



May 3, 2013

Dear Working Cities Challenge Competitors:

We are proud to announce the Working Cities Challenge and our request for your proposal on a transformative, cross-sector initiative in your city. The Working Cities Challenge is a prize competition for small and midsize cities in Massachusetts. This effort is being conducted in partnership with key leaders in the public, private, and nonprofit sectors. It is funded by Living Cities – a philanthropic collaborative of some of the nation's largest foundations – as well as by the Commonwealth of Massachusetts and the Massachusetts Competitive Partnership.

Small and midsize cities in Massachusetts and across New England¹ possess important assets while also facing a particular set of challenges. While these cities have seen modest gains in population and job recovery over the past decade, they are lagging the state average for income, employment, and educational attainment by ever increasing margins. Research on small and midsize cities conducted by the Federal Reserve Bank of Boston found that, nationally, eight cities out of a peer group of 26 cities had been able to either maintain or recover much of their economic stability, as measured by income, poverty rate, population, and economic vitality. Several factors drove the rebound of these “resurgent” cities. Among them, collaborative leadership – the ability to work together across sectors over a sustained period with a comprehensive vision – was most crucial. Our findings elevate the importance of collaborative leadership in creating systems-level change that will enable small cities to reach their full potential as good places to live, work, and raise a family.

The competition's focus on lower income communities is designed to address the effects of divergent economic outcomes, and our belief that revitalization efforts must include lower-income populations in order to be truly successful. These communities are of special importance to the Federal Reserve Bank of Boston under our economic growth objective and our public service mission. It is vital to the New England region to achieve the growth potential that these cities and their residents represent. If successful, we hope the Working Cities Challenge becomes a multiyear effort that can be expanded regionally and potentially adopted by other regions.

The winning prizes and seed grants by themselves are not enough to transform the fortunes even for smaller places. Hence the competition will be bolstered by networking and training opportunities for participating cities, and will offer important insights about what works.

Community development is demanding and complex work, and sustained improvement may not be felt by residents for a decade or more. In speaking about the Working Cities Challenge, Federal Reserve Chairman Ben Bernanke put it best: "The real value of the competition is that it will encourage conversations among local stakeholders that are necessary to make real and lasting change."²

¹ Defined as those cities with populations over 35,000 but under 250,000.

² Washington DC, April 12, 2013 <http://www.federalreserve.gov/newsevents/speech/bernanke20130412a.htm>.



Small cities are diverse places and home to a lot of exciting community development work. We hope the challenge can lift these efforts by providing an investment in their future potential. We wish all competing teams, and their home cities, good luck in the competition and in implementing the best ideas.



Eric Rosengren,
President and CEO
Federal Reserve Bank of Boston



Richard Walker
SVP and Community Affairs Officer
Federal Reserve Bank of Boston



Working Cities Challenge Request For Proposals

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Overview of the Working Cities Challenge

a. Background and Goals

Small cities in Massachusetts and across New England possess unique assets and face a unique set of challenges.³ These “Working Cities,” first developed as manufacturing centers in the late 19th and early 20th century, now face an uphill battle in rebuilding their economies and civic infrastructure. In 2007, [a landmark study by the Brookings Institution and MassINC](#) identified a cohort what they called “Gateway Cities” (because they are often immigrants’ “gateway” to the United States). It highlighted the importance of good governance and coordinated investments in education, workforce development, and economic development to help cities adapt to new economic realities. These cities continue to lag in income, unemployment and educational attainment when measured against state averages.

Notwithstanding these challenges, [research on small cities conducted by the Federal Reserve Bank of Boston](#) has found that eight cities out of a peer group of 26 nationwide have been able to either maintain or recover much of their economic stability, as measured by income, reduced poverty rates, population, and economic vitality. Several factors drove the rebound of these “resurgent” cities: collaborative leadership, the role of anchor institutions, investment in infrastructure, and extension of benefits to the community as a whole. *Of these, collaborative leadership – the ability to work together across sectors over a sustained period with a comprehensive vision – was most crucial.* The findings are strikingly similar to those of the Living Cities Integration Initiative, deployed in five larger cities with substantial economic and social challenges. Both sets of findings elevate the importance of collaborative leadership in creating systems-level changes that will enable small cities to reach their full potential as places to live, work, and raise a family.

