



SCALING UP WEBINAR SERIES

Seminar 4: Scale up for Sustainability and Implementation

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Agenda

- ▶ Review
 - What does a scaled-up system of community schools look like?
 - What did we learn in previous stages?
- ▶ Stage 4: Plan for Sustainability
- ▶ Stage 5: Implement Systemically
- ▶ In Practice: Multnomah County (OR) SUN CS
- ▶ Next steps

What is a Community School?

- ▶ **A community school is a *place and a set of partnerships* connecting school, family, and community. A community school is distinguished by an integrated focus on academics, youth development, family support, health and social services, and community development. Its curriculum emphasizes real-world learning through community problem-solving and service. By extending the school day and week, it reaches families and community residents. The community school is uniquely equipped to develop its students into educated citizens ready and able to give back to their communities.**

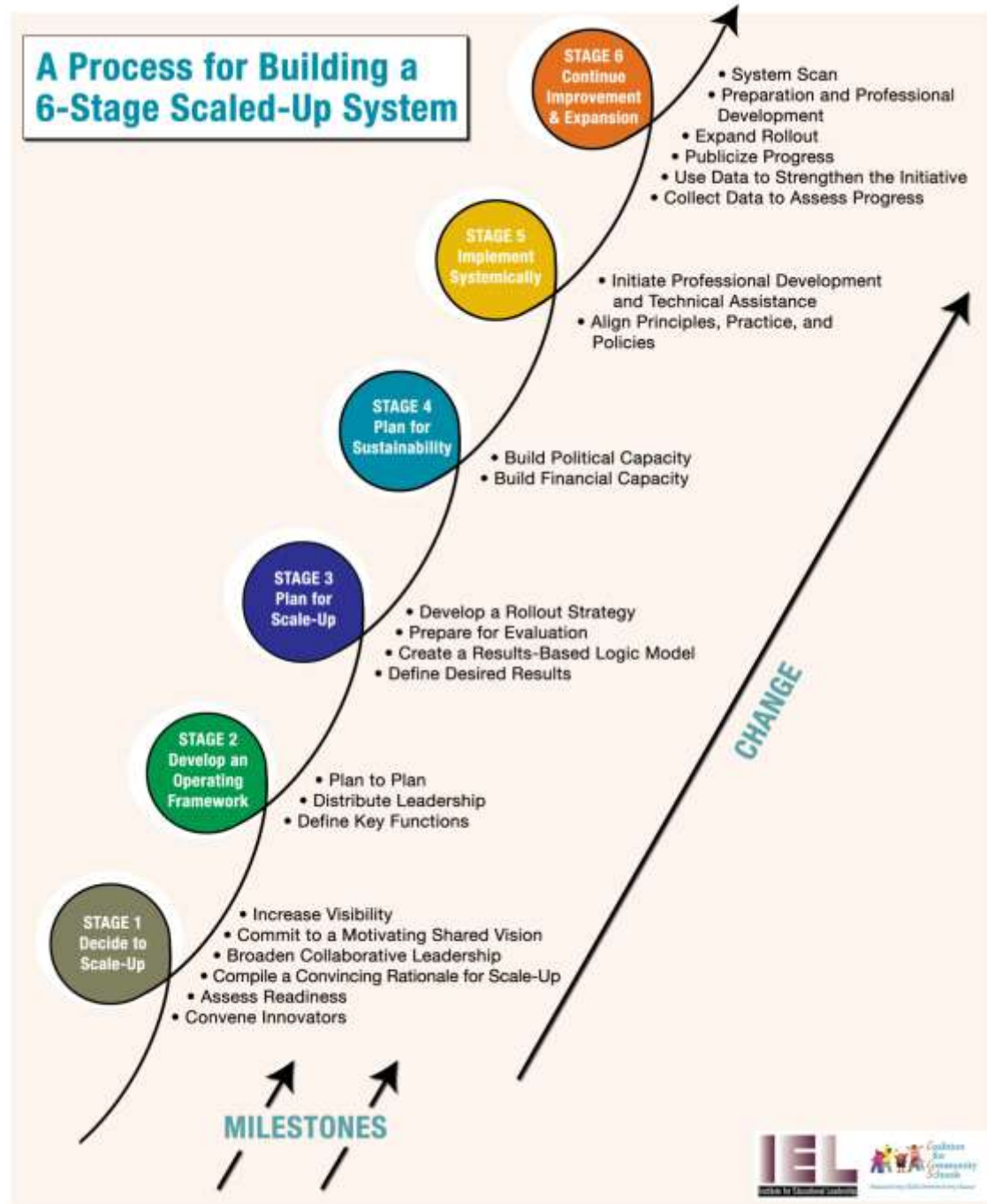
THEORY OF ACTION: A Scaled-Up System of Community Schools

