

CALIFORNIA COMMUNITY SCHOOLS PARTNERSHIP PROGRAM (CCSPP): IMPLEMENTATION PLAN TEMPLATE

Instructions

This 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 2 implementation applicants with the requirement of submitting an implementation plan (per site) as part of their Request For Application (forthcoming). Request for Application (RFA Attachment II), and to support California Community School Partnership Program (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 schools, legislative updates, and course corrections informed by your continuous improvement and school community engagement processes.

The Implementation Plan should be guided by the California Community Schools Framework and the Community Schools Implementation Growth Chart . As long as reasonably possible, alignment with overarching Local Educational Agency (LEA) goals and objectives as stated on Local Control and Accountability Plans (LCAPs) and School Plans for Student Achievement (SPSAs) is strongly recommended, to build on existing objectives for community school sites. We recommend using the Specific, Measurable, Achievable, Relevant, and Timebound (SMART) Goals Framework as you complete this plan.

The Lead LEA is responsible for creating, reviewing, and updating a site-based CCSPP Implementation Plan(s) every school year. LEAs are encouraged to 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 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).

The Implementation Plan will be submitted to CDE as part of the Cohort 2 Implementation Grant by those who are applying. This implementation plan template will be updated as the CCSPP accountability system is developed.

California Community Schools 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.

The CDE and the California State Board of Education have determined that the CCSPP will be an equity-driven and asset-building school transformation program.

Adopted in 2022, the California Community Schools 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.

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 CCSPP Framework](#).

Implementation Growth Chart Overview

The S-TAC is in the process of developing an Implementation Growth Chart (IGC) that serves as a road map for both LEAs and school sites and is meant to enhance the adoption, implementation and sustainability of community schools. The Implementation Growth Chart is structured by three phases of growth (visioning, engaging, and transforming) and consists of phase-specific implementation strategies and activities. Nine key phase-specific capacity-building strategies are highlighted including a focus on:

1. Needs and assets assessment: Collective Priorities
2. Shared understanding
3. Collaborative leadership
4. Coherence: Policy and initiative alignment
5. Staffing and sustainability
6. Strategic community partnerships
7. Professional learning Centering community-based curriculum and pedagogy
8. Progress monitoring and collective problem-solving

This resource (IGC) will be available in the next month or so and will support the implementation of community schooling as a strategy for school transformation.

CCSPP: IMPLEMENTATION PLAN

School Site Contact Information

Marysville Joint Unified School District 58727360000000

School Name Kynoch Elementary: 58 72736 6056774

Application amount requested: \$1,425,000

Goals/Priorities

Describe the main goals/priority actions for the school site's community schools initiative. Please include goals at the site level. Add lines as needed. Include how progress toward each goal will be measured (i.e. SMART goal). Use the phase-specific activities outlined in the Implementation Growth Chart (forthcoming) as a guide and reflect on how your goals/priorities are informed by the needs and assets assessment and aligned with the CCSPP Framework.

Priority 1: Needs and Assets Assessment: Collective Priorities

School sites plan and execute a deep needs and asset assessment engaging a majority of students, staff, families and community members in identifying their top community school priorities and vision. Thoroughly describe your plan for conducting a deep Needs and Assets Assessment in the space below. Ensure that you will leverage multiple (at least three) data collection and analysis methods, such as interviews, focus groups, surveys, town halls, family nights, home visits, etc., to inform your community school strategy.

Interest-holders then identify priority topics from needs and asset assessment and form working groups or goals teams that utilize Improvement Science or other strong problem solving strategies to address root causes. LEAs support this process, and develop structures to address system-level issues that span multiple school sites. After conducting the Needs and Assets Assessment, discuss how you will analyze your data and develop priorities, and then strategically collaborate with community partners on the core priorities that emerge.



Introduction and Background

Kynoch Elementary School currently has a total enrollment of 732 students in grades TK- 5 and is located in the diverse community of Maryville in Yuba County, almost 35 miles outside of Sacramento, California. As part of the Marysville Joint Unified School District (MJUSD), Kynoch Elementary is one of twenty-three schools and one of 14 schools in the district. The district is divided into three sections- schools located in the north and south of Yuba Feather River and the foothills. Kynoch Elementary is located inside the city limits and is associated with higher poverty and challenge than our two sister middle schools. The school demographics show that 11.3% are identified as Students with Disabilities, 12.9% as English Learners and 66.9% as low SES. This number has decreased significantly as with the universal meals program, families are no longer required to complete the documentation associated with the FRL program as a large part of this county also houses undocumented immigrants. The school was identified with over 90% as SES

before the universal meals program and is actually higher after the pandemic, though the numbers do not reflect that.

MJUSD was established 160 years ago and Kynoch Elementary first opened its doors in 1950 in the city of Marysville, one of the three original large cities in California and recognized as the 'gateway to the gold mines.' MJUSD serves the cities of Marysville, Olivehurst and Linda in Yuba County. Once a sleepy bedroom community outside of Sacramento, Yuba County flooded from a levee break on the Feather River in 1997 that destroyed roughly 1,000 homes and resulted in millions of dollars in economic losses. The ongoing economic impact is particularly devastating for the region because many communities and businesses still have not recovered from similar flooding in 1986. The 1997 flood was considered a 100-year flood event. The largest industry is farming. The district has established strong partnerships with several public and private organizations who have banded together to support the Community schools project at the ten sites identified by the district.

To understand the Kynoch Elementary school community, it is important to understand the County as it currently stands. Within the last five years, the city of Marysville has experienced growth as families from the greater Sacramento region found the housing development to be affordable, with a small town atmosphere good for raising families and within commuting distance for jobs in Sacramento. A variety of cultures, Europeans, Hispanic, Hmong, and others comprise a significant portion of the student population. Yuba County has a population of just over 83,000 people and although it is over the CDE threshold for rural identity, the main industry here is farming. 77% of the population is white and Yuba County has a median income of just over \$62,000 which is \$21,000 below the state median and \$6,400 below the federal median level. To add to that, 15.6% of the total population lives at or below the poverty line and based on our Homeless Consortium data, the PIT (Point in Time) counts from 2007 to 2022 have gone from 362 individuals experiencing homelessness to 1,094. A staggering increase of over 200%. These numbers are concentrated higher in the neighborhoods feeding into Kynoch Elementary School. Looking back historically this low level of income and high level of homelessness has been pervasive. Currently, Yuba County still suffers from a disproportionately higher amount of unemployment with its rate being 6.3% compared to the state at 4.1%. As with poverty, harder health conditions follow. The overall life expectancy of residents in Yuba County is 78.7 years, a full three years less than the state average of 81.7 years. The teen birth rate at 20.6% is nearly double that of the state's 10.8% and the crime rate per 100,000 people is also higher than the state at 2,748 per 100K as opposed to the state's 2,497 per 100K.

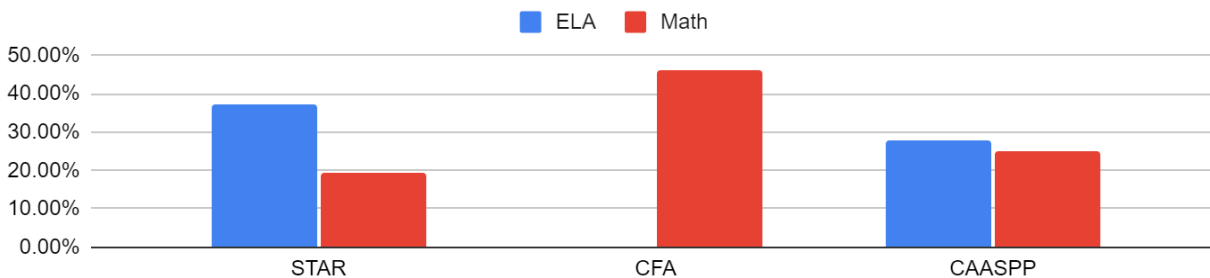
The surrounding community has a large need for a Community Schools model program to address the ongoing social, economic and safety issues plaguing our students and families. It is no secret that our families have experienced significant disruption and stress as a result of the pandemic, and the expansion of family engagement strategies and supports positively impact the education gaps evident due to two years of disruption. We have also experienced a significant increase in student behaviors which challenge engagement and learning, also a nationwide phenomenon after the pandemic. Families have limited knowledge of community resources available to address their own needs when dealing with the growing teenage behaviors which are also influenced by increased access to social media. They look to the school to support them with parenting classes, along with sessions on topics such as coping skills and anger management, substance abuse, and responsible decision-making. The community and school understand that each student is unique. We are committed to encouraging, empowering, and teaching our students to reach their full academic and social emotional potential through a partnership with our families. While our overall school vision and mission are clear, we are far from making this vision a reality for all of our students and families.

