



Opportunity Zone Field Manual

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Opportunity and Revitalization Council



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One of our Nation's bedrock beliefs is that America is the land of opportunity. Every street in every city, every stretch down every country road, should indeed be a place where opportunity calls home. In pursuit of that bold ideal, Opportunity Zones were created through a provision of the 2017 Tax Cuts and Jobs Act—signed into law by President Donald J. Trump—in order to stimulate economic development and job creation by incentivizing long-term investment in low-income neighborhoods.

Few programs in modern American history have the potential to touch the lives of so many people as powerfully as Opportunity Zones, which are home to approximately 35 million Americans across all 50 States, the District of Columbia, and the five U.S. territories.

The 8,764 Opportunity Zones across America are urban, rural, and tribal, diverse (both geographically and racially), and encompass roughly ten percent of the country's population. These economically distressed areas were designated as Opportunity Zones not by bureaucrats in Washington, but by the governors of each State and territory, who are best suited to understand the unique challenges facing their constituencies.

As a doctor, I know all too well medication often involves a trade-off between solutions that are fast-acting and those that are long-lasting. On the contrary, Opportunity Zones deliver both fast-acting and long-lasting solutions by allowing current investments to qualify and structuring rewards to serve local communities for the long term. Only investors who commit capital for five, seven, and ten years receive the tax law's formidable financial benefits. That means new growth becomes consistent growth and new jobs become steady jobs.

This long-term lens is critical. When investors are “here today, gone tomorrow,” residents face an uncertain future. But when residents know new businesses are “here today, here to stay,” they can plan for the growth of their communities, provide a stable future for their families, and ultimately become homeowners.

As Chair of the White House Opportunity and Revitalization Council (“Council”), which includes representatives from 17 different Federal agencies and Federal-State partnerships working together to spark a wave of innovation in these distressed parts of our country, I have seen firsthand the potential of Opportunity Zones.

As representatives of the Council agencies in the field, you all have a critical role to play in ensuring the success of the Opportunity Zones initiative. This document will help to guide you throughout your work with stakeholders as you explain what Opportunity Zones are, how to take advantage of the initiative, and the breadth of resources brought to the table by the member agencies.

Together, we can make the American dream a reality for the millions of American men and women who call this great land home.

Sincerely,
Secretary Ben Carson
Chairman, White House Opportunity and Revitalization Council

PREFACE

The Opportunity Zones tax incentive is a powerful new tool created by the 2017 Tax Cuts and Jobs Act to spur economic development and job creation by encouraging long-term investment in low-income communities nationwide.

By some estimates, the Opportunity Zones tax incentive will attract upwards of \$100 billion into distressed communities across the country. 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 — is needed to help communities unlock private capital to create sustainable growth.

To those ends, in December of 2018, President Trump signed Executive Order 13853, thereby establishing the White House Opportunity and Revitalization Council (Council). The Executive Order directed that a Council be formed, comprised of leadership from multiple Federal agencies and Chaired by the Secretary of Housing and Urban Development (HUD). The goal of the Council is to catalyze long-term, private investment in Opportunity Zones and other economically distressed areas through the targeted investment and support of the Federal Government.

As staff of Council member agencies, you play a critical role in ensuring the success of the Opportunity Zones initiative. This document is intended to serve as a reference guide to provide information on how the Opportunity Zones tax incentive works; offer strategies for engaging Opportunity Zone communities in order to ensure they benefit from the initiative; and articulate the role of the Council and the respective agencies that serve on it, and the resources they offer to support the initiative.

For additional guidance on many of these topics, as well as to view the source materials that were used in the development of this manual, please visit the “[OpportunityZones.gov](https://www.opportunityzones.gov)” website, which was created by the Council.

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OPPORTUNITY ZONES OVERVIEW

The Internal Revenue Service (IRS) defines a Qualified Opportunity Zone (Opportunity Zone) as, “an economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment.”

The Opportunity Zones tax incentive was created as a new provision of the Internal Revenue Code by the 2017 Tax Cuts and Jobs Act. The statutory language concerning Opportunity Zones appears in the newly established §1400Z-1 and §1400Z-2 of the revised code. The former section concerns the process by which Opportunity Zones were designated; the latter outlines how the tax incentive works and the rules that govern it. The IRS later published two tranches of proposed regulations further clarifying the statutory language, and then released the third and final regulations in December 2019, with publication in the Federal Register in January 2020¹.

¹ Link to text of Opportunity Zones final regulations:
<https://www.federalregister.gov/documents/2020/01/13/2019-27846/investing-in-qualified-opportunity-funds>

Opportunity Zone Designations

§1400Z-1 of the revised Internal Revenue Code established the process by which communities could be designated as Opportunity Zones.

Opportunity Zones designations were made at the census tract level. Eligible census tracts were designated as Opportunity Zones through a two-step process:

- 1.) The Executive of a State or Territory (the Governor in most cases) nominated census tracts for his or her jurisdiction
- 2.) The Secretary of the Treasury certified those tracts as Opportunity Zones

The following two factors were relevant to the eligibility of census tracts for Opportunity Zone designation:

- 1.) Census tracts had to meet the criteria for IRS's definition of a "low-income-community" (LIC)²; and,
- 2.) A certain number of non-LIC tracts could also be eligible, provided that each of these tracts:
 - a. Were contiguous with an LIC tract that was designated as an Opportunity Zone, and
 - b. Had a median family income that did not exceed 125 percent of the median family income of the contiguous Opportunity Zone designated tract.
 - c. These non-LIC tracts did not comprise more than 5 percent of the total number of designated tracts in a State³.

The Governor of each State⁴ was authorized to nominate a number of tracts equal to 25 percent of the total number of LIC census tracts in that State⁵, or at a minimum 25 total tracts.

To illustrate the above rules, take for example a State with a total number of 180 low-income census tracts. The State executive would have the ability to nominate up to 25 percent of those 180 tracts to be Opportunity Zones, or 45 total tracts. Three of those 45 tracts could be non-LIC tracts, since 5 percent of 45 is 2.25, which is rounded up to the nearest whole number.

² The term "low-income community" is defined by § 45D(e) of the Internal Revenue Code as any census tract where: (a) the poverty rate for such tract is at least 20 percent, or (b)(i) in the case of a tract not located within a metropolitan area, the median family income for such tract does not exceed 80 percent of statewide median family income, or (b)(ii) in the case of a tract located within a metropolitan area, the median family income for such tract does not exceed 80 percent of the greater of statewide median family income or the metropolitan area median family income.

³ If the number of designated Opportunity Zones in a State is not evenly divisible by 5, the 5 percent limitation was determined by rounding the fractional quotient up to the next whole number.

⁴ For the remainder of this document, the term "State" applies to any State, any possession of the United States, and the District of Columbia.

⁵ If the number of LIC tracts in a State is not evenly divisible by 25, the 25 percent limitation was determined by rounding the fractional quotient up to the next whole number.

Designated Census Tracts by State⁶

Alabama	158	Montana	25
Alaska	25	Nebraska	44
American Samoa	16	Nevada	61
Arizona	168	New Hampshire	27
Arkansas	85	New Jersey	169
California	879	New Mexico	63
Colorado	126	New York	514
Connecticut	72	Northern Mariana Islands	20
Delaware	25	North Carolina	252
District of Columbia	25	North Dakota	25
Florida	427	Ohio	320
Georgia	260	Oklahoma	117
Guam	25	Oregon	86
Hawaii	25	Pennsylvania	300
Idaho	28	Puerto Rico	863
Illinois	327	Rhode Island	25
Indiana	156	South Carolina	135
Iowa	62	South Dakota	25
Kansas	74	Tennessee	176
Kentucky	144	Texas	628
Louisiana	150	Utah	46
Maine	32	Vermont	25
Maryland	149	Virgin Islands	14
Massachusetts	138	Virginia	212
Michigan	288	Washington	139
Minnesota	128	West Virginia	55
Mississippi	100	Wisconsin	120
Missouri	161	Wyoming	25

⁶ A map of all designated census tracts can be found here:
https://www.cims.cdfifund.gov/preparation/?config=config_nmtc.xml

Demographics of Designated Tracts

- There are a total of 8,764 census tracts located in all 50 States and all US territories; of these, approximately:
 - 40 percent are located in rural census tracts
 - 38 percent in urban census tracts
 - 22 percent in suburban census tracts
- Nearly 35 million Americans live in Opportunity Zone-designated communities
- Median family incomes in Opportunity Zones are 37 percent lower than their respective State's median
- The average poverty rate across Opportunity Zones is nearly 32 percent, almost double the national rate of approximately 17 percent
- One in five Opportunity Zones have a poverty rate over 40 percent, compared to one in 20 census tracts nationwide
- The homeownership rate in Opportunity Zones is approximately 15 percent lower than the national average
- Life expectancy is on average three years shorter for Opportunity Zone residents than it is nationally
- Approximately 22 percent of Opportunity Zone adult residents have not attained a high school diploma, compared to 13 percent nationally

Opportunity Zones Incentives and Rules

§1400Z-2 of the revised Internal Revenue Code established the incentives for investing in an Opportunity Zone, as well as the rules governing how qualifying investments must be made.

To be eligible for the Opportunity Zones tax incentives, an investor must reinvest a capital gain into a Qualified Opportunity Fund (QOF) within 180 days of realizing the gain⁷.

A Qualified Opportunity Fund is a partnership or corporation established for the purpose of investing in Qualified Opportunity Zone Property (QOZP). QOFs must hold at least 90 percent of total assets in Qualified Opportunity Zone Business Property⁸. Qualified Opportunity Zone Property can be:

- 1.) Qualified Opportunity Zone stock,
- 2.) Qualified Opportunity Zone partnership interest, or
- 3.) Qualified Opportunity Zone Business Property (QOZBP).

There are three primary benefits to investing in an Opportunity Zone (see graphic on next page):

- 1.) **Deferral of capital gains tax:** Investors may elect to defer paying capital gains taxes on any capital gains invested in an Opportunity Zone until the earlier of the date on which the Opportunity Zone investment is sold/exchanged or December 31, 2026.
- 2.) **Reduction of capital gains tax:** The Opportunity Zones incentive is designed to encourage long term investment. Investors receive the incentive's second benefit, which is a step-up in basis (essentially a tax deduction) of up to 15 percent on their invested capital gains after holding an investment for a period of 5 and 7 years⁹.
 - a) After 5 years, the basis of the original investment is increased by 10 percent
 - b) After 7 years, the basis of the investment is increased by an additional 5 percent
- 3.) **Permanent exclusion from taxable income:** After holding an investment for a period of 10 years or more, the QOF investment receives an increase in basis equal to the fair market value of the investment on the date it is sold.

Additional rules addressed in the statute:

Further definition of Qualified Opportunity Zone Property: In order to qualify as QOZP, a QOZ stock, partnership interest or QOZBP must:

- 1.) Be tangible property used in a trade or business
- 2.) Have been acquired by the QOF after December 31, 2017
- 3.) Either:
 - a) Be an "original use property" – meaning use of the property commenced following acquisition by the QOF
 - b) If the property is not an original use property, the QOF must "substantially improve" the property within a 30-month window by increasing the basis by an amount greater

⁷ Assets other than capital gains may be invested in a Qualified Opportunity Fund, however, only reinvested capital gains are eligible to receive the tax incentives.

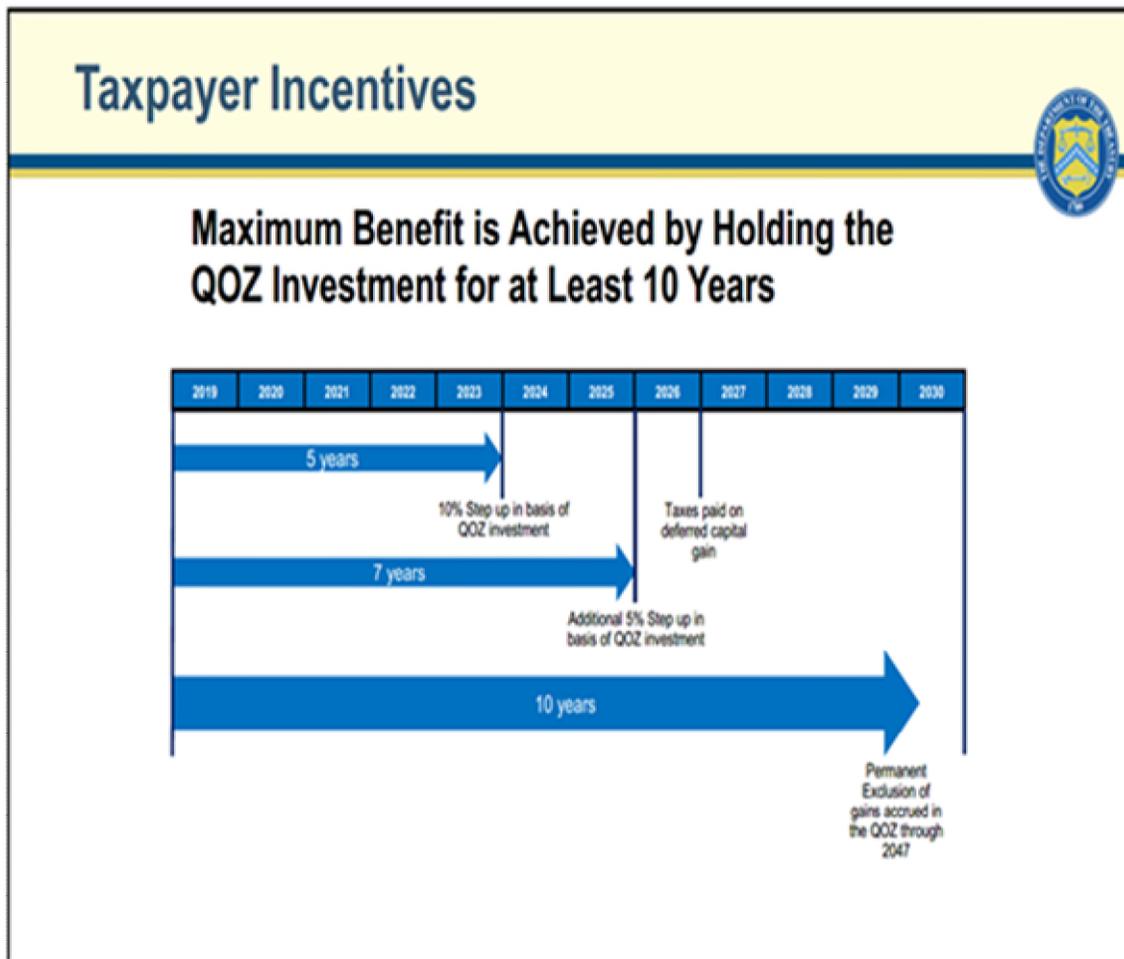
⁸ QOFs that fail the asset test will be fined for each month they are non-compliant.

