

Overview: *AdvancingCities*

Many of the world's cities are experiencing population growth and regeneration, however, the benefits of global prosperity are not reaching everyone. Inequality is on the rise, threatening to stymie economic growth and fostering political unrest. These issues are undoubtedly complex and reversing these trends will require collaborative leadership from the private, public, and nonprofit sectors. To this end, JPMorgan Chase & Co. (JPMC) is launching *AdvancingCities*, a \$500 million, five-year initiative to advance lasting solutions that will lead to more people connected to jobs with a career pathway and living with financial security, more small business owners growing and hiring, and economically vibrant neighborhoods.

Every city has a set of systems that connect people to economic opportunity, but not everyone has the same access to those systems, not all of those systems are integrated and working together, and other systems are struggling to keep up with rapid changes in our economy. Over the last five years, JPMC has made substantial investments in four systems that drive opportunity at the local and regional level—workforce training, small business ecosystems, financial health, and neighborhood development. We have focused on strengthening these systems for maximum impact by 1) targeting solutions to promote equity for underserved communities, businesses, and individuals; 2) identifying innovation and replicating the most promising solutions; and 3) strengthening nonprofit organizations so they are able to rise to the challenges facing their communities.

AdvancingCities will build upon this work by channeling our most valuable resources—data, talent and expertise of our employees, global platform—in key cities with demonstrated ability to collaborate across sectors, address tough issues head on, and implement complex solutions.

JPMC is issuing an inaugural *AdvancingCities* Challenge Request for Proposals (RFP) from cities that share our commitment to promoting inclusive growth through collaboration. Winners will be announced in April 2019.

AdvancingCities Challenge

Efforts to promote inclusive growth tend to exist in silos – even when local stakeholders aim to build cross-sector solutions. Many face significant challenges as they try to move beyond well-coordinated, individual programs to aligning local systems, stakeholders, and resources so that a city or region's efforts are mutually reinforcing. Given the complexity of the challenges facing cities and communities, effective solutions must include comprehensive, cross-sector and multi-stakeholder strategies.

We see the greatest opportunity to reduce inequality where city systems intersect, creating solutions that are as multidimensional as the challenges they seek to address. Across the country, civic leaders are breaking down barriers to economic mobility by aligning workforce and criminal justice systems and building affordable housing near good schools, health care services, and transportation options. Others are generating economic opportunity by reducing friction for small business owners to participate on major infrastructure projects, exploring how public sector and employers can help families improve financial health, and linking future economic and employment trends to today's job training efforts.

Moving from successful programmatic interventions to altering and aligning these “opportunity systems”

for maximum impact takes planning, coordination, resources, data, and the ongoing involvement of local civic leaders. The *AdvancingCities* Challenge will provide local leaders that have galvanized their communities around a vision and solutions to improve their economic trajectory with the resources needed to implement their plan.

The *AdvancingCities* Challenge aims to:

- **Accelerate the progress** of cities that have a shared understanding of the biggest challenges facing their communities;
- **Drive collaboration** between public, private, and nonprofit actors to advance big ideas that tackle persistent challenges to inclusive growth;
- **Surface innovative solutions** to address these persistent challenges, particularly those challenges that underlie persistent racial and economic inequities.

Request for Proposals

The *AdvancingCities* Challenge seeks to invest in solutions that better connect, align, and integrate opportunity systems to reduce economic inequality and drive more inclusive growth in cities.

The *AdvancingCities* Challenge recognizes that:

- **Local leaders are best positioned to identify and articulate the core challenges facing their city.** For this reason, the *AdvancingCities* Challenge is purposefully open to give leaders the space to not only define the nature of these challenges, but propose solutions that will help “move the needle” against these problems in new and innovative ways.
- **Strong leadership and collaboration within and across sectors is necessary to drive sustainable change at scale.** The *AdvancingCities* Challenge requires applicants to identify and convene a table of cross-sector actors with the resources and authority to create systems change.
- **Bold, innovative approaches are needed to change the trajectory of communities being left behind.** The *AdvancingCities* Challenge will support solutions that are evidence-based, depart from “business as usual” approaches, and move beyond short-term outcomes to transform and better integrate systems to drive more inclusive growth in cities.

We are soliciting proposals that 1) build upon and strengthen the vision and leadership of an established coalition working across sectors to address major systemic challenges; and 2) seeking to implement solutions that incorporate at least two systems within JPMC’s philanthropic focus areas and may include other mission-critical systems such as health, education, transportation, criminal justice, economic development. Note that while we reference cities throughout the RFP, lead applicants are required to be nonprofit organizations submitting applications on behalf of cross-sector actors within a city. Also, though we refer to cities, we are encouraging innovative proposals from geographies both large and small, including towns and rural areas.

