



**Request for Proposals: Equitable Neighborhood Development Planning**  
**Made possible by JP Morgan Chase & Co.**  
**Due on or before August 5, 2018, 11:59 PM PDT**

**SUMMARY**

**Summary**

With the generous support of JPMorgan Chase & Co., NALCAB – National Association for Latino Community Asset Builders will provide grants of \$40,000 - \$50,000, technical assistance, and training to up to ten non-profit organizations for a period of 18 months to develop and implement data- and community-driven action plans for equitable development. Through the equitable neighborhood development action plans, grant recipients will seek to achieve goals including preventing involuntary displacement and increasing access to wealth generating assets for low-income communities through strategies that may include, among others, affordable housing and/or commercial real estate development, policy development and advocacy, affordable housing and/or small business lending, housing services and programs, small business development, and community engagement.

**Purpose**

Through grants and technical assistance, NALCAB seeks to build the capacity of non-profit organizations to use data analysis and mapping to analyze local real estate market dynamics and anticipate their impacts on low- and moderate-income communities, and to use that analysis to develop, inform, and build support for equitable development strategies in communities facing gentrification pressures and in rural markets in need of revitalization. Grantees will receive technical assistance from NALCAB staff and consultant partners, access to training opportunities, and peer-to-peer network development. Technical assistance will focus on data analysis and GIS mapping, guidance on connecting projects and programs to larger planning and development efforts, financing and resource development assistance, and webinars highlighting promising models for equitable development. Please review the [NALCAB Guide to Equitable Neighborhood Development](#) to understand NALCAB's approach to data analysis and mapping, as well as the principles we use to define equitable neighborhood development.

**Grant Period**

September 1, 2018 – February 29, 2020 (18 months)

**Application Process**

Any 501(c)(3) community development or asset building organization is eligible to apply. Please complete and submit an application as directed below. Applications must be complete, including a narrative and budget, in order to be considered. NALCAB will score applications according to the criteria listed in this document. If selected, organizations may be asked to submit additional attachments.

Please design your proposal for a \$40,000 grant. Depending on the number and quality of proposals submitted, NALCAB may increase grant amounts to \$50,000. Increased grant amounts will be contingent on award recipients submitting a revised grant budget.

Questions about the RFP should be submitted to [grants@nalcab.org](mailto:grants@nalcab.org). Questions will be accepted through July 1, 2018. NALCAB will respond to all questions by July 6, 2018. Questions submitted after July 1, 2018 may not receive responses.

## ELIGIBLE ACTIVITIES AND MARKETS

NALCAB seeks to support organizations with the creation and/or ongoing development of equitable development plans. Grantees will use data, local knowledge, and technical expertise to develop plans to address affordable housing and economic development challenges. Plans should focus on a specific geographic area, which can be an urban neighborhood or rural community. NALCAB anticipates that plans created and/or revised by grantees will seek to prevent involuntary displacement and increase access to wealth generating assets for low-income individuals, families, businesses, and communities through a combination of the following strategies:

- Affordable housing and/or commercial real estate development
- Policy development and advocacy
- Affordable housing and/or small business lending
- Housing services and programs
- Small business development
- Community engagement

To be eligible to apply, organizations must focus their planning efforts in an eligible market listed in **Appendix B** or a rural community—defined as any non-Urbanized Area (UA) according to the U.S. Census Bureau. In general, areas with population smaller than 50,000 are classified as rural. You can use the USDA property eligibility tool (link below) to determine if a community qualifies as rural. NALCAB encourages rural-serving organizations to submit proposals and anticipates making at least one award to an organization that focuses its planning efforts in a rural community.

USDA Mapping Tool: <http://eligibility.sc.egov.usda.gov/eligibility/>

## REQUIREMENTS

Deliverables of this grant include:

- Completion of an equitable development action plan. NALCAB will provide a sample action plan outline to grant recipients prior to the start of the grant period, and will provide ongoing technical assistance to help grantees complete their plans.
- Participation on a 4-webinar series that will focus on best-practices and promising approaches to equitable neighborhood development. On one of the webinars, grant recipients will be required to present their equitable development action plans.
- Attendance at NALCAB's 2018 and 2019 National Trainings to be held on the following dates:
  - 2018 National Training: October 1-4, 2018, in San Antonio, TX
  - 2019 National Training: Location and date in the Fall of 2019 to be determined

In addition to any other requirements defined in the grant agreement, grant recipients will also be required to:

- Designate a staff person to serve as project lead and communication liaison with NALCAB.
- Participate on a call within the first three weeks of project start date to discuss project related activities and outcomes.
- Participate on periodic calls throughout the grant period.
- Host NALCAB staff during two site visits, including providing meeting and work space, designating key staff to meet with NALCAB, making presentations related to the planning effort, and giving a tour of the target community.
- Submit interim and final reports describing program activities and outcomes. NALCAB will provide report templates to grant recipients prior to the start of the grant period.
- Submit grant payment invoices.

