Planning Template for
By All Means City Teams

What is systems change?

A **system** is a collection of **components** that **interact** with one another to function as a **whole**.

"Systems change" is a shift in the way that a community makes decisions about policies, programs, and the allocation of its resources — and, ultimately, in the way it delivers services to its citizens. To undertake systems change, a community must build collaborative bridges among multiple agencies, community members, and other stakeholders.

Adapted from [*http://www.ccitoolsforfeds.org*](http://www.ccitoolsforfeds.org)

Dimensions of systems change

Systems change takes place in multiple dimensions. These dimensions are inter-connected so that a change in one supports change in all the others. To truly transform a community's systems, you need to work toward shifts in all of the following dimensions.

Joint governance and shared decision-making Systems change enlarges who participates in decision making to include families, youth, and others affected by decisions. As a result, decisions reflect a larger, better-informed perspective on family and community needs and priorities.
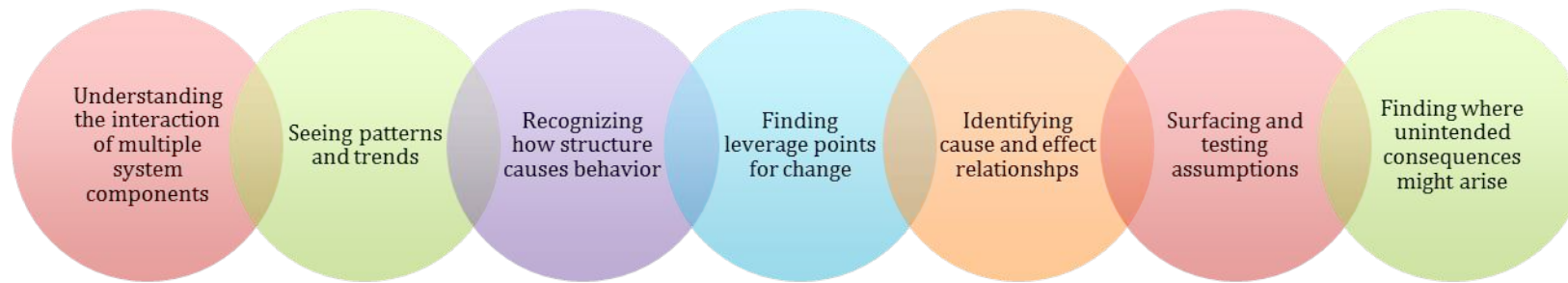
Cultural competence Cultural competence goes hand-in-hand with shared decision-making. To enlarge the circle of decision-makers and work together effectively, community leaders need knowledge and skills to help them understand, appreciate, and communicate with people whose culture and life experience differ from their own.