The goals for the Working Cities Challenge, adapted from the Living Cities Integration Initiative, are as follows:

1. Support bold, promising approaches that have the potential to transform the lives of low-income people and the communities in which they live.
2. Build resilient, cross-sector civic infrastructure that can tackle the complex challenges facing smaller industrial cities and achieve population-level results.
3. Move beyond programs and projects to focus on transforming systems; promote integration across multiple systems and issues.

³ Defined as those cities with populations over 35,000 but under 250,000.



4. Drive private markets to work on behalf of low-income people by blending public, private, and philanthropic capital and deploying it in catalytic investments.
5. Accelerate and learn from promising work already underway.
6. Create a successful model for New England and beyond

b. Funding Awards

We anticipate making three implementation awards and three to five seed awards through the Working Cities Challenge. The implementation awards will be made over a period of three years, and are intended to support more advanced initiatives and established, growing partnerships. The seed awards will be made over twelve to eighteen months, and are intended to support new and emerging initiatives that are still in the formative stages of partnership development, research, and planning.

- 1) **Implementation awards:**
 - 1 award of \$150,000 to \$300,000
 - 1 award of \$300,000 to \$500,000
 - 1 award of \$500,000 to \$700,000
- 2) **Seed Awards:**
 - 3 to 5 awards of \$50,000 to \$80,000

The Working Cities Challenge is more than prize money. The organizers will also provide additional support in the form of technical assistance, peer learning opportunities, and access to loans for qualifying projects.

c. Partners

The Federal Reserve Bank of Boston is leading the Working Cities Challenge. Financial support is being provided by Living Cities, a national philanthropic collaborative, the Commonwealth of Massachusetts, Mass Development, and the Massachusetts Competitive Partnership. Other partners include Boston Community Capital, The Life Initiative, Mass INC, and the Alliance for Business Leadership. Clark University’s Mosakowski Institute for Public Enterprise is serving as a research partner.

d. Eligible Cities

Of the 43 Massachusetts cities and towns with a population exceeding 35,000 (excluding Boston), 20 cities with median family income below the median level and a poverty rate above the median level are eligible for the Working Cities Challenge:

Brockton*	Fall River **	Lawrence**	New Bedford**	Somerville
Chelsea*	Fitchburg **	Lowell**	Pittsfield**	Springfield **
Chicopee*	Haverhill**	Lynn*	Revere*	Taunton*
Everett*	Holyoke**	Malden*	Salem*	Worcester**

*Defined as a Gateway City by Commonwealth of Massachusetts

† Defined as a Gateway City by Commonwealth of Massachusetts and MassINC

e. Timeline

Regional briefings were held on February 28, March 4, March 8 (by phone due to snow) and March 20. Letters of Intent to Apply were due on April 24th 2013. Going forward, the timeline is as follows:

- Working Cities Challenge Launch and Applicant Info Session: May 3, 2013, from 8:30 am to 12:00 pm
- Applicant Workshop (required for local teams): June 7, 2013, Federal Reserve Bank of Boston
- Applications Due: July 26, 2013
- Site Visits and Interviews for Select Teams: September - October 2013
- Jury Review of Proposals: November - December 2013
- Competition Winners Announced: January 2014

II) Required Application Materials

In order to be considered for the Working Cities Challenge, your application must include the following documents: 1) a completed cover page with signatures from all partners; 2) a narrative summary with responses to the questions below; 3) a budget summary using the attached template; 4) supporting materials as described in Section II-c; and 5) a signed Conflict of Interest statement.



Application Cover Form

Name of Initiative: _____

Lead Applicant:

Organization: _____

Chief Executive Name: _____ Email: _____

Address: _____ Phone: _____

Contact (if different): _____ Email: _____

Address: _____ Phone: _____

Partners:

Please attach a list of the organizations that are the partners in this initiative, including partners in the public, private and non-profit sectors. The list of partners must contain the following information: Organization/Agency/Business Name, Primary Contact Name, Mailing Address, Phone, and Email.

Issue Areas Addressed: Please check all that apply to the initiative.

