Full Court Press: A multi-pronged (and relentless) approach to developing community school systems in Hartford, CT

May 10, 2012
The Evolution of Hartford Community Schools

• An idea...

• Building Relationships, Partnerships, and Commitments

• Integrating into Institutional Systems
The Idea...

- Built upon the work of the After School Initiative of the Hartford Foundation (1994-2009)

- Technical Assistance through Children’s Aid Society – National Center for Community Schools

- Dr. Adamowski – Hartford Superintendent of Schools 2006-2011 (Cincinnati Community Schools)
Building Relationships, Partnerships, and Commitments

• Convening of four major institutions touching children, youth and families in the City of Hartford
  – Hartford Public Schools
  – City of Hartford – Department of Families, Children, Youth and Recreation
  – Hartford Foundation for Public Giving
  – United Way of Central and Northeast Connecticut

• Establishment of School Community Partnership
Development of Lead Agency Relationships

- Hires and manages a full-time Community School Director who works in partnership with the principal
- Hires and manages other FT staff such as case managers, parent coordinators, financial literacy coordinators, and PT youth development professionals to staff after school programs
- Takes the lead in resource development for the school including grantwriting and allocation of agency resources as available
- Responsible for the negotiation of subcontracts and brokering of partnerships to develop the full complement of community school elements

Additional Partners added to School Community Partnership

- Achieve Hartford!
- Lead Agency and principal representatives
- Data and parent engagement staff from HPS
Integrating into Institutional Systems

- School Community Partnership MOU
- Board of Education Policy
- Community Schools Initiative – Hartford Foundation for Public Giving
- United Way funding integration
- Lead Agency ownership
Strategies for Fostering Wide-Scale Community Ownership

• RFP process for Lead Agency selection (application, site visit, interview)
  – Principal and other school staff
  – Parents
  – Funders
  – Hartford Community Schools Director

• Jointly developed outcomes framework
  – Lead agency representatives
  – Principals
  – Funders
  – External Evaluator
  – Hartford Community Schools Director

• Blended budgets for each community school
Hartford Community Schools Outcomes Framework

**School Outcomes**
- Increased interaction between school and lead agency staffs
- Increased use of data
- Changes in community school programming
- Changes in classroom/school environment

**Student Outcomes**
- Increased student access
- Increased utilization/participation
- Changes in program students’ behavior and academics
- Changes in all students’ behavior and academics

**Family Outcomes**
- Increased outreach and programs for families
- Increased family participation
- Changes in family behavior

**Community Outcomes**
- Increased community awareness of HCS
- Increased community access to schools
- Increased community involvement in schools
Fostering Wide-Scale Community Ownership

• RFP process for Lead Agency selection
  – Principal and other school staff
  – Parents
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  – Hartford Community Schools Director

• Jointly developed outcomes framework
  – Lead agency representatives
  – Principals
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  – Hartford Community Schools Director

• Blended budgets for each Community School
<table>
<thead>
<tr>
<th>A. Lead Agency Personnel:</th>
<th>Total Cost</th>
<th>Hartford Public Schools</th>
<th>Hartford Foundation</th>
<th>City of Hartford - DFCYR</th>
<th>United Way-Central &amp; Northeastern CT</th>
<th>21st Century CLC</th>
<th>Other Federal Grants &amp; Contracts</th>
<th>Other State Grants &amp; Contracts</th>
<th>Other Foundations</th>
<th>Private Businesses</th>
<th>Individual Donors</th>
<th>Applicant Agency Contribution</th>
<th>In-Kind Contributions</th>
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Evidence of Success!

