

Breakout #2c

Community Schools: Toward a Vision of High-Quality Implementation at Scale

Panelists: Anna Meier, Kendra Fehrer, Ali Metzler

Moderator: Jeannie Myung

PACE Annual Conference

Feb 3, 2023



Session Objectives

- Learn about the essential elements of quality community school implementation.
- Consider the role the district can play to support the transformation of traditional schools into community schools.
- Gain practical perspectives about district-level support for community school implementation.

Panelists



Anna Maier

Senior Policy Advisor and
Researcher
Learning Policy Institute



Kendra Fehrer

Director of Research &
Organizational Learning
*Community Schools
Learning Exchange*



Ali Metzler

Community School
Leadership Coordinator
*Oakland Unified School
District*

Introduce your name, organization/role,
and what drew you to this breakout
session on community schools?

What is the community schools opportunity?

- Center a shared vision
- Strengthen student-family-school connections
- Expand & deepen community partnerships
- Increase collaboration, coordination, integration, & alignment
- Provide dedicated staffing

Anna Maier

Senior Policy Advisor and Researcher
Learning Policy Institute (LPI)



What is a Community School?

A Strategy, Not a Program

“A strategy for organizing the resources of the school and community around student success...”

**Pat Harvey, Fmr. Superintendent
St. Paul Public Schools**

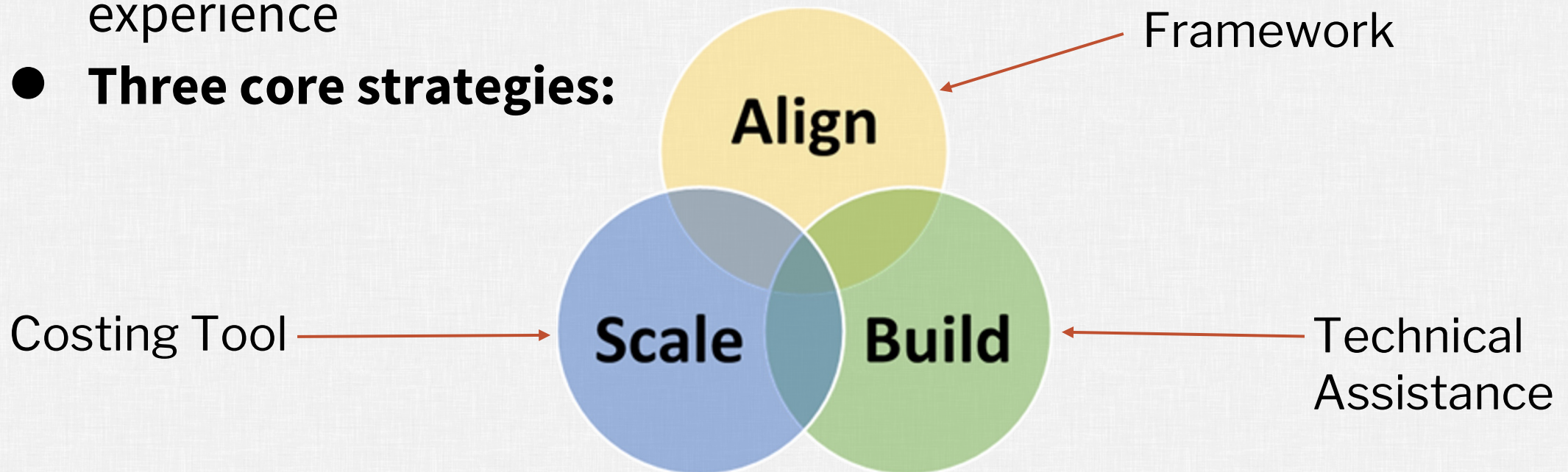
What is a Community School?

A community school strategy **transforms a school** into a place where educators, local community members, families, and students work together to **strengthen conditions for student learning and healthy development.**

As partners, they **organize in-and-out of school resources, supports, and opportunities** so that young people thrive.

Community Schools Forward

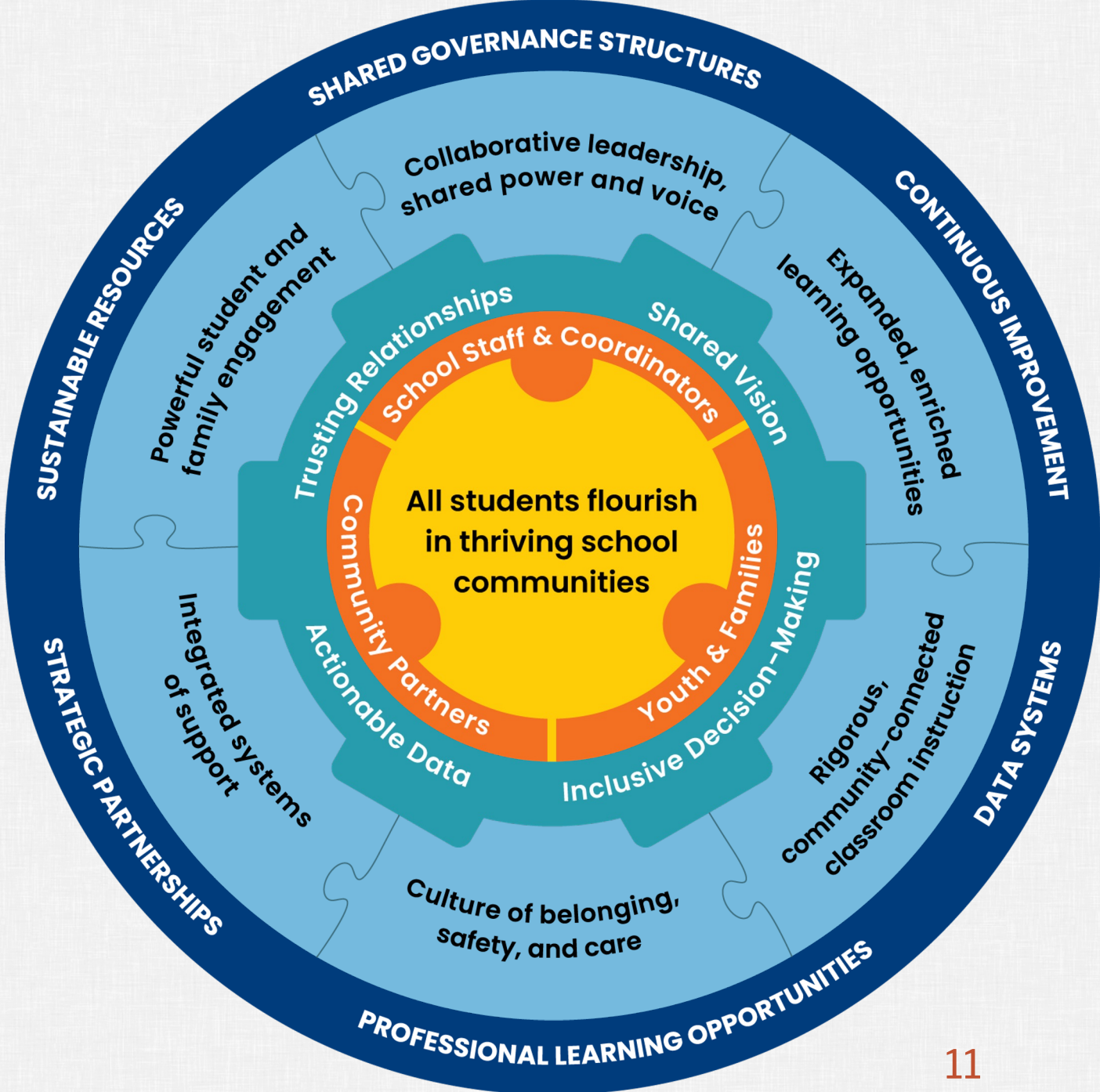
- **Four partners:** Brookings, Coalition for Community Schools, Learning Policy Institute, National Center for Community Schools
- **National task force** representing decades of field experience
- **Three core strategies:**