To assist with these requirements, NALCAB will provide the following:

- A designated staff person to serve as main point of contact.
- Two site visits to provide in-person technical assistance related to the creation of the equitable development plan.
- Ongoing remote technical assistance to support the creation of the equitable development plan.
- Data analysis and maps that examine the implications of real estate market trends for low- and moderate-income populations.
- Resource development support.
- Guidance on connecting equitable development strategies to other planning efforts, building partnerships, and engaging with local government officials.
- Opportunities to collaborate and problem-solve with other practitioners on approaches to equitable neighborhood development.
- Two multi-day in-person training events that will focus on topics including community organizing, policy development and advocacy, analyzing and anticipating neighborhood change, and resource development, among others.
- Templates for the equitable neighborhood development plans and grant reports.

## APPLICATION

Applications must be completed and submitted online at the following link: [Online Application Form](#)

In addition to completing the online form, applications must include the following documents as attachments (in PDF or Microsoft Word format):

- Narrative (see prompts below)
- Project budget (see **Appendix A** for a sample budget template)

### Narrative

Please limit narrative to no more than 4 single-spaced pages, 12-point font.

1. **Summary of Request (required, no points):** Please provide a summary of the grant request, not to exceed one half page. Summary should provide a brief description of the needs and opportunities in the target community, the goals and objectives of the action plan you want to develop, and the impact you expect the grant to have on your organization and your target community. Please indicate if your organization is proposing to create a new plan, or revise/further develop an existing plan.
2. **Description of the Target Community (15 points):** Please describe the geography (urban neighborhood or rural community) that your equitable development action plan will focus on serving and the residents and businesses in that community (race/ethnicity, nationality, income level, type and size of businesses, etc.). Provide information about the community's historical and/or market context. Describe the community's major challenges and opportunities. Please provide supporting data.
3. **Organizational Capacity and Experience (15 points):** Please describe your organization, including the mission statement; an overview of the organization's primary activities, geographies, and populations served; track record of serving the communities you serve and impact your organization has had in those communities; and the staff, consultants, and partners that will be working on the equitable development action plan. Please describe what specific experience you have working with the community that will be the subject of the action plan and how you are well positioned to undertake this planning effort. Please describe any partnerships that will be important to your planning effort, your organization's track record of working with those partners, and what roles and responsibilities partners will have—or how those roles/responsibilities will be determined.
4. **Vision and Approach to Planning (20 points):** What are the overall vision and goal(s) for the proposed planning effort and how will it benefit low- and moderate-income people and/or small businesses (with revenues less than \$1 million)? Please describe the type(s) of equitable development solution(s) your organization expects to develop as part

of the action plan (for example, policy change, affordable housing development, small business lending, etc.), how those solutions align with your organization's programs and mission, and how they might fit into larger equitable development strategies underway in your neighborhood, town, city, or region. How will these activities ultimately make the target community more equitable? Will your plan focus on a particular population segment within the community? What challenges do you anticipate in the planning effort? What are the goals and objectives for the action plan? The goals and objectives should address the challenges/opportunities described in section 2. How do you anticipate that low- and moderate-income residents and/or small businesses will benefit?

Please provide a timeline for completing the action plan. Include major anticipated activities and milestones. The following describes when NALCAB anticipates providing data analysis and maps to inform the plans, and when draft and final versions of the action plans should be delivered.

- October-December 2018 for initial data and mapping support,
- March-April 2019 for the plan draft,
- July-September 2019 for the final plan.

Please propose a timeline that you think is feasible for your organization.