The *AdvancingCities* Challenge provides local leaders with a broad scope to define the problem statement most relevant to their communities. Overall, we are looking for proposals that address macro-level challenges and opportunities including:

- Persistent income and wealth inequality, particularly by race and gender;
- Growing financial and employment insecurity of vulnerable populations;
- Increasing physical and spatial disconnection from systems and services vital for well-being (health care, clean and safe environment, etc.) and economic opportunity (employment, education, child care, etc.)
- Economic trends – whether it is rapid growth or stagnation – that exacerbate financial and economic disparities.

Successful applications will be eligible for a three-year grant of up to \$3 million. Selected proposals would also be eligible for a wide array of JPMC resources—including data and employee expertise, global connections, among others.

To apply, applicants must provide the following information:

I. PROPOSAL SUMMARY

Provide a concise overview of the proposal, including:

- Your need/problem statement;
- Your geography and population served;
- Your goal; and
- Your proposed solution against the problem statement.

II. PROBLEM STATEMENT

Provide a clear and concise statement of the problem you seek to address. List up to five additional resources (research papers, data sets, maps, etc.) that provide additional context on the nature and extent of this challenge.

III. SOLUTION

Outline your detailed strategy to address the stated problems, and specific goals and measurable outcomes. This should include reference to any existing plans, data, and research that informed your design and implementation strategy. Applicants should also describe the conditions (resources, political will, etc.) that will make this solution successful, and why it is the right moment in time to pursue the approach.

IV. ALIGNMENT

Articulate how this proposal aligns with at least two systems within JPMC's philanthropic focus areas, and how this initiative will integrate strategies across these systems and others (if applicable). This includes outlining how this proposal will tackle persistent inequities (racial, economic, etc.), and how implementation will reduce inequities and drive more inclusive growth across the city or region. Applicants should also demonstrate how this solution could be further accelerated by other JPMC resources—including our Field and Virtual Service Corps volunteers, JPMC Institute data, corporate and philanthropic relationships, among others.

V. MECHANISM FOR IMPLEMENTATION

Collaboration and leadership

- **Lead organization.** Describe the leading partner for this effort, including history of leadership in the community, alignment with mission, experience leading similar programs, and systems-level oversight.
- **Coalition of partners.** List the partners that comprise the multi-sector coalition to help lead implementation.
 - Provide details on partners and expected contributions in terms of resources, skills, and expertise. Please also include expected subgrants to organizations leading specific interventions.
 - Describe the demonstrated history of collaboration between these partners, and past successes working together.
 - Provide details on the diversity of partners involved (racial, geographic, sectoral).

- **Required:** Applications must include at least one letter of recommendation or references from local government official(s). Multiple applications from a single city are discouraged.
- **Funders.** Describe other existing or potential funders that may serve as partners for implementation.
- **Government engagement and policy.** Describe any local government policy that will support implementation, or policy prescriptions that would accelerate efforts (with assessment of appetite for change). Proposals should also describe how this effort fits into the priorities of the mayor and/or other local elected leaders, including evidence that this effort will be supported (including actions already taken to support these goals). This includes a detailed letter of support from local government, which demonstrates a clear understanding of the project and affirms government's active engagement in this work.
- **Local engagement.** Detail how the proposal will include perspective and leadership from local residents and community organizations that directly represent the residents that the project is aiming to reach.

Sustainability

- Clearly articulate a path to long-term sustainability, either with existing or forward-looking commitments from public and/or private funders to continue implementation beyond this grant.

VI. INNOVATION

Describe how this solution is developing, piloting, and/or implementing interventions that change policies, procedures, resources, and decision-making across the systems influencing the large-scale result that the proposal aims to achieve. Applicants should also demonstrate how this solution deploys a new or disruptive approach to drive inclusive growth, including creative collaboration and use of resources to advance this effort.

VII. IMPACT AND EVALUATION

Concisely define the large-scale result that this solution aims to achieve, as well as a clear set of metrics to assess progress against this result. This should include measurable goals in four categories: 1) **short-term outputs** documenting accomplishments; 2) **medium- to long-term outcomes** documenting improvements in the well-being of individuals, families, small businesses, or communities; 3) **external systems change**, documenting how systems have improved from the perspective of the end-users; and 4) **internal systems change**, documenting systems improvements from the perspective of the agencies or partners working together on systems integration and improvement.