A Shared Framework

LEGEND

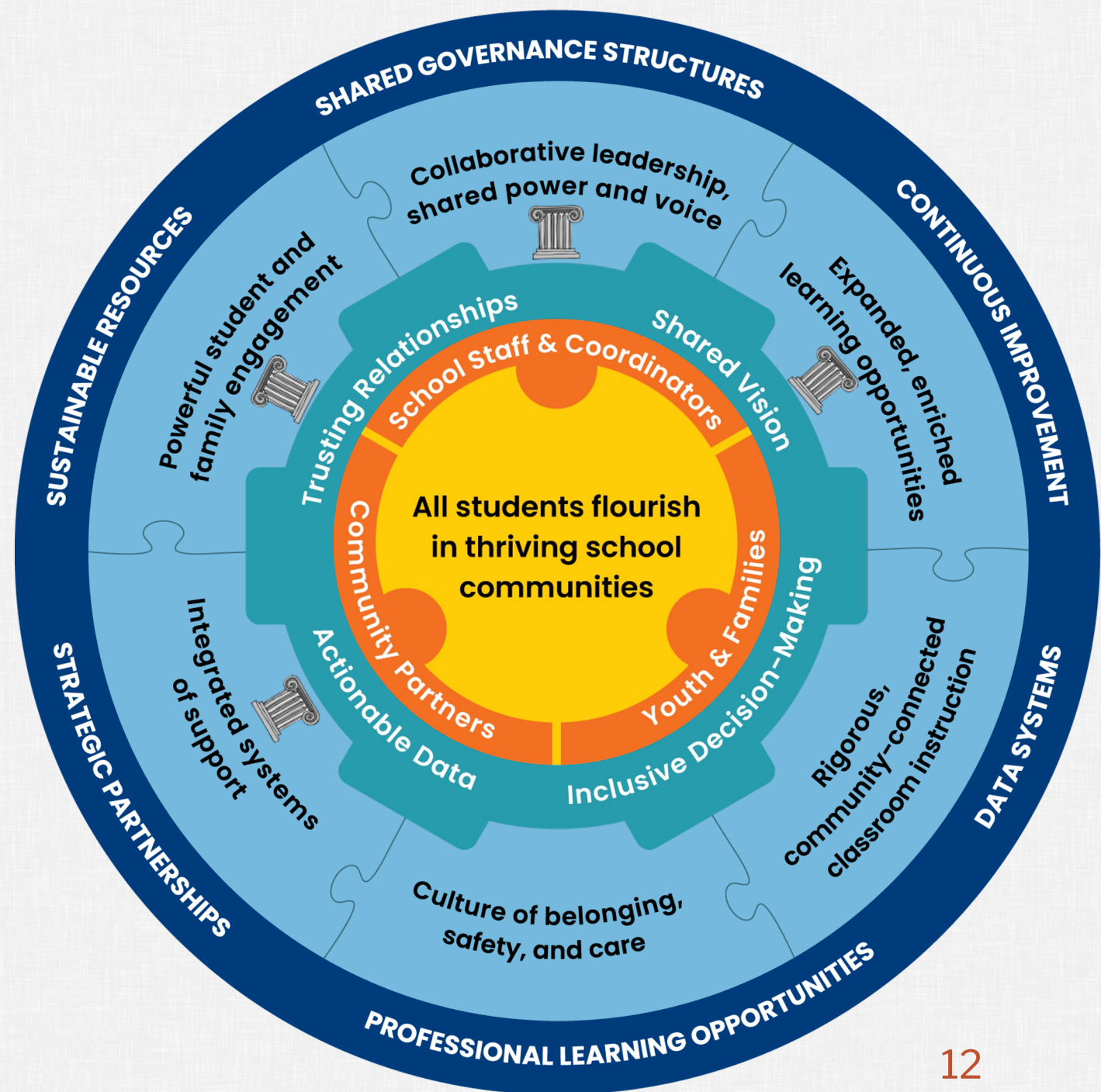
- Why we do this work
- Who drives this work
- Enabling conditions
- Key practices
- Supportive infrastructure



The Four Pillars are Included

Language from CA statute (CCSPP):

1. Integrated supports services
2. Family, pupil, school site staff, and community engagement
3. Collaborative leadership and practices for educators and administrators
4. Extended learning time and opportunities



Community Schools Research

Reviewed
140+ studies
of community
schools &
their
associated
features



Community Schools as an Effective School Improvement Strategy:

A Review of the Evidence

Anna Maler, Julia Daniel, Jeannie Oakes, and Livia Lam



DECEMBER 2017



WILLIAM R. JOHNSTON, JOHN ENGBERG, ISAAC M. OPPER, LISA SONTAG-PADILLA,
LEA XENAKIS

Illustrating the Promise of Community Schools

An Assessment of the Impact of the New York City
Community Schools Initiative



Sponsored by the New York City Mayor's Office for Economic Opportunity

Evaluated the
implementation
& outcomes of the
NYC community
schools initiative

Research Findings

- Research review found benefits associated with community schools, including:
 - Increased attendance
 - Improved academic achievement
 - Improved peer/adult relationships and attitudes toward school
 - Higher graduation rates
 - Reduced racial and economic achievement gaps
- The RAND study confirmed many of these benefits in NYC
- Cost-benefit ratio of up to \$15 for every dollar invested



California Context

CA Community Schools Partnership Program (CCSPP)

\$4.1B (FY 2021 and FY 2022 budgets) allocated through '30-31

Planning: \$200k for up to a 2-year planning period; $\frac{1}{3}$ match

Implementation: 5 years; Up to \$500k annually for new community schools or expansion/continuation of existing community schools; $\frac{1}{3}$ match

1 state TA center, 8 regional TA centers, and COE TA funding...

