

**PRO NEIGHBORHOODS: A REQUEST FOR PROPOSALS
FOR CDFIS**

CDFI REQUEST FOR PROPOSAL

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1. Overview: PRO Neighborhoods

JPMorgan Chase recognizes that thriving neighborhoods are critical to the long-term economic success of individuals, communities, and cities. At a time when economic growth is often directed toward reviving commercial corridors and downtowns, many neighborhoods, families and small business owners are being left behind. Recent research has found that economic opportunity is deeply rooted in neighborhood conditions. Poor families located in thriving, resource-rich neighborhoods experience far greater education, health and employment outcomes. Every city faces its own set of challenges and needs its own comprehensive strategy for economic growth that ensures opportunities to prosper are extended to distressed neighborhoods and the families that live there, yet many cities are finding it difficult to bring together the cross-sector solutions disinvested neighborhoods need to thrive.

Partnerships for Raising Opportunity in Neighborhoods (PRO Neighborhoods) is a five-year, \$125 million effort to drive inclusive economic growth by helping communities access the tools they need to address neighborhood quality issues that are among the biggest barriers to economic mobility. Because these challenges are major drivers of wealth and income inequality in chronically distressed neighborhoods and among communities of color, small business owners and low-income families, we will focus our efforts to reach these populations. PRO Neighborhoods consists of three components: (1) an annual national competition to support Community Development Financial Institution Collaboratives (CDFI Collaboratives), (2) seed grants to support new financing mechanisms that expand affordable housing connected to economic opportunity drivers and (3) forward-looking data tools that help cities plan their neighborhood investments equitably and efficiently.

CDFI Collaboratives:

PRO Neighborhoods encourages CDFIs to work together in CDFI Collaboratives that address community development challenges and develop innovative financing options for projects in distressed neighborhoods that are unable to qualify for traditional loans. The PRO Neighborhoods initiative will include a series of competitions to encourage CDFIs to collaborate and invest in local solutions to grow small businesses, build health and education facilities, open retail centers and support community services.

A CDFI Collaborative is a new model for CDFI growth and expansion created by JPMorgan Chase. Collaboratives consist of a set of CDFIs that align their talent, technology and balance sheets to address a specific community development challenge, such as alleviating blight, lack of flexible debt capital for minority- and women-owned businesses, or the need for critical services such as clinics and child care centers in distressed neighborhoods.

Two years ago, JPMorgan Chase launched a \$33 million pilot program to support innovative strategies developed by CDFIs that deliver much-needed economic resources and social services to the most vulnerable neighborhoods in our cities. According to an impact assessment by The Harvard University Joint Center on Housing Studies, our initial \$33 million investment with 26 CDFIs leveraged an additional \$226 million of capital into these communities. The success of the 2014 pilot and a second \$15 million investment in 2015 helped us build PRO Neighborhoods, a model for locally driven, tailored support of individual communities.

The JPMorgan Chase Foundation is issuing a third Request for Proposals (RFP) from CDFIs that share our commitment to problem-solving through collaboration. Winners will be announced in October 2016.

2. Request for Proposals

The JPMorgan Chase Foundation is soliciting proposals from CDFI Collaboratives organized around a shared community development objective to address a documented challenge within their service area or areas. Successful applicants will be eligible for a three-year grant of up to \$5 million. This grant has three primary objectives:

- To create access to greater and more sophisticated streams of capital for local and regionally focused CDFIs with less than **\$75 million** in net assets by pooling balance sheets, technology and talent;
- To seed creative and collaborative problem-solving to address persistent community development challenges in JPMorgan Chase footprint cities and areas; and
- To deploy capital to low- and moderate-income (LMI) neighborhoods and to serve LMI individuals and small businesses (with revenue under \$1 million).

Community Development Challenges

This program allows applicants to use data and other evidence to define the local problem and encourages creative and entrepreneurial partnerships and solutions in response. For example, key challenges we will consider include (but are not limited to):

- Commercial and residential blight in chronically distressed neighborhoods;
- An insufficient number of affordable housing units connected to economic opportunities;
- A deficit of healthy food and other healthcare resources;
- Disconnection of low-income individuals from key opportunity drivers such as employment, quality schools and transportation; and
- High barriers to accessing capital for traditionally underserved and underrepresented small businesses.