⁹ The chance to meet either the 5-year or 7-year threshold expires by December 31, 2026, because the investor is obligated to pay taxes on his/her original capital gains by that date.

than the adjusted basis of the property at the time of acquisition. In other words, the QOF must invest an amount to improve the property greater than the amount at which the QOF acquired it for.

- 4.) During substantially all of the QOF's holding period of the property, substantially all¹⁰ of the use of such property must be in a Qualified Opportunity Zone

Definition of Qualified Opportunity Zone Business (QOZB): To qualify as a QOZB, substantially all of the tangible property owned by a business must be Qualified Opportunity Zone Business Property.



Timeline of Opportunity Zone tax incentives over the life of an investment

¹⁰ [Click here to go to the definition of "substantially all" in following section on Opportunity Zone regulations](#)

Below is an example of how the Opportunity Zones incentive works:

Jane Doe sells a property on June 1, 2019 and realizes \$100 million in capital gains. Jane decides to put all \$100 million of capital gains into a Qualified Opportunity Fund, which uses only the \$100 million (no additional equity or any type of debt financing) to build a new multifamily housing development. For sake of this example, let us assume that Jane places the capital gains (eligible for deferral) into the Fund by September 1, 2019 (which falls within the statutorily required 180-day period—the capital gains must be placed into a Qualified Opportunity Fund within 180-days of the sale or exchange which yielded the capital gains). By September 1, 2024 (5 years after the capital gains are placed into the Fund), Jane’s capital gains tax liability is reduced by 10%. Therefore, if she were to dispose of the property any time after September 1, 2024, Jane would have to pay capital gains tax on only \$90 million (rather than \$100 million), assuming that the property sells for \$100 million¹¹. If the property were to sell for \$150 million (or anything more than \$100 million), Jane would have to pay capital gains tax on all of the incremental \$50 million (or anything more than \$100 million) as well. Thus, Jane would have to pay capital gains tax on \$140 million¹².

If Jane decides to continue holding onto her investment, once September 1, 2026 arrives (7 years after the capital gains are placed into the Fund), Jane’s capital gains tax liability is reduced by an additional 5% (for a total reduction of 15%). Therefore, if she were to dispose of the property any time after September 1, 2026, Jane would have to pay capital gains tax on only \$85 million (rather than \$100 million), assuming that the property sells for \$100 million¹³. Jane will owe the capital gains tax once she sells the investment or December 31, 2026 (whichever date is earlier). If the property were to sell for \$150 million (or anything more than \$100 million), Jane would have to pay capital gains tax on all of the incremental \$50 million (or anything more than \$100 million) as well. Thus, Jane would have to pay capital gains tax on \$135 million¹⁴.

If Jane decides to continue holding onto her investment beyond December 31, 2026, she will still owe capital gains tax on \$85 million (\$17 million in taxes) on December 31, 2026. When September 1, 2029 arrives (the capital gains investment has reached its 10-year anniversary), the basis of the property will be equal to the fair market value of such investment on the date that the investment is sold or exchanged. Essentially, if Jane decides to dispose of the property between September 1, 2029 and December 31, 2047, she will not have to pay capital gains tax on any appreciation that her original capital gains investment has experienced during the life of the investment. Thus, if Jane’s \$100 million investment (property) sells for \$250 million between September 1, 2029 and December 31, 2047¹⁵, Jane does not pay any capital gains tax on the additional \$150 million (that amount would otherwise have been \$30 million in taxes, assuming a 20% capital gains tax rate for those in the highest-level ordinary income tax bracket).

¹¹ Assuming a capital gains tax rate of 20%, Jane’s liability would go from \$20 million in capital gains taxes (20% of \$100 million) to \$18 million in capital taxes (20% of \$90 million). This (and all subsequent calculations) is exclusive of the Net Investment Income Tax of 3.8%.

¹² Assuming a capital gains tax rate of 20%, Jane’s liability would be \$18 million (20% of \$90 million) plus \$10 million (20% of \$50 million), for a total of \$28 million.

¹³ Assuming a capital gains tax rate of 20%, Jane’s liability would go from \$18 million in capital gains taxes (20% of \$90 million) to \$17 million in capital gains taxes (20% of \$85 million).

¹⁴ Assuming a capital gains tax rate of 20%, Jane’s liability would be \$17 million (20% of \$85 million) plus \$10 million (20% of \$50 million) for a total of \$27 million.

¹⁵ Per the final regulations the 10-year hold benefit expires on December 31, 2047. See <https://www.irs.gov/pub/irs-drop/td-9889.pdf>

Opportunity Zones Regulations

To further clarify the rules established in §1400Z-2 of the revised Internal Revenue Code that shape the Opportunity Zones tax incentive, the IRS issued two tranches of proposed regulations (in October of 2018 and April of 2019), before publishing its final regulations to the Federal Register in January of 2020¹⁶. The final regulations address a wide-ranging number of topics and comprise more than 500 pages. Because it would be difficult to condense the entirety of the information contained in the final regulations into a few pages, the intent of this section is to elucidate a few of the issues addressed in the final regulations most highly anticipated by the Opportunity Zone stakeholder community.

The following are common questions regarding the Opportunity Zones tax incentive that are addressed in the final regulations, posed in the form of question and answer and organized by topic¹⁷:

Deferral of Eligible Gains

Q. How do I elect to defer my eligible gain?

A. You may make an election to defer the gain, in whole or in part, when filing your Federal income tax return. That is, you may make the election on the return on which the tax on that gain would be due if you do not defer it. For additional information, see “How To Report an Election To Defer Tax on Eligible Gain Invested in a QOF” in the [Form 8949](#) instructions.

Q. Can I elect to defer gain if I transfer property other than cash to a QOF?

A. Yes. You can transfer property other than cash to a QOF. However, a transfer of non-cash property may result in only part of the investment being able to support QOZ tax benefits (that is, a qualifying investment). Specifically, the amount of gain that can be deferred is limited to the basis of the contributed property, even if a greater value of property is transferred.

Q. May nonresident alien individuals and foreign corporations elect to defer eligible gain by making an investment in a QOF?

A. Yes. Nonresident alien individuals and foreign corporations may generally elect to defer eligible gains that are otherwise subject to Federal income tax in their hands. For example, this includes gains that are effectively connected to a U.S. trade or business and capital gains from the disposition of a U.S. real property interest by a nonresident alien individual or a foreign corporation. If the gain would be exempt from Federal income tax under an applicable income tax treaty, the foreign person must waive any treaty benefits in order to elect to defer the gain.

180-Day Investment Period

Q. When do I have to invest the amount of an eligible gain in a QOF to receive the QOZ tax benefits?

A. Generally, you have 180 days to invest an eligible gain in a QOF. The first day of the 180-day period is the date the gain would be recognized for Federal income tax purposes if you did not elect to defer the recognition of the gain.

¹⁶ Text of final regulations: <https://www.irs.gov/pub/irs-drop/td-9889.pdf>

¹⁷ Additional information can be found at the Tax Reform site of the IRS.gov website. Scroll to Opportunity Zones and click. Also, you can enter “opportunity zones” in the search box available at Treasury.gov and IRS.gov.

Inclusion of Deferred Gain

Q. I deferred an eligible gain by investing in a QOF. What ends the deferral?

A. An investor must include the remaining deferred gain on the earlier of an inclusion event or December 31, 2026. The amount of deferred gain included in income depends on (i) the fair market value of your qualifying investment in the QOF on the date of the inclusion event and (ii) adjustments to the tax basis of that qualifying investment.

Q. What is an inclusion event?

A. An inclusion event, in general, is an event that reduces or terminates your qualifying investment in a QOF.

Q. I elected to defer eligible gain after I made a qualifying investment in a QOF, and now that QOF has liquidated before December 31, 2026. What happens to my deferred gain?

A. When the QOF liquidated, the deferral period ended. You must include the deferred gain in the taxable year during which your QOF liquidated. When you file your Federal income tax return for that year, you must report the gain on [Form 8949](#) and must reflect the change to your QOF investment on the Form 8997. See instructions for Forms [8949](#) and [8997](#).

Purchase Requirement

Q. Instead of purchasing equipment to use in my QOZ business, I wish to lease equipment. Can leased property qualify as QOZ business property?

A. Yes. If the parties to the lease are unrelated, the leased property can qualify as QOZ business property only if:

- The lease for the property is entered into after December 31, 2017; and
- The terms of the lease are market rate (that is, the terms reflect common, arms-length market pricing in that location).

In addition, if the parties to the lease are related:

- There must be no prepayment in connection with the lease that exceeds 12 months, and
- If the leased property had been previously used in the QOZ, then, before the earlier of the last day of the lease, or 30 months after the receipt of tangible personal property under the lease, the business must freshly purchase for use with the leased property QOZ business property equal in value to the leased property.

Original Use Property

Q. What is “original use” of tangible property?

A. Original use of tangible property occurs when the property is first placed in service in a manner that would start depreciation or amortization if the property were being used in a trade or business. The original use of tangible property is in a QOZ if the property has not previously been placed in service in the QOZ. Thus, tangible property that had been placed in service outside of the QOZ (that is, used property) can be original use property if the QOF or QOZ business is the first to place it in service in the QOZ.

Q. I purchased a building in a QOZ that is currently vacant. Is the building “original use” property?

A. Vacant property (including a building) is original use property if:

- The property was vacant for an uninterrupted period of three years beginning after the date the IRS designated as a QOZ the census tract that contains the property; or

- The property began to be vacant at least one year prior to the date when the IRS designated that census tract as a QOZ, and the property remained vacant through the date of the purchase.

Substantial Improvement of Property

Q. What does it mean for property to be “substantially improved”?

A. Property is substantially improved if, during any 30-month period beginning after the property is acquired, additions to the basis of the property exceed an amount equal to the adjusted basis at the start of the 30-month period.

“Substantially All” in the definition of QOZ business property

Q. The words “substantially all” appear twice in the definition of QOZ business property. Do these words have the same meaning in both places? If not, what are the two meanings, and how do they interact?

A. In defining QOZ business property, the regulations state that, “during *substantially all* of the time in which the QOF or QOZ business holds or leases the tangible property, *substantially all* of the use of that property by the QOF or QOZ business must be in a QOZ”. The first of these two “substantially all”s means at least 90 percent, and the second means at least 70 percent. Thus, during *at least 90 percent* of the time in which the QOF or QOZ business holds or leases the tangible property, *at least 70 percent* of the use of that property by the QOF or QOZ business must be in a QOZ. Applying these two definitions together means that, during the entire time in which the QOF or QOZ business owns or leases tangible property, at least 63% of the use of that tangible property must be in a QOZ.

Q. I operate a landscaping business from a building located in a QOZ. My employees and I meet at our building, receive job instructions for the day, and transport our landscaping equipment to job sites located within QOZs as well as sites that are not located within QOZs. At the end of our job, we transport the equipment back to our building and carry out the rest of our job duties. Can my landscaping equipment qualify as QOZ business property?

A. Yes. Mobile tangible property, such as your landscaping equipment, can qualify as QOZ business property. Because you use your landscaping equipment in multiple census tracts, you must aggregate the number of days you use the tangible property in various census tracts. Generally, if you used your landscaping equipment at least 70% of the days in QOZs, your landscaping business is substantially used in a QOZ. In addition, based on the way you use your landscaping equipment in your business, if you always return your landscaping equipment back to the building at least every 14 days, you qualify for a safe harbor that allows you to exclude up to 20% of your landscaping equipment from this 70% calculation. See [Form 8996](#) instructions.

Q. Can inventory qualify as QOZ business property?

A. Yes. Inventory can qualify as QOZ business property. In addition, you may choose annually to exclude inventory from QOZ business property. During each taxable year, whether you choose to include or exclude inventory from QOZ business property, you must treat your inventory from QOZ business property consistently during that taxable year.