- | | |
|---|---|
| <input type="checkbox"/> Access to Fresh Food | <input type="checkbox"/> Health & Wellness |
| <input type="checkbox"/> Affordable Housing | <input type="checkbox"/> Land Use |
| <input type="checkbox"/> Asset Building | <input type="checkbox"/> Public Housing |
| <input type="checkbox"/> Criminal Justice | <input type="checkbox"/> Small Business Development |
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Transit-Oriented Development |
| <input type="checkbox"/> Educational Opportunity | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Foreclosure Mitigation/ Neighborhood Stabilization | <input type="checkbox"/> Workforce Development |
| <input type="checkbox"/> Green Economy & Sustainability | |
| <input type="checkbox"/> Other (Please describe): _____ | |

Principal Coordinator: Please provide the name, job title and organization for the staff person who will be chiefly responsible for managing your initiative. If the person has not been hired yet, please indicate this in your response.

Funding Request:

Total amount of Challenge funding requested: \$ _____

Total amount of local matching funds committed (must be at least 20% of requested funds): \$ _____

Source of local match funding: _____

If you are applying for an implementation grant and do not receive one, would you like to be considered for a seed award instead? **Yes** **No**

Acknowledgements:

By signing below, I am affirming that I have read and agree to the following terms: 1) any and all information provided in this application will be considered non-confidential, even if labeled as such by an applicant; 2) the Working Cities Challenge (WCC) Steering Committee the right to use portions of this application for any reason related to the WCC, including publication or distribution of summary materials; 3) I understand that the Jury may choose to make funding awards of a lesser size than requested in this application, and may choose to award funds for distinct portions of an application without granting award money to other portions of the application; 4) I may be asked for clarification of items in the application. Discussions with an applicant shall not constitute acceptance or rejection of an applicant’s application nor a counteroffer. The Jury reserves the right to enter into discussions with more than one prospective awardee, and to terminate discussions with any prospective awardee; 5) by submitting this application, I, as well as the organization for which I am signing, will fully participate in any evaluation of the WCC, and the organization will promptly provide WCC staff with relevant materials, information, and access as the Jury may reasonably request.

Attestation and Authorized Signature of Lead Applicant:

I, _____ (Print Name) the _____ (Title) of _____ (Organization Name), state that I am authorized and empowered to enter into this application on behalf of my organization. I acknowledge that I have read and agreed to the terms outlined above, and I hereby grant the Federal Reserve Bank of Boston and its partners the right to share any portion of this application with its staff, consultants, and Working Cities Challenge Jury members.

Signature

Date

Attestation and Authorized Signatures of Partners: (attach additional sheets if needed)

I, _____ (Print Name) the _____ (Title) of _____ (Organization/Agency Name), state that I am authorized and empowered to enter into this application on behalf of my organization. I also acknowledge that I have read and agreed to the terms outlined above, and I hereby grant the Federal Reserve Bank of Boston and its partners the right to share any portion of this application with staff, consultants, and Jury members.

Signature

Date

I, _____ (Print Name) the _____ (Title) of _____ (Organization Name), state that I am authorized and empowered to enter into this application on behalf of my organization. I also acknowledge that I have read and agreed to the terms outlined above, and I hereby grant the Federal Reserve Bank of Boston and its partners the right to share any portion of this application with staff, consultants, and Jury members.

Signature

Date

- a. **Narrative Questions:** Please limit your response to no more than fourteen pages in total, including the Executive Summary, enumerated questions and additional information as detailed below.

i. Executive Summary

Please provide a one to two page summary of your proposed initiative, including the local context and partners, the problem you are seeking to address, the population you are targeting, the activities you will undertake, the systems change you aim to create, and the result you hope to achieve through this work.

ii. Local Context

The Working Cities have many important characteristics in common, but they also have unique histories and different strengths. For example, some cities are closer to metro Boston, with better access to regional jobs and transit systems. Some cities are home to strong anchor institutions and large employers. Some cities have exceptional grassroots and community-based organizations, and some are developing innovative municipal projects. **For the Working Cities Challenge, we are interested in supporting initiatives that will help “move the needle” in the context of how your city operates today.** In order to judge your proposal in this context, it is important that we understand the starting conditions in your city from both an economic and a social perspective.