Building a Scaled-Up System



The Scale Up Spiral

- ▶ Overview
- ▶ More on milestones
- ▶ Stories from the field
- ▶ How you know if you are making progress
- ▶ Pitfalls



REVIEW

Stage 1: Decide to Scale Up

STAGE 1
Decide to
Scale-Up

- Increase Visibility
- Commit to a Motivating Shared Vision
- Broaden Collaborative Leadership
- Compile a Convincing Rationale for Scale-Up
- Assess Readiness
- Convene Innovators

CHANGE

Focus on:

Shift in **Ownership**



REVIEW

Stage 2: Develop an Operating Framework

STAGE 2
Develop an
Operating
Framework

- Plan to Plan
- Distribute Leadership
- Define Key Functions

CHANGE

Focus on:

Shared Ownership



REVIEW

Stage 3: Plan for Scale-Up

STAGE 3 Plan for Scale-Up

- Develop a Rollout Strategy
- Prepare for Evaluation
- Create a Results-Based Logic Model
- Define Desired Results

CHANGE

Focus on:

spread



Stage 4: Plan for Sustainability

STAGE 4 Plan for Sustainability

- Build Political Capacity
- Build Financial Capacity

CHANGE

Focus on:
Sustainability



Build Financial Capacity

- ▶ Calculate the costs for
 - school-site planning and management
 - programs and services
- ▶ Support the collaborative leadership structure through intermediary services and other costs
- ▶ Be entrepreneurial

CCS Report – *Financing Community Schools: Leveraging Resources to Support Student Success*



Build Political Capacity

- ▶ Develop site teams, the core of site-level implementation
- ▶ Support activities that provide roles for families and community residents
- ▶ Listen more, talk less
- ▶ Develop champions
- ▶ Reach out and communicate
 - Newsletter, media, local civic and business groups, web site, video, etc.

How you know if you are making progress

How You Know if You Are Making Progress

At the end of Stage 4, look for these indicators of progress in key functional areas.

Stage 4: Plan for Sustainability			
	Community	Intermediary	Site
Collaborative Leadership			
Results-Based Vision	<ul style="list-style-type: none"> <input type="checkbox"/> Partners continue to expand their participation and develop trust in and ownership of a community-wide vision. 	<ul style="list-style-type: none"> <input type="checkbox"/> Staff facilitate expanded participation, trust, and ownership in a scaled-up vision of community schools. 	
Data and Evaluation			
Finance and Resource Development	<ul style="list-style-type: none"> <input type="checkbox"/> A long-range financing strategy is in place. <input type="checkbox"/> Reliable funding streams are coordinated to sustain priority programs and services at community schools. <input type="checkbox"/> Community partners play a significant role in identifying and leveraging new revenue sources. <input type="checkbox"/> Financing decisions ensure that expansion does not threaten core components of the initiative. <input type="checkbox"/> Resources are earmarked to finance a community school coordinator position at each site. 	<ul style="list-style-type: none"> <input type="checkbox"/> Technical assistance helps partners develop a long-range financing plan to harness existing public and private resources and to secure new funding sufficient to meet projected costs of scheduled expansion. 	<ul style="list-style-type: none"> <input type="checkbox"/> Site-level partners play a significant role in identifying and leveraging local revenue sources, including in-kind contributions from partner agencies. <input type="checkbox"/> Grant money is sought and used strategically to leverage additional resources.