5. **Community Participation (15 points):** Please describe the mechanisms through which residents, workers, small businesses owners, community-based organizations, local policymakers, and other important stakeholders will be engaged and participate in the development of the action plan.
6. **Capacity Building and Sustainability (10 points):** Please respond to the following:
  - How will you use this grant to build your organization's capacity, and ensure the implementation and sustainability of the action plan? Please give specific examples. Examples include but are not limited to:
    - i. Recruiting and/or retaining staff
    - ii. Creating new, or strengthening existing, partnerships
    - iii. Increasing funding levels and diversity of funding sources to support programs and operations
  - What kinds of technical assistance does your organization need to achieve the capacity building and sustainability impacts listed above? Examples of the types of technical assistance that NALCAB can provide include:
    - i. Data collection, analysis, and mapping (see the [NALCAB Guide to Equitable Neighborhood Development](#) for examples)
    - ii. Developing community engagement strategies
    - iii. Guidance on engaging policymakers
    - iv. Identifying and prioritizing investments
    - v. Measuring impact and success
    - vi. Resource development
7. **Outcomes and Impact (20 points):** Please provide a description of how you will define and measure the impact of this grant in your target community, including how you expect the grant will help you create solutions to the problem(s) you have identified, what outputs and outcomes you will track to measure your impact, and how you will collect and verify data on outputs and outcomes. Examples of outcomes that your organization should be tracking for this grant are listed in the table below:

<b>Indicators: Outputs and Outcomes of Action Plan Development</b>
Community engagement in creating or revising an action plan
Number of engagement events (meetings, workshops, block-walking, etc.)
Number of persons participating in engagement events
Engagement with policymakers
Number of engagement events
Number of policymakers participating in engagement events
Partnerships developed or strengthened
Number of agreements with partners involved in plan creation and/or implementation
<b>Indicators: Outputs and Outcomes of Action Plan Implementation</b>
Affordable housing units in the development pipeline
Number of rental units affordable to households earning 0-30% Area Median Income (AMI), 30-50% AMI, 50-80% AMI, 80-120% AMI
Number of for-sale units affordable to households earning 0-30% AMI, 30-50% AMI, 50-80% AMI, 80-120% AMI
Policy change
Number of policy campaigns created
Number of policy proposals drafted and/or adopted by policymakers
Grant and investment capital leveraged
Dollar amount of funding raised and/or invested in alignment with action plan strategies

8. **Proposed Use of Funds (5 points):** Please provide a short narrative description of each line item in your proposed grant budget. Describe how these funds will fit into your overall program budget. List any other funding that will be used to leverage and support the project. In your budget, please include funds to pay for one staff member to attend the 2018 and 2019 NALCAB National Trainings.

## TIMELINE

June 18, 2018	RFP released
July 1, 2018	Deadline to submit questions about the RFP to <a href="mailto:grants@nalcab.org">grants@nalcab.org</a>
July 6, 2018	Responses to questions sent by NALCAB
<b>August 5, 2018</b>	<b>Deadline to submit proposal: August 5, 2018, by 11:59 PM PDT</b>
August 31, 2018	Applicants notified of grant awards
September 1, 2018	Grant period begins
September 2018	Introductory conference call with grant recipients
October 1-4, 2018	NALCAB National Training in San Antonio, TX (attendance required)
Oct-Dec 2018 (estimated)	NALCAB provides initial data analysis and mapping to grantees
March-April 2019 (estimated)	Drafts of action plans complete Expected release of JPMorgan Chase PRO Neighborhoods 2019 RFP
May 31, 2019	Midpoint grant report due
July-Sept 2019 (estimated)	Final action plans complete Grantees begin to implement action plans
October 2019 (estimated)	NALCAB National Training (attendance required)
February 29, 2020	Final grant report due Grant period ends
Ongoing	NALCAB technical assistance
Dates to be determined	NALCAB site visits to grantees (2) Webinars (4)

## SUBMISSION INSTRUCTIONS

Complete applications are due by August 5, 2018, at 11:59 PM PDT, and must be submitted online at the link below:

[Online Application Form](#)

If the link does not work, please copy-paste the following URL into your Internet browser:

<https://app.smartsheet.com/b/form/6ce4a2eed5494bf1827f7dd60b8524d6>



## Appendix A: Sample Project Budget

ORGANIZATION NAME: \_\_\_\_\_

PROJECT TITLE: \_\_\_\_\_

REVENUE	Committed Funds	Pending Funds
Grants/Contracts/Contributions		
Local Government Grants/Contracts		
State Government Grants/Contracts		
Federal Government Grants/Contracts		
Foundations		
Corporations		
Individual Donations		
Other (please specify):		
Earned Income:		
Specify source:		
In-Kind Support		
Other (please specify):		
<b>TOTAL REVENUE</b>		
EXPENSES	Amount Requested in this proposal	Total Project Expenses
Salaries and Wages		
Payroll Taxes/Benefits		
Overhead Expenses		
Consultants and Professional Fees		
Travel/Professional Development**		
Technology/Database system Improvements		
Rent		
Utilities		
Equipment		
Supplies		
Marketing		
Printing/Copying		
Other		
<b>TOTAL EXPENSES</b>		

\*\*Please include funds to pay for at least one staff member to attend both the 2018 and 2019 NALCAB National Trainings.

## Appendix B: Eligible Markets

In addition to the cities listed below, organizations may apply if their planning efforts focus in a rural community, defined as any non-Urbanized Area (UA) according to the U.S. Census Bureau. In general, areas with population smaller than 50,000 are classified as rural. You can use the USDA property eligibility tool (<http://eligibility.sc.egov.usda.gov/eligibility/>) to determine if your community qualifies as rural.

<b>STATE</b>	<b>CITY/REGION</b>
Arizona	Flagstaff
Arizona	Phoenix-Mesa-Scottsdale
Arizona	Prescott
Arizona	Sierra Vista-Douglas
Arizona	Tucson
Arizona	Yuma
California	Anaheim-Santa Ana-Irvine
California	Bakersfield
California	Chico
California	El Centro
California	Fresno
California	Hanford-Corcoran
California	Los Angeles-Long Beach-Glendale
California	Madera
California	Merced
California	Modesto
California	Napa
California	Oakland-Hayward-Berkeley
California	Oxnard-Thousand Oaks-Ventura
California	Redding
California	Riverside-San Bernardino-Ontario
California	Sacramento-Roseville-Arden-Arcade
California	Salinas
California	San Diego-Carlsbad
California	San Francisco-Redwood City-South San Francisco
California	San Jose-Sunnyvale-Santa Clara
California	San Luis Obispo-Paso Robles-Arroyo Grande
California	San Rafael
California	Santa Cruz-Watsonville
California	Santa Maria-Santa Barbara
California	Santa Rosa
California	Stockton-Lodi
California	Vallejo-Fairfield
California	Visalia-Porterville
California	Yuba City
Colorado	Boulder
Colorado	Colorado Springs
Colorado	Denver-Aurora-Lakewood
Colorado	Fort Collins
Colorado	Greeley
Connecticut	Bridgeport-Stamford-Norwalk
Connecticut	New Haven-Milford
Connecticut	Hartford
Delaware	Wilmington
District of Columbia	Washington
Florida	Cape Coral-Fort Myers
Florida	Deltona-Daytona Beach-Ormond Beach

Florida	Fort Lauderdale-Pompano Beach-Deerfield Beach
Florida	Jacksonville
Florida	Lakeland-Winter Haven
Florida	Miami-Miami Beach-Kendall
Florida	Naples-Immokalee-Marco Island
Florida	North Port-Sarasota-Bradenton
Florida	Orlando-Kissimmee-Sanford
Florida	Palm Bay-Melbourne-Titusville
Florida	Port St. Lucie
Florida	Punta Gorda
Florida	Sebastian-Vero Beach
Florida	Tampa-St. Petersburg-Clearwater
Florida	The Villages
Florida	West Palm Beach-Boca Raton-Delray Beach
Florida	Broward County
Georgia	Atlanta-Sandy Springs-Roswell
Georgia	Gainesville
Idaho	Boise City
Idaho	Coeur d'Alene
Idaho	Idaho Falls
Idaho	Pocatello
Illinois	Bloomington
Illinois	Champaign-Urbana
Illinois	Chicago-Naperville-Arlington Heights
Illinois	Davenport-Moline-Rock Island
Illinois	Elgin
Illinois	Lake County-Kenosha County
Illinois	Peoria
Illinois	Rockford
Illinois	Springfield
Indiana	Bloomington
Indiana	Elkhart-Goshen
Indiana	Fort Wayne
Indiana	Gary
Indiana	Indianapolis-Carmel-Anderson
Indiana	Lafayette-West Lafayette
Indiana	Louisville/Jefferson County
Indiana	Michigan City-La Porte
Indiana	Muncie
Indiana	South Bend-Mishawaka
Kansas	Kansas City
Kentucky	Bowling Green
Kentucky	Cincinnati
Kentucky	Elizabethtown-Fort Knox
Kentucky	Lexington-Fayette
Kentucky	Louisville/Jefferson County
Kentucky	Owensboro
Louisiana	Alexandria
Louisiana	Baton Rouge
Louisiana	Hammond
Louisiana	Houma-Thibodaux
Louisiana	Lafayette
Louisiana	Lake Charles
Louisiana	Monroe
Louisiana	New Orleans-Metairie

