

**Safe Schools Healthy Students  
PD Consortia  
July 2011**

Developing Local Leaders: The Role  
of CMTs in Creating a Sustainable  
Partnership

# Session Objectives

- Hear how sites are developing local leaders
- Understand the facilitators and barriers to building relationships
- Addressing cultural and linguistic competency in the process
- Successes in local leadership
- Connecting local leadership to sustainability
- Words of encouragement



# Broward County Public Schools

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# Broward County Overview

6<sup>th</sup> largest school district in the country  
256,872 K-12 students (Including Charters)

68 Charter schools serve over 23,000 students.

1 Virtual School - Elementary, Middle, High

A diverse multicultural/multi-ethnic population with students from 173 countries, speaking 53 languages



More than 120,000 adult students in adult and community education

Over 40,000 exceptional student education children - over 30,000 with special needs, 10,000 gifted students

Pre-kindergarten population of nearly 4,500 with special programs for learning readiness



Approximately 23,000 school-age children in after-school child care programs



# BCPS by the Numbers...

|                         | SCHOOLS    | STUDENTS       |
|-------------------------|------------|----------------|
| K-8                     | 140        | 105,809        |
| Middle                  | 41         | 52,369         |
| High                    | 31         | 69,516         |
| Adult/Technical/Centers | 16         | 5,904          |
| Virtual Schools         | 1          |                |
| Charter Schools         | 68         | 23,274         |
| <b>Total</b>            | <b>298</b> | <b>256,872</b> |

# Diversity Breakdown

|                                  | Percent | Number  |
|----------------------------------|---------|---------|
|                                  | 51.41   | 132,070 |
| Black                            | 39.06   | 100,326 |
| Ethnically Hispanic              | 28.32   | 72,753  |
| Asian                            | 3.58    | 9,192   |
| Native American/Native Alaskan   | 2.20    | 5,641   |
| Native Hawaiian/Pacific Islander | 0.11    | 276     |
| Multi-racial                     | 3.65    | 9,36    |
|                                  |         |         |

# Issues Addressed by Project Bridge SSHS

- Video



## 16 CMT Members

Broward Sheriff's Office

Department of Juvenile Justice

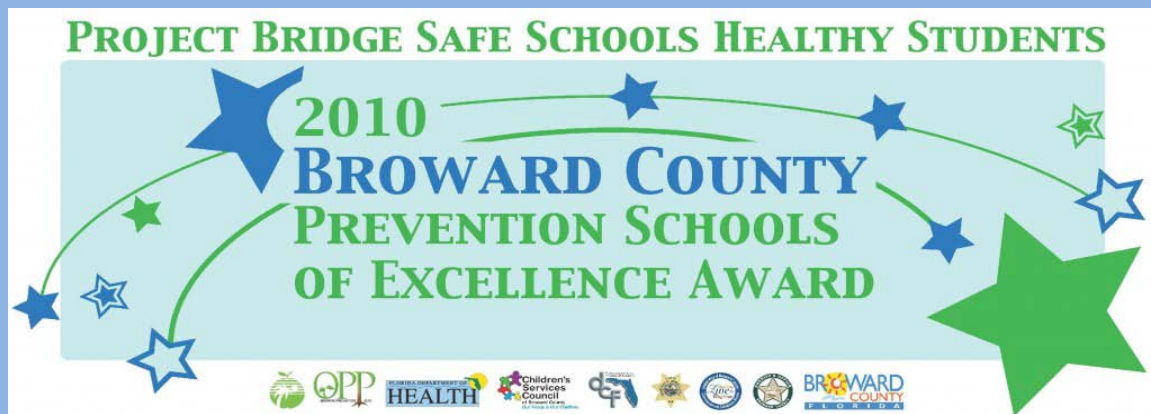
Department of children and Families

United Way of Broward County

Commission on Substance Abuse

Children's Services Council

- Children's Services Board
- Broward county Health Department
- First Call for Help
- BCPS – Deputy Superintendent, Executive Director, Project Director, Project Manager, Principals







# Developing Local Leaders

- Building trust – originally partners were skeptical
- Finding key champions
- Engaging mid-level managers when the going got tough
- Brining them back to the table- even when no \$\$\$ were involved



- Weaving competing initiative and demand for resources
- Using data to drive efforts and engage stakeholders
- Developing a communications plan

# Challenges in Developing Leaders



- Trust....
- Time!
- Responding to information in a strategic manner
- Setting priorities
- Aligning efforts
- Not everyone at the table is always a decision maker
- Information sharing/communication

# Addressing the Cultural and Linguistic Needs



- Including, assessing, and addressing any cultural and linguistic needs of the community in our partnership:

Broward County Cultural Competency Workgroup

Youth focus groups

Staff development needs assessment tool

- Specific populations of individuals:

Youth in general

LGBTQ youth

Youth living in poverty

# CMT Role in Sustainability

Rated key programs and outcomes into high, middle and low priority groups for sustaining

Open-ended questions:

What will it take to sustain top priorities?

What resources does the community have?

What resources can your organization offer?

| Proposal for 2011/2012  |
|---|
| Key:  |
| Status: No funding allocated beyond 10/11                                   |
| Recommended Action: Establish SBBC funding                                  |
| **Priority Levels**:  |
| A- Imperative Function / Role   |
| B- Key to maintaining prevention efforts                                    |
| C- May be consolidated with other dept.                                     |
| Status: Funded by ~\$1,000,000 from SSHS Grant through June 2012            |
| Recommended Action: Revisit   |
| Status: Potential funding / contributions by Core Team member organizations |
| Action: Core Team members will continue to align prevention efforts.        |
| Recommend removal / consolidate function                                    |
| (Character Ed and Peer Counseling?)   |



# Addressing the Cultural and Linguistic Needs

- Challenges-

- finding creative ways to engage youth
  - sustaining efforts
  - changing adult attitudes

- Successful outcomes-

- merging our classroom management staff development efforts with Understanding Poverty training
  - staff development around LGBTQ issues/policy changes
  - increase in GSAs
  - youth-developed and youth-driven campaigns
  - youth councils



# Successes!!!

- Solid, committed and growing CMT
- Increased collaborative efforts
- Alignment of efforts/activities
- Broward Effective Schools Plan
- Choose Peace, Stop Violence initiative
- Youth-Led Efforts
- Behavioral and Academic Student Information System (BASIS) and Student Services Locator
- Funding opportunities/Funder's Forum
- Sustainability

# Helpful Tidbits and Parting Words

- Identify and embrace your champions early in the game
- Remember the theory of change:  
FORM → STORM → NORM → PERFORM
- Data can be your best friend
- It's all about RELATIONSHIPS!





# Local Leaders Role in Sustainability

- CMT as Policy Makers and Decision Makers
- CMT as Champion
- CMT as Advocate
- CMT as Collaborative Partners
- Funders

