



THE WORKING CITIES CHALLENGE
PLANNING GRANT SURVEY ANALYSIS
FINAL REPORT

PREPARED BY:

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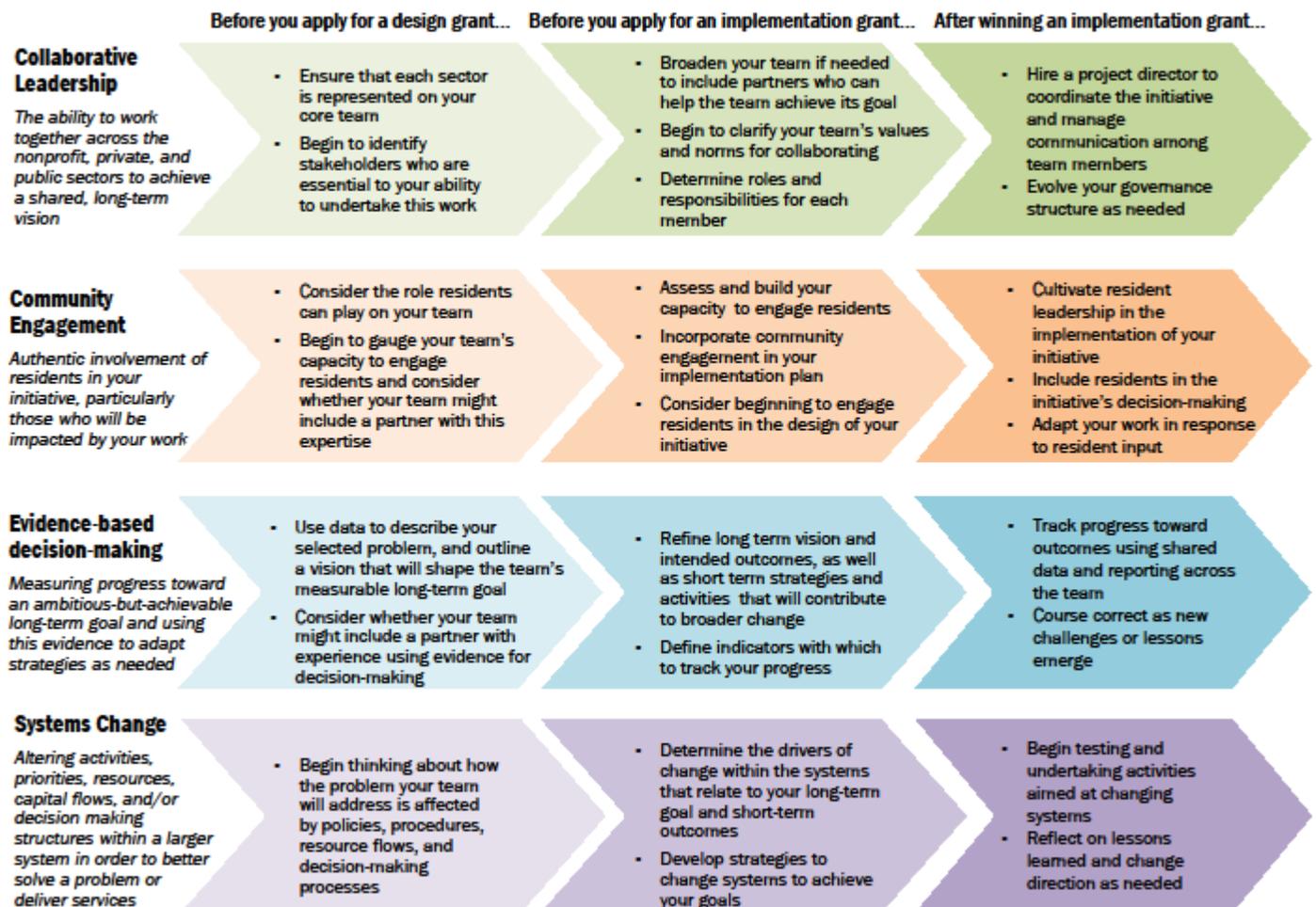
JULY 2016

Introduction

The second round of the Federal Reserve Bank of Boston’s (Boston Fed) Working Cities Challenge (WCC) began in November 2015 by awarding planning grants to ten cities. The Boston Fed modified the Round 1 WCC model to include a design phase in Round 2 after recognizing the time and assistance Round 1 cities needed to implement the initiatives they proposed. As part of the six-month design phase, the ten teams participated in four daylong sessions that centered on the four core elements of the WCC: collaborative leadership, community engagement, evidence-based decision-making, and systems change.

WCC laid out the following desired outcomes related to the core elements:

Core elements of the Working Cities Challenge



The Boston Fed expected that by the end of the design phase teams would demonstrate their preparedness for implementing their initiative in the following ways:

- increasing their understanding about how and why to integrate the core elements of the WCC in their initiative;
- developing a team structure that reflects a deep level of collaboration; and
- defining work plans that reflect clear and thoughtful connections between strategies, short-term outcomes, and long-term goals.

The Boston Fed retained Mt. Auburn Associates to evaluate the design phase in terms of the following four questions:

- Does the design phase make a substantial difference in teams’ capacities, and in what ways?
- Are sites that participated in the design phase (Round 2 sites) more prepared at the start of implementation than those without the planning period (Round 1 sites)?
- Are there pre-existing community conditions or team characteristics that appear to influence team progress in the design phase?
- Does the design phase appear to affect which cities are selected for an implementation phase?

METHODOLOGY AND DATA

A survey instrument served as the primary basis of this evaluation. It asked teams representing the design phase grantee cities to gauge their capacity for developing a shared result and for their understanding of the four WCC core elements at the beginning and end of the design phase. In November 2015, once the jury selected the design phase cities, the evaluation team asked designated team members from each city to fill out the pre-survey. In May 2016, after the design phase and after the cities completed the implementation application, but before the winning grantees were announced, the evaluators asked teams to fill out the post-survey. By the end of the planning phase, most teams had expanded their membership. The evaluators asked all designated members of city teams to complete the final survey, regardless of whether or not they had responded to the baseline survey. The following table reflects the response rates.

	Pre-survey	Post-survey
# WCC grantees asked to take the survey	116	144
# responses	93	98
% response rate	80%	68%
Average responses/team	9.3	10.9

➡ *The survey had a fairly strong response rate of 74 percent and there was consistency in the number of people who responded to both surveys.*

- The response rate was 80 percent for the pre-survey and 68 percent for the post-survey, which averaged to 74 percent.
- Seventy people responded to both pre- and post-surveys.
- The average number of responses per team grew slightly between the pre-survey (9.3) and the post-survey (10.9).

➡ *There was variability in the number of responses between teams.*

- Revere responded to the pre-survey, but not the post-survey, because it decided not to move forward with an implementation grant application.
- Of the nine teams that responded to the post-survey, Lowell had the most respondents (15) and Salem and Worcester had the fewest (7).
- The survey questions were not mandatory, so some respondents skipped some questions.

City	Response Rate		# ppl	
	Pre	Post	Pre	Post
Brockton	90%	62%	9	8
Haverhill	100%	86%	13	12
Lowell	71%	75%	12	15
Lynn	69%	55%	11	12
New Bedford	73%	78%	11	14
Pittsfield	93%	63%	14	12
Revere	83%	n/a	5	n/a
Salem	75%	88%	3	7
Springfield	77%	79%	10	11
Worcester	71%	70%	5	7
Grand Total	80%	68%	93	98

➡ *Respondents assessed themselves highly on the pre-survey, so the post-survey took that into account.*

- Since respondents assessed themselves as having high capacity in some areas at baseline, that precluded their ability for significant growth after the design phase.
- The design of the post-planning phase survey took the initial high assessments into account. In addition to asking the same questions at the beginning and end of the design phase in order to compare responses and understand how teams progressed, the post-survey asked respondents to indicate the extent to which they changed in that time. These retrospective questions were also useful additions since more than a quarter of the post-planning phase respondents were not members of the team at baseline; these questions give them an opportunity to weigh in on the progress teams made over the six months.

Overall Outcomes of the Design Phase

This section explores the survey findings as they relate to the primary evaluation question: Does the design phase make a substantial difference in teams' capacities, and in what ways? To address this question, Mt. Auburn examined survey responses related to the use of WCC's results framework and perceived advances related to four key elements prioritized by WCC as critical to achieving results. The survey findings are overall quite positive, suggesting that the design phase did indeed make a substantial difference in teams' capacities. The degree of progress varies somewhat across the elements.

WCC RESULTS

The design phase bolstered teams' already strong agreement about the shared result they were aiming to accomplish.

