



## LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: JCS-Pine Valley

CDS Code: 37682130138636

School Year: 2023-24

LEA contact information:

Jennifer Dodds

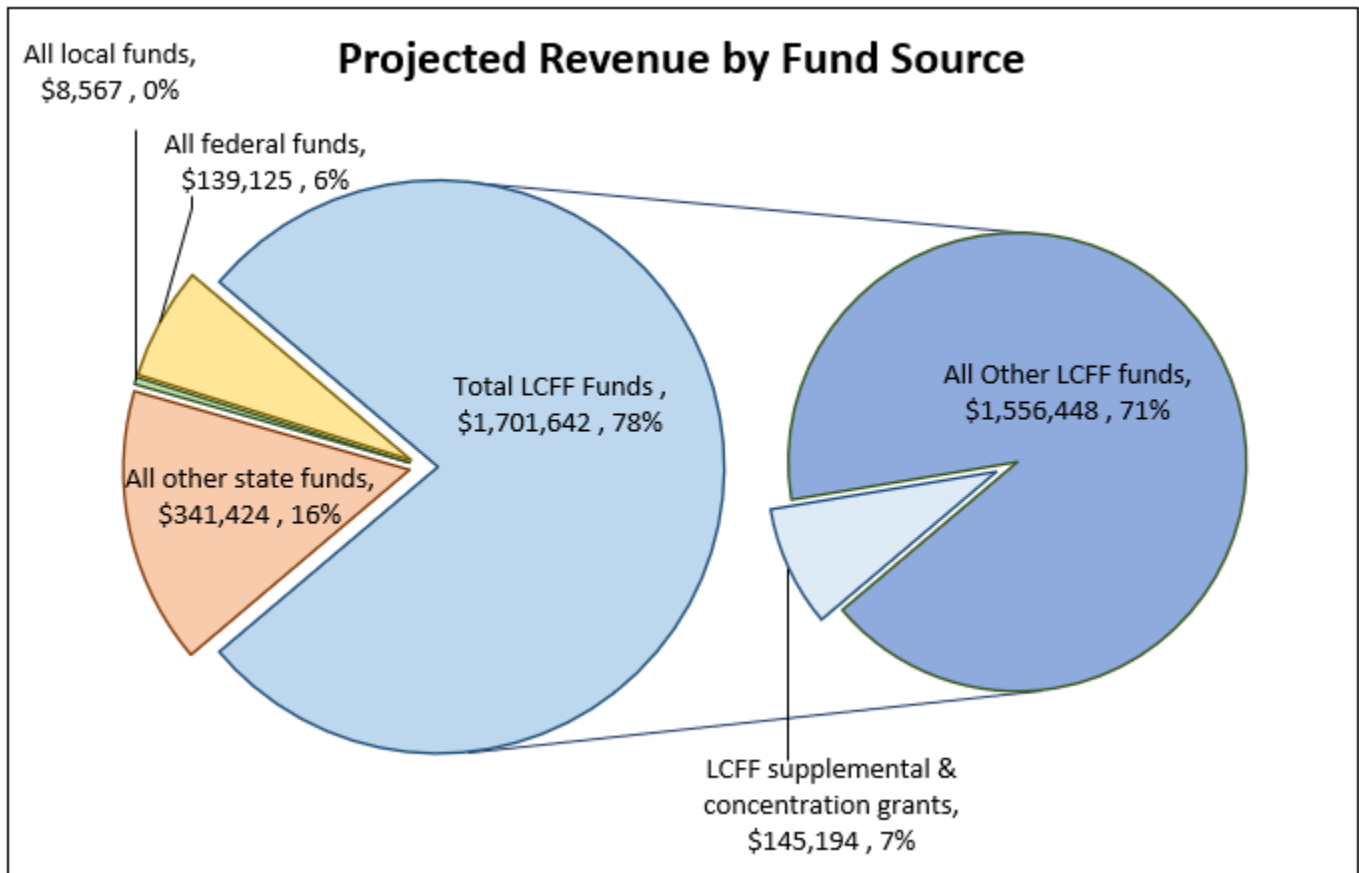
School Director

[cmasters@jcs-inc.org](mailto:cmasters@jcs-inc.org)

(619) 473-1300

School districts receive funding from different sources: state funds under the Local Control Funding Formula (LCFF), other state funds, local funds, and federal funds. LCFF funds include a base level of funding for all LEAs and extra funding - called "supplemental and concentration" grants - to LEAs based on the enrollment of high needs students (foster youth, English learners, and low-income students).

### Budget Overview for the 2023-24 School Year

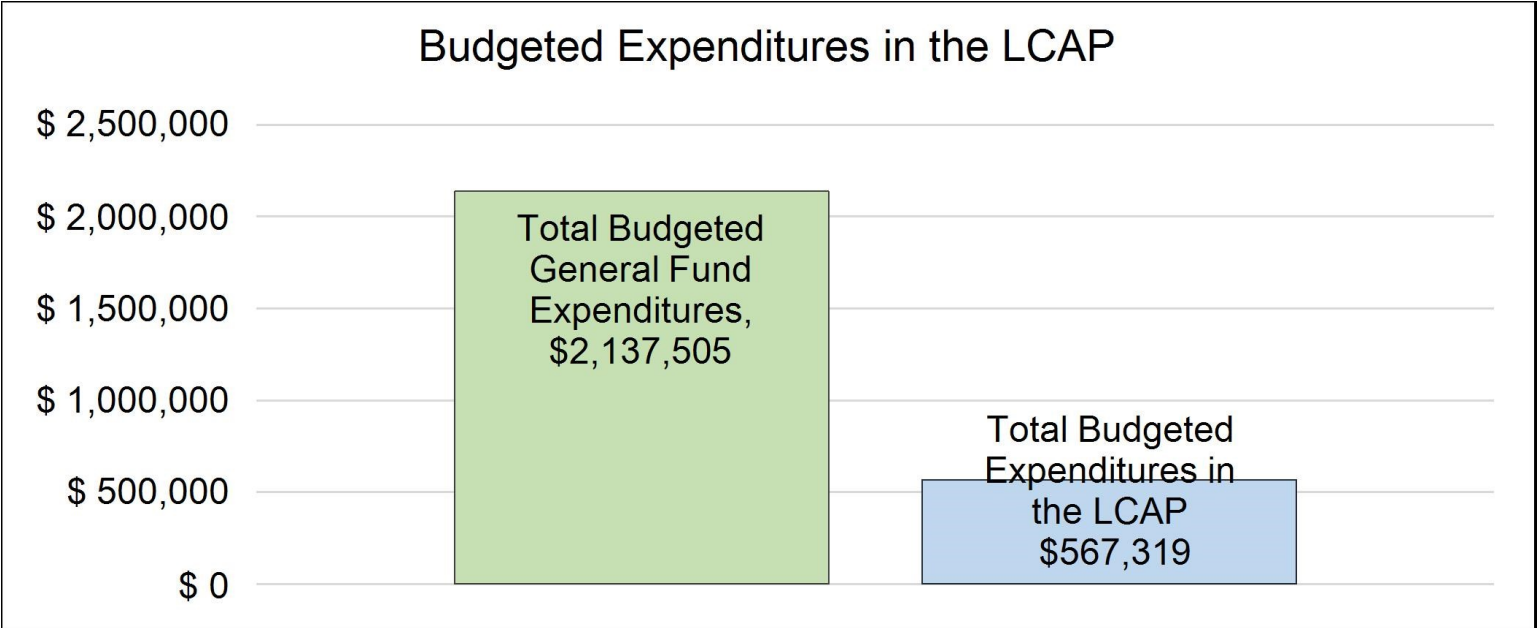


This chart shows the total general purpose revenue JCS-Pine Valley expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for JCS-Pine Valley is \$2,190,757.96, of which \$1,701,642.36 is Local Control Funding Formula (LCFF), \$341,423.58 is other state funds, \$8,566.74 is local funds, and \$139,125.28 is federal funds. Of the \$1,701,642.36 in LCFF Funds, \$145,194 is generated based on the enrollment of high needs students (foster youth, English learner, and low-income students).

## LCFF Budget Overview for Parents

The LCFF gives school districts more flexibility in deciding how to use state funds. In exchange, school districts must work with parents, educators, students, and the community to develop a Local Control and Accountability Plan (LCAP) that shows how they will use these funds to serve students.



This chart provides a quick summary of how much JCS-Pine Valley plans to spend for 2023-24. It shows how much of the total is tied to planned actions and services in the LCAP.

The text description of the above chart is as follows: JCS-Pine Valley plans to spend \$2,137,505 for the 2023-24 school year. Of that amount, \$567,319 is tied to actions/services in the LCAP and \$1,570,186 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

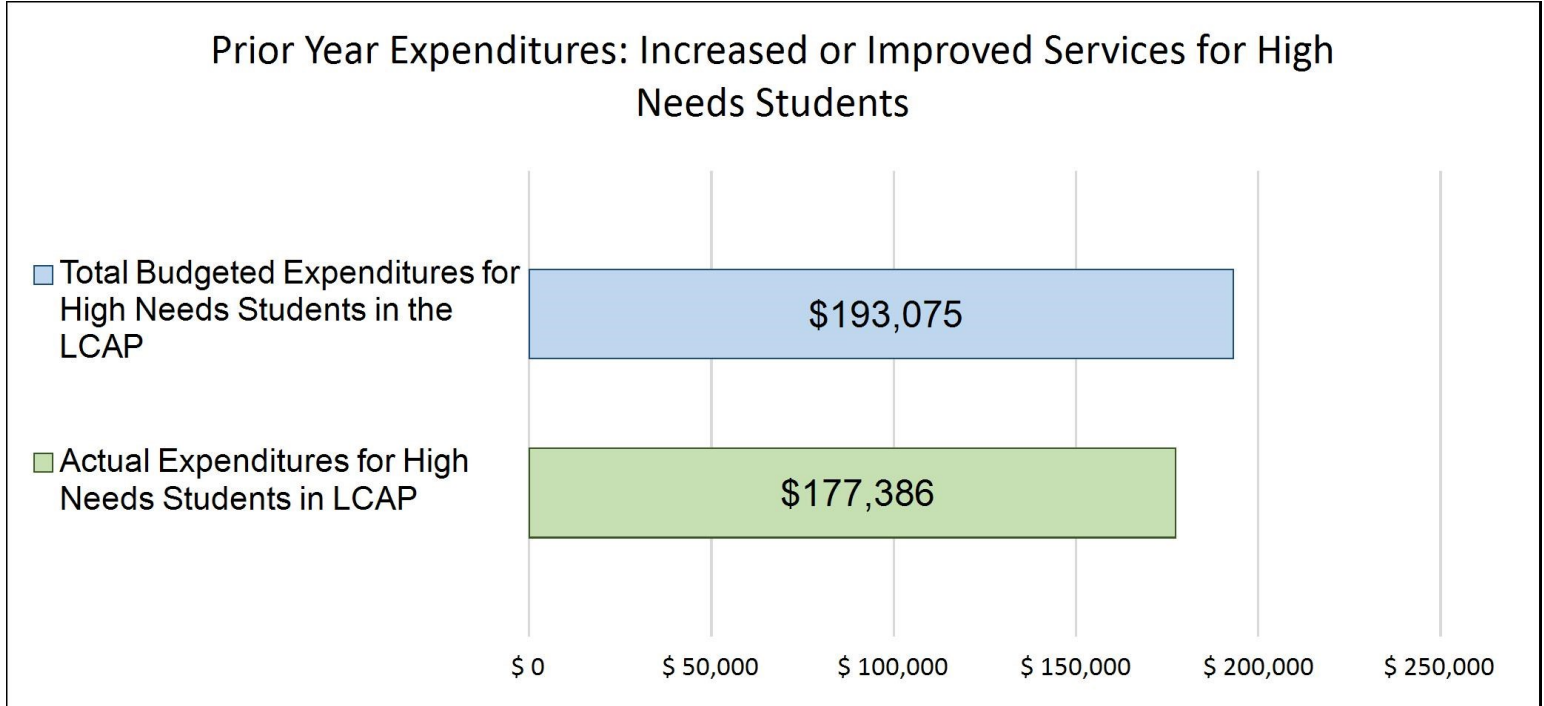
\$1,511,122 is budgeted for all personnel salaries and benefits. Some personnel expenditures are outlined in the LCAP where targeted support to address our goals in needed. \$626,383 is budgeted for services and other operating expenses related to facilities. Some operating expenses related to facilities are outlined in the LCAP.

