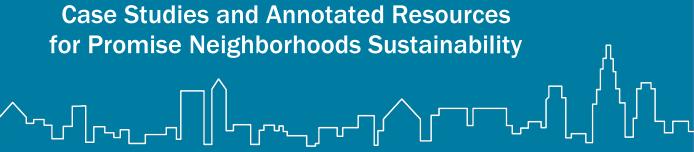
Keeping a Promise:



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Introduction

Promise Neighborhoods grantees are working toward a bold vision of improved outcomes for children and youth in their communities through an integrated cradle-to-career pipeline of services. While grantees are funded for a 5-year grant period, achieving this community vision will take much longer. Therefore, planning for sustainability is a critical component of any Promise Neighborhoods strategy. No two Promise Neighborhoods grantees can achieve sustainability in the same way, but this brief provides some key themes for all grantees to consider. This brief describes the Promise Neighborhoods program, its grantees, and their approaches to sustainability and includes case studies that present some of these approaches. It also provides a list of resources for sustainability planning. The intended audience for this brief is Promise Neighborhoods grantees and other community- or place-based initiatives.

Promise Neighborhoods Overview

Promise Neighborhoods is a federal grant program, but a Promise Neighborhood is also a place and a strategy for coordinating services and supports for children. Promise Neighborhoods differ from one another but share important elements that enable them to sustain results.

Promise Neighborhoods is a grant program

The Promise Neighborhoods grant *program* began in 2010 as a signature program of the Obama administration's Neighborhood Revitalization Initiative, an effort to coordinate federal initiatives to address inequalities of opportunity across communities and support localities to develop solutions for their unique situations. The Promise Neighborhoods program provides funds for communities to develop and coordinate a cradle-to-career continuum of solutions to improve youth outcomes. The Promise Neighborhoods program aims to improve academic and developmental outcomes for children and youth living in neighborhoods that face systemic challenges through school readiness, high school graduation, and access to community-based services.

The U.S. Department of Education administers the Promise Neighborhoods grant program. Grantees partner with school districts and coordinate the work of service providers, including local leaders, educators, and community members, to offer early learning, K–12, postsecondary, and family and community supports to children and families in a specific geographic area. Grants are designed to improve the following education, family, and community outcomes:

- Children enter kindergarten ready to succeed in school.
- Students are proficient in core academic subjects.
- Students successfully transition from middle school grades to high school.
- Students graduate from high school.
- High school graduates obtain a postsecondary degree, certification, or credential.

- Students are healthy.
- Students feel safe at school and in their community.
- Students live in stable communities.
- Families and community members support learning in Promise Neighborhoods schools.
- Students have access to 21st-century learning tools.

Planning grants (offered from 2010 to 2012) were designed for 1 year of planning, including data collection and analysis and partnership development, with the goal of developing a strategy for a cradle-to-career continuum of programming that meets the needs of a community. Implementation grants (offered in 2011–2012, 2016–2018, 2021–2023) support up to 5 years of Promise Neighborhoods implementation work. Grantees can also apply for a no-cost extension or a competitive extension grant to prolong their funding. Grants typically range from \$1.5 to \$6 million per year.

Promise Neighborhoods are places

Promise Neighborhoods are *places* that differ from one another. Communities can be large or small, rural or urban, and served by one or several school districts. A grantee can be a university, a tribal nation, or a community-based organization if it meets the eligibility criteria. Promise Neighborhoods grants may be the first federal or U.S. Department of Education grant that a grantee receives, or it may be one of several large grants the grantee has received. Today, the number of schools in Promise communities ranges from 3 to 30, and the number of children served ranges from 1,848 to 88,327.

Each Promise Neighborhood is designed to meet the unique needs of the community. The most recent Promise Neighborhoods grant competition in 2022¹ reflected the program's goals of supporting communities that demonstrate need and capacity to develop solutions and engage partners to meet that need. These needs include access to high-quality and comprehensive academic services that address poverty, physical and mental health, juvenile delinquency or incarceration, and other in- and out-of-school challenges. Some communities applying for Promise Neighborhoods grant funding describe limited access to early learning opportunities and low performance on standardized tests, while others face high rates of student mobility or students dropping out.

¹ https://www.federalregister.gov/documents/2022/06/29/2022-13916/applications-for-new-awards-promise-neighborhoods-pn-program

Promise Neighborhoods are a strategy

Promise Neighborhoods are also a *strategy* for cradle-to-career collective impact that can continue to be implemented after the grant ends. The Promise Neighborhoods Developmental Pathway (see text box) describes key capacities, or conditions, grantees can develop to reap the benefits of this strategy and sustain practices that support their community. Many of these conditions reflect ways of working that involve systems change, feedback loops, and continuous improvement. Leaders are trained in Results-Based Accountability and facilitation strategies that show how their partners and the community can link their actions to specific results and team up to improve youth and other outcomes. This way of thinking about services for students encourages grantees to understand whether the solutions are being implemented as expected and serving enough students to achieve results.

Promise Neighborhoods Developmental Pathway

A Developmental Pathway for Achieving Promise Neighborhoods Results, published by PolicyLink in 2014, offers a roadmap for grantees to establish the conditions necessary for the grant to transform the community. The conditions are Data Use, Partnership, Engagement, Financing, Policy & Systems, Communications, and Organization & Leadership. Each condition has five stages, starting with Planning and ending with Sustaining Results. See the "Sustaining Key Conditions and Practices" section of this brief for more information.

Because Promise Neighborhoods grantees vary so much, their sustainability approaches will vary. Sustainability approaches are based on grantees' environments and the unique combination of strategies and solutions they employ.

How could Promise Neighborhoods think about sustainability?

Promise Neighborhoods communities receive a significant influx of resources to support schools, community organizations, and residents during their grant period. The goal of the program is for grantees to use this investment to create sustainable change in their communities. Grantees accomplish this by developing a results-based and evidence-supported framework, using data to document the impact of their work, and creating infrastructure for collaboration. This work seeks to achieve the vision "that all children growing up in Promise Neighborhoods have access to great schools and strong family and community support systems that will prepare them to attain an excellent education and successfully transition to college and a career" (U.S. Department of Education 2023). However, grantees cannot achieve population-level community change in 5 short years (or even 7 or 10). Promise Neighborhoods' long-term solutions and strategies require a sustained approach. Sustainability is an outlook that can be incorporated into everything they do.

The Promise Neighborhoods Training and Technical Assistance team has developed various resources to support grantees' sustainability efforts.

Defining sustainability

The Center for the Study of Social Policy's (CSSP) foundational brief on sustainability for Promise Neighborhoods grantees (2017, p. 4) defines sustainability as

The ability of Promise Neighborhoods to:

- Maintain or improve the results they are achieving for their target population;
- Maintain or strengthen the infrastructure required for comprehensive, collaborative work;
 and
- Secure the internal and external support and resources, financial or otherwise, to complete building out the cradle-to-career pipeline to a scope and scale that ensures that all children and young people in their target population who require services, programs, and supports can access them.

This definition focuses on population-level results and viewing financial and programmatic investments as strategic inputs to achieve them.

