

CALIFORNIA COMMUNITY SCHOOLS PARTNERSHIP PROGRAM: IMPLEMENTATION PLAN

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 Cohort 3 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.

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 understanding and Commitment
2. Collective Priorities: Setting Goals and Taking Action
3. Collaborative Leadership
4. Coherence: Policy and Initiative Alignment
5. Staffing and Sustainability
6. Strategic Community Partnerships
7. Professional Learning
8. Centering Community-based Curriculum and Pedagogy
9. Progress Monitoring and Possibility Thinking

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

Jurupa Valley High School, Dr. Shelley Morris, Principal

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 Understanding and Commitment

LEAs and schools raise awareness of community schools throughout the community, developing a shared understanding of the community schools approach that is centered on establishing racially just, relationship-centered schools. Schools and LEAs answer the question, "why a community school for my school/district?"

Shared Understanding and Commitment 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

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

JUSD is currently evolving in being asset - driven and strengths based. The focus of starting with family strengths and collective experiences has always been driven by professional development surrounding culturally relevant instruction. JUSD further drives this premise through our integrated mental health and social work services focusing on meeting our families where they are and providing a menu of services that support what a family is ready for. There is professional development that addresses stigma reduction of not just mental health services but services that promote self sufficiency. JUSD focuses on utilizing and communicating about the protective factors under the Strengthening Families Framework. This work has made great strides in supporting students through what we call "lower level services" such as mentoring or check in / check outs that may lead to higher level of service once a student and family are ready and most importantly have developed a trusting relationship with school staff. Most recently in partnership with Hanover Consultants, more professional development is being provided to address equitable practices and beliefs.

JUSD recognizes each school's individual culture and the work that has taken place and is needed to support racially just and restorative school climates. We are evolving in this practice. We have mandated a two-day restorative practices certification training for all administrators and support staff and we offer module training for all certificated and classified staff focusing on practices that help with self reflection to guide response

systems in adults thus building relationships and de-escalating conflict. Cohort 1 Survey Data indicate administrators modeling restorative circles to address conflict resolution and our Community Schools Teachers on special assignment will be modeling these practices for their respective school sites. JUSD has also committed to providing trauma informed training across school sites further supporting the science of learning. We recognize that ongoing efforts to make these practices part of school culture are required to excel in this area.

JUSD is evolving in powerful, culturally proficient and relevant instruction. Our partnerships and consultants have supported our Education Services and Pupil services divisions to drive these practices forward. Our process supporting professional learning communities create a cycle of plan do study act support JUSD in moving these efforts to excelling.

JUSD excels in shared decision making and participatory practices. There is both a high level of accountability and support from the district level as well as a routine for parent groups to be supported at the school level. These practices are audited at every Federal Program Monitoring and training takes place to be sure groups understand their prospective roles. This allowed us with ease to introduce MOUs with National Education Association - Jurupa on the makeup of the site based Community Schools Councils as well as providing bylaws for said councils.

Jurupa Valley High School, in its commitment for racially just and restorative school climates, is excited to present a collaborative initiative, the "Reading Buddies" Program, aimed at enhancing student achievement and community engagement. In partnership with elementary schools across the district, this program establishes mentorship connections between high school and elementary students through interactive reading sessions.

The "Reading Buddies" Program will involve high school students visiting elementary schools to read books to young children, fostering a positive and supportive learning environment. Key components of the program include:

1. **Literacy Enhancement:** The program focuses on improving literacy skills among elementary students through engaging reading sessions led by high school participants.
2. **Mentorship Development:** High school students will act as mentors, providing positive role models for elementary students and developing valuable communication and mentorship skills.
3. **Community Building:** The initiative aims to strengthen community ties within the district by promoting collaboration and a sense of shared responsibility for student success.

To facilitate the "Reading Buddies" Program, district vans will be utilized for transportation during field trips. This strategic use of resources ensures efficient coordination and minimizes logistical challenges.

Funding for the program will be allocated across the following categories:

1. **Transportation:** Utilizing district vans for seamless logistics during field trips.
2. **Reading Materials:** Acquiring a diverse selection of age-appropriate books to engage young readers.

Furthermore, as part of our ongoing dedication to fostering a positive and restorative school climate, Jurupa Valley High School is purchasing a water cooler for our Wellness Center. This enhancement serves as a tangible expression of our commitment to creating a supportive environment for students, particularly during moments of anxiety. The installation of the water cooler aligns seamlessly with our broader commitment to nurturing a positive and restorative school climate. By providing students with a readily accessible resource to

manage stress and anxiety, we aim to contribute to an atmosphere of well-being and inclusivity within the school community.

