



Strategies for Coordination and Integration within Community Schools

The role of the Community School Director involves three overall functions: (1) planning, coordinating and managing all CAS-sponsored activities, programs and services implemented in the school; (2) brokering and managing partnerships with other service providers; and (3) ensuring that CAS-sponsored and CAS-brokered efforts are fully integrated into the life of the school through joint planning with the principal and other members of the school faculty.

Our Community Schools team has developed several strategies for operationalizing these functions, as follows.

Function One—Planning, coordinating and managing all CAS-sponsored activities, programs and services implemented in the school

- At the building level, the Community School Director convenes monthly staff meetings of all CAS service directors in the building (after-school, medical, mental health, parent engagement, adult education, early childhood).
- At the departmental level, the Community Schools Division holds monthly role-alike meetings for Community School Directors, Program Directors, Parent Coordinators.
- At the organizational level, the Division Directors meet monthly to coordinate services across divisions (community schools, health and early childhood are in separate divisions within the organization) and to share resources across the organization (for example, the CAS Office of Client Advocacy and Public Policy can arrange for legal and financial assistance for families in community schools).
- Written protocols support this coordination, including an Operations Manual that lays out basic procedures for working in a community school and a Personnel Manual that supports staff hiring, orientation and supervision.

Function Two—Brokering and managing partnerships with other service providers

- At the building level, the Community School Director—in consultation with the principal and School Leadership Team—will enlist the services of other providers, in line with the school's comprehensive education plan and other needs assessments.
- At the departmental level, the Community School Division brokers relationships with external partners, including arts organizations (e.g., Alvin Ailey Dance Theatre, American Ballet Theatre, Studio in a School) and other enrichment resources (Trout in a Classroom science enrichment; College Board, Princeton

Review and Kaplan academic support; Every Person Influences Children parent engagement partner).

- The Community School Director is responsible for scheduling and overseeing all of these partners in the building.

Function Three—Ensuring that CAS-sponsored and CAS-brokered efforts are fully integrated into the life of the school through joint planning with the principal and other members of the school faculty

- The Community School Director serves on the School Leadership Team, usually as a voting member and often as chair or co-chair. (In New York City, the School Leadership Team is a mandated governance structure responsible for developing, implementing and assessing the school's comprehensive education plan.)
- In addition, the Community School Director or designee participates in (and often chairs) the Pupil Personnel Team, where the needs of individual children are assessed and planned for, and the School Safety Committee, which addresses issues of school safety, discipline and school climate.
- The Community School Director and many other CAS staff work during the regular school day as well as during extended hours (after school, summers, school holidays, Saturdays). Many CAS services are offered during these regular and extended hours, and CAS staff are available throughout the day to partner with DOE colleagues in a variety of ways. For example, members of our mental health staff regularly consult with classroom teachers; our health educators offer classes during the school day; and our youth development staff assist with lunch duty and recess.
- The Community School Director works with school staff to coordinate and schedule all after-school and Saturday activities, regardless of sponsorship (DOE, CAS or another provider). The Director develops and disseminates a master schedule, which includes facility usage.
- Parent engagement efforts are integrated in several ways. In some cases, CAS supervises the DOE Parent Coordinator (through a special pilot program sponsored by the DOE). CAS staff actively partner with the school's PTA, and often share office space and co-sponsor events. CAS helps recruit parents for school-sponsored family events, such as parent-teacher conferences.