➡ *Although respondents were in almost complete agreement at the beginning of the design phase as to what their WCC core team was trying to accomplish, participation in the design phase strengthened this understanding.*

- At baseline, almost all respondents (94 percent) agreed or strongly agreed that they had a clear understanding of what the team was trying to accomplish. By the end of the design phase, 93 percent reported that they experienced a significant or moderate change in their understanding of their desired WCC result.
- At baseline, almost all respondents (92 percent) agreed or strongly agreed that there was consensus among the WCC core team around what it was trying to accomplish, and 94 percent perceived significantly or slightly greater consensus among team members at the conclusion of the design phase.
- The majority of respondents (63 percent) believe their organization can do more to achieve the team's shared result than they thought at the outset of the design phase. However, 30 percent of respondents report that there has been no change in their thinking about what steps their organization can take to achieve this shared result.

COLLABORATIVE LEADERSHIP

The design phase increased teams' capacity for collaborative leadership, but areas for growth remain.

➡ *After the design phase, respondents developed greater clarity about the structure of their core team.*

- The survey indicated an increase in respondents who believe their core team had a clear governance structure from 60 percent who agreed or strongly agreed at baseline to 87 percent after the design phase.

- A slightly higher percentage of respondents believe that individuals on the WCC core team have a clear sense of their roles and responsibilities. At baseline, 80 percent agreed or strongly agreed; after the design phase, 89 percent agreed or strongly agreed.

➔ *However, respondents indicate there still is room for improvement in assembling the appropriate stakeholders and ensuring that there is a distribution of leadership of the collaborative effort among stakeholders.*

- There was greater agreement in the post-survey (72 percent agreed or strongly agreed) than at baseline (50 percent) that the sites' WCC core team includes all the stakeholders who are necessary to undertake the work. However, the post-survey result suggests that a significant portion of the teams is still working to gather the right group to the table.

- Over the course of the planning phase, the survey suggests that stakeholders felt more dependent on the lead organization. When asked whether the collaborative would remain viable and continue working toward its results if the organization that is leading the WCC core team were to leave the effort, more respondents (79 percent) agreed or strongly agreed at baseline than after the design phase (67 percent).

➔ *Most respondents felt the design phase improved the team's ability to work together.*

- Almost all (89 percent) of the post-survey respondents believe that the group of organizations that submitted the WCC proposal will still be working together on a collaborative project three years from now regardless of whether or not they receive WCC implementation funding.
- More than 80 percent of respondents agreed or strongly agreed that the design phase prepared their team to better understand collaborative leadership.
- When asked to what extent respondents agreed or disagreed with statements about how the design phase assisted the team with collaborative leadership, respondents found it helped the most to "increase collaboration among team members," followed by "gain understanding of the value of collaborative leadership," and "improve trust between members of the team."

On collaborative leadership, respondents added:

The design phase brought greater visibility to stakeholders that are less well known than the major institutional players. We were able to recognize the value those stakeholders brought to the process and will bring to the initiative.

The focus away from programming and towards systems change demands collaboration.

The design phase provided the time needed for stakeholders to blend their own ideas with others in the group, to think outside the box, discard preconceived notions, and come together as one strong unit.

COMMUNITY ENGAGEMENT

The design phase increased respondents' understanding and engagement of community stakeholders.

➔ *Many respondents felt they valued and engaged the community prior to the WCC planning grant, but the majority of respondents reported further improvement in those areas after the design phase.*

- At baseline, 94 percent of respondents agreed or strongly agreed that members of the WCC core team valued the perspective that residents bring to discussions. As one respondent explained in the post-survey, *"My less than strongly agree opinions [on the questions in this section] are solely related to the fact that I think our core team already placed significant value on community engagement prior to the commencement of the design phase."*
- The majority of respondents (78 percent) reported that they believe their WCC core team values community resident perspectives significantly or slightly more as compared to the beginning of the design phase.
- There was also greater agreement among post-survey respondents (87 percent agreed or strongly agreed) that their WCC core team regularly engages residents in a meaningful and productive way than at baseline when 73 percent of respondents agreed or strongly agreed.

➔ *While most respondents felt the design phase impacted their team's approach to engaging the community, slightly fewer said they took away new tools to use.*

- More than 80 percent of respondents agreed or strongly agreed that the design phase changed the way their team thought about community engagement.
- Respondents found the design phase helped the most to "give their team new ideas about how to engage the community," followed by "illustrate the value of engaging the community through examples of previous efforts," and "increase the value my team places on community engagement."

On community engagement, respondents added:
"We developed a very strong sense of accountability to stakeholders, meaning we must always report back and incorporate their feedback and concerns when planning. We started to think about working with, instead of for, them."

"The design phase provided extra time to fully engage the residents and the community leaders. We were able to have initial meetings to hear what they wanted and follow-up meetings to report on how we had incorporated their recommendations into our program profile."

"We were better able to host meetings and events in the neighborhood with open minds and with greater understanding for the needs of the community. We learned to be better listeners."

"The phase helped us recognize that engaging residents requires more than "holding a meeting." The phase also underscored the need to do follow-up and to ensure continued engagement."

"The grant award itself gave a vote of confidence for our priority on resident engagement, and for our asset-based approach. This reinforced and strengthened the voices leading this emphasis, and helped us to 'catch ourselves' drifting into a social service mentality."

- A slightly lower percentage of respondents (73 percent) found that the design phase gave their team new tools to engage the community.

EVIDENCE-BASED DECISION-MAKING

The design phase greatly increased respondents’ preparedness for incorporating data into their initiative, but teams have not fully assigned who will be responsible for this work.

➔ *Respondents indicated that the design phase helped them gain clarity and create a plan for using data.*

- After the design phase, almost all respondents (93 percent) agreed or strongly agreed that their WCC core team has clarity on how to assess progress towards its results, a very significant increase over the 61 percent at baseline.
- There was a similarly large increase between the percentage of pre-survey respondents (68 percent) who agreed or strongly agreed that their WCC core team has a plan for how to use evidence to inform decision-making processes related to the WCC to the percentage of post- survey (93 percent) respondents.

On evidence based decision-making, respondents added:

“It not only clarified how to use evidence, it justified and strengthened the commitment and resolve to use it,” and “We worked to identify strong, engaged partners to assist with data gathering (school, city, non-profit) and come up with a way to use the combined data to identify at-risk families. We also are better able to recognize times when the group’s strengths are not enough, and bring in the right partners as needed.”

➔ *The survey suggests the need for additional support to move the teams toward implementing their plans for evidence-based decision-making in terms of enhanced capacity, clarity of roles, and establishing joint accountability for data collection and sharing.*

- Teams are somewhat less confident that they have the capacity in place to fully implement their plans. Though most respondents (77 percent) agreed or strongly agreed at baseline that their WCC core team currently has the capacity to track and analyze the necessary data in this initiative, there was only minimal improvement over the design phase (79 percent agreed or strongly agreed).
- Following the design phase, teams appeared less likely to share data. Seventy-nine percent of respondents said their organization would share data at baseline, but only 65 percent said they did share data during the design phase, and 58 percent indicated they plan to share their existing data.
- There was a smaller decrease (14 percent) in the percentage of respondents who said their core team will or has used data to shift priorities or modify its strategy during the design phase, and a still smaller decrease (6 percent) in the percentage of respondents who said their organization will or has used data to shift priorities or modify its strategy during the design phase.
- Lastly, 2 percent fewer respondents said their organization will collect new data for the initiative at baseline (63 percent) than after the design phase (61 percent).

- ➔ *Almost all respondents felt the design phase increased their teams' capacity for evidence-based decision-making, but fewer felt it guided them on the use of an evaluation partner.*
 - More than 90 percent of respondents agreed or strongly agreed that the design phase strengthened their understanding of how to use data.
 - When asked to what extent they agreed or disagreed with a list of statements around how much the design phase contributed to evidence-based decision-making, respondents found the design phase helped the most to “refine our vision and intended outcomes,” followed by “clarify what indicators we will use to assess progress toward our team's long-term results,” and “clarify how to use evidence to inform my team's decision-making processes related to the WCC.”
 - Only 70 percent agreed or strongly agreed the design phase helped clarify how and when to engage an evaluation partner.

SYSTEM CHANGE

The design phase led teams to deepen their understanding of system change and develop their system change approach more explicitly.

