

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

Ánimo Jackie Robinson Charter High School - CDS 19-64733-0111583

Principal: Kristin Botello

Email: kbotello@animo.org

Phone: (323) 846-5800

3500 S. Hill St.

Los Angeles, CA 90007

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 (**Relationship Focus**)
2. Shared power (**Shared input**)
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:

A tight-knit community with a college-going culture and high-quality instruction, the Ánimo Jackie Robinson Charter High School (Ánimo Jackie Robinson) "Monarchs" have access to individualized academic support, college planning, social-emotional support systems, and career discovery. Established in 2006 with a mission to transform the way young adults are educated in East Los Angeles, Ánimo Jackie Robinson offers a comprehensive college-preparatory academic program. All students are enrolled in courses that meet the A-G requirements for the California State University/University of California college systems. Named a US News & World Report "Best High School" and "Best Charter School" in 2022, the school offers a

comprehensive Special Education program and a substantial intervention program for struggling learners. Ánimo Jackie Robinson is a safe, nurturing yet rigorous, academic environment designed for all learners. Offering family workshops, after school programs and an athletics program that boasts a championship football team, Ánimo Jackie Robinson is a neighborhood hub.

Ánimo Jackie Robinson is one of the 18 Green Dot Public Schools in Los Angeles and one of its five schools applying for a 2024-2025 Community Schools Cohort III designation. While Green Dot's model and ethos centers around a whole child, community-based approach, a Community Schools designation could assist us even further with increasing our students' college and career readiness by expanding opportunities and access to current resources, and by tapping into critical partnerships and supports that we know our students need to support their health and wellness. It will allow for further integration of community resources, mentorship programs, and real-world learning experiences tailored to the diverse backgrounds of students. At Ánimo Jackie Robinson, we recognize that student success is heavily influenced not just by academics, but also by the surrounding community. Engaging and developing a shared vision with school site families, educators, students, and community members is critical to our whole school model of strengthening school and classroom connections. Ánimo Jackie Robinson's commitment to establishing a community school is deeply aligned with the California Community Schools Framework, specifically guided by its Overarching Values, which we recognize as essential for promoting equity, inclusivity, and academic success:

Ánimo Jackie Robinson's teaching practices center on creating **racially-just relationship-centered spaces**. In acknowledgment of the historical marginalization our community has faced, we are committed to rectifying systemic inequities. The school incorporates literature, history, and perspectives that reflect the cultural richness of the community, creating an inclusive and affirming learning environment. The school is committed to ongoing culturally responsive training for educators to enhance cultural competency and ensure that our school is a welcoming and affirming space for students from diverse backgrounds. All Ánimo Jackie Robinson staff participate in annual training on anti-racism, including how to recognize and overcome implicit bias, how to create racially-just classroom environments, and how to utilize respectful, inclusive classroom management. Additionally, annually all staff participate in a Legacy Conference to engage in deep learning around particular diversity, equity, and inclusion topics.

The concept of **shared power** is crucial for our community school. We recognize the importance of including all stakeholders in decision-making processes. Currently, decisions are made collaboratively at the school by the School Leadership Team which includes the Principal, Assistant Principals, and others. Additionally, an Administrator and staff support decision-making for the Instructional Leadership Team (academics) and Coordination of Services Team (COST) (mental health and social-emotional). A School Advisory Council, composed of students, parents, and staff, meets monthly to review school policies, partner relationships, school priorities / LCAP, and the school budget. As part of the grant, Ánimo Jackie Robinson will establish a Community School Advisory Panel of parents and community members who will actively participate in decision-making related to curriculum development, school events, and resource allocation, ensuring diverse community perspectives are heard and valued. In addition, the school will leverage forums and platforms developed by the school to solicit student input — this includes our student speaker series, which gives students a voice in shaping their educational experience and fosters a sense of ownership and agency in their academic journeys.

We are committed to strengthening **connections between the classroom and the community** through real-world engagement. As part of the Community Schools grant cohort, Ánimo Jackie Robinson is building a dual enrollment certification pathway, and will provide students with support, including social-emotional skill development and transportation to the community college, to ensure they are successful in their coursework. Additionally, Ánimo Jackie Robinson will partner with College Match to provide intensive advising and college application support for a cohort of students at risk of attending a college below their academic credentials; will contract with On A Mission to provide college tours, including an east coast tour for 30 students; and will

contract with a to-be-determined service provider to support students in securing and succeeding in internships. The school will partner with The Cause to host a full-day career event, with speakers who mirror the demographics of the students sharing their career trajectories and experience, followed by a four-session mentorship program that connects students to guest speakers aligned with their interests. Finally, students will attend the 'science of sports' day at Dodger Stadium.

