



## Invitation to Apply

Rural Community Assistance Corporation (RCAC) has reopened the application window for the 2022 – 2025 Tribal Housing Excellence Academy (THE Academy) cohort. THE Academy is a 30-month initiative to work with innovative native organizations in the rural West with a goal to increase housing built on native lands. THE Academy will bring together NAHASDA grantees, such as TDHEs, Housing Authorities, and housing departments to learn and apply best practices for managing the housing development process. We emphasize leveraging IHBG/NHHBG with other funding not yet widely accessed by native communities.

### Eligible applicants are:

- NAHASDA grantees serving Native Americans, Alaska Natives and Native Hawaiians
- Located in Alaska, Arizona, California, Colorado, Hawaii, Idaho, Minnesota, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wisconsin, and Wyoming
- The housing project is located in a rural area as defined by HUD's Rural Capacity Building for Community Development and Affordable Housing Program. Please see Section [3. Application Requirements](#) of the application Packet for details about Eligibility Mapping.

### Deadline:

Applications will be accepted through **Friday, September 23, 2022**. RCAC reserves the right to extend the deadline if there are not enough qualified applicants by that date.

### Applying:

Please review the following packet prior to applying for information about what THE Academy offers, eligibility, selection criteria, and application requirements. Completed applications must be emailed to [THEAcademy@rcac.org](mailto:THEAcademy@rcac.org).

### Cost:

There is no fee to participate. RCAC has secured grant funding to offer this program. The cost to your organization will be in the form of staff time, technology, and travel to participate. Please see the [Your Commitment](#) section for more details.

### Travel Scholarships:

We will reimburse up to \$4,000 per organization over the whole Academy for travel expenses to any in-person trainings.

### Informational Webinar:

September 6, 2022 at 1:30 PM Pacific Daylight Time. Please register here:

<https://us02web.zoom.us/meeting/register/tZMuc--srzkqHNXvb8TVNJHHLw9UEFxQzZlu>

Contents

1. THE Academy Description and Expectations .....3

    Overview ..... 3

    Housing Accomplishments ..... 3

    Expectations ..... 4

    Our Goals ..... 4

    THE Academy Training Topics ..... 5

    THE Academy Coaching..... 6

    THE Academy Sponsor..... 8

    THE Academy Thanks..... 8

2. Application Information .....9

    Eligibility ..... 9

    Your Commitment ..... 9

    Timelines and Selection Process..... 9

    Selection Criteria..... 10

3. Application Requirements ..... 12

# **1. THE Academy Description and Expectations**

## **Overview**

The Tribal Housing Excellence Academy combines training with technical assistance and coaching to apply lessons directly to your housing project. THE Academy includes:

- Six multi-day trainings held over 18 months (in-person if possible, virtual if not)
- Case studies and activities during each training that allow you to apply newly gained knowledge
- Shorter webinars on special topics
- Individualized coaching between trainings and for up to 12 months afterward from RCAC and our consultants, all of whom are experienced in housing development, housing finance and organizational management

THE Academy will work with participants to move their housing projects forward from concept to construction. The key to our approach is in leveraging new sources of funding and our faculty's experience achieving exceptional results in developing housing on and off trust lands. THE Academy will combine on-site and remote coaching with six trainings that include intensive coursework, networking with peers, and support from seasoned housing development experts.

Each applicant must identify two staff from their organization that will serve as the housing project's lead staff, and participate in all THE Academy trainings, webinars, and homework. In addition, the Project Lead staff will arrange THE Academy coaching activities to benefit their housing project and organization. These Project Lead staff should have responsibilities in planning and developing the planned housing, and might include the executive director, development staff, admissions and occupancy staff, or rehabilitation/maintenance staff.

The two Project Leads will participate in six multiday (3 to 4 days) training sessions. These trainings will be held over 18 months beginning in fall 2022 and will cover topics paralleling the stages of housing development, such as planning; financial feasibility and analysis; housing finance; funding sources; construction management; occupancy and operations. See [THE Academy Training Topics](#) below for more detail. A combination of presentations and case studies allows participants to experience a typical housing development deal. The participants are able to learn from each other and build upon skills learned during the training sessions.