So far....

Planning: 192 awards totaling \$38.2M

Implementation: 76 awards, totaling \$611.1M across 458 school sites

Next Round of Funding....

Planning: Due Dec 20, 2022

Implementation: Due Mar 21, 2023

CCSPP Framework

A “whole child,” whole **school improvement strategy**, where districts and their schools:

- work closely with teachers, students, and families, and
- partner with community agencies, local government, and early childhood education providers

to ***organize and align*** community resources behind improving student outcomes.

NOT a collection of co-located or “wrap-around” programs & services

CCSPP Framework

Pillars

1. Expanded learning time/opportunities
2. Integrated student supports
3. Collaborative leadership & practices
4. Active family & community engagement

Conditions

1. Supportive environment that fosters strong relationships/community
2. Productive instructional strategies
3. Social and emotional learning (SEL)
4. System of supports

Commitments

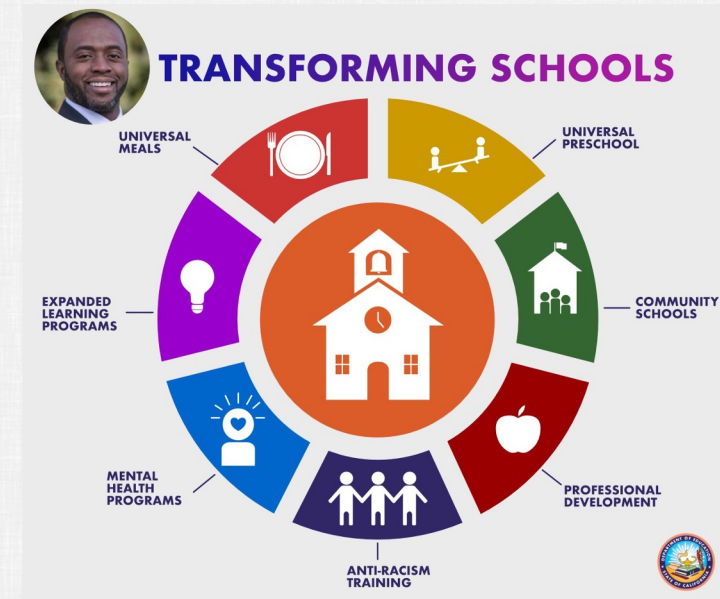
1. Assets-driven & strength-based practice
2. Racially just & restorative climates
3. Powerful & culturally proficient/relevant instruction
4. Shared decision-making & participatory practices

Practices

1. Community asset mapping & gap analysis
2. Community school coordinator
3. Site-based & LEA-based advisory councils
4. Integrating & aligning with other relevant programs

Alignment with Other CA Funding Sources (2022-23 and earlier)

- Expanded Learning Opportunities (\$4B, ongoing)
- Universal Transitional Kindergarten (\$3.3B, one-time & ongoing)
- Educator Effectiveness Block Grant (\$1.5B, one time)
- Continuing MTSS or MTSS expansion (\$82M)
- Mental Health Student Supports Act (MHSSA) & Child & Youth Behavioral Initiative (\$4.7B, one-time)
- Universal School Meals program (universal access, increase reimbursement rate, improve infrastructure) (\$1.9B, one-time & ongoing)
- LCFF (base funding increase) (\$4.3B)
- College and Career Pathways (\$500M, one-time)
- Community Engagement Initiative (\$100M increase, one-time)



What is the California landscape?

- Existing initiatives across the state, both urban and rural
 - Kern County, Los Angeles district & county, Oakland, San Diego, San Francisco, West Contra Costa
- Individual schools as exemplars
- Federal Full-Service Community Schools Program grantees
 - Latest round: El Rancho, Lindsay, Proyecto Pastoral (Boyle Heights, LA), United Way CA Capital Region (Washington Unified)
 - Previous rounds: LA Education Partnership, Lost Hills (West Kern Consortium), Hayward, Pasadena

Kendra Fehrer

Director of Research and Organizational Learning
Community Schools Learning Exchange (CSLX)

Community Schools Learning Exchange (CSLX)

CSLX works directly with districts, municipal agencies, community-based organizations, and the statewide system of support to build and strengthen community school strategies.

We provide:

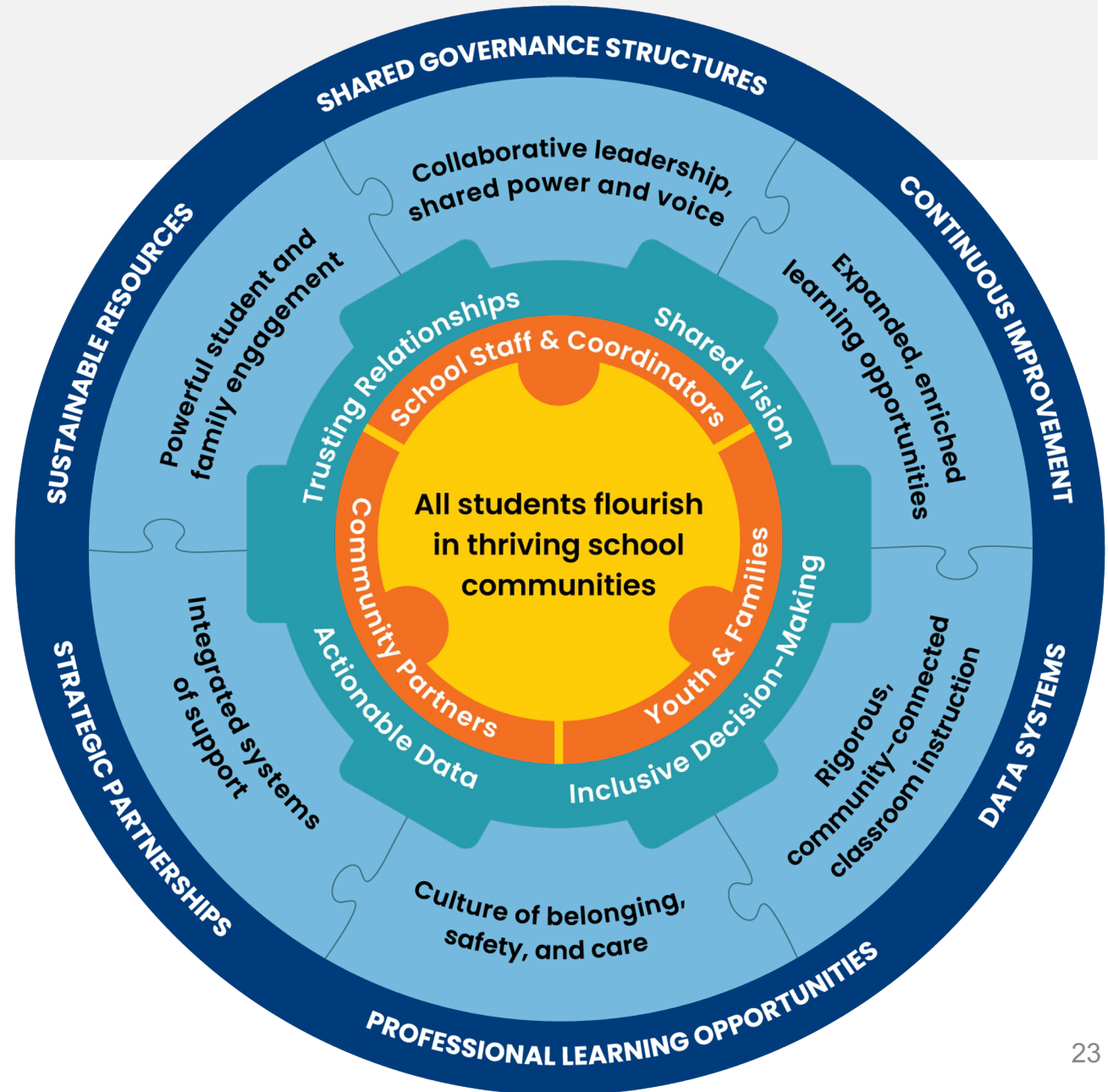
- Direct coaching and support
- Workshops and trainings
- Communities of practice
- Knowledge and materials
- Policy and advocacy



CS Essentials

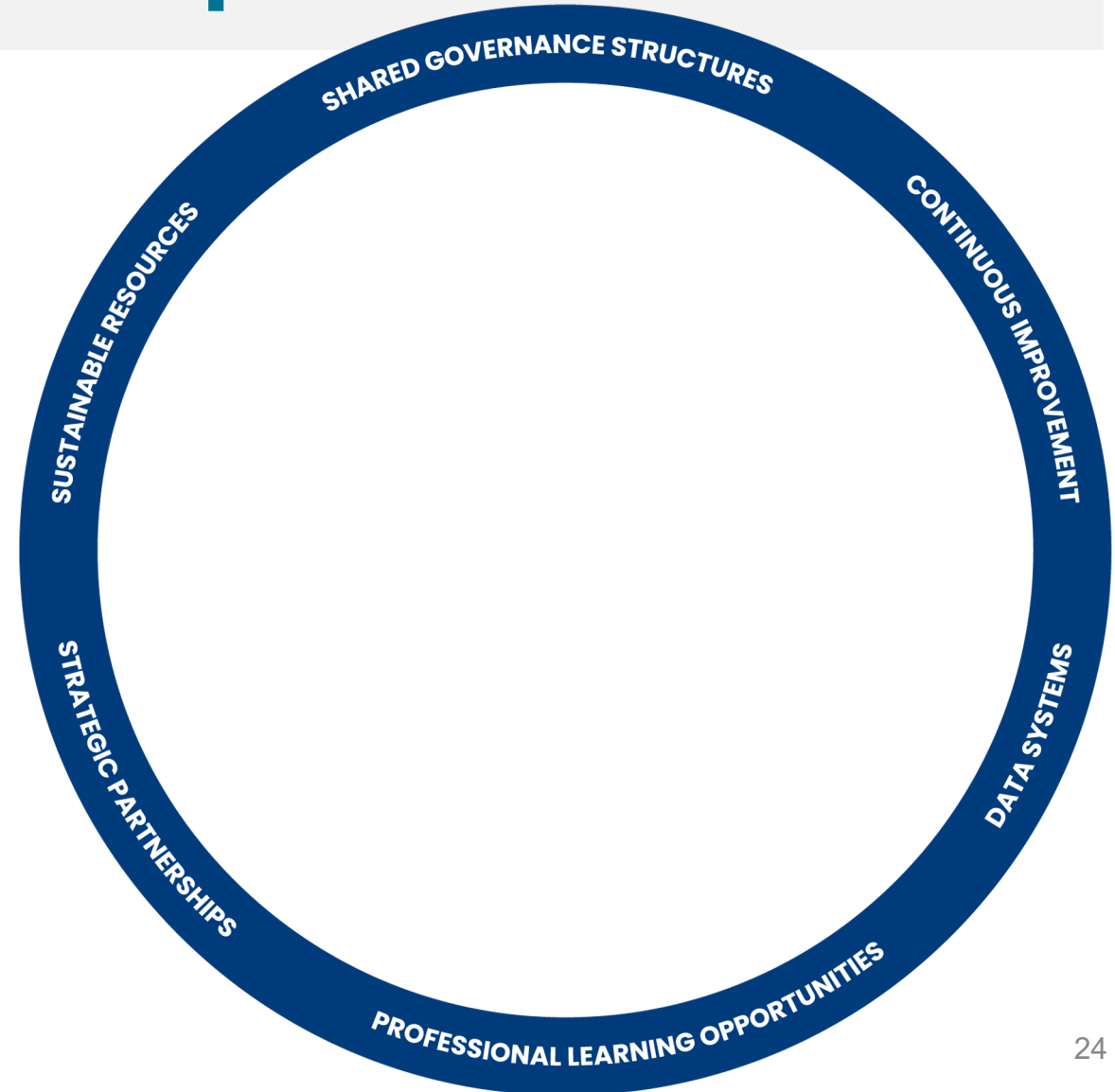
LEGEND

- Why we do this work
- Who drives this work
- Enabling conditions
- Key practices
- Supportive infrastructure



District Role in CS Development

- Shared governance structures
- Strategic Partnerships
- Professional Learning Opportunities
- Data Systems
- Continuous Improvement
- Sustainable Resources



Shared Governance Structures

- Facilitate a district-wide collaborative visioning & planning process
- Incorporate CS strategy into district leadership & fabric
- Build capacity for collaborative leadership system-wide

Build Capacity for Collaborative Leadership: Family Engagement

District Support



Allows schools to...

