

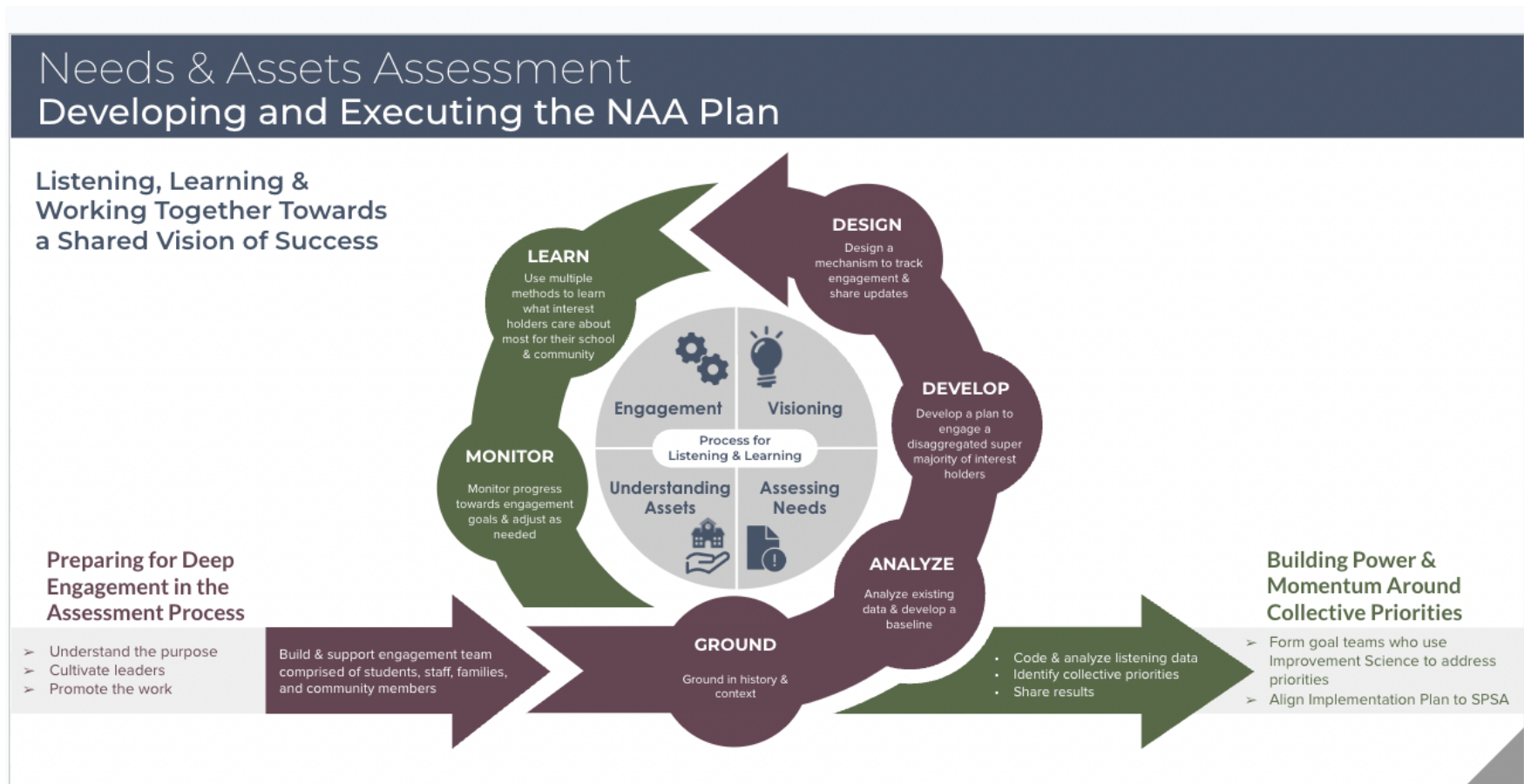
What is a Transformational Needs and Assets Assessment?

Transformational Community Schools build their work by always:

- seeing the system.
- building goals from a root cause analysis.
- developing their efforts both inside and outside the school building.
- working at the pace of relationships.
- authentically centering equity and racial justice.

Central to this effort is a Needs and Assets Assessment (NAA) reflecting these practices. As such, the NAA must be collaboratively developed *by, for, and with students, staff, families, and community members* - for deep engagement of 75 to 100% of each interest holder group, and resulting in a transformational, shared vision for their school and community. Executed well, it creates not only shared understanding about the needs and assets of a school and community but fosters collective responsibility and accountability for outcomes related to a shared vision of student success.

