



Request for Proposals

Community Mobility Design Challenge 2019

Information and Application Package

A vibrant community is one where all residents are empowered to pursue economic, health, and social well being. The [National Center for Mobility Management](#) (NCMM) recognizes the vital role transportation plays in all activities that support resident empowerment across the board. Yet often community transportation systems lack the resources and/or strategies to provide the level of mobility to residents that they would like to.

NCMM's [Community Mobility Design Challenge 2019 grants](#), with funding from the Federal Transit Administration, will support communities seeking innovative ways to address the particular mobility challenges experienced by low-income community members for whom a lack of transportation is an obstacle to the pursuit of economic, health, and social well being.

Applicants can view videos describing the work of former Design Challenge grantees at [nc4mm.org/challenge-2015](#) and [nc4mm.org/challenge-2017](#).

I. Overview of the NCMM Community Mobility Design Challenge 2019

Applications for this opportunity are due August 1, 2019.

A. Goals

The goals of the NCMM Community Mobility Design Challenge 2019 are to

- Support *low-income residents* and their communities in creating mobility solutions that improve access in each of the three focus areas identified below
- Support the development of cross-sector partnerships that work together on transportation solutions for their community
- Prepare communities to apply for opportunities for funding the implementation of community transportation solutions, such as federal transit funding, as well as other types of federal, state and local funding for which the designed projects may be eligible.

Through this opportunity, NCMM staff will facilitate community teams in developing a plan to take promising mobility solutions from the concept stage to being ready for implementation. Once the work of this Design Challenge 2019 is completed, teams will have a concept for a solution that they are ready to launch with a high level of confidence in its effectiveness. As the funding through this program is for design and planning purposes, teams are expected to seek

implementation funds from other sources, but should be well positioned to do so after completing the Design Challenge 2019.

B. Community Mobility Challenge Focus Areas

Each team will indicate in its application which of the three focus areas listed below it will focus on; note that these focus areas are intentionally broad to allow communities to match this project with one of their top priorities.

1. How can the transportation community become part of solutions that enable low-income residents to become more fully engaged in ***economic opportunities*** in their community (e.g., jobs, training, education, financial services, entrepreneurship, access to rural economic development opportunities)?
2. How can the transportation community become part of efforts to ***improve the health and well-being*** of low-income residents in their community (e.g., health care, behavioral health, food security, active living)?
3. How can the transportation community become part of solutions to empower low-income residents to ***become integrated into their community*** (e.g., ability to live and travel in safe environments; access to community activities that promote well being, such as social- and faith-based destinations)?

C. Defining the Target Group and Community

Each team will define a target group for its project. Applicants will choose a specific population of low-income community members, and demonstrate how that population is defined as low-income. Applicants can refer to federal poverty guidelines, more locally specific guidelines, and/or other relevant measures of low-income status.

Applicants will also define the “community” they will be addressing. “Community” may include, but not be limited to, a formal or informally defined region, tribal nation, multi-county region, single county, city/town, neighborhood, or corridor. Note that the chosen community should present a manageable scope for the project; applicants should take into consideration the feasibility of gathering representative primary data (interviews, observations) and defining how their solution would have a measurable impact in that community; for very large geographic areas, this may be more difficult.

II. Details about the NCMM Community Mobility Design Challenge 2019

A. Eligible Applicant Communities

Six communities will be competitively chosen to receive funding through the Design Challenge 2019. Eligible applicants are designated or direct recipients for funds under 49 U.S.C. 5307, 5310, or 5311, or an eligible subrecipient of these funds. Eligible subrecipients under FTA programs include state or local government authorities, nonprofit organizations, and operators of public transportation. The applicant must have the capacity to successfully execute the project, and its partners should have the capacity to execute their roles successfully. The

applicant should have no outstanding legal, technical, or financial issues that would make this a high-risk project.

B. Community Team Composition

Each team must consist of a multi-sector partnership, with membership drawn from organizations most relevant to the mobility challenge the team will address. In addition, the team must include at least one customer from the target group and at least one nonprofit or public transportation provider. (Review the Team Application for more information about team composition.)

