New York State
COMMUNITY SCHOOLS
Technical Assistance Centers

Eastern Region, Rockland 21C

Community School Strategy

IMPLEMENTATION **ROADMAP**

New York State
COMMUNITY SCHOOLS
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This tool is designed to assist with the implementation of the Community School Strategy using Implementation Science and the Four Pillars framework for Community Schools (CS). The **Implementation Stages Planning Tool** developed by the National Implementation Research Network (NIRN) is used as a road map for implementation activities. The Four Pillars is used as the framework for the components of a Community School strategy.

Implementation Science refers to the methods used to enhance the adoption, implementation, and sustainability of a program or practice. Implementation occurs in four stages which are outlined below and used as the implementation method for Community Schools:

Exploration: assesses assets and needs, fit of the program or practice, and feasibility of implementation.

Installation: builds the infrastructure necessary to implement the program or practice, building practitioner and organizational capacity.

Initial Implementation: Initial efforts to use the program or practice, and data for continuous improvement.

Full Implementation: Stakeholders use the program or practice successfully, and population-level outcomes are achieved.

ACTIVITIES for Community School Implementation

Exploration / Installation / Initial Implementation / Full Implementation

Exploration
Assess assets and needs, fit of the program or practice and feasibility of implementation

OBJECTIVE	Explore the Community School strategy as the best solution.
Stage-Specific **ACTIVITIES** for Community School implementation	☐ Convene start-up implementation team to conduct exploration activities **Implementation Team I Implementation Team II**
	☐ Establish the answer to the question, Why the Community School strategy for our school/district? **Defining a Community School Tool**
	☐ Assess readiness for change **Readiness for Change Tool**
	☐ Consider appropriate Community School approach **Community School Models Tool**
	☐ Conduct a Community Assets and Needs Assessment to gather data and feedback about available resources and needs (resources, practices, capacity), which will drive development of the Community School strategy **Needs Assessment Tool, Data Tool**
	☐ Identify potential root causes **Root Cause Analysis Tool**
	☐ Assess and identify existing and needed supports and financial resources for staff to implement the Community School strategy **Capacity to Implement Tool**
	☐ Grow relationships with stakeholders and cultivate champions in the local community that have the authority and cultural capital to promote change **Stakeholder Engagement Tool I Stakeholder Engagement Tool II**
	☐ Develop communication plan **Communication Protocols Tool**
	☐ Explore existing and desired practice/program with implementation team using the **Four Pillars** CS Framework **Initiative Inventory Tool Exploration Analysis Tool**
Other **RESOURCES**	☐ **Questions to Consider for Exploration Stage**
	☐ For more on the **Exploration Stage**
	☐ **Action Plan for Implementation Stages**

OUTCOMES for Community School Implementation

Exploration
Assess assets and needs, fit of the program or practice and feasibility of implementation

Stage-Specific **OUTCOMES** for Community School implementation	☐ Start-up implementation team formed
	☐ Need for Community School strategy demonstrated
	☐ Community School approach identified
	☐ Readiness for change from stakeholders realized
	☐ Needs and assets confirmed
	☐ Stakeholder engagement plan formed
	☐ For more information on **Exploration Outcomes**
QUESTIONS to consider	☐ What core education and human services issues are to be addressed? What are the **root causes**?
	☐ **What practices or programs have demonstrated to be effective** in addressing the comprehensive needs of children on a broad scale?
	☐ Who are the political, school and community leaders (including voices not traditionally prioritized) willing to enter into a long-term commitment to contribute to solutions?