Creating a sustainability plan: Deciding what programs and practices to sustain

Planning for sustainability requires thoughtful consideration about what to sustain. As Promise Neighborhoods grantees transition out of their federal grant funding period, many are unlikely to maintain all of their programming and their entire organizational structure, and most will need to consider tradeoffs as they focus on key elements. The CSSP sustainability brief suggests some guiding questions for Promise Neighborhoods to consider as they decide which elements to prioritize (CSSP 2017, p. 6). For example:

What are you hoping to maintain?

What are you hoping to expand?

What, if anything, are you planning to discontinue or delay?

Grantees will need to apply these evaluating questions across all aspects of their work, including programming, practices, and partnerships.

FourPoint Education Partners recommends a similar approach to sustainability planning. FourPoint's sustainability work with Promise Neighborhoods grantees highlights the impact of local context on their sustainability strategy. A grantee's area of expertise and history with its community will influence its approach to deciding what to sustain. For some grantees, the Promise Neighborhoods grant period offers an opportunity to expand into new service areas (Deich, Padgette, and Neary 2019). When it comes to financial sustainability planning,

FourPoint's recommended first step in developing a plan is to clarify "Financing for what?" After this reflection, grantees can take the subsequent steps of taking stock and strengthening the capacity to carry on the work, estimating costs and revenues, developing funding strategies, and implementing a plan.² Without the accompanying reflection, prioritization, and goal setting, securing funding is not enough to ensure sustainability.

As these approaches show, successfully planning for sustainability is closely linked to the ability to analyze the Promise Neighborhood's approach, progress, and the broader context in which it operates. This approach to sustainability is a natural outgrowth of the Promise Neighborhoods model of collective impact, capacity building, and data-driven decision-making. Promise Neighborhoods grantees should consider sustainability as a critical component of their strategic planning throughout the lifecycle of their grant. As grantees implement key conditions of the Promise Neighborhoods Developmental Pathway, these components can provide a useful framework for thinking about sustainability.

Sustaining key conditions and practices

The Developmental Pathway was created by the Promise Neighborhoods Initiative at PolicyLink, the U.S. Department of Education, and CSSP, in collaboration with early Promise Neighborhoods grantees, to provide communities with developmental milestones. According to the Developmental Pathway, Promise Neighborhoods move through several developmental stages as their work matures. The focus is on long-term sustainability of key conditions or practices around Data Use, Partnership, Engagement, Financing, Policy & Systems, Communications, and Organization & Leadership. Each condition has five stages, starting with Planning and ending with Sustaining Results (see figure 1).

Figure 1. Five Stages for Developmental Pathway key conditions



The Developmental Pathway describes each key condition at each stage. Table 1 presents the key conditions at stage 5, when communities have established critical elements that enable them to sustain results.

² These steps were shared during a sustainability training FourPoint offered to Promise Neighborhoods grantees in 2023.

Table 1. Sustaining Results stage of Developmental Pathway key conditions

Key Condition	Optimal Conditions for Stage 5: Sustaining Results
Data Use	Longitudinal data for all 10 Promise Neighborhoods results and the 15 associated indicators* are collected and can be shared as restricted-use data files (with complete and high-quality data). Needs assessment and segmentation analysis data are routinely updated to ensure that solutions meet neighborhood needs as outcomes improve and/or demographics change. Individual and disaggregated performance and population data are routinely used by partners to maintain a culture of accountability, manage the performance of partners in achieving targets, continuously improve solutions, and monitor fidelity of implementation, scale, and impact.
Partnership	Partners routinely redirect and raise new resources and align their own policies and practices to support the delivery of solutions. The partnership is able to influence policy and funding streams to sustain their work. Partners use data to ensure solutions continue to be effective as results improve and/or neighborhood demographics change over time.
Engagement	Residents routinely use data to advocate for policy and funding needed to sustain what is working and hold partners accountable. Partner organizations routinely work with residents to ensure their policy, practice, and funding approaches are aligned with resident needs and priorities. Residents are actively engaged in the life of the neighborhood and contribute to the achievement of better results.
Financing	A good mix of flexible private and public funds are available to support the cradle-to-career continuum of solutions and ongoing continuous improvement. New estimates for sustaining the work are created as solutions change to reflect improved results and/or changing demographics. The financing plan is periodically updated.
Policy & Systems	Local and national policymakers routinely look to the Promise Neighborhood partnership to inform the development of relevant policy and allocation of funding. Local and national policies are developed or amended in ways that support the achievement of results.
Communications	The strategic communications plan is updated periodically to sustain public and political support for the work. The execution of communications strategies successfully influence public and political will. Partners and resident leaders are increasingly skilled at telling results stories about the Promise Neighborhoods work and the communications plan is fully integrated into the fund-raising and policy areas.
Organization & Leadership	The lead agency and partner organizations monitor changes in the social, economic, demographic, political, and funding landscape and redistribute or restructure leadership roles as needed to sustain Promise Neighborhoods results. A pipeline to identify and support new leaders is developed to provide a deep leadership bench and contribute to sustainability. Promise Neighborhoods service providers have the skills and capacities needed to consistently contribute to improved results in the neighborhood and have succession plans in place to weather leadership changes and staff turnover.

^{*}Before fiscal year (FY) 2017, grantees collected and reported on 15 indicators. Starting in FY 17, grantees have reported on 10 indicators.

Source: PolicyLink. (2014). A Developmental Pathway for Achieving Promise Neighborhoods Results. Retrieved November 2, 2023, from https://www.policylink.org/sites/default/files/pni-developmental-pathway-final.pdf.

This brief offers short case studies of select Promise Neighborhoods and similar organizations that demonstrate the conditions for sustained results. The next section is organized by community and

offers current and prospective grantees a glimpse of sustainability in a variety of Promise Neighborhoods. The appendix provides an annotated list of sustainability resources.

Case Studies

This section provides examples of six Promise Neighborhoods grantees and three organizations that support Promise Neighborhoods to learn about their efforts to establish key conditions for sustainability. Given the range of organizations participating in Promise Neighborhoods and the unique needs of each community, grantees pursue multiple paths to creating sustainable change. Their efforts show how their community contexts and their decisions about what to sustain influence their approach.

Promise Neighborhoods case studies

Corning Promise finances solutions with state, city, and district funding

Everett Freeman Promise Neighborhood (Corning Promise), FY 16 grantee, completed its 6th and final year implementing cradle-to-career solutions in the Corning-Rancho Tehama footprint at the end of 2022. Corning Promise was based in the City of Corning, California, and the southern Tehama County regions of Corning and Rancho Tehama Reserve, home to 9,960 individuals. The lead grantee was the Paskenta Band of Nomlaki Indians, a federally recognized sovereign nation in Northern California. Other major partners included school districts, county health and education departments, and counseling service providers. Corning Promise's vision was to ensure all children and youth growing up in the Corning Promise footprint had access to great schools and strong systems of family and community support to prepare youth to thrive in school and successfully transition to college and a career.



Corning Promise developed a sustainable mix of financing strategies by successfully integrating some of its services and programs into the operation of city and county agencies. These Promise strategies will continue to be financed through regular funding streams and will be institutionalized into regular practice. For example, the

Promise Neighborhood provided initial funding for the City of Corning to establish a recreation program from 2019 to 2022. This project boosted community engagement, which, in turn, helped the city procure \$8.5 million from the state to build a new community recreation center that will expand services to include adult classes.