## Increased or Improved Services for High Needs Students in the LCAP for the 2023-24 School Year

In 2023-24, JCS-Pine Valley is projecting it will receive \$145,194 based on the enrollment of foster youth, English learner, and low-income students. JCS-Pine Valley must describe how it intends to increase or improve services for high needs students in the LCAP. JCS-Pine Valley plans to spend \$330,375 towards meeting this requirement, as described in the LCAP.

## LCFF Budget Overview for Parents

### Update on Increased or Improved Services for High Needs Students in 2022-23



This chart compares what JCS-Pine Valley budgeted last year in the LCAP for actions and services that contribute to increasing or improving services for high needs students with what JCS-Pine Valley estimates it has spent on actions and services that contribute to increasing or improving services for high needs students in the current year.

The text description of the above chart is as follows: In 2022-23, JCS-Pine Valley's LCAP budgeted \$193,075 for planned actions to increase or improve services for high needs students. JCS-Pine Valley actually spent \$177,386 for actions to increase or improve services for high needs students in 2022-23.

The difference between the budgeted and actual expenditures of \$-15,689 had the following impact on JCS-Pine Valley's ability to increase or improve services for high needs students:

We were not able to use Mending Matters to provide our SEL supports in 22-23. We saw that this had an impact on our students, who had appreciated having the small group interactions in 21-22.



# JCS

PINE VALLEY

## Local Control and Accountability Plan

The instructions for completing the Local Control and Accountability Plan (LCAP) follow the template.

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
JCS-Pine Valley	Jennifer Dodds School Director	jdodds@jcs-inc.org (619) 473-1300

## Plan Summary [2023-24]

### General Information

A description of the LEA, its schools, and its students in grades transitional kindergarten–12, as applicable to the LEA.

JCS-Pine Valley is an independent study TK-12 charter school sponsored by Mountain Empire Unified School District. JCS-Pine Valley serves 145 students in east San Diego county. Currently the school has one center in Pine Valley, Pine Valley Academy, which houses a 6-12 academy that students attend 3-4 days per week. Additionally there is space for educational facilitators (EFs) to meet with home study students and space for special education services.

The mission of JCS-Pine Valley is to empower learners with educational choice. Our vision is to work in partnership with families to ensure all learners develop the necessary skills to become contributing members of our local and global communities. Our school's theme is cultivating character. Our students are very involved in community events, community service, recycling, responsible stewardship of nature, ASB activities, and school events. We also encourage global awareness and strive to step out of our comfortable town and into the world around us. We are dedicated to excellence and committed to nurturing passionate lifelong learners. Core values include:

- Creativity and Innovation: Envision and explore rich teaching and learning opportunities.
- Commitment: Educate students to their full potential and uphold the greater good of the school.
- Choice: Empower individual paths and goals through personalized learning.
- Excellence: Foster a climate of high expectations, quality, and accountability.
- Integrity and Compassion: Model honesty, dignity, fairness, and responsibility while demonstrating respect and understanding.

Students at JCS-Pine Valley are part of an independent study education model and are generally referred to as being in the home study program or the academy program. Daily instruction of TK-12 home study students is done by the parent teacher under the supervision of an EF. K-8 students may get instruction one day a week at a learning center or the EF may work with the parent to incorporate instruction from our educational enrichment partners. Students at our 6-12 academy are taught by a certificated teacher less than 74% of the time and by a parent-teacher more than 26% of the time. Our student population at Pine Valley consists primarily of white students (72.9%) and hispanic/latino (19.1%) students. Our special education population is somewhat larger than traditional districts, with an overall percent of 12.2%. Due to the nature of independent study, our English language learner population is fairly small (1.6%), since for at least a portion of the week the parent is the teacher for the student. Our socioeconomically disadvantaged population is 46.8%, and our homeless and foster youth make up 2.7% of the population. While we don't have a migrant population in the traditional sense, we do have a somewhat transient population. Some families decide that home study is not the right "fit" for them, while others move back and forth between different charter schools looking for different resources and schedules. Our 6-12 academy, however, has a consistent base of students that typically stay with us through graduation once they start.

Students come to JCS-Pine Valley for various reasons: some are looking for an option other than their local school because they aren't happy with what their local school has to offer; some are drawn to the academy because of its project-based program or smaller classes; others like the balance of home school and classroom-based instruction; and still others prefer the traditional home study model with the flexibility and choice in curriculum and daily schedule. Because JCS-Pine Valley covers a relatively large geographical area, our student demographics and needs vary somewhat depending on the region. As a school we look at data for the academy and home school separately, and as a whole to identify our students' needs. While JCS-Pine Valley strives to support all learners in meeting their potential, we are very aware of our struggling and at-risk learners and their diverse needs and are constantly striving to provide additional supports.

## Reflections: Successes

A description of successes and/or progress based on a review of the California School Dashboard (Dashboard) and local data.

Due to the lingering effects of the COVID pandemic, the College/Career Readiness Indicator data on the CA Dashboard continued to be suspended for the 22-23 school year. In instances where an LEA has less than 11 students, data is not reported. For JCS-Pine Valley this applies to our English learners; data within our LCAP is calculated from our Student Information System and other local sources to report information that aligns with our goals and student needs.

### ACADEMIC ACHIEVEMENT

Our CAASPP data continues to show that our Students with Disabilities perform significantly below All Students and White Students in both ELA (99 points below DFS on CAASPP) and Math (143 points below DFS). Our Hispanic and Low Income students, our largest subgroups, perform about 15-20 points below All Students and White Students in both ELA and Math in CAASPP. ELA is a relative area of strength for our school, with all students performing 10.1 points below DFS and. Math continues to be an area of need for all of our students, with All Students 65.3 points below DFS. Our MAP data shows a slightly different picture for Hispanic students, who are performing similarly to White students in MAP. Students with Disabilities are still far behind all other subgroups. Overall, though, Math is also an area of need shown in MAP.

In 21-22 we started using a fully online curriculum (Achieve3000) for our English Learners in grades 6-12 and added a component in which the students met twice/week with a teacher identified to provide designated instruction. Students who participated regularly made significant gains in their Lexile scores and benefitted greatly from the additional interactions with a teacher. In 22-23 we transitioned our 4th and 5th graders to Achieve3000 as well and began multiple groups with our EL teacher (grades 4-6, grades 6-8 and high school). Additionally our EL teacher began monthly meetings with TK-3 groups for additional speaking/listening activities to support Cengage curriculum. Of the EL students who returned to us from 21-22, 25% were reclassified as fluent (an increase over last year) and of the continuing English Learners 67% maintained or increased their English language performance level (also an increase over last year).

In 22-23 our homestudy students benefited from targeted math support by using MobyMax and ILX and saw growth in their math scores. The continued synchronous instruction for our homestudy elementary students not only benefited them academically but also improved school culture. In the academy we hired ELA and math support teachers, the students ELA scores were positively impacted.

### SOCIAL EMOTIONAL (SEL)

For 22-23 we administered our SEL assessment, the Holistic Student Assessment (HSA) again. In the fall 69% of students (grades 4-12) did not require intervention related to a broad spectrum of social-emotional needs, which was slight decrease over Fall 2021 (79%). That is to say that the great majority of students will continue to benefit from preventative social-emotional support (Tier 1 and 2), and while 31% require tiered intervention (Tier 3) in a small group or 1:1.

In 22-23, we hired a counselor to be on campus for our students. Referred students experienced positive outcomes. Our continued outdoor education, including the walking classroom provided social-emotional support that benefited our students.

#### MTSS:

Data indicates that Tier 2 strategies are not consistently working since we went from 43% to 17% of our students receiving Tier 2 intervention for reading meeting growth goals. In math, results improved significantly, going from 25% to 50% of our students receiving Tier 2 math intervention meeting growth goals. Tier 2 intervention is by nature very transient so the two baselines are a different set of students. Nevertheless, we will continue to monitor progress of our strategies and seek out further best practices.

Due to our emphasis on reading recover in 2021-22, we had many student exit out of needing Tier 2 supports. Students still receiving Tier 2 supports are below grade level but making steady progress.

#### COLLEGE/CAREER READINESS

While we are still striving to improve our rates of students who meet a-g requirements and are considered College/Career Ready we have made some gains in the percent of high school students completing College Course Credit. In 2022 20% of all high school students had completed one college course in their high school career. We expect to see this number increase again next year.

## Reflections: Identified Need

A description of any areas that need significant improvement based on a review of Dashboard and local data, including any areas of low performance and significant performance gaps among student groups on Dashboard indicators, and any steps taken to address those areas.

**ACADEMIC ACHIEVEMENT:** Based on the Dashboard and local data we need to continue working on are math achievement for all learners and ELA for our significant subgroups. Our largest performance gap continues to be for our students with disabilities, who perform far below all students and all other subgroups in both ELA and Math. All students had some loss due to the pandemic - about 15-20 points per group in both ELA and Math.

**MTSS:** We are continuing to strengthen our MTSS model by providing more training to staff in identifying learning gaps, addressing those needs through tiered interventions, to proactively address student needs. Additionally we will train our intervention staff and special education staff in Tier 2 and 3 curriculums, provide in-house training and seek support from our SELPA to train general education staff in working with students who have IEPs in the classroom. We've started tracking student growth goals on MAP for MTSS to monitor the effectiveness of our interventions. Right now our data does not show consistent growth, so we need to continue analysis to see if this is due to a transient population or other factors.

**SEL:** In 22-23 we were not able to utilize Mending Matters, and we saw a significant difference in our students. For 23-24 we hope to reinstate counseling supports 2 x week to offer social-emotional supports and counseling to students in need.



**COLLEGE/CAREER READINESS:** JCS-Pine Valley did not have grades 9-12 until the 19-20 year, when the Dashboard was suspended. While we don't have data yet for the College/Career Indicator we have calculated the areas that make up the indicator and we know that this is a major area we need to focus on. In 2022 none of our students met a-g requirements but 20% completed college course credit. None of our students participated in any CTE pathways although they have completed some CTE courses online. We do not have students who take AP courses, although we have a few students who occasionally take AP tests each year. Based on stakeholder feedback though we've determined that we will focus on the two areas we feel confident we can grow quickly - increasing students who take college course credits and increasing access to CTE courses.

Based on the Dashboard and local data we need to continue working on are math and ELA achievement for all learners, but in particular our significant subgroups. Our largest performance gap continues to be for our students with disabilities, who perform far below all students and all other subgroups in both ELA and Math.

We are continuing to strengthen our MTSS model by providing more training to staff in identifying learning gaps, addressing those needs through tiered interventions, to proactively address student needs and by using more quantifiable data in 21-22. Additionally we will train our intervention staff and special education staff in Tier 2 and 3 curriculums, provide in-house training and seek support from our SELPA to train general education staff in working with students who have IEPs in the classroom.

We also need to continue building a high school program that prepares students for college and career choices by increasing the number of students who take college course credit and increasing the number of students who take CTE pathways courses. This will be a focus for us over the next two years.

## LCAP Highlights

A brief overview of the LCAP, including any key features that should be emphasized.

**BROAD GOALS** - continuing areas of need that we will be addressing for several years:

1. High academic achievement in Language Arts, Math and Science.
2. Helping students growth and thrive through a multi-tiered systems of support (MTSS).
3. Students are prepared for college and career pathways.

**MAINTENANCE GOAL** - monitoring a variety of areas that are still important for maintaining the level we have achieved:

4. Providing an engaging, safe, clean and healthy learning environment for all students.

JCS-Pine Valley receives Title I Title II and Title IV funds. Our LCAP also incorporates the broad actions/services outlined in our School Plan for Student Achievement (SPSA) and LCAP Federal Addendum so we, and our stakeholders, can easily monitor progress on these documents as well.



# Comprehensive Support and Improvement

An LEA with a school or schools eligible for comprehensive support and improvement must respond to the following prompts.

## ***Schools Identified***

A list of the schools in the LEA that are eligible for comprehensive support and improvement.

N/A - JCS-Pine Valley is not eligible for CSI.