QOF 50-percent of gross income test

Q. What is the 50-percent-of-gross-income test?

A. Each taxable year, a QOZ business must earn at least 50 percent of its gross income from business activities within a QOZ. The regulations provide three safe harbors that a business may use to meet this test. These safe harbors take into account any of the following--

- Whether at least half of the aggregate hours of services-received by the business were performed in a QOZ;
- Whether at least half of the aggregate amounts that the business paid for services were for services performed in a QOZ; or
- Whether necessary tangible property and necessary business functions were located in a QOZ.

OPPORTUNITY ZONE OUTREACH GUIDE

Develop Technical Expertise

Become a Subject Matter Expert on Opportunity Zones.

Read and Understand:

- [Opportunity Zone Legislation](#)
- [Opportunity Zone Regulations](#)
- Overview of Opportunity Zones found in Section 1 of this document
 - Purpose
 - Opportunity Zone Designations
 - Opportunity Zones Tax Incentives
- Resources on [OpportunityZones.gov](#)
 - [HUD's Opportunity Zones Toolkit](#)
 - [Completed Action Items of the White House Opportunity and Revitalization Council](#)
- [IRS Opportunity Zones Frequently Asked Questions](#)
- Review “Grants.gov” for current Federal grants and programs with Opportunity Zone benefits
- How Qualified Opportunity Funds can be Used for Commercial Real Estate (Including Affordable Housing / (LIHTC)
- How Qualified Opportunity Funds can be Used for Businesses (Start-Up, Expansion or Re-Location)
- How Qualified Opportunity Funds invest in Qualified Opportunity Zones and Offer Benefits to Investors
- The potential challenges in Opportunity Zone communities regarding displacement or gentrification; learn about strategies and best practices that can be put in place to combat some of the negative effects of gentrification
- Review lists of Qualified Opportunity Funds created and understand where and how they are investing
- Review examples of Opportunity Zones Investment Prospectuses
- Consider subscribing to Opportunity Zones Listservs and Newsletters; set Google alerts for “Opportunity Zones” to stay on top of the latest news

Understand the Local Landscape

Stay up to date on what is happening in the Opportunity Zone space

Review Location of Opportunity Zones:

- Review the [CDFI Fund map of Opportunity Zones](#)
- Identify designated census tracts within your Field Office’s jurisdiction
- Make note of any clustered groups of tracts

Identify Overlap with Existing Federal Place-based Efforts:

- Identify agency place-based efforts, and determine if any of the Opportunity Zone community clusters are:
 - Promise Zones (HUD)

- Promise Neighborhoods (Education)
- Innovations in Community-Based Crime Reduction (DOJ)
- HUBZones (SBA)
- Choice Neighborhood Planning or Implementation Grant Locations (HUD)
- New Market Tax Credit (Treasury)
- EnVision Centers (HUD)
- EPA Brownfields Grant Locations (EPA)
- Other Placed-Based Grant or Designee Locations

Maintain Key Contact Lists:

- Federal Government
 - Points of contact at other Council agencies with a presence within your jurisdiction
- State Government
 - The department in each State or Territory leading Opportunity Zone Efforts
 - Other key Opportunity Zone staff at the State level
- Local Government
 - Opportunity Zone Lead Department
 - Opportunity Zone Lead Department Key Staff
 - Mayor/Executive
 - **Note:** some communities, particularly smaller municipalities, may not be aware of the Opportunity Zone designations and may not have particular staff assigned to work on them. This provides an opportunity to connect with local officials and provide them with information on the initiative. In this situation, it may be helpful to reach out to the local Economic Development Director or Community Development Director to determine the best contact.
- Other key stakeholders
 - Opportunity Zone lead organization (if applicable) and key staff
 - Philanthropic organizations that are currently, or may be interested in, supporting Opportunity Zone efforts
 - Regional/local development organizations
 - Anchor institutions¹⁸
 - Colleges/universities
 - Other potential partner organizations that are active in the community

State and Local government Opportunity Zone Efforts:

- For each State in your jurisdiction, track:
 - Legislative actions: past and upcoming bills that would impact Opportunity Zones (e.g. tax conformity/ additional benefits to encourage Opportunity Zone investments)
 - State websites with information about Opportunity Zones
 - State outreach activities (information sessions for residents, seminars, etc.)
 - Opportunity Zones action/strategic plan
- For each City and Town in your jurisdiction that has Opportunity Zones, review:

¹⁸ Anchor institutions are local organizations that play an essential role in the community e.g. nonprofit organizations, hospitals.

- Local ordinances impacting Opportunity Zones
- Development of an investment prospectus¹⁹
- Development of a website
- Local outreach activities (information sessions for residents, seminars, etc.)
- Opportunity Zone action/strategic plan

Develop Federal Outreach Strategy

Collaborate within your agency and with other Council agencies to establish a coordinated outreach plan to support Opportunity Zone stakeholders.

Intra-agency:

- Reach out to your agency’s national and regional Opportunity Zone POCs and discuss Opportunity Zone activities within your region
- Familiarize yourself with any existing action plans, strategies, or protocols implemented by your agency pertaining to Opportunity Zone outreach
- Incorporate Opportunity Zone news, updates, best practices, or other relevant information into existing communication plans (both internal and external)

Interagency:

- Prior to reaching out to State, local, and other external entities, coordinate with Federal partners in your jurisdiction to determine if these connections have already been established. As much as possible, aim to align work between agencies and reduce redundancy for local communities. As such, consider the following:
 - Using the Federal Opportunity Zone Lead Staff Contact Sheet to connect with other Federal agencies to discuss their Opportunity Zones efforts
 - Establishing a regular conference call check-in or listserv for Federal partners to update each other on Opportunity Zones news in throughout the jurisdiction
 - Determining which point person(s) will reach out to particular communities or external stakeholders to ensure unified messaging across agencies
- Discuss possible collaboration around Federal Opportunity Zone Convenings or Co-Partnering Opportunity Zone Convenings.
- Call Regional Federal Reserve Bank to determine point person or possible point person for Opportunity Zones efforts.

Stakeholder Outreach

Coordinate across Council agencies with local footprint to convene Opportunity Zone stakeholders.

Initial Contact

If meeting with stakeholders in a community with whom you have not yet previously met, conduct an initial meeting to inform the community about Opportunity Zones generally; to gauge Opportunity

¹⁹ An investment prospectus is a document used to provide information about an investment product to current potential investors. The organization Accelerator for America has helped Opportunity Zone communities across the nation to develop their own prospectus (<https://www.acceleratorforamerica.org/economic-development>).

Zone proficiency, progress, and needs; and to discuss potential ways the Federal government can provide support.

- It is typically a best practice to begin a widely attended stakeholder convening with an “Opportunity Zones 101” presentation or discussion to establish a knowledge base.
- Proficiency:
 - Establish a baseline: what do people know about Opportunity Zones?
 - Does knowledge vary amongst stakeholder groups?
- Progress:
 - To date, what has been the involvement of non-governmental potential Opportunity Zone partners in the community?
- Needs:
 - What are the biggest challenges facing the community? (e.g. attracting investment, lack of capacity, lack of affordable housing, lack of jobs, crime, substance abuse, etc.)
 - What types of Opportunity Zone projects would provide benefits for existing residents, businesses, and community organizations?
 - What are the community’s goals for economic development?

Develop an Action Plan

Develop a plan for how to best address any community needs identified in initial outreach.

- Coordinate among Federal agencies to determine how the Federal government can best address the individual needs of the community
 - If the community is having trouble understanding how it can benefit from or take advantage of its Opportunity Zone designation, what additional resources or information can be provided to build knowledge?
 - Determine which Federal grants and loans would be most helpful for the community to accomplish its goals and attract private investment.
 - Identify what technical assistance (TA) could be provided (either direct assistance or a Federal technical assistance program) to best address the needs of the community.
 - Provide examples of communities and businesses around the country that have used Opportunity Zones to promote social impact and align investments with locally identified goals.

Provide Technical Assistance

Provide ongoing technical assistance.

- Provide follow-up briefings to stakeholder groups to answer any questions they may have
- Provide Additional Resources
 - Share list of Federal grants best suited to address the community’s needs
 - If possible, assist with grant applications
- Share best practices
 - Share best practices of ways in which cities and towns around the country are leveraging their Opportunity Zone designation
- Support development of investment prospectuses

- If a community has not developed an investment prospectus, help it do so
- Provide examples of investment prospectuses from peer communities
- **Connect:**
 - Facilitate State-level/regional coordination

WHITE HOUSE OPPORTUNITY AND REVITALIZATION COUNCIL

In order to ensure the success of the Opportunity Zones legislation, President Trump on December 12, 2018 signed Executive Order 13853, thereby establishing the White House Opportunity and Revitalization Council (Council). The purpose of the Council is to encourage public and private investment in economically distressed areas, including qualified Opportunity Zones. The Council, which is chaired by the Secretary of the US Department of Housing and Urban Development, Dr. Benjamin S. Carson, Sr., maintains the core mission and function of leading joint efforts across executive departments and agencies to engage with State, local, and tribal governments to better use public funds to revitalize economically distressed communities. Together, private capital and public investment will stimulate economic opportunity, encourage entrepreneurship, expand educational opportunities, develop quality housing stock, advance workforce development, and promote safety in these underinvested communities.

The Council is comprised of the heads of the following White House Offices, Federal agencies, and regional commissions:

- Department of Housing and Urban Development (Chair)
- White House Domestic Policy Council (Vice-Chair)
- Department of the Treasury
- Department of Justice
- Department of the Interior
- Department of Agriculture
- Department of Commerce
- Department of Labor
- Department of Health and Human Services
- Department of Transportation
- Department of Energy
- Department of Education
- Department of Veterans Affairs
- Environmental Protection Agency
- White House Office of Management and Budget
- Small Business Administration
- White House National Economic Council
- White House Council of Economic Advisers
- White House Council on Environmental Quality
- Delta Regional Authority
- Appalachian Regional Commission
- Northern Border Regional Commission

Per the executive order, the mission of the Council is, to the extent permitted by law, to work across agencies, giving consideration to existing agency initiatives, to:

(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; nonprofit 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;

(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.

In April of 2019, the White House Opportunity and Revitalization Council convened for the first time to establish the Implementation Plan for the White House Opportunity and Revitalization Council²⁰, which identified the roles of the Council member agencies and how they would work coordinate to accomplish the goals of the Council.

The Implementation Plan divided the Council into five work streams (subcommittees), each of which was given a specific mandate. Four work streams were assigned to 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 work stream was tasked with developing and implementing measurement and analysis tools to gauge the effectiveness of the Opportunity Zones tax incentive and the White House Opportunity and Revitalization Council's actions. As Chair of the Council, the Secretary of Housing and Urban Development is responsible for leading the five work streams. The chart on the next page outlines agencies' work stream assignments and the action items associated with each work stream.

In addition to overseeing the implementation of the aforementioned reforms, the Council was also charged with developing guidance materials to aid stakeholders in understanding how they can best benefit from the Opportunity Zones incentive. To this end, the following resources have been developed on behalf of the Council: The "OpportunityZones.gov" website, the Council's One-Year Report to the President, and the recently published Council Best Practices Report. Of the two reports, the former is currently hosted on OpportunityZones.gov and the latter will be hosted there upon its publication. Readers of this document are strongly encouraged to review and become familiar with these resources. In addition to the two reports, which contain a wealth of information about actions taken by the Federal government to support Opportunity Zones (One-Year Report) and actions taken by State, local, and private organizations to support Opportunity Zones (Best Practices Report), OpportunityZones.gov contains numerous other resources and links that can be of great use.

²⁰ Link to PDF of the Implementation Plan for the White House Opportunity and Revitalization Council: <https://www.hud.gov/sites/dfiles/Main/documents/WHORC-Implementation-Plan.pdf>

White House Opportunity and Revitalization Council Work Streams

<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 Zones.

The Implementation Plan further broke down the goals and strategies of the Economic Development, Entrepreneurship, Safe Neighborhoods, and Education and Workforce Development work streams as²¹:

Economic Development:

- 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.

Entrepreneurship:

- 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.

Safe Neighborhoods:

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

Education and Workforce Development:

- 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;
- 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.

²¹ For more detailed information on the five work streams and the Council implementation activities, see the White House Opportunity and Revitalization Council Implementation Plan at: <https://www.hud.gov/sites/dfiles/Main/documents/WHORC-Implementation-Plan.pdf>

COUNCIL AGENCIES' ROLES AND RESOURCES

Each agency on the Council plays a critical role in ensuring the success of the Opportunity Zones initiative. This section will provide information on how the different agencies plan to engage with stakeholders and the resources most aligned with the goals of the initiative offered by each agency.

The purpose of this section is to ensure that Council agencies are coordinating efforts in their engagement with Opportunity Zone stakeholders. Staff should be familiar with the Opportunity Zones points of contact at other agencies, the resources that can best address the needs of the local community (especially in the case of agencies without a field staff), and the work in which other agencies are engaged.