Service coordination and integration The effectiveness of a community initiative ultimately depends on how well it meets the needs of individual community members. When people seeking help have to deal with multiple agencies, each with its own requirements and paperwork, they are likely to become frustrated and discouraged, and eventually may be lost in the system. To overcome this fragmentation, decision-makers need to look at the total service-delivery system, identifying gaps, duplication, and overlaps in services. Working from this information, they can set up mechanisms to facilitate inter-agency communication and coordination — such as wrap-around services, joint decision making, unified assessment and intake processes, and shared information systems — all to help ensure that a person seeking help encounters a seamless path through the services they need. ⌞SEP⌟
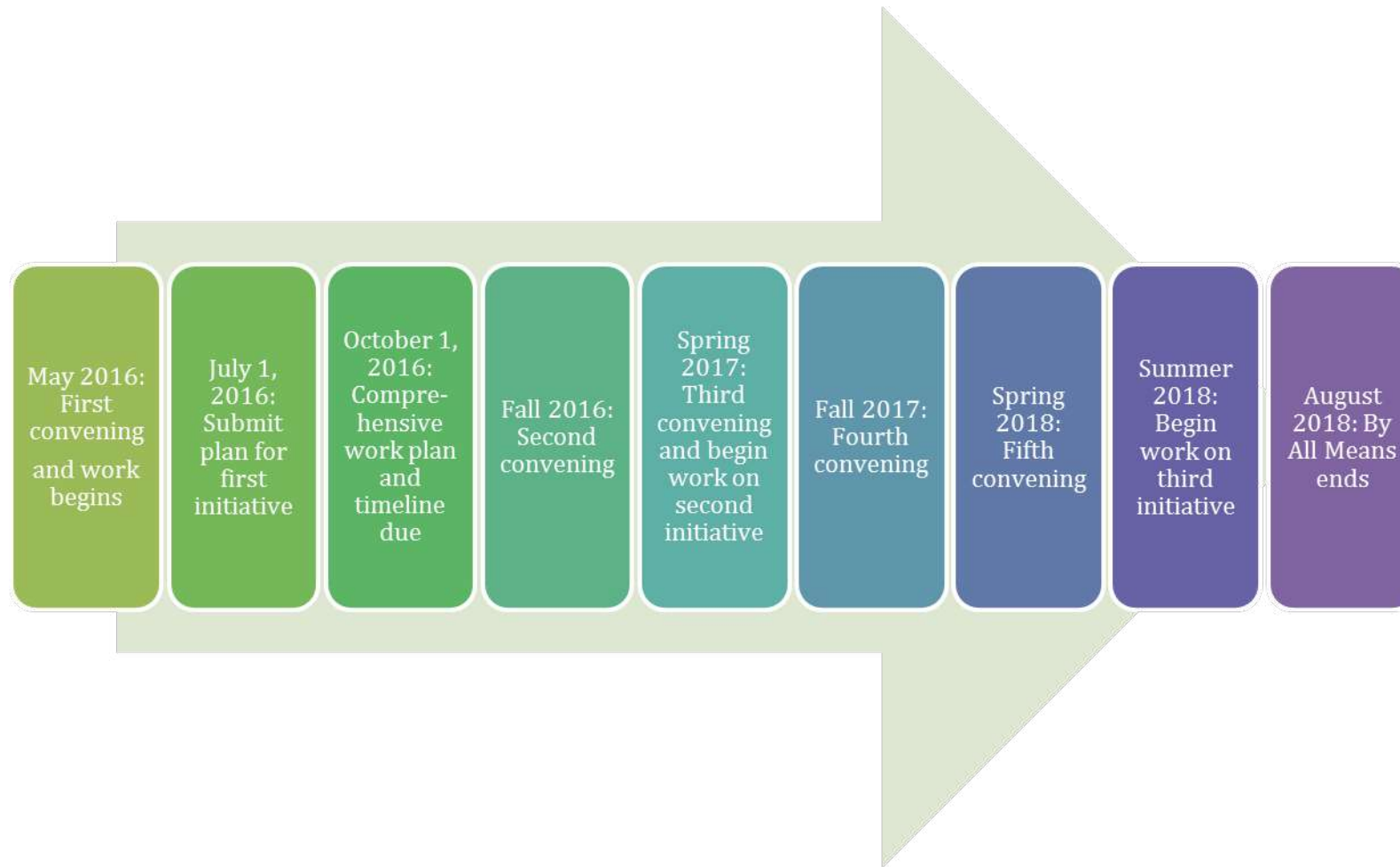
A unified fiscal strategy   How money is spent can have an enormous impact on the success of a community initiative. Fragmented service delivery is usually accompanied by fragmented funding. ***To bring about the coordination of services, decision-makers need to shift their focus from individual programs to the larger problem those programs are meant to address.*** By looking collectively at all the funding streams and other resources already devoted to solving the problem, they may be able to reconfigure these multiple streams to use funds more efficiently. They may also be able to identify new sources of funding to fill gaps and expand services.

Adapted from http://www.ccitoolsforfeds.org

Systems Thinking Habits of Mind
(adapted from the Institute of Play)

Understanding the interaction of multiple system components

Seeing patterns and trends

Recognizing how structure causes behavior

Finding leverage points for change

Identifying cause and effect relationshps

Surfacing and testing assumptions

Finding where unintended consequences might arise

By All Means Timeline

May 2016: First convening and work begins

July 1, 2016: Submit plan for first initiative

October 1, 2016: Comprehensive work plan and timeline due

Fall 2016: Second convening

Spring 2017: Third convening and begin work on second initiative

Fall 2017: Fourth convening

Spring 2018: Fifth convening

Summer 2018: Begin work on third initiative

August 2018: By All Means ends

What do we mean by an initiative?

