REGISTRATION

Welcome to the Communities Thrive Challenge, and thank you for your interest! In order to participate in the Challenge, you will need to create an account on this website and fill out the Round One application. By signing up, you agree to the terms & conditions, rules & privacy policy, and you will be able to view and complete the application and receive important periodic updates regarding deadlines and the status of your application.

Please fill in the following registration information. Once completed, a "completed registration" confirmation message will display. If you need to edit this information before it had been submitted, return to this page by selecting "Edit Registration Form" from the Profile menu. Begin your submission by clicking "Application" at the top of the page. (We will never post your financial information or the writing about challenges that you face). We look forward to receiving your submission!

You must complete this registration form no later than **Tuesday, June 12, 2018, at 5:00 PM Pacific**.

Thank you for taking the time to share with us. We look forward to learning about your work!

* Indicates required field.

1. Your organization's legal name:* [TEXT BOX—15 words maximum]
2. Your organization's EIN number:* [NUMERIC BOX--EIN FORMAT]
3. Contact Address:
   Street Address* [TEXT BOX—10 words maximum]
   Address Line 2 [TEXT BOX—10 words maximum]
   City* [TEXT BOX—5 words maximum]
   State* [DROP-DOWN LIST]
   Postal / Zip Code* [TEXT BOX—5 words maximum]
4. Telephone number:* [TEXT BOX]
5. Your organization's website or Facebook page: [TEXT BOX]
6. How would you describe the types of communities where your work takes place? (check as many as apply)*
   - ❏ Rural (population of 50,000 or less)
   - ❏ Small urban (population between 50,000 and 200,000)
   - ❏ Medium-size urban (population between 200,000 and 500,000)
   - ❏ Metropolitan (population between 500,000 and 1.5 million)
   - ❏ Large Metropolitan (population of 1.5 million or more)
7. What is your organizational structure?*
   - ○ 501(c)(3) public charity
   - ○ 501(c)(3) private foundation or private operating foundation
   - ○ For-profit company
   - ○ 501(c)(6) business league, or associated fiscal sponsor
   - ○ B Corp/Public Benefit Corporation
   - ○ Post-secondary educational institution (**NOTE:** Programs that work in one of the issue areas are eligible to apply; programs focused on research are not eligible.)

- o 501(c)(4) social welfare corporation
- o Other: Please describe in five words or less. [TEXT BOX—5 words maximum]

NOTE: Government agencies are not eligible to apply. If you work for a government agency and would like to participate as part of a team, please encourage one or more eligible, non-government organizations to register.

6. The Communities Thrive Challenge will fund and help to strengthen and scale community-driven approaches that enable low-income or otherwise financially insecure people **find and retain well-paid and meaningful work, achieve financial security, or build economically vibrant neighborhoods.** This might include nonprofit programs; businesses, organizing or advocacy models; technologies; economic development strategies, or other approaches that deliver significant and consistent results in any of the following areas. Please select the issue areas in which you work (you can select multiple).

- ❏ **Better Work:** Improving job quality, pay, and worker benefits, and creating new, well-paying jobs for low-income or otherwise marginalized workers in a rapidly changing economy and labor market. Indicators of success might include: income and number of jobs that pay a living wage and provide benefits.

- ❏ **Skills Development and Opportunity Matching**: Connecting low-income people with work and the skills necessary to succeed in a changing labor market, possibly through additional skill development, building career pathways from low-wage to higher-paying jobs, or identifying financing solutions to support the development of new skills and job transitions. Indicators of success might include: job placement, retention and promotion, or training program accessibility and completion.

- ❏ **Financial Security:** Enabling underserved and financially insecure workers and their families to better manage unanticipated changes in their income and expenses without experiencing periods of deeper poverty or being forced to rely on predatory debt. This could involve a range of approaches, including improving the design or delivery of social services. Indicators of success might include: financial stability, wealth building, decreased and manageable debt, improved credit scores, access to safety nets or emergency cash.

- ❏ **Economically Vibrant Communities:** Building neighborhoods, cities, or towns that foster economic stability and mobility for residents who have historically been excluded or marginalized, and ensuring that their neighborhoods benefit from a region's economic growth and vibrancy. Indicators of success might include: access to core services, such as child care and responsible financial institutions, a reasonable, affordable commute to gainful employment, as well as an increase in total jobs and/or small businesses owned by people of color, women, and LGBTQ individuals who have historically faced extra barriers to business ownership.