Jurupa Valley High School acquired student engagement supplies from merchants such as Amazon, furthering our commitment to well-being and creating a positive school environment. These resources, carefully chosen to address various aspects of student life, aim to enhance both mental and physical well-being.

Wellness Center Additions: To support students in managing stress and promoting relaxation, stress balls have been procured for the Wellness Center. These simple yet effective tools offer a tangible way for students to alleviate tension and enhance their overall well-being.

Creative Expression Opportunities: In fostering creativity and skill development, the purchase of crochet kits serves as a unique addition to our student engagement supplies. As part of our Wellness Wednesdays initiative, a dedicated teacher will conduct crochet classes, providing students with a creative outlet and an opportunity for community building.

Mindfulness and Physical Health: Recognizing the importance of both mental and physical health, yoga mats have been ordered. A teacher will lead relaxation classes after school, contributing to stress reduction and promoting mindfulness among students. The funding allocated will support the compensation for the teacher's time and expertise in leading these sessions.

The Wellness Center at Jurupa Valley High School is embarking on an exciting project to establish a Wellness Garden on campus. The initiative includes the acquisition of a storage container to efficiently organize and store garden supplies, as well as surplus clothing donations. Actively involving students in the project, a 3D model of the garden has been created by enthusiastic participants. The Construction class under the Career and Technical Education (CTE) program will be contributing their skills by constructing raised garden beds. Additionally, students will play a vital role in maintaining the garden, contributing to a collaborative and hands-on experience. The primary objective of the Wellness Garden is to enhance student Social and Emotional Learning (SEL) by providing a therapeutic space that alleviates stress and anxiety, fostering a sense of involvement and pride as students witness the tangible outcomes of their efforts.

Jurupa Valley High School is steadfast in its commitment to nurturing a supportive environment that promotes the holistic development of our students. Aligning with the Community Schools Model, which emphasizes the significance of supporting the "whole child," our school plans to enrich the Wellness Center Zen Den by acquiring a flat screen television. This new addition is not merely an upgrade; it's a strategic tool to display relaxation music and videos, fostering a tranquil atmosphere that is vital for student well-being. Beyond its calming benefits, the television will serve as a dynamic platform to broadcast Wellness Center news, highlight upcoming events, and showcase community and parental engagement opportunities. By featuring community events and parent classes, the screen becomes a pivotal medium for creating relationship-centered spaces, fostering a sense of belonging and connectivity. This initiative aims to fortify classroom-community connections and build an inclusive, informed school community. The television will not only be a source of relaxation but also a hub of information, strengthening the ties between students, families, and the wider community.

The Jurupa Valley High School Community Schools is fully committed to supporting and enhancing the Extended Learning Opportunities (ELO) Program, offering essential assistance to students seeking to enhance their grades or recover credits. Understanding the pivotal role of extended learning time and opportunities, as highlighted in the four pillars of community schools, our institution is dedicated to providing the necessary resources and guidance to facilitate academic growth within the ELO program. Through personalized interventions and additional support, we aim to empower students to achieve their academic objectives efficiently. By closely aligning with the principles of community schools, our endeavor not only ensures academic success but also nurtures a nurturing environment conducive to holistic student development and lifelong learning. Our support and enhancement of the ELO Program include various initiatives such as Credit Recovery, Saturday School Workshops, Summer School Workshops, CAASPP Workshops, and AP Workshops.

Jurupa Valley High School's decision to purchase a washer and dryer for the JAG Closet aligns with the community schools model's emphasis on nurturing the "whole child." By ensuring that donated clothing, backpacks, and shoes are clean and in good condition, the school addresses crucial aspects of students' well-being and dignity. This initiative reflects a holistic approach to education, recognizing that students' basic needs must be met to foster their academic, social, and emotional development. The inclusion of these appliances in the JAG Closet not only supports students in immediate, tangible ways but also reinforces the school's role as a supportive community hub, enhancing the overall learning environment and contributing to the development of well-rounded individuals.

Jurupa Valley High School proposes using community school funds to establish a peer mentoring course during a zero period. This initiative aligns with the community school model by focusing on the whole child and addressing the pillars of "Integrated Student Supports" and "Extended Learning Time and Opportunities." The peer mentoring program will provide a supportive environment where students receive guidance from their peers, fostering a sense of belonging and addressing academic and social needs. Holding the course during a zero period extends the school day, offering additional growth opportunities without disrupting regular schedules. The funds will be used to compensate the teacher facilitating this program, ensuring its effectiveness and sustainability. This initiative aims to enhance our students' educational experience and personal development, demonstrating Jurupa Valley High School's commitment to their holistic well-being.

