

CALIFORNIA COMMUNITY SCHOOLS PARTNERSHIP PROGRAM: IMPLEMENTATION PLAN TEMPLATE

Instructions

This California Community Schools Partnership Program (CCSPP) Implementation Plan Template has been created by the State Transformational Assistance Center for Community Schools (S-TAC), in partnership with the California Department of Education (CDE). This template was designed to support implementation applicants with the requirement of submitting an implementation plan (**per site**) as part of their Request For Application and to support CCSPP grantees with community school implementation more generally. It should be considered a dynamic document that is periodically updated to reflect the progress and needs of your community school(s), legislative updates, and course corrections informed by your continuous improvement and school community engagement processes. **The Local Education Agency (LEA) is referenced throughout the template to encourage collaboration between the LEA and sites on the implementation of the CCSPP.**

The Implementation Plan should be guided by the [California Community Schools Framework](#) (CA CS Framework), and the [Capacity-Building Strategies: A Developmental Rubric](#). To build on existing objectives for community schools, alignment with overarching LEA goals and objectives as stated on Local Control and Accountability Plans (LCAPs) and School Plans for Student Achievement (SPSAs) is strongly recommended.

LEAs and school sites must work collaboratively with community partners, including families/caregivers, staff, students, district leaders, inter-agency representatives, etc., to develop and review the CCSPP Implementation Plan. The Lead LEA, working with school sites, is responsible for the plan and the oversight of any community partners or subcontractors. The LEA should include any partners in the development and review of the plan. It is recommended that the plan be reviewed biannually (twice a year), at least. Note that the Implementation Plan Template asks you to focus on the critical processes that each school and LEA must develop in order to execute the vision of community schools in order to achieve desired outcomes. The Annual Progress Report (APR) will ask grantees to reflect upon and report on those outcomes.

The Implementation Plan will be submitted to CDE as part of the Cohort 3 Implementation Grant by those who are applying. This Implementation Plan Template will be updated as the CCSPP accountability system is developed.

CA CS Framework Overview

A community school is any school serving pre-Kindergarten through high school students through a “whole-child” approach, with an integrated focus on academics, health and social services, youth and community development, and community engagement. It is an equity-driven and assets-building school transformation program.

Adopted in 2022, the CA CS Framework identifies 4 Pillars of Community Schools, Key Conditions for Learning, Cornerstone Commitments, and Proven Practices as follows:

Pillars of Community Schools: Integrated Student Supports; Family and Community Engagement; Collaborative Leadership and Practices for Educators and Administrators and; Extended Learning Time and Opportunities

Key Conditions for Learning in a Community School: Supportive environmental conditions that foster strong relationships and community; Productive instructional strategies that support motivation, competence, and self-directed learning; Social and emotional learning (SEL) that fosters skills, habits, and mindsets that enable academic progress, efficacy, and productive behavior, and; System of supports that enable healthy development, respond to student needs, and address learning barriers.

Cornerstone Commitments of Community Schools: A commitment to assets-driven and strength-based practice; A commitment to racially just and restorative school climates; A commitment to powerful, culturally proficient and relevant instruction; and a commitment to shared decision making and participatory practices.

Proven Practices of Community Schools: Community Asset Mapping and Gap Analysis; A Community School Coordinator; Site-Based and LEA-Based Advisory Councils, and Integrating and Aligning with Other Relevant Programs.

The California Community Schools Framework is synthesized through the [Overarching Values](#) and operationalized through the *Capacity-Building Strategies: A Developmental Rubric*.

More information about these key concepts or community school components can be found at <https://www.cde.ca.gov/be/ag/ag/yr22/documents/jan22item02a1.docx> and at <https://www.acoe.org/Page/2461>, including [the CA CS Framework](#).

Capacity-Building Strategies Overview

The S-TAC has launched the *Capacity-Building Strategies: A Developmental Rubric* to serve as a road map for both LEAs and school sites and is meant to enhance the adoption, implementation and sustainability of community schools. The Capacity-Building Strategies include a focus on:

1. Shared Commitment, Understanding and Priorities
2. Centering Community-based Learning
3. Collaborative Leadership
4. Sustaining Staff and Resources
5. Strategic Community Partnerships

The *Developmental Rubric* can be accessed [here](#), and is best used as a side-by-side companion document as grantees are completing this implementation plan.