Needs Assessment

In order to design the Communities School program, the Kynoch Elementary School team conducted several community meetings to assess the need for Policy Change, Systems Change, and Environmental Change and completed the following steps as part of the Needs Assessment process: (1) developed questions; (2) selected data collection method; (3) analyzed and prioritized data; (4) identified the ongoing systematic gaps; and (5) identified current practices and actions. A varied pool of data is critical in determining the needs of students attending Kynoch Elementary Intermediate School. The data sources considered in the Comprehensive Needs Assessment, which drives the SPSA development are as follows: CAASPP ELA, math, and science data, ELPAC scores, and reclassification numbers, chronic absenteeism, referral data, and rates of suspension. In addition, other data is considered which includes STAR Renaissance reporting, and informal inquiry with stakeholders. In addition, ELAC and our Site Council provide important feedback from stakeholders invested in the success of all students.

Kynoch Elementary school data indicates that students are struggling with academics, behavior and attendance. We have seen that the concerns have exacerbated after COVID closures which caused further shocks to the systems already struggling with the ongoing impacts of the social-economic community factors at play. These family stresses have had a direct impact on the parent and community expectations, wellness, and hope, consequently our students' academic, attendance and discipline performance has suffered. Chronic Absenteeism has doubled to 24.1% since 2018-19, with 6 or our 8 identified subgroups showing the greatest increase. Similarly, climate data has shown an increase in numbers as well. Our discipline data shows that Kynoch Elementary is experiencing improvement in our suspension rates, cutting them almost by 50% (5.4% in 19 down to 2.8% in 22). This shows a need to continue our support for students in the classroom as well as additional trainings for teachers. CAASPP academic data indicates that our groups meeting or exceeding the grade level standards have all shown improvement. In the district conducted internal common assessments, 19% were proficient in ELA and 8% in math. Parents' self reporting of educational levels indicates that 9% of the parents do not have a high school diploma and 27% of the parents either declined to state or did not know their education levels.

ELA and Math



Based on the feedback from the community meetings and the data from the school's annual needs assessment, the school identified four main areas of need:

- (1) Lack of systemic practices to address the needs of student success as indicated through improved attendance, decreased discipline and more academic preparation. The school must also implement restorative practices and positive behavioral interventions for early detection and support actions.
- (2) Lack of community partnerships that support the school in a consistent manner to bridge the gaps including family needs such as wellness, parent education, community resource

deployment and ongoing community support to improve the schools community perception. There is an increased need to identify an asset-based community schools program to include community partners to collaboratively design actions to help the school become a cornerstone of the community and improve its impact. Conversely, institute a community collective expectation and identify and/or develop available resources to help the school mitigate impact of discipline, safety and increased social-emotional needs, including mental and physical wellness.

- (3) Design a school culture to include academic and co-curricular support to prepare students for a successful transition to high school and college & career readiness.
- (4) Provide and expand parent education to support the capacity of families to participate as active partners in the school and to improve their own agency. This includes education related to understanding transcripts, student support services and high school and postsecondary options, including scholarships and college and career options.

From both the qualitative and quantitative data, the team first identified the current practices at Kynoch Elementary in each of the four gap areas and identified the assets currently in place at the school. These practices are sustained outside the CCSPP grant program.

1. To improve attendance, decreased discipline and more academic preparation

- 1 full-time classified Outreach Consultant (ORCs) at the site who works with families and focuses on support related to school policies, practices, and academic issues related to the success of each student. This staff member conducts home visits on an as needed basis with our most critical students.
- 1 full-time student support specialist at the site who works with students who need additional support with social emotional needs. This staff member provides support to the classroom teacher when a student is at a spot where they cannot access the learning due to the inability to self-regulate. This staff member also works with students in small groups or one-on-one.
- The site-based English Learner Facilitator (ELF) supports non-English speaking families, supports our ELAC meetings, and is the liaison between the school and the families to help them navigate our school system.
- An attendance program is utilized and funded to support outreach actions with data to improve attendance for students. SARB meetings are scheduled weekly and chronically absent students and families are provided resources as needed to address the roadblocks for improved attendance.

2. Address the lack of community partnerships that support the school in a consistent manner to bridge the gaps in home-school partnerships

- The site implements PBIS practices and documents, monitors, and evaluates data related to suspensions, referrals, and interventions on a monthly basis.
- Our Student Study Team works together with families of students who are needing extra support with academics or social skills. Most of our students participate in three meetings with this team. Referrals to outside agencies are often made as a result of

these meetings.

- Tier II and III meetings scheduled regularly to provide intensive support which include connections to outside agencies, parent education, staff training and outreach activities.
- The school works closely with Marysville Police Department's SRO to work with families and address their concerns or provide guidance on behaviors.
- The school has one counselor who interacts and collaborates with agencies to introduce new resources for teachers in the classroom and for families to get access to in order to support their students.

3. Design academic and co-curricular support for a successful transition to high school and college & career readiness

- Daily intervention is provided based upon formative assessment data in math and ELA. Students are grouped weekly based upon performance needs. We use our site-funded paras to help accomplish this goal.
- Academic tutoring is being offered after school daily with transportation provided through our ASES and ELO-P program.
- Reading intervention is being provided to students reading below grade level. Attention to fluency, comprehension and vocabulary is being made during these interventions.
- The school site has continued to work with teachers and administrators on the Professional Learning Communities (PLC) practices which have been implemented and monitored for fidelity.
- Professional development is ongoing. A consultant provides training on essential standards, pacing of those identified standards, creation of formative assessment, interpretation of assessment data and intervention strategies. The District Science coach provides support with NGSS standards implementation.
- A strong district team provides multilayered support with all aspects of school management.
- Our Intermediate school that we feed into schedules transition meetings and supports parents prior to the end of the 8th grade.
- District provides 24/7 free online tutoring access to all students.
- After school programs are already in place for all students under the ASES program.

4. Provide and expand parent education to support the capacity of families

- Parents are invited to be part of School Site Council Meetings, Title One Parent Meetings, PTO and English Learners Advisory Committee (ELAC) to provide input on student interventions and the academic program at the school site. Administration collaborates with parents during these meetings.
- District hosts multiple districtwide meetings such as District English Learners Advisory

Committee (DELAC), District Advisory Committee (DAC), Special Education Collaborative, Superintendent parent monthly meetings, etc., and Kynoch Elementary parent and community representatives have a voice and a space to share their ideas and concerns.

- Home visits are done to support parents with document signatures, conferences regarding attendance or transportation issues etc.
- Aeries Communication is used for regular home communication to ensure parents are aware of engagement opportunities. 64 schoolwide messages were sent home in the 2021-22 school year. Teachers also use School Messenger to communicate with parents.
- Parent Portal trainings were offered (both small group and one-on-one) for parents to learn how to track student academic progress.
- Newsletters are sent home to parents monthly to keep parents updated and to invite them to actively participate in their child's education.
- Parents are also invited to complete the California Healthy Kids Survey to provide feedback related to school climate.
- Families have access to free 24/7 mental health services.

These four broad areas of need capture the overall spirit and intent of Project LEAP, which is designed around actions that address these needs and prioritize exemplary **L**eadership, **E**ducation, **A**ccountability, and **P**rograms for students (and families) for sustained individual and community wellness and college and career success.

Updates to Priority 1:

2023/24 - None

2024–25 - Kynoch Elementary School has continued to implement the Needs and Assets Assessment process established the previous year. We have maintained our commitment to engaging a wide range of stakeholders—including students, families, staff, and community partners—through a variety of data collection methods such as surveys, focus groups, interviews, family nights, and town halls. We have analyzed both quantitative and qualitative data to identify trends, prioritize community needs, and leverage existing assets.

As we move into Year 2, we will refine our data collection tools and adjust our engagement strategies based on the feedback and lessons learned from the initial year. Any changes to our process will be made thoughtfully and collaboratively, ensuring we remain responsive to the evolving needs of our school community. The goal remains to form cross-functional working groups

that use Improvement Science to address root causes, set measurable goals, and guide the development of responsive, equity-centered strategies. Community partners will continue to be essential collaborators in this work, helping us bring to life the vision of a sustainable, integrated Community Schools model.

2025–2026 school year, As we move into Year 3, we will refine our data collection tools and adjust engagement strategies based on feedback and lessons learned. Changes will be made collaboratively to remain responsive to the evolving needs of our school community. Our goal is to strengthen cross-functional working groups that use Improvement Science to address root causes, set measurable goals, and guide the development of responsive, equity-centered strategies. We continued focusing on these priority areas while making targeted improvements where needed. We also plan to expand academic supports by adding a Math Intervention Specialist to better address student learning needs. The need for a Math Intervention Specialist is supported by collected test score data. Math intervention is intended to help address this need.

Updates to Priority 1 include a continued focus on improving attendance, decreasing discipline incidents, and strengthening academic preparation. To support this work, we have a full-time Outreach Consultant (ORC) who partners with families to address school policies, practices, and academic needs, including conducting home visits for our most at-risk students. A full-time Student Support Specialist provides social-emotional and behavioral support, assisting students in developing self-regulation skills and ensuring they can access classroom learning, both through in-class support and small group or one-on-one interventions.

Additionally, our site-based English Learner Facilitator (ELF) supports non-English speaking families, facilitates ELAC meetings, and serves as a liaison to help families navigate the school system. Attendance improvement efforts are supported through a funded attendance program that uses data to guide outreach. SARB meetings are held weekly, and chronically absent students and their families are connected with resources to address barriers to attendance. These efforts are coordinated through our ORC and CCSPP Site Coordinator, ensuring a cohesive and proactive system of support.

