

# Appendix:

## How You Know You Are Making Progress (Rubric)

STAGE 1: Start a System of Community Schools			
MILESTONE (est. 6-month sprints)			
1. Convene Innovators 2. Assess Readiness 3. Compile a Rationale for Community Schools			
Indicators (Action/Benchmarks) Toward Milestones			
Function	Community Wide	Intermediary	Community School (Site)
<b>Community Engagement</b>	Conversations with local elected officials and executives to receive feedback	Open meetings to present community-wide data and invite feedback	Most students' households are engaged to share challenges, hopes, and desired opportunities to remain engaged
<b>Alignment &amp; Integration</b>	The initiative collaborates with other community initiatives working to achieve similar goals		
<b>Professional Learning Opportunities</b>		Partners participate in site visits, community forums, and other opportunities designed to familiarize them with Community Schools, outline the assumptions and expectations of community-wide and site partners, and build common ground across the initiative	

**Indicators (Action/Benchmarks) Toward Milestones**

Function	Community Wide	Intermediary	Community School (Site)
<b>Data &amp; Evaluation</b>	Partners use data to inform their decision to move forward		Site teams make decisions about which data are most relevant and useful to collect based on result and indicator frameworks
<b>Finance &amp; Resources</b>	Resources are earmarked to finance a Community School Coordinator position at each site		Site-level partners play a significant role in identifying and leveraging local revenue sources, including in-kind contributions from partner agencies
<b>Policy &amp; Practice</b>	A convincing, evidence-based rationale to build a system of Community Schools is clearly articulated		

**Progress Toward a Collaborative Leadership Structure**

<b>Collaborative Leadership</b>	Relationships with lead agencies and local partners are formed to begin imagining a shared vision	An emerging intermediary body creates organized opportunities to meet, facilitate discussions, forge relationships, and provides continuous opportunities for feedback and reflection	Community leaders, educators, students, and their caregivers are convened to examine student/family feedback, imagine their Community School, and identify assets
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**STAGE 2: Broaden Community Engagement**

- MILESTONES (est. 6-month sprints)**
1. Engage Broader Community
  2. Develop a Shared Vision & Purpose
  3. Customize a Results-Based Logic Model

**Indicators (Action/Benchmarks) toward Milestones**

Function	Community-Wide	Intermediary	Community School (Site)
<b>Community Engagement</b>	Open meetings present community-wide data and invite feedback	Communication with the public occurs regularly through open meetings, social networking sites, television and radio spots, newsletters, flyers, posters, and so forth	
<b>Alignment &amp; Integration</b>	<p>A clear and inspiring vision for a system drives the initiative</p> <p>A convincing, evidence-based rationale for a Community Schools system is clearly articulated</p>		Planning and implementation at every school site are aligned with the community-wide vision

**Professional Learning Opportunities**

**Indicators (Action/Benchmarks) Toward Milestones**

<b>Function</b>	<b>Community-Wide</b>	<b>Intermediary</b>	<b>Community School (Site)</b>
<b>Data &amp; Evaluation</b>	<p>A community-wide results and indicators framework is in place and used to track progress</p> <p>Data collection and evaluation are included as budget line items</p>	<p>Staff guide the development of a results and indicators framework</p> <p>Data-sharing agreements are negotiated to allow all partners to review school and community-wide data on agreed-upon results/ indicators</p> <p>Evaluation strategies are designed to assess the systemic effectiveness of the initiative as well as progress toward results for children, families, schools, and communities</p>	

**Finance & Resources**

**Policy & Practice**

**Progress Toward a Collaborative Leadership Structure**

<b>Collaborative Leadership</b>	<p>Partners continue to expand participation and develop trust and ownership in a community-wide vision</p> <p>Leadership levels, key roles, responsibilities, and communication methods are established</p>	<p>Discussions among community and site leaders to ensure buy-in to the community-wide vision, results framework, and rollout strategy</p>	<p>Site teams participate in planning for results frameworks and rollout strategies</p> <p>Lead agencies and local partners establish relationships based on a shared vision</p>
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### STAGE 3: Design a Collaborative Operating Framework