## ***Support for Identified Schools***

A description of how the LEA has or will support its eligible schools in developing comprehensive support and improvement plans.

N/A

## ***Monitoring and Evaluating Effectiveness***

A description of how the LEA will monitor and evaluate the plan to support student and school improvement.

N/A

# Engaging Educational Partners

A summary of the process used to engage educational partners and how this engagement was considered before finalizing the LCAP.

On the following dates we met with educational partners to share components of the LCAP and gather feedback and suggestions:

- Board Meetings held monthly on the 2nd Friday of each month via Zoom. Throughout the year data related to the LCAP has been shared, including LCFF Dashboard data, local assessment data, progress towards goals, and monthly LCAP spending reports. Public comments are addressed at the beginning of each Board meeting.
- School Site Council (SSC) meetings held early November, February and May. SSC includes parents, students and school staff - principal, teachers and classified staff, special education staff. At SSC meetings specific feedback was gathered from educational partners to review a draft of goals, actions and services and develop additional ones.
- Monthly meetings held with the assistant director of special education include discussions centered around LCAP and how to support students with disabilities better.

The SPSA and LCAP federal addendum were reviewed and presented at Board Meetings and SSC meetings to gather input and update.

Brief surveys were created by our principal and leadership team (including special education and finance). The questions created were generated based on the information leadership wanted to see addressed in the LCAP. The surveys targeted 1) parents/guardians; 2) students in grades 3+; 3) all staff; and 4) board members. Surveys were sent in early April to gather additional feedback to develop goals, actions and services of the LCAP. Additional surveys were created specifically for parents of SwD and parents of English learners. The email for parents of English learners was translated to Spanish, which is the primary home language for all of our ELs, and the survey was available in Spanish as well. In the surveys for SwD and ELs, parents were asked to include their email if they were willing to be contacted for additional feedback.

A summary of the feedback provided by specific educational partners.

48% students, 28% parents and 71% staff members responded to the surveys. Additionally, 20% parents of SwD responded to the survey about special education support. None of the EL parents completed the survey about EL support, although we only have 3 EL students currently.

The areas that parents feel are most important to address are: 1) student engagement; 2) increased math achievement; 3) social/emotional learning; and 4) increased achievement in Language Arts. The areas that staff feel are most important to address are: 1) math; 2) student engagement; and 3) Language Arts; and 4) learning loss. The areas that students felt were most important to address are: 1) keeping students interested in school; 2) helping struggling students; 3) supporting social/emotional learning; and 4) preparing students for college and work.

On the survey for special educations, parents reported wanting more support for at-home instruction.

Student surveys indicated that the majority of students felt that their teachers care about them. Students reported that they feel supported and safe at school.

#### A description of the aspects of the LCAP that were influenced by specific input from educational partners.

The areas that parents and staff felt were most important to address were captured in goals 1 (overall academic achievement) and 2 (MTSS), which centers around both academic intervention and social emotional well being.

2021-22 Some specific actions in the LCAP that were created as a result of stakeholder feedback:

- Nutrition: We added free food for all students at breakfast and lunch as well as a community food pantry to supplement needs at home.
- Field trips: Friday Free Day was added to our SignMeUp options. Examples of Friday opportunities include trips to the Zoo, Oma's Farm, Children's Nature Preserve, cultural days, park days, as well as in person MAP and CAASPP testing times. Buses were added for transportation due to lack of parent drivers and gas prices.
- Students wanted more elective choices. We created a generic elective class with topics chosen by the students. Some topics included for the middle school were art, gardening, building a fort, animal care, and drones. High School electives added were Aero Science, Digital Photography, and Sports Medicine.

2022-23 Some specific actions in the LCAP that were created as a result of stakeholder feedback:

- Continued financial support for VAPA and other electives for both homestudy and academy students.
- Additional funding was available for all students in the areas of ELA and Math.
- Daily free breakfast and lunch was provided for academy students.
- Bus transportation was provided for field trips and all field trips were free to promote equity.

# Goals and Actions

## Goal

Goal #	Description
1	BROAD GOAL: Students achieve at high academic levels in Language Arts and Math.

An explanation of why the LEA has developed this goal.

Based on our 2019 CAASPP data and our Fall 2019 and Fall 2020 MAP data as well as stakeholder input, we've determined that students need to continue working towards higher levels of achievement in Language Arts and Math to increase communication and critical thinking skills. These skills are the foundation for lifelong learning, the cornerstone of our school's mission. The identified metrics below will help us measure growth in these areas and will tell us if the actions/services identified are making an impact. MAP, CAASPP and EAP data combined with tracking the students who require Transitional Math in 9th grade will allow us to analyze student growth and areas of need. Tracking the % of students using standards-aligned curriculum will indicate that students have the basic materials/supports needed to be successful.

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
% of students with CCSS materials	CCSS materials: 100%	CCSS materials: 100%	CCSS materials: 100%		Maintain baseline
% of EL students with ELD materials	ELD materials: 100%	ELD materials: 100%	ELD materials: 100%		Maintain baseline
% of students at/above average in Reading on NWEA MAP	MAP Reading Fall 2020 ALL: 74% SwD: 44% LI: 84% Hispanic: 65% EL: 0%	MAP Reading Fall 2021 ALL: 63% SwD: 42% LI: 64% Hispanic: 48% EL: 100%	MAP Reading Fall 2022 Overall: 63% SwD: 43% Hispanic: 43% LI: 65% EL: --		MAP Reading ALL: 80% SwD: 56% LI: 87% Hispanic: 71% EL: 20%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
% of students at/above average in Math on NWEA MAP	MAP Math Fall 2020 ALL: 69% SwD: 43% LI: 79% Hispanic: 89% EL: 75%	MAP Math Fall 2021 ALL: 62% SwD: 36% LI: 70% Hispanic: 42% EL: 100%	MAP Math Fall 2022 Overall: 55% SwD: 36% Hispanic: 61% LI: 63% EL: --		MAP Math ALL: 75% SwD: 55% LI: 81% Hispanic: 92% EL: 78%
DFS for ELA (CAASPP)	DFS ELA Spring 2019 ALL: 13.2 points below SwD: 63.1 below LI: 49.9 below Hispanic: 33.3 below	DFS ELA Spring 2021 ALL: 10.1 points below SwD: 99.1 below LI: 15.8 below Hispanic: 20.5 below	DFS ELA Spring 2022 ALL: 7.3 points below SwD: 98.3 below LI: 25 below Hispanic: 64.9 below		DFS ELA ALL: 2 points above SwD: 30 below LI: 20 below Hispanic: 3 below
DFS for Math (CAASPP)	DFS Math Spring 2019 ALL: 53.5 points below SwD: 112 below LI: 87.1 below Hispanic: 28.3 below	DFS Math Spring 2021 ALL: 64.3 points below SwD: 143.9 below LI: 67.9 below Hispanic: 72.6 below	DFS Math Spring 2022 ALL: 48.4 points below SwD: 118.9 below LI: 72 below Hispanic: 108.2 below		DFS Math ALL: 38 points below SwD: 82 below LI: 57 below Hispanic: 13 below
% of students considered Conditionally Ready or Ready in ELA and Math on EAP	EAP ELA: Spring 2019 ALL: 44% EAP Math: Spring 2019 ALL: 11%	EAP ELA: Spring 2021 ALL: 25%  EAP Math: Spring 2021 ALL: 0%	EAP ELA: Spring 2022 ALL: 44%  EAP Math: Spring 2022 ALL: 11%		EAP ELA: ALL: 47%  EAP Math: ALL: 17%
% of 9th graders who enrolled in Transitional Math	9th Grd in Transitional Math: 16%	9th Grd in Transitional Math: 21%	9th Grd in Transitional Math: 23%		9th Grd in Transitional Math: 13%

## Actions

Action #	Title	Description	Total Funds	Contributing
1.1	Instructional Devices	Purchase additional Chromebooks or other technologies to increase student access to: <ul style="list-style-type: none"> <li>• supplemental Tier I interventions</li> <li>• online NGSS materials</li> <li>• online ELD materials</li> <li>• art &amp; music curriculum</li> <li>• elective courses</li> </ul>	\$5,000.00	No
1.2	Internet & Instructional Materials	Provide internet in home for LI/FHY along with copies of materials that need to be printed, as needed.	\$2,500.00	Yes
1.3	CCSS Curriculum & Materials	Ensure all students are using CCSS-aligned curriculum by: <ul style="list-style-type: none"> <li>• Continuing to replenish ELA and math curriculums</li> <li>• Creating science kits, assignments and labs for newly purchased middle school science curriculum</li> </ul>	\$25,000.00	No
1.4	ELD Curriculum & Materials	Continue to replenish ELD curriculum to ensure English Learners are using designated ELD curriculum aligned to the ELD framework.	\$2,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
1.5	Staff Development	<p>Continue to support and grow effective staff by offering professional development and collaboration activities including, but not limited to:</p> <ul style="list-style-type: none"> <li>Analyzing data in order to provide goal setting and targeted support for ELA</li> <li>Use of current ELA and math support resources: (e.g. IXL, Achieve3000, Smarty Ants, Heggert, etc.)</li> <li>Georgia Numeracy math curriculum</li> <li>MTSS, tiered supports, identifying gaps in learning</li> <li>Writing and scoring writing-based schoolwide shared rubrics and writing prompts</li> <li>Developing and analyzing the annual STAR teacher rubric</li> <li>Supporting students with IEPs in the general education environment</li> <li>Best practices for improving school climate, de-escalation strategies and transformative SEL</li> <li>Effective re-engagement strategies</li> </ul>	\$7,469.00	Yes
1.6	PD - Induction Program	Ensure that any new teachers complete the school-funded Induction Program	\$9,000.00	No
1.7	Math Program Analysis	<p>Continue analysis of teacher and student supports to increase math achievement. Actions may include:</p> <ul style="list-style-type: none"> <li>Survey of teacher strengths/needs (self-reporting and observed)</li> <li>Analytics of usage on website created by math coach</li> <li>Analytics of usage on supplemental math programs</li> <li>IXL or other math supplemental program usage and achievement correlation data</li> <li>Professional development (internal or external)</li> <li>Pilot program for one or more math supplements</li> <li>Staff collaboration</li> </ul>	\$22,000.00	Yes



Action #	Title	Description	Total Funds	Contributing
<b>1.8</b>	Parent Participation	Increase parent participation and engagement by: <ul style="list-style-type: none"> <li>• Developing monthly communication via school newsletters, communication with parents, and school's online presence.</li> <li>• Recruiting parents to the School Site Council and encourage their consistent participation.</li> <li>• Parent nights</li> </ul>	\$1,000.00	No
<b>1.9</b>	Early Literacy	Provide increased support for TK-3 students to build foundational literacy skills by: <ul style="list-style-type: none"> <li>• Offering half-day learning center program for home study students</li> <li>• Offering TK-3 reading training for home study parents</li> </ul>	\$30,000.00	Yes
<b>1.10</b>	ParsecGO	Utilize ParsecGO data platform to analyze achievement data related to metrics for all student groups and re-evaluate programs, systems and actions as needed.	\$1,000.00	Yes
<b>1.11</b>	Diverse Book Collection	Develop a more diverse book collection and obtain culturally relevant texts, in both English and Spanish, to support students' independent reading.	\$2,000.00	Yes

## Goal Analysis [2022-23]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

NA

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

We did not spend as much on professional development because we didn't have as many teachers in need of induction as we had budgeted for. Additionally we didn't spend as much on training because we were able to take advantage of free professional development, most notably the CERS training provided by the state for analyzing student CAASPP data. We used Title IV funds to purchase additional chromebooks for CAASPP testing and to ensure a 1:1 ratio with students.

An explanation of how effective the specific actions were in making progress toward the goal.

Some progress has been made in raising math scores, but there is still work to do. Our math interventionist and use of the IXL program will take some time to have full effect on the desired outcome.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

- Revised action/service for Early Literacy (was UPK) to expand services from TK-K to TK-3. This aligns with our students' needs as well as the state initiative P-3 Alignment.
- Added action/service for Diverse Book Collection to capture funds from the Art, Music & Instructional Materials Grant that we will direct towards improving independent reading, particularly for our low income and EL students.

**A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.**

# Goals and Actions

## Goal

Goal #	Description
2	BROAD GOAL: Students grow and thrive through a multi-tiered system of support.