Continuous improvement is at the core of our school philosophy. Ánimo Jackie Robinson regularly collects and analyzes data on student academic performance, attendance, and social-emotional well-being. A Community Schools Coordinator, to be hired as part of the grant, will be plugged into Green Dot's existing data infrastructure. Green Dot's Data Analytics Team has created robust dashboards that provide easy access to all publicly available data and key internal metrics including iReady, Read 180, student and teacher retention, parent engagement, and many other indicators to help schools monitor performance. The Community Schools Coordinator will receive training on how to access and utilize these tools to monitor implementation metrics and continuously improve services and track performance measures established for the program, which align with the goals of the organization's five-year strategic plan and LCAP focus areas. This data infrastructure will support the development and implementation of targeted interventions, such as tutoring programs, mental health support, and after-school enrichment activities, to address specific needs and improve overall student outcomes. We can also tailor professional development opportunities based on school data to ensure educators are learning and incorporating best practices, evidence-based interventions, and innovative teaching methods that meet student needs. Green Dot Schools further engages all teachers and staff outside of the regular school year in summer professional development and during quarterly "All Green Dot Days." This training helps to ensure that all staff members are aligned with the respective school's goals and are equipped to support the initiative.

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.

What are the needs and assets from last year with POG?

In 2023, we shared with staff, students, families, and the School Advisory Council a summary of what a Community School grant could mean to Ánimo Jackie Robinson's. Staff, students, and families provided input on school assets and related needs as well as thoughts on their vision for Ánimo Jackie Robinson's as a community school, which were gathered as critical inputs as part of our planning period. A broader array of parents also provided input about their vision for the school during our "Coffee with the Principal" series of meetings in the fall. Student focus groups were held during lunch, while administrators, certificated staff, and classified staff shared feedback during a January 2024 retreat (Competitive Priority 3). In addition, we administered a survey in which we received 466 responses — 355 from students, 45 responses from Ánimo staff, and 76 responses from parents. The survey was offered in both English and Spanish to ensure inclusivity and reduce participation barriers.

Informed by this stakeholder input, and by leveraging the **CCSPP infrastructure developed through Green Dot's first two cohorts of Community Schools grants (2022 and 2023), Ánimo Jackie Robinson will deepen school site engagement as part of the grant.** Upon launching the Community School site, the Community School Coordinator at **Ánimo Jackie Robinson** will work with the school site leaders to augment the CCSPP Asset Mapping Template (Attachment IV-a), to fully understand the resources and services available to students and families with a focus on the needed social, emotional and mental health supports for students and families for historically marginalized and high needs students and families. Our student body is racially and ethnically diverse (91% Latino and 7% African American/Black), and reflects local community demographics. In the surrounding area, 25% of residents live in poverty and nearly 40% of residents have less than a high school diploma. At Ánimo Jackie Robinson, 90% of students are considered socioeconomically disadvantaged and 2% experienced homelessness in 2023-24. Additionally, 14% are English learners and 15% are students who have been identified as having a disability. In total, 605 students are unduplicated pupils - a rate of 96.5%.

To assess the ongoing needs of the community, the school will conduct annual back-to-school needs assessment surveys (starting in Year 1) with results presented to the Community Schools Advisory Panel. Topics covered will include services available to parents, student services, medical/health needs, and family needs. In addition, Ánimo Jackie Robinson will host other informal feedback opportunities throughout the year such as parent engagement events, the Coordination of Services Team (COST) meetings, attendance team meetings, and other key intersection points of the school community. These will be structured to provide data on school trends and emerging student and family needs, as well as opportunities for the Community School Coordinator to interact directly with stakeholders to learn about community resources or services that are being requested for the school community. The school will also hold a community breakfast each semester to engage community partners in the work and to help support where partnerships and support is most needed.

Based on identified needs, the Community School Coordinator will determine which existing programs are working well, assess who is/is not being served in terms of populations of interest, and identify any gaps in resources and services. This will serve as the basis for Community Schools programming, which will be tailored to Community Schools infrastructure and personnel needs. Ongoing surveys, and school-site discussions with students, families, teachers, support staff will be organized to ensure ongoing feedback and learning over the grant period to track student needs and school performance.