CCSPP: IMPLEMENTATION PLAN

School Site Contact Information

Howard Elementary

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Strategies, Priorities and Goals

Describe the main process goals and action steps for the school site's community schools initiative. Add lines as needed. Use the phase-specific activities outlined in the Developmental Rubric as a guide.

Strategy 1: Shared Commitment, Understanding, and Priorities

When interest-holders unite in a shared understanding of and commitment to the community school strategy, it drives democratic collaboration and transparency. Deep listening and authentic relationship-building (via a robust Needs and Assets Assessment process) are critical to identifying collective priorities and for monitoring progress towards meeting shared goals.

Part A: Shared Commitment, Understanding and Priorities Built Around the Overarching Values

After engaging interest-holders to answer the question, "why a community school for my school?", share your response to that question in the box below. In your response, be sure to indicate how your site's understanding of community schools reflects its commitment to the CA CS Framework through the Overarching Values (Overarching Values can be accessed [here](#)):

1. Racially-just, relationship-centered spaces
2. Shared power
3. Classroom-community connections
4. A focus on continuous improvement and possibility thinking

Describe the developmental plans for ensuring these values are reflected in your community schools work:

After engaging our interest-holders to answer the question, "why a community school for my school?" The teams agreed that in order to meet the needs of the students and provide a personal and collaborative education for students and staff, we needed to create a safe environment for our community. They also agreed that meeting the needs of the "whole child" enables the student to better access their education, hence our alignment to the California Community Schools Framework (CCSF). As it compliments the school's mission and current programs.

Our site's understanding of community schools reflects its commitment to the CCSPP Cornerstone Commitments as evidenced as follows:

- CCSF Value 1 Racially-just, relationship-centered spaces: ongoing implementation of Restorative Practices, Positive Behavior Intervention and Support (PBIS), Social-Emotional Learning (SEL), and Trauma-Informed practices. We aim to create an environment where everyone feels respected and valued.
- CCSF Value 2 Shared Power: Through Decision Making and Participatory Practices Howard is engaging our school community in democratic spaces building shared ownership with deep engagement through School Site Council, Coffee with the Principal, Student Council, School MTSS Leadership Teams, PBIS Teams, and other family and community meetings. This shared leadership demonstrates a commitment to shared decision-making and involving stakeholders in the educational process. This approach promotes a sense of ownership and collaboration, which is crucial for the overall success of the school community. In addition, teachers work collaboratively in Professional Learning Communities (PLC) to analyze student data in order to develop highly engaging instructional practices.
- CCSF Value 3 Classroom-community connections: Howard focuses on Powerful, Culturally Proficient and Relevant Instruction by linking classroom instruction to the broader community focusing on strengths and providing engaging learning environments connecting civic engagement and real-world issues. Parents are encouraged to support learning by becoming site parent volunteers and parent representatives to district advisory councils. Through community partnerships within OMSD Promise Scholars, the site hosts community and business leaders to share their expertise and knowledge about careers and real world experiences. In addition, Howard students take field trips to local colleges and universities. Finally, Howard has established a Student Ambassador club where 6th grade students are encouraged to volunteer, lead community projects, and make a positive impact both in school and in the local community. It is our belief that service is a great tool for learning and further seeks to strengthen student leadership opportunities.
- CCSF Value 4 A focus on continuous improvement: At Howard we work together as a community to reflect, analyze, and revise student learning conditions, well-being and outcomes. Howard uses Assets-Driven and Strength-Based Practices like our Multi-Tiered System of Support (MTSS) Plan-Do-Study-Act cycle using data as a tool for improvement to ensure our students, families, school staff, and the community are valued, engaged, and empowered. We also ensure all Coordination of Services Team (COST) and Student Study Team (SST) meetings and plans are built on strengths valuing the history, culture, and language of our families.

By valuing, engaging, and empowering not just students but also families, school staff, and the wider community, Howard Elementary is fostering a sense of collaboration and shared responsibility for the educational journey. Howard's approach to community schools reflects a dedication to creating an inclusive, equitable, and engaging learning environment. Through our school's work, we continue to provide ongoing professional development, support, resources, and services for students, staff, and families.

