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6/30/2017

**Inclusive Communities Toolkit**

**Product Design and Development**

**Request for Proposals**

This RFP is for design and development services for an educational toolkit intended to help local advocates and policymakers understand local housing policies available to achieve lasting affordability and inclusive—economically and racially diverse—communities.

**Responses Due:** 7/15/2017

**Send any questions** on the RFP to:

Zach Murray

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**Send proposals to:**

Stephanie Reyes

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**Project Overview:**

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The Inclusive Communities Toolkit is a tool developed by Grounded Solutions Network (GroundedSolutions.org) to help advocates, policymakers, and other local policy stakeholders understand the suite of policies available to help communities strategize to address exclusionary development trends and to promote greater affordable housing development and preservation.

The current toolkit (snapshot of page 1 pictured below) is an eight-page print document, structured around three policy types: 1) Tenant and Homeowner Protections, Housing Stock Preservation; 2) Policies to Improve Housing Choice, Mobility, and Opportunity; and 3) Policies that use the Market to Increase Affordability. Each policy type includes common questions that help



communities/users identify goals to maintain inclusion and the corresponding policy mechanisms to help achieve their goals. The corresponding policies are described using broad goals, followed by specific policies to support the goals and a brief description of the policies.



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**Inclusive Communities Policy Strategies**

*Housing prices across the country, already unaffordable for many working families, are on the rise. How can we preserve community stability and help residents of modest means prosper?*

Type 1: Tenant & Homeowner Protections; Housing Stock Preservation		
How do we keep existing renters in their homes?		
<b>Tenant Protections</b>	Just Cause Eviction Protection	Regulations that require owners to have just cause to evict tenants, protecting against no-cause eviction and retaliation for asserting tenant rights. <ul style="list-style-type: none"> <li>• Eviction allowed for material breach of rental agreement (e.g. nonpayment of rent)</li> </ul>
	Price/Rent Control	Regulations that cap the rate at which owners can increase rental prices over a period of time, protecting tenants from de facto eviction. <ul style="list-style-type: none"> <li>• Can be annual or multi-year percentage cap</li> </ul>
<b>Tenant Opportunity to Purchase</b>	Right of First Refusal	Requirement giving tenants the right to purchase rental unit before the owner puts it on the market, or to match the offer of a potential buyer. <ul style="list-style-type: none"> <li>• Can apply to individual units in condo conversions or entire multi-family buildings</li> </ul>
	Cooperative Ownership	When a building's residents become shareholders in a corporation owning the building they live in. <ul style="list-style-type: none"> <li>• Used to convert multi-family rental housing to resident-controlled home ownership</li> </ul>

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In 2016, Grounded Solutions released the first edition of the Inclusive Communities Toolkit. The toolkit was well received and used mainly as a facilitation tool for our annual conference. Grounded Solutions also uses the tool as an introductory resource and training tool to help affordable housing advocates and policymakers understand the menu of policy options available to promote inclusive communities. In addition to using it in our own work, we have trained several dozen users to use the tool independently.

The existing tool was built in-house by Grounded Solutions staff and compiles many of the goals and policies that we promote in several of our technical assistance engagements to local governments nationwide. Our staff managed to develop a fairly straight-forward and inexpensive tool that helps users immediately grasp best practices and possible local solutions but it has some significant limitations, including:



- The toolkit matrix is text heavy and does not include visualizations and infographics for greater accessibility
- The policies in the toolkit are not contextualized by market type or policy prerequisites (how different policies interact with one another)
- Users are not connected to more resources, case studies, and technical assistance
- It is print based and not yet available for online/mobile device use

### **Desired Features:**

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We want to rebuild the toolkit as a visually appealing print and web platform-friendly resource. We largely want the new version to mirror the functionality and premise of the current toolkit but we hope to add or improve a number of key features.