- Development of family engagement theory of action
- Inclusion of family engagement in the CSM role
- District-level Family Engagement Liaisons
- Parent-teacher home visits
- Support for inclusive school governance

- Create a welcoming environment for families
- Provide family services
- Develop systems for inclusive school governance and school decision-making

Strategic Partnerships

- Cultivating County-level partnerships
- Partnership management and support
- Codifying best practices around partnerships

Strategic Partnerships: County-level Partnerships

District Support



- Master Agreement that outlines formal collaboration between LEA and county-level agencies- probation services, social services, and public health
- Implementation of school-based health centers (SBHCs)
- Data-linking agreements & coordination of services structures

Allows schools to...

- Match students with needed supports, services, and resources through COSTs
- Increase access to health services via SBHCs

Strategic Partnerships: Partnership Management & Support

District Support



- Database of district partnerships
- Partnership approval process
- Quarterly onboarding of new partners
- Letter of Agreement Template
- Annual evaluation tool
- Partnership assessment rubric

Allows schools to...

- Offer a wide range of health supports including primary care, reproductive health services, dental services, mental health counseling
 - Increase access to expanded and enriched learning opportunities including after-school programming, outdoor learning, and electives
-

Professional Learning Opportunities

- Developing effective CSCs (PLC, supervision, peer mentors)
- Embedded community school learning across existing PD infrastructure (e.g. new principal orientation, network meetings)
- Codifying and supporting key practices (e.g. COST, RJ, MTSS, etc.)

Professional Learning Opportunities: Coherence & Support for Community School Managers

District Support



Allows schools to...

- Definition of CSM role 5 key areas of work: family engagement, COST, attendance, health access, partnership support
- CSM hiring, matching, and supervision
- CSM coaching
- CSM peer mentors

- Build key stakeholder relationships (family members, community partners, and school staff)
- Facilitate access to services and support (e.g. healthcare, attendance support)

Professional Learning Opportunities: Embedded PD for CS Leaders

District Support



Allows schools to...

- Monthly check-ins & support for CS principals
- Orientation & PLCs for principals, partner organizations, CSMs, & newcomer social workers
- Staff-wide opportunities for professional development (trauma-informed approaches, SEL, MTSS, restorative justice)

- Function as community schools
- Improve school culture

Continuous Improvement

- Scale best practices
- Building in evaluation, assessment, & learning
- Use data to drive change

Scaling Coordination of Services Teams (COST)

District Support



Allows schools to...

- COST development at all schools in the district
- Training and coaching for COST coordinators (often CSMs)
- Development of COST toolkit
- Creation of template documents for tracking student referrals, follow-up, and outcomes

- Increase collaboration across various kinds of staff
- Identify student challenges
- Systematically connect students with resources

Data Systems

- Providing accessible, responsive, and timely data
- Attending to the “whole child”
- Negotiating access & linking across systems

Data Systems: Whole-child, whole system data

District Support



- Student referral tracker co-developed with users (e.g. COST)
- Attendance data provided weekly to attendance teams
- Data dashboard interface for *all* staff
- Linking data across systems

Allows schools to...

- Increase collaboration across various kinds of staff
- Assess progress towards milestones
- Make data-driven decisions



Sustainable Resources

- Blending & braiding funding
- Cultivating sustainable commitments
- Building in sustainability

Sustainable Resources: Blending & Braiding Funding

District Support



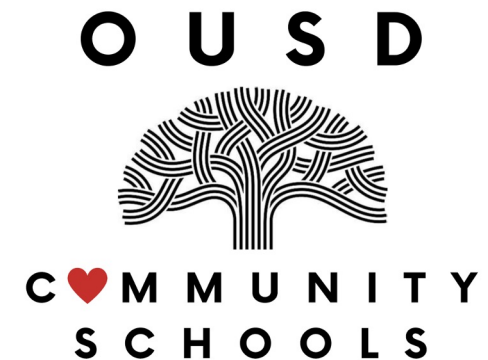
Allows schools to...

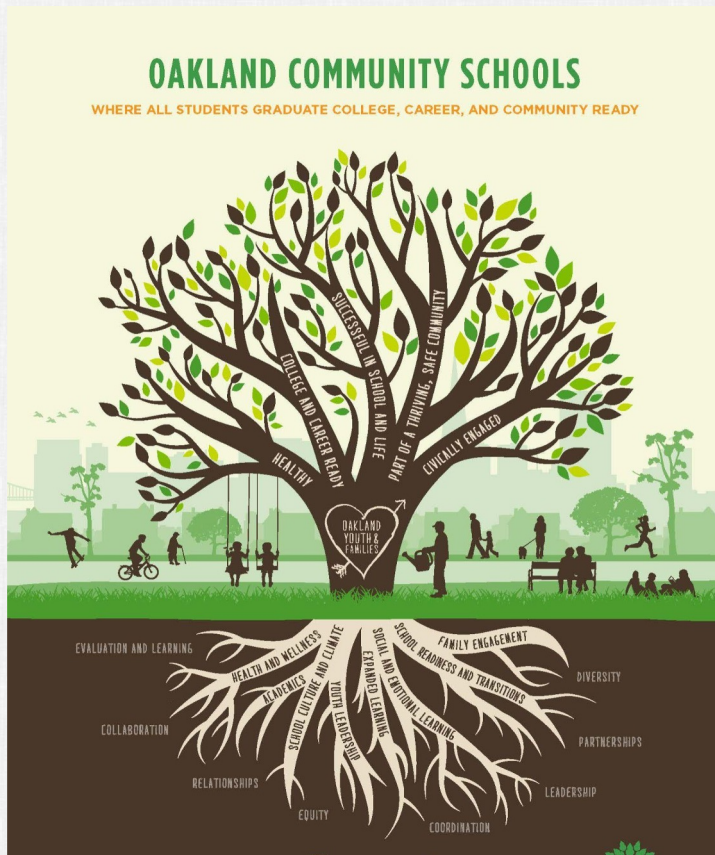
- Blending of public and philanthropic funding
 - \$66.7m in private funds
 - \$461 m in public funds (federal, state, local programs)
 - \$9 m in school-site contributions towards CSM and RJ facilitators
- Guidance on site-level funding streams
 - CCSPP \$, FSCS \$, COVID recovery, ELOP, Alameda County Mental Health contribution