To further ensure the success of the new peer mentoring course, it is essential for the teacher to engage in thorough and strategic planning outside of contract hours. This additional time will allow for the development of a comprehensive and well-structured curriculum tailored to meet the unique needs of our students. Effective planning will also enable the teacher to design engaging and impactful activities, align course objectives with school goals, and incorporate feedback from various stakeholders. By dedicating extra hours to this critical preparation, we can ensure that the course provides a meaningful and enriching experience, fostering essential leadership skills and contributing to the overall development of our students. Moreover, this initiative aligns with one of the four pillars of community schools, specifically "Collaborative Leadership and Practices for Educators and Administrators." The TSA for Community Schools will also assist the teacher in planning outside of contract hours, reinforcing our commitment to creating a supportive and dynamic learning environment that benefits both educators and students.

Strategy 2: Collective Priorities: Setting Goals and Taking Action (The Needs and Assets Assessment)

When interest-holders come together to identify collective priorities (through a needs and assets assessment), it fosters shared focus on those areas deemed most critical by local communities, influences the impact of the strategy, and helps build momentum to sustain efforts over time.

Part A: 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.

Jurupa Unified School District - JUSD utilizes a wide variety of general and specific tools to collect data at the district level and site level.

Surveys: At the district level the Local Control Accountability Plan - LCAP surveys for students, parents, educators, and educational partners are administered annually to help inform the development of the Single School Plan for Student Achievement and District Level LCAP. Recently JUSD contracted with Panorama to enhance survey collection data. The Panorama survey is held twice a year. The Panorama platform promotes a positive school climate by collecting valid and reliable feedback regarding belonging and teacher-student relationships, to engagement and school safety. This survey is administered twice a year and is completed by every student and teacher. The data is used to address the needs impacting positive school culture. In addition to district surveys, Jurupa Valley High School provides Parent meetings (Parents with PRIDE) 4 times annually to collect parent feedback on the needs of our students and community.

The California Healthy Kids Survey (CHKS) is an anonymous, confidential survey of school climate and safety, student wellness, and youth resiliency. It is administered to students at grades six, seven, nine, and eleven. It enables schools and communities to collect and analyze data regarding local youth health risks and behaviors, school connectedness, school climate, protective factors, and school violence. The CHKS is part of a comprehensive data-driven decision-making process on improving school climate and student learning environment for overall school improvements.

JUSD also contracted with the Hanover Research Council. Hanover advisors provided recommendations based on research trends, gathered and interpreted stakeholder feedback, analyzed current performance, and supported efforts to develop an action plan to work toward supporting equity. We are in the 3rd year of this contract and engagement focusing on equity and culturally relevant education.

Focus Groups: Each site has school based advisory groups. (School Site Council, English Language Advisory Council, GATE – gifted and talented, and SEPAC – Special Education Parent Advisory Committee, are all engaged at the site level and district level as part of our established parent leadership systems and governance. They are utilized as respective focus groups at every site to inform decision making and the development of the SPSA. Community Schools Cohort 1 has been conducting additional focus groups with school communities to further inform the greater school communities through the lens of community schools. All current community schools teachers on special assignment have been trained in restorative practices and have played a role using circles for building community and enhancing conversation in focus groups as well as the World Cafe Model for engaging larger groups of parents using topic questions. Jurupa Valley High School - JVHS has student advisory groups that allow for student voice on high interest topics, campus activities, and other student needs. This group of students represent a varied sampling of our student body (including: student athletes, ASB, Link crew-peer mentorship students, and class council members).

Interviews: Students and parents receiving mental health surveys are interviewed annually district wide. These are standard interview questions from the Department of Health Care Services. Staff engage youth and parents 1:1 each May. In 2022 82 parents and 41 students were interviewed regarding the quality and accessibility of mental health services being received. These interviews are shared with county behavioral health and state department of health care services as well as used internally to develop improvement plans annually. Further, sites have engaged in “empathy interviews” with students and parents as part of the work with the 21st Century School Leadership Academy - 21CSLA funded in partnership with Riverside County Office of Education, San Diego Office of Education, and Imperial County Office of Education. These interviews with students help inform leaders towards culturally responsive educational practices.