Each team must have an identified team leader who will convene the team and maintain the team's momentum during the duration of the project, as well as serve as the main point of contact with NCMM staff. The team lead will be a staff member of the applicant organization. Having a co-lead from another partner organization is also encouraged.

C. The Approach to be Taken

For the Design Challenge 2019, the teams will use several activities and tools from the [design thinking](#) approach to prepare a sustainable, customer-responsive solution. Design thinking is a human-centered, team-based approach to addressing challenges. Design thinking activities are grounded in an exploration of a problem from multiple customers' perspectives; for the purposes of the Design Challenge 2019, customers will include the chosen group of low-income community members, and may also include their family members, caregivers, case managers, involved community organizations and funders, as well as other stakeholders that either are impacted by or that can impact the target low-income cohort.

Design thinking values consideration of a wide range of innovative solutions, as well as testing and iterating those solutions. Design thinking can be divided into these phases:

- Phase 1: Examining the question and planning the research
- Phase 2: Conducting the research (part 1) and uncovering insights (part 2)
- Phase 3: Generating ideas and concepts for solutions
- Phase 4: Testing assumptions about the concepts
- Phase 5: Preparing a limited launch of the chosen concept

Teams will receive training, facilitation, and direct technical assistance throughout the project for the effective use of the design thinking approach. Applicants are encouraged to learn more about design thinking through the National Center for Mobility Management's free on-line ["Creating Innovative Transportation Solutions"](#) course (nc4mm.org/e-learning). NCMM highly recommends using the e-learning course as a guide for conducting pre-application work.

D. Pre-Application Activities

Before submitting an application, team members will complete the following activities:

1. Team lead(s) will develop a broad-based coalition to address the chosen mobility challenge.

Team lead(s) (and preferably other team members) will participate in a pre-application webinar to be conducted by NCMM June 27, 2019, at 2:00 p.m., using the Zoom videoconferencing application (can be downloaded for free at [zoom.com](https://zoom.us))

- 1) Meet in Zoom room 459-239-7395, where you can view the slides; or
- 2) Use one of these phone numbers to call in (won't be able to view slides):
669 900 6833 or 929 436 2866
Meeting ID: 459 239 7395

The webinar will include former Design Challenge team members who will describe their experience.

2. Team members are encouraged, but not required, to complete at least Modules 1 and 2 of the "Creating Innovative Transportation Solutions" course (nc4mm.org/e-learning) for an introduction to design thinking. There is no charge for the course.
3. Teams will create a one-sentence description of the challenge the team is trying to solve and identify primary research needed (e.g., interviews, observations, other original research) to gain a deep understanding of the experience of the target group and those organizations that serve them. This primary research will be supplemented by secondary research (e.g., Census data, other existing data sources) the team has gathered. (These activities are part of Design Thinking, Phase 1)
4. Teams will conduct the primary research (see team application, below, with all team members participating; *cannot be research previously done for another project*). (These activities are part of Design Thinking, Phase 2, part 1)
5. In the application, teams will 1) provide baseline data defining how the lack of transportation impacts the target group within the context of the mobility challenge to be addressed (e.g., % of target group that is forced to leave a job because their transportation fell through; % of target group that is unable to attend mandatory behavioral health appointments because of a lack of sustainable transportation) and 2) indicate how they will gather data to measure the outcomes once the project has been launched (post Design Challenge 2019).
6. The team's baseline data and results of the team's pre-application research will be part of the application.
7. NCMM staff will be available to assist applicants through the pre-application process and to answer questions during the pre-application period. Responses to all questions will be posted on the NCMM website (nc4mm.org) for all to view. Teams that request this assistance will in no way be viewed differently from other applicants. Address requests for assistance or questions to Alex King, king@ctaa.org, 202-340-5284.

