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**Challenge Plan for [insert Community/Initiative Name]**

**Introduction**

*Begin by identifying your project or collaborative’s name and provide a brief description of the Challenge project and the community being served. You may want to reference your “Quick Pitch” and “Community Background and Priorities” sections from your proposal here, making any necessary updates based on changes in your community that have occurred over the past few months.*

**Partnership Model**

*Consider the various partners that have agreed to participate in this project and describe what the ideal system, planning process or way of operating would be for your cross-sector team. Consider including a model that provides a visual representation of your team structure.*

*You should also indicate the specific strategies that each partner is responsible for within this plan. Each partner should have at least one strategy that they are committed to working on, but some partners may have more that connect to their role on the project. You may want to include these roles in a table (see Appendix A, Table 1).*

**Mission, Vision and Goals**

*Identify your team’s mission and write a sentence that describes the purpose of your Challenge team. This section should capture what your team’s desired future for your community looks like. You may have a short vision statement, or you may wish to include additional information that clarifies your team’s core values*

*and goals, such as a model or theory of change.*

**Priority Strategies**

*With your team’s mission and vision for your community described above, and with feedback from your community in mind, describe or list the priority strategies that you identified in your proposal, or those that have emerged in light of recent events. These should reflect conversations with key constituents and a brief explanation of why each action strategy should be a part of your plan. You may want to conduct an analysis of whether or not certain strategies are prioritized differently by specific partners in your community. See Appendix A, Table 2 to guide you in that exercise. Consider describing how you plan to address differences in priorities across stakeholder groups in this section of the plan.*

*Identifying and then acting on strategies tied to each of the priorities listed in the proposal for your project is critical to being able to achieve your team’s overarching vision and goals. Each strategy plays a supporting role in your efforts and your team’s ability to impact your priority population and intended outcomes. Consider including a list of partners responsible for each strategy in this section (see Appendix A, Table 3)*

**Evaluation Plan**

**(REQUIRED FORMAT - Please bring a completed draft of this section to your August coaching call)**

*In the table below, list each of the high-level goals indicated above, as well as each of the strategies that support your team’s achievement of that goal. For each strategy, indicate the benchmark measures that you will use to monitor your progress on that strategy. Each measure relates to an accomplishment or a concrete product that is expected as a result of conducting activities that support the strategies and goals for the initiative. Add rows to the table as necessary, depending on the number of goals, strategies and bench measures for your project.*

|  |
| --- |
| GOAL 1: |
| ***Strategy #1 :*** |
| **Benchmark measures for Strategy 1:** | Target date | **Responsible Lead (organization or person)** | **Data sources & collection methods** |
|  |  |  |  |
|  |  |  |  |
| ***Strategy #2 :*** |
| **Benchmark measures for Strategy 2:** | **Target date** | **Responsible Lead (organization or person)** | **Data sources & collection methods** |
|  |  |  |  |

**Action Plan**

*For each goal and strategy identified above, include the specific activities your team will carry out in order to reach the benchmark measures you plan to track. Include information on the people to involve in each activity, the timeline associated with the desired outcome or output, the resources and support that are available and those that are still needed, and how you will keep those who are most affected informed of these activities. You may want to consider including a separate communication plan in addition to your action plan, or combining them into one table, as in the example provided in Appendix A, Table 4.*

**Appendix A**

*Table 1 - Partner Roles*

|  |  |
| --- | --- |
| **Partner Organization** | **Role on the Challenge team** |
|  |  |
|  |  |
|  |  |

*Table 2 - Analysis of partner/key constituent priorities (example text in blue)*

|  |  |  |  |
| --- | --- | --- | --- |
| **Partner** | **Strategy 1 - Develop a Peer****Learning Network** | **Strategy 2 - Provide 1:1 technical assistance** | **Strategy 3 - Engage external experts and resources** |
| Partner 1 Name | X (lead) |  | X |
| Partner 2 Name | X | X | X (lead) |
| Partner 3 Name | X | X | X |

*Table 3 - Strategies and responsible partners*

|  |  |
| --- | --- |
| **Strategy** | **Responsible partners** |
|  |  |
|  |  |
|  |  |

*Table 4 - Action Plan*

**Goal 1: Strategy 1:**

**Collaborating Organization(s) Group(s):**

**ACTIVITIES**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activities** | **By Whom** | **By When** | **Resources and Support**Available/Needed | **Communication Plan for Implementation** | **Benchmark****Measures** |
| What needs to be done? | Who will take actions (including community members)? | By what date will the action be done? | Resources Available | Resources Needed (financial, human, political, and other) | What individuals and organizations (primary and secondary audiences) should be informed about/involved with these actions andhow(communications channels)? | What change in policies, practices, systems or the community will you seek through these actions? |
| Step 1: |  |  |  |  |  |  |
| Step 2: |  |  |  |  |  |  |
| Step 3: |  |  |  |  |  |  |
| Step 4: |  |  |  |  |  |  |

**Appendix B**

*This appendix includes example text (in blue) for each section of the Challenge plan.*

**Introduction**

*Begin by identifying your project or collaborative’s name and provide a brief description of the Challenge project and the community being served. You may want to reference your “Quick Pitch” and “Community Background and Priorities” sections from your proposal here, making any necessary updates based on changes in your community that have occurred over the past few months.*

[Ex. The goal of the Friendly County Food Access Council is to increase access to local, healthy fruits and vegetables for low-income residents of Friendly County. The Council believes everyone in Friendly County deserves food security and access to the healthy foods that are produced in the community, and will seek to accomplish this by introducing the county’s elementary students and their families to fresh produce at farmers’ markets and school gardens, and by creating new systems that will enable low income families to continue accessing these foods on a regular basis. In addition, the Council will work with other partners, community leaders, and residents to conduct a root cause analysis of food insecurity and access issues in Friendly County.]

