



Marin County LCAP Session: Implementation Strategy

February 24, 2016

Presented By: The WestEd Team



Today's Objectives

Applying
Effective
Implementation
Practices

Aligning District
Systems

Session Expectations

Is	Is Not
<ul style="list-style-type: none">• A chance to explore district systems alignment strategies• An introduction to relevant LCAP implementation practices and SPSA alignment	<ul style="list-style-type: none">• A LCFF budget workshop• A recommended LCAP Process/Model• A checklist for preparing your annual update or future LCAP

Our Approach to the LCFF Mindset Shift

	Compliance Orientation	Performance Orientation
Plan Responsibility	Lower level staff	Leadership function
Stakeholders	Invite and inform	Seek contributions
Budget	Submit a rollover budget	Align resources to goals
Time	Episodic, aligned to required deadlines	Ongoing, continuous improvement cycle
Measurement	Compliant plan, approved by required entity	Plan implemented with a positive impact on students
Data	NCLB disaggregation	Deep, locally meaningful analysis
Orientation	Extra work Focused on the parts	Is the work Focused on the whole
Equity	Equal funding	Equal outcomes
Communication	Focused on rules and regulations	Focused on building understanding and capacity

Introductions

Name

District

Role

Newsweek

Headline

It's January 2018 and your district has just made the cover of a major U.S. news magazine for showing the positive impact a specific LCAP service/action has had for kids in your community:

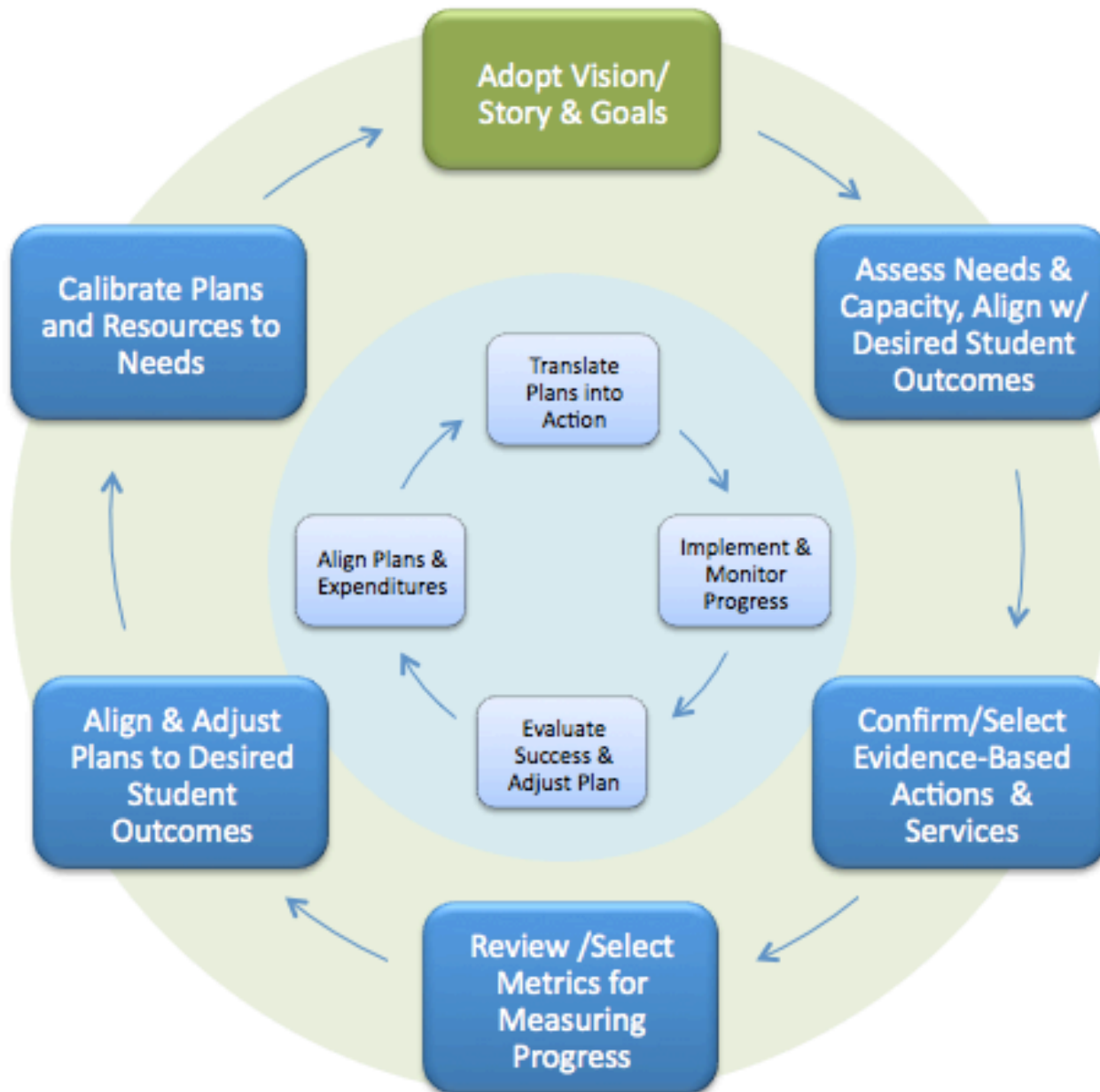
- What does this headline say?
- What was the most important step you took to make sure this service/action was implemented fully and effectively?

