



**working** cities  
challenge

Design session 3

3/9/16

[www.BostonFed.org/WorkingCities](http://www.BostonFed.org/WorkingCities)

# Today's agenda

## AM – Systems change

- Boston Fed team will provide an overview of systems change
- Monique Baptiste-Good will illustrate how changing systems looks on the ground for the Strong, Healthy Communities Initiative in Newark
- Though your systems change strategies should be reflected throughout the application (including the budget and work plan), one application question addresses this explicitly:
  - **14.** Please provide up to three examples of systems changes your team has begun to explore undertaking the next three years in order to achieve your shared result. The Boston Fed defines systems change as enduring changes to policies, practices, decision-making, and resource flows. We also define systems change as changes to perspectives and relationships among team members and other leaders in your community.

**Lunch** – Boston Fed team will review highlights of FAQ and provide general feedback on progress updates

## PM – Roadmap part 3: ideas to action

- Farid Kheloco, Holyoke’s Initiative Director, will talk about how his team has translated systems change ideas into strategies and actions
- Boston Fed team will review this part of the roadmap
- Three implementation application questions address this:
  - **6.** What are your team’s evidence-based strategies for changing these conditions? (Note: the conditions referenced are those you name in question 5, which many of you began to identify earlier this week with the ‘5 Whys’)
  - **7.** What are the actions your team will take to put these strategies into practice?
  - **Part 1 (summary):** Give an overview of the overarching strategies you’ll employ to address the problem, and some of the actions you’ll undertake in your first year to put your strategies into practice.

**Wrap-up:** Teams will spend last 15 minutes of planning time reviewing action steps; facilitators will each share one step



# Save the dates

**Session 4:** April 5 in Lowell (Cross Point Towers, 900 Chelmsford Street)

Focus areas:

- Roadmap part 4: feedback loops/governance
- Core element: evidence-based decision-making

**Implementation applications due:** May 5

**Interviews:** week of 5/23 (likely M, T, &/or W)

# Systems change

- We think of a **system** as the set of formal and informal actors and factors that interconnect to shape a complex social problem ✧
- When we say **systems change**, we mean: enduring changes to policies, practices, decision-making, and resource flows. Systems change can also take the form of altered perspectives, attitudes, or relationships among actors in a system.
- While many of the systems that impact your shared result operate at the state and federal level, **we are focused on city-level systems** over which your team has some control.
- By **changing systems**, your team helps ensure the endurance of your efforts beyond the three-year WCC grant period. And most importantly, changes to systems are likely to benefit a much larger population than a program could reach.



# Examples of systems change

- Chelsea: police department has created a new position charged with community engagement; this role will ensure that a key strategy can continue to be implemented beyond grant period
- Fitchburg: Fitchburg State University's latest strategic plan commits them to greater levels of engagement in the neighborhood and city; as a result, FSU has begun exploring capital investments in the North of Main neighborhood
- Lawrence: working with employers to secure workforce training funds with which to target cultural barriers that impede local hiring efforts
- Holyoke: made changes to city's permitting process to reduce barriers to starting a business

## *Elsewhere...*

- Buffalo, NY police with new “language access plan” to improve responsiveness to residents with limited English skills
- Iowa City Community School District adopted diversity policy to reduce wide disparities in proportion of low-income students attending individual schools; led to redrawing school boundaries
- City of Minneapolis adopted streamlined process for appointing residents to city boards and commissions to improve transparency and make positions more accessible to residents

# Questions?

# What does systems change look like in Newark, NJ?

**Monique Baptiste-Good**

Project Director

[Strong, Healthy Communities Initiative \(SHCI\)](#)

Newark, NJ

# AM Exercise

Use this time to brainstorm a list of systems changes your team might undertake during implementation.