7. How did you hear about the Communities Thrive Challenge? Select one or more options:*
   - ❏ In-person outreach event
   - ❏ Rockefeller Foundation website
   - ❏ Chan Zuckerberg Initiative website
   - ❏ Another organization [Textbox: 5 words max]
   - ❏ News outlet [Textbox: 5 words max]
   - ❏ Social media
   - ❏ Internet search
   - ❏ Word of mouth/personal communication
   - ❏ Other [TEXT BOX—5 words maximum]

Communities
Thrive
Challenge

ROUND ONE APPLICATION

Please read all of the application requirements before completing each section. Applications will be available for download in several languages, but your responses must be submitted in English. There are a number of ways to fill out this application. Some organizations may choose to feature particular projects or programs. Others may choose to cover all of their organization's work. Whichever approach you choose, please clearly indicate how your work relates to the Communities Thrive Challenge focus areas. Portions of your application, including but not limited to the Proposal Title, Quick Pitch, Organization, the Problem, Your Approach, and geographic location, may be published on this website. The remainder of your application will only be viewed by Challenge administrators, peer reviewers, and other potential funders.

Before submitting, be sure to review your application as it will appear to reviewers by clicking the 'Preview' link at the bottom of the page. When you have completed all of the requirements, a confirmation message will be displayed on the screen. At that point, you can submit your final application. Once you have submitted the application, you will no longer be able to make changes. By submitting this application, you've granted us license to post portions of it on the Communities Thrive Challenge website. (**NOTE:** We will never post any of your financial information or the writing about challenges that you face).

You must submit your application no later than **Tuesday, June 19, 2018, at 5:00 PM Pacific**.

A. THE BASICS

The questions below will help us develop an initial, high-level understanding of your organization's structure and mission as well as its **impact**, **potential for scale**, **community engagement** and **leadership**. You may apply as a team of two or more organizations, but in the Round One application please describe only the primary or lead organization. If invited to submit a Round Two application, you will have the opportunity to provide more detailed information on each of these topics and introduce your partners.

PROPOSAL TITLE (10 words)
Please provide a name for your proposal.
[TEXT BOX: 5 words maximum]

QUICK PITCH (50 words)
Provide a clear and succinct explanation of your organization's approach to improving economic opportunity for your community. Your Quick Pitch is a brief statement that each reviewer will read to develop an initial understanding of your work. This is your opportunity to make a strong first impression.
[TEXT BOX: 50 words maximum]

ORGANIZATION (150 words)
Briefly describe how your organization works. What are your values? How do you organize your team to get work done? What is unique about your organization's operations?
[TEXT BOX: 150 words maximum]

SIZE OF YOUR ORGANIZATION

How many people work for your organization? Please select from the options listed below.

- o 1 - 10 employees
- o 11 - 50 employees
- o 51 - 200 employees
- o 201 - 500 employees
- o 501 - 1,000 employees
- o 1,001+ employees

PREVIOUS FUNDING

Has your organization received an investment or grant from the Chan Zuckerberg Initiative or a grant from the Rockefeller Foundation in the past 10 years?

- o No
- o No, but an affiliated organization has [TEXT BOX: 5 words]
- o Yes, from The Rockefeller Foundation [TEXT BOX: $dollar amount][TEXT BOX: yyyy]
- o Yes, from the Chan Zuckerberg Initiative[TEXT BOX: $dollar amount] [TEXT BOX: yyyy]

NOTE: If the answer is yes, your organization is not eligible for the Communities Thrive Challenge. However, we still welcome you to submit your application as a way for both The Rockefeller Foundation and the Chan Zuckerberg Initiative to get to know you better and learn about your most recent work. Your application will not be reviewed as part of the Challenge. If an affiliated organization has received funding, your organization may be eligible subject to The Rockefeller Foundation and the Chan Zuckerberg Initiative legal review.

OPERATING BUDGET

Please provide your organization's annual operating budget, selecting from the options listed below.