- 1) *What are the key assets and challenges in your city with respect to the proposed initiative?*
- 2) *Please describe any recent examples of cross-sector collaboration that are relevant to your partnership (note that this could include examples of failure as well as success in your city). Who was involved and what was achieved?*

iii. Problem Statement

The Working Cities face a number of inter-related challenges, from historic job losses to chronically weak real estate markets. Given the multi-faceted nature of these challenges, as well as the scarcity of resources to address them, it is important to identify a specific problem and bring sustained leadership, focus, and attention to resolving it. In this context, we are interested in your assessment of the core problem to be address through your proposed initiative. A clear and concise definition of the problem will allow your team to benchmark progress against this problem over a period of years.

- 3) *In one or two sentences, please provide a succinct statement of the problem you are seeking to address through this initiative and the people who are most impacted by the problem.*
- 4) *What is the supporting evidence for your problem statement? Please include relevant data with citations, including census information, surveys, maps, or other materials to illustrate the nature and extent of the issue.*

iv. Partners

To create large-scale change in a community, the relevant decision-makers for the problem you are seeking to address need to be at the table. Community members also bring valuable experience and perspective to this work, but are not always invited to the table or well-equipped to participate. The Working Cities Challenge is intended to support partnerships that are striving to work from the top down and the bottom up simultaneously-- meaning that people with resources and authority to create systems change and people who are affected by these changes are in the same conversation. For example, if you plan to work on an education-related issue, is the School Board participating in the partnership in a meaningful way? Is there a

role and opportunity for feedback from teachers, parents and students? Balancing these interests and perspectives is a complex and difficult task, but essential to high-impact efforts. At the same time, we recognize that it may not be possible to gather all of necessary people around the table in the early stages of an initiative. We are therefore interested in your analysis of who needs to be at the table to address the specific problem you've identified and your plans for engaging them if they are not already involved.

- 5) *Who are the partners in your initiative, and what will each partner contribute in terms of resources, knowledge, skills and experience?*
- 6) *Is anyone missing from the partnership? If so, how do you plan to engage them?*

v. Results and Impact

As you think about the desired impact of your initiative, consider the question at a large scale. In this section, we are asking you to define a specific population-level result that the partners will commit to working towards, and which cannot be achieved by a single program or project alone. For example, you might decide to establish a target of increasing the high school graduation rate by 25 percent, or reducing the childhood asthma rate by 15 percent. This kind of large-scale result may take five to ten years, but nevertheless represents a vitally important measure that all of the partners will be accountable to in their work together. As you work to achieve your long-term result, it is also important to track progress against a concrete set of measures. These relatively short-term measures can be used to help the team stay on track and determine if a new strategy or approach may be needed.

- 7) ***In one sentence**, please sum up the large-scale (population-level) result you are targeting. Think of this as a headline in your local newspaper five to ten years from now-- what would you want it to say you achieved?*
- 8) *What are the short-term (e.g. one to three year) measures you will use to assess whether you're making progress towards your targeted result?*

vi. Systems Change

The Working Cities Challenge is premised on the idea that problems in cities do not exist in silos, and effective solutions can't either. In this section, we are interested in learning about the systems in your city (e.g. the policies, procedures, resource flows, and decision-making processes) that influence the problem you are seeking to address, and how you propose to intervene in these systems to achieve your desired result.

- 9) *What are the systemic barriers to accomplishing your targeted result? In other words, in addition to the need for more resources, what are the specific barriers that are holding your community back from achieving this result and how will your initiative work to eliminate these barriers?*
- 10) *What will be different in your city when this initiative is over? Will there be a permanent change of some kind that does not depend on dedicated grant funding?*

vii. Work Plan

Given the problem you intend to address and the systems you are trying to change, we would like to understand what you are specifically planning to do with the requested funds and how this will help achieve your targeted result. Local teams may, for example, choose to adopt a well-established strategy that has been successful in other places but is entirely new to their city. Alternatively, the partners may choose to

pioneer a new approach to the problem based on evidence gathered locally for what works. In either case, we are interested in what you will actually be doing and why you believe this represents the most effective path to achieving your desired result.

11) What are the specific tasks, milestones, and deliverables for your initiative?