To that end, each applicant is required to identify a local evaluation partner with demonstrated capacity to track and evaluate progress.

VIII. PROJECT PLAN AND BUDGET

- **Project plan.** As a one page attachment, outline a clear implementation plan, with timeline, action steps, and deliverables, with accountability to owners of each intervention.
- **Project budget.** As a half page attachment, provide a budget that includes expenses and income. To the extent that budget exceeds the potential grant, identify additional funding sources.

Applicants must meet the following criteria:

- Lead organization must be a not-for-profit organization exempt from federal income taxation under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), and classified as a public charity under Code Sections 509(a)(1) or 509(a)(2);
- Lead organization will demonstrate expertise in the community, and oversight that corresponds with the intended geography and systems;
- Strong organizational leadership and management;
- Commitment to diversity and inclusion for the project, and within the organization, particularly at senior staff and board level;
- Strong preference for projects that overlap with JPMC's geographic business footprint and resources;
- Activities must be geographically focused on a single city, town, or region;
- Engagement of a multi-sector coalition of actors (government, nonprofit, business, community, foundation, etc.) to design and implement the initiative;
- Ability to achieve all deliverables within a three-year time frame; and
- Lead organization must be available for meetings on progress every 3 months.

Successful applications will articulate the following:

- Innovative strategies to make measurable progress against the challenge statement;
- Approach for tackling persistent inequities (racial, economic, etc.) to ensure a focus on inclusive growth;
- A multi-sector approach that demonstrates the integration of strategies across JPMC's philanthropic focus areas;
- Strong engagement by high-capacity nonprofits and government entities, as well as from the business community, to implement the plan;
- Engagement with local policymakers and government agencies, with demonstrated strategic support from a government official and/or alignment with local government priorities and initiatives;
- Defined metrics used to gauge short-term progress, and proper methods to assess broader systems change;
- Inclusion of real-time and forward-looking data to target metrics of success and prioritize investments needed;
- A clear strategy for public participation, including tracking efforts to engage residents and community organizations in the process (i.e. interviews, listening sessions, town halls, etc.); and
- Firm commitment of additional funding, and/or demonstrated available funding, from government, private foundations and/or corporations to scale the impact of the proposed solutions.

Expectations

Expectations of participants include:

Selection Process Requirements: Applicants must be available for phone/video interviews in mid-February 2019. At least one representative must be available for announcement activities in late April.

Other requirements will include (included in grant budget):

- Submit MOU and work plan for participating organizations
- Report to JPMC's national evaluator: JPMC will work with a national evaluator, who will produce a series of studies and reports that assess the progress and results of the *AdvancingCities* Challenge. Each local evaluation partner must participate in calls, report data to the national evaluation team, and submit an initial research plan to JPMC and its national evaluation partner.
- Release annual progress report: Each winner will have a local evaluator that is required to put out a public white paper/progress report with detailed, quantitative data and impact on the project annually on their website and/or release during a media/visibility event. They will share an estimated timeline for release early in the year to JPMC to assist in planning.
- Submit JPMC CyberGrants impact report: In addition to the national evaluation requirement, all *AdvancingCities* Challenge grants are requested to submit impact reports through JPMC's online grants system, CyberGrants. They will receive a reminder email from our system 30 days prior to the due date of the report.
- Share a story of how the target geography/population was directly impacted by the grant: When grantees submit their impact report in CyberGrants, they will attach an "impact story" or human interest story that highlights the problem or challenge the grant addressed, describes how the geography/population served was assisted by the grant, and helps explain the success of the program.

Key Dates*

September 12	<i>AdvancingCities</i> RFP is released
September 17	JPMC will host an informational call on September 17, 2018, at 3:00pm ET to answer your questions about the program and RFP. <u>Please RSVP here.</u>
September 25	JPMC will host a second informational call on September 25, 2018, at 1:00pm ET. <u>Please RSVP here.</u>
November 30	Proposals due in <u>CyberGrants</u> on November 30, 2018 at 11:59PM ET
December – March 2019	Applications will go through three rounds of review, and non-winners will be notified at each stage. Please see <u>Scoring Criteria</u> in the FAQ.
Mid-February 2019	Finalists participate in phone/video interviews with JPMC
March 2019	Initial award notification
March – early April 2019	Grant agreements finalized
Late April 2019	Winners announced

*These dates are subject to change

Submission

All proposals must be submitted via Cybergrants by Friday, November 30, 11:59PM Eastern Time. The invitation code is 'McCarthy00'. Any proposals received via email will not be reviewed as part of the application process. Questions can be directed to Advancing.Cities@jpmchase.com.