- Sustainably fund expanded functions of community schools
- Access public dollars they could not have on their own

Ali Metzler

Community School Leadership Coordinator
Oakland Unified School District





MISSION: Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.

| Year | Highlights |
|------------|---|
| | <p>History of Community Activism in Oakland</p> <p>CA After School Initiative - ASES and 21st Century</p> <p>Alameda County Partnership School Based Health Centers & Mental Health</p> |
| 2010 | <p>New Superintendent launches extensive community engagement; 14 Task Forces – “Oakland Thrives” Community Schools, Thriving Students strategic plan.</p> |
| 2011 | <ul style="list-style-type: none"> • Mission to become a Full Service Community Schools District Identified - All schools will be community schools • OUSD realigns to form Community Schools Student Services Department • District establishes Community Schools Managers Job Description • 5 schools with Community Schools Managers |
| 2014 -2020 | <ul style="list-style-type: none"> • OUSD receives number of public and private \$ to launch and sustain community schools • Established K-12 district-wide Community School priorities to align efforts and demonstrate impact • Schools begin to directly fund CSM position with school budgets • <u>“The Way We Do School”</u> by M. McLaughlin documents OUSD’s community school journey. |
| 2021-2023 | <ul style="list-style-type: none"> • <u>OUSD develops new Strategic Plan - 2021-2024</u> • CDE CCSP grant \$67M over 5 years for 53 schools • Community School Managers now at 67 schools for 22-23 SY |

Visit www.ousd.org/communityschools for more information

Our Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Mission

Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.



OUSD District-Wide Community School Impact

● Attendance Teams

- Increase School Attendance by analyzing data, develop innovative systems, and focus on building relationships to address chronic absence and truancy.

● Coordination of Service Team (COST)

- Multidisciplinary team to assess needs of the school and students via referrals from the school community. The team discusses challenges and reviews and analyzes data that to match the student with an existing intervention to increase success at school.

● Community Partnerships

- Approved Partnerships Process to increase safety, collaboration and quality to identify high quality partners to fill gaps, address need and integrate/align with school goals.

● Expanded Learning

- Supports partnerships between school sites and community based organizations (CBOs) for before and after school

● Family Engagement

- Provides (1) parent leadership development and support for parents and site family liaisons; (2) site based training on academic parent-teacher partnerships; (3) parent volunteer infrastructure; and (4) professional learning for school governance teams on engaging families with site planning and continuous improvement.

● Health Services & School Based Health Centers

- Free medical, mental health, health education, and youth development services for students across the District

● Restorative Justice

- A framework for teachers, students and school staff that encourages an equitable, community-centered and restorative (vs. punitive) school environment.



CSM: Coaching + Professional Development



- 67 Community School Managers in 2022-23
- Classified Administrators hired by school community
- CSM Workplan determine in partnership with Principal
- Monthly Professional Learning Community, New CSM Support, Coaching, Workshops, Mentors
- Alignment to OUSD Strategic Plan, LCAP and key district initiatives
- Connected to district, city and county resources

22-23 CSM Priorities:

- ★ Cultivate a Positive & Joyful School Culture
- ★ Strengthen COST (Coordination of Services Team) & MTSS Foster and Strengthen Family and Community Partnerships
- ★ Increase School Attendance
- ★ Create innovative systems and strategies to address goals of SPSA (School Plan for Student Achievement)



Full Service Community Schools - COVID Response

Community School systems, structures, and partnerships allowed OUSD to quick pivot during COVID:

- Over **4 Million meals** to students and families
- **250,000 COVID tests** provided at OUSD schools
- **Technology provided** to 100% of families in need
- Provided over **19,000 telehealth visits** via School Based Health Centers and Mental Health Partners
- **Case Management** of students and families
- **Leveraged Partnerships** - City, County, CBOs



OUSD CCSP Implementation

CCSP PILOT 2020-22

- 19 Schools awarded TK-5
- \$3M over two years

- Mental Health
- Family Engagement
- Academic Support
- Partnerships

PARTNERSHIPS
COMMUNICATION
GOALS ALIGNED TO OUTCOMES



CCSP COHORT 1 2022-27

- 53 Schools awarded TK-12
- \$150k-\$400k based on enrollment
- \$14 M annually, \$68M over 5 years

- Collaborative Leadership
- Joyful Schools
- Student & Family Engagement
- Academic Acceleration & Innovation

STAKEHOLDER ENGAGEMENT
COHERENCE - city, district, site
MAPPING & MAXIMIZING RESOURCES

OUSD CCSP Implementation - Year 1

Priority 1: Deepening District-wide Collaborative Leadership Practices for Community School Teams Including All Stakeholders.

Goal: Strengthen collaborative leadership practices with students, families, teachers, site staff, and community partners.

Priority 2: Creating Joyful Schools. *Goal: Expand support services to address impacts of poverty, the pandemic, and trauma on students' well-being and learning – with a focus on creating racially just and restorative school climates.*

Priority 3: Strengthening Student and Family Engagement.