An explanation of why the LEA has developed this goal.

JCS-Pine Valley believes strongly in personalized learning and addressing the needs of the whole child. We have begun to implement a multi-tiered system of support and will use both CAASPP and MAP to measure targeted student growth for our students with the greatest needs, academically as well as HSA data to target social-emotional needs.

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
% of Rtl students meeting growth targets on NWEA MAP	NWEA MAP Rtl Reading: TBD Spring 2022 Math: TBD Spring 2022	NWEA MAP Rtl Reading: 43% met growth targets Math: 25% met growth targets	NWEA MAP Rtl Reading: 17% met growth targets (data fails to capture reclassification of students who met growth targets) Math: 50% met growth targets		NWEA MAP Rtl Reading: 6% over baseline Math: 6% over baseline
% of students meeting growth targets on CAASPP (21+ points)	CAASPP ELA: TBD Spring 2022 Math: TBD Spring 2022	This data is based on growth from Spring 2021 to Spring 2022. Students who improve their scale score by 21+ points are considered to have met acceptable growth targets based	CAASPP N/A All of our Rtl students were in TK-4 and thus did not have 2 years of CAASPP data to show growth.		CAASPP ELA: Math:

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		on the current CAASPP model. This data will be available some time in Fall 2022.			
% of students in Tier 3 on HSA	HSA Tier 3: 16%	HSA Tier 3: 30%	HSA Tier 3: 31%		HSA Tier 3: 10%
% of ELs who maintain or grow 1+ ELPI level	ELPI Spring 2020: 100%	ELPI Spring 2021: 0%	ELPI Spring 2022: 50%		maintain baseline
% of ELs who reclassify (RFEP)	RFEP Fall 2020: 50%	RFEP Fall 2021: 25%	RFEP Fall 2022: 40%		maintain baseline
% of parents who rate "highly supported" on likert scale (EL and SwD)	Baseline to be established Year 2. New metric 22-23	Baseline to be established Year 2. New metric 22-23	% rated "highly supported:" 100%		% rated "highly supported:" >90%

## Actions

Action #	Title	Description	Total Funds	Contributing
<b>2.1</b>	Local Assessments	Administer universal screeners (e.g. NWEA MAP) and local benchmark assessments to identify students in need of Tier 1 and Tier 2 intervention.	\$1,875.00	Yes
<b>2.2</b>	MTSS	Continue to implement and expand the Multi-Tiered System of Support (MTSS) to identify and track LI, FHY, SwD and other at risk students ensuring access to available academic and socio-emotional supports, as needed, such as: <ul style="list-style-type: none"> <li>tutoring &amp; academic enrichment materials and programs</li> <li>academic counseling</li> <li>positive behavior interventions and supports</li> <li>mental health services</li> <li>other extracurricular activities.</li> </ul>	\$129,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
<b>2.3</b>	SEL	Continue Social Emotional Supports to students by: <ul style="list-style-type: none"> <li>• administering Holistic Student Assessment to identify tiered SEL supports</li> <li>• providing ongoing social-emotional learning for K-12 students</li> <li>• training staff on recognition, prevention and intervention in bullying, sexual harassment, and suicide ideation</li> <li>• overseeing implementation of SEL curriculum and tiered strategies to address SEL needs</li> <li>• using Securly data to screen students for any mental health needs</li> <li>• providing on campus counseling program through a community agency</li> </ul>	\$25,000.00	Yes
<b>2.4</b>	EL Coordinator	Provide EL coordinator to identify, track and coordinate related services such as: <ul style="list-style-type: none"> <li>• Develop Individualized Learning Plan (ILP) for each English learner</li> <li>• Coordinate designated ELD instruction for ELs online with online supplemental oral language component with weekly groups led by a CLAD-credentialed teacher.</li> <li>• Monitor effectiveness of EL curriculum and revise curriculum guides for home study families as needed.</li> <li>• Monitor compliance with master agreements and collection of appropriate work samples</li> <li>• Coordinate professional development for designated and integrated ELD and the ELD framework.</li> <li>• Collaborate with supporting EF</li> </ul>	\$9,250.00	Yes
<b>2.5</b>	FHY Liaison	Provide Foster/Homeless Youth Liaison who will: <ul style="list-style-type: none"> <li>• Complete a needs assessment of services</li> <li>• Identify and support F/HY, including the development and implementation of an Individualized Learning Plan (ILP).</li> <li>• Communicate resources and educational opportunities to families as available</li> <li>• Provide resources/training to all staff as needed</li> </ul>	\$4,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
<b>2.6</b>	Focus Groups	Provide focus groups/surveys for EL and SwD parent involvement and feedback to inform curriculum, programming and supports.	\$2,500.00	Yes
<b>2.7</b>	PD - SwD	Attend professional development opportunities and other learning activities provided by the SELPA which may include, but are not limited to: <ul style="list-style-type: none"> <li>• Disproportionality (i.e. disproportionate representation of specific groups identified as having a disability, or being suspended, etc.)</li> <li>• Response to Intervention</li> <li>• Instructional strategies</li> <li>• Serving students in independent study</li> <li>• Performance Indicator Process</li> </ul>	\$1,000.00	No
<b>2.8</b>	Collaboration w SELPA	Collaborate with the SELPA to ensure progress towards LCAP goals, actions and services.	\$2,500.00	No
<b>2.9</b>	Meal Program	Increase meal program to two meals per day.	\$6,000.00	Yes
<b>2.10</b>	Health & Wellness	Provide educational opportunities for a healthy lifestyle including: <ul style="list-style-type: none"> <li>• nutrition</li> <li>• increased physical education</li> <li>• outdoor activities</li> </ul>	\$52,500.00	No
<b>2.11</b>	EEPs	Provide access to educational enrichment partners for math and ELA tutoring support for home study.	\$10,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
2.12	EL Parent Engagement	Allocate one educational facilitator (EF) for Spanish-speaking families to: <ul style="list-style-type: none"> <li>• increase parent engagement</li> <li>• provide additional support for home study</li> <li>• collaborate with EL coordinator</li> <li>• attend training, as needed, to improve support and services to families</li> </ul>	\$64,500.00	Yes

## Goal Analysis [2022-23]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

We were not able to provide Mending Matters as our SEL support for students in 22-23. We saw a difference for our students, who appreciated having this support on campus for small group interactions.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

Not having Mending Matters had an impact of about \$15,000 on our actual expenditures. We also budgeted more for Health/Wellness than our parents took advantage of for educational enrichment partners. This was a difference about \$20,000.

An explanation of how effective the specific actions were in making progress toward the goal.

Progress has been made toward the goal of supporting students through a multi-tiered system of support as evident by ELs increased ELPI level and with 100% of parents who feel "highly supported". Math scores increased significantly in Math. We attribute higher math scores to the use of Achieve and IXL. We will reevaluate the need to renew MobyMax for next year.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

No changes were made to goal 2 for the 23-24 school year.

**A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.**



# Goals and Actions

## Goal

Goal #	Description
3	BROAD GOAL: Students are prepared for college and career pathways.

An explanation of why the LEA has developed this goal.

On the CA School Dashboard, College and Career Readiness is measured using multiple avenues. Based on stakeholder feedback and our local data, we've determined that the areas we want to focus on first are 1) increasing percent of high school students who complete college credit courses; 2) increasing percent of high school students who take CTE courses; and 3) better prepare middle school students for high school requirements. JCS-Pine Valley did not have high school students in 18-19 and the Dashboard was suspended for 19-20 no data is available from the Dashboard but we were able to gather the data from our student information system and from Data Quest. In Spring 2020 only a handful of students completed either CTE courses or college course credits. Because we live in a rural community finding a qualified teacher to teach a CTE pathway is difficult; instead we'll expose our students to a variety of CTE courses.

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
% of students meeting a-g requirements	a-g Spring 2020: 0%	a-g Spring 2021: 8%	a-g Spring 2022: 0%		a-g Spring 2023: 15%
% of students completing college credit course	College Course Credit TBD Spring 2021	College Course Credit Spring 2021: 8%	College Course Credit Spring 2022: 20%		College Course Credit: 20% over baseline
% of students scoring 3+ on AP	AP Spring 2020: <1%	AP Spring 2021: 0	AP Spring 2022: 0		AP Spring 2023: <1%
% of students taking CTE courses	% students in CTE courses TBD Spring 2021	% students in CTE courses: 0	% students in CTE courses: 0		% students in CTE courses: 20% over baseline
% of students completing CTE	CTE completers Spring 2020: 0%	CTE completers Spring 2021: 0	CTE completers Spring 2022: 0		CTE completers Spring 2023: 0%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
% of students meeting a-g requirements and CTE (combined	a-g and CTE completers Spring 2020: 0%	a-g and CTE completers Spring 2021: 0	a-g and CTE completers Spring 2022: 0		a-g and CTE completers Spring 2020: 0%

## Actions

Action #	Title	Description	Total Funds	Contributing
3.1	Foreign Language	Provide 8th grade Conversational Spanish in order for students to have greater success in high school second language classes.	\$20,000.00	No
3.2	Naviance	Increase participation in Naviance classes for career exploration and resume building.	\$2,000.00	No
3.3	College Credit Course Access	Increase student access to college credit course access by: <ul style="list-style-type: none"> <li>• Fund materials/books for students</li> <li>• Accessing Grossmont College course in collaboration with JCS-Manzanita</li> <li>• Supporting students through the registration process</li> <li>• Providing student support systems and collaboration through the coursework</li> </ul>	\$12,500.00	Yes
3.4	Field Trips	Provide field trips to for college & career readiness to local businesses, junior colleges and state universities. Fund buses for transportation.	\$10,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
<b>3.5</b>	Elective	Add, improve, expand elective choices that will: <ul style="list-style-type: none"> <li>• engage learners and support critical thinking</li> <li>• integrate STEM</li> <li>• increase a-g completion</li> <li>• support the development of ethnic studies</li> <li>• support the development of financial literacy</li> <li>• support the arts</li> </ul>	\$19,125.00	No
<b>3.6</b>	High School Counselor	Fund high school counselor to improve college/career readiness for all students by: <ul style="list-style-type: none"> <li>• Counseling students in college/career paths and requirements</li> <li>• Ensuring courses are a-g approved</li> <li>• Analyzing transcript data to identify a-g gaps</li> <li>• Providing professional development to teachers in transcript analysis</li> <li>• Looking for new strategies to increase a-g requirement is met</li> <li>• Updating 4 year plan</li> </ul>	\$15,000.00	No
<b>3.7</b>	Bound for Blue	Actively promote our Bound for Blue program for students in grades 8+ to incentivize graduating prepared for college and career through emails, flyers, counseling and EF meetings.	\$250.00	No
<b>3.8</b>	ELA Support	Provide ELA support classes for grades 6-9 to increase high school success.	\$57,250.00	Yes

## Goal Analysis [2022-23]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

We were not able to provide Conversational Spanish in 22-23.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

Conversational Spanish made a difference of about \$30,000 in our actual expenditures.

An explanation of how effective the specific actions were in making progress toward the goal.

We were successful in preparing our students for college and career goals by offering and encouraging students to take community college courses. We had a 20% completion rate, up from 8% the year prior.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

1. We removed the action/service for PSAT for 8th grade because only one student took advantage of this opportunity in 22-23.
2. We added the action/service to offer an ELA support class for grades 6-9.

**A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.**

# Goals and Actions

## Goal

Goal #	Description
4	MAINTENANCE GOAL: Students continue to have access to an engaging, safe, clean, and healthy learning environment.

An explanation of why the LEA has developed this goal.

Feedback from stakeholders shows that overall our students and parents feel connected to and supported by their teachers, and that the school provides a safe and nurturing environment. While we pride ourselves on connecting to each individual student, we will continue to monitor and maintain student engagement through the actions/services below.