The section provides information on each of the council member agencies, identifying:

- *Council Work Stream Roles:* For which work streams does the agency serve a lead or supporting role?
- *Opportunity Zone Strategic Goals:* How does it plan to accomplish its assigned work stream goals?
- *Field Staff Available to Support Opportunity Zones:* What human capital does the agency offer to support the Opportunity Zones initiative in the field?
- *Opportunity Zone HQ Contact:* Central email contact at Agency HQ for Opportunity Zone related questions and correspondence.
- *Programs/Grants Available to Support Opportunity Zones:* Programmatic resources aligned with the goals of the Opportunity Zones initiative. Programs that can be most impactful in Opportunity Zone communities when used in conjunction with private Opportunity Zone investment were identified by the agencies. These may include, but are not limited to, competitive grants and programs to which the agency has added preference, or priority consideration for Opportunity Zones. They may also be formula grants, loans, or other Federal programs that may be leveraged by Opportunity Zone communities to further the impact of private investment in catalyzing community revitalization. Programs marked with an asterisk are those that provide benefits for applicants located or conducting activities within an Opportunity Zone.
- *Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:* What TA programs does the agency offer that can be used to benefit Opportunity Zone communities?
- *Agency-Specific Guidance for Stakeholder Outreach:* What additional guidance has been communicated to staff regarding Opportunity Zones?

Department of Agriculture

(www.usda.gov)

White House Opportunity and Revitalization Council Work Stream Roles:

USDA serves as a supporting agency on the following Council work streams:

- Economic Development
- Entrepreneurship
- Education and Workforce Development

Opportunity Zone Strategic Goals:

- Through USDA Rural Development (RD) technical assistance programs, increase the capacity of rural communities to plan and package Opportunity Zone investment projects that can attract impact investors;
- Through housing and business development financing programs, co-finance Opportunity Zone projects and/or support business and housing development in Opportunity Zones; and through infrastructure programs (electric, water, broadband), ensure availability of infrastructure that attracts private capital investment and support economic growth in Opportunity Zones.

Field Staff Available to Support Opportunity Zones:

- USDA Rural Development State Directors will serve as the primary point persons on State-level engagements with Opportunity Zone stakeholders.
- USDA Rural Development has 47 State Directors and 477 field offices across the country.
 - [List of USDA RD State Directors](#)
 - [Information on State Offices and contact information](#)

Opportunity Zone HQ Contact:

OpportunityZonesInfo@USDA.gov

Programs/Grants Available to Support Opportunity Zones:

Rural Development

Rural Utilities Service

- [ReConnect Loan and Grant Program](#) - The Broadband ReConnect Program furnishes loans and grants to provide funds for the costs of construction, improvement, or acquisition of facilities and equipment needed to provide broadband service in eligible rural areas.

Rural Housing Service

- [Single Family Housing Programs](#) - Well built, affordable housing is essential to the vitality of communities in rural America. Housing Programs give families and individuals the opportunity to buy, build, repair, or own safe and affordable homes located in rural America.
- [Multi-family Housing Programs](#) – Provides affordable multi-family rental housing in rural areas by financing projects geared for low-income, elderly, and disabled individuals and families as well as domestic farm laborers. This extends USDA's reach by guaranteeing loans for affordable rental housing designed for low to moderate-income residents in rural areas and towns.

- [Farm Labor Housing Direct Loans and Grants](#)** - Provides affordable financing to develop housing for domestic farm laborers.

Rural Business Services

- [Rural Economic Development Loan & Grant](#) - The Rural Economic Development Loan and Grant program provides funding for rural projects through local utility organizations. USDA provides zero-interest loans to local utilities, which they, in turn, pass through to local businesses for projects that will create and retain employment in rural areas.
- [Rural Business Development Grants](#)** - This program is designed to provide technical assistance and training for small rural businesses. Small means that the business has fewer than 50 new workers and less than \$1 million in gross revenue.
- [Value-Added Producer Grants](#) - The Value-Added Producer Grant (VAPG) program helps agricultural producers enter into value-added activities related to the processing and marketing of new products. The goals of this program are to generate new products, create and expand marketing opportunities, and increase producer income.
- [Rural Business Investment Program](#) - This program provides a Rural Business Investment Company (RBIC) license to newly formed venture capital organizations to help meet the equity capital investment needs in rural communities.

Food and Nutrition Service

- [Farm to School Grant Program](#)** - On an annual basis, USDA awards competitive Farm to School grants to be used for training, supporting operations, planning, purchasing equipment, developing school gardens, developing partnerships, and implementing farm to school programs.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

USDA Rural Development has technical assistance programs that can support regional economic development planning, business development, training, the conducting of feasibility studies, and marketing. These programs can be used to support rural communities as they develop shovel-ready Opportunity Zone projects.

Rural Utilities Service

- [Rural Water Technical Assistance and Training Program](#) - 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.
- [Solid Waste Management Technical Assistance Grant](#) - 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.

Rural Housing Service

- [Community Facilities Technical Assistance and Training Grant](#) - The technical assistance and/or training will assist communities, Indian Tribes, and Nonprofit Corporations to identify and plan for community facility needs that exist in their area. Once those needs have been

identified, the Grantee can assist in identifying public and private resources to finance those identified community facility needs.

Interested parties should be encouraged to work with their local USDA office to identify technical assistance and training opportunities to support Opportunity Zones.

Agency-Specific Guidance for Stakeholder Outreach:

Approximately 40 percent of Opportunity Zones are located in rural communities. USDA can lead the way for the Federal government in supporting Opportunity Zone outreach in these communities.

Though Rural Development, State Directors will serve as the primary point persons on State-level outreach with Federal, State, and local partners; other offices within USDA should be relied upon to provide support in engaging other stakeholder groups.

- USDA Rural Development Innovation Center and USDA's Office of Partnerships and Public Engagement (OPPE) will coordinate regional- and national-level engagements with philanthropic/Faith-Based groups to leverage resources and identify community needs and impact assessment.
- USDA Rural Development Innovation Center staff can support State Directors in identifying and building partnerships with investors and fund managers in their respective States.
- Others interested at USDA may include Farm Production and Conservation (FPAC), Agricultural Marketing Service (AMS), National Institute of Food and Agriculture (NIFA), Food and Nutrition Service (FNS), and Forest Service (FS). USDA RD will continue to be the USDA lead for Opportunity Zones but will coordinate with these other agencies when appropriate.

Other stakeholder groups include Community Development Financial Institutions (CDFIs), private banks, and financing institutions. These groups can use USDA-guaranteed loan and intermediary relending programs to support private capital investment in rural Opportunity Zones. USDA Rural Development State offices have existing relationships with these stakeholder groups. The State Director can take the lead in engaging with these entities to partner in the Opportunity Zones initiative. Innovation Center staff can also support this engagement as needed.

Department of Commerce

(www.commerce.gov)

White House Opportunity and Revitalization Council Work Stream Roles:

Commerce serves as a lead agency on the following Council work streams:

- Economic Development

Commerce serves as a supporting agency on the following Council work streams:

- Entrepreneurship
- Education and Workforce Development
- Measurement

Opportunity Zone Strategic Goals:

There are seven Bureaus at Commerce responsible for supporting the agency's overall Opportunity Zones strategy.

- **Economic Development Administration (EDA):** Encourage economic development partners to think of Opportunity Zone investment as a new arrow in their quiver not only to enhance return on investment for business interests, but also to encourage the public-private partnerships needed to drive private investment to distressed areas.
- **Minority Business Development Agency (MBDA):** Increase investments in minority business enterprises (MBEs) from Qualified Opportunity Funds, thereby also increasing the number of Qualified Opportunity Funds managed by minority investors and awareness of Opportunity Zones within minority communities.
- **National Telecommunications and Information Administration (NTIA):** Promote Opportunity Zones within its BroadbandUSA network to encourage additional investments in that area. Reliable access to broadband remains an issue for millions of Americans living in Opportunity Zones and other underserved communities.
- **U.S. Patent and Trademark Office (PTO):** Provide Intellectual Property (IP) resources, information, programs, and services in Opportunity Zones; convene thought leadership to develop strategies to seek solutions and identify opportunities to support entrepreneurship and innovation, allowing organizations, businesses, and individuals located in Opportunity Zones themselves to innovate and have a place in the innovation ecosystem.
- **Bureau of Economic Analysis (BEA):** Serve as the source of official economic information on regional economies (State/county/MSA). Because data from BEA (and other statistical agencies) provide a consistent framework for analyzing and comparing individual State and local economies, they will serve as the ultimate scorecard of the effects of Opportunity Zone designation over time.
- **International Trade Administration (ITA):** Make investors and Economic Development Organizations (EDOs) aware of Opportunity Zones as a tool when they consider investing in or attracting investment to the United States.
- **U.S. Census Bureau (Census):** Provide key data for Opportunity Zones by sharing "small geographic data" from several key Census programs, such as Longitudinal Employer-Household Dynamics, American Community Survey, and County Business Patterns, as well as the Application Programming Interfaces. Also, include Opportunity Zones, where applicable, as a category in in The Opportunity Project (TOP.)

Field Presence/Staff Resources Available to Support Opportunity Zones:

EDA: Operating out of six regional offices located across the country, EDA has a team of regional staff with deep experience in partnering with Federal, State and community partners to advance local strategies for economic development in distressed areas, including in Opportunity Zones.

- The primary point of contact for States located within each regional office service area is the EDA Economic Development Representative (EDR).
- EDA representatives serving each State and region are listed on EDA's webpage at <https://www.eda.gov/contact/>. Non-Federal resources listed above are listed in EDA's Resources Director at <https://www.eda.gov/resources/>.

MBDA: Staff at [MBDA Business Centers](#) nationwide can offer assistance with access to capital, helping connect minority business enterprises (MBEs) with sources of traditional and nontraditional capital, including Qualified Opportunity Funds.

PTO: PTO has a strong regional presence with dedicated resources stationed in [Texas, Colorado, Silicon Valley, the Midwest, and the eastern United States](#), and crucial stakeholder relationships with industry, academia, and the tech industry in these areas.

ITA: [US Export Assistance Centers](#) across the nation have been made aware of the Opportunity Zones initiative and are working with other Bureau partners to ensure cross-agency collaboration in the field.

Opportunity Zone HQ Contact:

Opportunity@eda.gov

Programs/Grants Available to Support Opportunity Zones:

EDA: The following EDA programs can be used to help communities develop the plans, infrastructure, facilities, and other assistance they need to drive investment, innovation, and job creation in distressed areas²²:

- [Public Works \(PW\)](#) - Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term private sector jobs and investment.
- [Economic Adjustment Assistance \(EAA\)](#) - Assists State and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. Under Economic Adjustment, EDA administers its [Revolving Loan](#)

²² Projects funded under PW and EAA must be consistent with the region's current Comprehensive Economic Development Strategy (CEDS) or equivalent EDA-accepted regional economic development strategy that meets EDA's CEDS or strategy requirements. Additional information and a summary of EDA's CEDS and strategy requirements may be obtained by viewing the CEDS Guidelines on EDA's webpage at <https://www.eda.gov/ceds/>.

[Fund \(RLF\) Program](#), which supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.

- [Research and Economic Development Tools](#) – Through its national technical assistance program, EDA has also worked with entities to provide publicly available economic development tools that practitioners and policymakers can utilize to make more informed development decisions. These tools support local governments’ efforts to partner with private industry and attract private investment to revitalize regions and local communities, including Opportunity Zones.
- [Economic Development Integration \(EDI\)](#) - EDA has engaged its Economic Development Integration team (EDI) to lead the agency’s coordination work in Opportunity Zones. Specifically, EDA can leverage its role as the Federal Government’s lead for EDI to promote and facilitate an integrated approach to Federal economic assistance investments in designated Opportunity Zones. Through its EDI process, EDA can ensure that Opportunity Zone stakeholders, such as investors, entrepreneurs, and small businesses, can successfully develop strategies for economic growth and revitalization. Of particular use will be EDI facilitation of Regional Economic Diversification Summits (REDS), which are designed to catalyze project implementation through the support of both interagency and cross-sector investment and are ideally suited for economic development in Opportunity Zones.

In 2019, EDA added [Opportunity Zones as an Investment Priority](#)** . This Investment Priority will significantly increase the number of catalytic Opportunity Zone-related projects that EDA can fund under its Economic Development Assistance Programs to spur greater public investment in these areas.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

EDA: As noted above, EDA can provide State, regional, and local officials, practitioners, and stakeholders with technical assistance resources through both its traditional program portfolio, as well as through the EDI practice. These include:

- **Strategic Planning:** Local strategic planning is critical to facilitating regional economic development efforts. Effective planning creates a road map, which practitioners and policymakers can use to identify and take the actionable steps necessary to realize their desired economic vision.

The two categories of the Planning Assistance Program are: (a) planning investments for District Organizations, Indian Tribes, and other eligible entities; and (b) short-term planning investments to States, sub-State planning regions, and urban areas. Eligible activities under this program include developing, maintaining, and implementing a CEDS²³, and related short-term planning activities.

- [Local Technical Assistance](#) - The Local Technical Assistance Program provides grant resources that communities and regions can use to analyze the feasibility of potential economic development projects, such as an industrial park or a high-technology business incubator.

²³ EDA CEDS Guidelines: <https://www.eda.gov/ceds/>

Feasibility studies are an effective tool for determining whether the market will support a particular activity or site.

- **Planning and Technical Assistance** - Federal participants in Opportunity Zones roundtables should also be aware that EDA has additional assistance available to leverage resources for Opportunity Zones through its planning (<https://www.eda.gov/Planning-Program>) and technical assistance (<https://www.eda.gov/Local-TA>) programs, and through its network of regional Economic Development Districts (EDDs) (<https://www.eda.gov/edd/>) and University Centers (<https://www.eda.gov/UC-Program>) that can engage with communities to advance their Opportunity Zone projects and priorities.