Design Principles for
By All Means Initiatives

Create *systemic* change rather than stand-alone programs	Incorporate the individual needs of *all kids* into the design	Address one or more of the Ed Redesign Lab's focus categories
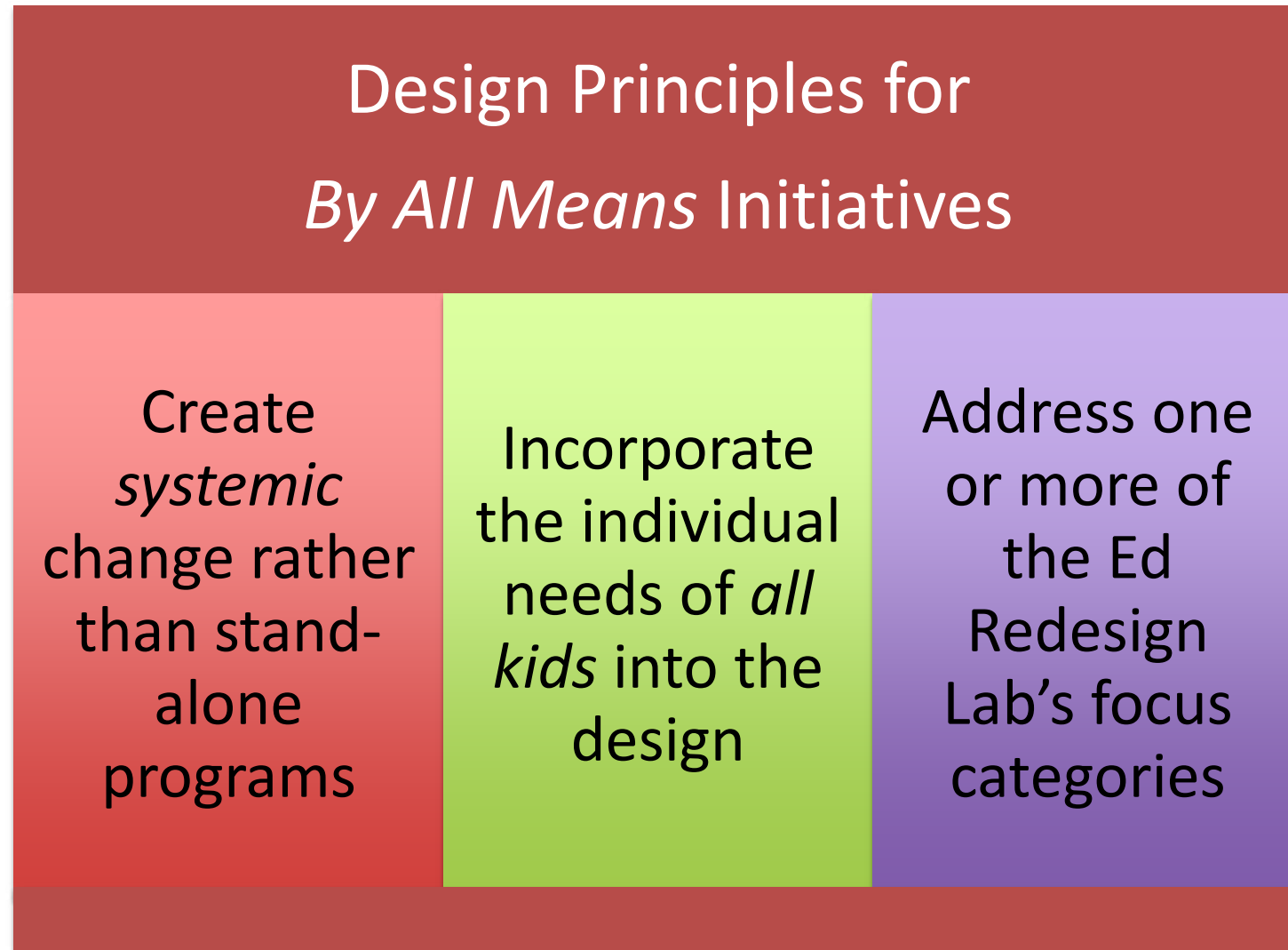
Detailed Design Process, Coordinated through the Children's Cabinets