- ➔ *Almost all respondents believed that their team was more prepared to effect system change after the design phase, but slightly fewer indicated that their own organization would need to change.*
 - At baseline, 82 percent of respondents agreed or strongly agreed that they had a firm understanding of the factors driving the WCC problem at baseline. After the design phase, almost all respondents (95 percent) reported they had slightly or significantly more understanding.
 - Only 57 percent agreed or strongly agreed at baseline that their WCC core team had a plan for how to work towards their identified system changes. By the end of the design phase, there was a dramatic increase in agreement with 98 percent agreeing or strongly agreeing that they had a plan.
 - There was a slight decrease in agreement in whether respondents thought their organization needed to change its practices, policies, or programs to achieve the WCC team's long-term vision. At baseline, 54 percent agreed; after the design phase, only 44 percent strongly agreed or agreed, 26 percent were neutral, and 30 percent disagreed.
- ➔ *Most respondents felt the design phase increased their teams' capacity for system change.*
 - More than 80 percent of respondents agreed or strongly agreed that the design phase helped define their system change strategies.
 - When asked to what extent they agreed or disagreed with a list of statements around how much the design phase contributed to system change, respondents found the design phase helped the most to “determine the drivers of change for our shared system,”

followed by “develop appropriate system change strategies so that we can achieve our goals,” and “articulate which systems impact the problem we seek to address.”

It is difficult to assess whether the design phase enabled the Round 2 sites to be more prepared than the Round 1 sites were at the start of implementation because Round 2 sites were so confident in their assessment of their own capacity at baseline.

➡ *According to their survey responses, Round 2 respondents assessed themselves to be more prepared than Round 1 sites prior to completing the design phase.*

The evaluation survey incorporated specific questions from the baseline survey fielded in Round 1 to enable comparison of preparedness between sites completing a design phase (Round 2) and those that did not have that opportunity (Round 1). However, the results after the analysis of the Round 2 baseline survey were surprising. Despite a general perception in the field that the Round 1 winning cities were among the highest capacity working cities in the state, the survey responses for the Round 2 planning sites were higher at the baseline of planning phase than those of the winning Round 1 cities at baseline. It is difficult to explain the difference in perception between the Round 1 and Round 2 sites, but the finding suggests that it is a more accurate view of capacity gained to look at the perceived progress within a specific site as opposed to comparing across cohorts.

Feedback on the Design Phase

Respondents overall saw significant value in the design phase and were satisfied with WCC’s approach to the design phase.

➔ *Respondents described their biggest accomplishments during the design phase predominantly in three areas: collaboration, community engagement, and developing a shared result. Respondents attributed the accomplishment they named at least somewhat to the design phase.*

- When asked what their team’s biggest success was during the design phase, the highest percentage of respondents, approximately 30 percent, described collaboration, 20 percent described community engagement, and another 20 percent described developing a shared result. Others (between 3 and 7 percent) mentioned system change, developing a plan or strategies, and increasing trust and understanding.
- About half (55 percent) attributed the accomplishment to a great extent to the design session content, tools, or resources provided by the Boston Fed, and another 40 percent attributed the accomplishment somewhat to the design phase.

Other write-in responses included:

“The exposure our team had to the other teams’ ideas and approaches to their individual issue choices.”

“The use of data as a navigational tool, not a club.”

“Because of our long commute, riding in a van together and often spending a dedicated 15 hours straight on working cities, really helped us learn how to work together better and identify how each core partner could contribute to the shared result.”

➔ *Respondents found the many parts of the design phase to be helpful and were satisfied with its structure.*

- When asked to rank WCC’s four core elements in order of which had the most impact on their team and the plan they developed, respondents’ selections had a great deal of variation. About 30 percent of respondents picked collaborative leadership or community engagement as the most impactful, but at the other end of the spectrum, approximately 20 percent selected one of those two as the least impactful elements. Meanwhile, 24 percent of respondents selected system change as being the most impactful, and 15 percent selected evidence-based decision-making.
- The percentage of respondents who found the different parts of the design phase to be extremely or very helpful varied between 66 percent and 87 percent. The following parts of the design phase are ranked from most helpful to least helpful, on a scale of 1 to 5, by average score of all respondents:

Respondents appreciated the design phase:

“I really think the process was well organized.”

“The only thing I found difficult was getting away from my job for full days. Aside from that, it has been a wonderful experience.”

“I agreed with the order of the sessions. I attended all of them and did so willingly.”

“Keep it up. It is perfect.”

- independent team work during the design sessions (4.22);
 - having a designated team lead (4.14);
 - having a designated team facilitator (4.04);
 - the content presented in the four WCC design sessions (3.99);
 - the WCC results framework (3.85);
 - the WCC design phase application (3.80);
 - learning from Round 1 teams at the design sessions (3.78);
 - time to ask questions of speakers during the design sessions (3.75); and
 - the design session pre-work (information gathering, selected readings, etc.) (3.67).
- Seventy-eight percent or more of survey respondents were very or somewhat satisfied with the design phase structure, and very few respondents expressed dissatisfaction with the design phase structure. The following parts of the design phase structure are ranked by how satisfied respondents were on average using a scale of 1-5:
 - accessibility of the Boston Fed staff at the design sessions (4.43);
 - accessibility of the Boston Fed staff between the design sessions (4.38);
 - level of engagement with the Boston Fed staff (4.32);
 - order of the design session topics (first collaborative leadership, then community engagement, system change, and finally evidence-based decision-making) (4.30);
 - timing of the design sessions (spacing the events about a month apart) (4.24); and
 - format of the design sessions (day split into presentations, question and answer time, independent teamwork) (4.22).

Despite the overall satisfaction, respondents offered numerous suggestions on how to further improve the design phase structure.

- ➡ *Respondents provided suggestions around both the structure and content of the design phase.*
 - The time commitment and proximity, or design session locations, or lack thereof, were the issues that respondents mentioned most frequently.

- At least one respondent remarked on the following aspects of the design phase:

The layout of the space: *“We found the physical set-up of the sessions difficult when it came to working in our group. Having all 10 groups in one large room working at the same time made it difficult for many to hear and thus to participate meaningfully. For future rounds, you might consider using facilities where groups are able to use separate smaller rooms for the break-out sessions.”*

The ratio of time for presentations and group time: *“There was way too much ‘talking at’ the groups; to me the real value was for our group to get together outside of our busy jobs and have time to work together. I would restructure the sessions to provide background information and basic framework and allow more time for group work, with visits to the group work sessions by Fed Reserve Bank staff and consultants to provide feedback.”*

The presenters: *“Please incorporate community faces to the community engagement section.”* Also, *“I didn't see too many folks of color in leadership positions at those meetings. Important, since most of the intended audience are people of color living in marginalized communities.”*

The staffing of the sessions: *“I would strongly encourage a personal mentor at every table and more time to work as a team on vital details. It can be overwhelming and exhausting trying to figure it all out for the first time. We need more templates for discussion and decision making so we don't over tax ourselves trying to think of everything at once.”*

The shared result: *“Our group felt somewhat hemmed in by the parameters we were given for the shared result. Our initial shared result ended up being our vision statement, which was alright, and we understood the need for the shared result statement to be specific, time bound, measurable, etc., but also thought those strictures didn't allow us to be broad-based enough. Hence, we added a second shared result to our application.”*

Select respondents' comments on the design phase sessions' locations and time commitment:

“Engaging community residents in the process was our greatest strength as a team but this made it difficult to attain consistently high attendance at the sessions. I hope that our team is not compared negatively to others that were able to send more core team members to the work sessions, especially those teams comprised primarily of human service providers and municipal employees who came during their regular workdays.”

“I would give participant cities a stronger sense of how much time, energy, and focus this initiative will require from each team member in order to get the most out of it. It's a lot of work! Good, important, meaningful work, but not to be undertaken lightly or if the member's bandwidth is too limited in order to get as much out of it as it has to offer. Perhaps you should collect actual data or at least estimates from participants of the amount of time spent in the design phase, during the Fed sessions and in the community; and then, like various Federal forms, provide an estimate to prospective cities of the amount of time required.”

“The time commitment required of Core Team members in this work is quite high, and given the relatively modest level of funding from this program, multiple team members lowered their involvement towards the end as they worried about spending too much staff time on this effort (given other higher priorities).”

- Some respondents offered suggestions for the incorporation of additional topics in the design session. One of the more common suggestions related to the addition of additional content around data.
- ➡ *In general, respondents did not feel the competition format detracted from their participation.*
- Some found it helpful: “The competition format was very helpful because it provided an energy to dig deeper and understand the work in front of us.”
 - Others thought it did undermine team participation: “Collaboration and shared learning may have been compromised because of the competitive nature.”
 - One observed the trend of funders adopting the competition format: *“It makes for a more transparent process and creates a much stronger feeling for what the funder is wanting to accomplish. On the other side, it is extremely time consuming, and setting aside a full day once per month was sometimes difficult to schedule around other day-to-day priorities.”*

Conclusions

Overall, the evaluation finds that the design phase helped the planning cities to make substantial progress in their understanding of WCC's core concepts and helped them to create grounded plans against which they can apply the WCC concepts as they work toward their desired result. Based on these findings, the evaluation team suggests that the Federal Reserve Bank of Boston continues to incorporate a design phase in future rounds of the WCC and related initiatives in other states since the fairly modest investment in the planning grant appears to have better prepared cities to embrace the elements seen as critical to the success of the initiative. With the deeper understanding of the Boston Fed's theory of change as represented by the WCC core elements, one can expect the winning cities to achieve an accelerated pace of implementation in the first year. Future evaluations may explore whether the cities that did not win an implementation grant are able to capitalize on the work completed and the competencies developed during the planning phase to actually advance the cities' efforts toward their desired result, even without WCC funding.