Between trainings sessions, and for up to 12 months afterward, THE Academy coaches will work with the Project Leads via phone, email, and on-site visits. The organization will receive coaching from different members of THE Academy faculty, so that the expertise is matched to the coaching need. See [THE Academy Coaching](#) below.

## **Housing Accomplishments**

THE Academy has been held twice, in 2014-2017, and 2017-2021. Thirty staff from 15 tribal housing organizations have graduated from THE Academy. In the first cohort:

- 41 new homes were built by the end of THE Academy session
- Participants received a combined \$912,500 in expanded federal funding from Indian Community Development Block Grants and HOME Investment Partnerships Program

- Participants secured \$8.3 million in non-federal funds and Low Income Housing Tax Credit investment to leverage against their Indian Housing Block Grants

Notable achievements from the [second cohort](#) are:

- 50% of participating organizations completed a housing project during THE Academy session
- 52 new homes were built, and eight homes were rehabilitated or replaced
- 23 rental homes were under construction and 49 homes were being rehabilitated when THE Academy ended
- As a result, 132 families have better and more affordable homes
- 242 homes were still in the development process
- Participants received a combined \$7.1 million in expanded federal funding from HOME, ICDBG, ICDBG-CARES, and National Housing Trust Funds
- Participants secured another \$5.5 million in banks loans and Low Income Housing Tax Credit investment to leverage against their Indian Housing Block Grants

Our aim is to build upon this success with a new cohort of NAHASDA grantees.

### **Expectations**

We recognize that housing projects take years to develop, so our intent is to work with the selected organizations over a thirty-month period. However, our commitment will be made one year at a time and will be reviewed and renewed annually based on acceptable performance as defined by:

- Progress on housing development activities
- Full participation by the Project Leads in the trainings, webinars, and homework
- Use of technical assistance and coaching
- Reporting by the organization
- Fiscal Integrity

THE Academy will offer Project Leads and nonprofit Partner Leads (if any) an opportunity to earn a certification of completion. In order to graduate with a Tribal Housing Excellence Academy certificate, **the Project Leads must attend all sessions**, demonstrate a mastery of the materials based on test scores, submit all homework, demonstrate effort on the case studies, and submit required reports. If a Project Lead has a compelling professional or personal reason to leave a weeklong session early, or not attend a session, the Project Lead must discuss in advance with THE Academy coach and obtain approval. A Project Lead with an excused absence will be required to do make-up work as a condition of graduation. Any Project Lead who is absent from a session without discussing the absence with THE Academy coach may be asked to leave the program.

In order for the Project Lead to graduate with THE Academy certificate, the organization must honor its commitment to allow the Project Leads time (average 10 hours/week) to work on the housing project.

### **Our Goals**

RCAC envisions vibrant, healthy, and enduring rural communities throughout the west. Our continued commitment to Indigenous and rural communities drives our mission to provide training, technical and financial resources and advocacy so rural communities can achieve their goals and visions. RCAC gathers feedback from participants to ensure that learning is taking place and that coaching is increasing

participants' capacity to complete housing projects. In addition, RCAC has secured funding from HUD's Rural Capacity Building for Community Development and Affordable Housing Program and from Wells Fargo to support THE Academy and these funders monitor progress and achievements. RCAC has set the following goals, and we require participants in THE Academy to provide reports to measure success.

By the end of THE Academy, our goal is that the participating organizations as a group will achieve:

- 140 units of housing in the development process
- \$1.4 million of non-HUD funding leveraged for housing
- \$700,000 of new or expanded federal funding accessed for housing
- Completion of development or rehabilitation for a minimum of 28 housing units

The long-term impact of THE Academy will be to build capacity among housing professionals working in native communities who will continue to develop housing projects consistent with self-determination.

### **THE Academy Training Topics**

The following topics will be covered in THE Academy. They are generally taught in the same order as they would be used in the development of a housing project. There will be six trainings of 3 to 4 days each, held in-person if possible, or virtually if not. There will also be shorter webinars held in between.