**Partnership Model**

*Consider the various partners that have agreed to participate in this project and describe what the ideal system, planning process or way of operating would be for your cross-sector team. Consider including a model that provides a visual representation of your team structure.*

*You should also indicate the specific strategies that each partner is responsible for within this plan. Each partner should have at least one strategy that they are committed to working on, but some partners may have more that connect to their role on the project. You may want to include these roles in a table like the example below.*

|  |  |
| --- | --- |
| **Partner Organization** | **Role on the Challenge team** |
| [ex. Health Department] | Serve as convener, distribute funds to partner organizations |
|  |  |
|  |  |
|  |  |

**Mission, Vision and Goals**

*Identify your team’s mission and write a sentence that describes the purpose of your Challenge team. This section should capture what your team’s desired future for your community looks like. You may have a short vision statement, or you may wish to include additional information that clarifies your team’s core values*

*and goals, such as a model or theory of change.*

[**Mission:** To develop a safe and healthy neighborhood through collaborative planning, community action, and policy advocacy.] [**Vision:** All residents of city/county have access to quality, affordable, fresh produce]

[**Team values:** Trust, Transparency, Respect, Creativity, Resourcefulness, Caring and Collaboration] [Model]

[**Goal 1** - All children in Washington, DC have access to affordable, fresh fruits and vegetables.]

**Priority Strategies**

*With your team’s mission and vision for your community described above, and with feedback from your community in mind, describe or list the priority strategies that you identified in your proposal, or those that have emerged in light of recent events. These should reflect conversations with key constituents and a brief explanation of why each action strategy should be a part of your plan. You may want to conduct an analysis of whether or not certain strategies are prioritized differently by specific partners in your community. See Table 1 in the Appendix to guide you in that exercise. Consider describing how you plan to address differences in priorities across stakeholder groups in this section of the plan.*

*Identifying and then acting on strategies tied to each of the priorities identified in the proposal for your project is critical to being able to achieve your team’s overarching vision and goals. Each strategy plays a supporting role in your efforts and your team’s ability to impact your priority population and intended outcomes.*

*Priority Strategies*

|  |  |
| --- | --- |
| **Strategy** | **Responsible partners** |
| Strategy 1 - Strengthen collaborative relationships between government agencies and local health service providers | Mayor’s office (lead), hospital |
| Strategy 2 - Combat chronic disease among community residents disproportionately affected by food insecurity | Health department (lead), food bank |
| Strategy 3 - Inform community-wide food policy | Food policy council (lead), food bank, board of commissioners |

**Evaluation Plan (REQUIRED)**

*In the table below, list each of the high-level goals indicated above, as well as each of the strategies that support your team’s achievement of that goal. For each strategy, indicate the benchmark measures that you will use to monitor your progress on each strategy. Each measure relates to an accomplishment or a concrete product that is expected as a result of conducting activities that support the strategies and goals for the initiative.*

|  |
| --- |
| GOAL 1: *[ All children in x community have access to affordable, fresh fruits and vegetables]* |
| ***Strategy #1 :*** *[Shift the local school district’s food procurement policies]* |
| **Benchmark measures for Strategy 1:** | **Target date** | **Responsible Lead (organization or person)** | **Data sources & collection methods** |
| *[ outcome measure - Increase proportion of school meals with fresh fruits and vegetables from x% to y%]* | *[ April 2022]* | *[School District]* | *[review school lunch menus, meal logs from before and after school programs]* |
| *[process measures - # of new policies developed and passed by the school board]* | *[April 2022]* | *[School board]* | *[document review, voting logs from school board meetings]* |
| ***Strategy #2 :*** |
| **Benchmark measures for Strategy 2:** | **Target date** | **Responsible Lead (organization or person)** | **Data sources & collection methods** |
|  |  |  |  |

**Action Plan**

For each goal and strategy identified above, include the specific activities your team will carry out in order to reach the benchmark measures you plan to track. Include information on the people to involve in each activity, the timeline associated with the desired outcome or output, the resources and support that are available and those that are still needed, and how you will keep those who are most affected informed of these activities. You can add rows to the table below as needed, and replicate the table for each goal and strategy.

Goal 1: \_*[ ALL CHILDREN IN X COMMUNITY HAVE ACCESS TO AFFORDABLE, FRESH FRUITS AND VEGETABLES]*

Strategy 1: \_*[Shift the local school district’s food procurement policies]*

Collaborating Organization(s) Group(s): *[Fill in partners involved in working on this strategy (from section on partnership model)]*

**ACTIVITIES**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Activities** | **By Whom** | **By When** | **Resources and Support**Available/Needed | **Communication Plan for Implementation** | **Benchmark****Measures** |
| What needs to be done? | Who will take actions (including community members)? | By what date will the action be done? | Resources Available | Resources Needed (financial, human, political, and other) | What individuals and organizations (primary and secondary audiences) should be informed about/involved with these actions andhow(communications channels)? | What change in policies, practices, systems or the community will you seek through these actions? |
| Step 1:*[Present plan to school board]* | *[student advocates]* | *[ April 2021]* | *[Student advisory board]* | *[Political will from school board]* | *[ PTA, monthly newsletter]* | *[ Student advocates will present at # school board meetings by April**2021]* |
| Step 2: |  |  |  |  |  |  |