Funding Uses

At least 51 percent of the funding must be used to leverage another capital source, including, but not limited to, public funding, balance sheet capital dedicated to the grant activities, private debt or other philanthropic investment. Other eligible uses of the remaining funds include:

- Technology or other systems development;
- Operational expenses related to executing grant activities; and
- Partnership activities.

Preference will be given to applications that dedicate a greater portion of their grant amount to balance sheet activity and/or technology or systems development.

Collaborative Structure

The collaborative group structure must fit within the following guidelines:

- A CDFI collaborative must consist of between two and five CDFIs, each of which must have net assets of less than \$75 million.
- Each CDFI collaborative must identify a Lead Organization responsible for coordinating the group's activities including fiscal administration, reporting, quality control and deliverable management. To qualify as a Lead Organization, the entity must be a 501(c) (3) public charity. In addition, the Lead Organization must meet ONE of the following criteria:
 1. A participating CDFI with net assets below \$75 million;
 2. A nonparticipating CDFI with net assets above \$75 million; or

3. A non-CDFI intermediary with a demonstrated track record addressing the challenge and supporting CDFIs.

NOTE: If the lead organization is a CDFI above the asset threshold or a non-CDFI intermediary, that organization will count toward the maximum membership of five CDFIs in the collaborative, but cannot use the funding to support its own balance sheet activity. However, the lead organization may allocate a reasonable portion of the funding to support group coordination, reporting or technical assistance activities of the collaborative.

- Each CDFI collaborative is required to identify an evaluation partner to document achievements and the impact of the work. Strong preference will be given to CDFI collaboratives that have identified an evaluation partner at the time of submission.
- CDFIs that received funding in the 2015 competition are NOT eligible to participate in this competition. However, CDFIs that participated in the collaboratives awarded in 2014 may apply and use the funding to support their own balance sheet activity if they meet the following criteria:
 - They were a participant and not lead partner in the 2014 competition.
 - They will act as the Lead Organization in the current proposed collaborative.
 - Note: The rules that apply for a Lead Organization are stated on page four. A CDFI with net assets above \$75 million is eligible to serve as the Lead Organization but will not be able to use the funding to support its own balance sheet activity. If the applicant has net assets of \$75 million or below, it may serve as both the Lead Organization and collaborative participant, using the funding can support its balance sheet activity.

Eligibility

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

- Each of the participating members must be a CDFI certified by the Department of Treasury. The only exception will be in the case of a fiscal sponsor serving as a Lead Organization.
- A track record of strong financial management, including a robust balance sheet and clean audit. In the case of a non-CDFI Lead Organization, that organization will also have to demonstrate expertise in the field, a track record of delivering technical assistance and strong financial management.
- Strong organizational leadership and management. In addition, each collaborative member must demonstrate a commitment to diversity and inclusion within the organization, particularly at the senior staff and board levels.
- Strong preference will be shown for collaboratives with the majority of activities in JPMorgan Chase footprint cities and areas (footprint cities provided in appendix III).
- Ability to achieve all deliverables within a three-year time frame.
- Activities must be geographically focused on a single city, Metropolitan Statistical Area (MSA) or defined region not to exceed five cities.

Proposal

The JPMorgan Chase Foundation invites eligible CDFI collaboratives to submit a proposal of no more than 10 pages. In addition, all proposals should include each item listed in the following outline:

- I. Submission Cover Page (see appendix II)
- II. Description of need
 - Compelling need statement describing the community development challenge the collaborative seeks to address, along with supporting data
 - Clear explanation of the target populations whose needs will be addressed by the collaborative's approach. Preference will be given to proposals that focus on reaching traditionally underserved communities and individuals. Examples of this include, but are not limited to, persistently poor neighborhoods, predominantly minority neighborhoods that are distressed, financially insecure individuals, entrepreneurs of color, women and immigrants.
 - Clear explanation of the target geographic area (for example, a neighborhood within a city, cities within a region or multiple neighborhoods in different cities). Applicants are encouraged to attach maps outlining their focus areas in an appendix.
 - Proposals targeting multiple cities must clearly articulate the common community development challenge found in each city and how the activities of the collaborative are applicable in each location. The collaborative must be able to demonstrate the cohesiveness of its strategy by tracking and reporting common outputs and outcomes for each city in the group's geographic focus.
- III. Approach
 - Clear description of the collaborative's approach to addressing the challenge and meeting the needs of the target population outlined, including distinctive elements of the approach and the unique attributes collaborative members bring to the solution
 - Description of how the approach fits within local strategies (for example, showing how the approach aligns with local community development plans or commission recommendations)
 - Evidence of the importance and connectivity of the partnership between the CDFIs to accomplish their goal
 - History of the collaborative members working together, if applicable
- IV. Structure
 - Brief description of each collaborative member, its leadership and its role within the collaborative
 - Identification and brief explanation of the role of the lead organization, including coordinating activities, fiscal management and/or technical assistance provided
 - Clear explanation of how the collaborative will share infrastructure, staff or technology to achieve grant goals
 - Demonstration of eligibility according to the above criteria
- V. Financials
 - Three years of audited financials and a completed Loan Portfolio Analysis (see in appendix IV)
 - Outline of a plan to leverage this philanthropic capital and the anticipated leverage ratio
 - Brief description of the financial capacity of each collaborative member, including balance sheet, net assets and total assets under management

- Detailed budget showing how funds will be deployed over three years according to eligible uses

VI. Metrics

- All CDFIs are expected to capture the following:
 - Number of traditionally underserved individuals impacted by the program
 - Percentage of capital directed to distressed or predominantly minority neighborhoods
 - Additional funding leveraged for the project goals
 - Systems improvements made through the investment
- An explanation of additional success measures and anticipated outcomes, and a timeline for achievement relevant to the collaborative’s approach

VII. Description of the evaluation partner and qualifications, if already identified

VIII. Appendices (NOTE: Appendices are not included in the page count, but should not exceed five pages.)

- A. Maps (if applicable)
- B. List of key staff and qualifications for each collaborative member
- C. Overview of each collaborative member’s board and senior staff level (CEO and two levels down) and summary of its diversity profile (percentages for race, ethnicity and gender).
- D. Audited financials and Loan Portfolio Analysis (not included in page count)

Submission

Proposals should be no longer than 10 pages, use 12-point font and 1-inch margins. Proposals should follow the above outline by numbering the proposal sections as outlined above. Proposals should address all questions and may include an appendix of up to five pages (not including audited financials and Loan Portfolio Analysis) for a total submission of no more than 15 pages. Additional information may be requested from finalists. Proposals are due by May 16, midnight Pacific Time. Questions and submissions should be directed to **CDFI.Requestforproposal@jpmchase.com**.

3. Appendices

I. Key Dates

4/5/2016	RFP issued
4/12/2016 1:00 – 2:00PM EST	Question and answer session with Opportunity Finance Network Registration link: https://attendee.gotowebinar.com/register/5101150485669828610
4/21/16 1:00 – 2:00PM EST	Question and answer session with Opportunity Finance Network Registration link: https://attendee.gotowebinar.com/register/3590400618248632834
5/16/2016	Proposals due to CDFI.Requestforproposal@jpmchase.com
8/12/2016	Initial award notification
9/23/2016	Signed contracts due to JPMorgan Chase Foundation
Week of 10/03/2016	Winners announced

II. Submission Cover Page (Not to exceed a single page)

Collaborative Name
<p>Lead Organization Name: Address: Website: Primary Contact Name: Phone Number and Email: Press Contact (If different from above):</p>
<p>Participating Organization(s) Name: Address: Website: Primary Contact Name: Phone Number and Email: Press Contact (If different from above): [Add lines as needed for additional organizations]</p>
Goal:
Asset Class(es):
Geographic Area(s):
Anticipated Leverage Ratio:
<p><u>Concisely summarize the challenge you are addressing and the innovative approach you are taking to address the problem.</u></p>