Introductions

- **Work silently to answer the prompt and make notes to yourself**
- **Find 2 new people to meet in the room and form a group of 3**
- **Introduce yourself and share your response to the prompt**
- **Each team member will have 40 seconds each to share as signaled by the chime**

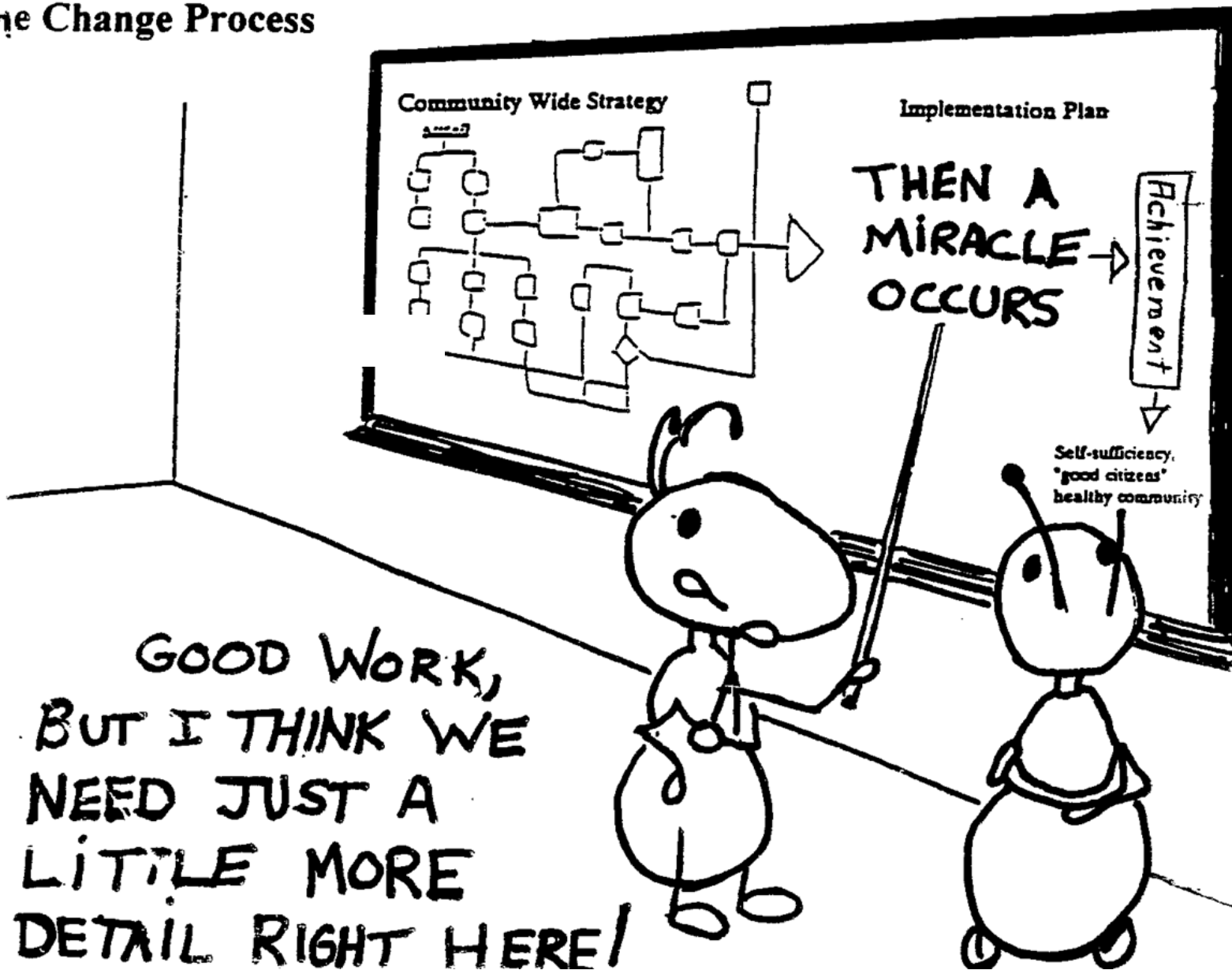
Planning

LEA Planning Cycle

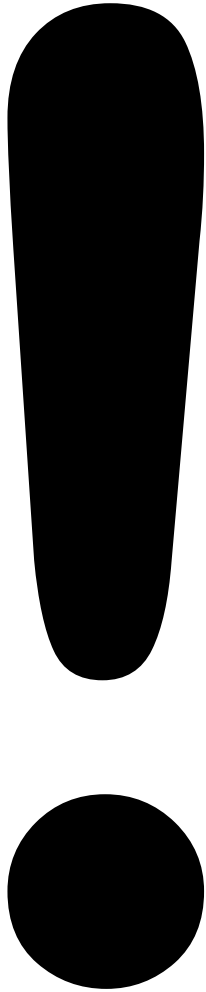


Implementation

The Change Process



Why is Organizational Change So Hard?



Reflect on a time when you were feeling optimistic (or excited!) about implementing an organizational change.

1. What was the change?
2. Why did you feel this way?

3 BELIEFS

EMOTIONALLY ENGAGING
WORTH THE EFFORT
VIABLE