- o Less than $200,000
- o $200,001 - $500,000
- o $500,001 - $750,000
- o $750,001 - $1,000,000
- o $1,000,001 - $1,500,000
- o $1,500,001 - $2,000,000
- o $2,000,001 - $3,000,000
- o Greater than $3,000,000

NOTE: If your annual operating budget is less than $200,000, your organization is not eligible for the Communities Thrive Challenge. However, we'd still like to learn more about your work and encourage you to submit your application as a way for us to get you know you. Your application will not be reviewed as part of the Challenge.

GEOGRAPHIC REACH

Where does your work occur? Enter a zip code for each place where your work takes place.

[Text box to enter zip code 1]
[Text box to enter zip code 2]

[Text box to enter zip code 3]
[Text box to enter zip code 4]
[Text box to enter zip code 5]
[Text box to enter zip code 6]
[Text box to enter zip code 7]
[Text box to enter zip code 8]

B. IMPACT

Here's your opportunity to provide additional information and details about your organization's work, approach, and overall impact.

THE PROBLEM (200 words)
Explain the problem(s) in your community that your organization aims to address. Which obstacle(s) to economic opportunity do you seek to eliminate? Why is this problem significant?
[TEXT BOX: 200 words maximum]

YOUR APPROACH (200 words)
Describe your organization's approach to addressing the problem(s) described above (e.g., a theory of change, strategy, or model). Why do you take this approach? Which outcomes do you aim to achieve?
[TEXT BOX: 200 words maximum]

THE PEOPLE YOU SERVE (150 words)
Discuss the people that your organization serves, invests in, or represents. Who are these people? What are the obstacles they face?
[TEXT BOX: 150 words maximum]

RESULTS (150 words)
How do you know your approach is working? Describe the results you have already achieved.
[TEXT BOX: 150 words maximum]

POPULATION DIRECTLY SERVED
How many people does your organization DIRECTLY serve, invest in, or represent?
[NUMERIC BOX: 9 digits maximum]

POPULATION INDIRECTLY SERVED
If applicable, how many people are impacted by your work more broadly or indirectly? For example, if your organization shares your knowledge, resources, or model to impact people indirectly, please include this in your estimate.
[NUMERIC BOX: 9 digits maximum]

C. POTENTIAL FOR SCALE

Not every program has the potential for scale – some approaches are expressly designed for specific local contexts or populations. Both The Rockefeller Foundation and Chan Zuckerberg Initiative have been honored to support such efforts in the past.

However, the Communities Thrive Challenge is specifically looking for organizations that have **a model or approach that has great potential for impact at scale** with the appropriate new resources, investment, strategy, and partnerships. No organization can achieve impact at scale alone!

We have a broad definition of scale. Market expansion is one way to expand an organization's reach. But scale can also be achieved by disseminating your model to a national network for implementation by others, building an alliance with partners across your region, partnering with government, influencing public or private policy, mobilizing or tapping into a movement, introducing a new product, sharing new data or insight, and by other means.

APPROACH TO SCALE (150 words)
How could your approach be effective at a larger scale? If you had $1M of unrestricted grant funding, how might you scale your approach? What do you think others could learn from your approach?
[TEXT BOX: 150 words maximum]

D. YOUR COMMUNITY
We'd like to know about the community you serve and how you engage with it.

LOCAL CONTEXT (75 words)
Provide a description of the community, communities, or region where you work (whichever is most relevant to understanding your organization). Explain your understanding of the necessary operations or tactics critical to succeeding in your community and overcoming any local implementation challenges.
[TEXT BOX: 75 words maximum]

COMMUNITY ENGAGEMENT (75 words)
What community members or partners do your organization work with? How do you ensure your work is informed by the community on an ongoing basis?
[TEXT BOX: 75 words maximum]

E. LEADERSHIP
Finally, please tell us about the people who run your organization.

YOUR LEADERSHIP TEAM (150 words)
Who is on the leadership team for your organization? How does your leadership team reflect the community you work with? Why are these individuals uniquely qualified to lead your organization?
[TEXT BOX: 150 words maximum]

OTHER CONSIDERATIONS (100 words)
If there is any other information you would like reviewers to consider, please include it here.
[TEXT BOX: 100 words maximum]

ROUND TWO APPLICATION

Congratulations on advancing to Round Two of the Communities Thrive Challenge! On the Round One application, we asked you to provide high-level information about a broad range of topics. On this Application, we will ask you to go deeper on **impact, potential for scale, community engagement, and leadership**.

