

Massachusetts Working Cities Challenge Final Assessment of Round 1 Progress

PRESENTATION TO THE WCC ROUNDTABLE

Agenda

- 1. Evaluation approach and methods
- 2. Progress toward shared result
- 3. Contribution to civic infrastructure
- 4. Reflections and lessons

Evaluation approach and methods

Evaluation approach: theory of change

WCC GOAL: Achieve lasting gains in economic outcomes and quality of life for LMI residents in small cities by creating a civic infrastructure with the individual and organizational capacity, collaboration, and resources to make and sustain meaningful change

WCC Site-level implementation of Site-level outputs and outcomes for WCC cities Initiative **WCC Core Elements** Strategies Intermediate outcomes Short-term Long-term outcomes 3-4 years outputs/outcomes Team progress, diffusion of practices 10 years SYSTEM CHANGE: Use learning to (1-2 years) Civic Infrastructure identify system levers and strategies **Team Capacity** including changes in policies, practices, realignment of funding, PROGRESS TOWARD SHARED RESULT ECONOMIC/SOCIAL organizational capacity as well as WCC team has identified and demonstrated meaningful progress toward system-level SYSTEM CHANGE **INDICATORS** suggest changes in system dynamics such as changes (policies, practices, resource flows) in service of shared result improvements in resident changes in relationships and Indicators WCC Team demonstrates programmatic progress in service of shared result well-being particularly for perspectives leaders gain • Team articulates how progress to date relates to pathway for achieving 10-year result LMI residents experience, build proficiency COLLABORATIVE EXPANDED AND SUSTAINED COLLABORATIVE LEADERSHIP LEADERS who are capable, • Multiple stakeholders from WCC-team organizations "own" the commitment to the LEADERSHIP: Develop collaborative, adaptive, and cross-sector, racially. representative of their ethnically, and • WCC team members express commitment to sustaining collaborative, system-oriented COLLABORATIVE economically communities **LEADERSHIP** distributed Existing leadership connections strengthened, partnerships expand, and networks begin leadership, with all Indicators WCC entities collectively ORGANIZATIONS leaders gain New leaders cultivated, particularly those representative of their community contributing to result (nonprofits, business, experience, build and backbone anchor, government) are proficiency functions to support WCC LEADERS VALUE CORE ELEMENTS AND USE IN THEIR ORGANIZATIONS stable, effective, and civiccollaboration Organizational leaders are bringing core elements (collaborative leadership, community minded engagement, evidence-based learning, system change) see how core elements COMMUNITY contributed to progress and bring back to their home organization and diffusing these FNGAGEMENT: Involve NETWORKS are united elements into the organizations' policies and practices. racially, ethnically, around a shared vision for COMMUNITY economically diverse the city's future and **ENGAGEMENT** ENGAGED RESIDENTS residents to inform inclusive of the broader understanding of Residents trust that their voice was listened to and see their perceptions put into team Indicators WCC community problem, develop leaders gain strategies, participate in Residents recognize that progress toward shared result reflects their goals and reflects experience, build governance; support their insights into how to achieve that goal; see value in their own participation proficiency **RESIDENTS** are empowered resident empowerment Residents take experience with WCC and engage more in other community issues to participate in civic life and/or increases in social cohesion and have mechanisms through which to do so EXTERNAL RECOGNITION/CONNECTION EVIDENCE-BASED • WCC leaders have successfully attracted new outside resources in service of shared EVIDENCE-BASED LEARNING: Use LEARNING "data" (broadly defined) to identify RESOURCES are available root causes, develop strategies, WCC leaders have redirected or refocused existing resources in service of shared result Indicators WCC and aligned to support the assess progress, inform learning, leaders gain highest potential work of catalyze adaptation and innovation experience, build leaders, organizations, proficiency networks, and residents.