Think of a new service/action that failed or was discontinued:

1. What was the rationale for adopting this service/action?
2. What might it have looked like if it had been successful?
3. What went wrong?



FAILURE

SUCCESS

Partial
Rushed
Resisted
Under-resourced
Poorly communicated

Full follow-through
Realistic timeframes
Championed
Fully resourced
Well communicated

Figure 2.

Improved Outcomes for Children

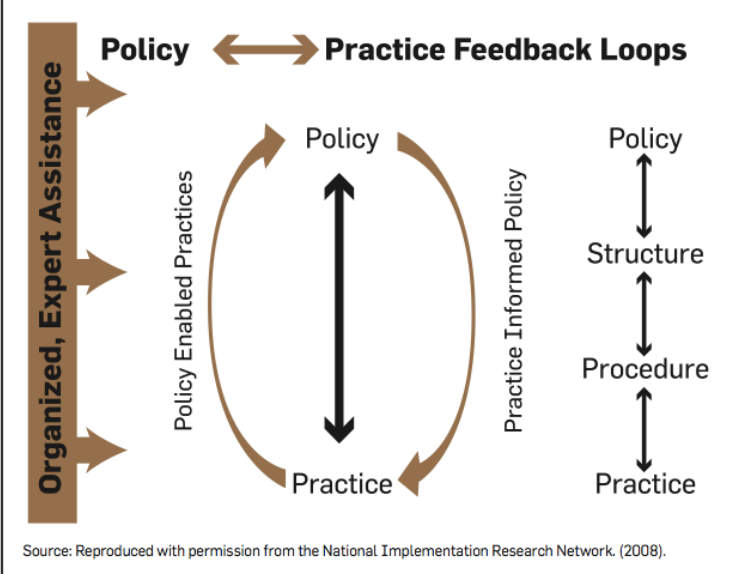


© Fixsen & Blase, 2008

Note: ECE = Early childhood education

Source: Reprinted with permission. Fixsen, D. L., & Blase, K. A. (2008). *Drivers framework*. Chapel Hill, NC: The National Implementation Research Network, Frank Porter Graham Child Development Institute, University of North Carolina.