Part B: As part of the planning process, you have gone through an initial process of understanding needs and assets. As you initiate the implementation grant process and obtain site-level resources, please reflect on how you will go deeper in this needs and asset assessment process to engage the entire community in identifying their top community school priorities and vision. Please reflect on how you will engage different groups (administrators, certificated staff, classified staff, students, family members, community members and community partners) and identify the processes (e.g., surveys, one-on-one interviews, focus groups, visioning exercises, meetings/forums, etc.) you will use to engage them. Describe how you will engage historically marginalized student and family groups.

Howard actively seeks input from interest holders through surveys. Howard Elementary is taking a proactive step toward creating a more inclusive and responsive educational environment by making a commitment to improvement and transparency. The input from interest holders allows us to consider diverse perspectives and provide a comprehensive understanding of the school community's needs and priorities. Surveys are administered electronically and staff and parents were invited to give their input.

The surveys provide an ongoing mechanism for assessing satisfaction, identifying areas for improvement, and making necessary adjustments to enhance various aspects of the school environment.

Howard gathered interest-holder input through the following surveys:

- Community Thought Exchange Survey
- LCAP Thought Exchange Survey
- CA Healthy Kids Survey (CHKS)
- CA School Staff Survey (CSSS) surveys
- PBIS Self-Assessment Survey
- Staff PD Needs Survey
- ELOP Survey
- PBIS Family Feedback Survey

Howard Elementary School gathered interest-holder parent and community participation, including historically marginalized groups such as Hispanic/Latino, African-American, Socio-Economically disadvantaged, and Special Education through advocacy groups:

- Site English Learner Parent Advisory Committee
- Site Students with Disabilities Parent Advisory Committee
- GATE Parent Advisory Committee
- School Site Council

After reviewing the interest holder input, Howard identified four collective priorities that support the success of the whole child and family:

- Enhance whole child positive behavioral supports
- Strengthen whole child intervention supports for academics and attendance
- Strengthen family and community engagement

Part C: As sites complete the needs and asset assessment process, they identify collective priorities that form the initial focus of their community school implementation efforts. Given your preliminary needs and asset assessment, please share three draft collective priorities that you anticipate arising as you achieve deeper engagement with students, staff, families and community members.

One of the priorities should align with a support listed in the [Whole Child and Family Supports Inventory](#) (e.g., integrated student supports, authentic family and community engagement, collaborative leadership, extended learning time and opportunities, positive and restorative school climate, community-based curriculum and pedagogy, etc.). The collective priorities you list below may be the same goals you will ultimately report in the APR, or they may change throughout the course of your first year as you continually engage students, staff, families and community members.

Core Priorities	Outcome	Indicators
Strengthen Positive Behavioral Supports	Decrease negative student behaviors	PBIS Tiered Fidelity Inventory (TFI), MTSS Fidelity Integrity Assessment (FIA), and number of major discipline referrals
Reduce and eliminate exclusionary practices	Increase student access to learning environment	CA Healthy Kids Survey (CHKS)
Identify students in need of academic, behavior, and/or social-emotional tiered support and provide interventions matched to need	Increase academic, behavior, and social-emotional student outcomes	Reading Universal Screener (i-Ready), SEL Universal Screener (Panorama), and Behavior Screener (SWIS)
We strategically collaborated with community partners on our core priorities.		

Strategy 2: Centering Community-Based Learning

Community-Based Learning (CBL) builds on the rich, diverse cultural and linguistic backgrounds of students, families, and educators. Delivered in learning environments that are relationship-centered and ensure a sense of belonging, CBL builds on community assets, cultural wealth, funds of knowledge, and indigenous ways of knowing. Community-Based Learning is powerful instruction that increases student engagement by connecting classroom learning to real-life experiences and to issues that are relevant to students' lives and communities, improving their sense of ownership and agency.

Describe your goals and action steps to assist educators in learning about students and families as well as understanding the theoretical roots and practical elements of community-based learning.

Site Level Goals and Measures of Progress

Goals	Action Steps
Community-based curriculum and pedagogy	<ul style="list-style-type: none"> • Develop a comprehensive training program for community-based learning • Organize site visits to schools to support community-based learning • Offer ongoing support and mentoring
Culturally relevant curriculum	<ul style="list-style-type: none"> • Review existing curriculum and determine if students and families are represented within • Utilize supplemental materials if necessary to provide students experiences representative of diverse cultures and people
Lesson Planning and Curriculum Development	<ul style="list-style-type: none"> • Conduct professional development sessions on integrating CBL activities into lesson plans and unit designs • Collaborate with educators to develop sample units that incorporate CBL across various subjects
CBL Principles	<ul style="list-style-type: none"> • Facilitate workshops or seminars exploring the theoretical foundations of CBL, including experiential learning, service-learning, and civic engagement • Provide readings and resources that delve into the historical and educational underpinnings of CBL.