#### MILESTONES (est. 6-month sprints)

1. Evaluate Key Functions
2. Distribute Leadership
3. Prepare Rollout Strategy

#### Indicators (Action/Benchmarks) Toward Milestones

Function	Community Wide	Intermediary	Community School (Site)
<b>Community Engagement</b>	<p>Site visits to Community Schools for elected officials and potential partners as well as for initiative leaders, family members, and residents are well attended and designed to build community support</p> <p>Two-way communication with state and federal officials is ongoing</p>		<p>Site leadership platforms are developed and participate in planning results frameworks and roll out strategies</p>
<b>Alignment &amp; Integration</b>	<p>A rollout strategy, including a plan and timeline for selecting Community Schools, is in place</p> <p>Community partners participate in developing the school system's strategic plan. The school system's plan reflects the results framework</p> <p>The results framework supports the school system's strategic plan</p>	<p>Conversations are convened to ensure that district school plans incorporate community schools' principles as related to the results-based framework</p> <p>RFPs and MOUs underscore the importance of alignment of resources to attain specified results</p>	

<b>Indicators (Action/Benchmarks) Toward Milestones</b>			
<b>Function</b>	<b>Community Wide</b>	<b>Intermediary</b>	<b>Community School (Site)</b>
<b>Professional Learning Opportunities</b>		<p>Pre-service training for Community School Coordinators is organized and facilitates their continued capacity building in appropriate, district-led professional learning opportunities</p> <p>Technical assistance and professional learning opportunities respond to the needs identified by participants</p>	
<b>Data &amp; Evaluation</b>	Partners facilitate data sharing through interagency agreements and necessary policy change	Accountability for achieving indicators in functional areas is distributed among partners	To organize its work, every site develops a results and indicators framework based on the community wide framework
<b>Finance &amp; Resources</b>	Funding and resource arrangements for further planning are negotiated and MOUs established	Grant money is sought and used strategically to leverage additional resources	
<b>Policy &amp; Practice</b>			
<b>Progress Toward a Collaborative Leadership Structure</b>			
<b>Collaborative Leadership</b>	Accountability for achieving indicators in functional areas is distributed among partners	An intermediary with norms, experience, and capacity consistent with the initiative's vision agrees to provide planning, management, and coordination across the initiative	Site teams representing school and partners, staff, families, and community members lead the school site team

## STAGE 4: Implement Systemically

### MILESTONES (est. 6-month sprints)

1. Initiate Professional Learning Opportunities
2. Align Key Functions
3. Use Data for Continuous Improvement

### Indicators (Action/Benchmarks) Toward Milestones

Function	Community Wide	Intermediary	Community School (Site)
<b>Community Engagement</b>	Published data on the performance of each Community School and on system-wide expansion are easily accessible to the public and policymakers	Communication with the public via various media occurs regularly through open meetings, social networking sites, TV, radio, newsletters, flyers	<p>The Community School promotes itself as the hub of the neighborhood and uses the name and logo of the initiative to build its own identity</p> <p>Expansion sites host visits for elected officials, partners, family members, neighborhood residents, and representatives of other schools to showcase accomplishments, recruit champions, and develop peer networks</p> <p>Families and residents represent the concerns of Community Schools and their neighborhoods in decision-making forums at all levels (e.g., neighborhood associations, housing commissions, city council, and school board)</p>

Indicators (Action/Benchmarks) Toward Milestones			
Function	Community Wide	Intermediary	Community School (Site)
<b>Alignment &amp; Integration</b>	Partners enact policies and provide resources to ensure that sites targeted by the initiative’s rollout strategy work together to achieve results		<p>Sites connected by the initiative’s roll-out strategy collaborate with each other in planning, implementing, and evaluating activities</p> <p>Site partners, within and across linked sites, participate in developing the school improvement plan that reflects each site’s results framework</p> <p>Sites integrate the activities of other community reform initiatives aimed at achieving similar results</p> <p>The school and its partners integrate academic and non-academic support, services, and opportunities to attain agreed-upon results</p> <p>Instructional content and methods, during and after school hours, reflect Community School principles in support of selected indicators</p>



