Small Business Technology Transfer
TA	Technical Assistance
TCCU	Tribal Controlled Colleges and Universities
TDHE	Tribal Designated Housing Entity
TOD	Transit Oriented Development
TOP	The Opportunity Project
TQP	Teacher Quality Partnership
TTA	Training and Technical Assistance
USDA	United States Department of Agriculture
UWFP	Urban Waters Federal Partnership
WANTO	Women in Apprenticeship and Nontraditional Occupations
WBC	Women’s Business Center
WORC	Workforce Opportunity for Rural Communities
YES	Youth Engagement in Sports