Strategy 3: Collaborative Leadership

Shared decision-making ensures all interest-holders have a voice in the transformation process and fosters shared power of the strategy. Collaborative leadership improves coordination of services, fosters supportive relationships, results in decisions that are widely accepted and implemented, and supports sustainability of the effort.

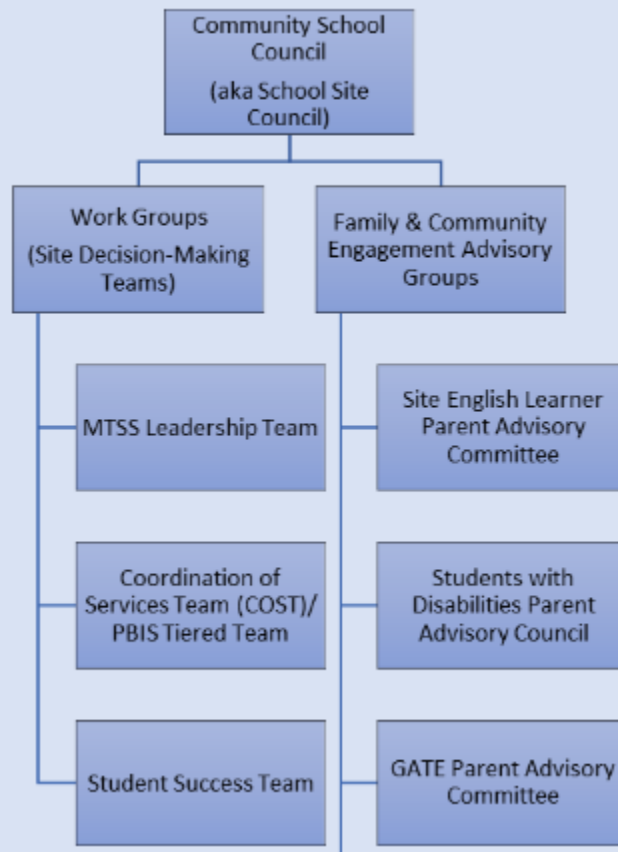
At the system level, LEAs establish a system-level steering committee/advisory council to conduct exploration activities and to provide crucial guidance to school-level implementers. At the site level, schools map and assess the current shared governance structures (where and how decisions are made) in their building and community, identifying all existing school-site and local neighborhood teams, networks, or working groups to understand their purpose and composition. Schools then launch or revise site-level shared leadership structure(s) to facilitate democratic participation and decision-making among students, staff, families, and community members.

Describe your goals for strengthening collaborative leadership.

Site Level Goals and Measures of Progress

Goals	Action Steps
Strengthen Site Decision-Making Teams	<ul style="list-style-type: none"> • Invite interest-holders not already represented to participate on existing teams and advisory groups • Explicitly seek out participation from historically marginalized groups • Engage Council in exploration activities to guide school implementation • Revisit and revise site democratic decision-making process • Engage all staff in decision-making, including teacher, student, and family voice
Enhance Communication and Transparency	<ul style="list-style-type: none"> • Utilize multiple communication platforms using newsletters, social media, Class Dojo, and/or Parent Square • Establish a central information hub accessible to all interest holders

Describe the system of shared governance and site-level leadership structure at your community school (this could be a visual like an organizational chart of other graphic):



Strategy 4: Sustaining Staff and Resources

A focus on staffing and sustainability ensures that the necessary human and financial resources are available to maintain the strategy over time, and to sustain continuous progress and improvement.

Describe your goals and action steps for ensuring that: staffing serves the target student population, LEAs recruit and hire diverse, multilingual staff to support site-level work, including an LEA-level Community School Director/Coordinator. Schools hire site-level coordinators. Both sites and systems develop sustainability plans to ensure core staffing is sustained through long-term funding.