Community partners will remain essential collaborators as we continue building a sustainable, integrated Community Schools model.

Priority 2: Shared Understanding

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?”

Information about the community school strategy is continually shared, shaped and reinforced at school-wide events, over announcements, on websites, in school branding and throughout internal and external communication in multiple languages that are responsive to the community.

Shared Understanding Built Around Core Commitments

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. Indicate how your site’s understanding of community schools reflects its commitment to the **Cornerstone Commitments**:

1. **Assets-Driven and Strength-Based Practice:** Community schools view students, their families and their community through the lens of their assets and strengths and value the collective wisdom derived from experience, family, history and culture and language.
2. **Racially Just and Restorative School Climates:** Community schools commit to creating, nourishing and sustaining school climates that are centered in the embrace of and support for all students in the totality of school interactions.
3. **Powerful, Culturally Proficient and Relevant Instruction:** Community schools commit to be driven by teaching and learning that is relevant to, inclusive of and centered in the wisdom, history, culture and experience of students, families and communities.
4. **Shared Decision Making and Participatory Practices:** Community schools all share a commitment to authentic and dynamic shared leadership in all aspects of school governance and operations.

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

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Updates to Priority 2:

2023/24 - None

2024/25 - Kynoch Elementary is making steady progress toward implementing the goals outlined in our CCSPP plan. We continue to deepen our alignment with the core principles by expanding our network of community partners and building strong collaborative relationships. These partnerships are essential in sustaining our commitment to whole-child development, community wellness, and academic success. As we move forward, we remain focused on identifying additional local organizations and service providers that can enhance our ability to meet the evolving needs of our students and families.

25-26 At Kynoch Elementary School, our shared understanding of “why a community school” has continued to evolve from last year’s foundation of building strong relationships and inclusive systems of support. Previously, we focused on engaging students, families, staff, and community partners through a Needs and Assets Assessment process to better understand the strengths and needs within our school community. This year, we have built upon that work by deepening engagement, refining our practices, and strengthening alignment to the Cornerstone Commitments. Moving forward, our developmental plan includes refining data collection tools, strengthening cross-functional working groups, and improving coordination of supports to address attendance, discipline, and academic outcomes. We will maintain a strong focus on collaboration, continuous improvement, and sustainability, ensuring that our community school model remains responsive to the evolving needs of our students and families.

Priority 3: Collaborative Leadership

At the system level, LEAs establish a system-level steering committee 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. This could include creating a new site-level steering committee/advisory council, or expanding an existing team, such as the School Site Committee, student councils, English Learner Advisory Committee or group of teams.

Site Level Goals and Measures of Progress

School Name	Goals	Action Steps	Outcome/Indicators
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<p>Kynoch Elementary</p>	<p>Develop and implement collaborative leadership and decision making for Project LEAP</p>	<ul style="list-style-type: none"> ● Create a site level <i>LeapTask Force</i> to work collaboratively with MJUSD Community Safety Task Force. ● Clarify district and school (LEAP) staff roles and responsibilities ● Appoint/authorize key staff to implement LEAP Implementation plan activities ● Formalize training and workshops for families to address student and family needs, access to resources and identify programs of support ● Develop a Data Management System to support data-driven decision making and accountability ● Implement collaborative continuous improvement model (e.g., Plan, Do, Study, Act) to target student/family needs ● Expand adult education activities 	<ul style="list-style-type: none"> ● Task Force participants include site administrators, teachers, parents, agency partners, and new LEAP Coordinators ● Quarterly Task force meeting calendared ● Dedicated actions, data analysis, and decision making evidenced in Task Force meetings. ● Measurable outcomes and timelines established by LEAP Task Force ● School community quarterly LEAP report card published & disseminated ● Data system established and data shared with Task Force ● Quality multiple-data points are collected and reported to LEAP leaders, Task Force, and school community ● Evidence of Data analysis and reports (i.e., strengths, needs) become systematic ● Targeted actions, goals, and success indicators identified for target focus areas
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			<ul style="list-style-type: none"> ● Impact reports show measurable progress in 4 key impact areas: (1) transformed schools (e.g., whole child practices and supports); (2) engaged, healthy and empowered students and families (e.g., avenues for shared decision making; needs met); (3) confident and well prepared students (e.g., mastery of 21st/Graduate Profile skills, self-advocacy, high graduation rates and college and career readiness; higher attendance and positive discipline; decrease in chronic absenteeism); (4) local capacity for improved collaborative problem-solving (e.g., community capacity to organize and take action; increased collective efficacy) ● Identify Improved Parent Engagement; courses for pregnant teens and teen parents; job training and careers ● Identify the training and workshop needs and schedule these through the Adult Community Education program
<p>Kynoch Elementary</p>	<p>Improve school-based support programs for student success</p>	<p>Design a <i>Bridge to Success</i> program for attendance and discipline issues</p>	<ul style="list-style-type: none"> ● Quarterly meeting to include updates related to student progress in academics, attendance and discipline

	<p>Develop Accountability for Community Wellness</p>	<p>Establish a community Wellness Center</p> <ul style="list-style-type: none"> ● Identify Community and Yuba County partnerships/ resources to support wellness and safety. ● Identify Community and Yuba County partnerships & resources ● Implement parent education program(s) 	<ul style="list-style-type: none"> ● Blueprint for Community Wellness ● Wellness Center operational at school site ● Staff/supports provided in Wellness Center ● Training on mental and physical health issues provided ● Health screenings conducted ● Social-emotional supports for families, staff and students implemented ● Quarterly meeting actions for the quarter ● Share out measurable outcomes ● Build parent capacity improve home-school partnerships
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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):

Project LEAP Implementation Plan:

In order to address the gaps identified through the needs assessment, and to build a community school program aligned to the framework, Kynoch Elementary team has engaged with a wide array of key partners in the development and planning of Project LEAP (**L**eadership, **E**ducation, **A**ccountability and **P**rograms) as the foundation for establishing a community schools partnership in the community. The need for establishing a community schools model was first introduced in the Community Task Force meeting held in the fall of 2022 when a multiple layered series of meetings were held to address the issue of the community perception of Kynoch Elementary School. At that meeting it was discussed that the needs in the community and the gaps in the schools services require more coordination and that the community partners and their resources would be used to support this improvement work. The collaborative team included key partners from the community and local businesses, who met together to establish a vision for the enhancement of the community at large. This conversation has smoothly progressed and evolved into the development and implementation of Project LEAP.

The process of developing Project LEAP also included a series of additional meetings involving staff, students, parents, and administrative staff, all committed to the Community Schools concept and would like to address the improvements within Kynoch Elementary and the larger community. The collaborative process brought together diverse ideas from our community to improve educational goals and design a better future for our students. The development of Project LEAP goals included a comprehensive needs assessment, data and SWOT analysis (strengths, weaknesses, opportunities, threats), identification of priority focus areas, goal-setting, and action planning. The members of the School Site Council (SSC), ELAC, and Leadership Team, three standing advisory and

decision-making groups, were equally involved in the discussions related to the development of Project LEAP development process. The English Learner Advisory Committee (ELAC) is composed of parents of English Learner students, staff, and community members. Fifth grade students were also invited to contribute to this effort to ensure that they are able to identify the targeted goals across their community. Student and family Empathy Interviews were also conducted to gain insight and understanding around the *real* challenges impacting our school community. Finally, Kynoch Elementary conducted two dedicated Project LEAP community meetings to identify community assets, collect input and priorities around community needs, and to discuss and prioritize actions and strategies best suited to support identified needs of our community.

Marysville Joint Unified School District's Strategic Plan (2022-2025) clearly aligns with the guidelines of the Community School Framework. The core tenets of the Strategic Plan includes values in Student Centered, Diversity, Respect, Social Responsibilities, and Shared Commitment to Public Education. The district's LCAP and the Kynoch Elementary School Plan are aligned to the Strategic Plan goals and actions to be transparent in the review and analysis of needs of students and to address the ongoing gaps in services. Project LEAP aligns to Goal 1: Academic Programs (implementation for academic, social-emotional, and skills preparation across grades TK-12); Goal 3 Community Engagement (support community and family engagement to raise student success); Goal 4: District Culture (cultivate a culture where staff and community can share and celebrate its successes and best practices), and Goal 5: Personnel Supports (support students and programs and develop a plan where MJUSD is fully staffed with quality employees).

The discussions and learnings which followed from the meetings and the needs assessment data review and the community conversations were extraordinary. Project LEAP has been developed, based on the tenets of the CCSPP framework for establishing Kynoch Elementary School as a community school. In order to coordinate community efforts to improve the school's performance and impact at large, Kynoch Elementary has worked with the schools it feeds into to design a community school by answering these five driving questions:

- 1) What are the highest priority needs of the children and families we serve?
- 2) Has an effort been made to evaluate existing community partnerships and resources through the eyes of children and families, and if so—what was learned?
- 3) What child and family needs are currently not being met?
- 4) What services and/or processes are currently available and/or being provided to children and families, and what evidence exists as to their impact?
- 5) How will the school redesign its actions to serve the community and meet the needs?