#### **Community Planning and Developing a Project Concept**

- Planning in native communities
- Project selection
- Your management and development capacity
- Analyzing your waiting list
- The development process and stages of development

#### **Predevelopment**

- Selection, organization, and management of a development team
- Site suitability and development on native land
- Legal infrastructure and leasing for development on trust and restricted lands
- Procurement of consultants and contractors, 2 CFR 200
- Environmental review basics
- Phase 1 environmental site assessments
- Market analysis and market studies
- Establishing and maintaining your project schedule
- Appraisals for Trust property and for Fee property
- Title process for Trust property and for Fee property

#### **Financial Feasibility Analysis**

- Creating rental housing development pro formas
- Calculating homebuyer payments
- The language of leveraging and loans
- Development sources and uses of funds
- Development budgets by phase
- Rental housing operating budgets and 15-20 year projections
- Rental housing operating pro formas

### **Development Financing – Leveraging Your Federal Funds**

- IHBG Basics
- ICDBG Basics
- Federal Home Loan Bank programs for rental or ownership
- Section 184 Loan Guarantee
- Title VI Loans
- Low Income Housing Tax Credits, calculations, applications, and partner issues
- USDA 502 Loans

### **Development & Construction**

- Construction contracts, required clauses and construction management
- Closing financing, including Low Income Housing Tax Credits
- Housing counseling programs
- Lease-purchase programs

### **Operations & Occupancy**

- Introduction to property management
- Introduction to asset management
- Lease-up and occupancy
- Home sales and occupancy

## **THE Academy Coaching**

A key component of the Tribal Housing Excellence Academy is the coaching provided to participating organizations by experienced housing development professionals. Between trainings sessions, and for up to 12 months afterward, THE Academy coaches will work with the Project Leads via phone, email, and on-site visits. The participants will receive coaching from different members of THE Academy faculty, so that the right expertise is matched to the coaching need.

Coaches will provide guidance on homework, and assistance tailored to the needs of participants' housing project and organization. The Project Leads must make use of THE Academy coaching, requesting topics as appropriate and communicating coaching needs. Examples of the coaching available are:

<b>Planning</b>	<b>Development Process</b>
Needs Assessments/Market Analysis Waitlist Analysis Project Concept	Development Budgets Scheduling Procurement Scopes of Work for Consultants Due Diligence/Studies
<b>Homeownership</b>	<b>Rental Housing</b>
Applications and Intake Qualifying Homebuyers Housing Counseling Post Occupancy Housing Counseling Lease to Own Programs USDA Self-Help Housing Program	Project Operating Budgets 15-30 Year Operating Projections Property Management Asset Management Maintenance Schedules Roles & Responsibilities

<b>Financing</b>	<b>Land</b>
Indian Housing Block Grant Native Hawaiian Housing Block Grant Title VI Loans 184 Loans ICDBG Bank and CDFI Loans FHLB Affordable Housing Program Low Income Housing Tax Credits USDA 502 Loans Deal Structuring with Multiple Sources Financial Feasibility Analysis	Lease Development BIA Approval Process Master Lease Leasehold Mortgaging Buying Fee Land Site Feasibility
<b>Construction</b>	<b>Organizational Management</b>
Construction budgets Procurement Construction bidding Construction contracting Construction management	Policies of all types Financial Management/Bookkeeping Procurement Policies/Procedures Preparing RFPs, IFBs Admissions & Occupancy Uniform Administrative Requirements

## **THE Academy Sponsor**



Founded in 1978, **Rural Community Assistance Corporation (RCAC)** is a 501(c)(3) nonprofit organization. Our continued commitment to Indigenous and rural communities drives our mission to provide training, technical and financial resources and advocacy so rural communities can achieve their goals and visions.

RCAC provides a wide range of community development services for rural and Indigenous communities, agricultural workers, and community-based organizations in thirteen Western states and the Pacific Islands. RCAC has strong core services and expertise in affordable housing development; environmental infrastructure (water, wastewater and solid waste); economic and leadership development; and community development finance. Our services are available to communities with populations of fewer than 50,000, other nonprofit groups, [Tribal organizations](#), farmworkers, colonias, and other specific populations. RCAC has an annual operating budget of more than \$15 million and more than 160 employees working from field offices throughout our service region. The U.S. Department of the Treasury certified RCAC as a Community Development Financial Institution in 1996.