Please read all of the application requirements before completing each section. Applications will be available for download in several languages but must be submitted in English. There are a number of ways to fill out this application. Some organizations may choose to feature particular projects or programs. Others may choose to cover all of their organization's work. Whichever approach you choose, please clearly indicate how your work relates to the Communities Thrive Challenge focus areas. Portions of your application, including but not limited to Principal Organization, Results & Effectiveness, and Video, may be published on this website. The entirety of your Round One application and your Round Two application will only be viewed by challenge administrators, expert panel reviewers, and potential other funders.

Before submitting, be sure to review your application as it will appear to reviewers by clicking the preview link at the bottom of the page. When you have completed all of the requirements, a confirmation message will be displayed on the screen. At that point, you can submit your final application. Once you have submitted the application, you will no longer be able to make changes. By submitting this application, you agree to the terms & conditions, rules & privacy policy, and you've granted us license to post portions of this application on our website (**NOTE:** We will never post your financial information or the writing about challenges that you face).

You must submit your application no later than **Monday, August 6, 2018 at 5:00 PM Pacific.**

A. MORE OF THE BASICS

You may apply as a single organization or as a team of organizations as long as the team is represented by one single legal entity (**NOTE:** Grants will be made to only one single legal entity. Refer to the Eligibility Guidelines in the Rules for further information).

PRINCIPAL ORGANIZATION

Provide the legal name of the principal organization responsible for receiving and taking accountability for any grant funds, as well as providing the direction, control, and supervision for the work, if awarded. Identify a single point of contact who will assume a key leadership role coordinating dedicated team members and/or affiliated organizations.

Principal Organization (Potential Grantee)

Organization Legal Name:* [TEXT BOX—10 words maximum]
Street Address* [TEXT BOX—10 words maximum]
Address Line 2 [TEXT BOX—10 words maximum]
City* [TEXT BOX—5 words maximum]
State* [DROP-DOWN LIST—See Appendix B.]
Postal / Zip Code* [TEXT BOX—5 words maximum]

Point of Contact
First Name* [TEXT BOX—5 words maximum]
Last Name* [TEXT BOX—5 words maximum]
Position/Title* [TEXT BOX—5 words maximum]
Email Address* [TEXT BOX—5 words maximum]
Phone Number* [TEXT BOX—5 words maximum]

TEAM APPLICATIONS (150 words)
If you have chosen to apply as a team, please explain why. How can you ensure this will be an effective partnership? Have the organizations worked together in the past? If you are not applying as a team, please enter "Not applicable."
[TEXT BOX: 150 words maximum]

B. IMPACT
We are looking for organizations that effectively and consistently deliver results that address significant, urgent, and complex problems.

RESULTS & EFFECTIVENESS (350 words)
On the Round One application, we asked you about your results and how you know your approach is working. Now, we'd like to dig a bit deeper.

How did you choose which outcomes to focus on? How do you know whether you are making progress on those outcomes? Please provide relevant information, data, or evidence. Has your organization run any pilots, evaluations, or other research? How do you incorporate that data or insight into your work?

Has your organization or approach ever been externally evaluated? (**NOTE:** This is not a requirement for the Communities Thrive Challenge) If so, describe the results.
[TEXT BOX: 350 words]

INFORMATION SOURCES
We value a variety of data that your approach is working (e.g. informal feedback, survey, interview, or focus groups). What kind of data, if any, do you collect? Please select all that apply.

- ❏ Informally check in with the people you serve to see how things are going
- ❏ Formally collect and document qualitative feedback
- ❏ Routinely collect program and other data on progress
- ❏ Pilot or user test new programs, products, or policies
- ❏ Internally conduct evaluation or assessment of outcomes
- ❏ Externally conduct evaluation or assessment of outcomes
- ❏ External randomized control trial
- ❏ Other [TEXT BOX—5 words maximum]

C. POTENTIAL FOR SCALE

Not every program has the potential for scale – some approaches are expressly designed for specific local contexts or populations. Both the Rockefeller Foundation and Chan Zuckerberg Initiative have been honored to support such efforts in the past.

However, the Communities Thrive Challenge is specifically looking for organizations that have **a model or approach that has great potential for impact at scale** with the appropriate new resources, investment, strategy, and partnerships. No organization can achieve impact at scale alone!