12) How will the tasks you've identified lead to the large-scale result you are seeking, and what is the evidence to support this strategy and approach?

viii. Management

Managing a collaborative is a time-intensive process that requires a strong lead organization or agency with financial and administrative capacity, as well as a skilled staff person with adequate time and resources devoted to coordinating the work of the partners. For the Working Cities Challenge, we are asking teams to identify a lead applicant with a solid fiscal and administrative track record that can take responsibility for contracting, invoicing and reporting. Additionally, a dedicated part-time or full-staff member is needed to coordinate the initiative and the work of the partners. This staff member could be an employee of the lead applicant or another partner organization.

13) What are the qualifications of the lead applicant and key staff members?

14) Who will be responsible for tracking data and monitoring progress, and how will this information be reported out to the team?

ix. Learning and Adaptation

It is inevitable that conditions on the ground will change to some extent over the course of the grant period, and they are likely to change more substantially over the next five to ten years. These changes may be national or regional in scope, and the partners may have little to no control over them (the foreclosure crisis is a recent example). On the other hand, new opportunities may emerge as a result of your work that could not have been anticipated early in the process. Consequently, we are interested in supporting partnerships that are nimble as well as resilient, with an ability to learn and adapt in real time.

15) What lessons have you drawn from prior work on this initiative or related efforts, if any, and how has this informed your strategy and approach going forward?

16) What are the greatest risks to your initiative, and what are you doing to mitigate them?

(PLEASE NOTE: Questions 17 and 17a added July 5, 2013)

17) Does your proposed initiative rely on future actions, decisions, and/or investments made by others that are not within your team's control? If so, to what extent does it rely on these factors? This may include, for example, the future establishment or expansion of a specific industry or business in your city, anticipated changes to state or federal legislation, or large-scale real estate development by a third party.

17a) If your initiative is partially or fully reliant on the actions, decisions, and/or investments of others outside your team, please explain how you will adapt your efforts in the event that these do not go as planned. How will you adapt your work plan to reach your large-scale result?

x. Additional Information

Is there anything else you would like the Jury to know about your city, your team, or your proposed initiative? Please feel free to share anything important that you think the Jury should be aware of.

b. Budget Summary

	Year One	Year Two	Year Three	TOTAL
Revenue				
Requested Funds - Working Cities Challenge				
Local Match- cash (note source)				
Local Match- in-kind (note source)				
<i>Sub-total: Local Match</i>				
Other Funding- Committed				
Other Funding- Projected				
<i>Sub-total: Other Funding</i>				
TOTAL REVENUE				
Expenses (Complete this section for each organization receiving funds)				
<i>Personnel: salaries, wages and fringe</i>				
<Itemize by staff position/ title>				
<i>Sub-total: Salaries, Wages and Fringe</i>				
<i>Consultants and Contractors</i>				
<Itemize by company>				
<i>Sub-total: Consultants and Contractors</i>				
<i>Capital and Equipment</i>				
<Itemize by type of capital/equipment>				
<i>Sub-total: Capital and Equipment</i>				
Travel				
Materials and Supplies				
Overhead and Administration*				
Overhead Rate**				
TOTAL EXPENSES				

Balance

*This includes rent, utilities, insurance, office supplies, audit, telephone and internet, printing, and other general operating expenses.

**If the lead applicant has an approved federal indirect cost rate, please use this to calculate overhead and administration.

c. **Supporting Materials**

Please attach the following materials to your application:

- i. **Commitment letter/s documenting local match:** please provide a separate commitment letter for each local group that is providing matching funds or in-kind resources for your initiative. The letter should be signed by the chief executive and should state the amount and source of the match funding, whether it is cash or in-kind, and any restrictions on the use of the funds. Municipalities committing local match funds may meet this requirement by providing a letter from the chief elected official pledging to seek an appropriation of funds in the next fiscal year budget. In all cases, Challenge funds, including both implementation awards and seed awards, will not be released until the local match has been secured. **Local funds or in-kind contributions must be spent during the period of the Challenge grant award (e.g. no earlier than January 2014) in order to count towards the 20% match.**
- ii. **Lead applicant financials:** Please provide copies of the *most recent three years* of audited financial statements for the lead applicant.
 - If the lead applicant is a **municipality**, please submit your HUD Consolidated Annual Performance and Evaluation Report (CAPER) as well as any financial or performance audits for the specific department or agency that will be overseeing the grant. DHCD audits or reviews may be substituted for the HUD CAPER as appropriate.
 - If the applicant is a **non-profit organization**, please submit your audited financial statements and 990 forms.
 - **All other entities** may submit audited financial statements consistent with standard accounting practices.
- iii. **Bios:** Please provide short bios for staff members who will be working on the initiative as well as other key members of your team.
- iv. **Other Materials:** Applicants may, at their discretion, attach additional materials such as planning documents or financial analyses that will help the Jury to better understand the proposed initiative and its history and context.