Planning

Use data to identify needs in education and youth services

Engage the community

Develop a systemic plan and timeline

Identify funding

Identify other resource needs

Identify needed governance and structure changes

Implementation

Make structural changes

Put program(s) in place

Evaluation and redesign
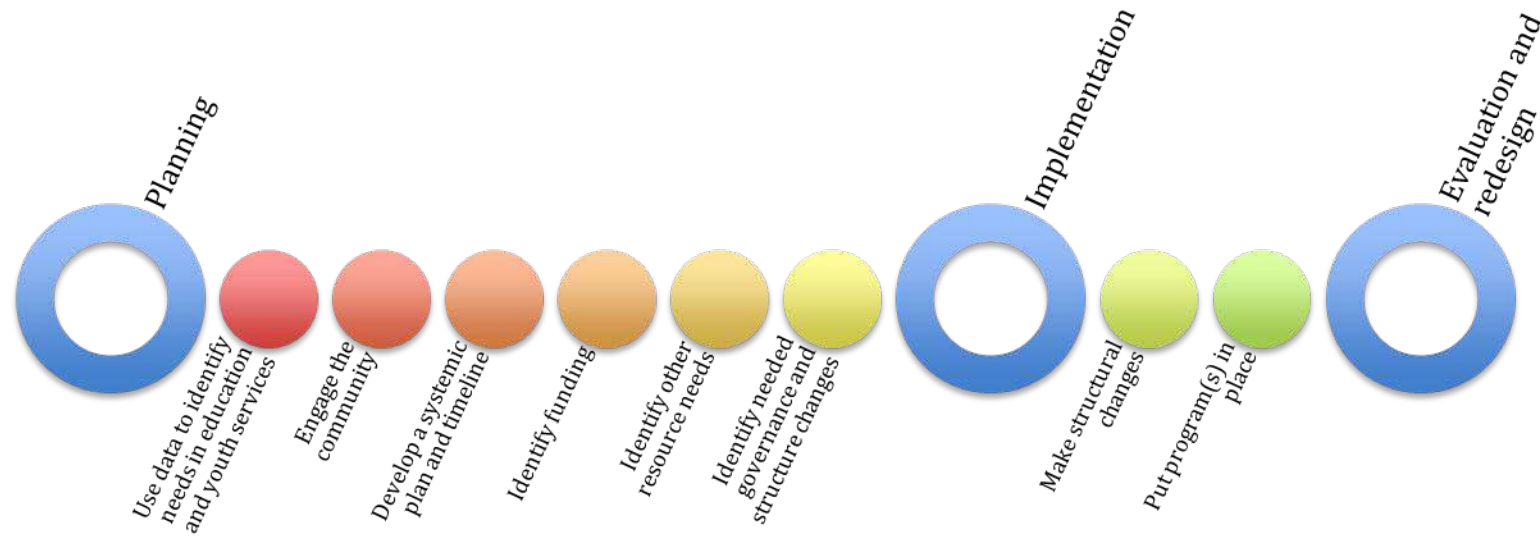
By All Means Vision Template

What is your broad vision for your city's child development and education system? How does your vision differ from the status quo?

What do you anticipate will be the obstacles to achieving this vision? How will you overcome them?

How can you use your participation in By All Means to change the systems you use to prepare kids to be successful?

*Identify the first initiative you plan to undertake as part of your By All Means work. This should be systemic, within one or more of the three By All Means focus areas, and should incorporate ways of meeting the individual needs of **all** children.*

Describe the initiative and how it fits in with your broader vision. What are the major needs you are trying to address?

What is your theory of action for this initiative? (What improvement for children do you expect to result from this?)

- How will you engage and communicate with the community, both during the initial planning and on an ongoing basis?
- What resources (organizations, facilities, people, etc.) do you have in place for this? What other efforts in your community, either in place or in the planning stages, will be useful in informing or strengthening this work?
- What additional resources and support do you need?
- What will this initiative cost? What funding sources do you have for this? What are potential additional funding sources?
- Who will work on this?
- How will you ensure this will be effective for *all* students, including students experiencing poverty or trauma, students with disabilities and English learners?
- How will you ensure that this is part of a *system* change rather than a stand-alone project? Do you anticipate needing to make changes to funding or governance structures?
- What are the first steps in making these changes?
- What data do you need to better understand the problem this initiative is designed to address? Are they available? If not, what will it take (merging data from different sources, identifying and collecting new measures) to change this?
- How will you know if you're successful? What data, both qualitative and quantitative, will you need to evaluate progress and success?

What is your theory of action for this initiative? (What improvement for children do you expect to result from this?)

If we do this, (describe in detail)

Then "X" will happen: (Explain why this will work)

And we will see this result in these ways….