Project LEAP has identified four measurable goals as follows to meet the criteria and actions to establish a community school. These goals are:

Goal 1: Design Community Collaborative Leadership

Goal 2: Improve and Expand Community Education

Goal 3. Develop Accountability for Community Wellness

Goal 4. Improve School-based Support Programs for Student Success

The team analyzed the needs assessment services available in the community, and limited access to resources available, as issues needing prioritization in order to implement Project LEAP with fidelity. The team also identified the need for improved communication to be an area of weakness and immediate focus. Within the Project LEAP discussions, the team also identified a schoolwide initiative called *Bridge to Success* which is a comprehensive plan to address the academic, discipline and wellness needs along with professional development needs of staff. The philosophical and methodological differences, and thus potentially different delivering solutions, caused us to step back and to first establish common language, common strategies (i.e., appreciative inquiry, SWOT analysis) and a commitment to developing our collective efficacy. We had to remind ourselves that how we think matters and drives what we do.

Updates to Priority 3:

2023/24 - None

2024/25 - During the 2024–25 school year, Kynoch Elementary focused on laying the foundation for implementing collaborative leadership practices aligned with the California Community Schools Framework. Through the development of Project LEAP, we engaged key stakeholders—including students, families, staff, community agencies, and district leaders—in a shared planning process. This included assessing existing governance structures, conducting empathy interviews, hosting community input sessions, and aligning our goals with the MJUSD Strategic Plan.

As we look ahead, Kynoch Elementary will formally implement the Collaborative Leadership structures during the **2025–26 school year**. This implementation will include launching the LEAP Advisory Committee, a site-level shared governance team composed of administrators, teachers, students, families, and community partners. The Task Force will work collaboratively with MJUSD’s Community Advisory and will guide school-based decision-making aligned with Project LEAP’s four key goals.

Additionally, we will refine our shared decision-making processes, establish regular cycles of continuous improvement using the Plan-Do-Study-Act (PDSA) model, and ensure that all participants have the training and tools they need to contribute effectively. Structures such as the School Site Council, ELAC, and student voice groups will be integrated into the larger leadership framework to ensure democratic participation and transparency.

By building on the progress and partnerships developed during 2024–25, we are confident that Kynoch will enter 2025–26 with a robust, inclusive leadership model that advances student success and community well-being.

During the 2025–26 school year, Kynoch Elementary School has moved from planning to full implementation of collaborative leadership practices aligned with the California Community Schools Framework. Building on the foundation established in the previous year through Project LEAP, we have strengthened our shared understanding of “why a community school” by centering equity, inclusion, and collective responsibility for student success.

A major accomplishment this year has been the formation of a representative Advisory Committee that reflects our commitment to **Shared Decision Making and Participatory Practices**. This

committee includes student leadership as well as one parent or teacher representative from PBIS, PTO, School Site Council, ELAC, and the COST team. This structure ensures that diverse perspectives are embedded in school governance and that decision-making is inclusive, transparent, and responsive to the needs of our entire school community.

This work also reflects our commitment to **Assets-Driven and Strength-Based Practices**, as we intentionally recognize and elevate the voices, experiences, and expertise of students, families, and staff. By bringing together representatives from key groups, we are leveraging existing strengths and creating stronger alignment across initiatives.

Priority 4: Coherence: Policy and Initiative Alignment

Schools and systems work to align policies to ensure an integrated community school strategy at the site and LEA level. 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.

Site Level Goals and Measures of Progress

School Name	Goals	Action Steps	Outcome/Indicators
Kynoch Elementary	Ensure coherence and alignment between Project LEAP, SPSA, District LCAP and Strategic Plan	<ul style="list-style-type: none"> Formalize processes and timelines to consistently review, align, and maximize coordinated and efficient system of services, Bi-annually review LEAP budget and actions for improvement or modification Elicit ongoing feedback of LEAP services, timeliness, and overall*1 impact 	<ul style="list-style-type: none"> Project LEAP and the School SPSA become a single document District school leaders coordinate regular review/success of LEAP/LCAP/SPSA activities and impact. Focus groups and survey responses

Updates to Priority 4:

2023/24 - None

2024/25 - Kynoch Elementary continues to implement systems and practices that ensure full alignment and coherence between **Project LEAP**, the **School Plan for Student Achievement (SPSA)**, the **District LCAP**, and other key strategic plans. Our focus remains on building a unified, integrated framework that supports whole-child development through streamlined planning,

budgeting, and service delivery.

During the 2024–25 school year, we are deepening our efforts to formalize review cycles and alignment structures across school and district initiatives. This includes:

- **Maintaining bi-annual reviews** of the LEAP budget and related actions, allowing for timely improvements and strategic resource allocation.
- **Coordinating cross-departmental and school-based leadership meetings** to ensure that Project LEAP efforts directly support our SPSA goals and LCAP priorities.
- **Eliciting regular input** from staff, students, and families through surveys and focus groups to assess the timeliness and impact of services.

Through this ongoing implementation, **Project LEAP and the SPSA are increasingly integrated**, functioning as a single, cohesive plan that reflects a unified vision for student success. This de-siloed approach supports a more efficient use of resources and promotes a shared understanding among all stakeholders about how our strategies work together to meet academic, social-emotional, and community-centered goals.

We will continue refining this alignment throughout the school year to ensure that all school improvement efforts are mutually reinforcing and sustainable long-term.

2025-26 Continue with current actions

Priority 5: Staffing and Sustainability

Schools and systems address staffing. As needed to serve 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.

Updates to Priority 5:

2025/26-Kynoch Elementary has identified chronic absenteeism, ongoing behavioral needs, and social emotional barriers to learning as priority areas requiring immediate and sustained attention. Chronic absenteeism has increased to 23.1 percent, with six of eight student subgroups experiencing the greatest growth. Although suspension rates have decreased from 2.3 percent to 2.1 percent, referral data and classroom reports indicate that students continue to require consistent Tier 2 and Tier 3 behavioral and emotional supports.

Academic data further underscores this need, with 33 percent proficiency in ELA and 28 percent in mathematics. Attendance gaps, family stressors, and social emotional challenges are directly impacting instructional time and student achievement.

To address these systemic challenges, Kynoch Elementary prioritizes the addition of a School Social Worker to expand integrated student supports. This role will:

- Implement targeted attendance interventions and family outreach
- Provide Tier 2 and Tier 3 counseling and behavioral supports
- Coordinate restorative practices and crisis response
- Strengthen family engagement and connection to community resources
- Support staff with trauma informed strategies and intervention planning

In addition, Kynoch would benefit from funding a part time math intervention paraeducator or specialist to provide targeted support for students performing below grade level in mathematics. This additional resource would allow for more strategic small group instruction and help close existing achievement gaps.

Investing in these positions will reduce barriers to attendance, improve school climate, and increase student engagement. By aligning services to identified needs, this priority advances the Community Schools framework and ensures students are supported academically, socially, and emotionally.

Site Level Goals and Measures of Progress

School Name	Goals	Action Steps	Outcome/Indicators
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<p>Kynoch Elementary</p>	<p>Hire a part-time math intervention paraeducator or specialist to facilitate math interventions.</p>	<ul style="list-style-type: none"> ● Identify students in grades K–5 performing below grade level in mathematics using benchmark assessments, CAASPP data, and classroom performance ● Develop and implement targeted small group intervention cycles (3–5 days per week) aligned to grade level standards and identified skill gaps ● Collaborate with classroom teachers to align intervention strategies with core instruction and ensure consistency ● Use research based intervention programs and strategies focused on foundational math skills, number sense, and problem solving ● Monitor student progress regularly (biweekly or monthly) and adjust instruction based on data ● Maintain documentation of student participation, skill focus, and progress monitoring results ● Provide additional push-in or pull-out support during key instructional blocks as needed 	<ul style="list-style-type: none"> ● Increased percentage of students meeting or exceeding grade level standards in mathematics (local assessments and CAASPP) ● Measurable growth in targeted math skills for students receiving intervention, as evidenced by progress monitoring data ● Reduction in the number of students requiring Tier 2 and Tier 3 math interventions over time ● Increased student confidence and engagement in mathematics, as observed through classroom performance and teacher feedback ● Improved alignment between intervention and core instruction, resulting in stronger classroom performance ● Closing of achievement gaps among identified student subgroups in mathematics
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		<ul style="list-style-type: none"> • Communicate progress with teachers, administration, and families as appropriate • Participate in MTSS meetings to review data and support placement and intervention decisions 	<ul style="list-style-type: none"> • Documented progress for all students receiving math intervention support, with clear entry and exit criteria established
Kynoch Elementary	Hire and onboard a School Social Worker to coordinate integrated supports	<p>Provide individual and small group counseling (Tier 2/Tier 3).</p> <ul style="list-style-type: none"> • Implement social skills groups and restorative practices. • Develop behavior intervention plans in collaboration with teachers and families. • Provide professional development on trauma informed and restorative practices. • Review behavioral data monthly with site leadership and Community School team. 	<ul style="list-style-type: none"> • Reduction in office discipline referrals. • Suspension rate maintained at or below 2.5%. • Increased number of students receiving Tier 2/3 supports. • Improved student climate survey results (sense of safety and belonging). • Improved teacher perception of classroom climate.
Kynoch Elementary	Recruit and hire high quality LEAP Program Staff	<ul style="list-style-type: none"> • Collaboratively develop LEAP Coordinator job description • Collaboratively develop LEAP Data Manager job description • Fly & recruit for new positions • Interview/select new staff • Identify/train new staff • LEAP Implementation Plans initiated/directed by LEAP Program staff and Community Partners 	<ul style="list-style-type: none"> • Collaboratively developed job descriptions • New positions filled with high quality staff • LEAP implementation begins