E. Post-Selection Activities

The following are key milestones in the teams' projects:

- Accepted teams are assigned an NCMM facilitator, who will conduct in-person activities (see next two bullet points, below) and host monthly phone calls with the team. NCMM will also host periodic webinars to introduce teams to the next phases of activities.
- The team's NCMM facilitator will conduct a one-day "sensemaking" session (in-person, at each team's location), in which the team explores the data it gathered, discuss insights from the research phase, and develop criteria that a solution must meet to be successful ("design criteria").
- The team's NCMM facilitator will conduct a one-day "idea generation" session (in-person, at each team's location; may or may not be done immediately after sensemaking session), culminating in the team's developing 2-3 concepts for solutions. The facilitator will also help the team plan how it will test their assumptions embedded in those concepts.
- Teams will engage additional community stakeholders in the design of concepts for solutions. Their participation will give each team confidence that its proposed concepts are responsive to the mobility challenge to be addressed.
- Teams will begin to vet each concept by identifying and testing the make-or-break assumptions it has about the concept in three areas: 1) customer desirability (i.e., whether customers will want to use the solution), 2) operational feasibility, and 3) financial viability.
- Based on findings in the assumption-testing phase, teams will modify their concepts for solutions and eventually narrow down to the most promising concept.
- Teams will develop and submit a business plan for implementing the concept, including a recommendation for the funding model that best promises sustainability.
- Teams will pitch their chosen concepts (in person or via webinar, to be determined).
- After completing the Design Challenge, teams will be ready to test their concept for a solution in a time- and/or geography-limited launch to learn where their concept still needs to be strengthened. Note that NCMM hopes to invite all Design Challenge teams to apply for implementation grants the following year.

All activities must be completed by **February 1, 2020**, with final invoices provided to NCMM by February 15, 2020.

F. Time commitment by team members

Teams should expect to make a significant time contribution to this project. The payoff is that the teams will emerge with a concept for a solution to their identified challenge that has a high potential for success. The following is an estimate of the time commitment:

- Phase 1: Examining the question and planning the research (pre-application; 5 hours to attend pre-application webinar, gather team, choose focus area, plan research) – **5 hours**
- Phase 2: Conducting the research [part 1] and uncovering insights [part 2] (part 1, pre-application: up to 20 hours across all team members to conduct 10-12 interviews, develop application; part 2: 7-hour on-site workshop) – **27 hours**
- Phase 3: Generating ideas and concepts for solutions (7 hour on-site workshop) – **7 hours**

- Phase 4: Testing assumptions about the concepts for solutions) – **20 hours across all team members**
- Phase 5: Preparing a business plan and business pitch for the concept – **20 hours across all team members**

With its application, the team will designate **three choices of dates** (1st, 2nd, and 3rd preferences) for both the Sensemaking (Phase 2, part 2) and Idea Generation (Phase 3) on-site workshops. Those dates must fall between September 9 and November 15, 2019. Teams can choose to have these dates during different weeks (e.g., Sept. 10 and Oct. 15) or within a consecutive three-day period (e.g., Oct. 7-9, with Sensemaking workshop on Oct. 7, NCMM staff work day to process sensemaking on Oct. 8, and Oct. 9 for Idea Generation workshop).

III. NCMM Funding for Successful Applicants

Each of the six chosen teams will receive up to \$25,000, to be paid to the lead applicant. The funds can be used in conjunction with any of the design-thinking activities (e.g., team expenses, creating prototypes, expenses necessary to test assumptions about what will and won't work with the concepts). These expenses may include the following:

- Team member travel for participatory design/co-design sessions and additional research with individuals, stakeholder meetings, and other post-application data-gathering activities
- Personnel costs related to project activities
- Expenses related to convening the team and/or larger groups of partners
- Development of prototypes, or low-cost visual representations of concepts, to share with partners and customers. This activity may include the cost of consultants and vendors. The funds cannot be used for marketing purposes.
- Production of a final report on the outcomes of their work

Note that the funds cannot be used to fund a consultant to fully implement the work of the Design Challenge project; there is no substitute for the knowledge, experience, and mutual support team members receive when they work together to solve issues of mutual importance. Consultants can be used for activities such as facilitating the group's work, conducting secondary research, and creating visual prototypes of potential concepts.

IV. Grantee Reporting Requirements and Performance Measurement

Applicants must commit to implementing, tracking, and reporting on their learning about their proposed concepts and progress in meeting overall performance measures.