Appendix I: Summary of Round 2 Post-Survey

SURVEY RESPONDENTS

City	Response Rate	# ppl
Brockton	62%	8
Haverhill	86%	12
Lowell	75%	15
Lynn	55%	12
New Bedford	78%	14
Pittsfield	63%	12
Salem	88%	7
Springfield	79%	11
Worcester	70%	7
Grand Total	68%	98

WCC RESULTS

	Significant	Moderate	Minimal	No
5. Compared to the beginning of the design phase, I have experienced (a) _____ change in my understanding of what the WCC core team is trying to accomplish. (n=98)	60%	33%	6%	1%

	Significantly More / Slightly More	No Change	Significantly Less/ Slightly Less
6. Compared to the beginning of the design phase, I believe there is _____ (in) consensus among our WCC core team about the problem we're trying to address. (n=98)	97%	2%	1%

	I now believe my organization can do more to achieve my WCC team's shared result than I thought at the outset of the design phase.	My thoughts have not changed since the beginning of the design phase as to what action steps my organization can take to achieve my WCC team's shared result.	I now believe there is less my organization can do to achieve my WCC team's shared result than I thought at the outset of the design phase.	I was not part of the team at the beginning of the design phase.
7. Have your thoughts on how your organization can contribute to your team's WCC goal changed since the beginning of the design phase? (n=98)	63%	30%	3%	4%

COLLABORATIVE LEADERSHIP

WCC Core Team			
	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
8. The WCC core team has a clear governance structure. (n=98)	87%	10%	3%
9. Individuals on the WCC core team have a clear sense of their roles and responsibilities. (n=97)	89%	7%	4%
10. I believe the WCC core team includes all the stakeholders that are necessary to undertake the work. (n=98)	72%	15%	12%

WCC Core Team Viability			
	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
11. If the organization that is leading our WCC core team were to leave the effort, the collaborative would remain viable and continue working toward its results. (n=97)	68%	20%	12%
12. I believe that the group of organizations that submitted the Working Cities Challenge proposal will still be working together on a collaborative project three years from now regardless of whether we receive WCC implementation funding. (n=97)	89%	9%	1%

	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
13. The design phase helped...			
13a) ...my team gain understanding of the value of collaborative leadership. (n=98)	89%	9%	2%
13b) ...build my team so that it includes all essential stakeholders. (n=97)	82%	12%	5%
13c) ...clarify the roles and responsibilities for members of my team. (n=97)	84%	10%	6%
13d) ...clarify my team's governance structure. (n=97)	85%	11%	4%
13e) ...improve trust between members of my team. (n=97)	81%	14%	4%
13f) ...increase collaboration among my team members. (n=98)	88%	9%	3%

13g. If there are other ways the design phase strengthened your team when it comes to collaborative leadership, specify here:
The Design Sessions helped me consider new approaches for stakeholder workshops which were key to the shaping of the framework that resulted in our proposed program and resultant application for WCC funding.
It gave us a deeper understanding of the four key elements. It allowed us a significant block of time to work through concepts and brainstorm. This is time that is not normally carved out.
just the time together for the day long seminars was key and the interim team meetings got us to know each other via a common goal
The days spent "away" with each other helped us focus our attention as a group on our effort, with a common understanding, vocabulary and vision to share and build upon with partners who were unable to attend those sessions.
The design phase provided the time needed for stakeholders to blend their own ideas with others in the group, to think outside the box, discard preconceived notions and come together as one strong unit.
The Design phase sifted through persons who were really invested vs those with no real heart for the project. After long hours and a constant demand on time and effort, you get to see the true heart of those participating. We gave people blessing to leave, adjust, increase ownership. And in turn, the group was stronger through honesty.
The focus away from programming and towards systems change demands collaboration
The phase brought greater visibility to stakeholders that are less well-known than the major institutional players. We were able to recognize the value those stakeholders brought to the process and will bring to the initiative.
Helped improve the overall design of our program.
Helped us envision long-term collaborative goals.
I think the trust factor is huge, and it was also clear to us all who was not at the table but should be. We were able to discuss plans for expanding our core group to assure that all stakeholders have a significant voice moving forward.
We are now looking at grant opportunities with more of a focus on collaboration. We are currently pursuing an opportunity with the Housing Authority that we may not have in the past.
I was not part of a team.
It would have been great to have someone knowledgeable about collective impact as the facilitator assigned at each city's table, so we could continue to have access to an expert as we collaborated throughout the planning days.
The exploratory conversations allowed us to focus on the synergy among us, as we seek to accomplish similar goals with parallel populations. It was helpful to take the time to dive into the potential that lies within a formalized collaborative initiative.
The design phase helped our team prioritize strategies and refine our focus so that our goals and tactics became more concrete and achievable
The training sessions really helped bring focus to our planning and helped get us all on the same page.
Some of these are still in process but we understand the need to get it done.
The design phase brought a variety of stakeholders to the table and began the mind shift of seeing those we seek to serve as partners in change. Many heads of organizations had never had direct contact with someone they served either as a service organization or as an employer. This created an opening for change.
Diligently work together in a relatively short period of time to come up with a solid plan to change systems in our city.
The design phase worked for our team to the extent that we invested time in the process, and not as a function of the time we spent in the organized design sessions by the FED. The organized sessions were rather simplistic presentations that did not reflect the state of the art in collaborative planning. Our team was rather experienced in such matters. That said, the sessions might have helped other teams with less background on project design.

COMMUNITY ENGAGEMENT

	Significantly More / Slightly More	The Same Amount	Slightly Less / Significantly Less
14. Compared to the beginning of the design phase, I now believe my WCC core team values the perspective community residents bring to discussions _____. (n=98)	78%	21%	1%

	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
15) My WCC core team regularly engages residents in a meaningful and productive way. (n=98)	87%	10%	3%

16. The design phase helped...	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
16a) ...illustrate the value of engaging the community through examples of previous efforts. (n=97)	82%	15%	2%
16b) ...increase the value my team places on community engagement. (n=97)	82%	10%	7%
16c)give my team new ideas about how to engage the community. (n=97)	81%	13%	5%
16d) ...give my team new tools to use to engage the community. (n=97)	73%	20%	7%

16e. If there are other ways the design phase strengthened your team when it comes to engaging the community, please specify here:
A willingness to invite new ideas and approaches that may disrupt the norm (the "way we have always done it").
Even tho' some of us are born community organizers, the design phase and the entire process provided added incentive and rationale for some of our other partners
It encouraged us to put things to action immediately by creating deadlines. Deadlines, made us narrow the vision to something doable and short-term, and brainstorm ideas for the future that needed more substantial effort and resources.
The grant award itself gave a vote of confidence for our priority on resident engagement, and for our asset-based approach. This reinforced and strengthened the voices leading this emphasis, and helped us to 'catch ourselves' drifting into a social service mentality.
The phase helped us recognize that engaging residents requires more than "holding a meeting." The phase also underscored the need to do follow-up and to ensure continued engagement.
We were better able to host meetings and events in the neighborhood with open minds and with greater understanding for the needs of the community. We learned to be better listeners.
The design phase provided extra time to fully engage the residents and the community leaders. We were able to have initial meetings to hear what they wanted and follow-up meetings to report on how we had incorporated their recommendations into our program profile.
We developed a very strong sense of accountability to stakeholders, meaning we must always report back and incorporate their feedback and concerns when planning. We started to think about working with, instead of for, them.
From the start, our team was planning to heavily engage the community
Even prior to the design phase, our team was involved in exploring a community initiative in the same targeted area and resident involvement has always been recognized as a paramount goal. While the design phase gave us added tools and strategies for community involvement, which we have incorporated in our work, we were already heavily engaged in making connections and involving community residents in our project. We had conducted a number of community conversations and have residents as part of our design team. We fully understand and value this as essential to the project's success.
Our group had already been engaged in community engagement and building so it was really helpful to know that we were on the correct track and a plan that others had used.
The best part about the design process in my opinion was how deliberate and thoughtful our team was about the community engagement process, particularly in attempting to hear the voices that have never been heard in the past. As a result I think the community is now fully invested in the WCC process. It has brought together so many varied voices that really feel part of the process.
The opportunity to engage the community in several listening sessions showed us not only that people were interested in being heard, but that we could grow and evolve from their input.
My team has been committed to engaging community in a meaningful way since the beginning. This design period confirmed the importance of community engagement and made us more excited and proud of what we are doing.
Leaders on our team with long experience engaging the community provided guidance in this effort and it made a big difference in the success in engaging community members with low incomes who represent the target population to be served by our initiative. I couldn't attend all of the daylong sessions held by WCC, so I may have missed seeing "examples of previous efforts" that were provided.
My less that strongly agree opinions are solely related to the fact that I think our core team already placed significant value on community engagement prior to the commencement of the design phase.