By submitting an application, the lead applicant and all organizations agree to adhere to the Official Challenge Rules.

Frequently Asked Questions

PART ONE: ABOUT THE INITIATIVE

What is *AdvancingCities*?

AdvancingCities is a \$500 million, five-year initiative to invest in solutions that bolster the long-term vitality of cities and the communities within them that have not benefited from economic growth. A component of *AdvancingCities* is an annual competition to advance creative solutions to drive inclusive growth through collaboration between civic, business, and community leaders.

What is the *AdvancingCities* Challenge?

The *AdvancingCities* Challenge will make investments of up to \$3 million in cities to support creative, collaborative and sustainable solutions that address cross-cutting challenges that help more people benefit from a growing economy. Successful proposals will support existing local coalitions of elected, business and nonprofit leaders working together to address major social and economic challenges such as employment barriers, financial insecurity, and neighborhood disinvestment.

PART TWO: REQUEST FOR PROPOSAL (RFP) ELIGIBILITY AND STRUCTURE

What are the eligibility requirements for applicants?

To be eligible for funding, applicants must meet the following criteria:

- Lead organization must be a not-for-profit organization exempt from federal income taxation under Code Section 501(c)(3) and classified as a public charity under Code Sections 509(a)(1) or 509(a)(2);
- Lead organization will demonstrate expertise in the community, and oversight that corresponds with the intended geography and systems;
- Strong organizational leadership and management;
- Commitment to diversity and inclusion for the project, and within the organization, particularly at senior staff and board level;
- Strong preference for projects that overlap with JPMC's geographic business footprint and resources;
- Activities must be geographically focused on a single city, town, or region;
- Engagement of a multi-sector coalition of actors (government, nonprofit, business, community, foundation, etc.) to design and implement the initiative;
- Ability to achieve all deliverables within a three-year time frame; and
- Lead organization must be available for meetings on progress every 3 months.

What is the maximum grant amount available?

Successful applicants will be eligible for a three-year grant of up to \$3 million. All grants will be allocated over a three-year period, and we expect to award 4-6 grants annually.

Do organizations need to be located within the same geographic area?

Organizations do not have to be located in the same geographic location. However, activities must be geographically focused in a single city, town, or region.

Does having an existing grant from JPMC disqualify an applicant?

No.

How will the applications be evaluated?

Applications will be reviewed and evaluated according to the criteria outlined below:

- **Geography:** Reaches or deepens impact in a defined area, identifies and addresses a defined gap or need in the market and demonstrates clear priorities for geographies and populations targeted;
- **Rationale, approach, and alignment:** Clearly articulates a problem statement, solution and actionable plan for implementation, while demonstrating how these solutions will be transformative and address core challenges to economic mobility;
- **Collaboration and leadership:** Evinces strong leadership and collaboration among cross-sector actors to advance these solutions;
- **Innovation:** Exhibits high potential to intervene, disrupt and change systems with new or existing partnerships and/or resources;
- **Sustainability:** Displays clear path to long-term sustainability beyond a JPMC grant; and
- **Impact and evaluation:** Demonstrates vision for a large-scale, transformative result, and ability to define and measure both short-term outcomes against near-term goals and the systems change necessary to achieve the long-term result.

How will JPMC evaluate the extent to which proposals promote equity?

Below are key principles that we will look for when evaluating the extent to which programs will tackle persistent inequities and drive inclusive growth. This bullet list is not meant to be definitive, but to provide guidance.

- Create a transparent, data-driven approach to fostering inclusive local economies; reducing racial, ethnic, and income segregation; and directly addressing disparities and barriers to opportunity.
- Meaningfully engage multiple community stakeholders, including: government leaders, business and community leaders, and residents.
- Actively prevent and work against displacement of low-income individuals and small businesses
- Improve and continuously measure outcomes critical to an individual and community's ability to progress socially and economically, including in the areas of health, education, employment, safety, and financial security.
- Plan for the needs of a city/region's most vulnerable residents, such as the elderly, single parents, very low-income, people of color, people with disabilities, returning citizens, women, and/or non-English speakers.
- Respect local culture, history, and diversity.
- Ensure that the execution and delivery of the solution's intended impact builds local capacity and has longevity that can be sustained over time.

What does JPMC mean by “systems change”?