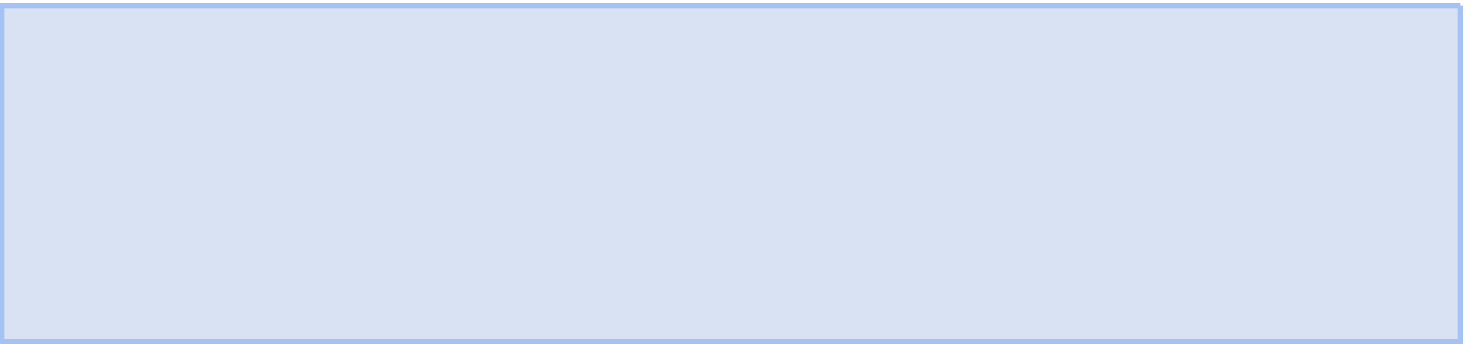
Committees: Committees were formed as a result of initial data gathering. One of the committees, the Educational Partners Equity Committee, was facilitated by the Director of Education Equity (artifacts 18-20). This committee developed action plans that delve deep in addressing gaps with the following student populations: African American, Homeless, Foster Youth, English Learners, and Special Education. Recently the African American Parent Advisory Group was formed. A second committee, led by the Director of Parent Involvement and Community Outreach, was the Student Support Services. Site data gathering and needs assessments were pushed forward to district leadership resulting in the mind mapping assets and needs with the focus of further promoting student mental health as a priority. This committee was composed of our secondary level community schools teachers on special assignment, our district community schools coordinator, behavioral health staff members, site administrators, high school students, and our county behavioral health deputy director (artifact 11). This resulted in action plans and ongoing work to expand work completed by community schools cohort 1, which established a wellness center on our high school campus. More on this work is referenced in the “community partner engagement” section. A 3rd committee was a district level attendance committee. To address the post-covid attendance trends, the Director of Student Welfare and Supports led the development of attendance teams at each site to engage the community to identify barriers and needs to support an increase in attendance and decrease in chronic absenteeism. Site teams are engaging their prospective school communities in

an array of methods such as focus groups and empathy interviews. A fourth committee is composed of district leadership and is facilitated by Riverside County Office of Education Leadership to fully develop our MTSS or Multi Tiered System of Supports. This committee is composed of members of the Pupil Services and Education Services teams to layout all supports that are provided, and to provide our education partners a comprehensive MTSS guide. JVHS has established a RISA (Restorative Interventions Student Accountability) that establishes school policy and outreach for restorative practices that support improved attendance and academic success. This committee includes Teachers, Site administration, School Counselors, Campus supervisors, and an instructional aide.

Community Partner Engagement: Community partner engagement is a regular part of district alignment. In working with Riverside County Office of Education and other school district partners, various divisions engage and learn from partners already engaged at the county level or other school districts. This can lead to additional partnerships to address identified needs such as “vision to learn” which provides eye exams and glasses to students. Additionally, through our committee work, it was identified that our current partnership with My Family Incorporated (a non-profit mental health and substance abuse prevention provider) was not meeting the needs of our school sites due to barriers such as transportation and times when services were available. The existing work and partnerships led us to engage the Riverside University Health System - Behavioral Health Substance Abuse Prevention Team. Meetings have been held detailing the site services at our secondary sites through their existing and planned wellness centers. Additional partner engagement is with our Federally Qualified Health System providers. Our community schools cohort 1 has been working with Neighborhood Healthcare to expand school based dental services. With the pandemic, and the loss of Borrego Health as a partner, we engaged new partners to engage and integrate this service. We are currently in conversation with Community Health Systems to co-locate behavioral health teams to address lower-acuity mental health services (i.e., “mild-to-moderate” services); this is also known as non-specialty mental health. This would greatly supplement Jurupa Unified’s existing specialty mental health contract. Jurupa Unified also engages community collaboratives on a regular basis. Healthy Jurupa is a local collaborative of nonprofit and governmental agencies. The HOPE Collaborative is a second collaborative acting as the Child Abuse Prevention Council for Riverside County. The HOPE Collaborative is also composed of nonprofit and community agencies. Jurupa Unified staff also engage in Riverside County's Family Resource Network meetings. This ongoing community engagement supports the development of new relationships providing services in our schools and deepens existing relationships. As a result, we annually update our community resource guide, which is available to all sites.