The Corning Union Elementary School District (CUESD) and Corning Union High School District (CUHSD) have also made organizational changes to support high-performing systems and retain practices and positions using their regular budgets. These initiatives included developing an onsite professional development center and creating an English language development specialist position to support the implementation of a coherent set of practices to change outcomes for English learners. Working collaboratively, the Corning districts aligned mathematics courses and requirements to strengthen mathematics progression across the two districts. Both districts are also sharing the cost of school-based therapy services. CUESD also independently secured funding to place Wi-Fi towers to ensure all CUESD and CUHSD students had access to free internet managed by CUESD.

The Tehama County Health Services Agency secured funding to expand its Healthy Family Program services to serve more families in the county. First 5 Tehama will also continue to offer

evidence-based parenting programming, including a coordinated screening system for 3- and 4-year-olds to detect developmental delays and other behavioral disorders. Early in the grant cycle, Tehama County and the City of Corning also received a state grant to continue funding for Project Restore, the adolescent and adult diversion program funded through Corning Promise, during an interim period.

Corning joined forces with the California Promise Neighborhoods Network to build state support for Promise Neighborhoods. In 2023, the Governor of California allocated a \$12 million grant to support four Promise Neighborhoods; Corning Promise received \$3 million to support its place-based solutions. The Paskenta Band of Nomlaki Indians is investing the funds to build on previously Promise-funded solutions. These include supporting CUHSD in building a community-integrated, one-stop wellness center at the high school and hiring a person to lead a district initiative to identify and modify existing degree pathways and career technical education programs and/or create new, high-quality, innovative pathways and opportunities. CUESD will hire a reading specialist to implement effective strategies and practices in critical school functioning areas to improve student reading achievement. The funds will also support First 5 Tehama's efforts to screen all 3- and 4-year-olds to ensure they are functioning at age level and to detect development delays.

Corning Promise also used nonfinancial resources to engender long-term success. Other strategies for achieving sustainability included implementing organizational changes, strengthening alignment across the pipeline, building leadership capacity, strengthening collaborative action-taking, and institutionalizing practices aimed at making impactful changes that result in positive long-term benefits.

Mission Promise uses communications to build community support

Mission Promise Neighborhood (MPN) started in FY 12 in the Mission District ("the Mission") of San Francisco, California, and Mission Economic Development Agency (MEDA), the lead agency, concluded its funding from the U.S. Department of Education in 2022. The Mission is a historically Latinx neighborhood that experienced rapid gentrification over the past 20 years because of an influx of high-income households working in the technology industry. This development resulted in a 25 percent decline in the Latinx population over the past decade and deepened the economic divide by race, according to the most recent MPN Neighborhood Survey (2023). MEDA has provided services fostering financial capability and economic security for Latinx families in the Mission for over 50 years. MPN launched services in July 2013 (Year 1), with 26 community-based organizations (CBOs) and the San Francisco Unified School District as implementation partners. MPN has become recognized as a leader in the field, developing diversified public/private funding streams and joining several local, state, and national partnerships, such as the San Francisco Child Care Planning and Advisory Council, the End Child Poverty in California Campaign, and the StriveTogether National Partnership.

In 2022 (Year 10), MPN completed its final year of the U.S. Department of Education funding and continued to sustain its collective impact work in the Mission and additional San Francisco neighborhoods. MEDA has effectively been able to sustain the MPN initiative past the initial 5-year federal grant cycle and has evolved the funding model into a public-private partnership that includes private foundation, City and County of San Francisco, state, and federal support. In 2023, MPN secured financial investments from the state, local, and private philanthropy to sustain its efforts for another 2–3 years. As a result of the statewide advocacy, California Governor Newsom signed the FY 22 state budget, which included funding for four Promise Neighborhoods communities, including MPN, at \$1 million each for 3 years, for a total of \$12 million.



MPN's communications strategy helped build sustainable support. MPN spent the past several years working to build support for local investment in the Mission neighborhood by organizing families and CBO partners to advocate for policy and funding. The result is Promise City, a new local effort in San Francisco that seeks to

coordinate investment for disinvested communities from city, school district, and partner organizations, building on MPN's work.³ From the beginning, MPN was able to leverage \$12.3 million from the San Francisco Department of Children, Youth, and Their Families to support programs and services at 28 schools and community sites across the Mission District. MPN secured additional sustainability funding from the State of California, the City of San Francisco, Crankstart, Blue Meridian Partners, and StriveTogether.

MEDA has a dedicated communications team and a strategic communications plan to tell the story of MEDA and community members and share success stories. In 2021–2024, MEDA's strategic communications goals have focused on a "for community, by community" approach that invites community members to share their success stories, including a focus on Spanish-language communication. MEDA also seeks to expand its use of social platforms; position itself as a thought leader by creating and sharing op-eds and articles; and augment its national media presence.

North Hartford Ascend Pipeline builds on its self-sustaining Help Me Grow model

North Hartford Ascend Pipeline (Ascend), FY 21 Promise Neighborhoods grantee, serves a 3-square-mile area in North Hartford, Connecticut, including the three neighborhoods that constitute the federally recognized North Hartford Promise Zone: Clay Arsenal, Northeast, and Upper Albany. The five target schools currently serve 5,858 students. Connecticut Children's Hospital's Office for Community Child Health (Connecticut Children's OCCH) is the backbone organization for the Ascend project. As a community resource, Connecticut Children's OCCH identifies barriers that negatively affect children, develops and tests innovative solutions, and brings evidence-based strategies to scale. Other main partners include the local school district, a large-scale college success program, a community healthcare service, and other nonprofits.

Connecticut Children's has had a long-term focus on early childhood care and integrated services, including the Help Me Grow model of care. Help Me Grow is a comprehensive, integrated approach to early detection of children at risk of developmental and behavioral concerns and referral and linkage of children and families to community-based programs and services. With its focus on system building, the model has many parallels with Promise Neighborhoods and Ascend. Both focus on developing a linked system of care for families. The Help Me Grow model creates a centralized access point to community services for families and engages child health providers in promoting early detection. Ascend coordinates family navigators and other care coordination professionals to support families by eliciting their concerns and linking them to appropriate programs and services.



children's optimal health, development, and well-being. The evaluation showed that families' engagement with the Help Me Grow model had a positive impact on the families' protective factors, confirming its efficacy in promoting children's healthy development. More recently, to

³ https://medasf.org/promise-city-initiative-launched-joint-effort-by-city-sfusd-and-community-organizations/

justify continued focus and spending on the model, the Help Me Grow National Center partnered with Manatt Health to develop a Return on Investment (ROI) Calculator for the model. A number of Help Me Grow affiliates have now employed the ROI Calculator to demonstrate a substantial cost benefit and cost savings, which has encouraged states to invest in spreading the model. Savings in critical areas such as early detection and intervention have encouraged such investments. For example, South Carolina found that for every \$1 invested, the state saved \$3. Ascend plans to conduct a similar ROI analysis for its Promise Neighborhood model by collecting cross-agency cross-sector data as the pipeline implementation proceeds to set the stage for prioritizing investments in services that have the greatest impact and return.

