



Reaching the **WHOLE CHILD**

COMPASS CONVENING SERIES

DYCD | **NYC**

The Department of Youth & Community Development

OUR MISSION

Reaching the Whole Child

Every young person in a COMPASS program deserves to
feel safe, supported, and able to grow.

This convening is for the leaders responsible for
building organizations that make that possible.

OUR GOALS

Reaching the Whole Child

- Build genuine understanding of the three priority areas in the new COMPASS RFP: **Mental Health Infrastructure, SEL Implementation, and Inclusion and Accessibility**
- Create space for EDs and PDs to **assess where their organizations stand** across all three areas: what they know, what they have in place, and what they need to build
- Solicit **candid feedback from the field** that will directly inform how TA providers design ongoing capacity-building support
- Understand and catalog the **distinct needs** of new providers launching COMPASS for the first time, organizations scaling to additional sites, and established providers navigating new requirements
- **Open the door to the peer learning and TA relationships** that will carry leaders through implementation

Reaching the Whole Child

By the end of the week, we hope to support you by...

- ☐ Improving your understanding across the key areas (MH, SEL, and Inclusion and Accessibility)
- ☐ Improving your understanding of the requirements for your specific organization
- ☐ Providing clarification on at least one concrete next step for your organization
- ☐ Providing clarification on where to focus given competing priorities
- ☐ Connecting you with your peers
- ☐ Introducing our plan for ongoing capacity building support and how to access it
- ☐ Hearing your feedback to best support you beyond this week's convening

The Science of Scaling

Evidence-Based Models
for COMPASS Success



Today's Session

1. Welcome & Frame the Challenge
2. The Risk Landscape
3. Short Cycles That Work
4. When the Plan Breaks
5. Commit & Close

You'll Leave Today With...



- A risk register for your program's scaling journey
- A 30/60/90-day sprint framework you can use next week
- A course correction protocol for when plans go sideways
- One specific commitment to share with your team

1

Welcome & Frame the Challenge



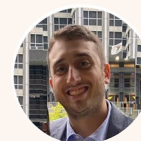
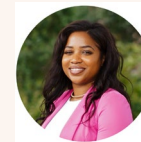
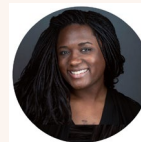


8RES works to strengthen and empower leaders.

We collaborate to answer the toughest questions and solve big problems by blending academic rigor and practical experience. 8RES guides organizational improvement that is intentional, effective, and enduring.



WELCOME



Think of a Scale-Up That Went Wrong

- Think of an organization that tried to scale and failed (nonprofit, business, or government).
 - What went wrong? Staffing? Technology? Culture? Funding?
 - What could they have done differently in the first 90 days?

Share with a partner. 3 minutes each.

2

The Risk Landscape: Why Programs Fail at Scale



Five Risk Categories

CAPACITY RISK: Staff ratios, supervision bandwidth, physical space

FIDELITY RISK: Program quality degraded by rapid expansion

DATA RISK: Reporting gaps, system failures, missing evidence

PARTNERSHIP RISK: Community relationships, referral pipelines, MOU compliance

FINANCIAL RISK: Unit cost economics, delayed reimbursements, budget variance

Risk Assessment Hot Seat

1. Work in triads (groups of 3)
2. One person presents their top scaling risk. 3 minutes.
3. The other two play devil's advocate: What are you missing? What is the root cause? 5 minutes.
4. Rotate. Everyone gets a turn.
5. Full group debrief: What patterns emerged across programs?

3

Short Cycles That Work: From Annual
Plans to 30-Day Sprints



Sprints vs. Cadence

THE SPRINT

- 30-day focus windows with clear deliverables
- 3-5 measurable outcomes per sprint
- Weekly team check-in (30 min max)
- Public accountability board for all staff
- Sprint retrospective on Day 30

THE CADENCE

- Daily | Site director check-in (10 min)
- Weekly | Data huddle with program team
- Monthly | Leadership review and course correct
- Quarterly | Stakeholder update and next sprint

Sprint Planning Lab

1. Use the 90-Day Launch Management Plan template (one per program)
2. Identify your top 3 scaling risks from today's risk register
3. Map your first 30-day sprint: What are the 3-5 deliverables?
4. Name the owner and due date for each deliverable
5. Share your plan. This partner is now your accountability partner.

4



When the Plan Breaks: Course Correction
Without Chaos



The 4-Step Protocol

- 1. PAUSE:** Stop the momentum. Name what is not working, out loud, to your team.
- 2. DIAGNOSE:** Is this a strategy problem or an execution problem? Do not fix the wrong thing.
- 3. DECIDE:** Adapt the plan, replace the strategy, or escalate. Choose within 48 hours.
- 4. DOCUMENT:** Update your sprint board. Notify stakeholders. Do not let the change happen quietly.

5



Commit and Close



One Commitment

Before you leave today, write down ONE specific action you will take in the next 7 days to advance your scaling plan.

Share it with your accountability partner.
Your COMPASS team will follow up in 30 days.