PTO: The Office provides Intellectual Property (IP) technical assistance and support through its multitude of call centers, resources, information, and services (in-person and on-line) that encourage innovation and entrepreneurship and are located and/or accessible nationwide. Specifically, PTO provides IP technical assistance on programs and services such as the Patent Pro Bono Program, the Law School Clinic Program, the Pro Se Assistance Program, and the Patent and Trademark Resource Centers (PTRCs) located in Opportunity Zones and briefly described in the following section.

BEA: BEA can provide a customized Regional Input-Output Modeling System (RIMS) multiplier model to assess the project's potential local economic impact and ripple effects. RIMS is available for a small fee to cover the costs of producing the customized model. For further information, see:

<https://apps.bea.gov/regional/rims/rimsii/>
https://apps.bea.gov/regional/pdf/rims/rimsii_user_guide.pdf

Agency-Specific Guidance for Stakeholder Outreach:

EDA: Through its REDS process, EDA works directly with local and regional stakeholders to facilitate a method that is directly responsive to locally identified economic development strategies and priorities. Each REDS event is intended to catalyze project implementation.

MBDA:

- MBDA will coordinate with the Office of the Secretary to work with other Federal agencies. This effort will be run out of MBDA's Office of the National Director in Washington. MBDA's Business Centers and other strategic partners are regularly included in discussions on Opportunity Zones and are invited to meetings and events pertaining to Opportunity Zones.
- MBDA's Office of Legislative, Education, and Intergovernmental Affairs (MBDA/OLEIA) will coordinate with the Office of the Secretary to conduct outreach to State and local governments.

NTIA: BroadbandUSA does not have regional offices, but if other Federal Agencies are interested in requesting NTIA's services, they may reach out to broadbandusa@ntia.gov.

PTO:

- PTO field staff can serve as a coordination factor anywhere throughout the country to convene thought leaders from industry, academia, community advocacy groups, and venture capital to develop strategies in partnership with DOC and other agencies and bureaus to seek solutions and identify opportunities to support entrepreneurship and innovation.

- Direct support can be provided to inventors and entrepreneurs in Opportunity Zones through the multitude of call centers, resources, information, and services (in-person and online) that encourage innovation and entrepreneurship and are located and/or accessible nationwide. Coordination will be provided through the PTO Deputy Under Secretary, who will coordinate across the agency and its four regional offices, providing information on upcoming Opportunity Zones events that PTO can support in these regions, and gathering information on best practices and lessons learned from different events.

Department of Education

(www.ed.gov/)

White House Opportunity and Revitalization Council Work Stream Roles:

Education serves as a co-lead agency on the following Council work stream:

- Education and Workforce Development

Opportunity Zone Strategic Goals:

The objective of the U.S. Department of Education is to help States and communities understand how existing Federal education resources can be used strategically, in combination with State and local dollars, to improve the educational success of learners of all ages who reside within Opportunity Zones. Increasing educational attainment and skill-building is critical to preparing Opportunity Zone residents for the new jobs that will be created in their communities. If the education and skills needs of these communities go unaddressed, many of these new jobs will be filled by individuals who reside elsewhere – or they will go unfilled altogether, throttling economic growth.

Field Presence/Staff Resources Available to Support Opportunity Zones:

N/A

Opportunity Zone HQ Contact:

OpportunityZonesInfo@ed.gov

Programs/Grants Available to Support Opportunity Zones:

Programs

- [Charter Schools Program Grants to Charter School Developers for the Ongoing of New Charter Schools and for the Opening of New Charter Schools and for the Replication and Expansion of High-Quality Charter Schools](#)**

Grants

- [Child Care Access Means Parents in School](#)**
- [Educational Technology, Media, and Materials for Individuals with Disabilities: Stepping-up Technology Implementation](#)**
- [Expanding Opportunity through Quality Charter Schools Program \(CSP\): Grants to Credit Enhancement for Charter School Facilities](#)**
- [Performance Partnership Pilots for Disconnected Youth](#)**
- [Perkins Innovation and Modernization Grant Program](#)**
- [School Climate Transformation Grant Program: Local Educational Agency](#)**
- [State Charter School Facilities Incentive Grants Program](#)**
- [Teacher Quality Partnership Grant Program](#)**

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

The U.S. Department of Education has identified the following to help align Opportunity Zones with its priorities:

- Carl D. Perkins Career and Technical Education Act
- Correctional Education and Reentry

Carl D. Perkins Career and Technical Education Act

The Department of Education will help States and communities learn how the nearly \$1.3 billion annual Federal investment in improving career and technical education (CTE), the Carl D. Perkins Career and Technical Education Act (Perkins V), may be used to boost the skills of Opportunity Zone residents so that they are prepared for today's and tomorrow's jobs.

For the State agencies that administer Perkins V, one option for using these funds to support skills development in Opportunity Zones is providing professional development to teachers and faculty at schools serving Opportunity Zones so that they are prepared to deliver CTE programs in high-demand funds. Another option is supporting CTE programs for adults and out-of-school youth who lack a high school diploma or its equivalent and reside within Opportunity Zones. A State agency also could tap the Perkins V State reserve fund to target funds to those Opportunity Zone communities that meet the law's eligibility requirements for the reserve fund. These dollars can be used to foster innovation or to develop CTE programs that prepare individuals for jobs in high-skill, high-wage, or in-demand occupations or industries.

School districts, community colleges, and other eligible subrecipients also have options for using the Perkins V funds that they receive to create or improve CTE programs in Opportunity Zone communities. Local uses of Perkins V funds must be driven by the results of a needs assessment that is carried out every two years. So that the skills needs in Opportunity Zones are considered in these needs assessments, the Office of Career, Technical, and Adult Education (OCTAE) in the Department of Education will be promoting greater awareness of Opportunity Zones among CTE stakeholders, who have potential to fuel growth in economically distressed communities. Possible uses of the Perkins V funds could include paying for equipment and other start-up costs for new CTE programs, creating work-based learning opportunities, improving career guidance and academic counseling, and many other activities related to developing, implementing, or improving CTE programs to meet the needs identified in the local needs assessment.

Additional support for activities that benefit Opportunity Zone residents is available to subrecipients through the Department's competitive Perkins Innovation and Modernization grant program, which awarded \$2.8 million in Fiscal Year 2019. The competition offers competitive preference points for projects that serve students residing, or attending CTE programs, in Opportunity Zones. Another invitational priority encourages projects that have received or will receive financial assistance from a Qualified Opportunity Fund.

Correctional Education and Reentry

Many of the individuals incarcerated in State prisons may be from Opportunity Zone communities and can be expected to return to these communities upon their release. For that reason, it is critical that States consider how they can use Federal education dollars to equip these incarcerated adults with the skills they need to contribute to the revitalization of their communities. A State has the option of using up to 2 percent of its Perkins V formula allocation to support CTE programs for individuals in State institutions. Another important Federal funding source is the Adult Education and Family Literacy Act (AEFLA), which supports adult education and literacy services for adults and out-of-school youth who lack a high school diploma or its equivalent or proficiency in English. States may spend up to 20 percent of the AEFLA funds available for local services on correctional education and education for other institutionalized individuals, but most States now spend significantly less. States interested in better preparing incarcerated individuals for successful reentry to Opportunity Zone communities can consider increasing the share of AEFLA funds they use for this purpose.

Department of Energy

(www.energy.gov)

White House Opportunity and Revitalization Council Work Stream Roles:

DOE serves as a supporting agency on the following Council work streams:

- Entrepreneurship
- Education and Workforce Development

Opportunity Zone Strategic Goals:

- Target education and workforce development resources to Opportunity Zones and other economically distressed communities;
- Provide targeted assistance and toolkits to Opportunity Zone entrepreneurs;
- Leverage government lending and grants to address the unique challenges of minority, female, rural entrepreneurs.

Field Presence/Staff Resources Available to Support Opportunity Zones:

N/A

Opportunity Zone HQ Contact:

OpportunityZone@doe.gov

Programs/Grants Available to Support Opportunity Zones:

- [Minority Education, Workforce, and Training Program \(MEWT\)**](#) - The MEWT Program is designed to foster collaboration amongst MSIs, 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.
- [Energy Infrastructure Development on Indian Lands](#) - Through this planned Funding Opportunity Announcement (FOA), DOE's Office of Indian Energy will be continuing its efforts to maximize the deployment of energy solutions for the benefit of American Indians and Alaska Natives and help build the knowledge, skills, and resources needed to implement those energy solutions.

Other Department of Energy benefits for Opportunity Zones:

- The Office of Economic Impact and Diversity will amend its 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 community colleges and colleges and universities located in Qualified Opportunity Zones and other distressed communities.
(<https://www.energy.gov/diversity/services/minority-education-and-community-development/minority-educational-institution-0>)
- The Office of Fossil Energy will amend its Statement of Work for the contractor that oversees its [Mickey Leland Internship Program](#) to require the contractor to market the internship opportunities available at the DOE and its National Laboratories to community colleges and colleges and universities located in Opportunity Zones and other distressed communities.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

DOE has technical assistance programs that can support economic development planning, business development, training, conducting feasibility studies, and marketing. These programs can be used to support communities as they develop shovel-ready Opportunity Zone projects.

- The Office of Small and Disadvantaged Business Utilization and the Office of Economic Impact and Diversity are partnering to conduct technical assistance workshops across the country to bring awareness of available FOAs and grants and the relevant application process to local stakeholders in Opportunity Zones, and to educate on best practices related to the procurement process with the Department.
- The Office of Economic Impact & Diversity has partnered with the National Utilities Diversity Council in the creation of the “National Workforce Diversity Toolkit” to generate important new pathways for the utilities industry and the workers, companies, workforce providers, government agencies, and regulators who dedicate their efforts to strengthening energy workforce opportunities for diverse communities.
- Office of Indian Energy Technical Assistance (<https://www.energy.gov/indianenergy/technical-assistance>)
- The State and Local Solution Center (<https://www.energy.gov/eere/slsc/state-and-local-solution-center>)

Agency-Specific Guidance for Stakeholder Outreach:

DOE is collaborating to best support the implementation and communication of the products and services available to localities in designated Opportunity Zones.

DOE is coordinating with the White House, Federal agencies, and State and local officials on listening sessions and meetings that include participation from local small business owners.

DOE is collaborating with the Department of Agriculture to increase entrepreneurship opportunities in Appalachia.

The Office of Economic Impact and Diversity has recently established an initiative to “enhance opportunities for formerly incarcerated persons” through collaborations with other Federal and local agencies, nonprofit organizations, training organizations, and Faith-Based organizations. The initiative focuses on workforce development in the energy sector, including opportunities in distressed communities.

Department of Health and Human Services

(www.hhs.gov)

White House Opportunity and Revitalization Council Work Stream Roles:

HHS serves as a supporting agency on the following Council work streams:

- Economic Development
- Education and Workforce Development
- Safe Neighborhoods

Opportunity Zone Strategic Goals:

Opportunity Zones are areas where the needs for health and human services are more acute. Some specific HHS programs that align with Opportunity Zone goals include the Head Start Program, Federally qualified health centers, and Temporary Assistance for Needy Families (TANF). HHS seeks to align programming and other efforts to help create safe neighborhoods, encourage economic development, and promote education and workforce development with Opportunity Zone investments also seeking to support these goals.

Field Presence/Staff Resources Available to Support Opportunity Zones:

HHS Regional Administrators will serve as the lead HHS points-of-contact on Opportunity Zone outreach in the field.

(<https://www.hhs.gov/about/agencies/iea/regional-offices/index.html>)

Opportunity Zone HQ Contact:

OpportunityZonesInfo@hhs.gov

Programs/Grants Available to Support Opportunity Zones:

- Community Economic Development Projects**
- Early Head Start Expansion and Early Head Start Child Care Partnership Grants**
- Service Area Competition
- Youth Engagement in Sports: Collaboration to Improve Adolescent Activity and Nutrition (YES Initiative)**
- Health Center Program Service Area Competition (SAC)**
- Child Support Intergovernmental Case Processing Innovation Demonstration**

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

Any technical assistance needed on the Opportunity Zones initiative will be considered and provided on a case-by-case basis.

Agency-Specific Guidance for Stakeholder Outreach:

On stakeholder outreach:

- In general, the 10 HHS Regional Directors will be the main points of contact for State and local governments and other external partners. However, communications with intergovernmental and external parties about Opportunity Zones initiatives related to HHS programs should include the Office of Intergovernmental and External Affairs (IEA).

- Program office staff will be the main point-of-contact for information regarding their respective grant programs and available funding opportunities.

On coordination with philanthropic & Faith-Based organizations:

- HHS is in regular contact with a range of philanthropic and faith-based groups, as well as all levels of private sector industry, through the Office of Intergovernmental and External Affairs. This includes the HHS Center for Faith and Opportunity Initiatives. These existing channels of communication will be leveraged to maximize the possibility for long-term investments in low-income urban and rural communities.

Additional Resources:

[Indian Health Service \(IHS\) Map](#) - Interactive map overlaying IHS health facilities with Opportunity Zones. Users can click on the “legend” bullet to see hospitals, behavioral health facilities, health centers, dental clinics, health stations, and Alaska village clinics.

- Approximately 32% (273) of IHS health facilities fall completely within an Opportunity Zone.

[Health Resources & Services Administration \(HRSA\) Map Tool](#) - HRSA has added Opportunity Zones as a layer on its existing, widely used public mapping tool of health sites and areas, including Health Center service delivery sites, among many others (Ryan White HIV/AIDS grants, Veteran Health Administration sites, etc.)