EVIDENCE-BASED DECISION-MAKING

WCC Core Team Capacity			
	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
17. The WCC core team has clarity on how to assess progress towards its results. (n=98)	93%	5%	2%
18. My WCC core team has a plan for how to use evidence to inform decision-making processes related to the WCC. (n=98)	93%	5%	2%
19. The WCC core team currently has the capacity to track and analyze the necessary data in this initiative. (n=98)	79%	17%	4%

	My organization shared its existing data with the WCC team during the design phase to complete the WCC results framework.	The core team has used data to shift priorities or modify its strategy during the design phase.	My organization plans to share its existing data with the WCC team.	My organization plans to collect new data for this initiative.	My organization plans to use the data from this initiative to shift priorities or modify its programs.
20. Which of the following applies to your core team? (Please select all that apply.)	65%	65%	56%	61%	63%

21) The design phase helped the team...	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
21a) ...refine our vision and intended outcomes. (n=98)	99%	1%	0%
21b) ...clarify what indicators we will use to assess progress toward our team's long-term results. (n=97)	90%	10%	0%
21c) ...clarify how to use evidence to inform my team's decision-making processes related to the WCC. (n=96)	92%	8%	0%
21d) ...clarify how and when to engage an evaluation partner. (n=96)	70%	27%	3%

21e. If there are other ways the design phase strengthened your team when it comes to evidence-based decision-making, please specify here:
I had to miss one of the training days--so I may have missed the discussion about evaluation partners.
It challenged us to always be thinking about true data or input that make our decisions viable.
It not only clarified how to use evidence, it justified and strengthened the commitment and resolve to use it.
The core team needs to better understand what data to collect, from what sources, and how to use data in the roll-out of the program, in decision-making, and in evaluation.
We worked to identify strong, engaged partners to assist with data gathering (school, city, non-profit) and come up with a way to use the combined data to identify at-risk families. We also are better able to recognize times when the groups strengths are not enough, and bring in the right partners as needed.
The design phase enabled each core member to become familiar with the other members and to build trust in the collaboration process.

SYSTEM CHANGE

	Significantly More / Slightly More	The Same Amount	Slightly Less / Significantly Less
22) Compared to the beginning of the design phase, I now believe my WCC core team has _____ understanding of the factors driving its WCC problem. (n=97)	95%	5%	0%

	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
23) My WCC core team has a plan for how we will work towards the system changes we have identified. (n=96)	98%	2%	0%

	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
24) My organization needs to change its practices, policies, or programs to achieve the WCC team's long-term vision. (n=96)	44%	26%	30%

25) The design phase helped the team...	Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
25a) ...deepen its understanding of what system change is. (n=96)	83%	15%	2%
25b) ...articulate which systems impact the problem we seek to address. (n=97)	88%	9%	3%
25c) ... determine the drivers of change for our shared result. (n=95)	87%	11%	2%
25d) ...develop appropriate system change strategies so that we can achieve our goals. (n=96)	90%	7%	3%

25e. If there are other ways the design phase strengthened your team when it comes to system change, please specify here:
The design phase caused people to step back and rethink the approaches that had been ongoing independent of each other, and now look at the program as a more cohesive and cooperative process.
By working backward from the shared result, and having the time to keep circling back, we were able to constantly self-check our progress and make adjustments as needed. That simple thing made all the difference! Once we all let go of our own ideals, we were able to come to the same place as a group in a consistent way.
I think the deeper understanding helped the team focus better on drivers of change and relevant strategies as opposed to getting distracted with many efforts / activities that might satisfy the desire to do SOMETHING, but are less significant in terms of effecting long term changes / improvements
Major shift occurred during system change training day. We abandoned a "programmatic" approach to neighborhood resourcing, and began to view such resourcing as the result of key system changes (such as re-locating an existing career center).
This process got us looking at the interconnectedness of various, separated sectors.
Having the City government be a part of the core group meant that we were able to discuss issues of power and inclusion over time, which was very fruitful.
The focus on system change enabled us to leave our own silos and to "brainstorm" on how we could accomplish something with other entities that wasn't directly tied into our normal programming activity.
Most of the members of our design team have worked on system change and fully understand that this has the most lasting impact on addressing an issue and improving health, the environment that makes up neighborhoods and communities etc. As a community benefits manager at our local health system, just about all of our strategies for health improvement involve some level of system change.

EXPERIENCE DURING THE DESIGN PHASE

26. What was your team's biggest success during the design phase?
Finding some systems change ideas in workforce, housing and data sharing that inherently require collaboration among Core Team partners.
Getting everyone's complete buy-in.
identifying potential systems change and collaboration with the city
Inter-agency collaboration
Stakeholder's meetings
understanding the depth/root of the issue
Agreeing on a logo, and having successful community engagement events
An asset mapping weekend that engaged residents, business, political leaders, organizations, and the faith community.
Attaining substantial alignment among players not at all used to working collaboratively, and creating a sturdy enough container to "hold" some rather uncomfortable conversations. While we have a long way to go in terms of full representation of residents (especially Latino neighbors), our team was extremely diverse compared to most initiatives in this city, and included strong voices of community-based leadership.
Being able to remain focused on the initial agreed upon neighborhood.
Bringing together disparate team members, in some cases unknown to each other.
collaboration
Community engagement - We recruited close to 100 neighborhood residents and community stakeholders to participate in an all-day asset mapping event in early January and then successfully engaged a diverse and representative group of residents in ongoing community building activities since then.
Devising a shared collective set of coordinated strategies towards a common vision for a long neglected portion of the city and its residents.
Engaging the neighbors in meaningful ways. Hands down.
stakeholders and community engagement
The biggest success was developing a better, deeper, more holistic understanding of the problems we are trying to fix. Also, our alliance of partners actually continued to grow in size during the design phase, as opposed to losing partners over time as usual.
Working together.
Agreeing on importance of community input and buy in.
Broad-based community participation at community engagement events
Coming to an agreement on what we would try to impact and how, and putting aside individual agency needs to look at community needs.
Coming together has a great team agreeing on a common goal. Many organizations knew each other but never worked has a team at this level.
Design phase collaboration has paved the way for additional partnerships within the core group that allow for the pursuit of new funding ventures.
Engaging the Core team to collaboratively work on projects beyond the Working Cities Challenge.
Engaging the target population through community meetings and focus groups. This interaction helped shape our program profile so that it addressed the real "needs."
I believe our biggest success was bringing community input into our decision making process, especially as we have team members who have less experience with community engagement.
I can't answer this
I feel that our biggest success during the design phase was to be able to talk and agree on our governance structure.
I think the development of the strong partnerships amongst the core members as we have formed a compact to work together to help resolve common goals.
I think working through the process of breaking down the factors that contribute to the overall problems we are addressing was a significant achievement. It revealed important dynamics that are at work in the community. Working through the factors and arriving at ways to address them was very collaborative and created new relationships among the partners - as well as new appreciation of the various players.
The opportunity to bring various organizations together, sharing data, problems and figure a plan to help solve these issues. Community events held at the Senior Center was wonderful.
Understanding that there is a serious disconnect in providing support services to low income residents within the Acre Section of the city. Through community meetings, focus groups and Team meetings we have identified many of the barriers and challenges facing this group. As a Team we agreed upon a system change that will provide better access to services for our most vulnerable population.
Arriving at shared result.
Bring different sectors of the community together.
Identifying and engaging partners within the community that we serve ... stakeholders who provide significant independent input that drives the project.
including residents along the way at the planning table
Reaching consensus on how to move forward if we receive the award and steps we can still take even if we do not.