1. **Monthly activities.** Teams will participate in monthly phone calls with their NCMM facilitator, as well as participate in periodic webinars hosted by NCMM.
2. **Written reports.** Teams will complete a short report to accompany their monthly reimbursement requests. Templates will be provided.

3. **Business plan.** Teams will complete a business plan for their concept for a solution, which will help them as they seek sustainable funding for the project. A template will be provided.
4. **Baseline measures.** The ultimate aim of these projects is to improve outcomes for low-income community members. In the application, teams will 1) provide baseline data defining how the lack of transportation impacts the target group and 2) indicate how they will gather data to measure the outcomes once the project has been launched (after the Design Challenge has been completed). With the business plan, each team will include expected outcomes for its solution once it is launched, tied to improvements in baseline data.

V. Key Dates

June 20	Request for proposals (RFP) announced
June 27	Webinar for potential applicants (2:00 p.m. Eastern time); 1) Meet in Zoom room 459-239-7395, where you can view the slides; or 2) use one of these phone numbers to call in (won't be able to view slides): 669-900-6833 or 929-436-2866, Meeting ID: 459 239 7395
August 1	Applications due by 9:00 pm Eastern time
August 15	Successful applicants notified
August 22	Kick-off webinar for all selected participants
September 9- November 15	On-site workshops take place
Feb 1, 2020	Projects completed

VI. Application Screening and Review Process

1. **Screening.** All applications received will be screened to determine that the minimum requirements noted in the application have been met. Only those applications that meet the minimum requirements will be forwarded for review.
2. **Review committee.** NCMM will use outside reviewers with relevant expertise to rate applications according to the criteria noted below.
3. **Review Process.** Awards will be made through a competitive review process to qualified applicants. A review committee will evaluate the proposals based on the evaluation criteria specified below. NCMM will choose those projects receiving the highest recommendations by its review committee. It looks to fund at least one project in each of the three focus areas, and also strives to ensure geographic diversity among the grantees. FTA will make the final selection of successful applicants for this Design Challenge opportunity.

VII. Application Evaluation Criteria

A. Initial screening criteria

- Complete application must be received by email by the deadline.
- Total grant funds requested cannot exceed \$25,000.
- An eligible applicant must submit the application in a single pdf document.
- The application must include all the required elements, as noted below.
- The application must include all required team members as listed in Section B of the team application.
- All team members must indicate they are willing and able to participate in **all** activities.

B. Application scoring

Applications that meet minimum requirements will be sent to the review committee. Applications will be rated by the committee on the basis of highly recommended (HR), recommended (R), and not recommended (NR) in the following areas:

- 1. Team composition/partner participation.** The team members represent the key partners related to the mobility challenge to be addressed, and include at least one customer from the target group and at least one nonprofit or public transportation provider.
- 2. Understanding of the mobility challenge to be addressed and the target population.** The team's understanding will be demonstrated through the following components of the application:
 - a. The application narrative demonstrates that the team has a solid understanding of the mobility challenge to be addressed and the target population.
 - b. The pre-application activities, as described in the application narrative, demonstrate that the team has engaged in primary research to the extent necessary to inform the team about the mobility challenge to be addressed.
 - c. The pre-application activities, as described in the application narrative, demonstrate that the team engaged in secondary research to the extent necessary to inform the team about the mobility challenge to be addressed.
- 3. Scope of the Project and Target Outcomes**
 - a. The proposed scope of the project (e.g., target population, potential impact), as described in the application narrative, will address a significant mobility challenge in terms of the total numbers or percentage of the target population that would be impacted by the implementation of the project.
 - b. The team gives clear indications of baseline conditions and how it will measure outcomes.
- 4. Commitment of Core Team Members**
 - a. Each individual team member indicates a commitment to solving this chosen mobility challenge and states that he/she understands the time commitment.
 - b. Each individual team member articulates a role for themselves (e.g., bringing their network to the table, offering unique skills and experiences) in participating with this project.
- 5. Organizational Capacity.** The applicant provides evidence of the lead organization's capacity to undertake this project and complete all required deliverables within the grant period.
- 6. Budget.**
 - a. In applicant's budget, the projected costs and rationale for those costs are clearly explained.
 - b. Projected budget is reasonable for the proposed scope of activities.