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
FIT Tool	FIT tool: All facilities In Good Repair	FIT tool: All facilities In Good Repair	FIT tool: All facilities Exemplary		Maintain baseline
% of appropriately assigned teachers	Teachers appropriately assigned:100%	Teachers appropriately assigned:100%	Teachers appropriately assigned:100%		Maintain baseline
% of teachers with CLAD certification	% of teachers with CLAD certification: 100%	% of teachers with CLAD certification: 100%	% of teachers with CLAD certification: 100%		Maintain baseline
Chronic Absenteeism Rate	Chronic Absenteeism Rate 2019: 8.3%	Chronic Absenteeism Rate 2021: 14.3%	Chronic Absenteeism Rate 2022: 3%		Maintain baseline
Suspension Rate	Suspension Rate 2020: 0%	Suspension Rate 2021: 0%	Suspension Rate 2022: 0%		Maintain baseline
Expulsion Rate	Expulsion Rate: 0%	Expulsion Rate 2021: 0%	Expulsion Rate 2022: 0%		Maintain baseline
High School Dropout Rate	High School Dropout Rate 2020: 8.9%	High School Dropout Rate 2021: 9.4%	High School Dropout Rate 2022: 0%		Maintain baseline

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Graduation Rate	Graduation Rate 2020: 84.3%	Graduation Rate 2021: 83.6%	Graduation Rate 2022: 100%		Maintain baseline
Middle School Dropout Rate	Middle School Dropout Rate 2020: 0%	Middle School Dropout Rate 2021: 0%	Middle School Dropout Rate 2022: 0%		Maintain baseline
Local Performance Indicator Self-Reflection			New Baseline: 100% of EL, SwD and At Risk students have access to programs and services		Maintain baseline

## Actions

Action #	Title	Description	Total Funds	Contributing
<b>4.1</b>	Safety	Maintain a safe, clean, functional school climate by: <ul style="list-style-type: none"> <li>Continuing to purchase Securly for Chromebooks</li> <li>Continuing annual trainings for staff (mandated reporter, active shooter training, drills, etc.)</li> <li>Continuing and acting on yearly facilities inspection</li> </ul>	\$3,100.00	No
<b>4.2</b>	Stakeholder Surveys	Continue to administer annual surveys regarding school climate and effectiveness to all stakeholders.	\$2,500.00	No
<b>4.3</b>	Family Engagement	Provide parents and students with numerous opportunities to be involved at the school including Parent/Teacher Organizations and schoolwide events.	\$1,000.00	No

Action #	Title	Description	Total Funds	Contributing
4.4	Highly Qualified Teachers	Continue to monitor teacher credentialing and assignments through CALPADS and CalSAAS to ensure all students have appropriately assigned, highly qualified teachers.	\$2,500.00	No
4.5	CLAD Certification	Continue to screen and require all new teacher candidates to hold a CLAD certificate before employment is offered.	\$2,500.00	Yes
4.6	Maintenance of Data	Continue to maintain current rates for all student groups by monitoring data and re-evaluating programs and systems as needed: <ul style="list-style-type: none"> <li>• Chronic Absenteeism</li> <li>• Suspension &amp; Expulsion Rate</li> <li>• Dropout Rate</li> <li>• Graduation Rate</li> <li>• Middle School Dropout Rate</li> </ul>	\$2,500.00	Yes
4.7	Programs & Services	Continue to provide programs & services for English Learners, At Risk Students, and Students w Disabilities such that: <ul style="list-style-type: none"> <li>• students have access to a broad course of study</li> <li>• students have quality services</li> <li>• students have personalized schedules, curriculum and services, where possible, to meet their needs and goals</li> </ul>	\$2,000.00	Yes



## Goal Analysis [2022-23]

An analysis of how this goal was carried out in the previous year.

A description of any substantive differences in planned actions and actual implementation of these actions.

There were no substantive differences in planned actions and actual implementation of these actions this year. A little more was spent on family engagement than we expected but the numbers were minimal, approximately \$400 more than planned.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

N/A

An explanation of how effective the specific actions were in making progress toward the goal.

Goals were met to maintain an engaging, safe, clean, and healthy learning environment. Chronic absenteeism dropped from 14% to 3% and the graduation rate went from 83% to 100%.

A description of any changes made to the planned goal, metrics, desired outcomes, or actions for the coming year that resulted from reflections on prior practice.

1. Added an action/service to capture services for SwD and ELs to align with LCFF Priority 7 - course access.

**A report of the Total Estimated Actual Expenditures for last year's actions may be found in the Annual Update Table. A report of the Estimated Actual Percentages of Improved Services for last year's actions may be found in the Contributing Actions Annual Update Table.**

# Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students [2023-24]

Projected LCFF Supplemental and/or Concentration Grants	Projected Additional LCFF Concentration Grant (15 percent)
\$145,194	--

## Required Percentage to Increase or Improve Services for the LCAP Year

Projected Percentage to Increase or Improve Services for the Coming School Year	LCFF Carryover — Percentage	LCFF Carryover — Dollar	Total Percentage to Increase or Improve Services for the Coming School Year
9.43%	0.00%	\$0.00	9.43%

The Budgeted Expenditures for Actions identified as Contributing may be found in the Contributing Actions Table.

## Required Descriptions

For each action being provided to an entire school, or across the entire school district or county office of education (COE), an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.

The actions/services detailed below have been identified as contributing to the needs of foster youth, English learners and low income students but are being provided for all students.

1.2 CCSS Curriculum & Materials: After reviewing the data, we found that our low income students are further from standard in ELA, and are less likely to meet or exceed standard in Science than our overall student population. Additionally, upon further analysis, we found our low income middle school students to be even further from standard in ELA. Based on this data, along with feedback from educational partners, especially teachers, we determined the need to prioritize an update to curriculum in Science and ELA, primarily in middle school. We will maintain updates and access to other curriculum while we focus our resources on middle school ELA and Science. Although the updated curriculum will be available to all students, we hope that achievement levels will increase for our low-income students by providing better access, approachability and consistency in our curriculum and resources, like science kits, removing barriers like assumptions about the materials and resources found in the home. We expect that by providing these curriculum improvements, our low income students will perform better in ELA and Science.

1.7 Math Program Analysis: Starting this year our family of schools is not funding a math coach position. However, our low income students trail the math achievement rate of all students in our local assessments and CAASPP. Based on this data, we know we need to develop a plan to support math instruction and learning by analyzing our current math program and determine and prioritize needs. Although we will develop a plan to address the math instruction and learning of all of our students, our hope is to increase the math performance of our low income students, while also increasing the math performance of our overall student population. We expect that by maintaining the current offerings, while doing a deeper analysis of math program needs, we will continue to see growth while planning for program improvements for our low income students.

1.9 Early Literacy: National data and a growing professional community has shown that early literacy support up to 3rd grade improve student outcomes. While all of our students will benefit from early literacy support, our hope is that our low income students and English learners will have additional supports to close the achievement gap early. We expect that by providing an early literacy program for TK-3 our low income students and English learners will have greater academic achievement and better post school outcomes.

1.10 ParsecGO and 4.6 Maintenance of Data: After reviewing our CAASPP and MAP data we found that our low income students achieve far below all students. We believe that continuing to emphasize monitoring our teacher credentialing and assignments as well as the data for our subgroups we will identify actions/services to continue to improve outcomes for our low income students. While all of our students will benefit from this, we expect that our low income students will have higher achievement on CAASPP, high graduation rates and lower dropout rates.

1.11: Diverse Book Collection: National data and a growing professional community has shown that English learners acquire greater English proficiency when curriculum is culturally responsive. Best practice also shows that relevant and updated curriculum engages students more. In an analysis of our Resource Center and literature collection, we've determined that our books are not representative the experiences or cultures of all of our students. In 23-24 we will be using the Arts, Music & Instructional Materials Block Grant (AMIMBG) as well as LCFF funds to develop a more diverse literature collection and obtain culturally relevant texts, in both English and Spanish, to support students' independent reading. While all students will benefit from having access to more current and relevant authors and literature, our hope is that our low income students and English learners will find the updated literature more engaging and relevant to their own experiences, furthering their independent reading skills and love of learning. Additionally, we will purchase books in Spanish (e.g. "side by side" readers) to encourage biliteracy in our dual language students, which we hope will increase their achievement and English language development. We expect that diversifying our literature collection will lead to growth in academic achievement, increased English proficiency, student engagement and more favorable post-secondary outcomes for our low income students and English learners.

2.1 NWEA MAP: After reviewing our CAASPP and MAP data we found that our low income students achieve far below all students. Based on this we've determined that assessing with MAP early in the year will allow us to identify early on which students are in need of intervention, and assessing twice more throughout the year will help us monitor growth more readily than CAASPP. Although we will assess all students 3 x year with MAP for early identification and monitoring, our hope is to increase ELA and math performance for our low income

students and close the gap in performance through intervention. We expect that by assessing students 3 x year we will continue to refine our identification, monitoring and intervention for low income students and see greater growth for them in ELA and Math.

2.2 MTSS: After assessing the conditions and needs of our low-income students, we learned from current educational research and professional development, as well as feedback from our educational partners that an increased focus in Social and Emotional Learning would improve our students well-being, and connectedness to school. Knowing this led us to select an SEL survey that would help us identify students in need of tiered support. Although we will assess all students 2 x with HSA for early identification and monitoring, our hope is to improve the social-emotional well being, school skill success and school connectedness for our low income students. We expect that by assessing students 2 x year we will continue to refine our identification, monitoring and intervention for low income students and see greater student engagement, lower absenteeism and higher graduation rates.

2.3 SEL : After assessing the conditions and needs of our low-income students, especially due to the pandemic, we learned from general national attention and feedback from our educational partners that an increased focus in Social and Emotional Learning would improve our students well-being, connectedness to school and recovery from the pandemic. Knowing this information led us to funding a SEL counselor position to better support our low-income and foster youth students. Although SEL Counseling access will be available to all students, we believe this strategy will increase the performance of our low-income students and the general culture of our school. We expect that dedicating a position to this topical need will help our low-income students in both social and emotional growth and academic growth.

2.6 Parent Engagement: After assessing the conditions and circumstances of our English Learners, we learned that we need to build a better communication flow and get more information directly from the families regarding the students that we serve so we developed a plan to meet with parents in focus groups and offer surveys. While English Learners are our primary focus in this action, we are going to extend this plan and structure to our students with disabilities. Our hope is to increase the parent engagement of English Learners while also increasing the parent engagement of students with disabilities. We expect that using these means to connect with our English Learners will help us increase our parent engagement and in turn help to inform our Individualized Learning Plans.

2.9 Meal Program: After assessing the conditions and needs of our low-income students, especially due to the pandemic, we learned from general national attention and feedback from our educational partners, so we have developed a plan to provide a no-cost breakfast to our low income students and foster-youth. All of our students will have access to a no-cost breakfast as we believe this strategy will benefit all students but also by adding this option for all students we believe more of our low-income and foster youth will utilize these meals. Additionally, due to the nature of our meal program and the size of our school, these breakfasts are available throughout the day to our students who would benefit from nutrition at any given time. We expect that providing a free breakfast to our low income students and foster youth will help increase their comfort level at school and generally our school culture.

2.11 EEPs (tutoring support): Data analysis showed that in the two years since the pandemic our low income population has increased by 10%, and we believe that many of these families are first time homeschoolers. Informal data from our teachers tells us that many parents are homeschooling while also working, and most are first time homeschoolers. Based on these conditions and our data which shows lower academic achievement for our low income students, we determined that offering educational enrichment partners to provide ELA and math tutoring would better support these families (i.e. remove a barrier to learning) and improve academic achievement for our low income students. While our educational enrichment partners provide tutoring for all of our students as well as other enrichment activities, we believe that providing and encouraging our low income students to take advantage of the additional tutoring will remove barriers to learning and improve academic achievement. We expect that our low income students who receive ELA and math tutoring from our educational enrichment partners will increase academic achievement and remove barriers to success.

3.3 College Credit Course Access: In 21-22 we focused heavily on increasing the rate of high school students taking College Credit Courses. Our data indicates that while overall we've made significant gains our low income students have a significantly lower rate, particularly those who take 2 or more courses. Best practice shows that students who take College Credit Courses in high school, with support from staff, are more likely to attend college beyond high school. While all of our high school students benefit from access to College Credit Courses, we believe our low income students will improve their post high school outcomes. We expect that by educating parents and students about the benefit of College Credit Course, paying for their materials and supporting them through the process of registration and completion of courses our low income students will take College Credit Courses at a higher rate, which will improve their post high school outcomes.