- Approximately 28% (3,394) of HRSA Health Center Program service delivery sites are within an Opportunity Zone.

[National Institute of General Medical Sciences \(NIGMS\) Map Tool](#) - NIH’s National Institute of General Medical Sciences (NIGMS) has also done some maps of NIGMS funding (for grants, training, and SBIR/STTR small business grants).

- Note that – unlike HRSA and IHS – these are not physical facilities, but institutions funded by NIGMS.
- In the map, Opportunity Zones are shaded in green, NIGMS-funded institutions in an Opportunity Zone are in orange, and NIGMS-funded institutions outside an Opportunity Zone are in blue.
- 21% (\$547m) of NIGMS’ overall investments are in Opportunity Zones, and 29% of its training/capacity building investments (\$197m) are in Opportunity Zones.

Department of Housing and Urban Development

(www.hud.gov)

White House Opportunity and Revitalization Council Work Stream Roles:

HUD serves as a supporting agency on the following Council work streams:

- Economic Development
- Measurement and Analysis

Opportunity Zone Strategic Goals:

Because of Secretary Carson's prominent leadership position as the Chairman of the White House Opportunity and Revitalization Council, the task falls largely to HUD staff to lead the Federal government's efforts to support the initiative. HUD staff should aim to drive Opportunity Zone outreach and technical assistance by hosting and leading roundtable discussions, bringing in support from agencies and other partners, and serving as the go-to for any Opportunity Zone-related questions or guidance.

HUD has a substantial presence in, and a long history of providing support for, many of America's economically distressed communities, including those designated as Opportunity Zones. HUD has many different place-based grants, initiatives, and programs that can be targeted to these communities.

HUD's FY 2020 Annual Performance Plan is comprised of three goals, the first being to "Advance Economic Opportunity." HUD is advancing economic opportunity for low-income families through homeownership, rental assistance, workforce training, educational advancement, and health and wellness programs and services. Policy initiatives include "Bolster[ing] Growth in Opportunity Zones," and HUD is committed (to the maximum extent permitted by law) to furthering the mission of Opportunity Zones by prioritizing support through grants, financing, and other assistance.

HUD Strategies for Opportunity Zones include:

- Integrating support for Opportunity Zone investment into HUD programs
- Integrating Opportunity Zone investment into HUD rules, regulations, and guidance

Field Presence/Staff Resources Available to Support Opportunity Zones:

HUD has designated a lead Opportunity Zone point of contact in all regional and field offices across the country (name and contact information listed on Federal Opportunity Zone contact list below). Contact with HUD Opportunity Zone leads should be coordinated through the relevant Regional Administrator and/or Field Office Director.

- [HUD Regional Administrators](#) (Regional Outreach)
- [HUD Field Office Directors](#) (Local Outreach)

Opportunity Zone HQ Contact:

OpportunityZonesInfo@hud.gov

Programs/Grants Available to Support Opportunity Zones:

HUD offers a wealth of resources to help struggling communities, such as Opportunity Zones, to get back on their feet. In addition to the numerous competitive grant programs to which HUD has added

Opportunity Zone preference points, HUD also offers a number of other financing programs that stakeholders should note.

Office of Community Planning and Development (CPD)

Block Grants:

- **Community Development Block Grant (CDBG)** - The Community Development Block Grant (CDBG) 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.
- **HOME Investment Partnership Program** - The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. It is the largest Federal block grant to State and local governments designed exclusively to create affordable housing for low-income households.

Loans:

- **Section 108** - Section 108 offers CDBG recipients the ability to leverage up to five times their annual grant allocation to gain access to Federally guaranteed loans large enough to pursue physical and economic development projects capable of revitalizing entire neighborhoods.

Office of Public and Indian Housing

- **Rental Assistance Demonstration (RAD)**^{**24} - Rental Assistance Demonstration (RAD) allows public housing agencies (PHAs) and owners of other HUD-assisted properties to convert units from their original sources of HUD financing to project-based Section 8 contracts. The primary benefit of RAD is that properties that convert under this process are no longer restricted from securing private sources of capital financing, and the owners are therefore able to address deferred maintenance issues that have caused Public Housing and other HUD rental stock to deteriorate nationwide.
- **Moving to Work (MTW) Demonstration Program** - Moving to Work (MTW) is a demonstration program for PHAs that provides them the opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families.
- **Choice Neighborhoods Program**^{**} - The Choice Neighborhoods program leverages significant public and private dollars to support locally driven strategies that address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation.

²⁴ The RAD program is managed through both the HUD Office of Public and Indian Housing, as well as the Office of Recapitalization, within the Office of Housing.

Office of Housing

Single Family:

- [Section 203 \(k\)](#)** - Section 203(k) insurance 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.
- [Housing Counseling Grant Program](#)** - The purpose of HUD's Housing Counseling Grant Program is to provide funds to HUD-approved housing counseling agencies that provide counseling and advice to tenants and homeowners, with respect to property maintenance, financial management and literacy, and other matters as may be appropriate to assist program clients in improving their housing conditions, meeting their financial needs, and fulfilling the responsibilities of tenancy or homeownership.

Multifamily:

- [Section 207/223\(f\)](#) - Section 207/223(f) insures mortgage loans to facilitate the purchase or refinancing of existing multifamily rental housing.
- [Section 221\(d\)\(4\)](#)** - Section 221(d)(4) insures mortgage loans to facilitate the new construction or substantial rehabilitation of multifamily rental or cooperative housing for moderate-income families, elderly, and the handicapped. Single Room Occupancy (SRO) projects may also be insured under this section.
- [Section 220](#)** - Section 220 insures loans for multifamily housing projects in urban renewal areas, code enforcement areas, and other areas where local governments have undertaken designated revitalization activities.

Office of Healthy Homes and Lead Hazard Control

- [Lead Hazard Reduction Grant Program](#)** - The purpose of the Lead-Based Paint Hazard Control (LHC) and the Lead Hazard Reduction (LHRD) grant programs is to identify and control lead-based paint hazards in eligible privately owned housing for rental or owner-occupants.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

HUD has many technical assistance programs to assist grantees. All HUD technical assistance funding is awarded through the [Community Compass program](#), which is managed by the Technical Assistance Division within the Office of Community Planning and Development. HUD grantees are eligible to apply for “direct” technical assistance through Community Compass. This program allows for HUD grantees to receive technical assistance customized to their specific needs.

As of the date of this publication, HUD has also added Opportunity Zone preference points to one of its technical assistance programs, the Distressed Cities Technical Assistance program.

- [Distressed Cities Technical Assistance](#) - The Distressed Cities Technical Assistance (DCTA) Program is designed to build the administrative capacity of smaller distressed communities. The focus of this TA includes financial management, economic development, and disaster recovery planning.
 - This program can be of tremendous use for communities that have limited capacity to explore ways in which they can attract, and benefit from, public and private investment in their Opportunity Zone neighborhoods.

Lastly, HUD is currently in the process of using technical assistance funds for the development of guidance and information materials for Opportunity Zones.

Agency-Specific Guidance for Stakeholder Outreach:

HUD's Office of Field Policy and Management (FPM) will serve as the lead on Opportunity Zone outreach in the field. FPM staff serve as the HUD field and regional office Opportunity Zone points of contact. FPM staff routinely work closely with public and private sector partners and can relay any program specific questions to counterparts within HUD's program offices.

HUD staff in Regional or Field Offices should coordinate with the Regional Administrator and/or Field Office Director, and with their local designated HUD Opportunity Zone Subject Matter Expert. This person is responsible for the strategic plan for his or her designated area for the Opportunity Zones in his or her communities. HUD Staff should also follow all HUD protocols and policies for hosting events and should ensure compliance with Office of General Counsel Ethics provisions.

Additionally, HUD staff should advise field staff of other Council agencies with a nearby footprint of upcoming events.

Philanthropic & Faith-based outreach:

HUD works with foundations and faith-based groups in their communities and can assist in creating partnerships, sharing information, and developing convenings with the philanthropic and faith-based organizations that work in or are interested in working in Opportunity Zones.

Department of the Interior

(Office of the Assistant Secretary – Indian Affairs)

www.bia.gov/as-ia

White House Opportunity and Revitalization Council Work Stream Roles:

Interior serves as a supporting agency on the following Council work streams:

- Entrepreneurship
- Safe Neighborhoods

Opportunity Zone Strategic Goals:

There are 362 Opportunity Zones within Indian tribal lands, including State and Federally recognized American Indian and Alaska Native reservations and trust lands, Alaska Native villages, and tribal areas in Oklahoma. Many of these Native American communities could greatly benefit from additional investment. AS-IA strongly encourages investment in these economically distressed communities to help generate badly needed tribal revenue, jobs, and economic activity.

Opportunity Zone HQ Contact:

OpportunityZonesInfo@bia.gov

Programs/Grants Available to Support Opportunity Zones:

AS-IA programs interact with Opportunity Zones through the Office of Indian Energy and Economic Development, which consists of the Division of Energy and Mineral Development (DEMD), the Division of Economic Development (DED), and the Division of Capital Investment (DCI).

DEMD assists tribes with the exploration, development, and management of their energy and mineral resources with the goal of creating jobs and sustainable tribal economies.

DED deals with Indian Country joblessness and economic malaise by providing technical assistance to link tribal and Native businesses with Federal and private sector procurement opportunities; build the legal infrastructure that is indispensable to economic progress; and equip tribal businessmen and women with the knowledge needed for commercial success.

Indian Loan Guarantee, Insurance, and Interest Program

DCI manages the Indian Loan Guarantee, Insurance, and Interest Subsidy Program to facilitate loan financing for Native borrowers who would not be able to do so otherwise.

Opportunity Zones may foster a new source of investment for energy and mineral projects involving DEMD and for projects and businesses financed by DCI through the Indian Loan Guarantee and Insurance Program.

Native American Business Development Institute (NABDI) Grant**

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 focus on businesses and projects located in Opportunity Zones.

- 10 preference points have been added to the NABDI grant application grading criteria for proposals for development projects or businesses located in an Opportunity Zone.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

AS-IA offers direct technical assistance for Opportunity Zones through its Office of Indian Energy and Economic Development.

The Bureau of Indian Affairs Office of Justice Services: U.S. Indian Police Academy:

The Academy is co-located with the Department of Homeland Security at the Federal Law Enforcement Training Center (FLETC) in Artesia, New Mexico. The Academy designs and delivers training specific to Indian Country Justice Services needs for police officers, criminal investigators, correctional officers, tribal court staff, and telecommunication equipment operators. The Academy offers significant training opportunities at the FLETCS- Artesia (NM) and Glynco (GA) Centers for instructor-led and e-FLETC courses; and on-site training in specialized courses.

Agency-Specific Guidance for Stakeholder Outreach:

Opportunity Zones events must be coordinated through the AS-IA Chief of Staff.

AS-IA focuses on economic activities on the 56 million acres of American Indian trust land and on land governed by Alaska Native entities. These lands are not under State or local jurisdiction. AS-IA therefore deals only with tribal governments concerning Opportunity Zones that intersect tribal boundaries.

Additional Resources:

DED has published on its website a primer on Opportunity Zones in Indian Country.

https://www.bia.gov/sites/bia.gov/files/assets/as-ia/ieed/ieed/pdf/Opportunity_Zones_Primer.pdf

Department of Justice

(www.justice.gov/)

White House Opportunity and Revitalization Council Work Stream Roles:

DOJ serves as a lead agency on the following Council work stream:

- Safe Neighborhoods

Opportunity Zone Strategic Goals:

DOJ's primary objective is to provide enhanced community safety through additional law enforcement, combatting opioid abuse, and victim services funding. Since many Opportunity Zones are plagued by these issues, providing additional resources will help DOJ maximize its effectiveness in these priority areas.

Field Presence/Staff Resources Available to Support Opportunity Zones:

N/A

Opportunity Zone HQ Contact:

OpportunityZonesInfo@usdoj.gov

Programs/Grants Available to Support Opportunity Zones:

- **Byrne Justice Assistance Grant Program (JAG) – Formula grant program**
The JAG program is the leading source of Federal justice funding to State and local jurisdictions. The JAG Program provides States, tribes, and local governments with critical funding necessary to support a range of program areas including law enforcement, prosecution, indigent defense, courts, crime prevention and education, corrections and community corrections, drug treatment and enforcement, planning, evaluation, technology improvement, and crime victim and witness initiatives and mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams.
- **Project Safe Neighborhoods (PSN)****
PSN is designed to create and foster safer neighborhoods through a sustained reduction in violent crime. The program's effectiveness depends upon the ongoing coordination, cooperation, and partnerships of local, State, tribal, and Federal law enforcement agencies working together with the communities they serve—engaged in a unified approach led by the U.S. Attorney (USA) in all 94 districts. Acting decisively in a coordinated manner at all levels, Federal, State, local, and tribal, will help sustain recently achieved reductions in crime and keep our communities safe. PSN provides the critical funding, resources, and training for PSN teams, including law enforcement, prosecutors, community groups, researchers, and others to combat violent crime and make their communities safer through a comprehensive approach to public safety that marries targeted law enforcement efforts with community engagement, prevention, and reentry efforts.
- **Victims of Crime Act (VOCA) Formula Program**
The primary purpose of the VOCA grant program is to extend and enhance services to crime victims and crime survivors. Funding is routed to States and territories through formula grants

to fund Victim Assistance programs (more than 6,000 subgrantees collectively, e.g., rape crisis centers, domestic violence shelters, child advocacy centers, MADD chapters, programs to combat human trafficking, prosecutors' victims service officers, etc.), and to victim compensation programs, which reimburse victims for out-of-pocket expenses (e.g., funerals, medical expenses, work loss, crime-scene clean-up, etc.). The States are currently administering nearly \$8 billion in VOCA funds.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

The Office of Justice Programs offers a wide variety of training and technical assistance (TA), covering grant writing, financial management and a host of topics of interest to criminal and juvenile justice professionals and victim service providers.