(<https://jurupausd.org/our-district/ps/pico/Pages/Resources.aspx>). Our engagement process has revealed that ongoing training is needed of all site personnel on how to access resources and submit referrals for services.

At Jurupa Valley High School we tap into these resources and provide a JAG closet for students in need to acquire necessities (including: clothing, shoes, school supplies, and basic toiletries).



Part B: 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.

Draft Collective Priority

Outcome/Indicators you aim to improve

Systematically organize and strengthen our Social and Emotional Learning (SEL) supports.

- We are purposefully purchasing items for the wellness center to align with our systematic approach in enhancing Social and Emotional Learning (SEL) supports.
 - Student Engagement Items
 - Soft Seating for Wellness Center
- We are strategically hiring personnel to align with our systematic approach in supporting Social and Emotional Learning (SEL) initiatives.
- We have instituted a "Zen Den" and designated "Wellness Wednesday" as part of our systematic efforts to reinforce Social and Emotional Learning (SEL) supports.
- We are providing professional development opportunities, including "Trauma Training," as a part of our systematic approach to bolstering Social and Emotional Learning (SEL) supports for our staff.
- We have implemented student groups, including the "Cognitive Behavioral Intervention for Trauma in Schools (CBITS) program," within our systematic framework to enhance Social and Emotional Learning (SEL) support.
- We have incorporated restorative practices, such as student groups addressing attendance intervention and substance abuse, within our systematic approach to fortify Social and Emotional Learning (SEL) supports.

<p>One of our goals is to consistently and accurately conduct needs assessments to inform and guide our initiatives.</p>	<ul style="list-style-type: none"> - The needs assessment process will comprehensively involve all stakeholders, including staff, parents, students, and the community, to ensure a thorough and inclusive understanding of the requirements and perspectives influencing our initiatives. - We will review both the Panorama data and Social and Emotional Learning (SEL) survey results to inform and guide our strategic planning and implementation efforts. - Additionally, we will gather qualitative data through direct conversations and meetings with parents, further enriching our understanding of their perspectives and experiences. - We will actively seek feedback from parent groups and school committees, including ELAC, SSC, CSC, PIQE, and "Parents with PRIDE," to ensure a diverse range of perspectives and insights inform our decision-making processes.
<p>Enhance parent involvement, engagement, and outreach, fostering a collaborative partnership between the school and parents to support the overall well-being and academic success of students.</p>	<ul style="list-style-type: none"> - We offer a variety of parent classes, including a computer class called jTEP, a Mental Health Class for Parents, and a Teen Mental Health Presentation. Additionally, we have collaborated with the Adult School to facilitate Parent ESL classes at our campus, aiming to provide diverse opportunities for parental learning and engagement. - We utilize platforms such as Parent Square, Remind, and direct USPS mailing to maintain ongoing communication with parents, actively promoting our parent engagement activities. - We actively promote the Wellness Center and PICO services at events such as registration, Jag Rush, and Back to School Night, ensuring widespread awareness and access to essential resources for our school community.

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
Continue to meet with all the aforementioned parent advisory groups.	<ul style="list-style-type: none"> ● Calendar regular meetings ● Communicate with parents and other committee members ● Invite/ Re-invite a variety of education partners
Initiate a Community Schools Advisory Committee	<ul style="list-style-type: none"> ● Utilize District Sample Bylaws to form site based community school advisory including a minimum of four meetings per year. ● Schedule for committee to present findings at School Site Council annually.

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):

Jurupa Valley High School proudly initiated "Parents with PRIDE" meetings, a strategic effort to strengthen parent engagement and involvement in the educational journey of our students. These sessions serve as a crucial platform for collaborative leadership and valuable parent input, fostering a sense of shared responsibility in our school community.

The primary objective of "Parents with PRIDE" meetings is to establish an open line of communication between the school and parents, creating a space for meaningful dialogue on matters relevant to the academic and personal development of our students.

To support this initiative, community schools funding has been allocated to compensate teachers and counselors for their after-school work in organizing and leading these informative sessions. This financial commitment reflects our dedication to providing quality resources and programming to our parents.

Teachers and counselors play a pivotal role in these meetings, presenting valuable information and insights to parents. Their after-school contributions ensure that parents receive comprehensive and accurate details about their child's education, fostering a collaborative approach to student success.