Kynoch Elementary	Develop and implement LEAP Sustainability PLAN	<ul style="list-style-type: none"> ● Identify and develop new community partnerships (assets) ● Design role-specific professional learning/training for staff, students, and community ● Develop system/school infrastructure to support long-term sustainability ● Implement accountability structures to facilitate capacity building for impact ● Identify and implement cost-cutting strategy ● Develop formal sustainability plan 	<ul style="list-style-type: none"> ● New or expanded community partnerships ● Role-specific professional training and job or role-embedded coaching (including students and family) ● Yearly budget costs decrease ● New funding sources identified ● LEAP sustainability plan development
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Key Staff/Personnel

DISTRICT STAFF	
Director of Wellness	(Existing Position added 2022-23). The Director of Wellness serves as the District lead in coordinating and managing Project LEAP across our 11 CCSPP Grant Sites.
Director of Community Partnerships	(Existing Position added 2022-23). The Director of Community Partnerships serves as the District’s lead in identifying new community assets or partnerships to support Project LEAP.
Director of Student Services	(Existing Position). The Director of Student Services serves as the District’s lead to ensure coordination and implementation of LEAP services for students under the umbrella of Special Education
Director of Student Programs	(Existing Position). The Director of Student Programs serves as the District’s lead in developing and coordinating the District’s MTSS services.
SCHOOL-BASED STAFF	
<u>Site Principal.</u>	The site principal serves as Kynoch Elementary chief administrator overseeing Project Leap at the school site.

<p><u>Coordinator of Project Leap</u></p>	<p>(Certificated <i>New Position</i> - CCSPP LEAP Grant Funded). The Coordinator of Project LEAP's sole responsibility is to coordinate, manage, support, monitor, and evaluate Project LEAP services and impact at Kynoch Elementary School.</p>
<p><u>Data Management and Communications</u></p>	<p>(Classified <i>New Position</i> - CCSPP LEAP Grant Funded). The Data Management and Communications staff serve as the Kynoch Elementary lead in collecting, analyzing, and sharing impact data (both cause and effect) with LEAP program leaders. This data includes the number of students/families who were identified and received services, service impact (qualitative and quantitative measures), time accounting, perception data, academic and engagement data. This new position also serves as the primary communications lead for Project LEAP.</p>
<p><u>School Social Worker</u></p>	<p>(Certificated <i>New Position</i> - CCSPP LEAP Grant Funded). The School Social Worker will coordinate and deliver integrated student supports aligned to the Community Schools framework. This role will address barriers to learning by providing Tier 2 and Tier 3 counseling services, leading attendance interventions, facilitating restorative practices, and connecting students and families to community resources. The School Social Worker will collaborate with teachers, administrators, and families to develop individualized support plans, monitor data related to attendance and behavior, and strengthen schoolwide social emotional systems. Through proactive outreach, crisis response, and family engagement, the position will promote improved attendance, positive school climate, and increased student engagement to support academic success.</p>
<p><u>School Counselors</u></p>	<p>(Existing Positions). School counselors serve as indirect and direct Project LEAP support providers, student, family and teacher liaisons, and student advocates.</p>
<p><u>Outreach Consultants</u></p>	<p>(Existing Positions). ORCs serve as the often-time first/single point of contact with families through home visits and direct communications.</p>

Describe the plans or steps you've taken to build sustainability beyond the life of your implementation grant:

Project LEAP sustainability first begins with a vision or belief that sustainability matters—it's worth the investment of planning, cost-cutting, and capacity building. Achieving sustainability means that we must also understand sustainability best practices.

Project LEAP key staff play a central role in helping us build sustainability over time, but it begins on day one, with the recruitment and selection of key staff. In addition to being guided by the Community Schools Framework, including the pillars, conditions for learning, strategic actions, and core commitments, key staff embody their work around essential sustainability tenants:

Leadership - The families and communities we serve, as well as our internal staff and resource providers (i.e., assets) must have confidence in the leaders who guide Project Leap. System leaders at the TOP (e.g., Cabinet) are equally vested as are School leaders and LEAP leaders to empower others.

Enablement - Enabled staff directly involved with Project LEAP must see and believe that they have the right resources for the right needs at the right time they are required. We want Project LEAP staff to feel confident and prepared for the work and services they deliver or facilitate. In turn, staff empower and enable others, including students, families, and community.

Partnership - A key goal of PROJECT LEAP is to maintain and expand community assets and partnerships. A key outcome is to create new and expanded partnerships with nonprofit organizations in the space that interests them: equity, economic development, family services, health care, early childhood education, community safety, housing –these ideas and others have been the rallying cries we've heard in community meetings and echoed by students and parents alike.

Education and Training - One of the most impactful strategies we can employ is to build capacity, knowledge, and know-how with our existing staff/employees, partners, and students/families. Increased capacity increases efficacy and impact. Increased efficacy and impact increases motivation. A motivated and empowered school community positively impacts children everyday in every setting they exist.

Infrastructure - Infrastructure includes, but is not limited to, the development of shared governance, responsive policies, collaborative decision-making, identification and expansion of sustainable resources, and efficient/nimble problem-solving at every level (e.g., system, school, classroom, family, individual). A continuous improvement cycle embedded in daily practice, including resource allocation and progress monitoring, are key process and product features or “assets” we develop.

Sustainability requires that we avoid or navigate three sustainability challenges: Weak Commitment. Proudly, our community, school, and district leadership have demonstrated universal strong commitment to our community schools grant initiative. This is evidenced by wide-scale engagement and support, project commitment including matching funds and pre-existing funding, staffing, and action; No Accountability. The LEAP name says it all– *accountability* is a must, and measurable progress indicators, data reporting, and staffing have been strategically incorporated into this project. Omission of Sustainability Design. Sustainability has been incorporated into our LEAP project design

from day 1. This evidenced by the identification and development of project goals, actions, training, progress indicators and staffing.

A “whole-child” educational approach is within our reach. Project LEAP accelerates system and individual capacity building and collective efficacy to sustain **L**eadership, **E**ducation, **A**ccountability, and integrated **P**rograms for our school and community for years to come.

Updates to Priority 5:

2023/24 - None

2024/25 - Kynoch Elementary has made significant progress in the staffing and sustainability components of Project LEAP. During the 2024–25 school year, we have continued to implement the key elements of Priority 5 with a focus on recruitment, training, role definition, and sustainability planning. Our efforts have centered on ensuring that the foundational structures, personnel, and systems are in place to support long-term success.

We successfully recruited and onboarded high-quality staff for newly established LEAP positions, including the **Project LEAP Coordinator** and **Data Management and Communications Specialist**, both of whom have played a pivotal role in initiating and guiding the site’s LEAP implementation. These positions, along with school counselors, outreach consultants, and our site administrator, work in close collaboration with district-level leaders such as the Director of Community Partnerships to ensure aligned, responsive services.

Implementation of a **sustainability plan** has also begun, with early actions including the identification of additional community partnerships, expanded role-specific training for staff and stakeholders, and development of infrastructure and accountability systems to promote long-term viability. Project LEAP is guided by best practices in sustainability—centered around leadership, enablement, partnerships, education and training, and infrastructure.

Looking ahead, we will continue refining and expanding these strategies throughout the remainder of the 2025–26 school year to ensure that staffing capacity, community partnerships, and strategic investments are sustained well beyond the life of the grant. Our ultimate goal remains clear: to institutionalize a whole-child, community school approach that is effective, equitable, and enduring.

Priority 6: Strategic Community Partnerships

Schools conduct external asset mapping, developing a comprehensive map and database of potential partners in the surrounding 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 that community partners were actively involved in the planning, development, and continuous improvement of the community school.