Series of discussions led to diving deep into the core of the community - recognizing our communities challenges and obstacles to moving ahead. We needed the time to dig deep and discuss as a group.
Solidifying the geographic area of focus for the project and identifying data elements to track.
Team building
Understanding shared impact concept and working to figure out system structure changes. Stronger commitment at end than beginning!
Bringing together of all the parties
Building consensus among all partners in identifying core issues and creating broad agreement about targeted solutions. Although we had engaged in some of the planning for this work prior to the design phase, it helped us greatly as we came together in a structured and supported way. We have developed a sense of both excitement and shared commitment to accomplish this work.
Choosing which specific goal to go after.
Collaboration
Collaborative leadership
Coming to consensus around the vision, shared result, and the work plan to achieve them.
Everyone in the team understand and agree in the overall plan.
Getting a diverse group of stakeholders to get on the same page and genuinely commit to collaborating in the service of a common goal.
Personally, I think it was how fluid we were in not getting bogged down on a particular neighborhood or a particular problem. Through intense discussion, we went from focusing on a particular section of our "problem neighborhood" to agreement that the neighborhood school needs to be our sun where all rays will extend outward from there.
Reaching consensus on shared result and strategies. Building trust among partners and getting partners to think differently about how they can work
TIME LINE
True collaboration- building trusting relationships. Agreeing on common goals to address the identified problem.
Trust!
Application of Bridges out of Poverty process and values
As previously stated, we have been able to enlarge the table so all people are valued, adjust to meet the comfort level of those that are not in the mainstream ie, changing times of meetings, being aware of clothing choices, introducing ourselves by name and not organization. Bringing the stories and people to the policy makers that have opened their eyes and hearts to wanting to fix the barriers that our community has.
community conversation sessions
Community engagement!
Community engagement!
Creating a clearer understanding of the issues facing our city, and how our agencies can work together, with the community, because of our new relationships, to build the solution together.
Following up the design phase period with a concrete plan for moving forward.
Increased trust and collaboration; agreeing on a shared vision for our future.
Learning to actively listen before prescribing. This is the key to achieving a feeling of inclusion!
The development of a shared vision and goal...with over 50 agencies and organizations involved it was a challenge to gain consensus, especially at the beginning. The design phase allowed the team the time needed to meet regularly and develop lasting relationships in addition to recognizing the changes our own agencies need to make to have a lasting effect.
The input from the community and the collaboration that formed among the team.
To come to a consensus.
Collaboratively narrowing our focus to an achievable, impactful shared result.
Developing a community engagement plan that included the innovative pedagogy of Participatory Action Research.
Developing a plan to implement a participatory research model that members of the community will carry out. This will substantiate drivers for system change.
To be a real team with a common goal, vision, and agreement on the strategies and outcomes we want to implement
Unanimously agreed on what systems change take priority in our City to move the needle on diversity hiring and overall inclusion of the low income/minority residents in all aspects of civic engagement in the City.
Understanding how to collect and use data to make decisions, identifying community partners to engage residents and conduct evaluation

Building consensus and shared understanding to develop a good plan that we have the capacity to implement if the funding is raised.
Building our own working relationship and deeper understanding of the issues.
Coalescing around a common goal with multiple entities, city government, non-profits, employers is a major accomplishment. This will be the framework moving forward.
Collaboration.
Collaboration, alignment, and identification of some immediate activities of system change that have already taken place.
Community & stakeholder engagement.
Consensus.
Developing a "big" vision and then tightening supporting strategies/tasks to achieve that while collaborating with new partners.
Managing the diverse community engagement sessions and synthesizing this information.
Bringing a diverse group of stakeholders to the table.
Building upon an already strong and long established community collaborative approach.
Creating new partnerships and determining ways to support each other once implementation of program occurs.
Identifying a highly visible, highly impactful goal with the ability to show significant and visible outcomes.
We were able to create a solid implementation plan.

	To a Great Extent	Somewhat
27. To what extent was the accomplishment you described in the previous question attributable to the design session content, tools, or resources provided by the Federal Reserve Bank of Boston during the design phase? (n=88)	55%	40%

28) Please rank the WCC core elements based on the relative level of impact they had on your team and the plan you have developed over the design phase from 1 (being the most impactful) to 4 (being the least impactful).	1	2	3	4	Average Rank
Collaborative Leadership (n=84)	31%	32%	18%	19%	2.25
Community Engagement (n=88)	32%	27%	17%	24%	2.33
Evidence-based Decision-making (n=88)	15%	17%	42%	26%	2.80
System Change (n=92)	24%	26%	22%	28%	2.54

29) Please indicate how helpful the different parts of the design phase were to building your WCC core team's capacity.	Extremely Helpful / Very Helpful	Neutral/No Opinion	A Little Helpful	Not at all Helpful
29a) The WCC results framework (n=92)	78%	13%	8%	1%
29b) The WCC design phase application (n=93)	73%	20%	5%	1%

29c) The design session prework (information gathering, selected readings, etc.) (n=92)	66%	20%	11%	3%
29d) The content presented at the four WCC design session (n=93)	82%	9%	10%	0%
29e) Learning from round 1 teams at the design sessions (n=91)	73%	10%	18%	0%
29f) Time to ask questions of speakers during the design session (n=93)	69%	18%	11%	2%
29g) Independent team work during the design session (n=94)	87%	6%	6%	0%
29h) Having a designated team facilitator (n=94)	81%	13%	4%	2%
29i) Having a designated team lead (n=92)	85%	11%	4%	0%
29j) Other element (n=19)	68%	32%	0%	0%

29k) If you selected 'other', please describe another part of the design phase that built your team's capacity.				
Level of Satisfaction	#	Comment		
Extremely Helpful	1	Unlike other grant programs I have experienced, where one must slavishly execute the steps on the application, WCC created an expectation of adaptation. I found that this helped counter the temptation to focus on what might "look good" as opposed to what we really need to learn and struggle with.		
	2	Community Engagement Report by consultant.		
	3	EACH TEAM ENGAGEMENT AND RESPONSIBILITY IN THE COMMUNITY		
	4	Being forced out of our day-to-day to attend the sessions was very helpful in building team for us. Because of our long commute, riding in a van together and often spending a dedicated 15 hours straight on working cities, really helped us learn how to work together better and identify how each core partner could contribute to the shared result.		
	5	The use of data as a navigational tool, not a club.		
Very Helpful	6	The exposure our team had to the other team's ideas and approaches to their individual issue choices.		
	7	Being able to hire a group facilitator for our community asset mapping exercises proved useful.		
	8	The different parts ensured that the Core Team worked incrementally toward the completion of the Design Phase in a structured way.		
	9	We also felt being able to send questions to Colleen for the FAQ was really helpful.		
Level of Satisfaction not indicated	10	The regular meetings, which involved pre-work, really helped to keep us all on track and reminded core members that the work was ongoing and required prolonged focus.		
	11	It took a bit for leadership and facilitation to evolve. The framework was very helpful. The timing and use of the framework did not match what was happening on the ground as well as it might have.		
30) Please indicate how satisfied you were with the structure of the design sessions and design phase.		Strongly Agree / Agree	Neutral/No Opinion	Disagree / Strongly Disagree
30a) Order of the design session topics (first collaborative leadership, then community engagement, system change, and finally evidence-based decision-making) (n=94)		87%	9%	4%

30b) Timing of the design sessions (spacing the events about a month apart) (n=94)	86%	10%	4%
30c) Format of the design sessions (day split into presentations, question and answer time, independent team work) (n=91)	87%	8%	5%
30d) Accessibility of the Federal Reserve staff between the design sessions (n=91)	81%	18%	1%
30e) Accessibility of the Federal Reserve staff at the design sessions (n=89)	84%	13%	2%
30f) Level of engagement with the Federal Reserve staff (n=91)	78%	21%	1%
30g) Other (please specify below) (n=16)	38%	38%	25%

30h) If you selected 'other', please comment on any other part of the design phase's structure not mentioned above.		
Level of Satisfaction	#	Comment
Very Satisfied	1	Locations and travel time requirement was a challenge
	2	Quality of presenters was great. I always learned a lot.
	3	That the design sessions were not all held in one location, making it easier for participants to get to and from depending on the location. There was equity in the locational choices.
Neither Satisfied nor Dissatisfied	4	I think we could have benefited from learning about the impact of community members themselves in the community engagement section. The presentations didn't have lots of materials for us "to digest" the information after the sessions. In the future my recommendation is that Presentations are less about theory or their accomplishments and more about the "how's" did they get to accomplish their goals.
	5	Locations of meeting should be distributed throughout the state. The Western Massachusetts folks always had the long trek.
Somewhat Dissatisfied	6	The time commitment required of Core Team members in this work is quite high, and given the relatively modest level of funding from this program, multiple team members lowered their involvement towards the end as they worried about spending too much staff time on this effort (given other higher priorities).
	7	Travel into Boston and to the more distant locations during rush hour was absolutely grueling.
Very Dissatisfied	8	The location was a hassle.
	9	There was way too much "talking at" the groups; to me the real value was for our group to get together outside of our busy jobs and have time to work together. I would restructure the sessions to provide background information and basic framework and allow more time for group work, with visits to the group work sessions by Fed Reserve Bank staff and consultants to provide feedback.
Level of Satisfaction not indicated	10	Evidence-based decision-making and utilizing data to understand/identify the problem you are trying to solve would have been helpful. Prior to the third session I was able to attend a Strive Together conference. I was able to better understand collective impact models, determining program outcomes and core indicators. In addition, I increased by understanding of starting with data to identify underperforming areas in order to ensure that you are not solving for the wrong problem. Starting with this premise would have been tremendously helpful.
	11	I would suggest that future sessions be somehow reduced from four to two. I am sure there is a way to keep the sessions more efficient - perhaps shorter presentations from the previous round, shorter working sessions, etc.
	12	NOTE: some of the days seemed significantly more useful and engaging than others for at least some of our team members. I can't speak for them but hope they will share their sense of that in their survey responses.