III. CRA Assessment Cities

State	Location
Arizona	Flagstaff, AZ MSA
Arizona	Lake Havasu City-Kingman, AZ MSA
Arizona	Non-Metro - Arizona Total
Arizona	Phoenix-Mesa-Scottsdale, AZ MSA
Arizona	Prescott, AZ MSA
Arizona	Sierra Vista-Douglas, AZ MSA
Arizona	Tucson, AZ MSA
Arizona	Yuma, AZ MSA
California	Anaheim-Santa Ana-Irvine, CA MD
California	Bakersfield, CA MSA
California	Chico, CA MSA
California	El Centro, CA MSA
California	Fresno, CA MSA
California	Hanford-Corcoran, CA MSA
California	Los Angeles-Long Beach-Glendale, CA MD
California	Madera, CA MSA
California	Merced, CA MSA
California	Modesto, CA MSA
California	Napa, CA MSA
California	Non-Metro - California Total
California	Oakland-Hayward-Berkeley, CA MD
California	Oxnard-Thousand Oaks-Ventura, CA MSA
California	Redding, CA MSA
California	Riverside-San Bernardino-Ontario, CA MSA
California	Sacramento-Roseville-Arden-Arcade, CA MSA
California	Salinas, CA MSA
California	San Diego-Carlsbad, CA MSA
California	San Francisco-Redwood City-South San Francisco, CA MD
California	San Jose-Sunnyvale-Santa Clara, CA MSA
California	San Luis Obispo-Paso Robles-Arroyo Grande, CA MSA
California	San Rafael, CA MD
California	Santa Cruz-Watsonville, CA MSA
California	Santa Maria-Santa Barbara, CA MSA
California	Santa Rosa, CA MSA
California	Stockton-Lodi, CA MSA
California	Vallejo-Fairfield, CA MSA
California	Visalia-Porterville, CA MSA
California	Yuba City, CA MSA
Colorado	Boulder, CO MSA

Colorado	Colorado Springs, CO MSA
Colorado	Denver-Aurora-Lakewood, CO MSA
Colorado	Fort Collins, CO MSA
Colorado	Greeley, CO MSA
Connecticut	Bridgeport-Stamford-Norwalk, CT MSA
Connecticut	New Haven-Milford, CT MSA
Florida	Cape Coral-Fort Myers, FL MSA
Florida	Deltona-Daytona Beach-Ormond Beach, FL MSA
Florida	Fort Lauderdale-Pompano Beach-Deerfield Beach, FL MD
Florida	Jacksonville, FL MSA
Florida	Lakeland-Winter Haven, FL MSA
Florida	Miami-Miami Beach-Kendall, FL MD
Florida	Naples-Immokalee-Marco Island, FL MSA
Florida	North Port-Sarasota-Bradenton, FL MSA
Florida	Orlando-Kissimmee-Sanford, FL MSA
Florida	Palm Bay-Melbourne-Titusville, FL MSA
Florida	Port St. Lucie, FL MSA
Florida	Punta Gorda, FL MSA
Florida	Sebastian-Vero Beach, FL MSA
Florida	Tampa-St. Petersburg-Clearwater, FL MSA
Florida	The Villages, FL MSA
Florida	West Palm Beach-Boca Raton-Delray Beach, FL MD
Georgia	Atlanta-Sandy Springs-Roswell, GA MSA
Georgia	Gainesville, GA MSA
Idaho	Boise City, ID MSA
Idaho	Coeur d'Alene, ID MSA
Idaho	Idaho Falls, ID MSA
Idaho	Non-Metro - Idaho Total
Idaho	Pocatello, ID MSA
Illinois	Bloomington, IL MSA
Illinois	Champaign-Urbana, IL MSA
Illinois	Chicago-Naperville-Arlington Heights, IL MD
Illinois	Davenport-Moline-Rock Island, IA-IL MSA
Illinois	Elgin, IL MD
Illinois	Lake County-Kenosha County, IL-WI MD
Illinois	Peoria, IL MSA
Illinois	Rockford, IL MSA
Illinois	Springfield, IL MSA
Indiana	Bloomington, IN MSA
Indiana	Elkhart-Goshen, IN MSA
Indiana	Fort Wayne, IN MSA
Indiana	Gary, IN MD
Indiana	Indianapolis-Carmel-Anderson, IN MSA
Indiana	Lafayette-West Lafayette, IN MSA
Indiana	Louisville/Jefferson County, KY-IN MSA