We have a broad definition of scale. Market expansion is one way to expand an organization's reach. But scale can also be achieved by disseminating your model to a national network for implementation by others, building an alliance with partners across your region, partnering with government, influencing public or private policy, mobilizing or tapping into a movement, introducing a new product, sharing new data or learnings, and by other means.

VISION FOR SCALE (500 words)
On the Round One application, you were asked to consider how your approach could be effective at a larger scale. Now, we'd like you to expand your imagination and vision for scale. How would you define 'impact at scale' for your organization or approach? Picture 10 years into the future: your organization/program/policy/product/movement has transformed lives and communities. How did this happen? What role did your organization play?
[TEXT BOX: 500 words]

BARRIERS TO SCALE OR CHALLENGES (150 words)
Aside from financial resources, what other challenges or barriers (internal and external) do you currently face in achieving the vision for scale described above? Please identify the top three, including at least one that is internal (i.e., an operating challenge that is not solely the product of outside political, social, or economic forces).
[TEXT BOX: 150 words]

D. COMMUNITY ENGAGEMENT, INCLUSION & PARTNERSHIPS
Organizations that are driven and informed by the community are often most effective at addressing the needs of their target population.

COMMUNITY ENGAGEMENT (350 words)
In Round One, we asked you to briefly explain how you collaborate and ensure your work is informed by the community. Now we would like to dig a bit deeper: Specifically, how have you engaged your community (or communities) in your work? What tactics have you used in your outreach and engagement? How are the people you are trying to serve actively involved in designing and improving your work? Please provide an example of how you have modified your approach in response to community feedback.
[TEXT BOX: 350 words]

INCLUSIVENESS (150 words)

Please explain how your organization works to be inclusive of all people, regardless of ability (mental and/or physical), age, ethnicity, gender, migration or veteran status, race, religion, sexual orientation, gender identity, and socioeconomic background.

[TEXT BOX: 150 words]

CROSS SECTOR COLLABORATION & PARTNERSHIPS (150 words)

Who are your most important partners and allies, whether government, businesses, or nonprofits? How, if at all, does your organization's current success and your vision for scale depend on these partners and allies?

[TEXT BOX: 150 words]

E. LEADERSHIP

We are seeking leaders who are well-positioned to support the organization through growth and scaling, demonstrate a strong history and commitment to the field of work, and authentically represent the populations they serve.

YOUR LEADERSHIP TEAM (150 words)

On application Round One, we asked you about your leadership team. Is there anything we didn't learn about your leaders in Round One that you would like to add now? If this application is being submitted on behalf of a team of organizations, please make sure we know about the leaders from all of the organizations (not just the principal organization that is the potential grantee).

[TEXT BOX: 150 words]

RESUMES

Additionally, please upload a PDF file that includes the resumes/CVs for the three most senior leaders of the organization (or primary organization if applying as a team), including the person responsible for your organization's financial health. Please combine all resumes into one file as you are only allowed to upload one file.

[PDF UPLOAD]

F. FINANCIAL REQUIREMENTS

CURRENT AMOUNT OF FUNDING

What is the total amount of current and expected funding (including philanthropic and government dollars, earned revenue, debt, etc.) for the current fiscal year? Please indicate when you fiscal year begins.

[NUMERIC BOX: numbers only]

PRIOR FISCAL YEAR FUNDING

What was the total amount of funding for the prior fiscal year?

[NUMERIC BOX: numbers only]

CURRENT FUNDING SOURCES
What are your current and expected sources of funding? (**NOTE:** The total amount of current funding above must match the total amount in this table.)

