



# Application Cover Form

**Name of Initiative:** \_\_\_\_\_

**Lead Applicant:**

Organization: \_\_\_\_\_

Chief Executive Name: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ Phone: \_\_\_\_\_

Contact (if different): \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ Phone: \_\_\_\_\_

**Partners:**

Please attach a list of the organizations that are the partners in this initiative, including partners in the public, private and non-profit sectors. The list of partners must contain the following information: Organization/Agency/Business Name, Primary Contact Name, Mailing Address, Phone, and Email.

**Issue Areas Addressed:** Please check all that apply to the initiative.

- |   |   |
|---|---|
| <input type="checkbox"/> Access to Fresh Food                               | <input type="checkbox"/> Health & Wellness            |
| <input type="checkbox"/> Affordable Housing                                 | <input type="checkbox"/> Land Use                     |
| <input type="checkbox"/> Asset Building                                     | <input type="checkbox"/> Public Housing               |
| <input type="checkbox"/> Criminal Justice                                   | <input type="checkbox"/> Small Business Development   |
| <input type="checkbox"/> Economic Development                               | <input type="checkbox"/> Transit-Oriented Development |
| <input type="checkbox"/> Educational Opportunity                            | <input type="checkbox"/> Transportation               |
| <input type="checkbox"/> Foreclosure Mitigation/ Neighborhood Stabilization | <input type="checkbox"/> Workforce Development        |
| <input type="checkbox"/> Green Economy & Sustainability                     |   |
| <input type="checkbox"/> Other (Please describe): _____                     |   |

**Principal Coordinator:** Please provide the name, job title and organization for the staff person who will be chiefly responsible for managing your initiative. If the person has not been hired yet, please indicate this in your response.

**Funding Request:**

Total amount of Challenge funding requested: \$ \_\_\_\_\_

Total amount of local matching funds committed (must be at least 20% of requested funds): \$ \_\_\_\_\_

Source of local match funding: \_\_\_\_\_

If you are applying for an implementation grant and do not receive one, would you like to be considered for a seed award instead?  Yes  No

**Acknowledgements:**

By signing below, I am affirming that I have read and agree to the following terms: 1) any and all information provided in this application will be considered non-confidential, even if labeled as such by an applicant; 2) the Working Cities Challenge (WCC) Steering Committee the right to use portions of this application for any reason related to the WCC, including publication or distribution of summary materials; 3) I understand that the Jury may choose to make funding awards of a lesser size than requested in this application, and may choose to award funds for distinct portions of an application without granting award money to other portions of the application; 4) I may be asked for clarification of items in the application. Discussions with an applicant shall not constitute acceptance or rejection of an applicant’s application nor a counteroffer. The Jury reserves the right to enter into discussions with more than one prospective awardee, and to terminate discussions with any prospective awardee; 5) by submitting this application, I, as well as the organization for which I am signing, will fully participate in any evaluation of the WCC, and the organization will promptly provide WCC staff with relevant materials, information, and access as the Jury may reasonably request.

**Attestation and Authorized Signature of Lead Applicant:**

I, \_\_\_\_\_ (Print Name) the \_\_\_\_\_ (Title) of \_\_\_\_\_ (Organization Name), state that I am authorized and empowered to enter into this application on behalf of my organization. I acknowledge that I have read and agreed to the terms outlined above, and I hereby grant the Federal Reserve Bank of Boston and its partners the right to share any portion of this application with its staff, consultants, and Working Cities Challenge Jury members.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Attestation and Authorized Signatures of Partners:** (attach additional sheets if needed)

I, \_\_\_\_\_ (Print Name) the \_\_\_\_\_ (Title) of \_\_\_\_\_ (Organization/Agency Name), state that I am authorized and empowered to enter into this application on behalf of my organization. I also acknowledge that I have read and agreed to the terms outlined above, and I hereby grant the Federal Reserve Bank of Boston and its partners the right to share any portion of this application with staff, consultants, and Jury members.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

I, \_\_\_\_\_ (Print Name) the \_\_\_\_\_ (Title) of \_\_\_\_\_ (Organization Name), state that I am authorized and empowered to enter into this application on behalf of my organization. I also acknowledge that I have read and agreed to the terms outlined above, and I hereby grant the Federal Reserve Bank of Boston and its partners the right to share any portion of this application with staff, consultants, and Jury members.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

- a. **Narrative Questions:** Please limit your response to no more than fourteen pages in total, including the Executive Summary, enumerated questions and additional information as detailed below.