For more information on technical assistance and training offered by DOJ, go to:

<https://ojp.gov/training/training.htm>

Agency-Specific Guidance for Stakeholder Outreach:

- DOJ does not have a field network to engage with Opportunity Zone stakeholders. Therefore, it is critical that field staff of other Council agencies have a foundational understanding of how DOJ programs can be used to support Opportunity Zone communities, before conducting outreach.
- As DOJ does not have regional representatives, the task of coordinating with other Federal agencies will be driven largely from Washington.
- Many of DOJ's grantees are State and local government entities. Coordination will come from the grant components and their staff, as well as in the Office of the Assistant Attorney General for the Office of Justice Programs.
- The agency is actively engaging law enforcement and US Attorneys on local strategies to increase DOJ's efforts to enhance public safety.

Department of Labor

(www.transportation.gov/)

White House Opportunity and Revitalization Council Work stream Roles:

Labor serves as a co-lead agency on the following Council work stream:

- Education and Workforce Development

Opportunity Zone Strategic Goals:

The best way to accomplish DOL's Council mission is to increase the likelihood that competitive grants will benefit the residents of Opportunity Zones. In this regard, DOL has added Opportunity Zone preference to numerous competitive grants.

Field Presence/Staff Resources Available to Support Opportunity Zones:

DOL Employment and Training Regional Administrators

<https://www.doleta.gov/regions/>

Opportunity Zone HQ Contact:

OpportunityZonesInfo@dol.gov

Programs/Grants Available to Support Opportunity Zones:

- [Reentry Employment Opportunities \(REO\)**](#)
- [Homeless Veterans' Reintegration Program \(HVRP\)**](#)
- [Workforce Opportunity for Rural Communities \(WORC\)**](#)
- [Apprenticeships: Closing the Skills Gaps**](#)
- [Youth Build**](#)

DOL is exploring the possibility and feasibility of expanding the set of grants/awards to which preference points can be awarded in the event of Opportunity Zone investment.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

DOL is investigating the possibility and feasibility of (1) creating a website, or expanding a current website, so as to make potential grantees more aware of Opportunity Zone benefits and (2) hosting workshops with Opportunity Zone employers, perhaps in conjunction with DOL's regional employer forums.

Agency-Specific Guidance for Stakeholder Outreach:

On Outreach:

Although we appreciate that the reform of State-level occupational regulation is not the central goal of Opportunity Zones, it may be helpful to review the particular State or jurisdiction's regime of occupational regulation to determine how it compares to other States or jurisdictions (for example, does a particular State or jurisdiction regulate professions more or less heavily than its neighbors?). The paper [License to Work: A National Study of Burdens from Occupational Licensing](#) (Carpenter et al.) may provide useful data in this context. Policymakers may find such information useful. DOL's Occupational Licensing Initiative will likely be able to provide comparative data.

On coordination with other Federal agencies:

DOL's prime grantee relationships are with State governments and State workforce agencies. DOL regional offices often work cooperatively with other Federal agencies with a regional presence, and regional office leadership generally coordinates any interagency regional work.

On coordination with State/local governments:

DOL consults with and provides information to State-level Departments of Labor and State workforce agencies on supporting their local area workforce development projects in Opportunity Zones.

On coordination with philanthropic/faith-based organizations:

DOL's Center for Faith and Opportunity Initiatives will work with counterparts in other departments and the White House to advance the success of Opportunity Zone investments. This will likely involve the integration of faith-based engagement and participation around the country.

Department of Transportation

(www.transportation.gov/)

White House Opportunity and Revitalization Council Work Stream Roles:

Transportation serves as a supporting agency on the following Council work stream:

- Economic Development

Opportunity Zone Strategic Goals:

The U.S. Department of Transportation has incorporated Opportunity Zones into its grant programs as appropriate. The Department continues to look for ways to continue to help economically distressed communities access Federal funds. The Department will leverage the initiative to advance the Department's strategic goals.

Field Presence/Staff Resources Available to Support Opportunity Zones:

N/A

Opportunity Zone HQ Contact:

OpportunityZonesInfo@dot.gov

Programs/Grants Available to Support Opportunity Zones:

- [Advanced Transportation and Congestion Management Technologies Deployment Initiative](#)**
- [America's Marine Highway Grant Program](#)**
- [Assistance for Local Emergency Response Training Grants](#)**
- [Consolidated Rail Infrastructure and Safety Improvements \(CRISI\)](#)**
- [Federal-State Partnership for State of Good Repair Program](#)**
- [Grants for Buses and Bus Facilities Program](#)**
- [Innovations in Transit Public Safety](#)**
- [Low or No Emission \(Low-No\) Program](#)**
- [Magnetic Levitation Technology Deployment Program \(Maglev Grants Program\)](#)**
- [Mobility for All Pilot Program](#)**
- [National Infrastructure Investments](#)**
- [Pilot Program for Transit-Oriented Development \(TOD\) Planning](#)**
- [Port Infrastructure Development Program](#)**
- [Railroad Trespassing Enforcement Grant Program](#)**
- [Special Transportation Circumstances Projects](#)**
- [Supplemental Public-Sector Training Grants](#)**

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

The U.S. Department of Transportation continues to look for ways to continue to help rural and urban economically distressed communities access Federal funds. Technological innovation, small business resources, and marine highways are all subjects on which the Department is planning to incorporate Opportunity Zones language to help grant recipients and the Department work to better serve these communities. The Department will continue to engage with State and local governments in these communities to help them access resources to meet their transportation needs.

Agency-Specific Guidance for Stakeholder Outreach:

Preparation:

Federal staff should understand which DOT grant programs State and local governments could be eligible for, the history of those grants, how the Opportunity Zones criteria has been incorporated, and, to the extent feasible, a history of the grants that the State or local government has already received.

Federal coordination:

DOT will use established processes, channels, and protocols to coordinate with other Federal Agencies regarding the Department's activities in Opportunity Zones.

The Department has established an Opportunity Zones working group to ensure that it is coordinating the Department's actions across all Department modes.

State/local:

The U.S. Department of Transportation partners with project sponsors at the State and local levels to advance projects of local, regional, and national significance that help ensure our nation has the safest, most efficient and modern transportation system in the world; that improves the quality of life for all American people and communities, from rural to urban, and increases the productivity and competitiveness of American workers and businesses.

The Department will continue to work with these State and local partners as they leverage the Opportunity Zones initiative.

Investors/fund managers:

The Department works directly with investors through the Build America Bureau. The Bureau will coordinate on Opportunity Zones with investors and fund managers, as well as other stakeholders, to explore how different credit programs may provide unique technical and financial solutions to attract private investment to these areas and meet the economic and community development goals of the White House Opportunity and Revitalization Council.

Department of the Treasury

(www.treasury.gov)

White House Opportunity and Revitalization Council Work Stream Roles:

Treasury serves as a supporting agency on the following Council work streams:

- Economic Development
- Measurement and Analysis

Opportunity Zone Strategic Goals:

Ensure timely publication of the Opportunity Zone regulations; provide technical assistance related to Opportunity Zones and other tax incentives through IRS publications; participate in community outreach events as requested.

Field Presence/Staff Resources Available to Support Opportunity Zones:

Please work through Treasury HQ contacts at this time.

- Some bureaus of the Treasury have offices or production facilities (e.g. BEP, Mint, IRS) outside of DC.
- The IRS has field offices throughout the United States (including Taxpayer Assistance Centers that provide taxpayer assistance related to tax filing) – <https://www.irs.gov/help/tac-locations-where-in-person-document-verification-is-provided>)
- The IRS also has stakeholder liaisons with six coverage areas – <https://www.irs.gov/businesses/small-businesses-self-employed/stakeholder-liaison-local-contacts>

Programs/Grants Available to Support Opportunity Zones:

- [CDFI Financial Assistance \(FA\) Program](#)
- [Capital Magnet Fund Program \(CMF\)](#)
- [New Markets Tax Credit \(NMTC\) Program](#)
- [Low Income Housing Credits \(LIHTCs\)](#) – administered in coordination with State and local housing-credit-allocating agencies. [List of agencies available here](#)
- [Social Impact Partnerships to Pay for Results Act \(SIPPRA\)](#)

Agency-Specific Guidance for Stakeholder Outreach:

Treasury will not conduct direct stakeholder outreach.

Other Federal staff: Staff from other Federal agencies should contact the IRS stakeholder liaison to coordinate the planning and hosting of Opportunity Zones events in the community.

Treasury would like to convey to its Federal partners that there is no explicit prohibition on utilizing NMTCs or LIHTC in the structuring or amplifying the impact of a Qualified Opportunity Zone investment. However, investors should be reminded that they must comply with any statutory or regulatory criteria associated with the use of the respective tax credits, as well as with the terms and conditions of any allocation agreements.

In some instances, a taxpayer may require a private letter ruling (PLR) from the IRS to successfully interpret and apply tax laws. A PLR is appropriate when the issuer/taxpayer wishes to confirm with the IRS that a prospective transaction will not likely result in a tax violation. Such requests from taxpayers must be made in writing. PLRs are issued from the IRS Chief Counsel's Office. That office can be reached at 202-317-3300.

Other Resources and Information

The IRS is revising Form 8996 to require Qualified Opportunity Funds to report the amount of their investments by census tract location beginning with tax year 2019. Treasury will publicly release the amount of investment flowing through Qualified Opportunity Funds to different locations with sufficient aggregation to protect taxpayer privacy. For example, investment amounts by State, county, and some cities could be reported. This information will be combined with other tax data and information collected from other agencies (e.g., Census) to analyze the impact of the initiative on local economies.

IRS Stakeholder Liaison Contacts: https://www.irs.gov/pub/irs-utl/sl_local_contacts_52619.pdf

Environmental Protection Agency

(www.epa.gov/)

White House Opportunity and Revitalization Council Work Stream Roles:

EPA serves as a supporting agency on the following Council work stream:

- Safe Neighborhoods

Opportunity Zone Strategic Goals:

The promise of Opportunity Zones as a means to bring private sector capital into distressed communities means that those communities can better solve their environmental challenges. EPA can assist communities in need of funding in assessing and cleaning up Brownfields, and address aging infrastructure, benefitting communities by providing safe drinking water and reducing exposure to toxic contaminants and protecting air and water quality, resulting in a healthy environment for all residents.

Field Presence/Staff Resources Available to Support Opportunity Zones:

The 10 EPA Regional Administrators will serve as the primary points of contact for local Opportunity Zone outreach in the field. Information on the EPA Regional Administrators can be found here:

<https://www.epa.gov/aboutepa/current-epa-leadership>

Opportunity Zone HQ Contact:

OpportunityZonesInfo@epa.gov

Note: EPA's Office of Policy will serve as the lead for the agency and will coordinate across relevant headquarters offices and its ten regional offices. The Office of Brownfields and Land Revitalization (OBLR) is a key partner in this coordination.

Programs/Grants Available to Support Opportunity Zones:

EPA's grants and other financing, technical assistance, and tools and publications can help communities ensure that new investment brings environmental and public health benefits in addition to economic revitalization.

EPA can help Opportunity Zone communities by:

- Helping them find EPA financing and Federal investment streams that can overlap with Opportunity Zones to make the most of investments from Qualified Opportunity Funds.
- Encouraging communities to identify which projects and business ventures could benefit from investors and Qualified Opportunity Funds that are operating in their jurisdictions. For example, cities can highlight Brownfield redevelopment opportunities in target neighborhoods in their Opportunity Zones prospectuses.
- Connecting community leaders with local, State, and Federal partners to leverage programs and resources effectively in support of local goals that create vibrant, walkable, mixed-use neighborhoods.

Identifying existing plans that can help inform local economic development discussions and are supported by EPA or other Federal partners and created by Opportunity Zone communities.

List of funding opportunities:

- [Brownfields grants](#)** : Funding for Brownfields assessment and cleanup activities, environmental workforce development and job training, and to support State and Tribal Response Programs.
- [Environmental justice grants](#): Funding to support and empower communities working on solutions to local environmental and public health issues.
- [Smart growth grants and other funding](#): Links to resources to fund various aspects of community revitalization and smart growth.
- [Water Infrastructure and Resiliency Finance Center](#): Financing information to help local decision makers make informed decisions for drinking water, wastewater, and stormwater infrastructure to protect human health and the environment.