RCAC's Core Values:

- Leadership: identifies innovative strategies to further rural community and economic development and inspires partners to achieve great outcomes
- Collaboration: achieves superior results by respectfully and inclusively identifying partners
- Commitment: works with passion and dedication to improve rural communities and the lives of their low-income residents
- Quality: produces exceptional work products to help our partners meet their goals
- Integrity: practices the highest professional standards and cultural competency in our work

To find out more about RCAC visit [www.rcac.org](http://www.rcac.org).

## **THE Academy Thanks**

RCAC is grateful to Dave Castillo and his team at Native Capital Access, now a part of Native Community Capital, who collaborated with RCAC to design and launch THE Academy.

[Native Community Capital](#) is a Native Community Development Financial Institution (Native CDFI) certified by the U.S. Department of Treasury. Native Community Capital is a private, non-profit corporation helping to meet the housing, community- and economic development as well as small-business financing needs of American Indian communities primarily but not exclusively in the Southwest U.S.



## **2. Application Information**

### **Eligibility**

- **Applicants:** Eligible applicants are NAHASDA grantees, such as Tribally Designated Housing Entities (TDHEs), Housing Authorities, tribal/village housing departments, and the Department of Hawaiian Home Lands. A NAHASDA grantee may choose to include a not-for-profit development Partner Lead which may be from an instrumentality of tribal government or nonprofit organization.
- **Geographic Eligibility:** Eligibility is restricted to organizations that build housing on native lands within the following states: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Minnesota, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wisconsin, and Wyoming.
- **Rural Eligibility:** The housing project is located in a rural area as defined by HUD's Rural Capacity Building for Community Development and Affordable Housing Program. Please see Section [3. Application Requirements](#) of the application Packet for details about Eligibility Mapping.
- **Opportunity Zones:** Projects located in Opportunity Zones will receive higher consideration.
- **Site:** The applicant must attach proof of site control for the housing project in the form of a lease, option to lease, warranty deed, option to purchase, tribal resolution or similar.

### **Your Commitment**

In order to participate in THE Academy, your organization must commit to the following:

- Staff time for the two Project Leads to participate in all six training sessions, and additional webinars. The comprehensive nature of THE Academy may include evening sessions if trainings are held in-person. Organizations should *not* expect the Project Leads to be available to work on their regular work assignments when they are at THE Academy training sessions.
- Partial travel costs for any in-person trainings. We will provide travel reimbursements up to \$4,000 per organization over the whole Academy to help offset these costs.
- Computer and internet access to attend virtual training sessions and webinars.
- Staff time to work on the planned housing project between training sessions, applying lessons learned.
- Complete and submit all assigned homework before training sessions.
- Utilize and accept technical assistance and coaching, requesting topics as appropriate.
- Complete and submit quarterly reports and a final report about the progress of the housing project, names and amounts of funding applied for or secured, and what lessons or tools from THE Academy have been utilized.

### **Timelines and Selection Process**

We anticipate the following general timeline:

Event	Date
Original Application Due Date	April 19, 2022 Selections were made, however, space is still available
Informational Webinar	September 6, 2022, 1:30 PM Pacific Daylight Time. Register here: <a href="https://us02web.zoom.us/j/84912712712">https://us02web.zoom.us/j/84912712712</a>
<b>Application Due Date</b>	<b>September 23, 2022, by 5:00 PM Pacific Time</b> Email to <a href="mailto:THEAcademy@rcac.org">THEAcademy@rcac.org</a>
Applicant Assessments	September -October 2022 THE Academy faculty and coaches meet virtually with applicant organizations. We will assess the applicant's capacity to participate in THE Academy, and the viability of the planned housing project. This also allows all parties to learn more about each other confirm THE Academy is a fit for the participant's needs.
Announce Selections	October 2022
Orientation Webinar	October 2022 The two Project Leads from each selected organization shall attend
Training Sessions	Approximately quarterly. The first will be held virtually. After that the goal is to meet in-person. The trainings will be held in various states in the Western US most convenient to the selected organizations.
Webinars	Additional webinars will be scheduled between training sessions.