How do you plan and execute a Transformational Needs and Assets Assessment?



BEFORE the Needs and Assets Assessment

	Process & Purpose	Focus Questions	Example Strategies & Tactics	Related Tools & Templates
Preparing for Deep Engagement	Understand and promote the purpose of a robust needs and assets assessment	- What are our goals for the needs and assets assessment? - What depth of engagement enables transformational results? - How do we ensure broad awareness of this work?	- One-Pagers/Flyers - Social Media - Announcements - Talking Points	Expanded Team Mapping Template Resource Mapping Mini-Guide
	Identify and develop diverse leaders to serve on community school leadership teams	- Who are current and potential student, staff, family, and community leaders? - What team structures are needed to support and organize their efforts?	- One-on-Ones - Team Mapping - Observations	
	Map school teams to understand and leverage existing leaders and structures to accelerate listening and learning	- What is the purpose and composition of existing teams? - How are decisions made?	- Observations - Interviews - Focus Groups	
	Map internal and external resources to understand and leverage existing leaders and structures to accelerate listening and learning	- What are the partnerships and assets - those people, programs, practices, and supports - that currently exist? - What are their priorities?	- Service Directories - Interviews - Focus Groups - Oral History Interviews - Asset Mapping	

COMPLETING the Needs & Assets Assessment

	Process & Purpose	Focus Questions	Example Strategies & Tactics	Related Tools & Templates
Step 1: Grounding in History & Context	Review the history, identity, and socio-cultural context of the community to better understand how broader historical and social forces have shaped the current reality	• What is the history of the school and community? • What efforts similar to the community school transformation strategy have been attempted in the past?	• Oral History Interviews • Storytelling • Researching Local Neighborhood Association Archives • Analysis of Census Data, Current and Historical • Other Local Strategies	
Step 2: Analyzing Existing Data	Review and synthesize themes from academic and community data sources to gain insight into the school and community's current state	• What are indicators of short- and long-term success, and how do we measure and track those? • What does existing data tell us about our school and community? • What questions do the data surface for us?	• CDE Baseline Data Analysis • Additional Analysis of Existing Quantitative Data (Community Quality of Life Indicators, etc.) • Current SPSA Goals and Measures	• Whole Child and Family Supports Inventory
	Review and analyze data from existing student support activities to understand current access and impact	• What student supports are well utilized? Generate impact? • Where are there current gaps between what supports exists and what supports might be needed? • What do we need to know about improving access and impact of student supports?	• Resourcing Mapping • CDE Baseline Data Analysis • Whole Child Supports Inventory	

COMPLETING the Needs & Assets Assessment

	Process & Purpose	Focus Questions	Example Strategies & Tactics	Related Tools & Templates
Step 3: Developing the NAA Plan	Create interconnected team structures - representative of all interest groups - to develop and enact a robust NAA	- How will we work together to plan and execute a needs and assets assessment that engages 75 to 100% of interest holders? - What teams do we need to create and how will their work inform the work of the broader shared leadership team or structure?	- Recruitment - Engagement Team Meetings - Leadership Development	NAA Team Structure, Recruitment, and Roster Meeting Plan Checklist NAA Engagement Plan Template Sample Question Bank
	Host a NAA Kick Off Meeting - the first in a series of regular team meetings with engagement team members - to collaboratively build the NAA plan	- What are we about to do together? - How will we approach reflection, learning, and collaboration? - What does success look like to us?	- Engagement Team Meetings - Data Analysis - Community Agreements - Training and Support - Goal Setting - Action Planning	
	Craft questions for interest holders that extend beyond the felt needs of basics (such as food, housing, and case management) to include questions such as what they love about their school; what their vision is for the school and community; and what they think is needed to realize that vision	- Based on analysis of existing data, what else do we want and need to know to better understand our school and community? - What questions reveal new insights around the current and desired state of each community school pillar and learning conditions?	- Data Analysis - Question Brainstorm and Prioritization	