The work of the Help Me Grow National Center is also supported through revenue generation for technical assistance to affiliates, developing systems, funders, and agencies. Between 2005 and 2010, the Help Me Grow model was replicated in five states. The continuing interest in implementing the model led to the creation of the Help Me Grow National Center in 2010, with the purpose of supporting the development of Help Me Grow systems across the country. The National Center offers technical assistance to communities that want to improve their early childhood systems. This revenue generation model provides a creative example of a method to create a modest pool of discretionary funds that can contribute to the mix of funds available to support the cradle-to-career continuum of solutions.

In the same spirit, Ascend aims to connect families and resources by employing a comprehensive, integrated approach to navigation and care coordination, and limited discretionary funds are used to address gaps and capacity issues identified by the community. This infrastructure-building approach is respectful of currently operating programs and services, has the capacity to ensure all families can share their priorities and needs, and enables residents to navigate an array of resources through referral and linkage. In contrast to the more traditional use of grant funds to support new, expensive programs and services, Ascend's strategy requires relatively modest funding to maintain the care coordination and navigation infrastructure, supporting long-term sustainability.

Perry Promise Neighborhood aligns partners across Perry County

Perry Promise Neighborhood is in Perry County, a rural county in Eastern Kentucky with a predominantly White population with low incomes. Perry Promise Neighborhood was a FY 17 grantee, with activities funded from 2018 to 2022. The grant was awarded to Partners for Education at Berea College and was later transferred to Partners for Rural Impact, a nonprofit organization Berea College launched to collaborate with other rural communities and support educational success. Historically a mining community, Perry County struggles with kindergarten readiness, socioeconomic achievement gaps in mathematics and English/language arts, chronic student absenteeism, local economic challenges that lead to difficulty maintaining and attracting recent graduates, and an opioid crisis. The median household income is \$32,282, and 97 percent of students qualify for free and reduced-price lunch. Perry Promise Neighborhood used the county and region's considerable assets to seek solutions and successes for children and families across its footprint. Partnering with Hazard Independent and Perry County school districts, Perry Promise Neighborhood provided services in 11 elementary, middle, and high schools for approximately 8,495 children and youth and their families.



Perry Promise Neighborhood's focus on creating alignment across partner organizations to work together to support a common vision has supported the development of sustainable strategic and accountable partnerships. This breaking down of silos has reduced organizational isolation, competition, and duplicative

services in the community and has created strong foundations for partnerships to sustain major components of the Promise Neighborhood strategy beyond the grant.

For example, the Perry County Community Collaborative was a new initiative created during the Perry Promise Neighborhood grant period to unite organizations focused on early childhood efforts. A four-county coalition, Eastern Streams Early Childhood Coalition, applied for and received a grant from the Office of the Governor to improve early childhood programs. Each county created its own coalition. The effort was getting started as Perry Promise Neighborhood was ramping up its efforts. The Perry County Early Childhood Coalition was composed of community members. Representatives from the Cabinet for Health and Family Services, Perry County Schools, Hazard Independent Schools, the Kentucky River Health Department, Save the Children, LKLP Community Action Head Start Programs, Kentucky River Community Care, Perry County Rotary Club with its Dolly Parton Imagination Library, and Perry Promise Neighborhood came together in monthly meetings beginning in the spring of 2018.

Regular communication between the groups enabled them to align their efforts, communicate programming across the community, and reduce competition among organizations. Perry Promise Neighborhood was able to support Results-Based Accountability training in the organizations. Early indicators in 2018 and 2019 showed improvement, but COVID-19 and its aftermath were detrimental to the success of the work.

The Perry County Early Childhood Coalition continues to meet monthly and focus on kindergarten preparation. For example, the coalition created a parent and child transition program to provide learning kits for essential skills for families with children aged 3 to 5 who do not participate in a preschool program. This work is funded through several sources, such as state preschool funds, federal Head Start funds, and private funding through the Rotary Club.

Similarly, as an extension of the early childhood efforts, the Perry County Cradle to Career Coalition was formed to support a community focus on kindergarten readiness, academic success, and high school graduation. Its membership includes the early childhood representatives listed above, the Perry County Fiscal Court, Hazard City Council, and other local leaders. This effort is supported through private funds and works to communicate the goal of improving academic success and graduation rates to the broader community. The effort is supported through Save the Children and StriveTogether.

South Hayward Promise Neighborhood continues to manage partners and services through a client management database

South Hayward Promise Neighborhood (SHPN) is a collaborative led by California State University, East Bay (CSUEB), in Hayward, California, located in the San Francisco Bay Area. Main partners include the city, the local school district, a health center, a community college, and a California State University campus. SHPN received two Promise Neighborhoods grants—the FY 11 grant funded activities from 2012 to 2017, and the FY 17 grant funded activities from 2018 to 2023. The FY 11 grant concentrated efforts in Hayward's central Jackson Triangle neighborhood. Although the two Promise Neighborhoods grants overlapped in some target schools, the FY 17 grant focused activities in the adjacent high-needs neighborhood of South Hayward. CSUEB received a third Promise Neighborhoods grant for Downtown Hayward in 2022 to support child nutrition and cement SHPN's food sustainability work as a more permanent response to food security.

The South Hayward neighborhood is home to approximately 13,000 people. One-fifth of families in the footprint live in poverty. According to CSUEB, the biggest community needs that must be addressed are high rates of chronic absenteeism, lack of access to mental health programs, high crime rates, high housing costs, lack of access to appropriate healthcare for expectant mothers and families, limited access to healthy foods, and high levels of drug abuse, including opioids. The highest need populations include the 78 percent of SHPN students who are economically disadvantaged and the 44 percent who are English learners, including 6 percent who have had this designation for at least 5 years.



A system for collecting and analyzing data is key for sustaining data-driven decision-making for Promise Neighborhoods. To continue data coordination across partners, SHPN created a partnership data-sharing agreement and launched a data-sharing system in 2021 using Salesforce to facilitate collaborative referrals between partners.

The Salesforce system is managed by CSUEB, which has agreed to provide ongoing support from university IT leaders and contractors to ensure the system is secure and monitored. The Salesforce system tracks individual-level data for participants in SHPN programming, connects household data of SHPN, and enables agencies to refer individuals to other agencies for services. The system will enable all partners, including the school district and nonprofit partners, to have their own Salesforce data-entry portal, with the goal of incorporating student-level Government Performance and Results Act data points such as attendance and chronic absenteeism. One of the challenges in finalizing this system has been the different ways partners collect data, but the team hopes that different portals for partners to submit data will address this challenge. Hayward Unified School District (HUSD) has already collaborated with CSUEB to connect its existing Salesforce systems for safe data transfer and sharing. SHPN anticipates a new community hub at Hayward Library will help centralize data collection and cross-agency referrals. SHPN also plans to hire a position to oversee the development and rollout of this system.

CSUEB and Chabot College also worked with HUSD to link enrollment data systems, contributing to an increase in enrollment and transfer rates for Hayward graduates. Prior to this coordinated effort, local educational institutions could not track enrollment and transfer rates for HUSD students entering and leaving these institutions. Leaders were especially interested in tracking HUSD students who entered Chabot College and transferred to CSUEB. The dashboard now enables SHPN to monitor and track enrollment in Chabot or CSUEB for all students from HUSD schools and disaggregate data by demographics, including first-generation, low-income, and underrepresented minority students. These data will inform SHPN's ongoing programming and retention strategies.