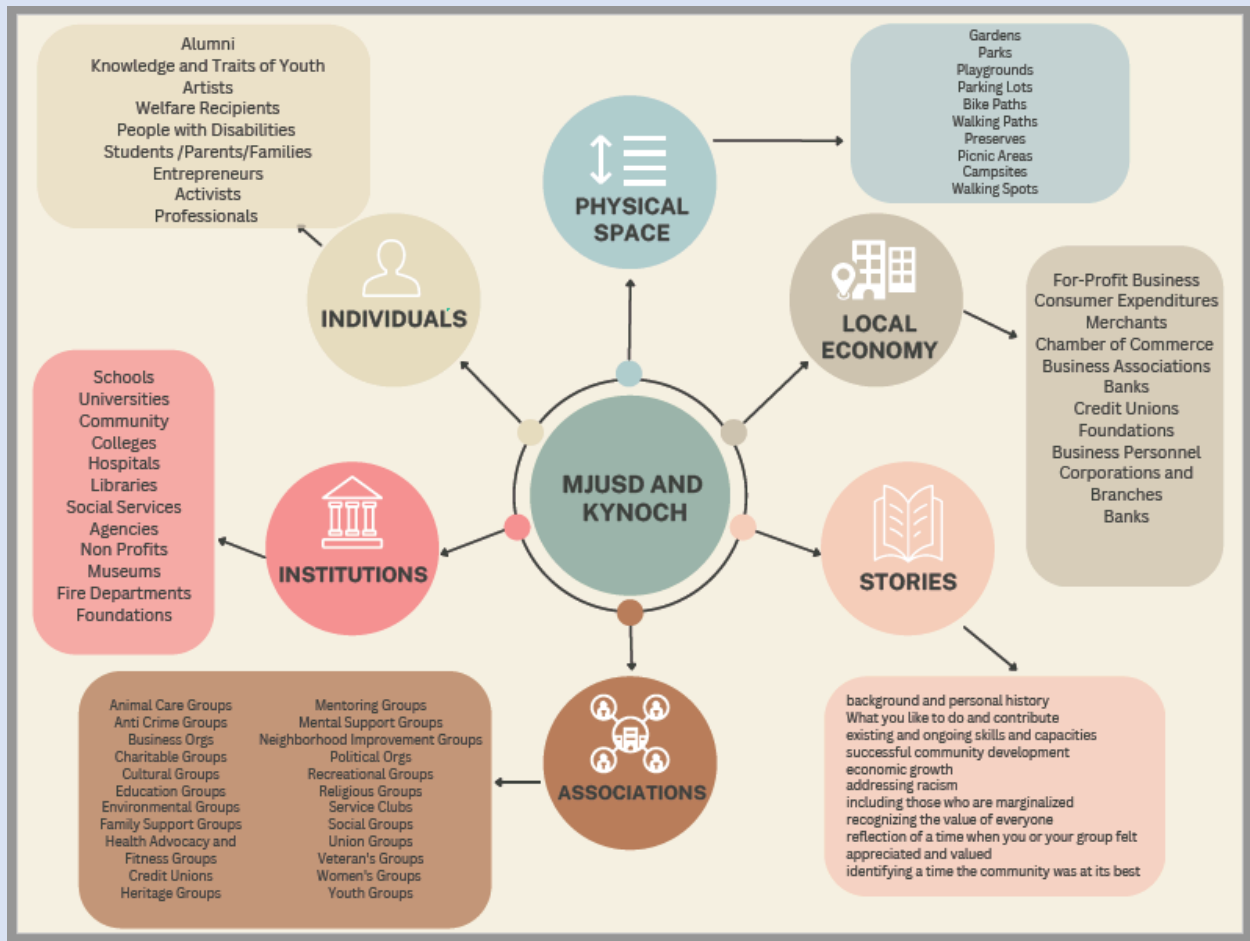
Site Level Goals and Measures of Progress

School Name	Goals	Action Steps	Outcome/Indicators
Kynoch Elementary	Establish school-community partnerships to support students' academic, behavioral and social/emotional & wellness needs	<ul style="list-style-type: none"> Identify new and ongoing partners to support the needs identified at the Task Force meetings Clarify partner/agency deliverables, including integrated services, capacity, calendar of services Create referral system for student/family identification and service delivery Formalize and administer impact surveys (e.g., school climate) 	<ul style="list-style-type: none"> MOUs detailing new or ongoing service providers Referral system developed and shared with school personnel Increased number of students/families identified for agency services Quarterly reports detailing increased # of students/families served, nature of service, and evaluation or assessment of outcome(s) Increased number/percent of students/families reporting improved wellness and sense of belonging Increased positive school climate

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

School and Community Asset Mapping

The team acknowledged that each of the needs identified in the gap analysis are already being addressed at some level through various actions implemented at the school site. However, working with the community schools model helps to systematize the practices that are still not universally implemented or address community issues that serve as external factors that negatively influence school performance or the perception of the school in the larger community. We used this map to further evaluate external and internal assets and then developed one for the Kynoch Elementary community.



As part of the needs/gap analysis, Kynoch Elementary conducted an asset mapping process to identify both internal and external factors- employees, partners and resources - that are currently available to the school to support the achievement of the five areas of needs identified above. When conducting the community asset map we completed these four steps:

Defining Kynoch Elementary Boundaries - we held that the comprehensive needs of our students and families were not easily met within the local immediate community.

Identifying Key Partners - Student and community health and wellness and economic support was a unifying goal to identify key partners. Key planning partners included individuals from the service industry, local government, the arts, school groups and governing bodies, District leaders, service clubs, and churches.

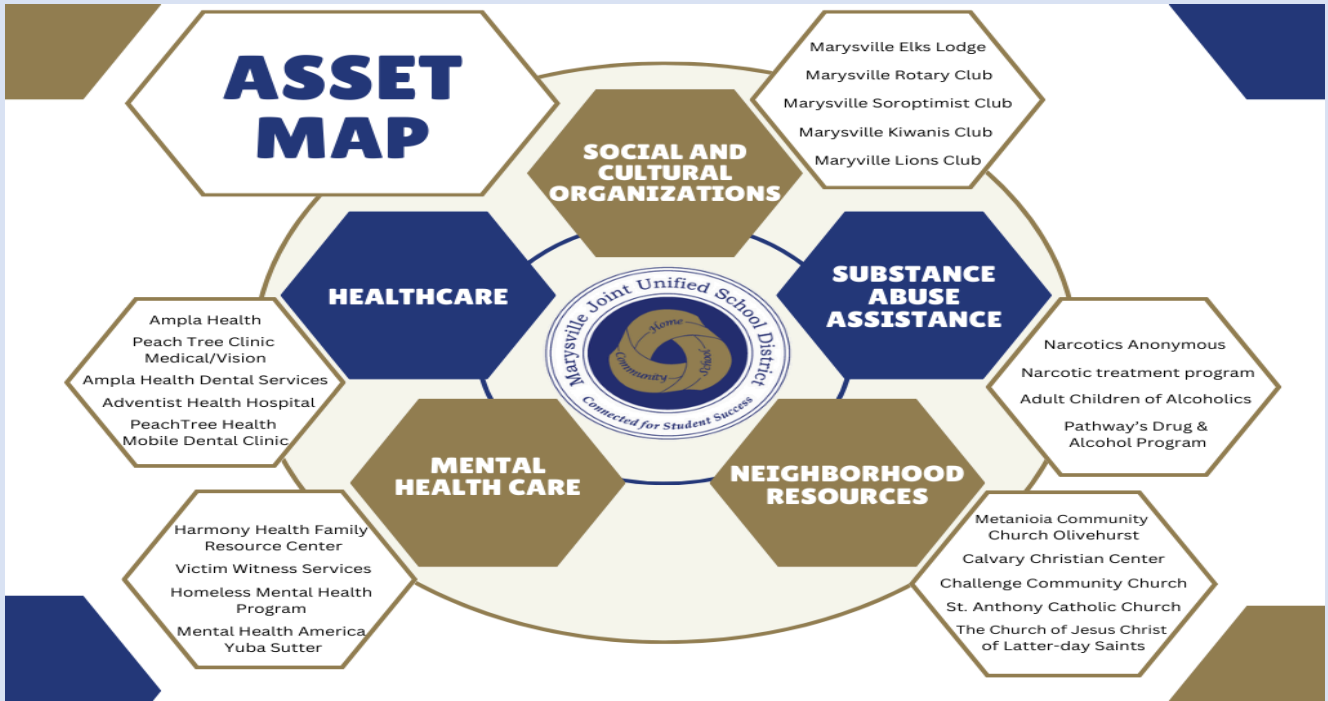
Determining Assets to Include - There are lots of different types of assets. Obvious ones are those which offer economic resources, health and wellness support, and community-based resources. We wanted to think outside of the box and engage a broader swath of assets. We considered physical assets (buildings), knowledge and skills, political connections, legitimacy in the community, and those which offer access to the public (such as the media and clergy). Additionally, there are also internal assets already put in place for support of the school and the families we serve.

Collecting Assets - Making an inventory of all the groups (associations, organizations, and institutions) in and around the Kynoch Elementary community was exhausting and invigorating all at once. We began by:

- Creating a list of those groups that are known;
- Using other sources of information. These included: internet website searches; Local neighborhood/city directories published for our community residents; lists of neighborhood businesses; published lists of organizations or social service organizations; community resource guides; the local newspaper; bulletin boards/sign; community calendars; recreation facilities; churches or other faith-based organizations; local parks, recreation facilities, and community centers; volunteer, social, or special interest groups; informal local groups; friends and colleagues;
- Continuously updating our list. This is an ongoing-never ending process as we continue to refine the ease of use by including the addition of the location, type of services offered, public-private membership, and so on.