Indiana	Michigan City-La Porte, IN MSA
Indiana	Muncie, IN MSA
Indiana	Non-Metro - Indiana Total
Indiana	South Bend-Mishawaka, IN-MI MSA
Kansas	Kansas City, MO-KS MSA
Kentucky	Bowling Green, KY MSA
Kentucky	Cincinnati, OH-KY-IN MSA
Kentucky	Elizabethtown-Fort Knox, KY MSA
Kentucky	Lexington-Fayette, KY MSA
Kentucky	Louisville/Jefferson County, KY-IN MSA
Kentucky	Non-Metro - Kentucky Total
Kentucky	Owensboro, KY MSA
Louisiana	Alexandria, LA MSA
Louisiana	Baton Rouge, LA MSA
Louisiana	Hammond, LA MSA
Louisiana	Houma-Thibodaux, LA MSA
Louisiana	Lafayette, LA MSA
Louisiana	Lake Charles, LA MSA
Louisiana	Monroe, LA MSA
Louisiana	New Orleans-Metairie, LA MSA
Louisiana	Non-Metro - Louisiana Total
Louisiana	Shreveport-Bossier City, LA MSA
Massachusetts	Boston, MA MD
Michigan	Ann Arbor, MI MSA
Michigan	Battle Creek, MI MSA
Michigan	Detroit-Dearborn-Livonia, MI MD
Michigan	Flint, MI MSA
Michigan	Grand Rapids-Wyoming, MI MSA
Michigan	Kalamazoo-Portage, MI MSA
Michigan	Lansing-East Lansing, MI MSA
Michigan	Muskegon, MI MSA
Michigan	Niles-Benton Harbor, MI MSA
Michigan	Non-Metro - Michigan Total
Michigan	Saginaw, MI MSA
Michigan	Warren-Troy-Farmington Hills, MI MD
Missouri	Springfield, MO MSA
Nevada	Las Vegas-Henderson-Paradise, NV MSA
Nevada	Reno, NV MSA
New Hampshire	Rockingham County-Strafford County, NH MD
New Jersey	Allentown-Bethlehem-Easton, PA-NJ MSA
New Jersey	New York-Jersey City-White Plains, NY-NJ MD
New Jersey	Newark, NJ-PA MD
New Jersey	Trenton, NJ MSA
New York	Albany-Schenectady-Troy, NY MSA
New York	Binghamton, NY MSA

New York	Buffalo-Cheektowaga-Niagara Falls, NY MSA
New York	Dutchess County-Putnam County, NY MD
New York	Kingston, NY MSA
New York	Nassau County-Suffolk County, NY MD
New York	New York-Jersey City-White Plains, NY-NJ MD
New York	Non-Metro - New York Total
New York	Rochester, NY MSA
New York	Syracuse, NY MSA
Ohio	Akron, OH MSA
Ohio	Canton-Massillon, OH MSA
Ohio	Cincinnati, OH-KY-IN MSA
Ohio	Cleveland-Elyria, OH MSA
Ohio	Columbus, OH MSA
Ohio	Dayton, OH MSA
Ohio	Lima, OH MSA
Ohio	Mansfield, OH MSA
Ohio	Non-Metro - Ohio Total
Ohio	Springfield, OH MSA
Ohio	Weirton-Steubenville, WV-OH MSA
Ohio	Wheeling, WV-OH MSA
Ohio	Youngstown-Warren-Boardman, OH-PA MSA
Oklahoma	Oklahoma City, OK MSA
Oklahoma	Tulsa, OK MSA
Oregon	Albany, OR MSA
Oregon	Bend-Redmond, OR MSA
Oregon	Corvallis, OR MSA
Oregon	Eugene, OR MSA
Oregon	Grants Pass, OR MSA
Oregon	Medford, OR MSA
Oregon	Non-Metro - Oregon Total
Oregon	Portland-Vancouver-Hillsboro, OR-WA MSA
Oregon	Salem, OR MSA
Texas	Abilene, TX MSA
Texas	Amarillo, TX MSA
Texas	Austin-Round Rock, TX MSA
Texas	Beaumont-Port Arthur, TX MSA
Texas	Brownsville-Harlingen, TX MSA
Texas	College Station-Bryan, TX MSA
Texas	Dallas-Plano-Irving, TX MD
Texas	El Paso, TX MSA
Texas	Fort Worth-Arlington, TX MD
Texas	Houston-The Woodlands-Sugar Land, TX MSA
Texas	Killeen-Temple, TX MSA
Texas	Laredo, TX MSA
Texas	Longview, TX MSA
Texas	McAllen-Edinburg-Mission, TX MSA