As you go, categorize your ideas by the high-level factor (primary driver) it links to AND the type of systems change each would constitute. Those types include changes to:

- Policies
- Practices
- Resource allocations
- Decision-making
- Relationships
- Perspectives

Factor/primary driver	Systems change idea	What makes this an enduring change?
Information: pre-K parental awareness	Community health center doctors to discuss pre-K with all parents of 2-4 year-olds and track enrollment	Does not require funding; can become an institutionalized practice
Pre-K program quality	Local foundation will require pre-K grantees to uphold set of quality standards	Pre-K programs are likely to maintain standards once implemented

# Feedback on status updates

**Shared result:** Make this SMARTer! Specific, measurable, achievable, realistic, and time-bound

- When including a data benchmark in your goal (e.g. “Increase the proportion of employed young adults by 40%”), think about:
  - a) if you can accurately measure the starting point, and
  - b) how many people would need to achieve this outcome in order to succeed
- Is the data you would use to measure progress available, reliable, and responsive?
- Test your shared result: how will you concisely report on progress toward its achievement in 1 year, 3 years, 5 years? What data points will you use?
- Ensure that your statement focuses on WHAT, because HOW is likely to evolve.
- “All people...” statements may work best in your vision statement if not sufficiently SMART

**Test:** “All single mothers have access to the resources they need to become economically secure.”

**Test:** “Our initiative will improve the college completion rate for City X high school graduates at the local community college to 90% over ten years.”

**Drivers of change:** can your team realistically address each one?

- If not, which will be part of your scope?
- If so, how will you prioritize? Which drivers have the best leverage to move the needle on your shared result?

# Implementation application instructions & FAQs

- Backbone role
- Initiative Director
- Application and selection process
- Criteria:
  1. Design phase process and results
  2. Collaborative leadership
  3. Community engagement
  4. Systems change
  5. Evidence-based decision-making
  6. Results framework
  7. Initiative management
  8. Impact