3.4 Field Trips: We believe that field trips offer experiential learning which provide our students opportunities to learn outside of the classroom. College and career field offer our students the opportunity to see first-hand what their post school options are. Our internal data tells us that many of our families have challenges with transportation either because the distance from their homes to field trips are far (expensive gas) or they don't have multiple cars in their families. While we will offer transportation to all families for field trips, we believe our low income and homeless students will have great access to experiences as a result. We expect to have greater participation in field trips from our low income families if transportation is provided, which will lead to better post high school outcomes.

3.8 ELA Support: Our internal data and CAASPP data shows that our middle school students are not prepared for the rigor of high school courses, which in turn means they will not likely be prepared for college. Offering ELA support classes will benefit all of our students, but our low income students and English learners, who perform at lower rates, will be able to close achievement gaps as a result. We expect that the ELA support class will increase student achievement, improve a-g rates and improve post high school outcomes for our low income students and English learners.

4.7 Programs & Services: As a non-classroom based charter school we have greater flexibility in programming, curriculum options and scheduling. Currently all EL students, Students with Disabilities and At Risk students have the same course access as other students and they all receive programs and services intended for their need (e.g. designated instruction, intervention and special education services). We

believe that through collaborative efforts of support staff, coordinators and the teacher of record our EL students, Students with Disabilities and At Risk students will have full course access as well as their programs and services. We expect that by continuing to personalize programming, services and grade level CCSS curriculum our students will have full access, improved academic achievement, and greater outcomes.

A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.

The services for foster youth, English learners and low income students are being increased or improved by the percentage required as we've identified \$330,375 of LCFF funds to be spent to meet their needs. In addition to the actions/services listed above that are principally directed towards our low income students and English learners, the following actions/services are specifically intended to address their needs solely:

**ENGLISH LEARNERS:** An EL Coordinator will be continued and we'll continue replenish ELD curriculum, as needed, and evaluate the effectiveness of our program. We will ensure that going forward all newly hired teachers will have the appropriate EL Authorization. We're increasing/improving services for these students by: dedicating a high school EF and a TK-8 to our ELs in home study to collaborate with our EL coordinator; developing individualized learning plans for each EL; and continuing focus groups working with parents to identify areas for additional support at home. Additional professional development will be provided to the EL Coordinator and staff who work directly with English Learners. We will also be adding twice weekly online designated instruction with an EL teacher for home study students in TK-3 to offer our home study families more support. This is an increase from once/month last year, while grades 4-12 met twice/week with the EL teacher.

**LOW INCOME:** We're increasing/improving services by providing internet and additional instruction supplies that may be needed. For students identified as needing tiered support we'll also identify any additional barriers to learning (e.g. glasses, school equipment, PE uniforms/clothes, etc.) and assist families in accessing community resources.

**FOSTER/HOMELESS YOUTH:** FHY Liaison will be continued. We're increasing/improving services for these students by continuing a needs assessment of the current supports we have in place. We will also be researching the possibility of contracting for transportation to reduce barriers to coming on campus. Additionally we'll develop an individualized learning plan (ILP) for each student and meet with teachers/parents as needed to review the plan throughout the year. In combination with our Title I funds we will be able to provide increased services to foster/homeless youth as well, such as paying for anything related to school that may be needed based on the ILP. We are exploring transportation options, such as Hop Skip Drive, to provide transportation where available.

A description of the plan for how the additional concentration grant add-on funding identified above will be used to increase the number of staff providing direct services to students at schools that have a high concentration (above 55 percent) of foster youth, English learners, and low-income students, as applicable.

N/A

Staff-to-student ratios by type of school and concentration of unduplicated students	Schools with a student concentration of 55 percent or less	Schools with a student concentration of greater than 55 percent
Staff-to-student ratio of classified staff providing direct services to students	N/A	N/A
Staff-to-student ratio of certificated staff providing direct services to students	N/A	N/A



## 2023-24 Total Expenditures Table

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel	Total Non-personnel
Totals	\$440,725.00	\$44,625.00		\$81,969.00	\$567,319.00	\$312,250.00	\$255,069.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1.1	Instructional Devices	All	\$5,000.00				\$5,000.00
1	1.2	Internet & Instructional Materials	Foster Youth Low Income	\$2,500.00				\$2,500.00
1	1.3	CCSS Curriculum & Materials	All	\$25,000.00				\$25,000.00
1	1.4	ELD Curriculum & Materials	English Learners	\$2,000.00				\$2,000.00
1	1.5	Staff Development	Low Income		\$2,000.00		\$5,469.00	\$7,469.00
1	1.6	PD - Induction Program	All		\$9,000.00			\$9,000.00
1	1.7	Math Program Analysis	Low Income	\$22,000.00				\$22,000.00
1	1.8	Parent Participation	All	\$1,000.00				\$1,000.00
1	1.9	Early Literacy	English Learners Foster Youth Low Income	\$30,000.00				\$30,000.00
1	1.10	ParsecGO	English Learners Foster Youth Low Income	\$1,000.00				\$1,000.00
1	1.11	Diverse Book Collection	English Learners Low Income		\$2,000.00			\$2,000.00
2	2.1	Local Assessments	English Learners Low Income	\$1,875.00				\$1,875.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
2	2.2	MTSS	English Learners Foster Youth Low Income	\$74,000.00	\$21,000.00		\$34,000.00	\$129,000.00
2	2.3	SEL	Foster Youth Low Income	\$25,000.00				\$25,000.00
2	2.4	EL Coordinator	English Learners	\$9,250.00				\$9,250.00
2	2.5	FHY Liaison	Foster Youth Low Income	\$2,500.00			\$1,500.00	\$4,000.00
2	2.6	Focus Groups	English Learners	\$0.00	\$2,500.00			\$2,500.00
2	2.7	PD - SwD	Students with Disabilities	\$0.00			\$1,000.00	\$1,000.00
2	2.8	Collaboration w SELPA	Students with Disabilities				\$2,500.00	\$2,500.00
2	2.9	Meal Program	Foster Youth Low Income	\$6,000.00				\$6,000.00
2	2.10	Health & Wellness	All	\$25,000.00			\$27,500.00	\$52,500.00
2	2.11	EEPs	English Learners Low Income	\$10,000.00				\$10,000.00
2	2.12	EL Parent Engagement	English Learners	\$64,500.00				\$64,500.00
3	3.1	Foreign Language	All	\$20,000.00				\$20,000.00
3	3.2	Naviance	All	\$2,000.00				\$2,000.00
3	3.3	College Credit Course Access	Low Income	\$11,500.00	\$1,000.00			\$12,500.00
3	3.4	Field Trips	Low Income	\$5,000.00			\$5,000.00	\$10,000.00
3	3.5	Elective	All	\$8,000.00	\$6,125.00		\$5,000.00	\$19,125.00
3	3.6	High School Counselor	All	\$15,000.00				\$15,000.00
3	3.7	Bound for Blue	All	\$250.00				\$250.00
3	3.8	ELA Support	English Learners Foster Youth Low Income	\$57,250.00				\$57,250.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
4	4.1	Safety	All	\$3,100.00				\$3,100.00
4	4.2	Stakeholder Surveys	All	\$2,500.00				\$2,500.00
4	4.3	Family Engagement	All	\$1,000.00				\$1,000.00
4	4.4	Highly Qualified Teachers	All	\$2,500.00				\$2,500.00
4	4.5	CLAD Certification	English Learners	\$2,500.00				\$2,500.00
4	4.6	Maintenance of Data	English Learners Foster Youth Low Income	\$2,500.00				\$2,500.00
4	4.7	Programs & Services	English Learners Low Income	\$1,000.00	\$1,000.00			\$2,000.00

## 2023-24 Contributing Actions Tables

1. Projected LCFF Base Grant	2. Projected LCFF Supplemental and/or Concentration Grants	3. Projected Percentage to Increase or Improve Services for the Coming School Year (2 divided by 1)	LCFF Carryover — Percentage (Percentage from Prior Year)	Total Percentage to Increase or Improve Services for the Coming School Year (3 + Carryover %)	4. Total Planned Contributing Expenditures (LCFF Funds)	5. Total Planned Percentage of Improved Services (%)	Planned Percentage to Increase or Improve Services for the Coming School Year (4 divided by 1, plus 5)	Totals by Type	Total LCFF Funds
\$1,539,374	\$145,194	9.43%	0.00%	9.43%	\$330,375.00	0.00%	21.46 %	<b>Total:</b>	\$330,375.00
								<b>LEA-wide Total:</b>	\$247,125.00
								<b>Limited Total:</b>	\$83,250.00
								<b>Schoolwide Total:</b>	\$247,125.00

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
1	1.2	Internet & Instructional Materials	Yes	Limited to Unduplicated Student Group(s)	Foster Youth Low Income	All Schools	\$2,500.00	
1	1.4	ELD Curriculum & Materials	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$2,000.00	
1	1.5	Staff Development	Yes	LEA-wide Schoolwide	Low Income	All Schools		
1	1.7	Math Program Analysis	Yes	LEA-wide Schoolwide	Low Income	All Schools	\$22,000.00	
1	1.9	Early Literacy	Yes	LEA-wide Schoolwide	English Learners Foster Youth Low Income	All Schools	\$30,000.00	
1	1.10	ParsecGO	Yes	LEA-wide Schoolwide	English Learners Foster Youth Low Income	All Schools	\$1,000.00	
1	1.11	Diverse Book Collection	Yes	LEA-wide	English Learners	All Schools		

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
				Schoolwide	Low Income			
2	2.1	Local Assessments	Yes	LEA-wide Schoolwide	English Learners Low Income	All Schools	\$1,875.00	
2	2.2	MTSS	Yes	LEA-wide Schoolwide	English Learners Foster Youth Low Income	All Schools	\$74,000.00	
2	2.3	SEL	Yes	LEA-wide Schoolwide	Foster Youth Low Income	All Schools	\$25,000.00	
2	2.4	EL Coordinator	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$9,250.00	
2	2.5	FHY Liaison	Yes	Limited to Unduplicated Student Group(s)	Foster Youth Low Income	All Schools	\$2,500.00	
2	2.6	Focus Groups	Yes	LEA-wide Schoolwide	English Learners	All Schools	\$0.00	
2	2.9	Meal Program	Yes	LEA-wide Schoolwide	Foster Youth Low Income	All Schools	\$6,000.00	
2	2.11	EEPs	Yes	LEA-wide Schoolwide	English Learners Low Income	All Schools	\$10,000.00	
2	2.12	EL Parent Engagement	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$64,500.00	
3	3.3	College Credit Course Access	Yes	LEA-wide Schoolwide	Low Income	All Schools 9-12	\$11,500.00	
3	3.4	Field Trips	Yes	LEA-wide Schoolwide	Low Income	All Schools	\$5,000.00	
3	3.8	ELA Support	Yes	LEA-wide Schoolwide	English Learners Foster Youth Low Income	All Schools 6-9	\$57,250.00	
4	4.5	CLAD Certification	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$2,500.00	
4	4.6	Maintenance of Data	Yes	LEA-wide Schoolwide	English Learners Foster Youth	All Schools	\$2,500.00	

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
					Low Income			
4	4.7	Programs & Services	Yes	LEA-wide Schoolwide	English Learners Low Income		\$1,000.00	

## 2022-23 Annual Update Table

Totals	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Expenditures (Total Funds)
Totals	\$457,419.00	\$409,557.00

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1.1	Instructional Devices	No	\$8,225.00	\$18,188
1	1.2	Internet & Instructional Materials	Yes	\$1,000.00	\$2,270.00
1	1.3	CCSS Curriculum & Materials	No	\$1,000.00	\$17,289.00
1	1.4	ELD Curriculum & Materials	Yes	\$2,000.00	\$624.00
1	1.5	Staff Development	Yes	\$5,469.00	\$2,692.00
1	1.6	PD - Induction Program	No	\$8,000.00	\$4,500.00
1	1.7	Math Program Analysis	Yes	\$3,000.00	\$4,960.00
1	1.8	Parent Participation	No	\$1,000.00	\$2,300.00
1	1.9	UPK	Yes	\$26,737.00	\$25,177.00