Texas	Midland, TX MSA
Texas	Non-Metro - Texas Total
Texas	Odessa, TX MSA
Texas	San Antonio-New Braunfels, TX MSA
Texas	Sherman-Denison, TX MSA
Texas	Tyler, TX MSA
Texas	Waco, TX MSA
Texas	Wichita Falls, TX MSA
Utah	Logan, UT-ID MSA
Utah	Non-Metro - Utah Total
Utah	Ogden-Clearfield, UT MSA
Utah	Provo-Orem, UT MSA
Utah	Salt Lake City, UT MSA
Utah	St. George, UT MSA
Washington	Bellingham, WA MSA
Washington	Bremerton-Silverdale, WA MSA
Washington	Kennewick-Richland, WA MSA
Washington	Longview, WA MSA
Washington	Mount Vernon-Anacortes, WA MSA
Washington	Non-Metro - Washington Total
Washington	Olympia-Tumwater, WA MSA
Washington	Portland-Vancouver-Hillsboro, OR-WA MSA
Washington	Seattle-Bellevue-Everett, WA MD
Washington	Spokane-Spokane Valley, WA MSA
Washington	Tacoma-Lakewood, WA MD
Washington	Walla Walla, WA MSA
Washington	Wenatchee, WA MSA
Washington	Yakima, WA MSA
West Virginia	Beckley, WV MSA
West Virginia	Charleston, WV MSA
West Virginia	Huntington-Ashland, WV-KY-OH MSA
West Virginia	Non-Metro - West Virginia Total
West Virginia	Wheeling, WV-OH MSA
Wisconsin	Appleton, WI MSA
Wisconsin	Fond du Lac, WI MSA
Wisconsin	Green Bay, WI MSA
Wisconsin	Janesville-Beloit, WI MSA
Wisconsin	Lake County-Kenosha County, IL-WI MD
Wisconsin	Madison, WI MSA
Wisconsin	Milwaukee-Waukesha-West Allis, WI MSA
Wisconsin	Non-Metro - Wisconsin Total
Wisconsin	Oshkosh-Neenah, WI MSA
Wisconsin	Racine, WI MSA

IV. Loan Portfolio Analysis

Loan Portfolio Data Points			
DATA POINTS			
GENERAL PORTFOLIO INFORMATION			
Number of Loans Outstanding	FY 2015	FY 2014	FY 2013
Unpaid Principal Balance			
Average Loan Size			
LOAN LOSS RESERVE			
Loan Loss Reserve Amount			
Loan Loss Reserve as % of Loans Receivable			
DELINQUENCY INFORMATION			
Dollar Amount of Delinquent Loans (60-89 days past due)			
Delinquency Dollar Amount as % of Total Principal Balance			
Number of Delinquent Loans (60-89 days past due)			
Dollar Amount of Delinquent Loans (90+ days past due)			
Delinquency Dollar Amount as % of Total Principal Balance			
Number of Delinquent Loans (90+ days past due)			
Total % Delinquent			
REAL ESTATE OWNED (REO) / RESTRUCTURED LOANS			
Dollar Amount Restructured Loans			
Number of Restructured Loans			
Dollar Amount of REO Loans			
Number of REO Loans			
NET CHARGE-OFFS (Fiscal year)			
Dollar Amount of Charged-off Loans			
Number of Charged Off Loans			
LOAN PURPOSES (by \$ Amount)			
Renovation/New Construction			
Acquisition			
Refinance			
Working Capital			
Other			
Total			
COLLATERAL (by \$ Amount)			
Real Property			
Personal Property			
Third Party Support			
Unsecured			
Total			
LIEN POSITION (by \$ Amount)			
First Mortgage			
Second Mortgage			
Unsecured			

