



Sustaining Staff and Resources

A focus on sustainability ensures that the necessary human and financial resources are available to maintain the community school vision and strategy over time, used effectively to ensure coherence and alignment across policies and initiatives, and to sustain continuous progress and improvement.

Visioning

- Reimagine the roles of all educators and staff, including the critical role of the principal and teachers, to consider the requisite mindsets and expertise needed to fully embrace the community schools approach. Listening to and engaging students, families, and the community becomes the responsibility of everyone on campus.
- With support from the LEA, envision the role of and develop a job description for a community school coordinator/director who can support facilitation, engagement, and leadership development so that interest-holders can drive the community school transformation process.
- Map existing assets (e.g., staffing, policies, initiatives, programs) at the school and LEA-level that can support and connect to the community school strategy. Reimagine existing implementation efforts to create better alignment, strengthen relationships, and boost interest-holder engagement.
- Conduct an inventory of current professional learning systems, resources, and offerings and collaborate with educators to develop a plan to align professional learning, practices, and programs to the community school strategy.
- From the very beginning of the community schools process, outline an initial long-term sustainability plan to ensure that everything the site is developing is sustainable.

Engaging

- Recruit a multilingual, multi-racial, community school staff who reflect the diversity of the communities they serve, and work to retain them.
- The community school principal drives support for community school priorities by integrating the community school process in the SPSA, interpreting and implementing LEA policies and initiatives in a manner that works towards coherency, ensuring collaboration, and supporting staffing transformation.
- Recognize the agency and collective expertise of teachers, school counselors, social-workers, health providers, paraprofessionals, instructional aides, after school program providers, office staff, nutritional service staff, custodians, and additional support staff as foundational for school improvement. Invest in developing and maintaining a supportive working environment where all educators want to stay and grow.
- Provide role-specific training and ongoing support to help all educators embrace community school values and fundamentals within their respective roles.
- Identify and pursue grant opportunities, fundraising initiatives, and other sources of external funding to support the long-term sustainability plan.

Transforming

- Continuously monitor culture/climate data, working conditions, and satisfaction rates to support teachers and staff to stay and grow in the school community, acknowledging that a “whole child” approach requires a “whole teacher” approach. Reflect on these data and develop responsive strategies.
- In coordination with the LEA, develop and routinely update a long term sustainability funding plan to ensure core staff positions and community and inter-agency partnerships are sustained over time. Ensure the funding plan is comprehensive and considers every aspect of the initiative, including how to fund programs, practices, and facilities and maintain contracts and Memoranda of Understanding (MOU) with Community-Based Organizations (CBOs) and county-level service providers.
- Fully and continuously integrate the community school implementation plan into the SPSA and other improvement plans so that the school is operating from one cohesive improvement plan.

Visioning

- The Superintendent advocates for and champions the community school approach. The Superintendent's cabinet sees community schools as a core LEA priority. The Superintendent models collaborative leadership and authentic relationship building.
- LEA Human Resources staff support school teams in developing job descriptions and screening processes for key community school staff, including community school principals, teachers and site-level coordinators/directors. LEA considers the requisite mindsets and expertise needed to fully embrace the community schools strategy.
- Envision the role and job description for a LEA-level Community Schools Director/Coordinator who works with the implementation team in deepening the understanding of the strategy across sites and identifies/provides scaffolded support.
- Identify policies that can provide support, including financial, resourcing, and/or implementation, and that align with and reinforce the shared vision for community schooling. Map LEA policies (e.g., expanded learning, college and career pathways, Multi-Tiered System of Support (MTSS), dual enrollment), but also local city and county policies, as well as state and federal policy such as the McKinney-Vento Homeless Assistance Act.
- Map potential city and county allies, such as the mayor, city council, county leadership, and relevant government departments, to build relationships and advocate for support of the community schools strategy.

Engaging

- Hire a LEA-level Community Schools Director/Coordinator, and also consider additional staffing support (e.g., administrative support, communication specialists, budget analysts, data analysts, grantwriters) to strengthen the LEA-wide community school strategy.
- Develop a system of professional learning supports that includes communities of transformative practice for school-level teams to share learnings and challenges as well as role-specific learning and leadership development opportunities. Strategically group communities of transformative practice by grade level span, feeder patterns, and/or areas of focus (e.g., creating and supporting a restorative culture, literacy, supporting specific demographic groups of students).
- Develop and administer a LEA-wide survey to monitor working conditions, employee satisfaction rates, and racially-just and restorative school climate and culture to support teachers and staff to stay and grow in their school communities.
- Integrate the community schools strategy into the three-year LCAP plan to create coherence, establish sustainable funding streams, and implement local policies and practices that prioritize and respond to the assets and needs of the community.
- Work with supportive city officials to seek a formal endorsement or resolution in support of the community schools strategy.

Transforming

- Provide continuous professional learning to assist schools in creating the working conditions and learning environment that fosters retention and a commitment to school communities.
- Cultivate comprehensive, long-term funding streams to ensure sustainability of community school staffing and operations including community-based and inter-agency partnerships. Blend and braid existing resources, as well as continuously pursue new funding sources (e.g., grants, partnerships with externally funded organizations) that align with and support the community schools approach.
- Continuously promote a culture that allows community schooling to become the "way" of doing school. Program and initiatives are integrated and interdependent in design and implementation.
- Pursue a policy agenda that supports community school growth and sustainability. Align policies horizontally (LEA, city) and vertically (local, state, national), such that every level of government is engaged and coordinated, and supports sustainability efforts.

Progress Monitoring Measures

Analysis of workforce and professional learning data such as: extent to which staff reflect the linguistic, ethnic, and racial diversity of the broader school community; teacher and staff retention rates; climate surveys to assess educators' sense of well-being, agency, and efficacy; vacancy and staff attendance rates; percentage of high-quality teachers in the building (e.g., national board certifications, advanced degrees and specialized credentials); job descriptions; and budget projections.

RESOURCES

- [Job Descriptions and Staffing Guide](#)
- [Sustainability Plan Template](#)
- [Funding Sources](#)