The review committee will make its recommendations based on the following guidelines:

- Applications rated as highly recommended (HR) will be those that receive “HR” in at least these categories:
 - 1: Team composition/partner participation
 - 2a-c: Understanding of mobility challenge to be addressed and target population
 - 3a: Scope of the Project and Target Outcomes
 - 4a: Commitment of Core Team Membersand receive no “NR” ratings.
- Applications rated as recommended (R) will be those that receive “R” in at least these categories:
 - 1: Team composition/partner participation
 - 2a-c: Understanding of mobility challenge to be addressed and target population
 - 3a: Scope of the Project and Target Outcomes
 - 4a: Commitment of Core Team Membersand receive no more than one “NR” rating.
- Applications rated as not recommended (NR) will be those that receive “NR” in 2 or more categories, or receive an “NR” rating in any of these categories:
 - 1: Team composition/partner participation
 - 2a-c: Understanding of mobility challenge to be addressed and target population
 - 3a: Scope of the Project and Target Outcomes
 - 4a: Commitment of Core Team Members

For more information, contact Alex King, king@ctaa.org, 202-340-5284.

Application Instructions

A. General Instructions

Deadline for receipt of application. August 1, 2019, 9:00 p.m. Eastern time. Six communities will be chosen.

Directions for submitting application. Email a single Word or pdf file, incorporating all application documents, to Alex King, king@ctaa.org, with a copy to Amy Conrick, Director, National Center for Mobility Management, at conrick@ctaa.org. Only e-mailed applications will be accepted.

1. **Minimum requirements.** ALL of the requirements listed below must be met in order for an application to be forwarded to the review committee for consideration:
 - Complete application must be received by email by the deadline.
 - Total grant funds requested cannot exceed \$25,000.
 - An eligible applicant must submit the application
 - The application must include all required team members as listed the team application.
 - All team members must indicate they are willing and able to participate in **all** activities.

B. Eligible Applicants and Team Composition

1. **Eligible applicants.** Eligible applicants are designated or direct recipients for FTA funds under 49 U.S.C. 5307, 5310 or 5311, or an eligible subrecipient of these funds. *Applicants should explicitly state how they are an eligible applicant.* Eligible subrecipients under FTA programs include state or local government authorities, nonprofit organizations, and operators of public transportation. The applicant must have the capacity to successfully execute the project, and its partners should have the capacity to execute their roles successfully. The applicant should have no outstanding legal, technical, or financial issues that would make this a high-risk project.
2. **Team leads.** Each team must have an identified team leader who will convene the team and maintain the team's momentum during the duration of the project, as well as serve as the main point of contact to coordinate with NCMM staff. The team lead will be a staff member of the applicant organization. Having a co-lead from another partner organization is also encouraged.
3. **Team membership.** Each team should have a minimum of five and a maximum of ten members. At least five of those members, including the team lead, should be drawn from the following sectors and should be clearly defined as such:
 - a. One or more customers from the target group (or people representing the customer perspective)
 - b. Two or more mobility professionals (e.g., public or private transportation provider [of bus, van, vanpool, carpool, taxi, bike-sharing services], transportation

management association, volunteer transportation program, rideshare coordinator, mobility manager, transportation planner

- c. Two or more members drawn from a community-based organization relevant to the mobility challenge to be addressed. For example, applicants proposing to improve mobility access for individuals seeking education must include a representative from a local education facility or organization; likewise, applicants proposing to improve mobility access to food security must include a representative from a food access program.

Additional team members may be drawn from the following:

- Case management services (e.g., social worker, care coordinator, community health worker, education advisor)
- Local advocates
- Local elected or public agency officials
- City or county departments
- Technology sector
- Others who would round out team experience, networks, and skills

C. Elements of the Application Package

The application package includes three sections:

1. Grant application proposal narrative
2. Grant budget form and narrative
3. Transmittal and commitment letter

1. Proposal narrative

Team and team member information. Applicants who wish to have their proposal considered must follow the exact outline below and include all elements in the outline.