d. Conflict of Interest Statement

By signing below, I am affirming that no employees or Directors of my organization, agency or company are associated with the Federal Reserve Bank of Boston, Commonwealth of Massachusetts Executive Office of Housing and Economic Development, Mass Development, Boston Community Capital, Mass Inc, the Massachusetts Competitive Partnership, Living Cities, The Life Initiative, or the Alliance for Business Leadership. "Associated with" means that an individual or a member of that individual's immediate family is employed by the entity, or serves as an officer, director, trustee, or partner of the entity, or is an owner or someone who otherwise exercises a controlling influence over that entity.*

Name of Participating Organization

Signature of Chief Executive Officer Date

Name of Participating Organization

Signature of Chief Executive Officer Date

Name of Participating Organization

Signature of Chief Executive Officer Date

Name of Participating Organization

Signature of Chief Executive Officer Date

Name of Participating Organization

Signature of Chief Executive Officer Date

Name of Participating Organization

Signature of Chief Executive Officer Date

*If any employees or Directors of a participating organization, agency or company are associated with one or more of the entities named above, please provide a separate disclosure letter detailing the nature of this association.

III) Submitting Your Application

a. Formatting Requirements

Please submit your application and all supporting materials in PDF format. **All application materials should be included in a single PDF file for transmittal.** Please use a minimum 11 point font and line spacing of at least 1.15 for your narrative summary.

b. Submittal Deadline

Applications for the Working Cities Challenge are due no later than 5:00 PM EST on Friday, July 26, 2013.

c. Delivery Address

Applications must be emailed directly to Tamar Kotelchuck at Tamar.Kotelchuck@bos.frb.org. Please do not send hard copies as they will not be reviewed.

IV) Review and Awards

a. Review Process

All applications will go through an initial screening process led by the Federal Reserve Bank of Boston, its partners and consultants to ensure general consistency with the competition requirements and criteria. As part of this review, the local teams may be asked to host a site visit, participate in a telephone or in-person interview, and/or to provide additional written materials as needed to ensure accuracy and completeness of the application. All applications that meet the competition requirements will be forwarded to an independent jury for review and rating. The Jury will include members with expertise across a range of issues and topics relevant to small cities, including philanthropy/challenge funders, municipal and state government, the non-profit sector, business leaders, including the financial and banking sector, and academic researchers and scholars. The Jury will include both in-state and out-of-state members who bring significant prior experience to the review process. The Jury will not include the Federal Reserve.

b. Competition Criteria

The Federal Reserve Bank of Boston and its partners have developed the following criteria for the Working Cities Challenge, which will be used by the independent jury to judge proposals. Specific point totals for each section are included to provide both applicants and Jury members with the clearest possible guidance about the types of initiatives we are seeking to support through the Challenge. In determining the final scores for each proposal, the Jury will be asked to consider the following: 1) written application, including narrative, budget and supporting materials; 2) any supplemental information requested after the initial application is submitted; 3) observations from site visits and/or interviews, if they are conducted.