West Philly Promise Neighborhood invests in local leaders and service providers

The West Philly Promise Neighborhood (WPPN) worked to create a cradle-to-career continuum of support for children, their families, and communities living or attending school in the West Philadelphia Promise Zone. The Promise Zone began its Promise Neighborhoods implementation grant in FY 16 and received an 18-month no-cost extension for grant funding in 2022, ending in June 2023. Drexel University leads WPPN in collaboration with the City of Philadelphia, the School District of Philadelphia, People's Emergency Center, Local Initiatives Support Corporation, and over 100 other organizations and service providers. WPPN serves 7 schools and a community of about 25,000 residents in a 2-square-mile area, including about 6,000 children under 18, with 6 percent of children living in households with incomes below the federal poverty level.



WPPN developed a sustainability strategy leveraging internal, philanthropic, and government funding sources to support its investments in people, programs, and data. One of WPPN's sustainability goals was to maintain the strong connections it built with local community members during its grant period through a focus on local

hiring and community advisory roles. Joanne Ferroni, assistant vice provost for anchor partnerships at Drexel University, notes, "One of the most important things we are doing is keeping talent that is really strong. We have a huge focus on local hiring, and that has been one of the biggest successes of the program and biggest risks. ... For us, there are a lot of things that are easier to figure out if you can figure out how to keep the people, and that's the hardest part. The amazing staff that we hire have the relationships and they have the connections."

WPPN established a Community Advisory Council to ensure policy, practice, and funding approaches align with resident needs. The council was launched at the beginning of the grant period and includes civic associations; community development corporations; and city, school district, and Drexel staff. The Community Advisory Council is an important mechanism for vetting programs and ideas with community leaders. For example, the Community Advisory Council was key to informing WPPN about priority response areas to the COVID-19 pandemic, including emergency food provision and the sharing of important health messages. The council reviews the annual WPPN Neighborhood Survey to suggest additional areas of focus. Collaboration with the Community Advisory Council also led to the incorporation of community teams and organizations into existing neighborhood Community Day events.

As WPPN's Promise Neighborhoods grant ends, members of the council are unanimously committed to the group continuing. The council will transition to a Drexel University and Community Partnership Community Advisory Council. This shift acknowledges the important role the council has played in not only directing the work of the Promise Neighborhood but also serving as a "front door" for connections between community members and the university. Council members have provided feedback to other non-Promise Neighborhoods Drexel projects interested in community work and facilitated connections between community members and those university staff.



To foster a resident leadership pipeline, WPPN created the West Philly Community Power Academy in spring 2022. The 6-week academy provides an intensive program for neighborhood residents to explore strategies for organizing and influencing policy. Drexel will continue to host the academy after the Promise Neighborhoods grant period concludes.

During the grant period, WPPN also created employment pathways for local residents through arant programming. For example, parents and caregivers were recruited as Family Ambassadors and trained to share information about the importance of early childhood education and kindergarten readiness. The Family Ambassadors program served as another avenue for workforce development for participating residents. WPPN also hired local residents to conduct the Neighborhood Survey. The grantee was able to convert two of these community members' roles to full-time staff members on the grant, and their roles continued to evolve throughout the grant lifecycle into data leads on the project.

Case studies from state and regional Promise Neighborhoods organizations

California Promise Neighborhoods Network influences state policy

The California Promise Neighborhoods Network (CPNN) is an example of how Promise Neighborhoods grantees worked collaboratively to influence state policy systems. For more information about the history and strategy of CPNN, see Oneto and Gallagher (2019). CPNN connects all California-based Promise Neighborhoods and has grown as new grants have been awarded in the state. Hayward (California State University, East Bay); Mission, San Francisco (Mission Economic Development Agency); Chula Vista (South Bay Community Services); Corning (Paskenta Band of Nomlaki Indians); and Klamath (Yurok Tribe) are current members. The partnership began in 2017 with an explicit goal of sustaining Promise Neighborhoods' work through creating sustained funding sources, alongside goals of learning from fellow grantees and improving the Promise Neighborhoods model.



CPNN coordinated to successfully employ a legislative strategy to secure state-level funding for Promise Neighborhoods cradle-to-career work. Members worked together in regular meetings to obtain bipartisan support for this funding strategy through tailored messaging and advocacy. Grantees worked on a unified strategy

and divided action plans, tasks, and outreach to policymakers. Network members brought community members, including families, partners, and staff, to the California capital city of Sacramento to share their experiences. CPNN also sought the guidance of PolicyLink, which advised the coalition on drafting legislation and navigating the state's political landscape.

CPNN advocated for Senate Bill 686, the California Promise Neighborhoods Act of 2019,4 and Assembly Bill 2517, the It Takes a Village Act of 2022.5 These bills would have established a statewide grant program to competitively fund continued Promise Neighborhoods cradle-tocareer projects. Although the bills did not pass, CPNN's advocacy influenced the 2022–23 state budget, which allocated \$12 million through the California Department of Social Services to fund

⁴ https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=201920200SB686

⁵ https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill_id=202120220AB2517

investments in Chula Vista Promise Neighborhood, Corning Promise Neighborhood, Hayward Promise Neighborhood, and Mission Promise Neighborhood through June 30, 2025.

Minnesota Education Partnerships Coalition influences state policy

The Education Partnerships Coalition (EPC) is an example of how Promise Neighborhoods grantees worked collaboratively alongside other aligned organizations to influence state policy systems. For more information about the history and strategy of EPC, see Oneto and Gallagher (2019). Minneapolis grantee Northside Achievement Zone (NAZ), FY 11 grantee, set a goal of creating a long-term sustainable funding source for cradle-to-career work early in its grant cycle and recognized the need to work in partnership with other groups to achieve this goal. In 2016, NAZ brought together the Saint Paul Promise Neighborhood and three StriveTogether network members, Northfield Promise, Every Hand Joined, and Partner for Student Success (now merged with United Way of Central Minnesota), to create the EPC.⁷



EPC members worked together on a joint advocacy plan to secure state funding for their work. One important strength of the EPC was that members represented a diverse range of communities across Minnesota, fighting against perceptions that state funding was allocated just to urban communities. EPC members developed

strong relationships with policymakers from the start of their advocacy efforts. Some partners, like NAZ, had preexisting relationships with their state representatives, but all members worked to build and strengthen these relationships by collaborating on legislation development, bringing community members to the state capitol to meet representatives, and inviting representatives to visit their neighborhoods.



Another main feature of EPC's work was including parents from each community as key partners in advocacy work. EPC focused efforts on bringing parents to the state capitol for visits to speak to policymakers and testify on behalf of legislation. This enabled parents to become collaborators in the advocacy strategy, and parents

created their own outreach strategies to engage other community members. Parents were also an important component of local site visits by policymakers. For example, the Saint Paul Promise Neighborhood hosted dinners for its representative to meet local families.



This advocacy was successful in creating the EPC, a state-level fund for this work, through the Education Partnership State Statute (124D.998). The Minnesota House Omnibus Education Bill (H.F. 1676, S.F. 1276) passed in 2015 originally funded Promise Neighborhoods for \$2.4 million per year for 2 years and the Greater Minnesota

partners \$344,000 for that 2-year period (2016 and 2017). Subsequent updates to the statute funded Promise Neighborhoods at \$1.3 million per year and increased funding to \$250,000 per year for the Greater Minnesota sites through 2021.