Additionally, Ánimo Jackie Robinson will establish a Community Schools Advisory Panel, which will include staff, students, family members, and other community partners. The Panel will hold at least six meetings annually over the five-year grant period to discuss updates and progress on programs and partnerships aligned to the Community School's goals, including presentation and discussion of program data to identify and prioritize key actions to support program implementation. The Panel will review data on student achievement, attendance, and behavior, as well as feedback from families, students, and staff. The Panel will also assess the effectiveness of the community partnerships (through data) in addressing the needs of students and families and improving the school environment.

All of these processes, meetings, and events, including the completion of stakeholder surveys, will continue throughout the grant period and will be led by a Community Schools Coordinator with support from Green Dot's Home Office and Ánimo Jackie Robinson's principal.

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.

Literacy Focus

1. Teacher training 3 priorities for literacy
2. PD -based on data
3. Teacher pulling data to determine how to pull small groups
4. From Community schools areas we will focus on
 - a. Academic Support
 - b. MTS Literacy
 - c. A continuous system of literacy support that is built over these 5 years

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.

Where is literacy based on our needs? Where are these schools, and is the desires of the ? Which families have been on the low end of reading

Draft Collective Priority

Outcome/Indicators you aim to improve

Expanded and Enriched Learning Time. As a college preparatory academy, Ánimo Jackie Robinson's top priority is ensuring that students graduate with the skills, knowledge and mindset needed to be college and career-ready. Providing a range of universal academic supports through standards-aligned Math and English curriculum, targeted intervention for special populations, and college enrichment opportunities will not only equip students with the core math and English skills necessary to be successful but will also help students form an identity that is firmly rooted in the attainability of college and the expansiveness of their post-secondary options.	Improve student access to LATTC Dual Enrollment program to support our newly created STEM Dual Enrollment pathway for students. Students in these classes should all receive CSU/UC Credits. AJR will provide transportation, materials and supplies to remove barriers to student participation. Increase the frequency of events such as career day, alumni day, or college fairs where students can interact with and pose questions directly to individuals on college campuses and in different career fields. Increase the number of college tours to the East Coast, northern California, and HBCUs in partnership with On A Mission. Provide students at risk of undermatching (enrolling in a college below their academic credentials) with access to college advising programs such as College Match. We will know we have achieved success if we meet the Green Dot Public Schools "Power Goal" of: <u>Increasing the % of students on track to be college-ready in math and English by the end of 12th grade.</u>
Community and Family Engagement. Ánimo Jackie Robinson values active family participation and engagement as a key contributor to our overall success. Through this grant, we will increase the frequency of parent workshops and other events.	Increase the number of monthly parent workshops to provide job/career training, financial literacy support, and college preparation resources in partnership with Parent Institute for Quality Education (PIQUE). Increase opportunities to ensure parents and community members can participate in our Community School advisory panel meetings on future partnerships, programs, and services aligned to student and family needs. We will know we have achieved success if we meet the Green Dot Public Schools "Power Goal" (which is also an LCAP Goal) of: <u>More than 30% of parents/guardians participate in two or more events each year</u>

Integrated Student Supports and Services. Ánimo Jackie Robinson knows that student academic success is directly tied to student and family well being. The school continues to encounter families who are disproportionately facing barriers to success that are preventing students from coming to school consistently. This is reinforced through the needs assessment survey data, which shows students and staff reporting higher needs for life skills programs and services (32% and 37% respectively). We will broaden the scope of services, supports, and interventions to help students and families navigate the compounding effects of living in an underserved neighborhood to ensure that their basic needs are met.	Increase access to basic needs for students who are not attending school due to non-academic barriers to learning. Increase the frequency of health screenings as well as provide parent workshops on preventative health and wellness Facilitate partnerships between families and support services if they are experiencing housing needs, food insecurity, or severe mental health needs due to recent or chronic stress/trauma. Increase training on Chronic Absenteeism from the central office and ensure support is provided for a focused group of chronically absent at-risk students We will know we have achieved success if we meet the Green Dot Public Schools “Power Goal” of: Less than 10% of our students are chronically absent.
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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
By 2025, the school-based curriculum will reflect the rich, diverse cultural and linguistic backgrounds of students and families in East Los Angeles.	Incorporate lessons learned from the school and community needs assessment related to the specific educational needs, cultural backgrounds, and aspirations of the community and our students.
	Leverage the School Community Schools Advisory Panel and other regular forums and meetings to gather input from students, parents, teachers, and community members to ensure their voices are heard in shaping the curriculum.
	Collaborate with school staff, community members, and experts to incorporate stories and cases and use examples that are culturally relevant, inclusive, and reflective of the community's history, values, and traditions.
	Provide ongoing professional development opportunities for teachers to enhance their cultural competence, understanding of diverse learning styles, and proficiency in implementing community-based pedagogical approaches.
Increase extended learning opportunities to special populations, including students with IEPs, EBs, and students nearly meeting proficiency.	Forge partnerships with local community organizations, businesses, and cultural institutions to bring real-world experiences into the classroom and provide students with practical learning opportunities.
	A new partnership with the Transition Partnership Program (TPP) will provide transition (high school to college/career) lessons for 9-12 students with IEPs. The TPP Coordinator will meet weekly with Special Education Seniors to teach transition and college/career preparedness lessons such as creating resumes, completing applications, and building interview skills.

