• **Reuben Jacobson**, Senior Associate for Research and Strategy, Coalition for Community Schools

• **Angeline Lee/Greg Braylock**, United Way of Greater Toledo, Schools as Community Hubs

• **Sandra Portasio**, Director of School-Community Partnerships, Redwood City School District

• **Kathleen Bideaux**, Federal Grants Specialist, Ogden School District

www.communityschools.org
AGENDA

Learn about Strategies for Scaling up School & Community Partnerships

Learn about new efforts to scale up community schools in
  Toledo, OH
  Redwood City, CA
  Ogden, UT
WHAT IS A COMMUNITY SCHOOL?

Conventional School Model

Community Schools

Thriving Students

Community Schools
THEORY OF ACTION: A SCALED-UP SYSTEM OF COMMUNITY SCHOOLS

www.communityschools.org
WHY IS NOW THE TIME TO SCALE-UP?

• Growth of community schools across the country
• Community schools achieve results
• Vehicle for organizing fragmented services and integrating funding streams
• Address changing demographics
• Policy environment is ripe: Promise Neighborhoods, P20 councils, SIG
• We know how to do it

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COLLABORATIVE LEADERSHIP STRUCTURE

A Collaborative Leadership Structure for Community Schools

COMMUNITY-WIDE LEADERSHIP
Key Roles: Vision, Policy, Resource Alignment

SCHOOL-SITE LEADERSHIP
Key Roles: Planning and Implementation

INTERMEDIARY LEADERSHIP
Key Roles: Planning, Coordination, and Management

Key System Functions
- Results-Based Vision
- Data and Evaluation
- Finance and Resource Development
- Alignment and Integration
- Supportive Policy and Practice
- Professional Development and Technical Assistance
- Community Engagement

Communication & Alignment

Public Agencies and Local Government
Community and Faith-Based Agencies
Students, Families, and Residents
Nonprofit Organizations
Philotropies and Businesses
School Districts
Unions
Higher Education

Leadership Roles:
- Teachers and School Staff
- Students, Families, and Residents
- Lead Agency
- Community Partners
- Site Coordinator
- Principal

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THE SCALE UP SPIRAL

- Overview
- More on milestones
- Stories from the field
- How you know if you are making progress
- Pitfalls
Schools as Community Hubs – Toledo, OH

Greg Braylock, Jr., Education Director
Angeline Lee, School-Community Partnership Specialist
Our chief focus is making sure kids are graduating.

**OUR STRATEGIES FOR HELPING GRADUATE KIDS...**

**Education**
- Preparing children to enter and graduate from school

**Income**
- Increasing individual and family financial stability

**Health**
- Increasing access to health care, nutrition, and healthy environments

**WE INVITE YOU TO JOIN US IN GIVING, ADVOCATING, AND VOLUNTEERING AS WE MAKE AN EVEN GREATER DIFFERENCE IN THE FUTURE OF OUR COMMUNITY!**
Taking Community Schools to Scale
Schools as Community Hubs – Toledo, OH

Background
Schools as Community Hubs

• 5 years of planning and preparing

• Toledo Public Schools Transformation Plan

• Four Hubs: Leverette Elementary, Pickett Elementary, Robinson Elementary, and Scott High Schools of the Toledo Public Schools District.

• Lead Partners: YMCA, Lutheran Social Services of Northwestern Ohio, and The University of Toledo

• Hiring of Staff - April 2012
6-Staged System - Taking Community Schools to Scale
Schools as Community Hubs – Toledo Ohio – Making Change!

• Stage 1: Decision to Scale-Up (Shift of Ownership/Activities)

• Stage 2: Development of an Operating Framework (Shared Ownership)

• Stage 3: Planning for Scale-Up (System Spread)

• Stage 4: Plan for Sustainability (Resources for Growth and Sustainability)

• Stage 5: Implement Systemically (Depth of Alignment)

• Stage 6: Continue Improvement and Expansion (Fine Tuning)
6-Staged System - Taking Community Schools to Scale
Schools as Community Hubs – Toledo Ohio – Avoiding Pitfalls!