# Perspective from a Round 1 winner

**Farid Kheloco**

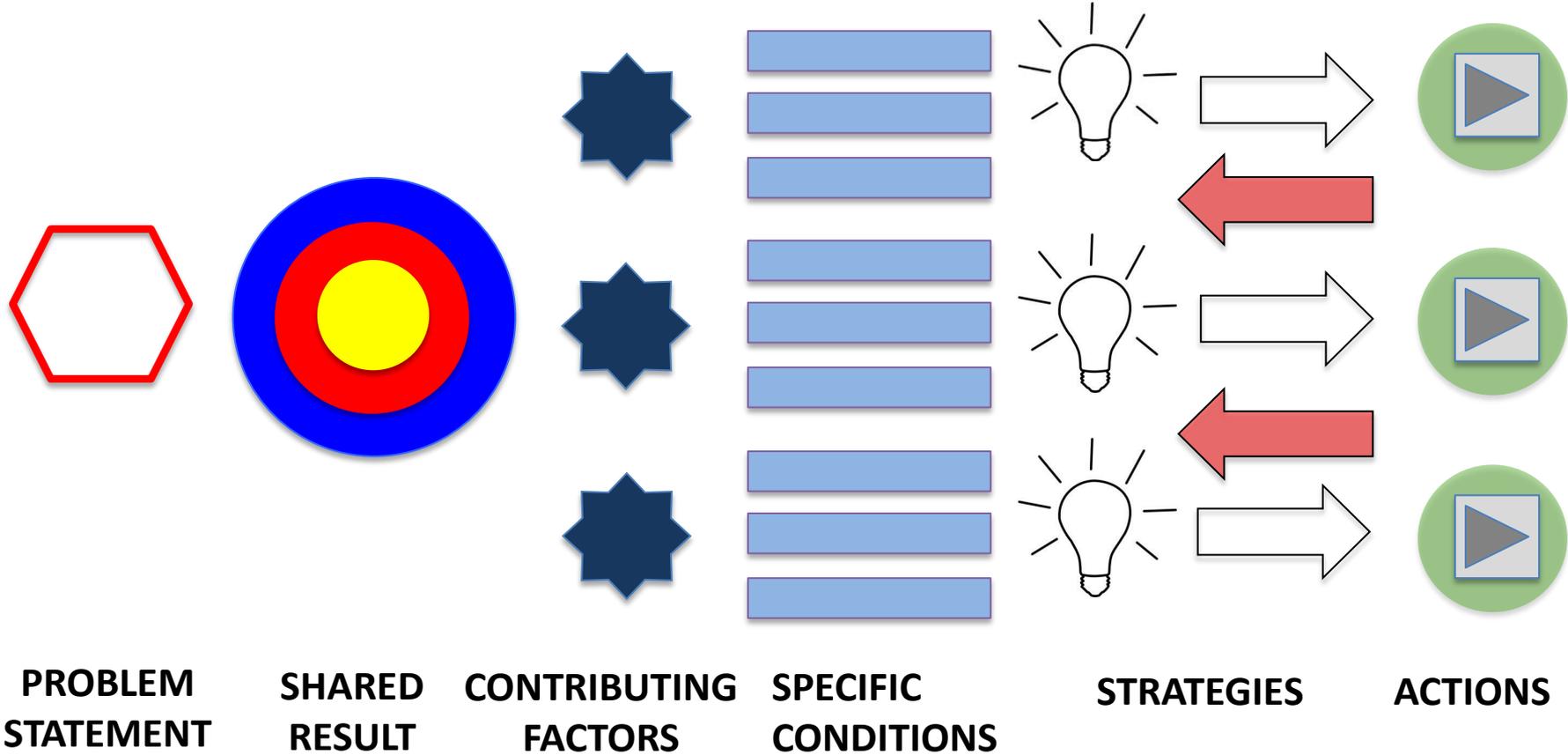
Executive Director

SPARK (Stimulating Potential, Accessing Resource Knowledge)

Holyoke



# PM: Ideas to action

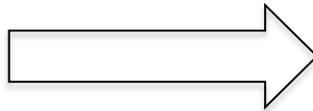
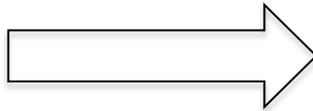
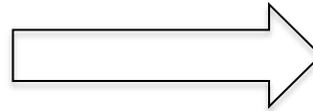


---

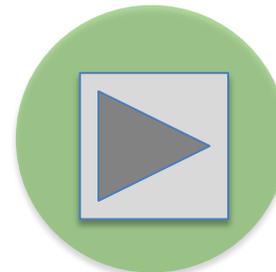
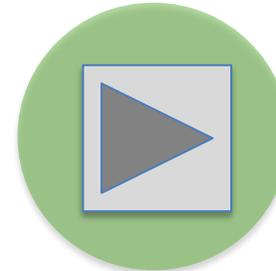
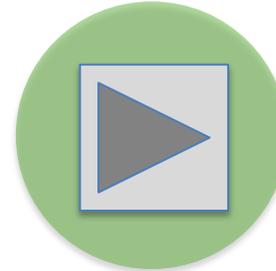
## WORKING CITIES CHALLENGE: ROADMAP TO RESULTS

# Roadmap Part 3: Ideas to Action

What can we do to change these conditions?



How do we put these ideas in practice?



**Strategies:**

- Evidence based
- Adapted to local context
- Aimed at changing systems

**Actions:**

- Experiments and prototypes
- Implementation



# Questions?

# PM Exercise

**STEP 1:** Using the list of systems change ideas your team brainstormed in the morning OR strategies your team has already brainstormed, determine which ideas can be tested in the first year of implementation. Of those short-term ideas, select 2-3 that your team will focus your conversation on in Part 2.

**STEP 2:** For each systems change idea, work through the following questions:

1. What will be different in your community if this systems change is implemented?
2. How many people will be impacted by this change?
3. What evidence do you have—based on your own work, that in other communities, or research—that suggests this change will link to your shared result?
4. What concrete action(s) will your team take to test or implement this idea?

**Note:** it's not too early to start thinking about what information you'll need in order to know if action steps are being implemented as planned and if conditions are actually changing. (This will be the focus of next session.)

# Action planning:

Spend 15 minutes; facilitators will report out

## WCC Design Phase – Commitments to Action

This tool is intended to help teams develop and assign responsibility for next steps following design sessions. It is not mandatory, but may help guide your team's conversation and establish consensus around follow-up activities.

ACTION	RESPONSIBLE TEAM MEMBER(S)	DATE

# Next steps

- As a team, run through the implementation application to flag any conversations you need to initiate/continue or questions you need us to respond to
- Keep working!
- Mark your calendars for our next session on 4/5; we will connect with facilitators later this month to help you prepare
- Keep your schedules flexible for an interview with the jury during the week of 5/23