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1.10	ParsecGO	Yes	\$2,700.00	\$918.00
2	2.1	Local Assessments	Yes	\$1,875.00	\$1,875.00
2	2.2	MTSS	Yes	\$158,000.00	\$143,956.00
2	2.3	SEL	Yes	\$36,000.00	\$22,538.00
2	2.4	EL Coordinator	Yes	\$3,000.00	\$7,055.00
2	2.5	FHY Liaison	Yes	\$2,500.00	\$2,500.00
2	2.6	Focus Groups	Yes	\$2,500.00	\$2,500.00
2	2.7	PD - SwD	No	\$500.00	\$1,275.00
2	2.8	Collaboration w SELPA	No	\$2,500.00	\$2,500.00
2	2.9	Meal Program	Yes	\$4,000.00	\$2,646.00
2	2.10	Health & Wellness	No	\$40,000.00	\$20,963.00
2	2.11	EEPs	Yes	\$10,000.00	\$15,343.00
2	2.12	EL Parent Engagement	Yes	\$62,000.00	\$51,207.00



Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
3	3.1	Foreign Language	No	\$32,913.00	\$0
3	3.2	Naviance	No	\$2,000.00	\$2,000
3	3.3	College Credit Course Access		\$6,000.00	\$8,941.00
3	3.4	PSAT	No	\$150.00	\$72.00
3	3.5	Field Trips	No	\$3,000.00	\$6,779.00
3	3.6	Electives	No	\$4,500.00	\$9,369.00
3	3.7	High School Counselor	No	\$13,000.00	\$12,666.00
3	3.8	Bound for Blue	No	\$250.00	\$100
4	4.1	Safety	No	\$3,100.00	\$5,783.00
4	4.2	Stakeholder Surveys	No	\$2,500.00	\$2,500.00
4	4.3	Family Engagement	No	\$500.00	\$571.00
4	4.4	Highly Qualified Teachers		\$2,500.00	\$2,500.00
4	4.5	CLAD Certification	Yes	\$2,500.00	\$2,500.00

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
4	4.6	Maintenance	Yes	\$2,500.00	\$2,500.00

## 2022-23 Contributing Actions Annual Update Table

6. Estimated LCFF Supplemental and/or Concentration Grants (Input Dollar Amount)	4. Total Planned Contributing Expenditures (LCFF Funds)	7. Total Estimated Expenditures for Contributing Actions (LCFF Funds)	Difference Between Planned and Estimated Expenditures for Contributing Actions (Subtract 7 from 4)	5. Total Planned Percentage of Improved Services (%)	8. Total Estimated Percentage of Improved Services (%)	Difference Between Planned and Estimated Percentage of Improved Services (Subtract 5 from 8)
\$165,466	\$193,075.00	\$177,386.00	\$15,689.00	0.00%	0.00%	0.00%

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
1	1.2	Internet & Instructional Materials	Yes	\$1,000.00	\$2,720.00		
1	1.4	ELD Curriculum & Materials	Yes	\$2,000.00	\$624.00		
1	1.5	Staff Development	Yes				
1	1.7	Math Program Analysis	Yes	\$3,000.00	\$4,960.00		
1	1.9	UPK	Yes				
1	1.10	ParsecGO	Yes	\$2,700.00	\$918.00		
2	2.1	Local Assessments	Yes	\$1,875.00	\$1,875.00		
2	2.2	MTSS	Yes	\$60,000.00	\$60,000.00		
2	2.3	SEL	Yes	\$36,000.00	\$22,538.00		
2	2.4	EL Coordinator	Yes	\$3,000.00	\$7,055.00		
2	2.5	FHY Liaison	Yes	\$2,500.00	\$2,500.00		

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
2	2.6	Focus Groups	Yes				
2	2.9	Meal Program	Yes	\$4,000.00	\$2,646.00		
2	2.11	EEPs	Yes	\$10,000.00	\$15,343.00		
2	2.12	EL Parent Engagement	Yes	\$62,000.00	\$51,207.00		
4	4.5	CLAD Certification	Yes	\$2,500.00	\$2,500.00		
4	4.6	Maintenance	Yes	\$2,500.00	\$2,500.00		

## 2022-23 LCFF Carryover Table

9. Estimated Actual LCFF Base Grant (Input Dollar Amount)	6. Estimated Actual LCFF Supplemental and/or Concentration Grants	LCFF Carryover — Percentage (Percentage from Prior Year)	10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)	7. Total Estimated Actual Expenditures for Contributing Actions (LCFF Funds)	8. Total Estimated Actual Percentage of Improved Services (%)	11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)	12. LCFF Carryover — Dollar Amount (Subtract 11 from 10 and multiply by 9)	13. LCFF Carryover — Percentage (12 divided by 9)
\$1,961,285	\$165,466	0%	8.44%	\$177,386.00	0.00%	9.04%	\$0.00	0.00%

# Instructions

[Plan Summary](#)

[Engaging Educational Partners](#)

[Goals and Actions](#)

[Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students](#)

*For additional questions or technical assistance related to the completion of the Local Control and Accountability Plan (LCAP) template, please contact the local county office of education (COE), or the California Department of Education's (CDE's) Local Agency Systems Support Office, by phone at 916-319-0809 or by email at [lcff@cde.ca.gov](mailto:lcff@cde.ca.gov).*

## Introduction and Instructions

The Local Control Funding Formula (LCFF) requires local educational agencies (LEAs) to engage their local educational partners in an annual planning process to evaluate their progress within eight state priority areas encompassing all statutory metrics (COEs have 10 state priorities). LEAs document the results of this planning process in the LCAP using the template adopted by the State Board of Education.

The LCAP development process serves three distinct, but related functions:

- **Comprehensive Strategic Planning:** The process of developing and annually updating the LCAP supports comprehensive strategic planning (California *Education Code* [EC] Section 52064[e][1]). Strategic planning that is comprehensive connects budgetary decisions to teaching and learning performance data. LEAs should continually evaluate the hard choices they make about the use of limited resources to meet student and community needs to ensure opportunities and outcomes are improved for all students.
- **Meaningful Engagement of Educational Partners:** The LCAP development process should result in an LCAP that reflects decisions made through meaningful engagement (EC Section 52064[e][1]). Local educational partners possess valuable perspectives and insights about an LEA's programs and services. Effective strategic planning will incorporate these perspectives and insights in order to identify potential goals and actions to be included in the LCAP.
- **Accountability and Compliance:** The LCAP serves an important accountability function because aspects of the LCAP template require LEAs to show that they have complied with various requirements specified in the LCFF statutes and regulations, most notably:
  - Demonstrating that LEAs are increasing or improving services for foster youth, English learners, and low-income students in proportion to the amount of additional funding those students generate under LCFF (EC Section 52064[b][4-6]).
  - Establishing goals, supported by actions and related expenditures, that address the statutory priority areas and statutory metrics (EC sections 52064[b][1] and [2]).

- Annually reviewing and updating the LCAP to reflect progress toward the goals (*EC* Section 52064[b][7]).

The LCAP template, like each LEA's final adopted LCAP, is a document, not a process. LEAs must use the template to memorialize the outcome of their LCAP development process, which should: (a) reflect comprehensive strategic planning (b) through meaningful engagement with educational partners that (c) meets legal requirements, as reflected in the final adopted LCAP. The sections included within the LCAP template do not and cannot reflect the full development process, just as the LCAP template itself is not intended as a tool for engaging educational partners.

If a county superintendent of schools has jurisdiction over a single school district, the county board of education and the governing board of the school district may adopt and file for review and approval a single LCAP consistent with the requirements in *EC* sections 52060, 52062, 52066, 52068, and 52070. The LCAP must clearly articulate to which entity's budget (school district or county superintendent of schools) all budgeted and actual expenditures are aligned.

The revised LCAP template for the 2021–22, 2022–23, and 2023–24 school years reflects statutory changes made through Assembly Bill 1840 (Committee on Budget), Chapter 243, Statutes of 2018. These statutory changes enhance transparency regarding expenditures on actions included in the LCAP, including actions that contribute to meeting the requirement to increase or improve services for foster youth, English learners, and low-income students, and to streamline the information presented within the LCAP to make adopted LCAPs more accessible for educational partners and the public.

At its most basic, the adopted LCAP should attempt to distill not just what the LEA is doing for students in transitional kindergarten through grade twelve (TK–12), but also allow educational partners to understand why, and whether those strategies are leading to improved opportunities and outcomes for students. LEAs are strongly encouraged to use language and a level of detail in their adopted LCAPs intended to be meaningful and accessible for the LEA's diverse educational partners and the broader public.

In developing and finalizing the LCAP for adoption, LEAs are encouraged to keep the following overarching frame at the forefront of the strategic planning and educational partner engagement functions:

Given present performance across the state priorities and on indicators in the California School Dashboard (Dashboard), how is the LEA using its budgetary resources to respond to TK–12 student and community needs, and address any performance gaps, including by meeting its obligation to increase or improve services for foster youth, English learners, and low-income students?

LEAs are encouraged to focus on a set of metrics and actions that the LEA believes, based on input gathered from educational partners, research, and experience, will have the biggest impact on behalf of its TK–12 students.

These instructions address the requirements for each section of the LCAP, but may include information about effective practices when developing the LCAP and completing the LCAP itself. Additionally, information is included at the beginning of each section emphasizing the purpose that each section serves.

# Plan Summary

## Purpose

A well-developed Plan Summary section provides a meaningful context for the LCAP. This section provides information about an LEA's community as well as relevant information about student needs and performance. In order to provide a meaningful context for the rest of the LCAP, the content of this section should be clearly and meaningfully related to the content included in the subsequent sections of the LCAP.

## Requirements and Instructions

**General Information** – Briefly describe the LEA, its schools, and its students in grades TK–12, as applicable to the LEA. For example, information about an LEA in terms of geography, enrollment, or employment, the number and size of specific schools, recent community challenges, and other such information as an LEA wishes to include can enable a reader to more fully understand an LEA's LCAP.

**Reflections: Successes** – Based on a review of performance on the state indicators and local performance indicators included in the Dashboard, progress toward LCAP goals, local self-assessment tools, input from educational partners, and any other information, what progress is the LEA most proud of and how does the LEA plan to maintain or build upon that success? This may include identifying specific examples of how past increases or improvements in services for foster youth, English learners, and low-income students have led to improved performance for these students.

**Reflections: Identified Need** – Referring to the Dashboard, identify: (a) any state indicator for which overall performance was in the “Red” or “Orange” performance category or any local indicator where the LEA received a “Not Met” or “Not Met for Two or More Years” rating AND (b) any state indicator for which performance for any student group was two or more performance levels below the “all student” performance. What steps is the LEA planning to take to address these areas of low performance and performance gaps? An LEA that is required to include a goal to address one or more consistently low-performing student groups or low-performing schools must identify that it is required to include this goal and must also identify the applicable student group(s) and/or school(s). Other needs may be identified using locally collected data including data collected to inform the self-reflection tools and reporting local indicators on the Dashboard.

**LCAP Highlights** – Identify and briefly summarize the key features of this year's LCAP.

**Comprehensive Support and Improvement** – An LEA with a school or schools identified for comprehensive support and improvement (CSI) under the Every Student Succeeds Act must respond to the following prompts:

- **Schools Identified:** Identify the schools within the LEA that have been identified for CSI.
- **Support for Identified Schools:** Describe how the LEA has or will support the identified schools in developing CSI plans that included a school-level needs assessment, evidence-based interventions, and the identification of any resource inequities to be addressed through the implementation of the CSI plan.



- **Monitoring and Evaluating Effectiveness:** Describe how the LEA will monitor and evaluate the implementation and effectiveness of the CSI plan to support student and school improvement.

## Engaging Educational Partners

### Purpose

Significant and purposeful engagement of parents, students, educators, and other educational partners, including those representing the student groups identified by LCFF, is critical to the development of the LCAP and the budget process. Consistent with statute, such engagement should support comprehensive strategic planning, accountability, and improvement across the state priorities and locally identified priorities (*EC* Section 52064[e][1]). Engagement of educational partners is an ongoing, annual process.

This section is designed to reflect how the engagement of educational partners influenced the decisions reflected in the adopted LCAP. The goal is to allow educational partners that participated in the LCAP development process and the broader public understand how the LEA engaged educational partners and the impact of that engagement. LEAs are encouraged to keep this goal in the forefront when completing this section.