ACTIVITIES for Community School Implementation

Exploration / **Installation** / Initial Implementation / Full Implementation

Installation
Builds the infrastructure necessary to implement the program or practice, building practitioner and organizational capacity

OBJECTIVE	Create and initiate a plan for implementation of the Community School strategy in partnership with local community members.
Stage-Specific **ACTIVITIES** for community school implementation	☐ Ensure Community School initiative is clearly defined (e.g., logic model, theory of change) **Usable Innovations Tool**
	☐ Assess existing and desired practice/program with implementation team using the **Four Pillars** CS Framework **Practice Analysis Tool**
	☐ Identify a Community School Director (at building level ideally). The CS Director leads the implementation team **CS Director Job Description Tool**
	☐ Reassess existing and needed supports and financial resources for staff to implement the Community School strategy **Capacity to Implement Tool**
	☐ Revisit implementation team membership to lead the Community School strategy **Implementation Team Tool I Implementation Team Tool II**
	☐ Ensure the implementation team is supported and equipped to lead the development of the Community School strategy at the building level, and is functioning well **Implementation Team Tool**
	☐ Ensure required policies and practices are in place (data collection, etc.)
	☐ Transition leadership of implementation team to Community School Director and convene regularly
	☐ Use data from Community Assets and Needs Assessment and other relevant sources to design implementation strategy **Building CS Initiatives Tool Data System Definition, Data Tool**
	☐ Determine which programs/services should be implemented and if coaching is needed **Exploration Tool Coaching System Tool Coaching Service Tool**
	☐ Develop and use feedback loops between Community School Director, implementation team, and other stakeholders to ensure effective communication **Communication Protocol Tool**
	☐ Create readiness for change with stakeholders **Change Readiness Tool Champion Engagement Tool**
Other **RESOURCES**	☐ **Questions to Consider for Installation Stage**
	☐ For more on the **Installation Stage**

OUTCOMES for Community School Implementation

Exploration / **Installation** / Initial Implementation / Full Implementation

Installation

Builds the infrastructure necessary to implement the program or practice, building practitioner and organizational capacity

Stage-Specific **OUTCOMES** for Community School implementation	
	☐ Community School Director hired
	☐ Implementation team is functioning well
	☐ Practitioners are trained in strategy/program/practice
	☐ Infrastructure is in place to collect and analyze data for continuous improvement
	☐ Fidelity measure and criteria established for strategy/program/practice
	☐ Communication with stakeholders is bi-directional and effective
	☐ Policies and procedures are in place to support use of the strategy/program/practice
	☐ Planning to ensure needed resources and supports are available helps avoid frustration and false starts
	☐ For more information on **Installation Outcomes**
QUESTIONS to consider	
	☐ What is the vision for implementation of the Community School? What will be the scope and reach of the Community School strategy?
	☐ What networks need to be formed in order to facilitate sharing of information and new ideas?
	☐ What data about implementation of the Community School needs to be collected in order to examine and improve implementation?

ACTIVITIES for Community School Implementation

Initial Implementation
Initial efforts to use the program or practice, and data for continuous improvement

OBJECTIVE	Carry out the Community School implementation plan and regularly examine implementation practices for efficiency and effectiveness.
Stage-Specific **ACTIVITIES** for Community School implementation	☐ Evaluate and improve current implementation of the Community School strategy using data
	☐ Evaluate and improve practice/program with implementation team using the **Four Pillars** CS Framework **Practice Analysis Tool**
	☐ Reevaluate any training needed for practitioners **Training Hub Resources**
	☐ Develop decision making criteria for expanding Community School initiative
	☐ Ensure stakeholders' readiness in the community for initial implementation by providing orientation and/or initial training on the strategy **Readiness for Change Tool**
	☐ Convene implementation team regularly to use data and feedback to examine practices, monitor progress and refine implementation plan **Improvement Cycles Tool I Improvement Cycles Tool II**
	☐ Ensure implementation team is assessed often **Implementation Team Tool I**
	☐ Gather data and feedback through multiple sources to explain progress and ensure the Community School strategy is working **Implementation Drivers Data Definition, Data Tool**
	☐ Execute communication plan to share progress, new developments and to create readiness in community for implementation of Community School strategy **Communications Protocol Tool I**
Other **RESOURCES**	☐ **Questions to Consider for Initial Implementation**
	☐ For more on the **Initial Implementation Stage**

Exploration / Installation / **Initial Implementation** / Full Implementation

Initial Implementation
Initial efforts to use the program or practice, and data for continuous improvement