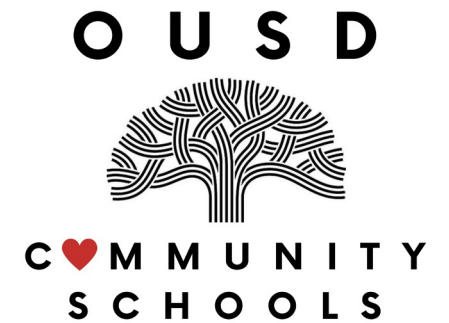
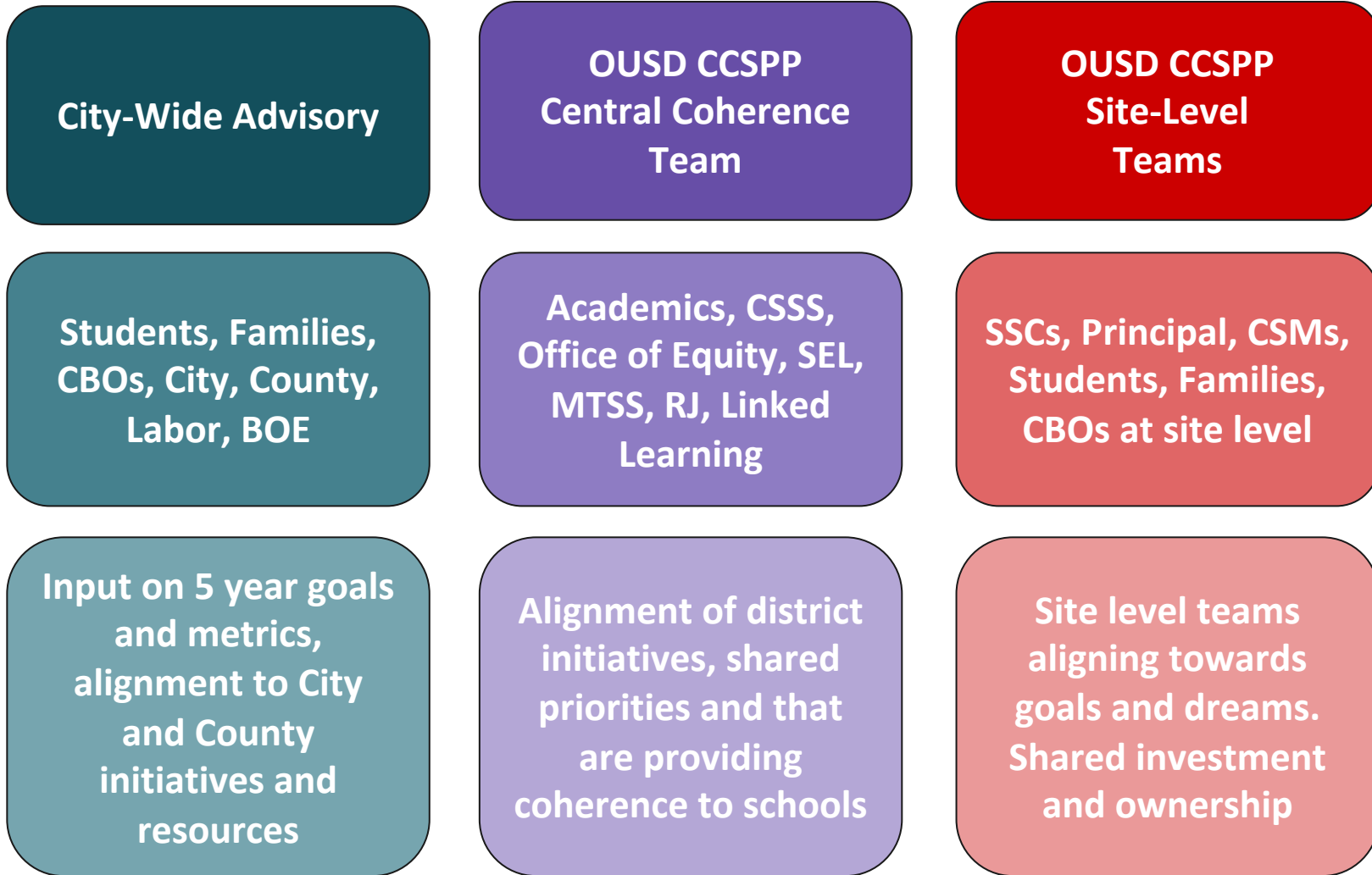
Goal: Strengthen school-family engagement to support student success so that families are welcomed, safe, and healthy.

Priority 4: Increasing Opportunities for Academic Innovation Acceleration. *Goal: Expand and improve student supports and enrichment opportunities to close the equity gap, so that all students graduate college, career, and community ready*

- Stakeholders determined CCSP goals aligned to Strategic Plan and LCAP
- CCSP is part of SPSA planning and budget process Y2-5
- Braid funding streams
- Coherence between systems
- Increasing Stakeholder voice and buy in to Community Schools



CCSPP COHERENCE: Leadership Structures



OUSD CCSPP Implementation - Year 1

CCSPP Priority: Collaborative Leadership

CCSPP Alignment SSC, SSC Summits and Site Leadership

CCSPP Priority: Student and Family Engagement

CCSPP Coherence with Expanded Learning

CCSPP Coherence with Family & Student Engagement Teams

CCSPP Alignment to ELOP

CSM Priority: Family & Community Partnerships

CCSPP Coherence with CBO Partnerships

CSM Priority: Increase Attendance

CCSPP Coherence with Academics Team

CSM: COST & MTSS

CCSPP Priority: Academic Innovation & Acceleration

CSM Priority: Positive & Joyful School Culture

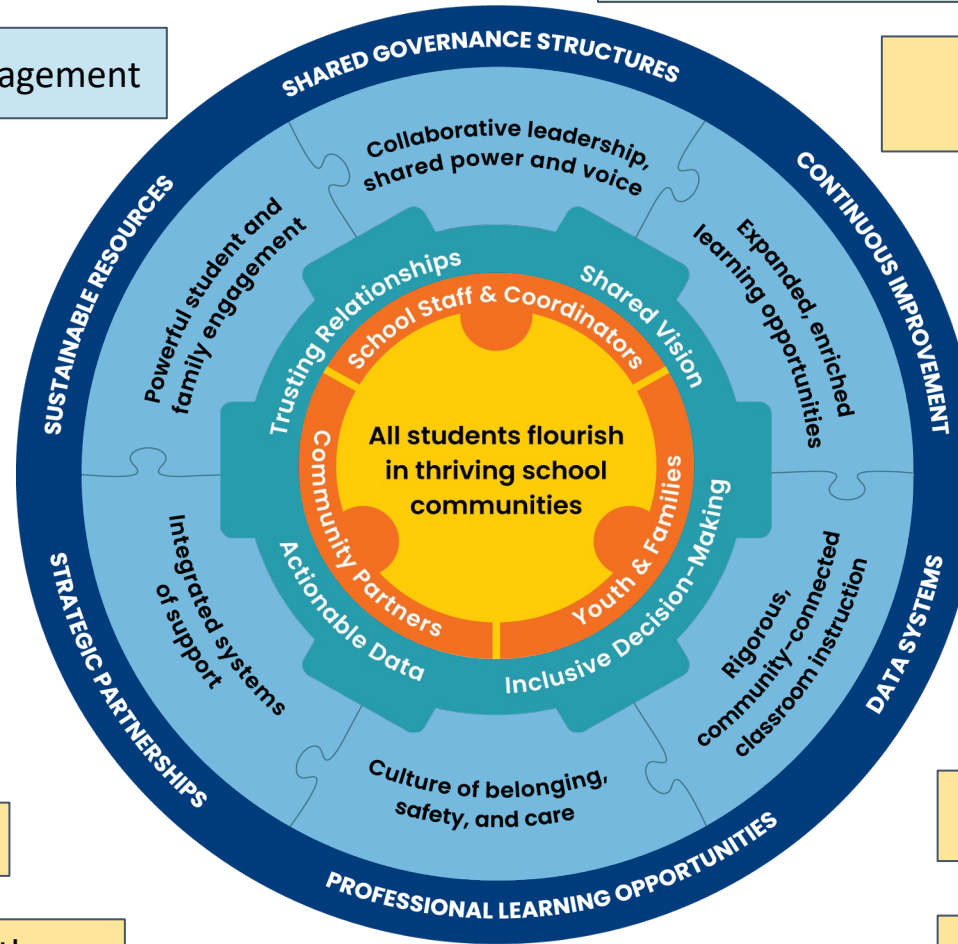
CCSPP Coherence with Office of Linked Learning