Focus on Real-life experiences and Riasec and Careers and Beable Create personalized engaging lessons; utilize Ecadence - create activities based on real life experiences

How can we support our families to help our families support literacy at home?

Link to LCAP Goals

Pull in POG and Raisec

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.

District-wide - System-level steering committee and give crucial guidance about decision-making - Include the attorney to help create this group - Agenda to learn and give guidance to the schools and using Brian to gather school data from families.

1. This is why this issue literacy
2. This is what families want to happen
3. This group gives feedback on principal plans
4. We adjust accordingly

Site Level Goals and Measures of Progress

Goals	Action Steps
By 2025-26, more than 30% of parents/guardians will participate in two or more school events each year.	Engage more parents through the School Advisory Council (SAC) and District English Learner Advisory Committee (DELAC), to attend monthly Coffee with the Principal meetings, one-on-one Parent Conferences, and school events including Back to School Night. Leverage multiple modes of family communication including Parent Square, a schoolwide unified communications tool, and social media platforms such as Facebook and Instagram, to encourage parent involvement in meetings, school and community events and other school offerings. Partner with Parent Institute for Quality Education to offer parent workshops to build a home-school connection United Parents and Students to offer access to parent workshops and community organizing institutes.
By 2025-26, parents, in partnership with administrators and staff, will inform decision-making at Ánimo Jackie Robinson that better reflects community needs, aspirations and vision.	The Community School Coordinator and Home Office partners will help the Principal form a Community Schools Advisory Panel consisting of students, parents, and school staff, which will meet six times during the School Year.

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

As a school working to fortify collaborative leadership under the California Community Schools framework, Ánimo Jackie Robinson's overarching goals encompass the establishment of equitable decision-making processes, enhanced coordination of services, cultivation of supportive relationships, widespread acceptance and implementation of decisions, and the long-term sustainability of efforts. To achieve these objectives, the school encourages equitable participation in decision-making and fosters inclusive structures that involve students, staff, families, and community members. The school provides structured opportunities for shared decision-making.

The campus has an Instructional Leadership Team (ILT) made up of school administrators and teacher leads. The ILT makes curricular decisions and sets the professional development agenda for the campus. Teachers on the ILT meet regularly with the other members of their academic discipline not only to assist in their professional development but also to collect input and feedback to be brought to the administration and the rest of the Instructional Leadership Team.

The school also has Grade Level leads. These teachers collaborate with school administrators to address the social-emotional and extracurricular needs of students. Grade Level Leads facilitate meetings with the teachers of their grade level to organize events and celebrations, as well as plan the curriculum for the Advisory and College Readiness course. A major data set analyzed by this group is Green Dot's social-emotional survey which all students take multiple times a year. This survey guides how students are supported using a whole-child approach and will be a critical tool for the Community Schools Coordinator. . The School Advisory Council (SAC) includes administrators, teachers, staff, students, and parents to ensure

that all stakeholder voices are heard and valued in decision-making. The SAC meets monthly to aid school decision-making, provide feedback, and learn crucial details about how the school functions. The SAC reviews student performance data and can recommend changes to pedagogy, advises on updates to the school's strategic plan, and provides input on school budget decisions. The committee reviews SPED and EL programs to ensure all students have equitable access to high-quality education.