Louisiana	Shreveport-Bossier City
Massachusetts	Boston
Michigan	Ann Arbor
Michigan	Battle Creek
Michigan	Detroit-Dearborn-Livonia
Michigan	Flint
Michigan	Grand Rapids-Wyoming
Michigan	Kalamazoo-Portage
Michigan	Lansing-East Lansing
Michigan	Muskegon
Michigan	Niles-Benton Harbor
Michigan	Saginaw
Michigan	Warren-Troy-Farmington Hills
Minnesota	Minneapolis-St.Paul
Missouri	Springfield
Missouri	St. Louis
Nevada	Las Vegas-Henderson-Paradise
Nevada	Reno
New Hampshire	Rockingham County-Strafford County
New Jersey	Allentown-Bethlehem-Easton
New Jersey	New York-Jersey City-White Plains
New Jersey	Newark
New Jersey	Trenton
New York	Albany-Schenectady-Troy
New York	Binghamton
New York	Buffalo-Cheektowaga-Niagara Falls
New York	Dutchess County-Putnam County
New York	Kingston
New York	Nassau County-Suffolk County
New York	New York-Jersey City-White Plains
New York	Rochester
New York	Syracuse
North Carolina	Charlotte
Ohio	Akron
Ohio	Canton-Massillon
Ohio	Cincinnati
Ohio	Cleveland-Elyria
Ohio	Columbus
Ohio	Dayton
Ohio	Lima
Ohio	Mansfield
Ohio	Springfield
Ohio	Weirton-Steubenville
Ohio	Wheeling
Ohio	Youngstown-Warren-Boardman
Oklahoma	Oklahoma City
Oklahoma	Tulsa
Oregon	Albany
Oregon	Bend-Redmond
Oregon	Corvallis
Oregon	Eugene
Oregon	Grants Pass
Oregon	Medford
Oregon	Portland-Vancouver-Hillsboro
Oregon	Salem

Pennsylvania	Philadelphia
South Carolina	Greenville
Tennessee	Chattanooga
Tennessee	Memphis
Tennessee	Nashville
Texas	Abilene
Texas	Amarillo
Texas	Austin-Round Rock
Texas	Beaumont-Port Arthur
Texas	Brownsville-Harlingen
Texas	College Station-Bryan
Texas	Dallas-Plano-Irving
Texas	El Paso
Texas	Fort Worth-Arlington
Texas	Houston-The Woodlands-Sugar Land
Texas	Killeen-Temple
Texas	Laredo
Texas	Longview
Texas	McAllen-Edinburg-Mission
Texas	Midland
Texas	Odessa
Texas	San Antonio-New Braunfels
Texas	Sherman-Denison
Texas	Tyler
Texas	Waco
Texas	Wichita Falls
Utah	Logan
Utah	Ogden-Clearfield
Utah	Provo-Orem
Utah	Salt Lake City
Utah	St. George
Washington	Bellingham
Washington	Bremerton-Silverdale
Washington	Kennewick-Richland
Washington	Longview
Washington	Mount Vernon-Anacortes
Washington	Olympia-Tumwater
Washington	Portland-Vancouver-Hillsboro
Washington	Seattle-Bellevue-Everett
Washington	Spokane-Spokane Valley
Washington	Tacoma-Lakewood
Washington	Walla Walla
Washington	Wenatchee
Washington	Yakima
West Virginia	Beckley
West Virginia	Charleston
West Virginia	Huntington-Ashland
West Virginia	Wheeling
Wisconsin	Appleton
Wisconsin	Fond du Lac
Wisconsin	Green Bay
Wisconsin	Janesville-Beloit
Wisconsin	Lake County-Kenosha County
Wisconsin	Madison
Wisconsin	Milwaukee-Waukesha-West Allis

Wisconsin	Oshkosh-Neenah
Wisconsin	Racine