***i. Executive Summary***

Please provide a one to two page summary of your proposed initiative, including the local context and partners, the problem you are seeking to address, the population you are targeting, the activities you will undertake, the systems change you aim to create, and the result you hope to achieve through this work.

***ii. Local Context***

The Working Cities have many important characteristics in common, but they also have unique histories and different strengths. For example, some cities are closer to metro Boston, with better access to regional jobs and transit systems. Some cities are home to strong anchor institutions and large employers. Some cities have exceptional grassroots and community-based organizations, and some are developing innovative municipal projects. **For the Working Cities Challenge, we are interested in supporting initiatives that will help “move the needle” in the context of how your city operates today.** In order to judge your proposal in this context, it is important that we understand the starting conditions in your city from both an economic and a social perspective.

- 1) *What are the key assets and challenges in your city with respect to the proposed initiative?*
- 2) *Please describe any recent examples of cross-sector collaboration that are relevant to your partnership (note that this could include examples of failure as well as success in your city). Who was involved and what was achieved?*

***iii. Problem Statement***

The Working Cities face a number of inter-related challenges, from historic job losses to chronically weak real estate markets. Given the multi-faceted nature of these challenges, as well as the scarcity of resources to address them, it is important to identify a specific problem and bring sustained leadership, focus, and attention to resolving it. In this context, we are interested in your assessment of the core problem to be address through your proposed initiative. A clear and concise definition of the problem will allow your team to benchmark progress against this problem over a period of years.

- 3) *In one or two sentences, please provide a succinct statement of the problem you are seeking to address through this initiative and the people who are most impacted by the problem.*
- 4) *What is the supporting evidence for your problem statement? Please include relevant data with citations, including census information, surveys, maps, or other materials to illustrate the nature and extent of the issue.*

***iv. Partners***

To create large-scale change in a community, the relevant decision-makers for the problem you are seeking to address need to be at the table. Community members also bring valuable experience and perspective to this work, but are not always invited to the table or well-equipped to participate. The Working Cities Challenge is intended to support partnerships that are striving to work from the top down and the bottom up simultaneously-- meaning that people with resources and authority to create systems change and people who are affected by these changes are in the same conversation. For example, if you plan to work on an education-related issue, is the School Board participating in the partnership in a meaningful way? Is there a role and opportunity for feedback from teachers, parents and students? Balancing these interests and perspectives is a complex and difficult task, but essential to high-impact efforts. At the same time, we recognize that it may not be possible to gather all of necessary people around the table in the early stages of

an initiative. We are therefore interested in your analysis of who needs to be at the table to address the specific problem you've identified and your plans for engaging them if they are not already involved.

- 5) *Who are the partners in your initiative, and what will each partner contribute in terms of resources, knowledge, skills and experience?*
- 6) *Is anyone missing from the partnership? If so, how do you plan to engage them?*

#### **v. Results and Impact**

As you think about the desired impact of your initiative, consider the question at a large scale. In this section, we are asking you to define a specific population-level result that the partners will commit to working towards, and which cannot be achieved by a single program or project alone. For example, you might decide to establish a target of increasing the high school graduation rate by 25 percent, or reducing the childhood asthma rate by 15 percent. This kind of large-scale result may take five to ten years, but nevertheless represents a vitally important measure that all of the partners will be accountable to in their work together. As you work to achieve your long-term result, it is also important to track progress against a concrete set of measures. These relatively short-term measures can be used to help the team stay on track and determine if a new strategy or approach may be needed.

- 7) ***In one sentence**, please sum up the large-scale (population-level) result you are targeting. Think of this as a headline in your local newspaper five to ten years from now-- what would you want it to say you achieved?*
- 8) *What are the short-term (e.g. one to three year) measures you will use to assess whether you're making progress towards your targeted result?*

#### **vi. Systems Change**

The Working Cities Challenge is premised on the idea that problems in cities do not exist in silos, and effective solutions can't either. In this section, we are interested in learning about the systems in your city (e.g. the policies, procedures, resource flows, and decision-making processes) that influence the problem you are seeking to address, and how you propose to intervene in these systems to achieve your desired result.