Site Level Goals and Measures of Progress

Goals	Action Steps
Assess Staffing Needs and Student Demographics	<ul style="list-style-type: none"> • Conduct thorough analysis of student population, including demographic diversity, language proficiency, and needs • Identify key areas where staffing adjustments are necessary to better serve target student population
Community Schools structure, staffing and supports	<ul style="list-style-type: none"> • Collaborate with LEA's Health & Wellness Services department to ensure continuity of staffing • Identify funding sources beyond CCSPP for staff • Research additional grant opportunities for sustainable funding

Key Staff/Personnel

Site-Level Coordinator Counselor/Outreach Consultant-CORC	Serve as school-home-services liaison to connect students and families to mental health and case management services, service as site homeless liaison, lead school-wide implementation of PBIS, SEL, and Restorative Practices, provide site level interventions such as social-skills groups, support staff in whole-child progress monitoring and intervention tracking
School/Family Outreach Assistant	Support the Outreach Consultant with delivering tiered social-emotional and behavioral interventions, and supports to students.

Describe the plans or steps you are considering to build sustainability beyond the life of your implementation grant:

Our school is working with our LEA's Health & Wellness Services Department to apply for and implement additional funding sources to sustain beyond the life of our CCSPP implementation grant. Currently, this includes the Department of Health Care Access and Information (HCAi) Certified Wellness Coach Employer Support Grant and the Fee Schedule program as part of the Children & Youth Behavioral Health Initiative (CYBHI), which is part of Governor Newsom's Master Plan for Kids' Mental Health. In addition, we are infusing Community Schools goals and actions into our SPSA to ensure long-standing commitments as part of our shared decision-making process.

In order for Howard to build capacity, we will invest in training and professional development for school staff, community partners, and stakeholders to enhance their skills in sustaining community school initiatives.

The site level coordinator and the district's Health and Wellness team provide whole staff training in Behavior, SEL, Trauma Informed practices, as well as how to cultivate and sustain a community school. In addition, we will establish a knowledge-sharing platform to document best practices and lessons learned.

Strategy 5: Strategic Community Partnerships

Developing strategic community partnerships allows schools and LEAs to build a stronger network of support and culturally responsive programming and resources for students, educators and families, and to foster a more inclusive, democratic and supportive learning environment that benefits everyone in the community.

In alignment with strategies developed in response to the deep needs and asset assessment, schools identify and establish school-community partnerships who share a holistic focus on students, families and the community. This section should demonstrate your goals and action steps to ensure community partners are actively involved in the planning, development, and continuous improvement of the community school.

Site Level Goals and Measures of Progress

Goals	Action Steps
Increase Community Partnerships	<ul style="list-style-type: none"> • Inventory current partnerships • Research partnership opportunities available in our school community • Reach out to potential new partners
Increase Awareness of Existing Partnerships	<ul style="list-style-type: none"> • Schedule LEA departments to present to families and staff on current resources available • Community School Coordinator will ongoingly embed information into staff and family meetings to better connect services to those in need • Regularly send resource flyers to families to ensure they are aware of services within the school community.

Describe the partnerships you have established or plan to establish, and how your school's partnerships will be responsive to the vision and priorities of students, staff, families and community members:

Our school currently has established partnerships with:

- Girl Scouts of America
- Champions After-School Program
- Good News Club
- Shoes that Fit
- Spark of Love
- Ontario Library
- OMSD's Health and Wellness Case Management and Counseling Services
- Promise Scholars
- City of Montclair
- City of Ontario
- Ontario Fire Department
- Foothill Family Shelter
- ParkTree Medical Clinic
- Children's Fund
- Assistance League
- California Universities
- Inland SoCal United Way
- Victor Community Services
- Catholic Charities
- Kaiser Permanente
- Molina Medical
- Inland Empire Health Plan
- Soroptimist

These partnerships support the vision and priorities for our students, staff, families and community members by focusing on the whole child. Collaboratively, these services provide mental and social-emotional services as well as focusing on basic needs such as food, housing, and clothing. The Howard school community relies heavily on these services and we work collaboratively to ensure that through the resources that they provide, along with the support and services provided by the school community, are supporting the social, emotional, and academic success of the whole child and their family. By having the knowledge and resources on how to create a culturally appropriate environment, this ensures the mental and emotional safety of students and families; cultivating a place where students and their families can thrive.

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