- Stage 1: Decision to Scale-Up (Shift of Ownership/Activities)
- Stage 2: Development of an Operating Framework (Shared Ownership)
- Stage 3: Planning for Scale-Up (System Spread)
- Stage 4: Plan for Sustainability (Resources for Growth and Sustainability)
- Stage 5: Implement Systemically (Depth of Alignment)
- Stage 6: Continue Improvement and Expansion (Fine Tuning)
Redwood City School District

Sandra Portasio
Director of School and Community Partnerships
RCSD: Who we are

- Pre-Kindergarten through 8th grade
- Approximately 9,200 students
- 16 schools
- 64.3% Free and reduced lunch
- 48.6% English-language learners
- 59% of parents have HS education or less
RCSD: Community Schools

- 6 schools
- 3823 students
- 71.36% ELL
- 88.11% free and reduced lunch
RCSD Community Schools

• Focus on addressing the barriers to learning
• Intentional strategies to meet needs in physical, cognitive, social and emotional domains
• Partnerships and effective collaboration
• Shared leadership
• Principals and Community School Coordinators provide leadership to the development of the project
Strategies

- Coordinated service delivery
- Comprehensive support through Family Resource Centers
- Family Engagement
- Extended Day Learning
- Integrated with School Day
Collaboration Makes It Possible
RWC 2020

• Shared interest in success for all children, youth and families
• Complex challenges with limited resources
• Focused Leadership
• Culture of collaboration
• Long-term Commitment
RWC 2020 Agenda

- Children, youth and families are:
  - safe
  - healthy
  - nurtured in a stable and caring environment

- Children and youth are succeeding in school and preparing for responsible adulthood

- Public, private and community partners are consistently working together to support children, youth and families
RWC 2020’s Structure

- Coordinating Council
- Cabinet
- Executive Director/ Adm. Assistant
- Five Initiative Areas:
  - Community Schools
  - Sequoia Teen Resource and Wellness Center
  - Community Youth Development
  - Wellness
  - Immigrant Integration
MULTILEVEL COLLABORATION STRUCTURE

- Shared goals
- Communication & leadership
- Problem solve

RWC 2020
District Leadership
Schools
Where we are headed

• Collective impact

• Partnership expansion

• Constant renewal
Leveraging Resources in Ogden

Kathleen Bideaux
Ogden School District
Pipeline of Integrated Services

**Academic Programs**

**Early Childhood Education**
Indicators: #/% of students exiting third grade reading at grade level.

**Students Proficient in Core Subjects**
Indicator: #/% of students at or above grade level according to 3rd-8th grade and high school assessments.

**Successful JH to HS Transition**
Indicator: Attendance rate of students in seventh, eighth, ninth, 10th grades & % of 9th graders on track for graduation.

**High School Graduation**
Indicator: Graduation rate in high schools # of graduates with #/% of graduates meeting ACT recommended requirements.

**College/Career Success**
Indicator: #/% of students enrolling in post high school education & #/% of students with post secondary degrees or other credentials.

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**Family and Community Supports**

**Students Are Healthy**
Indicator: # of students accessing a medical home; # of students receiving mental health services through partnerships; & #/% of students who participate in a minimum of 60 minutes of organized healthy living activities per week.

**Students Participate in Enrichment**
Indicator: #/% of students who participate in an extracurricular activity, after school program, community recreation program, summer enrichment camp & #/% of elementary students who participate in a minimum of 2 hours weekly of academic enrichment instruction such as arts, healthy lifestyles or technology.

**Students Participate in Extra Help & College Readiness Programs**
Indicator: #/% of students participating in tutoring programs and/or Achievement Center; #/% of students participating in specialty coursework; & #/% of students who participate in college-credit classes.

**Family-Community Support Learning**
Indicator: #/% of parents who participate a minimum of 10 hours in Parent University; # stakeholders volunteering in a school; #/% of families that attend CCRP and/or family support events; #/% of parents working with a parent/community liaison; #/% of parents responding to perception surveys.

**Students w/ 21st Century Learning Tools**
Indicator: #/% students with school and home access to broadband and connected digital learning; #/% of students using technology to learn at least once weekly throughout the school year; #/% of students/parents who check their grades electronically weekly.