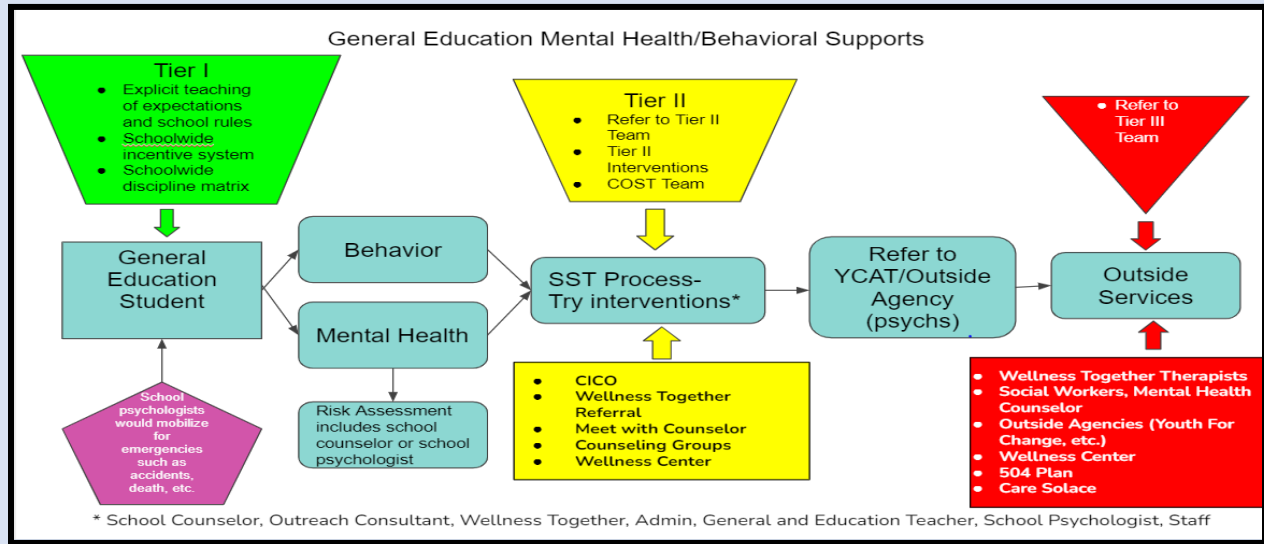
Over the course of the asset planning process, more than 30 individuals were involved in the asset mapping process along with members of the community who have been deeply engaged in programs that have coordinated impact on school and families. Local service clubs such as Rotary, Kiwanis, Lions and Soroptomist, are partners in addition to SoYouCan Foundation and SaYLove Foundation, both community service organizations serving those in need. Additionally, a MJUSD Community Safety Task Force was formed back in September 2022 to address the community needs and to bring together key players in the community of Kynoch Elementary and the schools it feeds in to to identify and provide resources available. MJUSD is an active member in this task force and includes members from Yuba Water Agency, Yuba County Development office, Yuba County Supervisors, Sheriff's Office, Olivehurst Public Works Department, Beale AFB, Rideout Adventist Health, Peach Tree Medical Group, Yuba County Office of Education, and Yuba Health and Public Services and Juvenile Court Services. This group continues to meet quarterly to address community needs and is instrumental in forming the collaborative leadership team to implement the core tenets of the Community Schools framework.

The Kynoch Elementary asset map was drafted internally and went through several iterations. Understanding that Asset Mapping is a dynamic/systematic process of cataloging key services, benefits, and resources within the community, such as individuals' skill sets, organizational resources, physical space, institutions, associations, stories, and elements of the local economy, and that it provides information about the strengths and resources of a community was essential for our collective success. Kynoch Elementary completed this process by analyzing both the internal and external assets available to Kynoch Elementary school. Each of the eleven (11) schools within MJUSD applying for the Community Schools grant worked collaboratively to produce a comprehensive community asset map. Our reasons for this were three-fold: the student/family mobility movement between and among our schools; maximizing assets for a broader collection of needs currently unmet in our school communities; and the request of many community assets to serve the broader community.

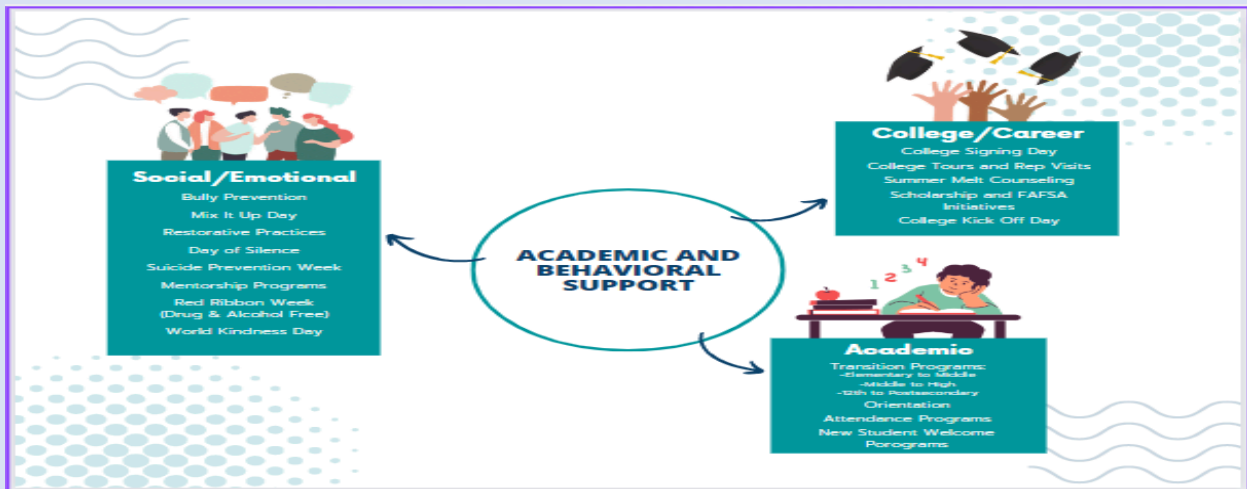


School Culture and community Engagement

When completing the internal asset mapping, we developed this internal organizational process map or flowchart to show the various agencies that we work with to implement Tier I-III supports for mental health and wellness purposes. We have multiple counselors, health and wellness providers, teachers, and support staff. Our goal was to better understand and plan processes. Organizational process assets are designed to bring clarity and understanding to the deployment of services. In the process of creating this process/asset map, we can better identify choke points, redundancy, or misunderstandings in the rendering of services or actions to address student needs. The product below was not the first draft of the practices and assets in play at Kynoch Elementary. It took time, discussion, and ultimately agreement to this structure and tiered supports. The final outcome was better understanding of what assets we have and a systematic approach to how best to use them for increased impact. In short, we now know and recognize that our assets include the effective plans, processes, policies, procedures and knowledge base specific to and used by the partners in our school community.



The image below is intended to highlight the integrated relationship between our current Tier I, II, and III academic and behavioral supports and their impact on the “whole child.” One cannot separate, isolate, or ignore the interconnectedness of these elements. College and career readiness, and more importantly, success, requires a systems approach that involves academic, behavioral, and social/emotional competence.



Kynoch Elementary is part of the community task force meetings being held with community partners to address how to improve the community perception of the school and its impact. Marysville Joint Unified School District’s Strategic Plan (2022-2025) clearly aligns with key elements found in the Community School Framework. The core values of the Strategic Plan include focus on Student Centered Teaching, Learning, and Supports, Diversity, Respect, Social Responsibilities, and Shared Commitment to Public Education. The plan was designed to be transparent in the review and analysis of needs to address to increase the success of our students. Project LEAP aligns to Goal 1: Academic Programs (implementation for academic, social-emotional, and skills preparation across grades TK-12); Goal 3 Community Engagement (support community and family engagement to raise student success); Goal 4: District Culture (cultivate a culture where staff and community can share and celebrate its successes and best practices), and Goal 5: Personnel Supports (support students and programs and develop a plan where MJUSD is fully staffed with quality employees).Kynoch

Elementary School has used qualitative and quantitative data to complete the community asset mapping and complete its needs/gap analysis.

Gap Analysis

Our needs and gap analysis which informed our implementation plan also considered our current professional learning plans for teachers, administrators, and support staff, as we see professional learning as key to the success of our CCSPP program. Marysville Joint Unified School District provides professional development to staff in Five Focus areas: Academics/Student Achievement, Behavioral Supports; Special Education, English Learners, and School Climate/Health & Safety. Additionally, Marysville Joint Unified School District purchased a district wide Social Emotional Learning Curriculum for full implementation in 2023-24. An extensive implementation plan is led by the Director of Wellness. Professional Development is currently offered before the start of school, during school, as well as at the end of the school year. Before and after-school programs are also provided in grades TK-6 addressing academic support, SEL development, enrichment and physical activities. In addition, Marysville Joint Unified School District is in contract with several agencies to provide wellness support. Most recently, the district is working closely with the Yuba Health and Public Service department to open Wellness centers at various campuses, which are fund dependent and therefore not easy to set up quickly.

While the asset mapping identified current internal and external resources to support the school in its areas of need, it also identified significant gaps from both the quantitative and qualitative data that must be addressed in order to implement measurable actions for student success. The four main areas identified through the needs assessment (i.e., (1) Lack of systemic practices to address the needs of student success; (2) Lack of community partnerships that support the school in a consistent manner to bridge the gaps; (3) Design a school culture to include academic and co-curricular support; (4) Provide and expand parent education to support the capacity of families to participate as active partners in the school and to improve their own agency) have the following specific actions that need to be addressed.