- Infographic visualizations of the policies available to choose
- A layout that emphasizes the interaction of various policy options, addresses how they can be applied in different ways under different market conditions
- Connections to other toolkits, resources, links, etc.
- Online web-friendly or web-based platform (in addition to print version)

At the present time, we are seeking a consultant to assist with design and development of a revised version of the print Toolkit to be completed by September 30, 2017. Development of an online platform will follow in late 2017/early 2018. We would prefer to contract with the same company for development of the online platform. However, selection of a contractor for the print Toolkit does not constitute a commitment on behalf of Grounded Solutions Network for an additional contract for the online platform.

### **Target Audiences / Use Cases:**

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**National nonprofits:** Grounded Solutions Network or another national network with local affiliates (e.g. Right to the City) convenes a cohort of local government staff or affordable housing advocates and uses the Toolkit to support training and hands-on exercises in service of learning about best practices in building inclusive communities.

**Local organizing groups:** A local group, like the Baltimore Housing Roundtable or a faith-based organizing group, is hearing concerns about housing affordability from their members. The group knows specifically what the housing problems are in their community and uses the Toolkit to learn what policy solutions are available and best-suited to address those specific problems. They then approach their local elected officials with the set of policy proposals they identify.



**Local elected officials:** A local City Council member is hearing concerns about housing affordability from her constituents. She would like to propose an initiative to holistically address housing affordability in her community but before approaching her colleagues on the Council, she wants to know that there are practical, implementable solutions available to address community concerns. She uses the Toolkit to get a high-level sense of what policy options her City has for addressing the specific housing concerns in her community. She has also heard that some policies that can be used to improve affordability might not work well given the state of the housing market in her community, and she is reassured to see that the Toolkit addresses these concerns. The Toolkit gives her the confidence to propose a housing affordability initiative to her colleagues on the Council.

**Local government staff:** Staff in a City's Housing, Planning, or Community Development department have been tasked with developing a housing affordability strategy. One piece of this work is to convene a local Housing Task Force of diverse stakeholders including housing developers and local social justice advocates. Staff uses the Toolkit to walk the Housing Task Force through discussions about which housing issues are arising in the community, which policy tools are best-suited to addressing those problems, and how to effectively tailor those tools to the local housing market without unintended consequences or impacts on market-rate development.

**Anticipated Scope of Work (print Toolkit only):** \_\_\_\_\_

**User Experience**

- Interview key staff, members, and allies of Grounded Solutions to identify goals for improved design

**Graphic Design and Product Development**

- Develop a mockup of the design of the revised Toolkit (print version)
- Present design options to client and refine approach based on client feedback
- Complete design and layout for print version of Toolkit with iterative feedback from client

**Timeframe:** \_\_\_\_\_

**Responses Due:** 7/15/2017

**Winner Selected & Contacted:** 7/25/2017

**Project Kick-off:** 8/1/2017

**Print Toolkit Complete:** 9/30/2017



## **Project Requirements:**

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Please include the following in your proposal response:

- An overview of your company
- A description of your experience developing interactive resources/toolkits for both print and online platforms
- A description of the project life cycle methodologies with which you are familiar and a summary of your experience with that methodology (i.e. waterfall, agile, iterative, etc.).
- A description of your experience with project management. How do you ordinarily scope, estimate, assign resources and measure progress to plan?
- A description of any experience working with nonprofit clients or with clients with limited technical experience
- A description of any experience working in the field of housing and community development issues
- A description of how you will meet our specific project objectives for the print Toolkit only
- A proposed project timeline and budget for the print Toolkit only
- Recent design & development examples, including both print and online examples
- A minimum of three (3) references including the names of persons who may be contacted, position of person, address and phone numbers where similar products or services similar in scope to the requirements of this RFP have been provided
- A selection of resumes or bios for the staff or subcontractors you would anticipate assigning to this project

Thank you for your interest in responding to this RFP. We look forward to your response.

If you have any questions, please contact Zach Murray [zmurray@groundedsolutions.org](mailto:zmurray@groundedsolutions.org) or Stephanie Reyes [sreyes@groundedsolutions.org](mailto:sreyes@groundedsolutions.org)