The Coordination of Services Team (COST) includes administrators, staff, and school-based mental health professionals. The COST meets twice a month to review data including: attendance, chronic absenteeism, student retention, suspensions, expulsions, referrals for mental health services, and service provider caseloads. The team uses the data to determine appropriate Tier I and Tier II services, progress monitor the effectiveness of services and interventions offered, and determine whether additional student-level services need to be adjusted. The COST is supported by a Green Dot-wide COST that sets organizational-level interventions and professional development.

Green Dot Public Schools maintains a home office-level steering committee to manage the implementation of the 10 Green Dot schools with active CCSP grants. The steering committee conducts exploratory activities and provides crucial direction and support to schools undertaking the implementation of the California Community Schools program, and will be pivotal to the success of Ánimo Jackie Robinson. The committee includes Green Dot support staff and every Community Schools Coordinator, and meets monthly at the home office. At these meetings, the schools engage in data-driven decision-making.

To establish equitable decision-making processes, Ánimo Jackie Robinson, which already has a School Advisory Council, will create a Community Schools Advisory Panel comprised of representatives from diverse backgrounds that reflect the community's racial, cultural, and socioeconomic diversity. The Panel will be co-facilitated by the Community Schools Coordinator and the Principal and will include administrators, staff, and parents. The Panel will meet six times each year to provide input on partnerships, programs, and spending to ensure that community school services are meeting the highest priority needs of stakeholders. The Panel will collaborate to streamline and improve the delivery of essential services, ensuring a cohesive and comprehensive approach to addressing the unique, multifaceted, needs of students and families in this low-income community.

Regular community-building events and forums will be organized to strengthen relationships and establish open lines of communication, creating a supportive school culture. To ensure that decisions are widely accepted and effectively implemented, the school will adopt inclusive decision-making processes that prioritize consensus. Transparent communication channels will be established to convey decisions, and ongoing feedback mechanisms will be implemented to address concerns and ensure a shared understanding among stakeholders. Parents and guardians will be encouraged to attend monthly "Coffee with the Principal" events which will be scheduled on dates and times that are most convenient for families. Parents are encouraged to ask questions and identify ways to best support student success. A partnership with Parent Institute for Quality Education and United Parents & Students will further equip parents with the tools to advocate for what issues are affecting their daily lives, including strategies to address issues in the school community.

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
By 2025 , diverse and qualified staff have been hired and on boarded at the school site and district level to lead and support Community School work.	Green Dot will assign one Home Office Innovation Specialist to Ánimo Jackie Robinson to manage and support the Community Schools staff and programming from the district level. Green Dot/Ánimo Jackie Robinson will hire a bilingual (English and Spanish) Community Schools Coordinator position for overall site-level coordination and management at Ánimo Jackie Robinson. Green Dot will on-board all new staff members including three full days of Green Dot home office onboarding sessions. Green Dot will provide ongoing training and professional development of CS staff hired, including twice monthly professional development work and individualized mentorship.
By 2029 , when CDE funding ends, maintain the Community Schools Coordinator and related programming	Once partnerships are established and running, identify which CCSPP roles may be transitioned to existing staff roles and responsibilities Develop a communications and outreach strategy that highlights Community School programming and supports school wide efforts to increase average daily attendance and school-wide enrollment With the support of Green Dot Home Office, develop a realistic sustainability plan that ensures core program pillars of CCSPP remain Work with community partners to identify alternative revenue sources to sustain critical partnerships.

Key Staff/Personnel

Milton Soto, Community School Coordinator	The Community School Coordinator (CSC) has been hired. The CSC is an integral member of the school leadership team who has identify and organize existing services on campus and act as the liaison between school administration, key stakeholders,
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	staff, students, and the community to facilitate the services to the benefit of the entire school community. The Coordinator has integrated effective education, college preparation, family engagement, prevention/intervention programming, and enrichment services into the existing school community in order to positively affect student achievement and ensure a successful community school model. These activities are designed to support the holistic development of students and caregivers. The CSC has also supported school staff through coordinating trauma-informed trainings and other professional development opportunities. In partnership with Green Dot's Home Office, the CSC will analyze performance measures, school results data, and program quality to determine the appropriate necessary changes to the program or implementation strategies to meet program outcomes. The CSC has also ensured that transformative progress is made toward meeting grant indicators and objectives while the grant supports the academic, post-secondary, and enrichment goals of students.
Grizelda Vigil/Nat Pickering/Julia Fisher, Innovation Specialist	The Community School is assigned a specialist from the Green Dot Home Office Innovation Department. The Specialist helps design, implement, and monitor Community School Coordinator efforts. The Specialist collaborates with school administrators and the Community School Coordinator to ensure the Community Schools pillars are well established on the campus. The Innovation Specialist also provides initial onboarding sessions and professional development twice a month for the Community School Coordinator to ensure that they are guiding sustainable community school work and that spending is in line with grant requirements. The Innovation Specialist will support the Coordinator's work by providing clear processes templates for everything from Advisory Panel meetings, to strategic plan templates, to stakeholder surveys. Additionally, the Innovation Specialist will help the Coordinator and Principal develop a sustainability plan.
Jazmin Briones, Parent Coordinator	The Parent Coordinator will support parent and community engagement activities, including by facilitating parent workshops. The Parent Coordinator will work closely with the Community Schools Coordinator to build an infrastructure for community schools services, so that once the grant concludes, the Parent Coordinator can continue to implement services and develop/maintain high-quality partnerships.