Evaluation approach: key interim progress measures

The evaluation assessed city progress on the following measures of interim progress

Shared result

- Measurable progress
- System change
- Momentum and clear pathway to 10-year goal

Civic infrastructure

- Collaborative leadership sustained and expanded
- Use of core elements valued, deepened
- Greater resident engagement
- External recognition

Evaluation methods

- Survey of city stakeholders
- City stakeholder interviews
- Observation at governance meetings, learning communities
- Review of documents
- Interviews with select non-winning cities
- Interviews with state and national leaders from the public, business, nonprofit, and philanthropic realms

Progress toward shared result

Overview of Round 1 Cities

City	Initiative	Lead	Focus	Shared Result (2017)
Chelsea	Chelsea Thrives	The Neighborhood Developers (CDC)	Safety	Decrease crime and increase the community's perception of safety by 30%.
Fitchburg	Relmagine North of Main	Montachusetts Opportunity Council (CAA)	Neighborhood improvement	Make the North of Main a neighborhood of choice whether for business, resident, or employee.
Holyoke	SPARK	Greater Holyoke Chamber Foundation	Entrepreneurship	Create 300 new businesses and increase Latino business ownership from 9% to 20%.
Lawrence	Lawrence Working Families Initiative	Lawrence CommunityWorks (CDC)	Workforce development	Increase in household income for families of students in the Lawrence Public Schools.

Overview of Round 1 City Strategies

City	Key Strategies
Chelsea Thrives	Became a "table of tables" aligned around public safety. Efforts encompassed: prevention and intervention of substance use disorder and trauma; engaging residents to increase safety; youth programming; and improved physical environment (addressing problem properties). Key WCC-supported activities: Chelsea Hub, Youth Opportunity Task Force, Community Engagement
Fitchburg Reimagine	Started with a fairly comprehensive set of neighborhood improvement strategies and eventually narrowed to Main Street redevelopment, improving neighborhood housing market, and community engagement
Holyoke Spark	Implemented programmatic activities to promote entrepreneurship, train existing and aspiring business owners, and prepare entrepreneurs to start a new business. Primary focus was 9-week class for aspiring entrepreneurs. Eventually broadened focus to address overall ecosystem and culture to support Latino and citywide entrepreneurs.
Lawrence Working Families Initiative	Implemented a system of parent engagement, coaching, job search support, referral to services and training, and to provide ESOL classes working in close partnership with the public schools. Later, collaborated with the Lawrence Partnership on a set of employer-focused strategies involving local hiring and piloting of employer-driven workforce development.

Progress on shared result: measurable progress

All cities achieved measurable progress on their shared result.

Chelsea

- Citywide violent crime index down from 10.8 in 2014 to 9.4 in 2016, target area down from 15.5 to 12.3
- Chelsea Hub
 reviewed 205
 cases of high-risk
 individuals and
 connected 133 to
 services

Fitchburg

- Improved conditions on Main Street
- Project pipeline
- Improved resident perceptions of neighborhood

Holyoke

- More than 10
 percent toward
 meeting long-term
 goal
- 33 new businesses, half women-owned, half Latino-owned, 82 jobs

Lawrence

- 201 LPS parents gained employment
- Parents gain skills, competencies, and certifications to be more competitive in the workplace

Progress on shared result: system change

WCC teams contributed to notable system change in service of their shared result.

Chelsea

- Hub transformed collaboration between police department, city, social service sector
- New relationships led to Justice grant
- Expanded boundaries of system focused on improved safety (healthcare, downtown revitalization)
- Brought new attention and resources for youth activities
- Policy changes around improving housing

Fitchburg

- Strong alignment of multiple stakeholders focused on revitalizing downtown
- Progress in branding neighborhood as "North of Main"
- Some policy and practice changes related to downtown and neighborhood redevelopment
- New financing tools and incentives for businesses locating downtown

Progress on shared result: system change

WCC teams contributed to notable system changes in service of their shared result.

