

Leaders for Equitable Local Economies (LELE) - Frequently asked questions (FAQs)

Note: this will be updated as new questions are received.

Last updated: 7/9/21; red text denotes questions added since last update.

1. Who are the applicants and how much experience should applicants have as leaders?	LELE is for local emerging and mid-career leaders who seek to grow their influence. Senior and executive-level leaders interested in LELE are invited to support an applicant team as champions.
2. What sectors or backgrounds should applicants come from?	<p>Applicant teams can include a portfolio of leaders in roles that are formally tied to equitable economies, like those in city government, community development, and economic development entities. They can also include nonprofit and philanthropic leaders. We want to be sure that residents who lead informally and voluntarily are also represented among applicant teams, including local elected officials, community organizers, parent leaders, and neighborhood leaders.</p> <p>There are no requirements related to team composition to ensure that groups are able to build the best team for their local project, goals, and context.</p>
3. Why must applicants apply as a team?	It's an understatement to say that making progress on complex challenges like racial equity and economic inclusion is hard work. This work can't be left up to one person, which is why we think working as a small team with a group of committed champions will provide the needed support and capacity to make progress.
4. Who are the champions?	A community champion is an organizational or community leader who will support the applicant team as they grow their impact and influence and implement their local strategy. Champions are senior-level leaders who will not be compensated through LELE, but they will have an opportunity to benefit from the supports offered to the cohort, including technical assistance. They will also be asked to commit 8 hours to participate in capacity-building or technical assistance in support of their applicant team.
5. How many people/cities will be selected?	We expect to draw practitioners from 4-5 Massachusetts cities with 2-3 leaders in each city, totaling 10-15 leaders in the cohort.
6. Is LELE a leadership development program?	Not really: we expect the leaders who apply may have already participated in some kind of leadership development but are looking for new opportunities to apply their skills in ways that have an impact on their local economy and have their leadership role lifted up locally.

	<p>At the same time, we expect applicants to be eager to continue developing their skills and learning through this program through the support of a coach, their peers, and opportunities to seek technical assistance as needed.</p>
<p>7. Which cities are eligible and why?</p>	<p>Our advisory group felt strongly that participating cities should have some past experience to draw on related to collaboration, systems change, and community engagement. Because these are key components of the Boston Fed’s Working Cities Challenge (WCC) and MassDevelopment’s Transformative Development Initiative (TDI), eligible cities are those that have participated in one of these programs.</p> <p>Using this criterion for eligibility gives us a total of 16 cities: Brockton, Chelsea, Chicopee, Fall River, Fitchburg, Haverhill, Holyoke, Lawrence, Lynn, Lowell, New Bedford, Peabody, Pittsfield, Revere, Springfield, and Worcester (8 cities were part of the WCC, and 8 participated in TDI).</p> <p>Applicants need not have participated on a WCC or TDI team, but we would hope to see them draw on the learning and success of those efforts in some way.</p>
<p>8. What strategy or issue areas should applicant teams be working on?</p>	<p>We expect LELE participants will represent a diverse set of strategies being pursued to make local economies more racially equitable. Examples of issues teams might pursue include advancing representative leadership*, job quality, career pathways, K-12 or higher education, early education and care, neighborhood revitalization, investing your city’s American Rescue Plan Act (ARPA) dollars, piloting a guaranteed income program, child and family well-being, transportation.</p> <p>*We expect our cohort to have at least one team focused on testing strategies to make local leadership more representative of a city’s population because this is a key interest area of the Advisory Group, the Boston Fed, and our funders.</p>
<p>9. How will leaders be selected?</p>	<p>A subset of our Advisory Committee will review written applications and determine which set of teams will advance to an interview. The final selection of the cohort will balance the opportunity presented by each team with a goal of having a cohort that is diverse in several ways: geographically, by issue area, and by city context where racial equity is concerned.</p> <p>This balance is intended to advance our collective learning around what it takes to build more racially equitable and inclusive local economies across a number of dimensions to better inform future work by the Boston Fed and its partners.</p> <p>As with the Working Cities Challenge, the Boston Fed will not make final decisions about the composition of the cohort, leaving this up to Advisory Group members so that we can more effectively support all applicant teams in their process.</p>
<p>10. Will there be future opportunities to</p>	<p>We encourage interested groups who are not ready to apply this summer to get in touch and share that interest with us so we can consider whether and how to offer LELE again in the future.</p>