JPMC is interested in proposals that will lead to durable changes in how systems operate to benefit individuals, families, small businesses, and communities. This type of systems change may be referred to as *external systems change* because it affects how systems operate from the perspective of the end users. This contrasts with *internal systems change* which is a change in how systems operate from the perspective of the individuals or organizations that administer them. Internal systems changes are often important as a means to the end of changing how systems operate from the perspective of the end users but it is ultimately the external systems changes that JPMC is hoping to achieve through the *AdvancingCities* Challenge.

My organization still has questions about the application process. What resources are available to us?

We will host two informational calls to answer your questions about the program and RFP:

- Monday, September 17, 2018, from 3:00-4:00pm ET
- Tuesday, September 25, 2018, from 1:00-2:00pm ET

All other questions can be directed to Advancing.Cities@jpmchase.com.

PART THREE: EXPECTATIONS AND REPORTING REQUIREMENTS

What are the expectations of participants?

Expectations of participants include:

Selection Process Requirements: Applicants must be available for phone/video interviews in mid-February 2019. At least one representative must be available for announcement activities in late April.

Other requirements for winners will include (included in grant budget):

- Submit MOU and work plan for participating organizations
- Report to JPMC’s national evaluator: JPMC will work with a national evaluator, who will produce a series of studies and reports that assess the progress and results of the *AdvancingCities* Challenge. Each local evaluation partner must participate in calls, report data to the national evaluation team, and submit an initial research plan to JPMC and its national evaluation partner.
- Release annual progress report: Each winner will have a local evaluator that is required to put out a public white paper/progress report with detailed, quantitative data and impact on the project annually on their website and/or release during a media/visibility event. They will share an estimated timeline for release early in the year to JPMC to assist in planning.
- Submit JPMC CyberGrants impact report: In addition to the national evaluation requirement, all *AdvancingCities* Challenge grants are requested to submit impact reports through JPMC’s online grants system, CyberGrants. They will receive a reminder email from our system 30 days prior to the due date of the report.

- Share a story of how the target geography/population was directly impacted by the grant: When grantees submit their impact report in CyberGrants, they will attach an “impact story” or human interest story that highlights the problem or challenge the grant addressed, describes how the geography/population served was assisted by the grant, and helps explain the success of the program.

Who should applicants select as evaluation partners?

Each applicant must identify a local evaluation partner in their proposal. Evaluation partners can be local universities, consultant firms, or individuals able to effectively track program outcomes. Ideally, they should be familiar with the city and/or the challenges that the proposal seeks to address. Evaluation partners will be responsible for submitting publically available annual reports and the final impact report, as well as sharing outcomes with JPMC’s national evaluator.

What are the expectations of a local evaluation partner?

The local evaluation partner will be responsible for collecting data on the outputs and outcomes of the *AdvancingCities* Challenge grant; reporting the data quarterly to JPMC and/or JPMC’s national evaluation partner and other local evaluators through conference calls, webinars, and in-person meetings; producing interim reports on the status of the evaluation and findings to date after years 1 and 2; and submitting a final evaluation report by the end of year 3. During the initial months of the grant period, the local evaluation partner will also be required to submit a research plan that must be approved by JPMC and its national evaluation partner.

How will JPMC’s national evaluator be engaged?

The success of the evaluation component relies heavily on engagement with JPMC’s selected national evaluator. Specifically, the national evaluator will introduce and discuss the metrics and reporting process with local evaluation partners, and may engage with them throughout the year to collect and clarify data. The national evaluator will also select sides to participate in case studies, and may request interviews, data, pictures, or other information to support this work.

PART FOUR: RFP TIMELINE

How do I submit an application?

All proposals must be submitted via [Cybergrants](#).

The invitation code is ‘McCarthy00’.

All proposals are due by **Friday, November 30, midnight Eastern Time**. Any proposals received via email will not be reviewed as part of the application process. Questions can be directed to Advancing.Cities@jpmchase.com.

What happens to the application once it is submitted?

JPMC will leverage experts from across the firm to carefully review proposals. Proposals will be reviewed over several rounds. Non-winners will be notified at each stage.

What is the timeline of the proposal review and selection process?

- September 12: *AdvancingCities* Challenge RFP is released
- September 17, 25: Informational calls on the Challenge
- November 30: Deadline to submit application at 11:59PM ET
- December – March: Applications go through review
 - o Mid-February: phone/video interviews
- March: Initial award notification
- March – early April: Grant agreements finalized
- Late April: Winners announced

***These dates are subject to change**