Stage-Specific **OUTCOMES** for Community School implementation	☐ Practitioners are using the strategy/program/practice
	☐ Data used to inform decision making and continuous improvement
	☐ Practitioners are achieving some fidelity in the strategy/program/ practice used
	☐ Increase in use of the strategy/program/practice with fidelity
	☐ Increase in staff confidence and skill in using the strategy/program/ practice
	☐ Increase in coaches'/supervisors' confidence in supporting staff
	☐ Meaningful engagement of recipients and families in the strategy/ program/practice
	☐ Majority of school personnel, direct service providers and stakeholders are oriented to the strategy
	☐ Evidence of initial integration between the school and Community School strategy as one entity
	☐ For more information on **Initial Implementation Outcomes**
QUESTIONS to consider	☐ What knowledge, skills, functions and authority are necessary for continued functioning of the implementation team?
	☐ What policy and structural changes need to be made in order to enable change?
	☐ What is the protocol for continued data collection and sharing?

ACTIVITIES for Community School Implementation

Full Implementation
Stakeholders use the program or practice successfully, and population-level outcomes are achieved

OBJECTIVE	Continue to implement Community School strategy in alignment with designated plan, and focus on continuous improvement.
Stage-Specific **ACTIVITIES** for Community School implementation	☐ Evaluate and improve practice/program with implementation team using the **Four Pillars** CS Framework to determine if outcomes are achieved
	☐ Ensure community school director and implementation team is supported by professional training and/or ongoing coaching **Training Plan Template Coaching Plan Template**
	☐ Review and implement any policies and procedures in support of the Community School implementation
	☐ Review decision making criteria for expanding Community School initiative
	☐ Continue to convene implementation team regularly to use data and feedback to examine practices, monitor progress, and refine strategy and implementation plan
	☐ Who does the assessing? And is there a minimum standard for often? **Implementation Team Tool**
	☐ Continue to provide orientation on the Community School strategy to community stakeholders, school personnel, direct service providers
	☐ Incorporate regular reassessment of community assets and needs with gathering of data and feedback through multiple sources
	☐ Continue to use feedback loops between Community School Director, implementation team, school personnel, direct service providers, and stakeholders to communicate about progress and new developments **Improvement Cycles**
Other **RESOURCES**	☐ **Questions to Consider for Full Implementation**
	☐ For more on the **Full Implementation Stage**

Exploration / Installation / Initial Implementation / **Full Implementation**

Full Implementation
Stakeholders use the program or practice successfully, and population-level outcomes are achieved

Stage-Specific **OUTCOMES** for Community School implementation	☐ Data used to inform decision making and continuous improvement
	☐ Sustained use of the strategy/program/practice
	☐ Evidence that identified outcomes are improving through use of the strategy/program/service
	☐ Multiple and braided funding sources actualized to ensure sustainability
	☐ Majority of school personnel, direct service providers and stakeholders are engaging with the Community School strategy and/or utilizing services as needed
	☐ Sustained use of the programs and services available through the community school partnerships
	☐ For more information on **Full Implementation Outcomes**
QUESTIONS to consider	☐ What practices or programs have been implemented and demonstrated to be effective in addressing the comprehensive needs of our students and families?
	☐ What is the vision for continued implementation of the community school?
	☐ What adjustments need to be made to the scope and reach of the Community School strategy?

Source Material & Additional Resources

Building Community Schools: A Guide for Action
National Center for Community Schools. (n.d.). *Building Community Schools: A Guide for Action. Retrieved April 29, 2022*

Community Schools as an Effective School Improvement Strategy: A Review of the Evidence
Learning Policy Institute. (n.d.). *Community Schools as an Effective School Improvement Strategy: A Review of the Evidence. Retrieved* April 29, 2022

Community Schools Playbook
Partnership for the Future of Learning. (n.d.). *Community Schools Playbook. Retrieved* April 29, 2022

Leading with Purpose and Passion: A Guide for Community School Directors
National Center for Community Schools. (n.d.). *Leading with Purpose and Passion: A Guide for Community School Directors. Retrieved* April 29, 2022

NIRN Active Implementation Hub
National Implementation Research Network. (n.d.). *NIRN Activite Implementation Hub. Retrieved* April 29, 2022

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National Implementation Research Network. (n.d.). *NRIN Active Implementation Quick Start. Retrieved* April 29, 2022

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