CCSPP Coherence with SEL Team

CCSPP Coherence with Office of Equity & Anti-Racist Learning

CCSPP Coherence with Restorative Justice Team

CCSPP Priority: Joyful Schools



Discussion

What from the presentations resonated with your work? What questions came up for you?

Panelist Q&A

Resources

Oakland Case Study Book: <https://www.hepg.org/hep-home/books/the-way-we-do-school>

Community Schools Tools and Resources: <https://cslx.org/resource-library>

Maier, A., Daniel, J., Oakes, J., & Lam, L. (2017). Community schools as an effective school improvement strategy: A review of the evidence [Research Brief]. Palo Alto, CA: Learning Policy Institute. This report can be found online at: <https://learningpolicyinstitute.org/product/community-schools-effective-school-improvement-report>

California Community Schools Partnership Program
<https://www.cde.ca.gov/ci/gs/hs/ccspp.asp>



[COST] embodies what the community schools are about, which is that interdisciplinary cross-sector way of supporting students. The fact that you can have your after-school director there, you can have a medical person, a mental health person, a youth development [person], an administrator, a teacher...it really is this idea that we are a village here and we're all pitching in. It's a structured way of doing cross-discipline case management.

–Chief of Staff, Oakland Unified



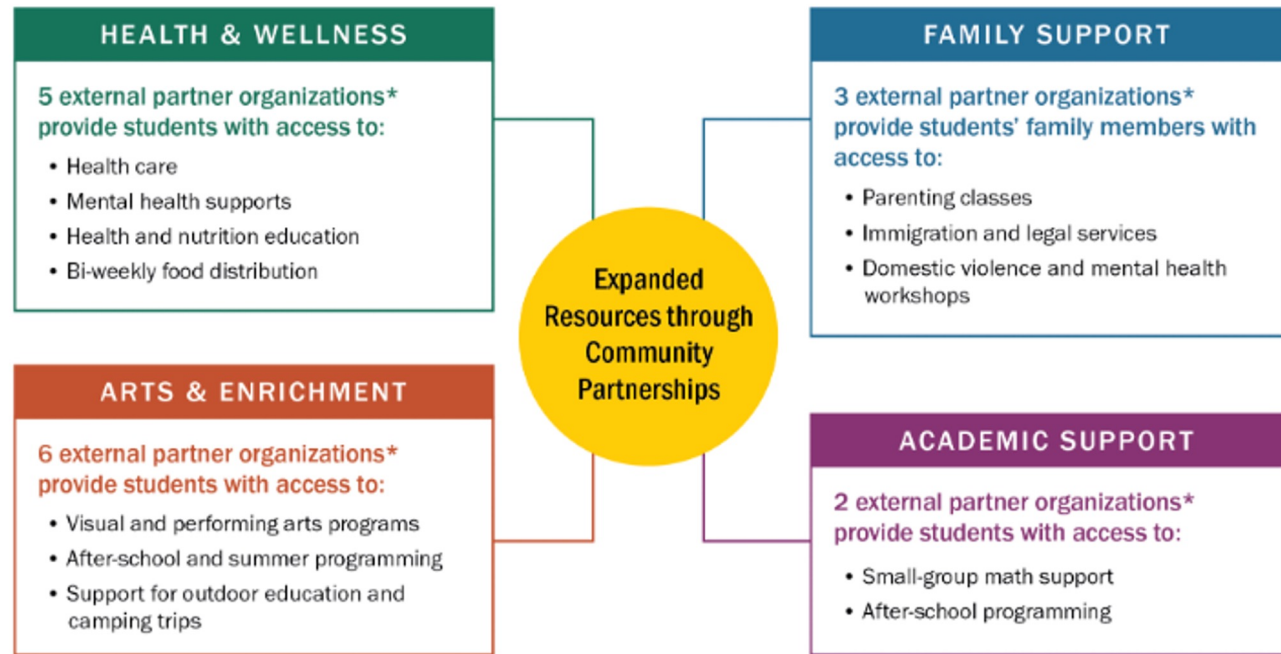
We live in a really turbulent time right now, and you have to have these anchors. There's leadership, there's a staff, but you have to have these anchors that keep the ship steady as it's in the harbor...And the community manager position is one of those huge anchors that keeps the ship steady.

– Counselor, Urban Promise Academy

Partnership Management and Support

- ▷ Schools draw on a wide network of partnerships to provide services to students and families

External Partnerships at Urban Promise Academy 2020–21



Health and Wellness Services

1. Alameda County Food Bank
2. Homies Empowerment
3. La Clinica de la Raza
4. The Wright Institute
5. Wellness Together

Arts and Enrichment

1. Aim High
2. Bay Area Wilderness Training (BAWT)
3. Boom Shake
4. East Bay Asian Youth Center (EBAYC)
5. Harmony Project
6. SF Jazz
7. Youth vs Apocalypse

Family Support

1. Cultura y Bienestar
2. La Clinica de la Raza
3. Mujeres Unidas y Activas

Academic Support

1. Blueprint Math
2. East Bay Asian Youth Center (EBAYC)

* Some partners provide services in multiple categories.

Oakland Unified Infrastructure

Oakland Unified infrastructure supports schools to function as community schools through:

- ▷ County level partnerships
- ▷ Partnership management and support
- ▷ Development of effective community school managers (CSMs)
- ▷ Supporting effective Coordination of Services Teams (COSTs)
- ▷ Professional learning and development
- ▷ Systematic support for family engagement