How you know if you are making progress *highlights* – Stage 4

▶ Financial Capacity

- A long-range financing strategy is in place
- Resources are earmarked to finance a coordinator
- Site-level partners play a significant role in identifying and leveraging local revenue sources

▶ Political Capacity

- Staff facilitate expanded participation, trust, and ownership in a scaled-up vision of CS
- A strategy for finding new champions has been designed and implemented
- The school district has set forth administrative guidelines enabling effective operation of community schools

How you know if you are making progress charts at the end of each stage



Pitfalls

- ▶ Getting lost in the money. Instead, mobilize community assets (people) around agreed-upon results.
- ▶ Not willing to ask hard questions about resource use and effectiveness.
- ▶ Not realizing that building a system of CS is more of a *political* than technical challenge.

Stage 5: Implement Systemically

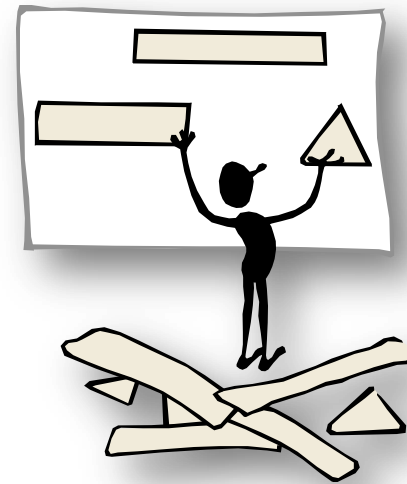
STAGE 5 Implement Systemically

- Initiate Professional Development and Technical Assistance
- Align Principles, Practice, and Policies

CHANGE

Focus on:

D
E
P
T
H



Align Principles, Practice, and Policies

- ▶ Encourage local sites to adapt the initiative's desired results
- ▶ Enable effective site-level implementation
- ▶ Ensure alignment between the initiative and school sites
- ▶ Set the stage for success – communicate!

Initiate Professional Development and Technical Assistance

- ▶ Use PD and TA resources earlier rather than later
- ▶ Co-construct PD and TA
- ▶ Build helping networks within and across school sites
- ▶ Schedule early to become part of the school's core mission

How you know if you are making progress *highlights* – Stage 5

- ▶ **Alignment**
 - Every site develops a results and indicators framework based on the community wide framework
 - Priority is given to specific results based on site needs
 - Partners, including the school board, enact specific policies to support and sustain CS
- ▶ **Professional Development and Technical Assistance**
 - Joint, ongoing PD for school and partner staff is available; policies encourage and enable participation
 - Coordinators receive pre-service training from the initiative, and school partners participate in relevant school-run PD

How you know if you are making progress charts at the end of each stage



Pitfalls

- ▶ Not creating a mechanism for schools to communicate policy challenges up
- ▶ Cutting corners on coordinator quality in rush to scale-up
- ▶ Overlooking embedding CS principles and practices in school system and partners
- ▶ Not providing PD for coordinators and others
- ▶ Developing one-size-fits-all PD



SUN Community Schools

Multnomah County, Oregon

Diana Hall, Technical Assistance and Program
Development Coordinator

SUN Community Schools

- 64 SUN Community Schools in 6 districts
- Cornerstone of the larger SUN Service System

An aligned **system of care**, providing the social and support services to youth, and families, that lead to **educational success and self-sufficiency**.