- 9) *What are the systemic barriers to accomplishing your targeted result? In other words, in addition to the need for more resources, what are the specific barriers that are holding your community back from achieving this result and how will your initiative work to eliminate these barriers?*
- 10) *What will be different in your city when this initiative is over? Will there be a permanent change of some kind that does not depend on dedicated grant funding?*

#### **vii. Work Plan**

Given the problem you intend to address and the systems you are trying to change, we would like to understand what you are specifically planning to do with the requested funds and how this will help achieve your targeted result. Local teams may, for example, choose to adopt a well-established strategy that has been successful in other places but is entirely new to their city. Alternatively, the partners may choose to pioneer a new approach to the problem based on evidence gathered locally for what works. In either case, we are interested in what you will actually be doing and why you believe this represents the most effective path to achieving your desired result.

- 11) *What are the specific tasks, milestones, and deliverables for your initiative?*

12) *How will the tasks you've identified lead to the large-scale result you are seeking, and what is the evidence to support this strategy and approach?*

**viii. Management**

Managing a collaborative is a time-intensive process that requires a strong lead organization or agency with financial and administrative capacity, as well as a skilled staff person with adequate time and resources devoted to coordinating the work of the partners. For the Working Cities Challenge, we are asking teams to identify a lead applicant with a solid fiscal and administrative track record that can take responsibility for contracting, invoicing and reporting. Additionally, a dedicated part-time or full-staff member is needed to coordinate the initiative and the work of the partners. This staff member could be an employee of the lead applicant or another partner organization.

13) *What are the qualifications of the lead applicant and key staff members?*

14) *Who will be responsible for tracking data and monitoring progress, and how will this information be reported out to the team?*

**ix. Learning and Adaptation**

It is inevitable that conditions on the ground will change to some extent over the course of the grant period, and they are likely to change more substantially over the next five to ten years. These changes may be national or regional in scope, and the partners may have little to no control over them (the foreclosure crisis is a recent example). On the other hand, new opportunities may emerge as a result of your work that could not have been anticipated early in the process. Consequently, we are interested in supporting partnerships that are nimble as well as resilient, with an ability to learn and adapt in real time.

15) *What lessons have you drawn from prior work on this initiative or related efforts, if any, and how has this informed your strategy and approach going forward?*

16) *What are the greatest risks to your initiative, and what are you doing to mitigate them?*

***(PLEASE NOTE: Questions 17 and 17a added July 5, 2013)***

17) *Does your proposed initiative rely on future actions, decisions, and/or investments made by others that are not within your team's control? If so, to what extent does it rely on these factors? This may include, for example, the future establishment or expansion of a specific industry or business in your city, anticipated changes to state or federal legislation, or large-scale real estate development by a third party.*

17a) *If your initiative is partially or fully reliant on the actions, decisions, and/or investments of others outside your team, please explain how you will adapt your efforts in the event that these do not go as planned. How will you adapt your work plan to reach your large-scale result?*

**x. Additional Information**

Is there anything else you would like the Jury to know about your city, your team, or your proposed initiative? Please feel free to share anything important that you think the Jury should be aware of.

**d. Conflict of Interest Statement**

By signing below, I am affirming that no employees or Directors of my organization, agency or company are associated with the Federal Reserve Bank of Boston, Commonwealth of Massachusetts Executive Office of Housing and Economic Development, Mass Development, Boston Community Capital, Mass Inc, the Massachusetts Competitive Partnership, Living Cities, The Life Initiative, or the Alliance for Business Leadership. "Associated with" means that an individual or a member of that individual's immediate family is employed by the entity, or serves as an officer, director, trustee, or partner of the entity, or is an owner or someone who otherwise exercises a controlling influence over that entity.\*

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Name of Participating Organization

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Signature of Chief Executive Officer Date

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Name of Participating Organization

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Signature of Chief Executive Officer Date

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Name of Participating Organization

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Signature of Chief Executive Officer Date

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\*If any employees or Directors of a participating organization, agency or company are associated with one or more of the entities named above, please provide a separate disclosure letter detailing the nature of this association.