<i>Threshold Criteria (must be met before the proposal will be considered by the Jury)*</i>
a. Collaborative Team
Partnership includes at least one member from each sector (public, private, non-profit)
b. Local Match
Proposed budget includes 20% local match funds
At least half of the local match will be provided in cash (the balance may be in-kind)
c. Resources to Manage the Collaborative
Budget includes resources for overall management and coordination of the collaborative
Staffing plan specifies one or more people who will manage the proposed initiative
d. Lead Applicant’s Experience and Capacity
Lead applicant has audited financials for the past three years with no major findings
Lead applicant has included a reasonable overhead rate in the budget
<i>*The Bank is not obligated to make an award and reserves the right to reject any or all proposals or to waive any variations and irregularities without incurring any liability whatsoever.</i>
<i>I. Cross-sector Collaboration, Resident Engagement and Planning Process (Total of 40 points)</i>
a. Strength of the local team- 10 points
Extent to which the right decision-makers are at the table to achieve the desired results
Extent to which representative community members are part of the partnership
Clear definition of roles and responsibilities among partners
Mechanism in place for shared accountability among partners
Commitment to participation by senior leadership of collaborative members
Extent of experience among the partners working on the proposed issue area
b. Breadth and depth of collaboration- 20 points
Proposed initiative builds on an existing or emergent partnership
Local team is open to growth and has a history of incorporating new partners
Effective processes are in place for self-assessment and shared learning
Extent of connection/synergy between the proposed initiative and other local efforts
Financial or in-kind support from local partners indicates serious commitment to the initiative
c. Resident engagement- 5 points
Quality of resident engagement in the initiative
Extent of resident representation among staff, Board, and membership of participating groups
d. Planning process- 5 points

Evidence of meaningful consultation with groups working on similar issues in the city
Appropriate measures taken to reach immigrants, minorities, and lower-income people
II. Systems Change and Impact on Lower-Income People (total of 40 points)
a. Systems analysis- 10 points
Partners have clearly defined and provided evidence for the problem to be addressed
Partners have established a specific and measurable large-scale result they are seeking to achieve
Partners have a basic understanding of the systemic barriers to achieving the intended result
Partners have developed appropriate metrics for tracking progress towards the large-scale result
b. Systems change- 10 points
Partners have a well-developed work plan that is connected to their desired large-scale result
Proposed work plan is realistic and appropriately scaled to local needs and capacity
Partners have identified specific outcomes that are achievable during the period of this grant
Extent to which the initiative is accomplishing one or more of the following:
i) Developing and testing a new approach to policies, procedures, resource flows, or decision-making
ii) Fully implementing a change to policies, procedures, resource flows or decision-making
Likelihood that the initiative will create a permanent change after the grant funding is spent
c. Economic health and well-being- 10 points
Extent to which the initiative responds to the needs of lower-income residents
Extent to which the initiative will improve the economic health of lower-income people
Extent to which the initiative will improve the well-being of lower-income people
d. Breadth, depth and longevity of impact- 10 points
Share of lower-income population in the city that will be reached by the initiative
Depth of impact on lower-income people in the city
Longevity of impact on lower-income people in the city
V. Measurement, Learning and Adaptation (Total of 10 points)
The partners have systems in place or proposed for collecting data on impact
The partners have shown evidence of commitment to using data for learning and accountability
The partners are able to constructively learn from past mistakes
The partners exhibit an entrepreneurial approach to problem-solving
VI. Additional Considerations (Total of 10 points)
In this section, the jury will be asked to list important characteristics, impacts, or benefits of the proposal that are not captured in the previous sections. For example, this could include the severity of the need or challenge to be addressed, the degree of creativity exhibited by the partners or a novel type of collaboration, the efficient deployment of local resources, or the quality of grassroots engagement and civic leadership, among other considerations.

c. Award Details

The Working Cities Challenge will make awards to multiple initiatives at a variety of funding levels. We anticipate selecting three initiatives for Implementation Awards: one award of \$500,000 to \$700,000 ; one award of \$300,000 to \$500,000, and one award of \$150,000 to \$300,000. These funds will be released over a three year period based on completion of milestones outlined in the award agreement. The Jury may choose to make smaller funding awards than requested, and applicants may choose to be considered for a seed award in the event that they do not receive full funding for their initiative. We anticipate making three to five Seed Awards ranging in size from \$50,000 to \$80,000. These funds will be awarded over a 12 to 18 month period. In addition, qualifying projects may be eligible to apply for below-market debt from Living Cities and CDFI partners involved in the Working Cities Challenge. The application and review process for debt financing will occur after the Implementation and Seed Awards are announced.

V) Application Checklist

Please ensure that your completed application includes all of the following documents:

- ✓ Application Cover Form with signatures from lead applicant and partners
- ✓ Executive Summary
- ✓ Narrative response to questions
- ✓ Budget Summary
- ✓ Commitment letters documenting local match
- ✓ Three years of audited financials for lead applicant
- ✓ Bios of key staff and team members
- ✓ Supplemental Information (optional)
- ✓ Signed Conflict of Interest Statement