

2012 RFP - Appendix A: Route To Success Matrix

THE ROUTE TO SUCCESS

The Council has embraced a system change model, called Route to Success, which provides a foundation for Council planning and grant activity. It is important to remember that system change is part of everything that the Council does; your response to this specific RFP must show clearly that you, too, are thinking about how your proposal is in line with changing a system.

Because the model that Route to Success developed is relevant to "system" in all its manifestations, and "change" on the individual, local, state and national scales, it can help you to focus your grant to achieve improvements in a wide variety of systems. The framework of the model encourages a Council, its staff, and its grantees (current or potential) to think about projects in a matrix. The model provides descriptors of kinds of activities that promote system change.

NOTE: As you prepare your proposal, **make sure that you state clearly which of these areas best describes the majority of your project's work** (there may be several), and that you **write at least one objective** directed at keeping track of the Route to Success activity in your project. This will insure that your project focuses on system change and that you collect data about the success you are having. As noted in the Grant Application Instructions, **you should describe these activities in "Part 1 – What do you propose to do?" of your grant application. Please identify where in the matrix below your activities fall.**

There are many types of activities that make up the Route to Success model. Telling people about the problem or researching the problem (Improving the Knowledge Base), finding new responses to the problem (Selecting Social Strategies), finding and promoting the work of a leader in the area (Supporting Policy Entrepreneurs) and making sure that the people who are most affected by the problem are engaged in trying to solve it (Creating Stakeholder Will) are likely some of the areas in which you will be working.

Grantees can use the model in a number of ways. As they begin to design a potential project, the model can help them think about other groups or agencies that might care about the issue or who might already be working on the issue in some way. *Who needs to know about the issue? Who might already be doing related research? Who should care about this issue? Who might be a leader in this area?*

It can help them describe the outcome of their work – the targeted audience *knows more*, the research *showed that*, the following groups *are committed to*; this organization is *serving as the leader*. By thinking about these areas in advance, the potential grantee will be able to describe in measurable terms what the project accomplished.

The model can also assist the grantee in thinking beyond this project – what might happen next to make system change more likely? While it isn't the case that the various activities need to be done in order, it appears that activity in each of the columns is more likely to result in system change. So, for a project focused on improving the knowledge base in its proposed grant, or even the grant that is currently in process, the model can help determine what a good next step might be or what kind of activity might build on current work to promote system change.

1. **Improving the knowledge base:** Projects that focus on the following kinds of activities are addressing the area of improving the knowledge base:
 - Identifying the specific problems, collecting data about population trends or unmet needs, identifying or examining potential solutions, best practices, or discovering the social determinants that exist
 - Disseminating the information or data gathered in a variety of formats, to a range of stakeholders
2. **Selecting clear social strategies:** Projects that focus their efforts on the following kinds of activities are addressing the area of using clear social strategies:
 - Identifying the constraints around a particular course of action, documenting contributions (in

terms of activities, support, resources) toward a particular cause, establishing clear, simple to understand goals, identifying and recruiting key players to the effort, developing a plan of action in which players, responsibilities, outcomes and evaluation strategies are detailed, organizing institutional support for a course of action, and celebrating the successes of particular efforts

- Establishing a need for a particular data set and then going about gathering data to address concerns or barriers
- Sharing this information broadly, so that a range of stakeholders can become involved and informed
- Building coalitions, formal or informal, to address a problem

3. **Obtaining stakeholder involvement:** Projects that examine or seek to influence the climate in which a project is undertaken are directed at obtaining stakeholder involvement and creating the momentum within different stakeholder groups to take action. Such projects are often engaged in some or all of the following:

- Identifying who cares about the project/problem/situation, describing how this problem with this population relates to other problems with other populations, connecting this particular problem with greater, more broadly experienced problems, building on already existing or already successful efforts of others, analyzing the complexity, difficulty, or urgency of the problem
- Bringing like stakeholders together to share experiences and ideas and to build an action strategy
- Bringing different stakeholders together to foster coordination and collaboration among them
- Developing common content so that all stakeholders can be part of building the same case for change

4. **Supporting policy entrepreneurs:** Policy entrepreneurs are those people who become champions of a cause. They are willing to take a public stand about the importance of an issue or a possible solution to a problem. While projects don't necessarily have to have a policy entrepreneur, those that have them use them and celebrate them.

5. **Using unexpected events:** Projects cannot anticipate the occurrence of such events; by definition, they are unpredictable, accidental. However, projects must be prepared and ready to seize opportunities that these unexpected events offer. Sometimes the event celebrates a wonderful new step toward a goal; sometimes the event highlights a crisis or a terrible problem for the services system. In either case, these unanticipated opportunities should be seized for the additional momentum they may give.

COUNCIL MISSION	Create knowledge base	Select social strategies	Create stakeholder will	Support Policy entrepreneurs	Use unexpected events
Support people with disabilities in taking control of their own lives					
Ensure access to goods, services, and supports					
Build inclusive communities					
Pursue a cross disability agenda					
Change negative societal attitudes toward people with disabilities					

Please note: It is not expected or required that you fill in every box on this matrix. Choose only those strategies that best suit the objective and proposed activities in your application.