<p>participate in LELE if the timing isn't right for me/my community?</p>	<p>We will be engaging an evaluator and communications team to capture the lessons and impact of LELE so that we can understand whether this pilot represents an opportunity to try again in Massachusetts and/or in other New England cities the Boston Fed supports.</p>
<p>11. What is the expectation for practitioners' time commitment and contribution?</p>	<p>Applicants should plan on spending an average of 10-15 hours per month on LELE, which includes time with their peers in the community of practice, time with our coach, and time working on their project. The duration of LELE is 18 months, though participants may spend additional time with the program for both onboarding and off-ramping.</p> <p>Given our principle of co-designing the community of practice with participants, we recognize the time commitment may change based on everyone's needs and interests. Time commitments will also vary based on the strategies each team is testing.</p> <p>LELE participants will also be asked to participate in a summative evaluation that seeks to understand whether and how the fellowship achieved the short-term goal of building capacity, influence, and networks as well as a stronger pathway to impact.</p>
<p>12. What will participants get?</p>	<ul style="list-style-type: none"> • Stipends: each participant will receive a stipend in the amount of \$20,000 to recognize their 18-month-long commitment to this program and pay them at a rate (approx. \$75/hour) that values their time and expertise. • Coaching: to advance their local capacity and effort, responsive on leaders' individual needs and contexts. The LELE Advisory Group has selected Jeff Rogers for this role. • Community of practice: facilitated by the coach, this group will gather regularly to exchange lessons, ideas, and mutual support. This group will also have access to technical assistance funds to secure skill-building opportunities that would benefit the cohort. Examples might include support in areas like communications/storytelling, using data for learning and casemaking, adaptive leadership, and advancing conversations and action around racial equity. • Flexible grant dollars: to test ideas and implement local projects that advance teams' goals. The pool of funds will support up to \$25,000 in grants per city.
<p>13. Who is funding LELE?</p>	<p>LELE stipends, grants, coaching, technical assistance, and evaluation/communication are funded by the Doris Duke Charitable Foundation, the Barr Foundation, and NeighborWorks America. The Boston Fed is providing staffing support.</p>
<p>14. How will stipends be</p>	<p>We understand that given our goal of having a diverse group of participants, there will be a range of situations that might complicate how stipends are</p>

<p>administered to participants working on LELE as part of their paid work?</p>	<p>administered, including people participating in LELE as part of their paid work and people receiving public benefits who might experience costly benefit cliffs by receiving a stipend.</p> <p>At the same time, we want to ensure that people are being rewarded for their time and talent appropriately. We are committed to working with each person selected for LELE to determine how best to allocate their stipend and will seek to better understand each applicant’s circumstances during the application process so we can best meet everyone’s needs.</p>
<p>15. Should applicants be connected to a WCC or TDI team in their city?</p>	<p>As noted in question 7, applicants need not have participated on a WCC or TDI team. We would hope to see them draw on the learning and success of those efforts in some way, and would encourage prospective applicants to connect with those involved in WCC or TDI to share their ideas and get feedback while developing their application.</p>
<p>16. What are champions required to do?</p>	<p>Champions should commit to roles and responsibilities that make the most sense for their context and respond to what the applicant team needs to be successful. They should plan to be supportive for the full 18 months of the program and be specific about how they’ll do so.</p> <p>Champions are also required to commit to up to 8 hours of capacity-building through LELE. While the focus of this time will be identified by the LELE cohort, it will be focused on topics that will strengthen your ability to support your city’s team and effort.</p>
<p>17. Can more than one applicant team apply per city?</p>	<p>Yes, unlike the Working Cities Challenge, multiple applications from an eligible city are allowed. Nevertheless, the selection committee will factor in geographic diversity in its process, so it is unlikely more than one team in an eligible city will be selected.</p>
<p>18. Can an applicant team span more than one city, and/or be working regionally?</p>	<p>Yes, multi-city and/or regional approaches are welcome and are often cited as being important to developing a more inclusive and equitable city. A prospective regional team should reach out early to discuss how they are thinking about the composition of their team.</p>
<p>19. The application online is marked ‘draft.’ How do I get access to the final?</p>	<p>A fillable version of the application will be sent after prospective applicants have an initial conversation with the Boston Fed team (Ines and Colleen). The draft application is available to help guide conversations with your co-applicants and champions as you determine whether this opportunity is right for your work.</p>
<p>20. Who is selecting the cohort?</p>	<p>A subset of the LELE Advisory Group, along with a member of a WCC team from a Connecticut city, will be on the team selecting the cohort. The Boston Fed staff is not part of that group, so our goal is to ensure that our selection committee has a strong, diverse applicant pool.</p>