Adapted from 2012 Guidance PowerPoint for Promise Neighborhoods Planning Grant
OCSD Leveraging Resources

RESOURCES LEVERAGING

**Private funding:** Ogden School Foundation, United Way of Northern Utah, and St. Benedict’s Foundation, miscellaneous private grants ($500-$15,000)

**Federal Funds:** Title programs, CTE (Perkins), GEAR UP, and Community Schools

**State Funds:** LAND Trust; USOE grants: School Improvement Grants (SIG), USTAR, MSP, Gang Prevention, Technology; USOE allocations: At-risk, Advance Placement, Gifted & Talented, Concurrent Enrollment

**Partnerships:** YMCA (21st CCLC grants), Boys and Girls Club, Ogden City, Weber Human Services, Midtown Community Health Center

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**Improve outcomes shared by leaders and members of community**

**Increase capacity of organizations focused on achieving results and building a college-going culture in neighborhoods**

**Build continuum of solutions from cradle through college to career**

**Early Learning**

**K-12**

**College/Career**

Integrate other community supports: housing, health, etc.

Integrate programs and break down agency “silos”

Support efforts to sustain and “scale up” proven, effective solutions

Learn about the impact of Ogden School District’s turnaround initiative and about the relationship between particular strategies and student outcomes

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Adapted from 2012 Guidance PowerPoint for Promise Neighborhoods Planning Grant
Timeline of Ogden Community Schools

- **2006**—Ogden City School District (OCSD) formally launches Family Center at Madison Elementary.
- **2007**—OCSD creates a Research & Development Department to examine successful, nationally recognized reform strategies and seek the appropriate funding.
- **2008**—Midtown Community Health Center opened at Madison Community Health Center.
- **2008**—OCSD receives federal Full Service Community Schools grant.
- **2008**—OCSD receives federal GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs). GEAR UP provides OCSD with the opportunity to partner with Weber State University, Boys and Girls Club of Weber-Davis (BGC), YMCA of Northern Utah (UWNU), Youth Impact, and other agencies to provide services to remove barriers to learning and academic enrichment for a cohort of then 7th grade OCSD students across the district.
- **2010**—OCSD partners with YMCA to provide services for students and families at multiple school sites.
- **2010**—Ogden United is formed.
- **2010**—OCSD drafts its first Community School Guidelines.
- **2010**—Weber Human Services pilots school-based mental health at Madison Elementary.
- **2010**—YMCA adopts community school model as its implementation strategy and proposes building a community center at Lincoln Elementary.
- **2011**—Ogden United develops its Strategic Plan that includes Community Schools as its primary strategy to deliver services for OCSD students and families.
- **2011**—OCSD, Ogden City Council, and United Way of Northern Utah officially approve Ogden United’s Strategic Plan as a guiding tool.
- **2011**—Odyssey Elementary School partners with the BGC to provide after school and summer programs.
- **2011-12**—United Way of Northern Utah partners with AmeriCorps, The Church of Jesus Christ of Latter Day Saints, KSL TV Channel 5, and Chamber of Commerce to pilot Read Today at five of OCSD’s elementary schools. Read Today includes providing 40 tutors for grades K-3 at each school.
- **2011**—UWNU provides over $100,000 toward Community Schools. Mount Ogden Junior High pilots community schools.
- **2012**—OCSD reorganizes district administration to include the designation for a Director of Community Schools and creation of a department within the Community Relations-Student Services Department.
- **2012**—UWNU and OCSD partner to host 2-day Community School Conference with Hedy Chang and Abe Fernandez as keynote speakers. Over 200 participants.
- **2012**—Weber Human Services is awarded a state grant to provide mental health services at four of OCSD’s elementary community school sites.
- **2012**—OCSD partners with YMCA to utilize 21st Century Community Learning Center (CCLC) funding to fully implement Community Schools at Dee, Madison, Odyssey, Mount Ogden.
- **2012**—OCSD sees significant increases in student achievement at its Read Today schools, Mound Fort Community School, and graduation.
- **2012**—OCSD Superintendent pledges support for Attendance Works initiative.

Adapted from 2012 Guidance PowerPoint for Promise Neighborhoods Planning Grant
WANT TO LEARN MORE?

Engage the guide: Ask questions, share stories.

Upcoming Scaling Up SEMINARS:
- Los Angeles, CA: March 18, 2013
- Palm Beach, FL: May 2013
- For more information, visit: www.communityschools.org/scalingup

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.