⁶ https://www.cdss.ca.gov/inforesources/family-engagement-and-empowerment-division/california-promise-neighborhoods

⁷ https://epc-mn.org/about-education-partnerships-coalition

⁸ https://www.revisor.mn.gov/statutes/cite/124D.99

Partners for Rural Impact motivates support for children in Southeastern Kentucky and across rural America

Partners for Rural Impact (PRI) was incubated at Berea College Partners for Education (PFE) and launched in May 2022 to expand its support for the educational success of children in Appalachian Kentucky. PRI is a new independent organization with a mission to support college-to-career initiatives in Kentucky and rural places across America.

PRI builds on the experience Berea College has been developing since 2011, when it received its first of many Promise Neighborhoods grants. The four Kentucky communities with Promise Neighborhoods grants are Berea College Promise Neighborhood (FY 11), Knox Promise Neighborhood (FY 16), Perry Promise Neighborhood (FY 17), and Letcher Promise Neighborhood (FY 22). Since PRI's launch in 2022, it has provided support for rural communities outside Kentucky by advising on cradle-to-career efforts in Northern California and elsewhere.



PRI's communications strategy has built sustainable relationships between partners and with outside entities. PRI has a communications team responsible for its communications strategy. PRI is proud of its work to build capacity among its partners to communicate with one another and outside entities about their work.

PRI reports that its school district partners communicate more effectively than in the past, and city and county governments are more aligned with school districts to improve the community.

PRI has worked to develop relationships with local and regional media, particularly local newspapers and broadcast television stations, and has received positive coverage in traditional local media outlets, including WYMT and the Hazard Herald. PRI also has a strong and growing presence on social media (@PartnersRural on X). In January 2023, U.S. Secretary of Education Miguel Cardona visited Hazard, Kentucky, with state education leaders and Geoffrey Canada to announce new Promise Neighborhoods (and Project Prevent) grants.

Local partnership councils, part of the governance structure of the Promise Neighborhoods, provide direct services and build local ownership of the Promise Neighborhoods' work. These local partners communicate the value of the work through stories and communication about results.

Through their communication capability, PRI has shaped national policy (Santhosh-Kumar 2022) One example of PRI's national influence comes from the Innovative Approaches to Literacy grant program, which was considering eliminating the rural preference. PRI weighed in, and the rural preference was maintained. PRI is also involved in regional and national consortia that advocate for rural areas.

PRI's communications work has also shaped local strategy. For example, the communications and organization teams worked with Knox Promise Neighborhood staff to develop their definition of sustainability. They defined sustainability as "the creation of long-term continuation of programs for students, families, and community partners." PRI works with local, state, and federal legislators to communicate about its economic impact and the outcomes it has achieved for students and families.

PRI has created a vice president of external affairs position. This position will develop a marketing and communications plan to help raise PRI's visibility through traditional and social media and public events, expand government relations capacity, and identify new funders.



PRI also sees one of its responsibilities as developing a pipeline of leaders to create sustainable organizational and leadership capacity. PRI is aware of its current and upcoming leadership needs and offers staff opportunities to grow professionally and personally through coaching and support. PRI now has 12 former employees

working as teachers within the schools and community structures. The grantee believes its vetting of quality employees has given the community a pool of young, talented individuals with the potential to make a positive impact for the next 25 years. PRI also focuses on hiring from within the communities it serves. While this can sometimes cause longer hiring timelines, PRI prioritizes this community-focused strategy and has found it has resulted in hiring staff with a unique passion and motivation for serving their community.

PRI has used its grants to deepen relationships and stimulate long-term change. PRI works to grow partner capacity rather than establish an overarching structure in the community. This has resulted in better communication among school districts and better alignment of city and county governments toward common goals for community advancement. Relationships between organizations ensure sustainable partnerships even when individual staff leave the organization or change roles. One example comes from the Perry County Community Collaborative, which was originally organized to focus on kindergarten readiness and is now expanding to third-grade reading. This effort represents coordination across community organizations and breaking down silos. Another example comes from PRI's involvement in the Appalachia Cradle to Career Partnership, which works to coordinate ongoing conversation with regional organizations to monitor changing needs and develop responsive services.



PRI has an ambitious financial strategic plan to ensure that all rural students thrive and succeed. PRI seeks relationships with and support from public and private organizations to raise and braid together public and private dollars. Southeastern Kentucky's Promise Zone designation offered the teams assistance with fiscal

mapping, a strategy for financing collective impact initiatives, as explored in a brief by Jobs for the Future (n.d.). In particular, fiscal mapping has allowed PRI and Partners for Education to raise money from federal Departments of Education, Justice, and Health and Human Services programs, including GEAR UP, Investing in Innovation, Community Based Crime Reduction (formerly the Byrne Criminal Justice Innovation Grant), and Upward Bound, to provide a continuum of cradle-to-career supports to residents of Southeastern Kentucky. Development of their expertise in federal fundraising has also helped them identify and use state and local funds. One potential challenge that has come alongside PRI's federal fundraising success is the level of effort required to meet the reporting requirements across a variety of grants, especially those that run concurrently. Other Promise Neighborhoods grantees might consider these tradeoffs as they plan for a sustainable funding strategy that will best support their work.

Conclusion

Since 2010, the Promise Neighborhoods grant program has provided opportunities for communities across the country to improve academic and nonacademic outcomes for students and their families. Promise Neighborhoods is a federal grant program, but a Promise

Neighborhood is also a place and a strategy intended to create sustainable change beyond the end of the grant term. This brief builds on previous sustainability work from the Promise Neighborhoods Training and Technical Assistance team, including the Developmental Pathway for Promise Neighborhoods. The Pathway established milestones for Data Use, Partnership, Engagement, Financing, Policy & Systems, Communications, and Organization & Leadership. Many Promise Neighborhoods and organizations that support them are highlighted in this brief as strong examples of these conditions. Along with the case studies, this brief provides a list of resources for sustaining Promise Neighborhoods or other place-based initiatives. Using these case studies and resources, Promise Neighborhoods can develop their own approach to sustainability.

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Appendix. Sustainability Resources

This section provides a curated list of resources Promise Neighborhoods grantees may find useful as they develop a sustainability strategy. Resources are organized by Promise Neighborhood–specific publications, publications related to other community- and place-based initiatives, and general sustainability tools and worksheets.

Promise-Specific Resources on Sustainability

Promoting Sustainability for Promise Neighborhood Grantees: Understanding Needs and Strategies

Summary: This resource is the product of a needs assessment FourPoint Education Partners conducted in fall 2019 to understand the financial landscape of Promise Neighborhoods grantees and their approach to sustainability—strategies they employ, challenges they face, and supports that would help them continue their work beyond the federal grant term.

Key features: Factors supporting and inhibiting sustainability, summary table of grantee characteristics included in the review, recommendations for grantees on sustaining their work

Source: Urban Institute and FourPoint Education Partners

Year: 2019

Type of resource: Brief

Length: 31 pages

Link: https://www.urban.org/sites/default/files/publication/101470/promoting_sustainability for promise neighborhood grantees.pdf

Citation: Deich, S., Neary, H., and Padgette, M. (2019.) Promoting Sustainability for Promise Neighborhood Grantees Understanding Needs and Strategies. Washington, DC: Urban Institute; Bethesda, MD: FourPoint Education Partners. Retrieved November 10, 2023, from https://www.urban.org/sites/default/files/publication/101470/promoting sustainability for promise-neighborhood grantees.pdf.