In our ongoing pursuit of fostering collaborative leadership and advancing best practices within our educational community, we allocated community school funds to facilitate attendance at relevant conferences. One such conference is the EMPOWER Summit. This gathering serves as a vital platform for educators, administrators, parents, students, and community partners to convene and exchange insights and strategies pivotal to the success of community schools. By participating in conferences like the EMPOWER Summit, we aim to enhance our collaborative leadership skills and deepen our understanding of effective practices that promote equity and student achievement within our school community. This strategic investment in professional development underscores our commitment to cultivating a culture of collaboration and continuous improvement within our educational framework. This initiative is closely tied to the community schools model, specifically aligning with one of its core pillars: "Collaborative leadership and practices for educators and administrators."

We also propose using community school funds for planning time outside contract hours. This follows closely with our community schools initiative and aligns with the pillars of community schools, specifically "Collaborative Leadership and Practices for Educators and Administrators." By allocating funds for this purpose, we emphasize our commitment to thorough preparation and effective implementation of various programs, ensuring that educators and administrators can collaboratively develop high-quality educational experiences.

Strategy 4: Coherence: Policy and Initiative Alignment

Establishing coherence and alignment across policies and initiatives is critical in the success of the community school strategy. Coherence helps clarify purpose, ensures efficient use of resources, avoids conflicting policies, creates synergy and the amplification of impact, and promotes sustainability.

A coherent and comprehensive plan/strategy for community schools “de-silos” all parallel LEA and school-level initiatives. Schools fully integrate the community school strategy with all existing school-wide strategic plan(s)/ improvement plan(s) such as the LCAP and SPSA. The community school implementation plan and school improvement plan become one cohesive plan. Describe your goals and action steps for establishing policy and initiative alignment.

Site Level Goals and Measures of Progress

Goals	Action Steps
Utilize all survey applicable data to engage in focus groups from a community schools lens to inform the development of the SPSA	Timeline of implementation of focus groups to presenting to SSC for SPSA input.
Create a community schools implementation plan which is posted online and reviewed throughout the year.	Timeline for creation / review and sharing data.

Strategy 5: Staffing and Sustainability

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
Hire appropriate staffing to support the community school.	Mental Health staff Community schools TSA (site coordinator)
Add a Peer mentorship elective course	Submit course approval Build this course into the master schedule Staff the position Establish course curriculum
Build sustainability of mental health staff through EPSDT or other billing	Present on available services to reduce stigma for mental health services and increase EPSDT referrals

Key Staff/Personnel

Dr. Shelley Morris	School Site Principal
Naomi Brush	Assistant Principal Curriculum and Instruction
Jose Campos	Director, Parent Involvement and Community Outreach
Monica Leon	Pupil Services Coordinator
Phillip Ramirez	TSA Community Schools
Briana Beam	Behavioral Health Peer Specialist
TBD	Behavioral Health Peer Specialist
Laisa Jamison	Behavioral Health Clinical Supervisor
Christiana Shenck	Behavioral Health Associate
Trask Hernandez	Riverside University Health System - Behavioral Health Substance Abuse and Prevention Counselor

Amber Manriquez

Riverside University Health System - Behavioral Health
Substance Abuse and Prevention Counselor

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

Jurupa Unified School District - JUSD is currently working on sustainability of integrated services through a variety of leveraged funding sources and partnerships. These include the following;

1. Expanding its current contract with Riverside University Health System - Behavioral Health under EPSDT billing. The goal is for any Behavioral Health Staff funded by community schools to shift to EPSDT funding. We have already seen an increase in our contract with previous grant funding.
 - a. Under CalAIM services are now reimbursable for case management services.
2. Co-located substance abuse treatment and prevention programs provided by Riverside University Health System - Behavioral Health.
 - a. This may lead to Jurupa Unified becoming a contract provider for these services.
3. Co-locate services offered by Federally Qualified Health Centers: - FQs
 - a. Jurupa Unified has in the past operated an intermittent health clinic at one of its school sites which will be reopened utilizing two different partners pending agreement finalization of the new facility construction as part of that site's modernization. Negotiations are in place to also co-locate behavioral health services from one of our FQs.

Jurupa Unified plans to explore the following funding streams

4. Managed Care Plans. With CalAIM and mental health reform at the state level there is momentum for school districts to become contract providers of managed care plans.
5. Private Insurance: We currently have plans to submit a proposal to Kaiser Permanente to become an approved provider for mental health services. This is pending JUSD employing a sufficient number of Licensed Therapists and being able to meet the need of its existing Medi-Cal based and uninsured referrals. Community Schools Funding would accelerate this work by increasing the mental health workforce to meet current needs.
6. Mental Health Pathways: Currently, in partnership with Riverside County Office of Education, Moreno Valley Unified School District, Beaumont School District, and Cal Baptist University, we are planning to establish dual enrollment in the field of social work / mental health. This Federal School Based grant funding will support pathways to social work / mental health and will provide paid internship opportunities. This aligns with the current internally developed Student Support Services Action Plan (artifact 11).