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

In Year 1 Ánimo Jackie Robinson and the Home Office, will develop a long-term funding plan for CCSPP. Currently, Ánimo Jackie Robinson works with partners to provide mental health services and will further explore the possibilities of incorporating Medi-Cal Billing Option Program, School-Based Medi-Cal Administrative Activities program, or reimbursable mental health specialty care services provided under the federal Early and Periodic Screening, Diagnosis and Treatment program. As part of the grant, we will seek all opportunities to blend and braid existing or new resources to sustain the implementation of community school practices with adequate resources and support systems after the grant period ends. For example, Ánimo Jackie Robinson currently has an active California College and Career Access Pathways grant that is allowing us to establish a dual enrollment certification pathway, aligned with our extended and expanded learning services.

The CSC will integrate practices, and/or transition practices to be sustainable on public and private revenue, with a key focus on increasing and sustaining Average Daily Attendance (ADA) to support CCSPP-funded programs. Our Community School work will be featured prominently in all recruiting campaigns. By offering dynamic programs that meet the needs of the local community we aim to increase enrollment and thus fund this work after the grant period ends. Ánimo Jackie Robinson will work closely with Green Dot's home office to identify and leverage community partnerships and in-kind funding to sustain its programs and partnerships. Green Dot will further strategize with community partners on approaches to continue providing services over the long-term at a reduced price and/or cost-free.

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
At least two community partners will attend four Advisory Panel meetings each year	CSCs will share the goals of the Community Schools program with program partners. CSCs will invite program partners to Advisory Panel meetings.
At least four community partners will attend Community Partner Breakfasts held once a semester.	The school will hold regular (at least 2 annually) Community Partner Breakfasts attended by current and potential partners along with the community at large. These events will be used to inform and seek feedback about community school work.

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:

Green Dot Public schools has a long history of partnering with the community to provide high-quality programming to members of the school community.

As shown in Attachment IV-a, in Ánimo Jackie Robinson, we have identified sixteen different partnerships (new and existing) that will play distinct roles in our proposed Community Schools Program. These partnerships touch each part of the four Community Schools pillars and are designed to meet the needs of students, staff, and the community:

Twelve are **student-focused partnerships** offering a range of services from support for students in developing connection to their identities (the California Conference on Equality and Justice, SMILEing Boys Project), EmpowerHer, which provides mentoring for girls, to health and wellness (Helen Keller vision and hearing screenings). Among new student-focused offerings that would result from a Community Schools designation are programs by:

The Cause International will host a full-day career event, with speakers who mirror the demographics of the students sharing their career trajectories and experience, followed by a four-session mentorship program that connects students to guest speakers aligned with their interest

College Match, will provide intensive one-on-one advising and college application support for a cohort of students at risk of attending a college below their academic credentials.

On a Mission will provide escorted college tours including an east coast tour for 30 students. STEM at Dodger Stadium field trip to provide real-world learning experiences surrounding the science of baseball.

Four are **staff-focused partnerships** with a focus on professional development and building a strong school community. Relay Graduate School of Education is focused on providing teachers and school leaders with personalized coaching; Overcoming Racism provides staff professional development coaching focused on building a just school environment; CCEJ provides experiential, interactive staff professional development focused on anti-oppression education and building restorative practices; and the Fulcrum Team Building Program will provide bonding experiences for staff during their annual retreat.

One additional partnership seeks to address broader **school-wide community needs**. A partnership with the Parent Institute for Quality Education provides families with knowledge and skills to become effective partners in their students' education.

Site Level Goals and Measures of Progress

Goals	Action Steps

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