## **Selection Criteria**

The most competitive applications will come from organizations that can show a commitment of resources toward a specific housing development project or rehabilitation project is in place or achievable within the program period. Of equal importance is consent from the organization's governance body for staff time to participate in THE Academy.

The following are the selection criteria that RCAC will use to evaluate applications and select participants. Be sure your application addresses these issues:

- **Organizational Readiness:** The organization has been in operation for at least five years and can demonstrate basic organizational systems in place, a supportive board of commissioners/directors and executive staff, and governmental support for a specific housing development site and project. Participating organizations should have a clear commitment to housing development, and continued salary support for the Project Leads. The organization should be able to demonstrate that it has developed or rehabilitated housing in the past five years and has actively attempted to leverage funding other than NAHASDA funds.
- **Project Readiness:** The organization has one or more specific housing development projects or significant housing rehabilitation projects that will serve as the selected organizations' working case study throughout THE Academy. The project(s) must appear feasible, manageable, and able to be implemented based on the likelihood of project funding, site feasibility, timeline and milestones. Organizations do not need project financing commitments in order to apply. However, organizations identifying projects with advanced readiness to proceed will receive higher consideration.

- **Staff Readiness:** The organization must identify two staff members who will serve as Project Leads. The Project Leads will attend and complete the work of THE Academy and serve as the development team throughout the 30-month period. The individuals proposed should be those whom the organization feels are best qualified to drive the development and operations of a housing project, fully participate in all THE academy sessions, and share lessons learned with their organization including with appointed and elected leaders.
- **Project Leads** must be able to commit an average of 10 hours per week to the housing project. The most successful Project Leads will have high school reading and writing competency in English; the program involves extensive reading, often in class. The participants must also have basic high school level math skills and be minimally comfortable with manipulating ratios and fractions. ***Applicants who have questions about these issues or require reasonable accommodation or accommodation for Limited English Proficiency should contact Eileen Piekarz at (775) 741-7861 or [epiekarz@rcac.org](mailto:epiekarz@rcac.org) before applying.*** Refresher math webinars can be offered as a resource for those who need support. Project Leads must have access to a personal computer with word processing and spreadsheet software. They will be expected to have a working knowledge of a spreadsheet program. Participants who are not currently comfortable with using a computer spreadsheet program are responsible for completing introductory classes on their own before attending training sessions. Project Leads must also have access to an internet connection and the ability/permissions to download virtual meeting or training software such as GoToTraining, Zoom, or Microsoft Teams.

**NAHASDA Knowledge:** The Project Leads should have a working knowledge of the Native American Housing Assistance and Self Determination Act of 1996 (NAHASDA) and the Indian Housing Block Grant or Native Hawaiian Housing Block Grant as applicable. Project Leads should have taken NAHASDA Essentials or Intermediate NAHASDA in the past three years. If not, the Project Leads must commit to attending one of these courses within 12 months of acceptance into THE Academy. These free courses are provided by HUD several times each year around the country. Check the ONAP training calendar frequently to find the upcoming offerings.

[https://www.hud.gov/program\\_offices/public\\_indian\\_housing/ih/codetalk/calendar](https://www.hud.gov/program_offices/public_indian_housing/ih/codetalk/calendar)

### 3. Application Requirements

Applicants should submit one electronic copy via email to [THEAcademy@rcac.org](mailto:THEAcademy@rcac.org). Applications should use a standard 11 or 12-point type and 1" margins. There is no application form, instead please use the following as a checklist of items to include:

- ❑ **Cover letter signed by the head** of the TDHE, Housing Authority, tribal/village housing department or similar that includes a **vision (outcome) statement** for what your organization would like to see happen over the next three years because of participation in THE Academy.
- ❑ **Letter of commitment** from the TDHE Board, Tribal/Village Council, or equivalent governing body in support of the housing project and the applicant's participation in THE Academy.  
*Note that this item may be submitted after the deadline to accommodate your meeting schedule. It must be submitted by October 7, 2022*
- ❑ **Eligibility Mapping.** The housing project must be located in a rural area as defined by HUD's Rural Capacity Building for Community Development and Affordable Housing Program. Please confirm the project area population is less than 50,000 by using the mapping tool on HUD's website. However, this mapping tool has been undergoing changes recently. If you have difficulty with it, please email [THEAcademy@rcac.org](mailto:THEAcademy@rcac.org) and we will assist you to determine your eligibility.