- Supported by policy and intergovernmental agreements



Collaborative Partners

- **Multnomah County**

Human Services, Health, Library, Justice

- **City of Portland**

Parks & Recreation, Portland Housing Bureau, & Portland Children's Levy

- **6 School Districts**

- **Oregon Dept. of Human Services**

- **Businesses**

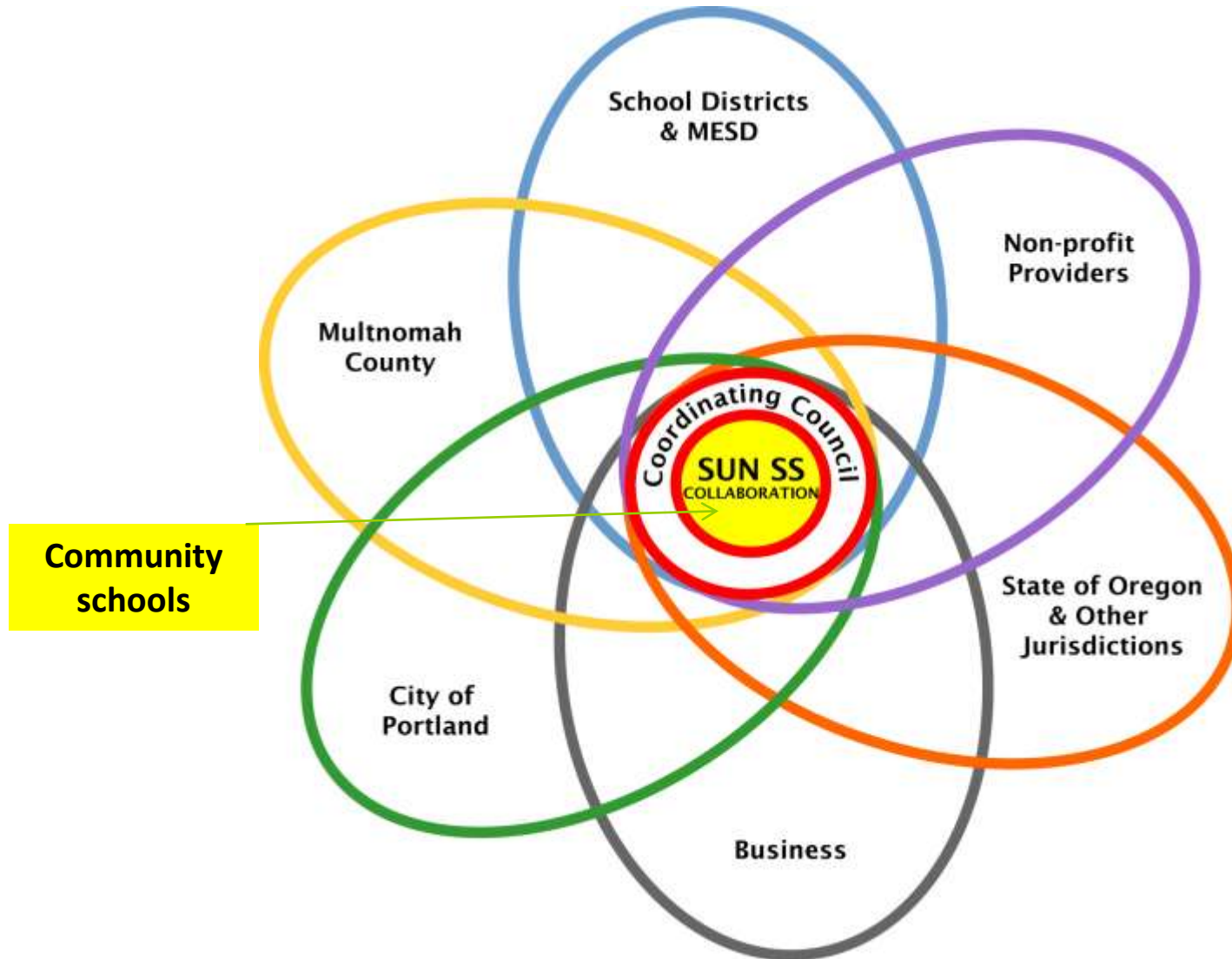
- **Non-profit agencies**

17 contracted and many others in partnership

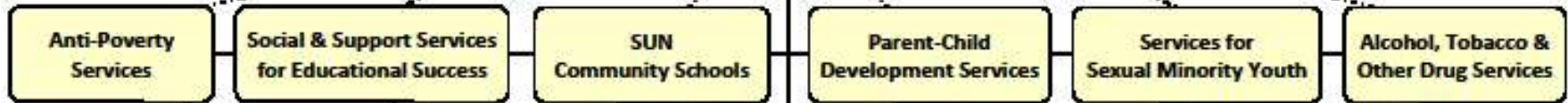
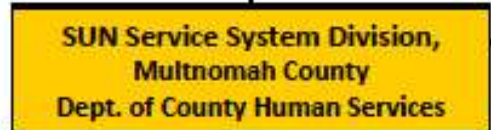
- **Community members**