Strategy 6: 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
Explore new partnerships.	Community School TSA to engage the community groups listed in the narrative.
Expand existing partnerships	Engage with all Federally Qualified Health Center partners (FQHC).
Establish systems or collaboratives for establishing relationships and ways to engage new partners.	List all collaborative groups including elected officials for community schools teachers on special assignment (coordinators) to engage with.

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:

Jurupa Unified School District is a long time collaborator with the Healthy Jurupa Collaborative, The Riverside County Family Resource Network, HOPE Collaborative (County Child Abuse Prevention Council), and the Mental Health Service Act - Prevention and Early Intervention Collaborative. Staff leadership have sat on the County Behavioral Health Commission, Children's Commission, the Riverside Community Health Foundation, the board of local Federally Qualified Health Centers, the child abuse prevention council and other services organizations which have helped build a true

network to serve our communities and to collaborate to address current needs. Below is a brief list of organizations / contracts which allow us to provide services. All these relationships have been built over time through our committed involvement. As a result, we annually update our community resource guide, which is available to all sites.

(<https://jurupausd.org/our-district/ps/pico/Pages/Resources.aspx>)

- Riverside University Health System - Behavioral Health:
 - System of Care / EPSDT: This is our current specialty mental health contract reimbursing Jurupa Unified for services rendered. Staffing includes clinicians, a parent partner, and peer specialist for Transitional Aged Youth (TAY).
 - Substance Abuse Prevention & Treatment (SAPT): We are currently in plans to integrate and co-locate Riverside County Staff members into wellness centers at our secondary schools to provide on site Substance Use and Prevention Treatment. Community schools Cohort 1 planned for the use of Wellness Centers. The first one was put into operation this first year and the second one is set for construction with match dollars over the summer. We plan to expand Wellness Centers to Cohort 2 schools if funded.
 - Mental Health Service Act / Prevention and Early Intervention: Suicide Prevention Training is provided annually for JUSD staff.
 - Mental Health Service Act / Prevention and Early Intervention: CBITS or Cognitive Behavioral Intervention for Trauma in Schools is funded for JUSD staff to provide these services in our schools for grades 6-9.
- MFI - My Family Inc: is a mental health and substance treatment agency we provide referrals to. MFI provides parent outreach and education regarding substance use prevention.
- Vision Y Compromiso provides *promotoras* (Community Health Workers) to provide parent education and support through a variety of programs. Vision Y Compromiso is a lead grass roots organization based out of Los Angeles which has expanded to the Inland Empire with funding from the Mental Health Service Act and the Mexican Concolute to provide culturally relevant engagement of our communities and families.
- Operation Safe House is a non-profit that operates a shelter for teens providing treatment and support toward reunification as well as school based programs such as stress in your mood and Cup of Happy at our high schools. We hope to further engage to increase service integration through our Wellness Centers.
- Cal Baptist University provides mental health graduate interns and is a lead partner of the School Based Mental Health initiative. Their role is to provide a pathway utilizing dual enrollment and paid internships for our school district to then be able to hire and retain mental health professionals.
- Riverside University Health System - Public Health provides a Medical Mobile Unit for access and immunization at four of our school sites.
- Community Health Systems Federally Qualified Health Center provides both a medical mobile unit and integrated mental health supports
- Neighborhood Health Federally Qualified Health Center provide a dental mobile unit across all campuses and screens our Head Start / PreSchool students.
- First 5 Riverside contracts JUSD as one of the region's largest home visitation provider and a member of the Riverside County Family Resource Center.

- Alma Family Services is an EPSDT provider co-located at JUSD's Children & Family Services location and provides school based EPSDT mental health services.
- Wylie Center provides parenting classes
- Tessie Cleveland Family Services provides home based EPSDT mental health services.
- Americas Best Eyeglasses allow JUSD's PICO office to provide four referrals a month for free vision exams and eyeglasses.
- Youth Enrichment Services provides regular donations of backpacks, school supplies, new clothes, and hygiene kits for JUSD to provide students accessed by school staff.
<https://jurupausd.org/our-district/ps/pico/Pages/Resources.aspx>
- Vision for Learning is a non-profit with a mobile unit providing eye exams and glasses to students on campuses.
- Lions Club operates "Lions for Site" annually on JUSD campus providing eye exams and used eyeglasses for the larger community. The pandemic caused this program to halt but it is being reestablished in 2023.
- JUSD has had various partnerships with faith based organization and non-profits for local food distributions. JUSD will reengage to establish stronger partnerships as it held prior to the pandemic. The pandemic created an influx of organizations providing food through one time funding which has been gone and our food distribution system was significantly hampered as a result. Our current system requires some intentionality and new relationship to be created on behalf of JUSD>
- Congressman Mark Takano, Senator Richard Roth, and Assemblymember Cervantes have long been partners of JUSD supporting community programming, presentations, and services such as citizenship workshops and Covid-19 vaccination events. JUSD has worked with these offices for several years in partnership meeting current community needs. This partnership is designed to be responsive to community needs.
- National Alliance of Mental Illness and Friday Night Live are new partnerships being explored as a result of our community engagement efforts. Both are student focused groups on campus that our community schools teachers on special assignment will engage with.