Additional information on understanding, managing, and applying for EPA grants can be found here:
<https://www.epa.gov/grants>

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

EPA’s Brownfields and Land Revitalization program offers the following TA to communities with Brownfields challenges (**not specific to Opportunity Zones**):

- Technical Assistance to Brownfields Communities providers (KSU, CCLR, NJIT)
- Tribal Technical Assistance provider (KSU)
- Equitable development approaches for Brownfields (Groundwork USA)
- Funding and Financing information for Brownfield projects (CDFA)
- Environmental Workforce Development and Job Training support (HMTRI)
- Targeted Brownfields Assessments
- Land Revitalization direct contractor assistance (when available)

Additional information on EPA TA opportunities can be found here:

<https://www.epa.gov/brownfields/brownfields-technical-assistance-training-and-research>

Agency-Specific Guidance for Stakeholder Outreach:

Outreach preparation:

- Encourage communities to identify which projects and business ventures could benefit from investors and Qualified Opportunity Funds operating in their jurisdictions. For example, cities can highlight Brownfield redevelopment opportunities in target neighborhoods within their Opportunity Zones prospectuses.

On coordination with Federal partners:

- EPA will use existing coordination calls for relevant programs to share best practices with points of contact. We have years of experience in helping public and private sector actors identify and overcome barriers to revitalization and redevelopment projects in economically distressed communities. Our convening efforts and ability to focus on site assessments, clean ups, water infrastructure, and community involvement have made us a sought-after partner in communities and among other Federal agencies wanting to ensure that public investments spur economic development and private sector investment. We also have important loans and grants – from drinking water and wastewater infrastructure to land revitalization.
- Specific to Brownfields, OBLR will provide to EPA Regional Brownfields programs information on the overlap of Opportunity Zones and existing properties that have received EPA Brownfields funding. OBLR will also share whether site assessment and cleanup activities at

Opportunity Zone Brownfield properties are eligible QOF investments once clarified by IRS. OBLR can assist EPA regional offices as they share that information with other Federal agencies.

Additional resources:

- [Community Revitalization Assistance](#): Links to revitalization resources across EPA.
- [Attracting Infill Development in Distressed Communities: 30 Strategies](#): Guidance to help distressed communities determine their readiness to pursue infill development and identify strategies to better position themselves to attract infill development.
- [Framework for Creating a Smart Growth Economic Development Strategy](#): Step-by-step guide to building a place-based economic development strategy, intended for small and mid-sized cities, particularly those that have limited population growth, areas of disinvestment, and/or a struggling economy.
- [Local Foods, Local Places Toolkit: A Guide to Help Communities Revitalize Using Local Food Systems](#): Toolkit to help communities use local foods to support downtown and neighborhood revitalization.
- [How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies](#): Report examining case studies of small towns and cities that used their existing assets and distinctive resources to pursue economic development.
- [Smart Growth and Economic Success: Strategies for Local Governments](#): Examples of smart growth approaches local governments can use to lower costs and/or increase revenue.
- [Brownfields Federal Programs Guide](#): List of Federal resources often used by communities to address Brownfields-related redevelopment challenges such as infrastructure improvements, construction, and workforce training. Updated every two years.
- [Land Revitalization Tools for Communities](#): Tools and guidance to assist communities in identifying sustainable site reuse opportunities and evaluating reuse alternatives for Brownfields and other contaminated properties.

Small Business Administration

(www.sba.gov/)

White House Opportunity and Revitalization Council Work Stream Roles:

SBA serves as a lead agency on the following Council work stream:

- Entrepreneurship

SBA serves as a supporting agency on the following Council work stream:

- Economic Development

Opportunity Zone Strategic Goals:

- Encourage economic development in Opportunity Zones by raising awareness of SBA's favorable capital access terms for those doing business in Opportunity Zones;
- Use SBA programs to augment anticipated capital investment in Opportunity Zones;
- Provide counseling and training to help small businesses located in Opportunity Zones access Federal contracting opportunities;
- Contribute to community revitalization and transformation by promoting entrepreneurship and small business development in Opportunity Zones;
- Encourage SBA field office engagement and partnerships with State and local officials and their resources to best leverage Opportunity Zones.

Field Presence/Staff Resources Available to Support Opportunity Zones:

SBA's 10 Regional Administrators will serve as the lead SBA points of contact for Opportunity Zone outreach in the field. (SBA.gov/LocalAssistance)

Opportunity Zone HQ Contact:

OpportunityZonesInfo@sba.gov

Programs/Grants Available to Support Opportunity Zones:

Access to Capital

Capital is the lifeblood of a small business. For lenders, SBA-backed loans mean reduced risk. For business owners, these SBA-backed loans result in competitive terms, lower down payments, and flexible overhead requirements. Businesses located in Opportunity Zones have access to increased advantages.

Businesses can use SBA's [Lender Match](#) tool to find an SBA-approved lender that is right for their needs.

SBA Loan Programs/Opportunity Zone Policies

- **504 Loan Program**** – Provides small businesses with long-term, fixed-rate financing to acquire fixed assets (e.g., real estate, buildings, machinery).
 - To incentivize lending by Certified Development Companies (CDCs) and Third-Party Lenders in Opportunity Zones, SBA designated Opportunity Zones as additional areas where the 504 Program's job creation or retention requirements will be more relaxed.
 - For businesses located in Opportunity Zones, the requirement is to create or preserve one job for every \$85,000 guaranteed by SBA, in comparison to \$75,000 per job created or preserved for most other businesses.

- **Community Advantage Loan Pilot Program**** - Expands small business access to capital in underserved markets by allowing mission-focused, community-based lenders to make 7(a) loans to small business with an SBA guarantee as high as 85% for loans up to \$250,000.
 - SBA expanded the Pilot Program definition of “underserved markets” to include Opportunity Zones. Community Advantage lenders are required to make at least 60% of their loans in underserved markets.

- **7(a) Loan Program (FY 2019)**** - Provides small businesses with access to capital to finance a variety of business activities, including the purchase of machinery, furniture, fixtures, supplies and materials; improvements to land and buildings; and working capital. In FY 2019, SBA made the following changes (for only that Fiscal Year) to lower the cost of the 7(a) loan and incentivize SBA lenders to offer more loans to businesses located in Opportunity Zones:
 - Lenders offering 7(a) loans in the amount of \$150,000 or less to businesses where the physical address of the operating concern is in a rural area or historically underutilized business zone (HUBZone), both of which significantly overlap with Opportunity Zones, will qualify for:
 - \$0 annual service fee
 - Lower upfront guarantee fee of 0.6667% (66.67 basis points) of the guaranteed portion of the loan.

SBA Grant Programs & Prize Competitions

The Small Business Administration works with different organizations to provide [Federal financial assistance \(grants\) and community resources for certain small businesses](#). Organizations may also qualify for SBA’s [funding programs](#). SBA also offers organizations the opportunity to [meet with a counselor](#) to discuss other financing options. [Click here](#) for information on SBA grant programs and eligibility.

Competitions

- **[Growth Accelerator Fund Competition**](#)**: This prize competition recognizes the nation's most innovative accelerators and awards them cash prizes that they may use to fund their operations costs. Its focus is towards helping entrepreneurs apply for government R&D funding. SBA awarded 60 prizes of \$50,000 each for a total of \$3 million. The competition began on June 10, 2019 and ended on June 20, 2019.

- **[Makerspace Training, Collaboration and Hiring \(MaTCH\) Pilot Competition**](#)**: The MaTCH Pilot Competition addresses 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 began May 21, 2019 and ran until July 8, 2019, and awarded \$1 million in total prizes:
 - Up to \$25,000 to seed small workforce development programs;
 - Up to \$100,000 to grow programs with a proven history of training and/or workforce development;
 - Up to \$200,000 for capacity building of successful existing programs with a strong history of training and/or workforce development.

Grants for research and development

If a small business is engaged in scientific research and development, it may qualify for Federal grants under the [Small Business Innovation Research \(SBIR\) and the Small Business Technology Transfer \(STTR\) programs](#). These programs encourage small firms to undertake scientific research that helps meet Federal research and development objectives and has high potential for commercialization if successful.

Grants for exporting

SBA's State Trade Expansion Program (STEP) provides financial awards to State and territorial governments in order to help small businesses with export development. The program's mission is to increase the number of U.S. small business exporters and their export sales. Small businesses can work directly with the State entities that receive STEP awards. [Click here](#) to learn more about STEP.

Government Contracting Opportunities

- **HUBZone** –SBA's Historically Underutilized Business Zones ([HUBZone](#)) program promotes job growth, capital investment, and economic development to qualified businesses that undergo a certification process. Once certified, HUBZone-certified businesses can compete for set-aside contracts. (There is a goal to award three percent of all government contracts to certified HUBZone businesses.)
 - There is significant overlap between HUBZones and Opportunity Zones. Contact a [local SBA District Office](#) to learn about the benefits of becoming HUBZone-certified. [Click here](#) to determine whether a business is in a HUBZone.

Technical Assistance (TA) Available to Support the Opportunity Zones Initiative:

- **PRIME**- SBA's Program for Investment in Micro-Entrepreneurs (PRIME) provides grants to organizations that offer training and education to low-income entrepreneurs to help them gain access to capital to establish and expand their small businesses.
 - SBA has added 5 points in the application process for PRIME Grants specifically for businesses located in Opportunity Zones. [Click here](#) for more information and to apply.

Increase confidence and business smarts with free or low-cost mentoring, counseling and training offered through resources on [SBA.gov](#) and [SBA's network of Resource Partners](#), including:

- SCORE
- Small Business Development Centers (SBDCs)
- Women's Business Centers (WBCs)
- Veterans Business Outreach Centers (VBOCs)

Build capacity as business develops through education and counseling on Federal contracting and access to capital, such as:

- [Federal contracting education/support](#)
- [SBA-backed loans](#)

Reimagine potential as businesses branch out, with executive entrepreneurship education and training, mentorship opportunities and export assistance, such as:

- Financing options for [exporting](#)
- [Emerging Leaders](#) program
- SBA's [Resource Partner network](#)

Agency-Specific Guidance for Stakeholder Outreach:

On preparation for stakeholder outreach:

As an Agency, SBA is collaborating to best support the implementation and communication of the products and services available to localities in designated Opportunity Zones.

SBA is coordinating with the White House, other Federal agencies, and State and local officials on listening sessions and meetings that include participation from local small business owners.

SBA actively engages in supporting small business development and growth, and the Agency's engagement is expected to grow over time as Opportunity Zones further develop.

Fed coordination:

- SBA's Headquarters Office will coordinate with the Agency's national network of 10 Regional Administrators and 68 Field Offices to collaborate with local stakeholders and encourage increased participation in Opportunity Zones. Regional Administrators and District Directors will share best practices between all SBA RAs and DDs.
- SBA is planning to hold internal quarterly Opportunity Zone teleconferences to share best practices, provide direction, and gather feedback from the field.
- SBA will develop customer-focused educational materials as needed to assist small businesses and local lenders in accessing the benefits of Opportunity Zones.

State/local govt coordination:

- Regional Administrators will be the lead points of contact for SBA engagement on Opportunity Zones with State and local governments; they will coordinate with their regions' District Directors.

Philanthropic/faith-based outreach:

The Office of Faith-Based and Community Initiatives at SBA will:

- Build connections and relationships and enhance communication with faith-based and community-based leaders and organizations to promote entrepreneurship, including social impact entrepreneurship, and job creation in Opportunity Zones.
- Ensure that faith-based and community organizations located or working in Opportunity Zones are aware of and eligible to apply for grants, contracts, programs, and other Federal funding opportunities.
- Provide education on and assistance in microlending, the Community Advantage Pilot Program, and other SBA programs and initiatives in coordination with other Federal Centers for Faith and Opportunity to enhance the efforts of faith-based and community organizations that are essential to revitalizing communities in Opportunity Zones.
- Partner with organizations intervening in the opioid crisis, fighting human trafficking, reducing rates of suicide, and reducing recidivism rates in Opportunity Zones to support community transformation efforts.

Outreach with investors/fund managers:

- SBA holds quarterly Capital Access conference calls that will keep the network of 1,500 SBA lenders, many of which may be involved directly or indirectly with Qualified Opportunity Funds, updated and informed on Opportunity Zones.
- SBA will continually conduct outreach to Qualified Opportunity Funds to gauge how it can best help support small business development in Opportunity Zones.

RESOURCES

Statutory Language

[26 U.S.C. §§ 1400Z-1, 1400Z-2:](#)

Regulatory Language

[IRS Final Regulations \(January 13, 2020\)](#)

White House Opportunity and Revitalization Council

- [Executive Order on Establishing the White House Opportunity and Revitalization Council](#) - Exec. Order No. 13,853, 83 FR 65071 (Dec. 12, 2018)
- [The Implementation Plan for the White House Opportunity and Revitalization Council](#)
- [Report to the President from the White House Opportunity and Revitalization Council \(December 2019\)](#)

Government Opportunity Zone Websites

- [OpportunityZones.gov](#)
- [IRS: Opportunity Zones Frequently Asked Questions](#)
- [CDFI Fund: Opportunity Zone Resources](#)
- [Economic Development Agency: Opportunity Zones Homepage](#)
- [Department of Transportation: Opportunity Zones Homepage](#)

External Partner Opportunity Zone Websites

Think tanks:

- [Economic Innovation Group](#)
- [Enterprise Community Partners](#)
- [Local Initiatives Support Corporation \(LISC\)](#) - Opportunity Zone Resources and Publications
- [Accelerator for America](#) - Investment Prospectus and Other Tools

Foundations:

- [Rockefeller Foundation](#)

Universities:

- [Beeck Center \(Georgetown University\)](#)
- [Nowak Metro Finance Lab \(Drexel University\)](#) - Opportunity Zone Publications
- [University of New Hampshire Carsey School of Public Policy](#)