Holyoke

- Partners added resources, expanded offerings
- Partners developed aligned programming
- Partners are collaborating to address system barriers such as limited workspace
- Increased interest in and attention to entrepreneurship throughout city

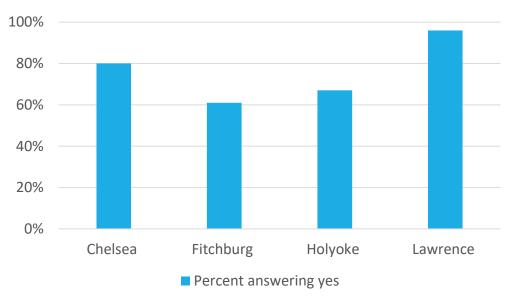
Lawrence

- Providers have a sharper focus on the parent population
- Stronger referral networks
- Gains in workforce development capacity
- Change in city mindset connecting economic development to jobs for lowincome residents
- Partners reallocated resources to sustain activities in service of shared result

Progress on shared result: perceived impact

While only three years into a 10-year goal, the stakeholders in the four communities see an impact from the efforts for the intended beneficiaries of the work: low-income people.

76% of WCC city stakeholders believe low-income people are better off because of WCC Are low-income people in your city better off today because of the WCC initiative?



Contribution to civic infrastructure

Expanded and sustained collaborative leadership

Most significant outcome of the initiative

 92 percent agreed/72 percent strongly agreed, that WCC facilitated new or deeper relationships among organizations

Signs of improved collaborative leadership

- Greater cross-sector collaboration including educational institutions and businesses
- Stronger referral networks
- Less competition
- Greater alignment of municipal support
- Alignment of multiple networks

Stakeholders increasingly value and pursue collaborative approaches

Progress on civic infrastructure

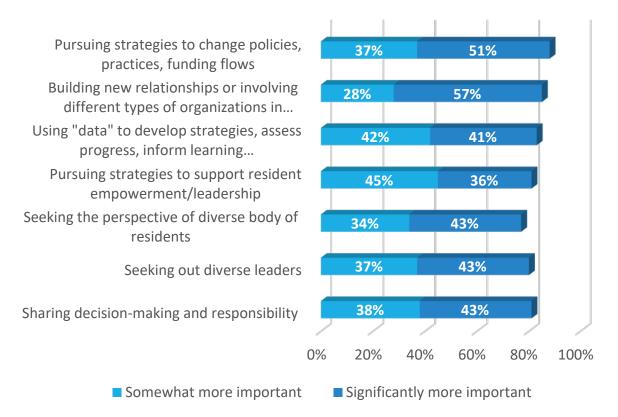
Outcomes	Indicators	Sub-Indicators	Progress
	Distributed leadership		Mostly Strong
	Readiness for sustainability		Strong /Moderate
		New or deeper relationships among organizations	Strong
Expanded and sustained collaborative	Existing leadership connections strengthened and new leaders are cultivated.	New partners welcomed to team	Strong
leadership		Higher priority on working with leaders who represent cities' racial and ethnic diversity	Strong /Moderate
		Noted rising, new, talented civic leaders who reflect the diversity of their communities	Strong /Moderate
	Collaboration with oth	Mostly Strong	

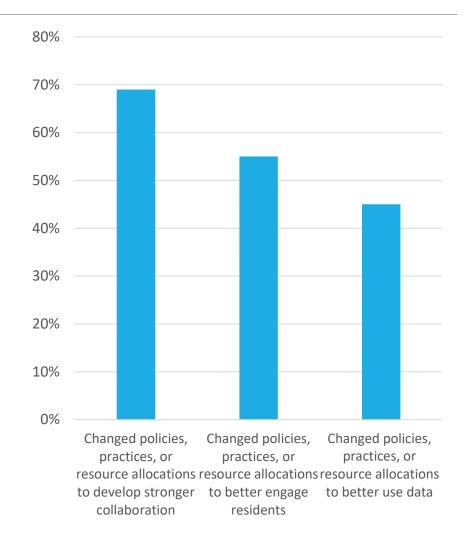
Progress on civic infrastructure

Outcomes	Indicators	Sub-Indicators	Progress
	WCC teams see substantial contribution of core elements in progress toward shared result.	Collaborative leadership	Mostly Strong
		Community engagement	Moderate/Weak
		Use of data	Moderate/Weak
Value and diffusion of core elements		System change	Strong /Moderate
	Leaders bring core elements back to home organizations and diffuse into practices and policies.	Partner organizations have changed systems to support stronger collaborations with other leaders or leading organizations in the cities.	Strong
		Partner organizations have changed systems to better engage residents.	Strong
		Partner organizations have changed systems to better use data.	Strong /Moderate