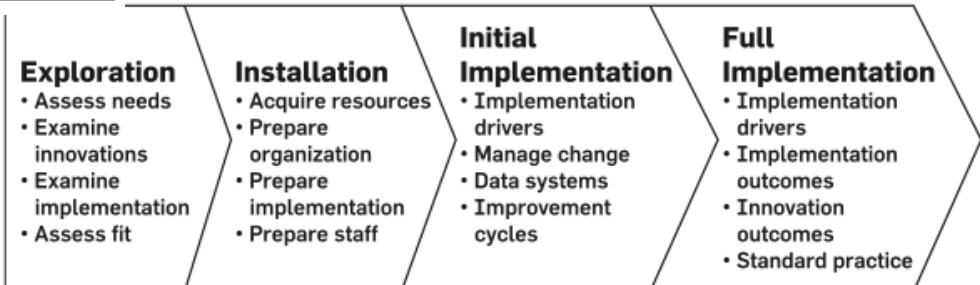
Figure 4.



Source: Reproduced with permission from the National Implementation Research Network. (2008).

Implementation Stages

2–4 Years



Key Implementation Activities

New Initiative Implementation CHEAT SHEET



Commit to—or clarify—your vision

Establish a clear and compelling vision of what you plan to accomplish. What are some of the things you will see happening when you finally achieve your vision? How will you know when you've arrived?



Adopt evidence-based strategies

Make smart choices about both the “what” and “how” of implementation. Are you taking actions that have contributed to success in similar endeavors? What relevant examples or other data do you have to guide your efforts? Do you have clear, effective, and efficient processes for getting to your vision?



Strengthen and expand leadership

Clarify leadership roles and make sure leaders are working in their areas of strength. Some leaders motivate others to action during times of change. Some are excellent project managers and negotiators. Others are able to navigate difficult political and bureaucratic systems. Who are your leaders? What are their strengths and limitations? How can they best work together to support change?



Engage critical stakeholders

Bring the right people to the table at the right time(s), and be clear about the contributions you are asking them to make. Who needs to be involved in order for you to achieve your vision? What will they need to learn, share, or do? Who is likely to resist or criticize this work? What can you do to make this vision more valuable or accessible to them?



Map out activities in stages

Clearly map out the short- and long-term activities needed to achieve your vision. What shorter-term successes will make a difference for morale? What type of work plan or calendar will you design to track your progress? How will you communicate with stakeholders about progress?



Practice evidence-based reflection

Engage your core work team in explicit continuous improvement practice. When and how often will you meet to discuss successes and challenges? What perception, process, and outcome data will you use to document progress and guide decision-making? How will you ensure that stakeholders are included?



Set realistic deadlines

Balance ambition with pragmatism when you develop timelines; be accountable for the deadlines you set, but acknowledge capacity limitations and obstacles. Which deadlines are most critical or difficult to change? What will happen if deadlines are missed? When should timelines be revised and who should be notified?



Communicate broadly, early, and often

Be clear about your purpose and intended audience before developing communication strategies. What do stakeholders care about most? What message will speak to these interests? What existing communication systems will allow you to communicate effectively with stakeholders? Who or what might be missed if you only rely on existing communication systems?



Address systemic issues and barriers

Anticipate potential challenges as you prepare implementation strategies. What steps can you take to build political and operational support? How can necessary resources be maintained over time? What political or personnel changes might have a negative impact on this work? How can you prepare for this?