Taking Promise Neighborhoods to the State Level: Lessons From California and Minnesota

Summary: This brief distills lessons learned in scaling up and sustainability from the California Promise Neighborhoods Network (CPNN) and the Education Partnerships Coalition (EPC) in Minnesota. The authors discuss how CPNN and EPC set goals, invested in those goals, and engaged in coalition building.

Key features: Case studies of two Promise Neighborhoods that have sustained results, including key steps the grantees took to sustain and scale up results (setting a shared goal, investing time and money in the partnership, and seeking new partners)

Source: Urban Institute

Year: 2019

Type of resource: Brief

Length: 13 pages

Link: https://www.urban.org/sites/default/files/publication/101469/taking promise neighborhoods to the state level.pdf.

Citation: Aneto, O., and Gallagher, M. (2019). *Taking Promise Neighborhoods to the State Level:* Lessons From California and Minnesota. Washington, DC: Urban Institute. Retrieved November 10, 2023, from https://www.urban.org/sites/default/files/publication/101469/taking_promise_neighborhoods to the state level.pdf.

Maintaining and Expanding the Pipeline: Guidance, Strategies, and Reflections on Sustaining a Promise Neighborhood

Summary: This report offers a definition of "sustainability" for Promise Neighborhoods, recommendations for strategic frameworks to guide planning related to sustainability, and examples of sustainability issues and strategies for managing them.

Key features: "Sustainability Planning Profiles" of past and current Promise Neighborhoods grantees, instructions on developing funding scenarios, and selected sustainability tools at the end of the report (some specifically developed for Promise Neighborhoods and others for general place-based initiatives)

Source: Center for the Study of Social Policy

Year: 2017

Type of resource: Report

Length: 32 pages

Link: https://cssp.org/wp-content/uploads/2018/08/Promise-Neighborhoods-Sustainability-Brief-final.pdf

Citation: Center for the Study of Social Policy. (2017). Maintaining and Expanding the Pipeline: Guidance, Strategies, and Reflections on Sustaining a Promise Neighborhood. Washington, DC: Author. Retrieved November 10, 2023, from https://cssp.org/wp-content/uploads/2018/08/Promise-Neighborhoods-Sustainability-Brief-final.pdf.

Beyond Lessons in the Field: Planning for Growth and Sustainability of Promise Neighborhoods: Keys to Success

Summary: This resource summarizes two webinars from the Promise Neighborhoods Institute focused on financing strategies for Promise Neighborhoods grantees with insights from Harlem Children's Zone, Bridgespan, and The Finance Project. It highlights funding sources, partnerships, and innovative approaches to sustain and support grantees. The resource provides insights into effective financing models and practical steps for grantees to secure resources and establish resilient funding structures for their projects.

Key features: Questions and answers about financial planning, additional resource list, steps to develop a finance plan, and a brief case study of how Harlem Children's Zone grew its budget

Source: Promise Neighborhoods Institute

Year: 2011

Type of resource: Brief

Length: 6 pages

Link: https://www.promiseneighborhoodsinstitute.org/sites/default/files/PN+webinar+financing +FINAL.pdf

Citation: Promise Neighborhoods Institute. (2011). Beyond Lessons in the Field: Planning for Growth and Sustainability of Promise Neighborhoods: Keys to Success. Oakland, CA: Author. Retrieved November 10, 2023, from https://www.promiseneighborhoodsinstitute.org/sites/default/files/PN+webinar+financing+FINAL.pdf.

Sustaining Community Revitalization: A Tool for Mapping Funds for Promise Neighborhood Initiatives

Summary: This publication details how Promise Neighborhoods can use fiscal mapping to set themselves up for success and sustainability. It provides guidance for Promise Neighborhoods leaders to think about sustainability at the grant application stage. It also offers tools for collecting data as part of the mapping process.

Key features: The first part is a fiscal mapping walk-through that explains how to conduct a fiscal mapping study, including identifying staff and advisors, collecting data, and analyzing results. Specific tips and lessons learned are noted with a light bulb. The second part, "Tools for Data Collection," compiles a set of worksheets to help Promise Neighborhoods initiatives collect and analyze the data. Worksheet A helps organize data collected from funding sources, including identifying information on the administering agency, appropriation level, and type of services supported. Worksheet B helps identify key information to analyze funding. Each worksheet includes step-by-step instructions and tips to help make the process easier and more efficient.

Source: Promise Neighborhoods Institute and The Finance Project

Year: 2011

Type of resource: Guide

Length: 29 pages

Link: https://promiseneighborhoodsinstitute.org/sites/default/files/Finance%2BProject-

mapping.pdf

Citation: Connors-Tadros, L., and Joseph, M. (2011). Sustaining Community Revitalization: A Tool for Mapping Funds for Promise Neighborhood Initiatives. Oakland, CA: Promise Neighborhoods Institute; Washington, DC: The Finance Project. Retrieved November 10, 2023, from https://promiseneighborhoodsinstitute.org/sites/default/files/Finance%2BProject-mapping.pdf

Sustainability for Community- and Place-Based Initiatives

Whatever It Takes: A White Paper on the Harlem Children's Zone

Summary: This white paper provides an in-depth overview of the Harlem Children's Zone model and reviews the five core principles underlying the organization's theory of change: serve an entire neighborhood at scale, create a support pipeline, build community among residents, evaluate program outcomes and create feedback loops, and cultivate a culture of success.

Key features: Finance review of Harlem Children's Zone, the theory of change that enabled the organization to succeed, recommendations for policymakers and practitioners, an appendix detailing the organization's programs and initiatives

Source: Harlem Children's Zone

Year: 2014

Type of resource: Report

Length: 32 pages

Link: https://hcz.org/wp-content/uploads/2014/04/HCZ-White-Paper.pdf

Citation: Harlem Children's Zone. (2014). Whatever It Takes: A White Paper on the Harlem Children's Zone. New York, NY: Austin. Retrieved November 10, 2023, from https://hcz.org/wp-content/uploads/2014/04/HCZ-White-Paper.pdf

Community Based Programs Sustainability: Multidimensional Analysis of Sustainability Factors

Summary: This article ranks and organizes factors critical to sustainability efforts by interviewing more than 150 individuals from nonprofit and community-based organizations and compiling themes from their responses into 3 categories: related to program itself, related to host (implementing) organization, and related to the community where the program is operationalized. The authors find the following aspects of community-based programs most important for sustainability: program champions, community participation, staff involvement and integration, program funding, and program effectiveness.

Key features: Ranking of sustainability factors and review of current literature on sustainability

factors

Source: Sustainability (journal)

Year: 2018

Type of resource: Journal article

Length: 15 pages

Link: https://doi.org/10.3390/su10030870

Citation: Ceptureanu, S., Ceptureanu, E., Luchian, C., and Luchian, I. (2018). Community Based Programs Sustainability: A Multidimensional Analysis of Sustainability Factors. *Sustainability*, 10(3): 870. Retrieved November 10, 2023, from https://doi.org/10.3390/su10030870.