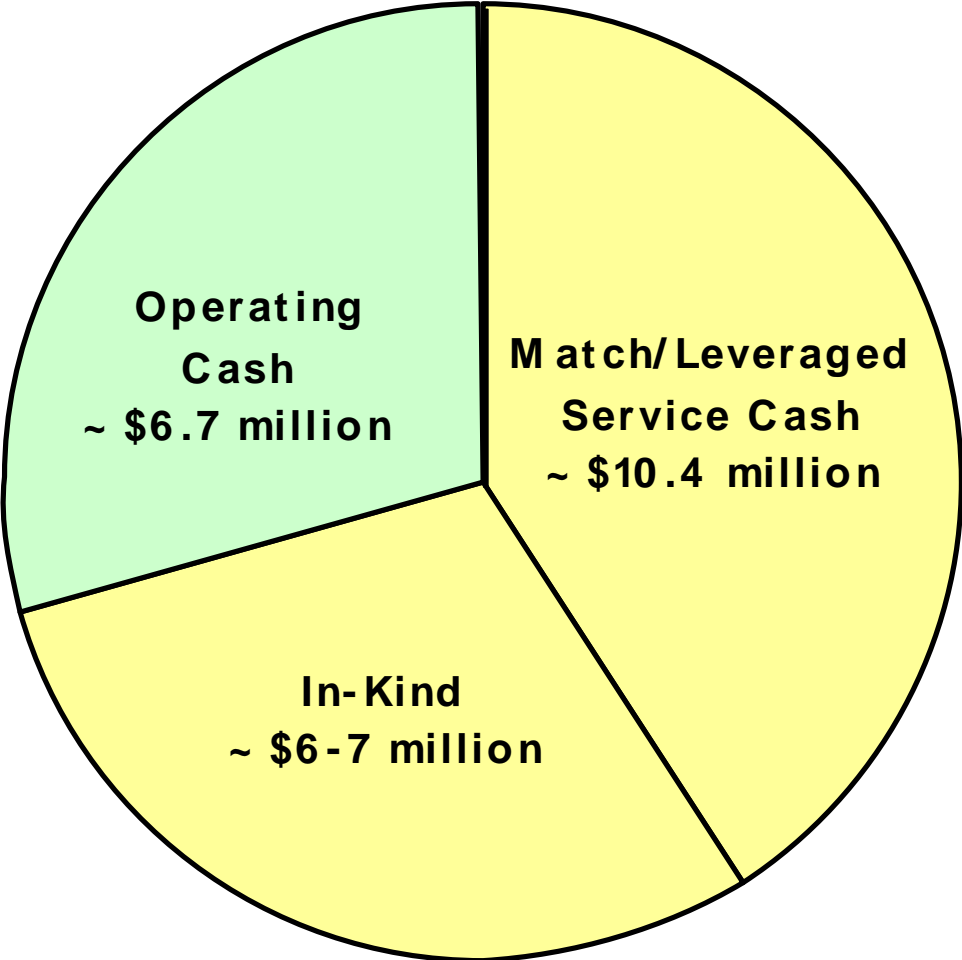
SUN Service System Collaboration



Sponsoring Partners



SUN CS Contributions



Total Aligned Contributions
\$23.6 million

- \$ 10 million: School Districts
- \$ 3.2 million: Multnomah County
- \$ 1.6 million: City of Portland
- \$ 2.2 million : Portland Children’s Levy
- \$ 1.6 million federal grants
- Private Sources
- Community Organizations

Scaling Up Series Summary

- ▶ The Guide can be used at any stage of scale-up
- ▶ You can always return to earlier stages as necessary
- ▶ **Community School System Benchmarks**
 - This tool at the end of the Guide will help you assess end-stage objectives for building a scaled-up system (by function for the community, intermediary, and school groups)
- ▶ Tools: Videos, LinkedIn, Share your story, Summary of Stages

Want to learn more?

- ▶ **Engage the guide:** Ask questions, share stories.
- ▶ **Review the webinar series:**
 - www.communityschools.org/scalingup/webinars
- ▶ Coalition staff and partners are available to help your community build a scaled-up system of community schools through telephone consultations, site visits, and presentations.

National Forum: May 16–18, 2012

- ▶ Come to the National Forum – Scaling Up School and Community Partnerships: The Community Schools Strategy
- ▶ May 16–18, 2012 in San Francisco, CA
- ▶ Pre-conference focusing on Scaling Up Guide
Also now accepting [workshop proposals](#)



Contact Information & Questions

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www.communityschools.org/scalingup