1. Improve student achievement in literacy
2. Improve actions to increase daily attendance
3. Need for activities and support to address students experiencing trauma in a safe and nurturing environment with early detection and intervention
4. Lack of socio-emotional learning supports the curriculum across all classrooms. Provide time for daily SEL units through counseling and support staff without disrupting instructional time.
5. Access to timely data analysis reports to support administrators to address students with attendance and discipline issues to proactively reduce the number of incidents. This is a high priority to address school culture
6. Develop a comprehensive assessment system to monitor student progress towards academic achievement
7. Design a Wellness Center and have it fully staffed to support community and parents after school
8. Integrate community and school auctions for transparent accountability and support

9. Identifying a shared understanding and expectation of appropriate adult responses to childhood behaviors, implementing alternatives to suspension and restorative justice practices and Positive Behavior Intervention Strategies
10. Allocating additional personnel for social-emotional-mental health needs including a Wellness Coordinator to monitor Foster Youth, McKinney-Vento, and students returning from Juvenile Hall
11. Additional staff needed for expanded parent and community education support for evening classes and for providing workshops for parents to support their student's educational needs
12. Need to expand translation services to providing information in multiple languages to support meaningful participation in their student's education

The impact of poverty, unemployment and parent education rates have also had a significant impact on the school which has struggled in establishing itself as a cornerstone of the community. There has been a common expectation that students go to a job right after high school or transfer to the community college upon graduation, which makes it difficult for the school to set expectations around college and career readiness initiatives. Discussions with the community identified the need for expanded access to integrated services, especially for families disproportionately impacted by the COVID-19 pandemic. We are seeing a significant impact on students and families with how they are responding to the importance of regular school attendance, acceptable behaviors and access to wellness services. To identify the establishment of a community schools concept, Kynoch Elementary team completed three steps:

1. Completed and used the data from the needs assessment
2. Designed Project LEAP as the foundation of the Community Schools Project
3. Developed a five-year implementation plan and budget projection for Project LEAP

Updates to Priority 6:

2023/24 - None

2024/25 - *Making steady progress.*

Kynoch Elementary has made significant progress in building a robust network of community partnerships. The school has conducted comprehensive internal and external asset mapping and is utilizing this data to align services with student and family needs. We have initiated formal agreements with multiple partners and established a referral system to connect students and families with available services. The MJUSD Community Safety Task Force, local service organizations, and health agencies are instrumental in our collaborative work to support holistic student development. We are continuing to refine partnership deliverables, increase access to services, and monitor impact through data collection and school climate measures.

2025-26 Kynoch Elementary has made significant progress in developing a robust and coordinated network of community partnerships. The school has conducted comprehensive internal and external asset mapping and is actively using this information to align services with identified student and family needs. Formal agreements with multiple partners have been initiated, and a structured referral system has been established to connect students and families with available supports.

Collaborative efforts with the Marysville Joint Unified School District Community Safety Task Force, local service organizations, and health agencies are central to advancing a whole-child approach to student development. Kynoch Elementary will continue to refine partnership deliverables, expand access to services, and monitor impact through ongoing data collection, progress monitoring, and school climate measures

Priority 7: Professional Learning

Role-specific professional learning supports are offered to administrators, educators, classified staff, families, and other role groups as necessary. 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

School Name	Goals	Action Steps	Outcome/Indicators
Kynoch Elementary	Impactful role-specific professional learning is provided to community and staff	<ul style="list-style-type: none"> • Role-specific employee groups are identified • Needs assessments around key learning strategies, targeted actions, and leadership are administered and analyzed for next steps • Professional learning goals/plans for role-specific groups are identified. • Professional learning calendar is developed and implemented. • Job-embedded support (e.g., coaching) is provided to professional learning participants, including students and families 	<ul style="list-style-type: none"> • Individual receive role specific PD tailored to individual needs (e.g., SEL, restorative practices, student centered instruction) • Individuals develop capacity to implement system-wide or individual strategies • Collective and individual efficacy develop • System and individual student or family indicators demonstrate progress – (1) transformed schools (e.g., whole child practices and supports); (2) engaged, healthy and empowered students and families (e.g., avenues for shared decision making; needs met); (3) confident and well prepared students (e.g., mastery of 21st/Graduate Profile skills, self-advocacy, high graduation rates and college and career readiness; higher attendance and positive discipline; decrease in chronic absenteeism); (4) local capacity for improved collaborative problem-solving (e.g., community capacity to organize and take action; increased collective efficacy)

Updates to Priority 7:

2023/24 - None

2024/25 - *Making steady progress.*

We are developing role-specific professional learning pathways for staff and educational partners. Needs assessments have been conducted to determine key learning targets, with a focus on culturally responsive pedagogy, restorative practices, social-emotional learning, and shared leadership. A professional learning calendar is under development and includes embedded supports such as coaching and feedback loops. Our work is designed to build collective and

individual efficacy and improve system-wide practices aligned with whole-child development. 2025-26 Kynoch Elementary is making steady progress and will continue to implement and refine this action plan to ensure ongoing alignment and impact

Priority 8: Centering Community-Based Curriculum and Pedagogy

Educators learn the theoretical roots and practical elements of community-based learning (CBL), an approach to instruction that is responsive to local history, knowledge, values, language, literature, institutions, culture, and environments. Educators see examples of CBL in action, and discuss and explore the integration of CBL in their classrooms.

Site Level Goals and Measures of Progress

School Name	Goals	Action Steps	Outcome/Indicators
Kynoch Elementary	Educators implement community-based learning to successfully engage students and families	<ul style="list-style-type: none"> Investigate and answer: <i>How can we promote knowledge of/in local school community as a rich resource for student learning?</i> Determine the relationship between teachers' knowledge of their students' lived experiences and instructional planning Identify and evaluate how teachers' use of community knowledge/resources affects their instruction Based on key findings, design responsive professional development (e.g., asset based instruction vs. deficit based) Plan/design community project curricular units with/for teachers 	<ul style="list-style-type: none"> Teachers become aware of students' lived experiences (e.g., student and family interviews and focus groups) Teachers utilize knowledge of students' lived experiences in the design and implementation of community project curricular units (e.g., planning meetings, rosters, developed units, classroom observations) Professional development conducted Documents (e.g., ancillary lessons, learning activities, curriculum) Increased student & family engagement (e.g., academic achievement, attendance, parental involvement, school climate, positive discipline)

Updates to Priority 8:

2023/24 - None

2024/25 - *Working on this priority.*

Efforts are underway to explore and implement community-based learning strategies. Teachers are beginning to consider how students' lived experiences can inform instruction. Parent and student engagement efforts have increased with the re-launch of the PTO, the creation of a student Spirit Club, and structured student activities like recess games. These initiatives are setting the stage for deeper integration of community-informed curriculum and student-centered pedagogy. Responsive

professional development is being planned for future implementation. 2025-26 Kynoch Elementary is making steady progress and will continue to implement and refine this action plan to ensure ongoing alignment and impact

Priority 9: Progress Monitoring and Collective Problem-Solving

The LEA, with educational partners, explores 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.

School site teams pursuing goals/actions emerging from the needs and asset assessment develop metrics to gauge success and guide their work. Improvement science strategies, such as Plan-Do-Study-Act cycles, are used for continuous improvement of the system. School site develops a baseline data portfolio based on the Local Control and Accountability Plan (LCAP), School Plan for Student Achievement (SPSA) and other data sources that the school is currently collecting.

Site Level Goals and Measures of Progress

School Name	Goals	Action Steps	Outcome/Indicators
Kynoch Elementary	School develops high-level capacity to problem-solve and effect positive change	<ul style="list-style-type: none"> Formalize Task Force, including participation from agency partners, students, and families Task Force regularly collaboratively assesses school/community needs. Task Force develops LEAP goals and actions. Task Force monitors progress and reports to the school community. 	<ul style="list-style-type: none"> Formalization/Task Force Roster Calendared Task Force meetings Data/Impact Reports Meeting minutes/actions Quarterly Community LEAP Progress Report published

Updates to Priority 9:

2023/24 - None

2024/25 - *Making steady progress.*

The Kynoch Elementary Task Force has been formalized and continues to meet regularly with agency partners, staff, families, and students to assess progress and align strategies with the needs assessment and asset mapping. Progress monitoring tools and community reporting structures (e.g., LEAP Progress Reports) are in development. The school is utilizing local data

sources to guide decision-making and engage in collective problem-solving through ongoing reflection and planning. 2025-26 Kynoch Elementary will continue to implement this action plan with fidelity. The Kynoch Elementary Task Force was formalized and meets regularly with agency partners, staff, families, and students to assess progress and ensure alignment with the needs assessment and asset mapping. Progress monitoring tools and community reporting structures (e.g., LEAP Progress Reports) are currently in development. The school will continue to leverage local data sources to inform decision-making and engage in collective problem-solving through ongoing reflection, collaboration, and strategic planning.

Additional Information:

2023/24 - None

2024/25 - At this time we are making steady progress and are looking forward to continued improvement next year.