31. What suggestions or comments do you have for the Federal Reserve Bank as it plans to roll out the Working Cities Challenge in other states? (For example: How would you change the order of the core four elements? Which core element would you have liked the design sessions to spend more time on? How did the competition format of the WCC affect your participation in the design sessions?)	
#	Comment
1	Add more time for Core Team members to work together.
2	Collaboration and shared learning may have been compromised because of the competitive nature.
3	Consider allowing teams across a large geographic area to attend the working sessions remotely (Skype, etc.) or in parallel session.
4	Ensure that there is a design phase unlike WCC 1. Move the Evidence-based decision-making up front so that teams can start thinking about the quantitative goals.
5	Huge time commitment, required all day sessions became difficult to justify.
6	I agreed with the order of the sessions. I attended all of them and did so willingly. I found that the time set aside for core teams to work on developing their plans and strategies was very useful and moved our team forward. I was keenly aware of the competitive nature of the design phase and took mental notice of how many members of each team attended the sessions. The core team included a lot of community residents who hold full time jobs in diverse fields. Engaging community residents in the process was our greatest strength as a team but this made it difficult to attain consistently high attendance at the sessions. I believe that what we accomplished outside of these sessions will be much more essential to the quality and long-term viability of our plan. I hope that our team is not compared negatively to others that were able to send more core team members to the work sessions, especially those teams comprised primarily of human service providers and municipal employees who came during their regular workdays.
7	I didn't see too many folks of color in leadership positions at those meetings. Important, since most of the intended audience are people of color living in marginalized communities.
8	I felt the overall process used in the design phase was very helpful. If you roll this out in a large state, I would suggest some of the elements could be done by skype - getting the core team together for work sessions was very helpful, and being able to ask questions was great, but we could listen to presentations and do the work without having to drive 2-3 hrs. each way.
9	I really think the process was well organized and if there were any problems or questions they were answered in a timely manner which made for a great program to be a part of.
10	I think the core elements are in the proper order. Community engagement is critical but I think you first need collaborative leadership to be successful at that.
11	I think the presentations on the four core elements were done well. Presenters were inspiring and knowledgeable.
12	I would give participant cities a stronger sense of how much time, energy, and focus this initiative will require from each team member in order to get the most out of it. It's a lot of work! Good, important, meaningful work, but not to be undertaken lightly or if the member's bandwidth is too limited in order to get as much out of it as it has to offer. Perhaps you should collect actual data or at least estimates from participants of the amount of time spent in the design phase, during the Fed sessions and in the community; and then, like various Federal forms, provide an estimate to prospective cities of the amount of time required.
13	I would like the design team to spend more time on the evidence-based decision-making.
14	I would recommend shortening this phase to 3 months and having 2-3 sessions instead of 4. I'd have at least 1 session in western Mass (and none in Boston). I'd place more emphasis on how to develop good strategies for this kind of grant and less on program evaluation jargon (which did not connect well with some Core Team members more focused on what do we do to be successful).
15	I would strongly encourage a personal mentor at every table and more time to work as a team on vital details. It can be overwhelming and exhausting trying to figure it all out for the first time. We need more templates for discussion and decision making so we don't over tax ourselves trying to think of everything at once.
16	In the future, you could start from the "big picture": First systems change, community engagement/partnerships, collaborative leadership and evidence-based decision making. All of the sessions needed more time to ask specific implementation questions. Also, try to engage people in the room that had not asked any questions. I didn't feel that the competition affected our participation because the groups had different goals they want to accomplish. I would like to suggest you also incorporate the different methodologies to create social change throughout the presentations. Example: Community organizing for legislative change, for systems change, for advocacy change; Member led organizational structures; challenges/successes of engaging immigrant communities in the social change process, etc. Also, please incorporate community faces to the community engagement section. Thank you for all your work. This process was beneficial to all of us and I am personally grateful for this learning opportunity.
17	Including some additional time and examples of calculating ROI of community impact.
18	It may be helpful to teams to make a few of the sessions web-based so that the teams can meet closer to home. Our team met frequently outside of the full-day sessions and was able to accomplish a lot outside of the sessions independently. If the presentations could be web-based, teams could work independently at times most convenient for them and would perhaps allow for more members to participate.

19	It worked as is.
20	KEEP UP. IS PERFECT
21	Many members of our team felt the most impact on the evidence based/data session. We could have attended another workshop to continue working through this as it pertained to our initiative.
22	more case studies, success stories, initiatives that did not work and why
23	More time on evidence based decision making data/evidence evaluation
24	none
25	Perhaps spend a bit more time on the Roadmap to Results framework, working teams through the process. It was difficult for many on the team to recognize and then articulate the subtle differences with the vision, goal, shared result etc.
26	Place greater emphasis, importance, and technical assistance on system change. It is the hardest element to truly understand and to have an impact, but is really the most important.
27	Promoting systems change between entrenched and established institutions takes everything you've got! If cannot be focused on enough!
28	Since community engagement is so important I would make that the first session and then keep the order of the sessions intact.
29	Some of the work was so detailed oriented that I don't believe it lent itself to group work at the federal reserve meetings. For example, the output and outcome measurements activities were very cumbersome to do in a group our size. I also believe we had so much given to us to process that it could be overwhelming at times. For example, in the last meeting, the speakers talked about developing a theory of change. This would have been too much for us to take on in addition to the other activities and work in the planning process.
30	The competition format motivated team members to do their best to attend the design sessions and to work very hard throughout the process. Our team included many people who do not have enough staff supporting them to fulfill their job responsibilities while also travelling across the state once a month for a design session. I wonder if design session content could be provided remotely. I had to miss some of the design sessions and it was a huge loss in my ability to participate that I really regret. I just could not make them all, and I know that some of my colleagues had the same problem. I think our team was very ambitious and achieved an enormous amount in a short period of time, but it was an incredible stretch to keep up with it all for many of us.
31	The competition format was very helpful because it provided an energy to dig deeper and understand the work in front of us. The conversations were also very engaging.
32	The only thing I found difficult was getting away from my job for full days. Aside from that, it has been a wonderful experience.
33	The process helped our group to effectively function as a team and develop structured way to problem solve.
34	The time required for each session was a bit long and Boston is not as convenient for many communities. Staff have been great.
35	The Working Cities Challenge has been a great opportunity to dive deeper into the decision making process and how to be inclusionary while also making substantial headway. The opportunity for free and open discussion with core team members was the most beneficial aspect as it forced us to focus on the work at hand in an often chaotic work world. Designated time for such conversation is valuable and should be built in to any future roll outs.
36	This is more of an observation, but it seems that a number of funders are going to the competition format, including RWJ and Aetna. It is interesting because it makes for a more transparent process and creates a much stronger feeling for what the funder is wanting to accomplish. On the other side, it is extremely time consuming, and setting aside a full day once per month was sometimes difficult to schedule around other day-to-day priorities. Meanwhile, other funders have begun to mirror that approach, which can be overwhelming.
37	Two comments: 1. Our group felt somewhat hemmed in by the parameters we were given for the shared result. Our initial shared result ended up being our vision statement, which was alright, and we understood the need for the shared result statement to be specific, time bound, measurable, etc., but also thought those strictures didn't allow us to be broad-based enough. Hence, we added a second shared result to our application. 2. We found the physical set-up of the sessions difficult when it came to working in our group. Having all 10 groups in one large room working at the same time made it difficult for many to hear and thus to participate meaningfully. For future rounds, you might consider using facilities where groups are able to use separate smaller rooms for the breakout sessions.
38	Two full day sessions at beginning would be better than spacing out. The having "check in" sessions

Appendix III: Comparison Tables: Pre/Post Analysis and Comparison to Round 1 Baseline

WCC CORE TEAM STRUCTURE

WCC CORE TEAM STRUCTURE: ROUND 1 AND ROUND 2 PRE SURVEY COMPARISON TABLES

	Round 1 Baseline (n=79)	Round 2 Pre-Survey (n=90)
	Of the organizations in your WCC collaborative, what proportion joined at the time that you submitted the letter of intent?	
All	20%	13%
Most	49%	40%
Some	25%	38%
None	5%	9%

	Round 1 Baseline (n=61)	Round 2 Pre-Survey (n=74)
	Of those organizations that were already working together prior to the submission of the letter of intent, which of the following statements best describes their relationship?	
They had worked together on a project(s) prior to the WCC application.	67%	73%
They had met jointly to share information but had not worked together on a project(s) prior to the WCC application.	18%	14%
Other _____	15%	14%