Diffusion of core elements

Since 2014, have there been changes in how important you personally believe the following practices are to your work making positive change in your community?(n=99)



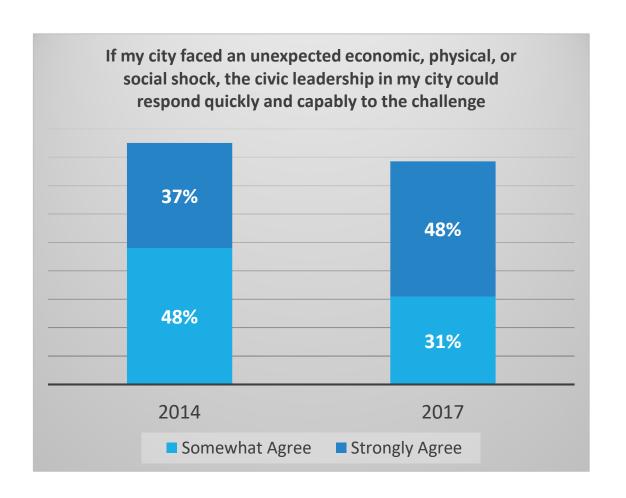


Progress on civic infrastructure

Outcomes	Indicators	Sub-Indicators	Progress
	WCC partners regularly sought out resident voices and insights when developing strategies.		Strong /Moderate
Engaged residents	WCC teams' strategies	Moderate	
		ate accountability to residents by directly ess toward shared result.	Moderate/Weak
External recognition	WCC leaders develop or improve relationships with entities outside the cities, including attracting new outside resources aligned with shared result.		Strong

Progress on civic infrastructure

Is your city better off because of the WCC initiative?	
Chelsea	100%
Fitchburg	87%
Holyoke	84%
Lawrence	100%
Overall	93%



Reflections and lessons

Lessons: shared result

- Choice of a shared result impacts the progress
- Flexibility to pivot based on learning and feedback is critical
- Team's ability to attract and leverage external resources is important
- Pre-existing civic capacity accelerates progress

Lessons: collaborative leadership

- Consistent, clear WCC messaging and support on collaborative leadership reaped benefits
- Partners need specific role and task
- A strong initiative director is critical
- City support is an accelerant, but best when balanced with strength from other sectors
- Business engagement appears most likely to occur through intermediaries
- Greater collaboration among existing leaders vs. cultivating new leaders are both a WCC priority?

Lessons: system change & community engagement

System Change

 System changes are more likely to be informal practice change emerging from partner collaboration

Community Engagement

- Backbones with deep community engagement experience accelerate team use of element
- Defining "community" different based on city goals
- Need greater clarity on role and purpose of community engagement

Lessons: evidence-based learning

- Data use during early strategy formation most common
- Systems for sharing data can be valuable, but challenging to implement
- More sharply defined point of view and set of supports are needed
- Teams likely need dedicated, experienced capacity

Initiative reflections

- Boston Fed as the convener brings new players to the table and credibility to the cities
- WCC's learning orientation and its embrace of adaptation is a powerful model
- WCC asks the cities to embrace system change approaches, but there is no articulated statewide strategy pursued by MA WCC. Can there be a system change agenda for cross-cutting working city issues? Is there a potential role for the MA Steering Committee?
- Tension of balancing city progress on a specific shared result and improvements to civic infrastructure. What is the priority?