Go to: <https://www.hudexchange.info/programs/rural-capacity-building/>

Scroll down to find the Rural Beneficiary Mapping Tool. Enter the project address.

If the address appears inside a pink-colored area make sure to click on the map to show the popup window with population numbers. Make a screenshot to capture both the map and the popup window population, and submit this with the application. Ignore the pink-colored areas other than to get a popup window.

#### Example of HUD Map with Popup Window for Project Location

**HUD EXCHANGE**

Programs ▾Resources ▾Trainings ▾Program Support ▾Grantees ▾

### Rural Beneficiary Mapping Tool

In the FY 2018 NOFA, the definition of rural area was updated. For the grant program, a rural area is a statistical geographic entity delineated by the Census Bureau that does not meet the definition of an urbanized area. An urbanized area is a statistical geographic entity delineated by the Census Bureau, consisting of densely settled census tracts and blocks and adjacent densely settled territory that together contain at least 50,000 people. As of the 2010 decennial census, the United States contained 486 urbanized areas with an additional 11 in Puerto Rico.

For more information about urbanized areas, including maps, FAQs, and reference manuals, please refer to the [Census Bureau website](#). To demonstrate that a beneficiary complies with the rural area requirement, grantees will be expected to implement a review process to confirm that the proposed rural beneficiary is physically located within an eligible rural area or, as a result of capacity building grant assistance, will be commencing or expanding service in an eligible rural area. HUD has created the embedded mapping tool for capacity building grantees to utilize in assessing a beneficiary's compliance with the rural area definition.

The screenshot shows the HUD Exchange Rural Beneficiary Mapping Tool interface. On the left, there is a text box explaining the rural area definition and providing a link to the Census Bureau website. On the right, there is a map of Fallon, NV. A pink-shaded area on the map represents the rural area. A popup window is open over the map, displaying the 2010 Population as 16,241 and the 2010 Population per square mile as 1,145.90. A yellow callout box with an arrow points to the pink area, stating 'Under 50,000'. The map also shows a scale bar and a search bar.

If the project address falls outside a pink-colored area, the mapping tool may not find the address, nor make a popup window. You will have to manually scroll to the area and zoom in to find it yourself. If this is the case, make a screenshot of the map for the project area and submit this with the application along with an explanation of the closest streets/landmarks. Secondly, please use a tool such as Google Maps or Mapquest to locate the project address with a similar map scale and submit a screenshot of that as well.

### Example of HUD Map with No Popup, and Secondary Map

**HUD EXCHANGE**

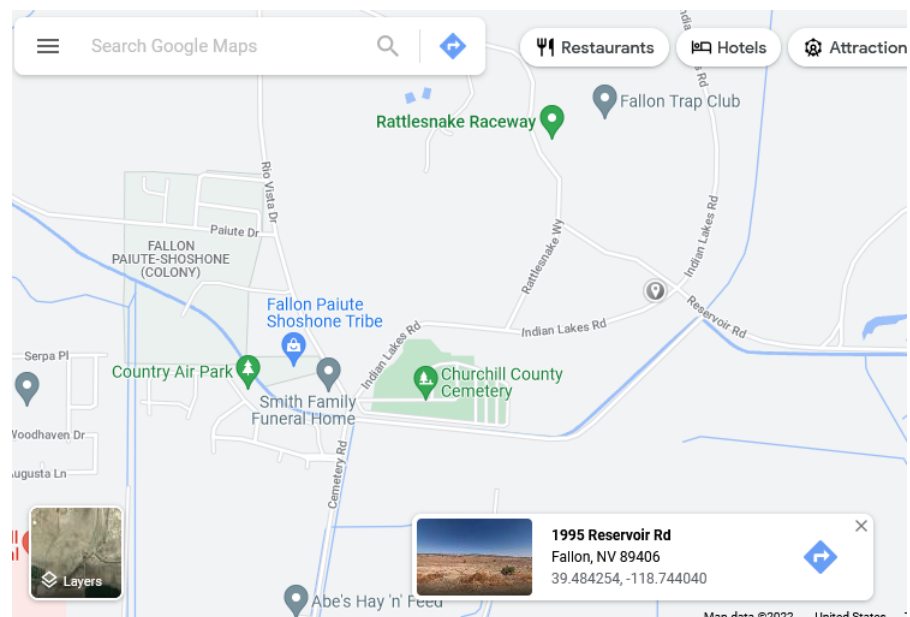
Programs ▾Resources ▾Trainings ▾Program Support ▾Grantees ▾