Indicators (Action/Benchmarks) Toward Milestones			
Function	Community Wide	Intermediary	Community School (Site)
<b>Professional Learning Opportunities</b>	<p>The principles and practices of Community Schools are incorporated into higher education and district-run educator preparation opportunities for principals, teachers, paraprofessionals, counselors, nurses, and others</p> <p>The principles and practices of Community Schools are incorporated into professional learning opportunities for partner staff</p> <p>Joint, ongoing professional learning opportunities for school and partner staff is available; policies encourage and enable participation</p>	<p>Technical assistance aligns policies and integrates practices across sites to build functioning networks of Community Schools</p> <p>Technical assistance helps sites develop a results and evaluation framework</p> <p>Staff organize pre-service training for Community School Coordinators and facilitate their continued training in appropriate, district-led professional learning opportunities</p> <p>Staff ensure that participants and technical assistance providers jointly design, implement, and evaluate professional learning opportunities</p>	<p>School staff and site-level partners participate in joint professional learning opportunities and planning time designed to deepen integration between in-school and after-school teaching and learning</p> <p>Community School Coordinators receive pre-service training from the initiative, and site-level partners participate in relevant school-run professional learning opportunities</p> <p>Technical assistance facilitates the work of school-site teams</p> <p>Participants and technical assistance providers jointly design, implement, and evaluate professional learning opportunities</p> <p>Leadership development opportunities for parent/family members and residents enable them to carry out their leadership tasks</p>
<b>Data &amp; Evaluation</b>		<p>Intermediaries provide technical assistance and manage the data collection necessary to develop a results and indicators framework</p>	<p>Priority is given to specific results based on site needs, with indicators used to track progress</p> <p>Based on results and indicator frameworks, site teams make decisions about which data are most relevant and useful to collect</p>
<b>Finance &amp; Resources</b>	<p>Reliable funding streams are coordinated and sustain priority programs and services at community schools</p>		

**Indicators (Action/Benchmarks) Toward Milestones**

Function	Community Wide	Intermediary	Community School (Site)
<p><b>Policy &amp; Practice</b></p>	<p>The district sets forth administrative guidelines enabling the effective operation of Community Schools</p> <p>Partners, including the school board, enact specific policies to support and sustain Community Schools</p> <p>Partners act to change policies within their own organizations to support scale-up</p> <p>School board and/or district policy allows community partners to use school facilities at no charge to implement activities aligned with site-level results</p> <p>Partners solicit and are responsive to resource and policy requests based on site data and practice knowledge</p> <p>A clear and coherent set of practices and policies with respect to site-level implementation guides both school staff and community partners, fostering integration between in-school and after-school activities</p>	<p>Sites package data-based findings into appropriate recommendations for changes in policy, resources, and/or training and professional learning opportunities</p>	<p>Policy barriers based on confidentiality and other requirements are communicated to community-wide leaders for action</p> <p>A clear and coherent set of practices and policies with respect to site-level implementation guides both school staff and community partners and fosters integration between in-school and after-school activities</p> <p>Personnel policies of school sites, lead agencies, and partner agencies are aligned and reviewed regularly to foster positive working relationships across shared staff</p> <p>Sites communicate policy, resource, and professional learning opportunities needs to community-wide leadership based on data collection; they regularly scan across all functional areas</p>

**Progress Toward a Collaborative Leadership Structure**

<p><b>Collaborative Leadership</b></p>	<p>Regular review of MOUs and results and indicator frameworks ensures that the staffing and delivery of all partners' activities at each site are integrated with school plans and Community School priority results</p>		<p>Leadership development opportunities for parents/family members and residents enable them to carry out their leadership tasks</p>
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## STAGE 5: Sustain and Grow the Ecosystem of Community Schools