- a. Title. Proposed project title
- b. Community. Name of community represented by the team (e.g., northwest Florida, Johnson City)
- c. Chosen focus area. Please state your team's focus area for this project, taken from the list below. (*Note: If teams are interested in applying for more than one focus area, they may submit an additional application. However, each selected applicant will be funded to respond to only one focus area.*)
 1. How can the transportation community become part of solutions that enable low-income residents to become more fully engaged in **economic opportunities** in their community (e.g., jobs, training, education, financial services, entrepreneurship, access to rural economic development opportunities)?
 2. How can the transportation community become part of efforts to **improve the health and well-being** of low-income residents in their community (e.g., health care, behavioral health, food security, active living)?

3. How can the transportation community become part of solutions to empower low-income residents to ***become integrated into their community*** (e.g., access to safe neighborhoods; access to community activities that promote well being, such as social- and faith-based destinations)?
- d. Funds requested. Total amount of NCMM project funds requested (maximum \$25,000). No local match dollars or in-kind contributions are required apart from the team members' time, effort, and commitment to the project.
 - e. Lead organization. The official legal name, address, and telephone number of the organization that is submitting the application and would be contracting with the Community Transportation Association of America on behalf of the NCMM.
 - f. Person submitting the application. Name of the person legally authorized to submit the application, answer questions about the application, and negotiate for and contractually bind the organization. Must be employed by or affiliated with the lead organization. Include address, phone, and email.
 - g. Community description (150 words or less). Brief description of the geographic area that will constitute the "community" for the project, including the geographic characteristics of the area, such as urban, rural, suburban, tribal, and frontier. *Note*: "Community" may include, but not be limited to, a formal or informally defined region, tribal nation, multi-county region, single county, city/town, neighborhood, or corridor. The chosen community should present a *manageable scope* for the project; applicants should take into consideration the feasibility of gathering representative primary data (interviews, observations) and defining how their solution would have a measurable impact in that community; for very large geographic areas, this may be more difficult.
 - h. Target group description (150 words or less). For their target group, applicants will choose a specific cohort of "low-income" community members, and specify how "low-income" is being defined. Applicants can refer to federal poverty guidelines, more locally developed guidelines, and/or other relevant measures of low-income status. As applicable, include information about age, disability, ethnicity, income, and prevalent medical needs, among other characteristics. Applicants are encouraged to be as specific as possible in defining their target population, and ensure that the proposed baseline and outcome measures align with the target group.
 - i. Team member information. Please list team lead[s] first and designate them as such. For each team member, please include the following information:
 - 1) Name
 - 2) Title and organization
 - 3) City/State
 - 4) Telephone
 - 5) Email
 - 6) A statement indicating the member is committed to working with the team on its chosen mobility challenge for the ***entire*** planning grant process and participate in

all activities, including team meetings, webinars, and the two one-day workshops on dates proposed by the team

- 7) A brief statement (no more than 150 words each) from each team member that i) explains why the member wants to participate in the project; ii) describes the team member's expertise, experience, and/or insights related to the team's chosen community mobility challenge the member will bring to the team; iii) identifies the personal and professional strengths the member will bring to the team's project. This statement should be written by each individual. *Statements that have been clearly duplicated and simply signed by team members will not be accepted.*
- j. Results of primary research (750 words or less). Before submitting its application, proposing teams will plan and implement research related to the mobility challenge to be addressed by engaging with "customers" who have direct experience with the challenge. Examples of customer types could be end users, caregivers, community-based organizations, transportation providers, and funders. This research involves conducting at least 10–12 one-on-one interviews (total across the team) and/or observations with individuals in your community to learn about how they are affected by the mobility challenge, what their current workarounds are, and how they would address the problem, among other input. Teams are encouraged to use design thinking interviewing and research techniques to deeply understand different types of customers affected by community mobility barriers. These interviewing and research techniques will be discussed during the pre-application webinar on June 27, 2019 at 2:00 pm.

Note that surveys and focus groups are not as effective for gathering the type of primary qualitative data used in the design thinking process. Also, data from prior projects, if used, must be supplemented with primary research gathered during the application phase.

In this section, the applicant will describe the knowledge the team members have gained through these conversations and observations by answering the following questions.