Scope, Scale, and Sustainability: What It Takes to Create Lasting Community Change

Summary: This article examines six factors that enable initiatives to create lasting impact at the community level and sustain outcomes: a single broker or entity that holds the vision of the change effort; clearly defined roles; alignment among interventions, resources, and geography; meaningful community engagement; competent leadership and staff; and strategic, cross-level relationships.

Key features: Examples of varying geographic sites and scope, scale, and sustainability factors that enabled change in sites; detailed lessons on planning, operating, and evaluating programs based on a systems- and community-change framework; choosing focused and affordable strategies; building the capacity to use data; and planning for change and conflict

Source: The Foundation Review (journal)

Year: 2009

Type of resource: Journal article

Length: 19 pages

Link: https://doi.org/10.4087/FOUNDATIONREVIEW-D-09-00007

Citation: Trent, T., and Chavis, D. (2009). Scope, Scale, and Sustainability: What It Takes to Create Lasting Community Change. *The Foundation Review, 1*(1). Retrieved November 10, 2023, from https://doi.org/10.4087/FOUNDATIONREVIEW-D-09-00007.

Sustaining 21st Century Community Learning Centers: What Works for Programs and How Policymakers Can Help

Summary: This report reviews a series of interviews with grantees from the U.S. Department of Education's 21st Century Community Learning Centers program to learn about challenges to sustainability and factors that can help overcome such challenges.

Key features: Profiles of successful sustainability strategies, tactics for policymakers to promote sustainability, additional selected resources on community sustainability initiatives

Source: The Finance Project

Year: 2006

Type of resource: Report

Length: 36 pages

Link: https://files.eric.ed.gov/fulltext/ED499570.pdf

Citation: Padgette, H., and Szekely, A. (2006). Sustaining 21st Century Community Learning Centers: What Works for Programs and How Policymakers Can Help. Washington, DC: The Finance Project. Retrieved November 10, 2023, from https://files.eric.ed.gov/fulltext/ED499570.pdf

Financing Community Schools: A Framework for Growth and Sustainability

Summary: This document is a companion brief to the *Community Schools Playbook*, presenting a framework for funding community schools based on proven methods. It also illustrates how community schools at different phases of progress can recognize and activate financial strategies.

Key features: Examples of community schools and how they have implemented financial strategies for sustainability

Source: Partnership for the Future of Learning

Year: 2020

Type of resource: Report

Length: 32 pages

Link: https://communityschools.futureforlearning.org/assets/downloads/Financing-Community-Schools-Brief.pdf

Citation: Deich, S., & Neary, M. (2020). Financing Community Schools: A Framework for Growth and Sustainability. New York, NY: Partnership for the Future of Learning. Retrieved November 10, 2023, from https://communityschools.futureforlearning.org/assets/downloads/Financing-Community-Schools-Brief.pdf.

Federal Funding Sources for Community Schools

Summary: This document provides a comprehensive list of federal programs that can fund community school programming and integrated student supports.

Key features: Describes and links to sources of funding and lists the types of services each source

supports

Source: Learning Policy Institute

Year: 2023

Type of resource: Report

Length: 85 pages

Link: https://learningpolicyinstitute.org/product/federal-funding-sources-community-schools-report

Citation: Kostyo, S., and Miller, T. (2023). Federal Funding Sources for Community Schools. Palo Alto, CA: Learning Policy Institute. Retrieved November 10, 2023, from https://learningpolicyinstitute.org/product/federal-funding-sources-community-schools.

White House Toolkit: Federal Resources to Support Community Schools

Summary: This toolkit presents federal programs that can support the community schools model. It is organized by community school pillar (i.e., Integrated Student Supports; Active Family and Community Engagement; Expanded and Enriched Learning Time and Opportunities; Collaborative Leadership Practices).

Key features: Provides descriptions, links, timing, and points of contact for each federal program included

Source: White House

Year: 2022

Type of resource: Toolkit

Length: 78 pages

Link: https://www.whitehouse.gov/wp-content/uploads/2023/01/2023-01-13-WHITE-HOUSE-TOOLKIT Federal-Resources-to-Support-Community-Schools.pdf

Citation: The White House. (2022). White House Toolkit: Federal Resources to Support Community Schools. Washington, DC: Author. Retrieved November 10, 2023, from https://www.whitehouse.gov/wp-content/uploads/2023/01/2023-01-13-WHITE-HOUSE-TOOLKIT Federal-Resources-to-Support-Community-Schools.pdf.

Additional Sustainability Tools and Worksheets

Beyond the Finish Line: Tips for Sustaining Your Project

Summary: This brief tip sheet reviews the core elements of sustainability and provides guidance on ways to apply them throughout all stages of project development and implementation.

Key features: Conceptual framework of sustainability, strategies for integrating sustainability into different domains, additional resources to assess and support sustainability

Source: Family and Youth Services Bureau, Adolescent Pregnancy Prevention Program

Year: 2021

Type of resource: Brief

Length: 5 pages

Link: https://teenpregnancy.acf.hhs.gov/sites/default/files/resource-files/Sustainability %20of%20Your%20Project%20Tip%20Sheet%20Updated_02.22.21_Final.lmages.pdf

Citation: Family and Youth Services Bureau. (2021). Beyond the Finish Line: Tips for Sustaining Your Project. U.S. Department of Health & Human Services, Administration on Children. Washington, DC: Youth and Family Services. Retrieved November 10, 2023, from https://teenpregnancy.acf.hhs.gov/sites/default/files/resource-files/Sustainability %20of%20Your%20Project%20Tip%20Sheet%20Updated 02.22.21 Final.Images.pdf.

Building Sustainable Programs: A Resource Guide

Summary: This resource handbook is part of a series crafted for recipients of grants from the U.S. Department of Health and Human Services, specifically the Office of Adolescent Health. These resources are designed to offer direction to aid programs and services in attaining lasting effects. The handbook contains actionable suggestions and exercises aimed at assisting grantees in formulating a comprehensive plan for ongoing sustainability.

Key features: Introductory-level worksheets on sustainability topics, such as securing community support, building a leadership team, and integrating program efforts with the community

Source: Office of Adolescent Health

Year: 2014

Type of resource: Handbook/guide

Length: 132 pages

Link: https://safesupportivelearning.ed.gov/sites/default/files/sustainability-resource-guide.pdf

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Insight Policy Research builds on the strong foundation established in 2001—addressing issues affecting historically underserved and economically disadvantaged populations; providing rigorous research and evaluation support; effectively translating research into practice; and developing practical, user-friendly reports. Today, through a combination of researchers and technical assistance providers, Insight reaches thousands of policymakers, practitioners, educators, and beneficiaries of policies with state-of-the-art data analytics and visualization, hands-on technical assistance, and expert policy analysis. In 2022, Insight became a wholly owned subsidiary of Westat.

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The Urban Institute is a nonprofit research organization that provides data and evidence to help advance upward mobility and equity. We are a trusted source for changemakers who seek to strengthen decisionmaking, create inclusive economic growth, and improve the well-being of families and communities. For more than 50 years, Urban has delivered facts that inspire solutions—and this remains our charge today.

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