V. CDFI Collaboratives Frequently Asked Questions

1. Which CDFIs are eligible to participate?

The CDFI collaborative must consist of between two and five CDFIs with net assets of or below \$75 million. CDFI collaboratives working in JPMorgan Chase footprint cities will be given preference. Each collaborative is required to identify a Lead Organization to handle the primary grantee responsibilities for the group, such as financial administration, deliverable accountability and reporting. The lead organization must be a 501(c) (3) public charity, but does not have to be a CDFI or a CDFI with net assets below the \$75 million limit.

2. Why must CDFIs have net assets of \$75 million or below to be eligible?

JPMorgan Chase recognizes that small and mid-sized CDFIs often end up competing for scarce resources. Through our first two rounds of CDFI collaboratives, we have seen how a collaborative approach can yield greater impact, while at the same time help local and regionally focused CDFIs with less than \$75 million in net assets access greater and more sophisticated streams of capital by pooling balance sheets, technology and talent.

3. Are CDFIs that received awards in the first two CDFI collaborative competitions eligible to participate and apply funding to their own balance sheet?

CDFIs that received funding in the 2015 competition are NOT eligible to participate in this competition. CDFIs that participated in the 2014 competition may apply if they meet the following criteria:

- a. They were a participant and not lead partner in the 2014 competition.
- b. They will act as the Lead Organization in the current proposed collaborative.
 - i. Note: The rules that apply for a Lead Organization are stated on page four of the RFP. A CDFI with net assets above \$75 million is eligible to serve as the Lead Organization but will not be able to use the funding to support its own balance sheet activity. If the applicant has net assets of \$75 million or below, it may serve as both the Lead Organization and collaborative participant, using the funding can support its balance sheet activity.

4. What is the maximum grant amount for participants in this program?

Successful applicants will be eligible for a three-year grant of up to \$5 million.

5. How should the grant funding be used?

The collaboratives will be required to use the majority (at least 51 percent) of the grant funds to leverage additional capital from other sources to create a pool of funds to finance projects that meet their objectives. Some can be used for operational expenses, technology upgrades and other capacity-building needs.

6. How are the CDFI collaboratives chosen?

The JPMorgan Chase Foundation will leverage experts from across the firm to help read and score proposals. Every proposal received will be read and scored by two JPMorgan Chase employees according to the criteria outlined in the RFP. The top 20 proposals will move to the second round, where they will be read and scored by a new group of experts. Those experts will select 10 finalists to present to an internal selection committee comprising executives across the firm. This committee will nominate winners for approval by the JPMorgan Chase Foundation Board. The winners will be announced in October 2016.

7. Who should applicants select as evaluation partners?

Evaluation partners can be local universities, consultant firms or individuals who can effectively track and document the impact of the collaborative's work via the proposal metrics. The evaluation partners should also be familiar with the collaborative's work and should be equipped to provide an annual report around outputs and a final report at the end of the three-year grant term around outputs and outcomes, where appropriate.

8. Do CDFIs need to be located within the same metro area?

CDFIs do not have to be located in the same geographical location. However, activities must be geographically focused in a single city, Metropolitan Statistical Area or defined region not to exceed five cities. Proposals targeting multiple cities must clearly articulate the common community development challenge found in these cities and how the activities of the collaborative are applicable in each location. The collaborative must be able to demonstrate the cohesiveness of its strategy by tracking and reporting common outputs and outcomes for each city in the group's geographic focus.