### MILESTONE (est. 6-month sprints)

1. Expand and Deepen Community Schools
2. Build Financial Capacity
3. Build Political Capacity

### Indicators (Action/Benchmarks) Toward Milestones

Function	Community Wide	Intermediary	Community School (Site)
<b>Community Engagement</b>	<p>Partners continue to expand their participation and develop trust in and ownership of a community-wide vision</p> <p>A strategy for finding new champions has been designed and implemented</p> <p>An increasing number of people are active advocates for Community Schools</p> <p>The system-wide initiative's name and logo are recognized and used throughout the community</p>	<p>Staff facilitate expanded participation, trust, and ownership in a scaled-up vision of Community Schools</p> <p>Communication with the public occurs regularly as planned</p> <p>Data on the performance of each Community School as well as on system-wide expansion are published and made easily accessible to the public and policy makers</p>	<p>Site visits to Community Schools for elected officials and potential partners as well as for initiative leaders, family members, and residents are well attended and designed to build community support</p>

Indicators (Action/Benchmarks) Toward Milestones			
Function	Community Wide	Intermediary	Community School (Site)
<b>Alignment &amp; Integration</b>	<p>RFPs, grant opportunities, and other potential funding requests developed by school districts, United Ways, local government, and others are aligned with the initiative’s results framework</p> <p>The district uses data collected by the initiative to improve the school system’s strategic plan</p> <p>Partners regularly scan the initiative’s operation across all functional areas to identify strengths, weaknesses, opportunities, and overall effectiveness in scale-up</p> <p>The school district uses data collected by the initiative to improve the school system’s strategic plan</p>	<p>Staff assist partners and site leaders in conducting regular system scans at their respective levels and monitor performance across networks of Community Schools</p>	<p>School improvement plans provide for the coordination of school district resources to achieve agreed-upon results</p> <p>Sites regularly scan initiative operation across all functional areas as well as external environment to identify strengths, weaknesses, and opportunities</p>
<b>Professional Learning Opportunities</b>	<p>Partners participate in site visits, community forums, and other opportunities designed to familiarize them with the principles and practices of community schools, the assumptions and expectations of community-wide and site partners and to build common ground across the initiative</p>	<p>Intermediary staff coordinate technical assistance to help the initiative implement and sustain its expansion plan</p> <p>Technical assistance and professional learning opportunities respond to needs identified by participants</p> <p>Staff ensure that participants and technical assistance providers jointly design, implement, and evaluate training</p> <p>Two-way communication with state and federal officials is ongoing</p>	<p>School staff and site level partners participate in joint Professional Learning Opportunities and planning time designed to deepen the integration between in-school and after-school teaching and learning</p>

Indicators (Action/Benchmarks) Toward Milestones			
Function	Community Wide	Intermediary	Community School (Site)
<b>Data &amp; Evaluation</b>	<p>Relevant data on participation, operation, and outcomes inform policy and practice decisions to improve site-level implementation and expansion activities</p>	<p>Staff deliver technical assistance to sites to design and implement effective data collection</p> <p>Staff analyze and package data for various audiences</p> <p>Evaluation designs include comparison schools and show longitudinal trends</p>	<p>Sites regularly collect, analyze, and use relevant information on participation, implementation, and results to make continuous improvement in practice and recommendations for policy change</p>
<b>Finance &amp; Resources</b>	<p>A long-range financing strategy is in place</p> <p>Reliable funding streams are coordinated to sustain priority programs and services at Community Schools</p> <p>Community partners play a significant role in identifying and leveraging new revenue sources</p> <p>Financing decisions ensure that expansion does not threaten core components of the initiative</p>	<p>Partners build capacity and work to 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</p>	<p>Grant money is sought and used strategically to leverage additional resources</p>

**Indicators (Action/Benchmarks) Toward Milestones**

Function	Community Wide	Intermediary	Community School (Site)
<b>Policy &amp; Practice</b>	<p>A statement of support for community-wide results and the expansion of Community Schools is included in the strategic plans of major partners (school board/district, city, county, United Way, community foundation, other funders)</p> <p>The school district has set forth administrative guidelines enabling the effective operation of Community Schools</p>	Partners amend policies within their own organizations to support scale-up	

**Progress Toward a Collaborative Leadership Structure**

<b>Collaborative Leadership</b>	Community issues that impact schools (e.g., safety, housing, immigration policy) are tracked, evaluated for their impact on the initiative’s work, and considered for community-wide action		Parents and residents represent the concerns of Community Schools and their neighborhoods in decision-making forums at all levels
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