CURRENT OR EXPECTED SOURCE(S) OF FUNDING	AMOUNT
TOTAL	$0

CURRENT FUNDING SOURCES NARRATIVE (150 words)
How did you tap into these resources? Will these resources be available in the future? Describe your three-year funding plan. Is there anything else you'd like us to know about your funding sources?
[TEXT BOX: 75 words]

BUDGET NARRATIVE DESCRIPTION (150 words)
Please offer a general overview for how you would use the the grant award of $1,000,000 if selected. If you've chosen to focus your application on a particular project, please also include the expected operating budget for the rest of your organization. This should include, in broad terms, total projected needs by function and/or division. You may include any explanations of existing resources you have secured.
[TEXT BOX: 150 words]

BUDGET
We understand organizational needs are constantly changing and are committed to offering unrestricted funding to our final portfolio of 501(c)(3) public charity grantees. By law, however, grant funding must be restricted to specific charitable projects of any organization that is not a 501(c)(3) public charity. Depending on your organizational structure, please follow the instructions below:

- If you are a 501(c)(3) public charity, please provide an illustrative line item budget for how you would spend the $1,000,000 if you received it today. (NOTE: Should you become a grantee, you would not be bound by this budget. The grant will be for general operating support -- the illustrative budget is a way for reviewers to get a rough sense of how you would use the grant would invest the grant.)
- If you are not a 501(c)(3) public charity, please provide a detailed line item budget for how you would spend the $1,000,000 grant if you received it today. The budget should include a detailed breakdown of staff hours dedicated to the project to help us understand how your work serves a charitable purpose.

Please make sure that any funds identified in this table reflect and clarify your general explanations provided in your budget narrative.

DESCRIPTION	AMOUNT
TOTAL *(MUST EQUAL $1,000,000)*	$1,000,000

FINANCIAL SUSTAINABILITY (150 words)
The Communities Thrive Challenge grant will contribute to your organization's work, but additional resources may be required. If additional funds are needed, please describe your plans to secure those funds. Describe how you plan to ensure your organization's financial sustainability over the next few years.
[TEXT BOX: 75 words]

G. COMPLIANCE FOR APPLICANTS THAT ARE NOT SECTION 501(C)(3) PUBLIC CHARITIES
This section of the application are only required for organizations that are not 501(c)(3) public charities. Your responses to these questions will be reviewed in order to determine if your organization qualifies to receive a grant, based on whether you can satisfy the policies and standards of The Rockefeller Foundation and the Chan Zuckerberg Initiative and the laws applicable to them. As a reminder, grant funds can only be used for charitable purposes. Please see the rules and conditions for more information.

CHARITABLE PURPOSE (150 words)
What is the charitable purpose of your work? Describe how the public or a subset, which is a charitable class, will benefit from your approach. A charitable class must generally be an indefinite number of individuals who are the subject of the charitable purpose and not a limited number of specified individuals. For example, the class can be needy persons within a disadvantaged community but not a specified person in the community, even if the person is disadvantaged. There can be a comparatively small number of individuals, if the individuals are not identified and the class is open ended.
[TEXT BOX: 150 words maximum]

PRIVATE BENEFIT (150 words)
Will private interests (such as shareholders, for-profit companies, contractors, consultants, or other individuals) benefit more than incidentally from the work as compared to the public or charitable benefit? If your approach will trigger any private benefit to one or more individuals, provide an explanation of how the public benefit cannot be achieved without necessarily benefiting those individuals and to what degree any private benefit compares to public benefit. You may refer to our Private Benefit Policy for clarification.
[TEXT BOX: 150 words maximum]

H. YOUR VIDEO PITCH

You are required to submit a video presentation that captures your own pitch for why your approach should be funded. You will upload a short digital film using YouTube. Set the Privacy Settings on your video to Public or Unlisted; do not set them to Private. Your video may be extracted from your submission and made available to the public.

Your video should comply with the following guidelines. If it does not, your submission may be invalid and no longer eligible for an award.
- A length of no more than 90 seconds.
- Only one to two people should present during the video.
- Dialogue should be in English, or, if in another language, subtitled in English.
- Not contain identifiable children without parent consent.

Here are general suggestions for delivering a high-quality video pitch:
- Introduce yourself and your organization and/or team.
- What problem are you trying to solve?
- What is your approach?
- What is unique about your approach? And how could it expand its reach?
- How would you achieve greater impact if you had the necessary resources?

Hone your content:
- Keep your description and language simple.
- Demonstrate passion through your words and enthusiasm.
- Focus on providing a personal connection and telling us about why your work matters; we are not looking for Hollywood production values. This is about showcasing your passion and approach, not your movie-making chops.