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**Project is at the corner of Indian Lakes Road and Reservoir Road**



- ❑ **Names, contact information and brief bio of each Project Lead and other Senior Staff** (up to 2 pages total). For the Project Leads, include when NAHASDA Essentials or Intermediate NAHASDA was taken, or a commitment to take one of these within 12 months of acceptance into THE Academy.
- ❑ **Narrative description of the organization** no more than 4 pages in length which addresses the Selection Criteria and includes the following (with suggested length of each):
  - ❑ Brief organizational history (1/2 page)
  - ❑ Accomplishments/prior housing development projects (1/2 page)
  - ❑ One sentence bio of each member of the governing body (Board of Directors/Commission if TDHE, Tribal/Village Council if tribal department) including tenure, committee membership and relevant knowledge or skill. (1/2 page)
  - ❑ Information about the area where the project is to be located such as tribal enrollment, AIAN population, incomes in the area, and economic or statistical information. (1/2 page)
  - ❑ Organizational chart (1 page)
- ❑ **Project Information.** Identify the housing project(s) your organization is working on that have a good chance to be in construction or completed by early 2025 and will serve as your working case study for THE Academy. Include the following information:
  - ❑ Name of project
  - ❑ Whether homeownership or rental
  - ❑ Whether new construction or significant rehabilitation
  - ❑ Potential number of units
  - ❑ Location of project
  - ❑ Description of project
  - ❑ Attach Evidence of site control in the form of a lease, option to lease, warranty deed, option to purchase, tribal resolution or similar. Simply saying it is trust land is not sufficient, you must demonstrate the NAHASDA grantee has control/withdrawal/lease.
  - ❑ Describe the remaining approvals needed such as environmental clearance, archeological clearance, easements/R.O.W., B.I.A./T.S.R., etc. Address whether utilities such as water or sewer are available or need to be developed.
  - ❑ Planned project financing sources, including sources, amount and status (committed or pending)
  - ❑ Expected project cost. A Sources and Uses statement can address each of these.
- ❑ **Organizational Information.** Please attach:
  - ❑ Copy of Tribal Charter/Code/Ordinance or Articles of Incorporation and Bylaws (and any amendments)
  - ❑ Copy of 501c3 determination (if applicable)
  - ❑ Most recent audited financial statements
  - ❑ Current year to date financial statements including a Statement of Financial Position/Balance Sheet, Statement of Activities/Income Statement, and Budget to Actual Expenditures
  - ❑ Current Indian Housing Plan or Native Hawaiian Housing Plan
- ❑ **Partner Information (if any).** If the applicant wishes to include a Partner Lead from a not-for-profit development partner, please provide:
  - ❑ Brief organizational history of the partner organization (1/2 page)
  - ❑ Accomplishments/Prior development projects (1/2 page)
  - ❑ Name, contact information and a brief bio of the Partner Lead (1/2 page)
  - ❑ Description of the roles of the applicant and the partner in developing and operating the project (1/2 page)
  - ❑ Signed MOU or development agreement between the applicant and the partner

- **Self-Assessment Forms.** For the instructors' planning purposes, complete and submit the provided THE Academy Assessment Forms Excel workbook. There are two tabs, Development Capacity Assessment and Management Capacity Assessment. These will assess areas of strength and areas of need. These are not part of the applicant selection criteria but must be submitted along with the application.