WCC RESULTS

WCC RESULTS: ROUND 1 AND ROUND 2 PRE SURVEY AND POST SURVEY COMPARISON TABLES

	Round 1 Baseline (n=83)	Round 2 Pre-Survey (n=93)		Round 2 Post-Survey (n=98)
	I have a clear understanding of what our WCC core team is trying to accomplish.			Compared to the beginning of the design phase, I have experienced (a) _____ change in my understanding of what the WCC core team is trying to accomplish.
Strongly Agree or Agree	88%	94%	Significant	60%
Neutral / No Opinion	7%	2%	Moderate	33%
Disagree or Strongly Disagree	5%	4%	Minimal	6%
			No	1%

	Round 1 Baseline (n=64)	Round 2 Pre-Survey (n=93)		Round 2 Post-Survey (n=98)
	There is consensus among our WCC core team about the problem we're trying to address.			Compared to the beginning of the design phase, I believe there is _____ (in) consensus among our WCC core team about the problem we're trying to address.
Strongly Agree or Agree	92%	92%	Significantly More or Slightly More	96%
Neutral / No Opinion	5%	3%	No Change	2%
Disagree or Strongly Disagree	3%	4%	Slightly Less or Significantly Less	1%

COLLABORATIVE LEADERSHIP

COLLABORATIVE LEADERSHIP: ROUND 1 AND ROUND 2 PRE SURVEY AND POST SURVEY COMPARISON TABLES

	Round 1 Baseline (n=82)	Round 2 Pre-Survey (n=92)	Round 2 Pre-Survey (n=92)
	The organizations that are members of our WCC Collaborative have the resources (time, knowledge, space, etc.) to contribute in a meaningful way to help solve the core problem that our WCC partnership addresses.	The organizations that are members of our WCC core team have the time to contribute in a meaningful way to help solve the core problem that our WCC partnership addresses.	The organizations that are members of our WCC core team have the knowledge to contribute in a meaningful way to help solve the core problem that our WCC partnership addresses.
Strongly Agree or Agree	55%	93%	97%
Neutral / No Opinion	13%	5%	2%
Disagree or Strongly Disagree	32%	2%	1%

	Round 1 Baseline (n=83)	Round 2 Pre-Survey (n=93)
	Organizations in our WCC core team trust each other to share information and to provide honest feedback.	
Strongly Agree or Agree	92%	93%
Neutral / No Opinion	6%	4%
Disagree or Strongly Disagree	2%	3%

	Round 1 Baseline (n=81)	Round 2 Pre-Survey (n=91)	Round 2 Post-Survey (n=97)
	Individuals on the WCC core team have a clear sense of their roles and responsibilities.		
Strongly Agree or Agree	60%	80%	89%
Neutral / No Opinion	30%	15%	7%
Disagree or Strongly Disagree	10%	4%	4%

	Round 1 Baseline (n=82)	Round 2 Pre-Survey (n=92)
	The WCC collaborative's strategies and practices are shaped by information provided by a diverse set of WCC partners.	The WCC core team's proposal and strategies were shaped by information provided by a diverse set of WCC partners.
Strongly Agree or Agree	95%	89%
Neutral / No Opinion	5%	9%
Disagree or Strongly Disagree	0%	1%

	Round 1 Baseline (n=81)	Round 2 Pre-Survey (n=92)	Round 2 Post-Survey (n=97)
	If the organization that is leading our WCC core team were to leave the effort, the collaborative would remain viable and continue working toward its results.		
Strongly Agree or Agree	54%	79%	68%
Neutral / No Opinion	32%	11%	20%
Disagree or Strongly Disagree	14%	10%	12%

	Round 1 Baseline (n=81)	Round 2 Post-Survey (n=97)
	I believe that the group of organizations that submitted the Working Cities Challenge proposal will still be working together on a collaborative project three years from now.	I believe that the group of organizations that submitted the Working Cities Challenge proposal will still be working together on a collaborative project three years from now regardless of whether we receive WCC implementation funding.
Strongly Agree or Agree	95%	89%
Neutral / No Opinion	5%	9%
Disagree or Strongly Disagree	0%	1%

	Round 2 Pre-Survey (n=92)	Round 2 Post-Survey (n=98)	Round 2 Pre-Survey (n=93)	Round 2 Post-Survey (n=98)
	The WCC core team has a clear governance structure.		I believe the WCC core team includes all the stakeholders that are necessary to undertake this work.	
Strongly Agree or Agree	60%	87%	50%	72%
Neutral / No Opinion	24%	10%	22%	15%
Disagree or Strongly Disagree	15%	3%	29%	12%

COMMUNITY ENGAGEMENT

COLLABORATIVE LEADERSHIP: ROUND 1 AND ROUND 2 PRE SURVEY AND POST SURVEY COMPARISON TABLES

	Round 2 Pre-Survey (n=90)	Round 2 Post-Survey (n=98)
	Our WCC core team regularly engages residents in a meaningful and productive way.	
Strongly Agree or Agree	73%	87%
Neutral / No Opinion	22%	10%
Disagree or Strongly Disagree	4%	3%

	Round 2 Pre-Survey (n=89)		Round 2 Post-Survey (n=98)
	22b. The members of my WCC core team value the perspective that residents bring to discussions.		14) Compared to the beginning of the design phase, I now believe my WCC core team values the perspective community residents bring to discussions _____.
Strongly Agree / Agree	94%	Significantly More / Slightly More	78%
Neutral / No Opinion	6%	The Same Amount	21%
Disagree / Strongly Disagree	0%	Slightly Less / Significantly Less	1%

EVIDENCE-BASED DECISION-MAKING

EVIDENCE-BASED DECISION MAKING: ROUND 1 AND ROUND 2 PRE SURVEY AND POST SURVEY COMPARISON TABLES

	Round 1 Baseline (n=79)	Round 2 Pre-Survey (n=91)	Round 2 Post-Survey (n=98)
	Our WCC collaborative has a plan for how to use data to inform the decision-making processes related to the WCC.		Our WCC core team has a plan for how to use evidence to inform the decision-making processes related to the WCC.
Strongly Agree or Agree	41%	68%	93%
Neutral / No Opinion	46%	20%	5%
Disagree or Strongly Disagree	14%	12%	2%

	Round 2 Pre-Survey (n=92)	Round 2 Post-Survey (n=98)
	The WCC core team currently has the capacity to track and analyze the necessary data in this initiative.	
Strongly Agree or Agree	77%	79%
Neutral / No Opinion	16%	17%
Disagree or Strongly Disagree	6%	4%

SYSTEM CHANGE

SYSTEM CHANGE: ROUND 1 AND ROUND 2 PRE SURVEY AND POST SURVEY COMPARISON TABLES

	Round 1 Baseline	Round 2 Pre-Survey (n=93)
# of respondents selecting each option	Select the key types of system changes (policies, procedures, resource flows, and decision-making processes) that your WCC should tackle in order to effectively address the core problem. Select up to 3 system changes.	
Changes in the policies or procedures of city departments	18	40
Changes in the policies or procedures of employers	16	27
Changes in policies or procedure of nonprofits	5	29
New mechanisms for consulting or engaging those directly affected by the initiative's core problem	53	70
Greater accountability to outcomes by the partners at the table	20	34
New uses of data to refine or develop effective programs	43	61
Resources reallocated to more effective service providers	14	40
New referral processes	18	34
New systems for information sharing	33	46
Other	8	13

	Round 2 Pre-Survey (n=88)	Round 2 Post-Survey (n=96)
	Our WCC core team has a plan for how to work towards the system changes we have identified.	
Strongly Agree or Agree	57%	98%
Neutral / No Opinion	27%	2%
Disagree or Strongly Disagree	16%	0%

	Round 2 Pre-Survey (n=91)		Round 2 Post-Survey (n=97)
	30. The core team has a firm understanding of the factors driving its WCC problem.		22) Compared to the beginning of the design phase, I now believe my WCC core team has _____ understanding of the factors driving its WCC problem.
Strongly Agree or Agree	82%	Significantly More or Slightly More	95%
Neutral / No Opinion	12%	The Same Amount	5%
Disagree or Strongly Disagree	5%	Slightly Less or Significantly Less	0%

	Round 2 Pre-Survey (n=89)		Round 2 Post-Survey (n=96)
	Do you think your organization may need to change its policies, procedures, or programs to achieve the WCC team's long-term vision?		My organization needs to change its practices, policies, or programs to achieve the WCC team's long-term vision.
Yes	54%	Strongly Agree or Agree	44%
-	-	Neutral / No Opinion	26%
No	46%	Disagree or Strongly Disagree	30%