

Core elements of the Working Cities Challenge

Before you apply for a design grant...

Before you apply for an implementation grant...

After winning an implementation grant...

Collaborative Leadership

The ability to work together across the nonprofit, private, and public sectors to achieve a shared, long-term vision

- Ensure that each sector is represented on your core team
- Begin to identify stakeholders who are essential to your ability to undertake this work

- Broaden your team if needed to include partners who can help the team achieve its goal
- Begin to clarify your team's values and norms for collaborating
- Determine roles and responsibilities for each member

- Hire a project director to coordinate the initiative and manage communication among team members
- Evolve your governance structure as needed

Community Engagement

Authentic involvement of residents in your initiative, particularly those who will be impacted by your work

- Consider the role residents can play on your team
- Begin to gauge your team's capacity to engage residents and consider whether your team might include a partner with this expertise

- Assess and build your capacity to engage residents
- Incorporate community engagement in your implementation plan
- Consider beginning to engage residents in the design of your initiative

- Cultivate resident leadership in the implementation of your initiative
- Include residents in the initiative's decision-making
- Adapt your work in response to resident input

Evidence-based decision-making

Measuring progress toward an ambitious-but-achievable long-term goal and using this evidence to adapt strategies as needed

- Use data to describe your selected problem, and outline a vision that will shape the team's measurable long-term goal
- Consider whether your team might include a partner with experience using evidence for decision-making

- Refine long term vision and intended outcomes, as well as short term strategies and activities that will contribute to broader change
- Define indicators with which to track your progress

- Track progress toward outcomes using shared data and reporting across the team
- Course correct as new challenges or lessons emerge

Systems Change

Altering activities, priorities, resources, capital flows, and/or decision making structures within a larger system in order to better solve a problem or deliver services

- Begin thinking about how the problem your team will address is affected by policies, procedures, resource flows, and decision-making processes

- Determine the drivers of change within the systems that relate to your long-term goal and short-term outcomes
- Develop strategies to change systems to achieve your goals

- Begin testing and undertaking activities aimed at changing systems
- Reflect on lessons learned and change direction as needed