I. INFORMATION FOR FINALISTS

We expect to name 20 Finalists in late August 2018. If you are selected, you will be expected to:
- Host The Rockefeller Foundation and Chan Zuckerberg Initiative teams for a site visit between September 4 and September 21, 2018.
- Provide up to three years of audited financial records and tax statements for the principal organization.
- Provide references.
- Possibly answer further questions about your organization's operations and financial systems during a due diligence process, including being responsive to request for phone calls or documents (reply requested within 48 hours) from The Rockefeller Foundation and/or Chan Zuckerberg Initiative.
- If you are part of a team application, provide a fully executed Letter of Intent (LOI) or other similar agreement, executed by all parties, that a single eligible entity or organization will serve as the grantee and will have direction, control, and supervision of the proposed project and management of all grant funds and reporting requirements.

TRAIT-SCORING RUBRIC

#1 IMPACT
Are there demonstrated results, either through internal or external information or data, that indicate the approach has improved/will improve the lives of target communities? Does the proposal address a significant and/or urgent problem that the community is facing in terms of economic security, mobility, and/or opportunity?

LOWER IMPACT	
0.1-0.9	Presented an approach that struggles to achieve results, and/or the problem being addressed may not be as important to the community compared to other problems.
1.1-1.9	Presented an approach that achieves only marginal results and/or the problem being addressed lacks urgency compared to other problems.
2.1-2.9	Presented an effective approach for addressing a less significant problem, or presented modest results and effectiveness in addressing a complex, significant problem.
3.1-3.9	Presented a successful approach that delivered significant results for the community. Problem is widely agreed upon as significant and urgent.
4.1-4.9	Presented a powerful approach that delivers transformative results. Tackles a significant, complex, and urgent problem that may have been viewed previously as unsolvable.
TRANSFORMATIVE IMPACT	

#2 POTENTIAL FOR SCALE
Could this approach be effective at a larger scale and/or become a model for other organizations, policies, or movements? Is the applicant organization well-positioned to help scale this approach?

LIMITED POTENTIAL FOR SCALE	
0.1-0.9	Current approach is limited in its capacity to grow, expand, influence, or be replicated, even if it is effective in its local community; not scalable.
1.1-1.9	Presented a potentially plausible case for scale only feasible through significant changes in approach and within applicant organization.
2.1-2.9	Presented a plausible but uncertain case that the approach can scale over time; possible within the current approach or model, advanced or led by the applicant organization.
3.1-3.9	Presented a compelling vision for scaling impact that would likely be possible within the current approach, advanced or led by the applicant organization.
4.1-4.9	Approach could clearly be dramatically scaled; applicant organization is well-positioned to lead this effort.
HIGH POTENTIAL FOR SCALE	

#3 COMMUNITY-BASED/INFORMED

Does the organization know the community where the work takes place? Does the approach consider the unique characteristics of the community it serves? Does the organization demonstrate the ability to collect and integrate feedback in an ongoing way from the people it aims to serve and other stakeholders?

DISCONNECTED	
0.1-0.9	Disconnected from community; did not recognize or integrate the needs of community members in the approach.
1.1-1.9	Limited understanding of the community; offered an insufficient or unclear path for working collaboratively with community members.
2.1-2.9	Provided a clear path or vision for integrating feedback but does not yet fully do so; strives to be responsive to community needs
3.1-3.9	Described a robust, open relationship with local community members; highly responsive to the community's specific needs.
4.1-4.9	Includes community members in setting priorities; ensures active participation and feedback from diverse community stakeholders.
INTEGRATED	

#4 LEADERSHIP

Do the leaders within the organization demonstrate a strong history and commitment to the field of work and bring the necessary skills? Do they represent the populations they serve? Is the organization's leadership well-positioned to support the organization in scaling impact?

INEFFECTIVE	
0.1-0.9	Leadership does not show commitment or connection to the work or local community and/or may have fundamental challenges in managing operations.
1.1-1.9	Leadership lacks the specific knowledge or skills that will likely be needed for success at scale; conveyed little understanding of, or history with, the community it serves.
2.1-2.9	Competent, qualified leadership effectively manages operations; demonstrated a consistent history and commitment to the field of work and populations served.
3.1-3.9	Accomplished leadership with a record of success; leaders credibly represent and show commitment to the work and local community.
4.1-4.9	Seasoned, expert leaders have achieved remarkable results; leaders knowledgeably and passionately represent the community they serve with a strong vision for a better future.
INSPIRING AND EFFECTIVE	