COMPLETING the Needs & Assets Assessment

	Process & Purpose	Focus Questions	Example Strategies & Tactics	Related Tools & Templates
		What questions help us coalesce around a shared aspirational vision?		
	Outline multiple avenues of engagement that teams plan to leverage as well as specific listening methods that will be used, each tailored to specific interest groups	- What are the places and opportunities to meaningfully engage folks (avenues of engagement)? - What listening methods would promote the most authentic conversations and invite shared commitment? - How will we account for interest holder needs and ensure equitable participation?	- Convenings - Informal Gatherings and Dinners - Community Dialogues - Focus Groups - Rallies - Community Awareness Festivals - Meetings - Surveys - One-on-Ones - Other Local Strategies	
Step 4: Designing a Progress Monitoring Mechanism	Create a system for collecting and organizing listening data that allows for routine progress monitoring and dissemination of learning	- What electronic tools can be utilized to streamline data collection? - How will confidentiality be protected?	- Electronic forms/surveys - Shared Spreadsheets	NAA Engagement Plan Template
Step 5: Learning Through Multiple Methods	Maximize engagement among all interest groups, including historically excluded and harder-to-reach populations, through various avenues and listening methods	- How do we define our community? - How do we engage every member of the community in the community school transformation process?	- Convenings - Informal Gatherings and Dinners - Community Dialogues - Focus Groups - Rallies - Community Awareness Festivals	NAA Engagement Plan Template

COMPLETING the Needs & Assets Assessment

	Process & Purpose	Focus Questions	Example Strategies & Tactics	Related Tools & Templates
			• Meetings • Surveys • One-on-Ones • Other Local Strategies	
	Co-construct an aspirational vision for what the school and community could look like in the long-term, building on hopes and dreams	• What would our dream school and community look like? • If we had a magic wand, what would we do or create?	• Open-Ended Qualitative Conversations • Visioning Exercises • Miracle Questions • Artistic Expressions • One-on-Ones	
	Understand the individual and collective need; conduct a “gap-analysis” between what currently exists and what is desired	• What are the most pressing issues or concerns the community needs addressed? • Where are the gaps between the way things currently function and where we want them to be?	• Focus Groups • Interviews • Observations • Convenings • Informal Gatherings and Dinners • Community Dialogues	
	Understand the current assets and resources, broadly defined, that exist within the school and community	• How do we know what assets currently exist in the community and at the school?	• Asset Mapping • Geospatial Mapping • Interviews • Surveys • Analyzing Public Records of Businesses and Organizations within the Area	

COMPLETING the Needs & Assets Assessment

	Process & Purpose	Focus Questions	Example Strategies & Tactics	Related Tools & Templates
Step 6: Monitoring Progress	Collect, organize, and share listening data to continuously inform NAA efforts	- Whose voices have not yet been heard and what listening methods will allow us to reach them? - What qualitative and quantitative data trends are emerging? - How will we share this information to further promote awareness of the community school strategy and encourage broad participation in the NAA?	- Engagement Tracking Form - Data Walls - Visual Displays - Announcements - Newsletters	Monthly Work Plan NAA Engagement Plan Template Using Improvement Science to Solve Problems During the Needs & Assets Assessment Improvement Project Organizer Template
	Employ proven approaches to problem solving when engagement, particularly of historically marginalized groups, is challenging	- What is the challenge we are facing? - What specifically are we trying to accomplish? - How will we know when there is improvement? - What changes to our approach might we make?	Improvement Science	

AFTER the Needs & Assets Assessment

	Process & Purpose	Focus Questions	Example Strategies & Tactics	Related Tools & Templates
Making Sense of Data & Initiating Action	Analyze listening data to identify collective priorities	- How will we make meaning of our listening data? - Who will be involved and how do we support them to ensure systematic analysis? - What are the collective priorities - those common themes that emerge across interest groups?	- Data Coding and Categorization - Priority Matrix	
	Share NAA results to provide direction to goals teams, create shared understanding and commitment, and support reporting requirements	- How will the NAA results be disseminated? - What format is most accessible and actionable? - How do we ensure that everyone sees themselves as integral to the shared story being created?	- Findings Report - Presentations - Website - Announcements	
	Align NAA findings to the community school plan/SPSA to create one coherent and actionable plan and budget approved by the School Site Council	- What are our improvement goals and how will we know when they have been achieved? - What assets can we leverage to support our improvement efforts?	- Meetings - Data Analysis - Action Planning - Possibility Thinking - Improvement Science - Budgeting	
	Build power and momentum around priority concerns and the vision to create transformational results	How do we leverage the energy and passion of our community and school interest holders towards the process of making change?	- One-on-Ones - Community Meetings - Union-Led Meetings - Direct Action - Goal Teams	