



working cities
challenge

Applicant Information Session

Purpose:

To help teams better understand criteria, which will provide guidance as you select between multiple proposals or add focus to your initiative.

Agenda:

- **Review Goals**
- **Observations about Letters of Intent**
- **Review Frequently Asked Questions Updates**
- **Review Criteria**
- **Q&A**
- **Review Application Process**
- **Ideas/Input on June Applicant Workshop**

Working Cities Challenge Goals:

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

Working Cities Challenge Goals:

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

Letter of Intent Observations

- Many have broad, robust partnerships
 - But we do want to see new partners and new ways of working together.
- Solid focus on lower-income residents
- Looking for stronger emphasis on large scale results.
- Many efforts are broad. Winning efforts will need to be more focused.
- Systems change goals and plans still need work
 - Community Collaboratives Whitepaper may be helpful.
 - It is our hope that through this session and our application workshop, we can support your teams as you work on your systems change goals

As you plan your initiative:

Getting to One.

- Should be based on which initiatives are most competitive.
- Can include identifying common interests and combining efforts.
- Neutral conveners may be helpful.
- **Not every effort will be a fit.**
 - Specific criteria regarding process and level of ambition.

As you plan your initiative:

- **We believe in a learning orientation.**
 - To be successful and to adapt, must be able to learn from past experience including both success and failure.
 - Initiatives must build in tracking and accountability.

Friday, June 7th Applicant Workshop required for teams.
Will focus on preparing successful proposals.

Frequently Asked Questions Document 4/9:

- Implementation vs. seed awards
- Public participation
- Evaluation
- Regional applications
- Matching funds
- Role of Clark

Evaluation Criteria

- Will be used by the independent jury of evaluators to judge proposals.
- In determining the final scores for each proposal, the Jury will be asked to consider the following:
 - 1) written application, including the 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.

Evaluation Criteria – Threshold

Threshold Criteria must be met before the proposal will be considered by the Jury.

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)

Evaluation Criteria – Threshold

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

Evaluation Criteria – Competitive

I. Cross-sector Collaboration, Resident Engagement and Planning Process (Total of 40 points)

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

Evaluation Criteria – Competitive

a. Strength of the local team (continued)

- 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

Evaluation Criteria – Competitive

b. Breadth and depth of collaboration (continued)

- 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

Evaluation Criteria – Competitive

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

Evaluation Criteria – Competitive

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

Evaluation Criteria – Competitive

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

Evaluation Criteria – Competitive

b. Systems change- 10 points

- 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

Evaluation Criteria – Competitive

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

Evaluation Criteria – Competitive

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

Evaluation Criteria – Competitive

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.

Q & A

Application & Evaluation Process

- Application Workshop Friday June 7 at the Boston Fed
- Proposals due Friday, July 26
- Follow Up Requests for Information, possible site visits or interviews
- Some teams may be offered smaller awards than requested. If that is the case, teams will have opportunity to revise their work plan and budget accordingly.
- Winners Announced January 2014

June Applicant Workshop

- To focus on application preparation.
- Areas of focus:
 - Systems change
 - Initiative planning
- **What would be helpful to you?**