Strategy 7: Professional Learning

Professional learning enhances collaboration and coordination and provides opportunities for interest-holders to develop shared understanding, build relationships, and coordinate their efforts to

better support student success.

Below, describe your goals and action steps for professional learning opportunities specific to the community school strategy. Consider role-specific professional learning supports that are offered to administrators, educators, classified staff, families, and other role groups as necessary. Also consider how schools identify the supports and professional learning needed to support the community schools initiative, including learning focused on shared leadership and a reimagining of teaching and learning to be collaborative, relationship-centered, culturally-affirming/relevant, asset-based, democratic and community-based.

Site Level Goals and Measures of Progress

Goals	Action Steps
<p>To increase all staff capacity in equitable culturally responsive practices, restorative practices, trauma informed practices, and social emotional learning through professional development and coaching to address inequitable student outcomes as measured by: <u>self reporting, attendance, academics, discipline data.</u></p>	<ul style="list-style-type: none"> ● Schedule Restorative Practices ● Schedule training with WestEd consultants training teachers on strategies supporting English Language Learners and Long Term English Learners (LTEL) ● Schedule Trauma Informed training for school staff. ● Implement Hanover Implicit Bias Toolkit for School Leaders and training including equity interviews. ● Offer training on Universal Design for Learning - UDL and Inclusion training with Katie Novak ● Implement ongoing Positive Behavior Intervention Supports PBIS training / implementation for school sites. ● Train and monitor all sites in 2nd Step social emotional learning curriculum
<p>Increase opportunities for parent engagement at school sites by building trust, strengthening relationships and respect among all educational partners by increasing and improving communication and developing a culture of exceptional customer service.</p>	<ul style="list-style-type: none"> ● Increase the availability and times that Parent Engagement Leadership Initiative is offered to the community. ● African American Parent Advisory Council AAPAC Leadership Training, ● Schedule and Mandate Customer Service Training for Office Staff ● Schedule and Mandate Systems of Support training for all staff groups to increase awareness of support services available to students, families, and community.

Strategy 8: Centering Community-Based Curriculum and Pedagogy

Community-based curriculum and pedagogy builds on the rich, diverse cultural, linguistic

backgrounds of students and families. It can increase students’ engagement in their learning by connecting to real-life experiences and 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 the theoretical roots and practical elements of community-based learning.

Site Level Goals and Measures of Progress

Goals	Action Steps
To ensure we are culturally relevant in community schools.	Form VAPA focus groups to determine best use of funds
Support long term English Language learners	Language services professional development
Provide presentations during advisory to address school community	Survey students regarding connectedness Create a menu of options with staff that supports student needs
Provide training in Cultural competence for staff and students.	Provide cultural competence training for administrators to lead site level work. Provide culturally competent training for school based staff.
Provide training to address mental health stigma.	Ensure key staff members are training on Applied Suicide Intervention Skill Training. Provide presentation on mental health topics to staff and students.

Strategy 9: Progress Monitoring and Possibility Thinking

When interest-holders come together to review data on student outcomes and program effectiveness, they can ensure that the strategy is responsive to the assets and needs of students and families and adapt practices to better support success. Progress monitoring and possibility thinking allows for the celebration of successes, development of new strategies, structures and practices, and builds stronger relationships and partnerships among interest-holders.

Describe how your site, with educational partners, will explore the development of an evaluation plan for the community schools initiative, rooted in local data and measures that allows for diverse community-based definitions of success. Describe how you are developing metrics to gauge success and to guide their work. Identify those potential outcomes/indicators.

Site Level Goals and Measures of Progress

Goals	Action Steps	Outcome/Indicators
Schedule ongoing focus groups with aforementioned advisory groups.	Calendar meetings Review the implementation to continually solicit feedback.	Meeting agendas Meeting notes
Coordinate and schedule all site and district survey data.	Meet with site staff to review results	Survey (Panorama, LCAP, Community School Needs) results Survey completion percentage

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