- Who conducted the research?
 - What customers/potential customers did they meet with and/or observe, and what did they learn about those customers' mobility needs, goals, and wants? What surprises or "aha" moments did they have about what would be most valuable for these customers?
 - What other stakeholders did the team members meet with and/or observe, and what did they learn about their mobility-related access needs, goals, and wants? What surprises or "aha" moments did they have about what would be most valuable for these stakeholders?
- k. Results of secondary research (400 words or less). Narrative describing results of secondary research. In this section, describe the major findings that team members

have gained through secondary research (from existing surveys, reports, studies, and other data sources).

- l. Baseline measures (50 words or less). The team should clearly state baseline data (the “before” picture: an accurate measurement of the current state of difficulties without or with insufficient transportation access) and how they will gather data to measure the outcomes once the project has been launched (the “after” picture).
- m. On-site workshop dates. The team will designate three choices of dates (1st, 2nd, and 3rd preferences) for both the Sensemaking and Idea Generation on-site workshops. Those dates must fall between September 9 and November 15, 2019. Teams can choose to have these dates during different weeks (e.g., Sept. 10 and Oct. 15) or within a consecutive three-day period (e.g., Oct. 7-9, with Sensemaking workshop on Oct. 7, NCMM staff work day to process sensemaking on Oct. 8, and Oct. 9 for Idea Generation workshop).

2. Budget and Narrative

- a. Grant budget form. An overall project budget should be provided that gives, at a minimum, the breakdown of proposed expenses. Each budget item proposed must be described in an accompanying budget narrative. All applicants must use the format in the chart below. (Note: not all applicants will have expenses in each line item; simply enter a zero in items that will not be used.) All contracts entered into as a result of this solicitation will be required to comply with all standard federal accounting requirements.

Item	Grant Funds	In-kind Funds (optional)	Total Project Funds
1. Direct labor salaries or wages			
2. Fringe benefits			
3. Travel			
4. Contracted/consultant services			
5. Meeting costs			
6. Other direct costs			
7. Indirect costs			
8. Materials and supplies			
9. Miscellaneous (specify)			

10. TOTAL GRANT BUDGET (requested funds not to exceed \$25,000)			
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b. Grant budget narrative. Provide justification for each of the budget categories above. Please note the following:

- Consultant services may include artistic/graphic illustration, prototype design, and secondary research.
- Other direct costs may include local travel, teleconference, telephone/fax, printing, office space, among other costs.
- Indirect costs. Please provide documentation regarding the indirect rate.
- If optional in-kind support will be provided by the applicant organization (e.g., supplementing project staff salaries) and/or key partners, please provide details on this type of support. In-kind support may include providing staff support, free meeting space, meeting refreshments, postage, etc. In-kind support is encouraged but not required.
- Grant funds are provided to support planning and development activities. Direct services may not be supported with grant funds. In addition, vehicles or equipment of any kind may not be purchased; however, leasing vehicles and equipment for the purposes of testing a service solution in the marketplace may be paid for with grant funds. Leasing permitted with prior approval only.

3. Transmittal and Commitment Letter

Please submit a one-page letter with your application on behalf of the lead organization, signed by an official or officer who is legally authorized to answer questions about the application, as well as negotiate for and contractually bind the organization. The purpose of this letter is to assure application reviewers that key staff will have adequate time to support the project and assure its success.

The letter should briefly describe the applicant's organizational staffing plan for the project, including the name and title of the person who will have overall day-to-day responsibility for the project and for coordination and contact with the NCMM. The letter should also convey the organization's commitment to collecting and reporting data on the performance measures noted in the General Information section, and the person who will be responsible for the data collection and regular reporting. The letter must also state that the application is valid as submitted for a period of up to 180 days from the submittal due date.

The National Center for Mobility Management (NCMM) is a national technical assistance center created to facilitate communities in adopting mobility management strategies. The NCMM is funded through a cooperative agreement with the Federal Transit Administration, and is operated through a consortium of three national organizations—the American Public Transportation Association, the Community Transportation Association of America, and the Easter Seals. Learn more at: www.nationalcenterformobilitymanagement.org or www.nc4mm.org.