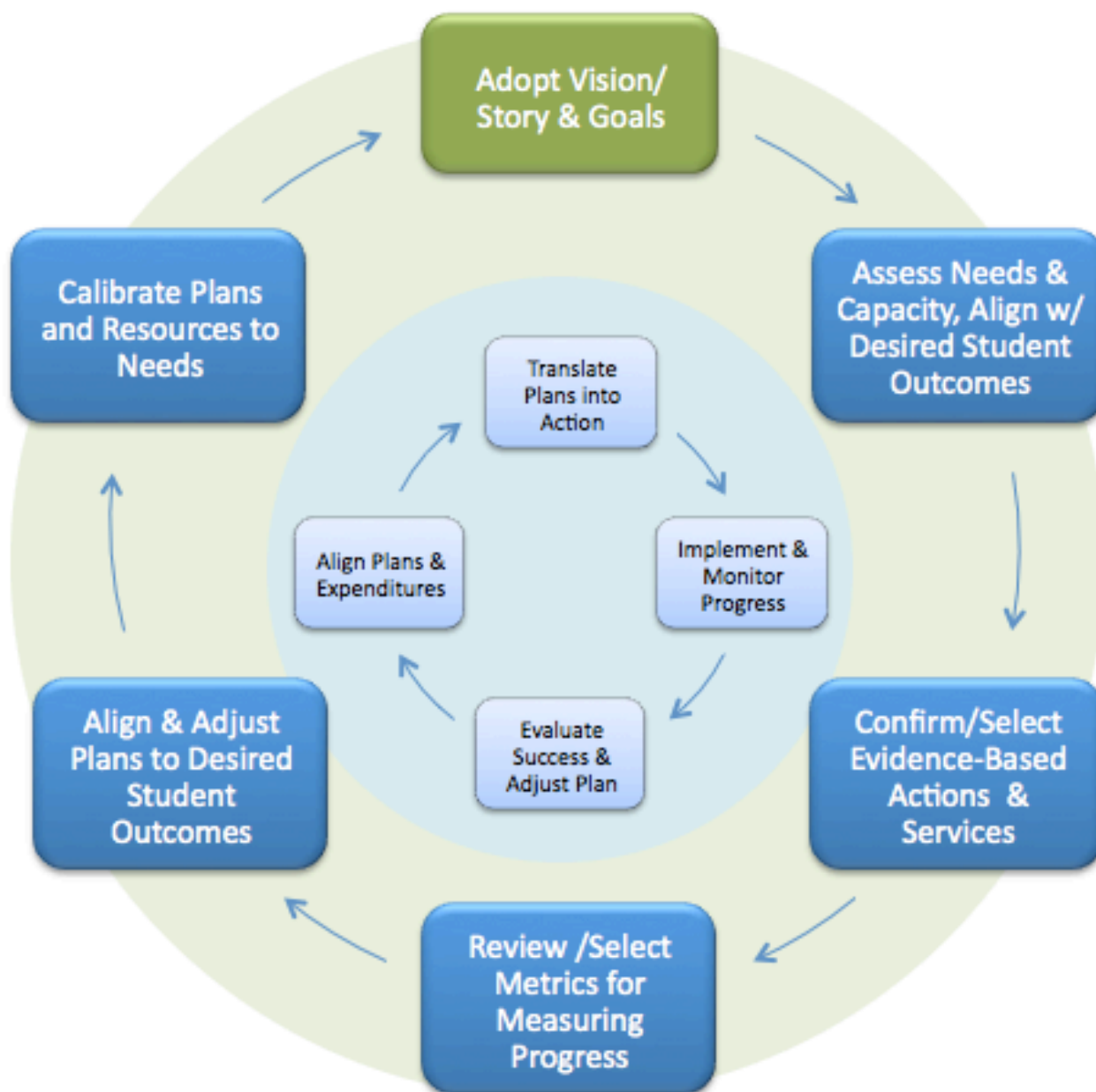
Role in Implementation

You manage things; you lead people.

~Grace Murray Hopper

Leader	Manager
Innovates	Administers
Develops	Maintains
Asks "What" and "Why"	Asks "How" and "When"
Initiates Change	Supports Stability
Shapes Culture	Reinforces Culture
Persuades	Coordinates
Inspires	Organizes

LEA Planning Roles



LEA Planning Roles Activity

- Select a sample outcome from your district.
- List concrete actions to fulfill the distinct roles of Leadership and Management.
- Think about the administrative staff and label actions as district (D) or site (S) responsibilities.

Sample Planning Roles

Task	Lead	Manage
Adopt Vision	Describe the vision in vivid detail to engage and inspire their staff to pursue it. (D) Set direction and inspire people to move in that direction. (D and S)	Interpret the vision and recast it in terms that staff can understand and embrace it.(S) Oversee the work needed to implement the necessary changes and realize the organizational transformation. (D and S)
Assess Needs & Capacity	Enables staff to make connections among, and see patterns within the district. Understand and communicate current environment in which the district operates so to better anticipate opportunities and threats as evidenced by the situational analysis.	Work with and analyze data in order to ensure understanding of current needs as evidenced by parent and student surveys. Document how current resources are being utilized.

Aligning District Systems

alignment

[uh-lahyn-muh nt]

noun

1. an adjustment to a line; arrangement in a straight line.
2. the line or lines so formed.
3. the proper adjustment of the components of an electronic circuit, machine, etc., for coordinated functioning: The front wheels of the car are out of alignment.
4. a state of agreement or cooperation among persons, groups, nations, etc., with a common cause or viewpoint.

District Implementation Alignment



<http://www.thedelphigroup.com/services/high-performing-teams/attributes-alignment/>

Aligning LCAPs and SPSAs

Work in your teams to answer the questions and be prepared to share out.

Thank you for coming!

For more information, please
visit:

<http://lcff.wested.org>

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