- Gains in all four outcomes areas
- Second cohort launched during 11-12 school year
- Addition of 3 new local funders since launch
Hartford Community Schools Collaborative Leadership Framework

**School Community Partnership (SCP)**
Key Roles: Oversight, Resource, & Policy Development

**Operations Committee**
Key Roles: Management, Strategic Planning, & Communications

**School Site Leadership**
Key Roles: Implementation, Practice Knowledge, Policy Feedback

**Communication & Alignment**

**Additional School Sites**

*Adapted from the Coalition for Community Schools*
## Hartford Community Schools Collaborative Leadership Framework

### SCP Level Functions

<table>
<thead>
<tr>
<th>Category</th>
<th>Function</th>
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</thead>
<tbody>
<tr>
<td><strong>Results</strong></td>
<td>Agree on a vision for scale up &amp; long term results</td>
</tr>
<tr>
<td><strong>Data &amp; Evaluation</strong></td>
<td>Finance evaluation for accountability &amp; improvement</td>
</tr>
<tr>
<td><strong>Alignment</strong></td>
<td>Align policies, programs, &amp; practice with school’s mission &amp; connect to other reform initiatives</td>
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<tr>
<td><strong>Policy</strong></td>
<td>Respond to site needs with supportive policy</td>
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<tr>
<td><strong>Finance</strong></td>
<td>Coordinates &amp; leverages resources</td>
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<tr>
<td><strong>Prof. Dev.</strong></td>
<td>Finance professional development</td>
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<tr>
<td><strong>Community Engagement</strong></td>
<td>Cultivate new champions</td>
</tr>
</tbody>
</table>

### Operations Level Functions

<table>
<thead>
<tr>
<th>Category</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results</strong></td>
<td>Develop a results framework as the basis for evaluation</td>
</tr>
<tr>
<td><strong>Data &amp; Evaluation</strong></td>
<td>Develop a strategy for collecting &amp; using data</td>
</tr>
<tr>
<td><strong>Alignment</strong></td>
<td>Coordinate work of school &amp; community to support the results based framework</td>
</tr>
<tr>
<td><strong>Policy</strong></td>
<td>Package site-level information into actionable policy recommendations</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td>Develop a long range financing strategy</td>
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<tr>
<td><strong>Prof. Dev.</strong></td>
<td>Identify &amp; provide technical assistance needed in specific functional areas</td>
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<tr>
<td><strong>Community Engagement</strong></td>
<td>Develop marketing &amp; communication strategies that build political support</td>
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</tbody>
</table>

### Site-Level Functions

<table>
<thead>
<tr>
<th>Category</th>
<th>Function</th>
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<tbody>
<tr>
<td><strong>Results</strong></td>
<td>Select indicators for progress</td>
</tr>
<tr>
<td><strong>Data &amp; Evaluation</strong></td>
<td>Collect appropriate data</td>
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<tr>
<td><strong>Alignment</strong></td>
<td>Design &amp; implement activities to achieve results</td>
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<tr>
<td><strong>Policy</strong></td>
<td>Identify challenges to implementation &amp; barriers to conditions for learning</td>
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<tr>
<td><strong>Finance</strong></td>
<td>Mobilize local resources</td>
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<tr>
<td><strong>Prof. Dev.</strong></td>
<td>Provide joint professional development opportunities for partners &amp; school staff</td>
</tr>
<tr>
<td><strong>Community Engagement</strong></td>
<td>Promote community participation through site teams</td>
</tr>
</tbody>
</table>

* Adapted from the Coalition for Community Schools
School Based Teams

1. **Needs Assessments**
   - Focus Groups
   - Surveys
   - Individual Interviews
   - Observations
   - School Profile
   - CMT Autonomy

2. **Implementation**
   A. *Develop Strategy with School and Community Team*
      - Goals
      - Accountability
      - Follow up
      - Develop Structures
Expanded Services

Expanding Services:

1. Medical Van
• 46%-53% of students in need of physicals
• Partner with Charter Oak Medical Center

2. Mental Health Services
• Parents, Students, and School requests for mental health services
• Partner with Village for Families and Childre.

3. Back on Track Program
• Data reports reveal increases in suspensions & negative behavioral incidents
• Partner with COMPASS Peacebuilders and Hartford Public Schools
4. Academic Intervention:
• Students, grades, progress reports, CMT scores, and teacher reports
• Hartford Foundation for Public Giving supports for curricula and equipment
• Partner with Schools, Everybody Wins, area colleges, Trinfo Café, and others.

5. Professional Development:
• Observations of youth programs and interaction with teachers reveal a need for youth development learning, educational engagement strategies.
• Partner with schools, City of Hartford, and The Hartford Foundation for Public Giving.
Our success has really been based on partnerships from the very beginning.

- Bill Gates