Statute and regulations specify the educational partners that school districts and COEs must consult when developing the LCAP: teachers, principals, administrators, other school personnel, local bargaining units of the LEA, parents, and students. Before adopting the LCAP, school districts and COEs must share it with the Parent Advisory Committee and, if applicable, to its English Learner Parent Advisory Committee. The superintendent is required by statute to respond in writing to the comments received from these committees. School districts and COEs must also consult with the special education local plan area administrator(s) when developing the LCAP.

Statute requires charter schools to consult with teachers, principals, administrators, other school personnel, parents, and students in developing the LCAP. The LCAP should also be shared with, and LEAs should request input from, schoolsite-level advisory groups, as applicable (e.g., schoolsite councils, English Learner Advisory Councils, student advisory groups, etc.), to facilitate alignment between schoolsite and district-level goals and actions.

Information and resources that support effective engagement, define student consultation, and provide the requirements for advisory group composition, can be found under Resources on the following web page of the CDE's website: <https://www.cde.ca.gov/re/lc/>.

### Requirements and Instructions

Below is an excerpt from the 2018–19 *Guide for Annual Audits of K–12 Local Education Agencies and State Compliance Reporting*, which is provided to highlight the legal requirements for engagement of educational partners in the LCAP development process:

#### **Local Control and Accountability Plan:**

For county offices of education and school districts only, verify the LEA:

- a) Presented the local control and accountability plan to the parent advisory committee in accordance with Education Code section 52062(a)(1) or 52068(a)(1), as appropriate.
- b) If applicable, presented the local control and accountability plan to the English learner parent advisory committee, in accordance with Education Code section 52062(a)(2) or 52068(a)(2), as appropriate.
- c) Notified members of the public of the opportunity to submit comments regarding specific actions and expenditures proposed to be included in the local control and accountability plan in accordance with Education Code section 52062(a)(3) or 52068(a)(3), as appropriate.
- d) Held at least one public hearing in accordance with Education Code section 52062(b)(1) or 52068(b)(1), as appropriate.
- e) Adopted the local control and accountability plan in a public meeting in accordance with Education Code section 52062(b)(2) or 52068(b)(2), as appropriate.

**Prompt 1:** “A summary of the process used to engage educational partners and how this engagement was considered before finalizing the LCAP.”

Describe the engagement process used by the LEA to involve educational partners in the development of the LCAP, including, at a minimum, describing how the LEA met its obligation to consult with all statutorily required educational partners as applicable to the type of LEA. A sufficient response to this prompt must include general information about the timeline of the process and meetings or other engagement strategies with educational partners. A response may also include information about an LEA’s philosophical approach to engaging its educational partners.

**Prompt 2:** “A summary of the feedback provided by specific educational partners.”

Describe and summarize the feedback provided by specific educational partners. A sufficient response to this prompt will indicate ideas, trends, or inputs that emerged from an analysis of the feedback received from educational partners.

**Prompt 3:** “A description of the aspects of the LCAP that were influenced by specific input from educational partners.”

A sufficient response to this prompt will provide educational partners and the public with clear, specific information about how the engagement process influenced the development of the LCAP. The response must describe aspects of the LCAP that were influenced by or developed in response to the educational partner feedback described in response to Prompt 2. This may include a description of how the LEA prioritized requests of educational partners within the context of the budgetary resources available or otherwise prioritized areas of focus within the LCAP. For the purposes of this prompt, “aspects” of an LCAP that may have been influenced by educational partner input can include, but are not necessarily limited to:

- Inclusion of a goal or decision to pursue a Focus Goal (as described below)

- Inclusion of metrics other than the statutorily required metrics
- Determination of the desired outcome on one or more metrics
- Inclusion of performance by one or more student groups in the Measuring and Reporting Results subsection
- Inclusion of action(s) or a group of actions
- Elimination of action(s) or group of actions
- Changes to the level of proposed expenditures for one or more actions
- Inclusion of action(s) as contributing to increased or improved services for unduplicated services
- Determination of effectiveness of the specific actions to achieve the goal
- Determination of material differences in expenditures
- Determination of changes made to a goal for the ensuing LCAP year based on the annual update process
- Determination of challenges or successes in the implementation of actions

## Goals and Actions

### Purpose

Well-developed goals will clearly communicate to educational partners what the LEA plans to accomplish, what the LEA plans to do in order to accomplish the goal, and how the LEA will know when it has accomplished the goal. A goal statement, associated metrics and expected outcomes, and the actions included in the goal should be in alignment. The explanation for why the LEA included a goal is an opportunity for LEAs to clearly communicate to educational partners and the public why, among the various strengths and areas for improvement highlighted by performance data and strategies and actions that could be pursued, the LEA decided to pursue this goal, and the related metrics, expected outcomes, actions, and expenditures.

A well-developed goal can be focused on the performance relative to a metric or metrics for all students, a specific student group(s), narrowing performance gaps, or implementing programs or strategies expected to impact outcomes. LEAs should assess the performance of their student groups when developing goals and the related actions to achieve such goals.

### Requirements and Instructions

LEAs should prioritize the goals, specific actions, and related expenditures included within the LCAP within one or more state priorities. LEAs should consider performance on the state and local indicators, including their locally collected and reported data for the local indicators that are included in the Dashboard in determining whether and how to prioritize its goals within the LCAP.

In order to support prioritization of goals, the LCAP template provides LEAs with the option of developing three different kinds of goals:

- **Focus Goal:** A Focus Goal is relatively more concentrated in scope and may focus on a fewer number of metrics to measure improvement. A Focus Goal statement will be time bound and make clear how the goal is to be measured.
- **Broad Goal:** A Broad Goal is relatively less concentrated in its scope and may focus on improving performance across a wide range of metrics.

- **Maintenance of Progress Goal:** A Maintenance of Progress Goal includes actions that may be ongoing without significant changes and allows an LEA to track performance on any metrics not addressed in the other goals of the LCAP.

At a minimum, the LCAP must address all LCFF priorities and associated metrics.

### **Focus Goal(s)**

**Goal Description:** The description provided for a Focus Goal must be specific, measurable, and time bound. An LEA develops a Focus Goal to address areas of need that may require or benefit from a more specific and data intensive approach. The Focus Goal can explicitly reference the metric(s) by which achievement of the goal will be measured and the time frame according to which the LEA expects to achieve the goal.

**Explanation of why the LEA has developed this goal:** Explain why the LEA has chosen to prioritize this goal. An explanation must be based on Dashboard data or other locally collected data. LEAs must describe how the LEA identified this goal for focused attention, including relevant consultation with educational partners. LEAs are encouraged to promote transparency and understanding around the decision to pursue a focus goal.

### **Broad Goal**

**Goal Description:** Describe what the LEA plans to achieve through the actions included in the goal. The description of a broad goal will be clearly aligned with the expected measurable outcomes included for the goal. The goal description organizes the actions and expected outcomes in a cohesive and consistent manner. A goal description is specific enough to be measurable in either quantitative or qualitative terms. A broad goal is not as specific as a focus goal. While it is specific enough to be measurable, there are many different metrics for measuring progress toward the goal.

**Explanation of why the LEA has developed this goal:** Explain why the LEA developed this goal and how the actions and metrics grouped together will help achieve the goal.

### **Maintenance of Progress Goal**

**Goal Description:** Describe how the LEA intends to maintain the progress made in the LCFF State Priorities not addressed by the other goals in the LCAP. Use this type of goal to address the state priorities and applicable metrics not addressed within the other goals in the LCAP. The state priorities and metrics to be addressed in this section are those for which the LEA, in consultation with educational partners, has determined to maintain actions and monitor progress while focusing implementation efforts on the actions covered by other goals in the LCAP.

**Explanation of why the LEA has developed this goal:** Explain how the actions will sustain the progress exemplified by the related metrics.

### **Required Goals**

In general, LEAs have flexibility in determining what goals to include in the LCAP and what those goals will address; however, beginning with the development of the 2022–23 LCAP, LEAs that meet certain criteria are required to include a specific goal in their LCAP.

**Consistently low-performing student group(s) criteria:** An LEA is eligible for Differentiated Assistance for three or more consecutive years based on the performance of the same student group or groups in the Dashboard. A list of the LEAs required to include a goal in the LCAP based on student group performance, and the student group(s) that lead to identification, may be found on the CDE's Local Control Funding Formula web page at <https://www.cde.ca.gov/fq/aa/lc/>.

- **Consistently low-performing student group(s) goal requirement:** An LEA meeting the consistently low-performing student group(s) criteria must include a goal in its LCAP focused on improving the performance of the student group or groups that led to the LEA's eligibility for Differentiated Assistance. This goal must include metrics, outcomes, actions, and expenditures specific to addressing the needs of, and improving outcomes for, this student group or groups. An LEA required to address multiple student groups is not required to have a goal to address each student group; however, each student group must be specifically addressed in the goal. This requirement may not be met by combining this required goal with another goal.
- **Goal Description:** Describe the outcomes the LEA plans to achieve to address the needs of, and improve outcomes for, the student group or groups that led to the LEA's eligibility for Differentiated Assistance.
- **Explanation of why the LEA has developed this goal:** Explain why the LEA is required to develop this goal, including identifying the student group(s) that lead to the LEA being required to develop this goal, how the actions and associated metrics included in this goal differ from previous efforts to improve outcomes for the student group(s), and why the LEA believes the actions, metrics, and expenditures included in this goal will help achieve the outcomes identified in the goal description.

**Low-performing school(s) criteria:** The following criteria only applies to a school district or COE with two or more schools; it does not apply to a single-school district. A school district or COE has one or more schools that, for two consecutive years, received the two lowest performance levels on all but one of the state indicators for which the school(s) receive performance levels in the Dashboard and the performance of the "All Students" student group for the LEA is at least one performance level higher in all of those indicators. A list of the LEAs required to include a goal in the LCAP based on school performance, and the school(s) that lead to identification, may be found on the CDE's Local Control Funding Formula web page at <https://www.cde.ca.gov/fq/aa/lc/>.

- **Low-performing school(s) goal requirement:** A school district or COE meeting the low-performing school(s) criteria must include a goal in its LCAP focusing on addressing the disparities in performance between the school(s) and the LEA as a whole. This goal must include metrics, outcomes, actions, and expenditures specific to addressing the needs of, and improving outcomes for, the students enrolled at the low-performing school or schools. An LEA required to address multiple schools is not required to have a goal to address each school; however, each school must be specifically addressed in the goal. This requirement may not be met by combining this goal with another goal.
- **Goal Description:** Describe what outcomes the LEA plans to achieve to address the disparities in performance between the students enrolled at the low-performing school(s) and the students enrolled at the LEA as a whole.
- **Explanation of why the LEA has developed this goal:** Explain why the LEA is required to develop this goal, including identifying the schools(s) that lead to the LEA being required to develop this goal; how the actions and associated metrics included in this goal differ from previous efforts to improve outcomes for the school(s); and why the LEA believes the actions, metrics, and expenditures included in this goal will help achieve the outcomes for students enrolled at the low-performing school or schools identified in the goal description.

## Measuring and Reporting Results:

For each LCAP year, identify the metric(s) that the LEA will use to track progress toward the expected outcomes. LEAs are encouraged to identify metrics for specific student groups, as appropriate, including expected outcomes that would reflect narrowing of any existing performance gaps.

Include in the baseline column the most recent data associated with this metric available at the time of adoption of the LCAP for the first year of the three-year plan. LEAs may use data as reported on the 2019 Dashboard for the baseline of a metric only if that data represents the most recent available (e.g., high school graduation rate).

Using the most recent data available may involve reviewing data the LEA is preparing for submission to the California Longitudinal Pupil Achievement Data System (CALPADS) or data that the LEA has recently submitted to CALPADS. Because final 2020–21 outcomes on some metrics may not be computable at the time the 2021–24 LCAP is adopted (e.g., graduation rate, suspension rate), the most recent data available may include a point in time calculation taken each year on the same date for comparability purposes.

The baseline data shall remain unchanged throughout the three-year LCAP.

Complete the table as follows:

- **Metric:** Indicate how progress is being measured using a metric.
- **Baseline:** Enter the baseline when completing the LCAP for 2021–22. As described above, the baseline is the most recent data associated with a metric. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 1 Outcome:** When completing the LCAP for 2022–23, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 2 Outcome:** When completing the LCAP for 2023–24, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above.
- **Year 3 Outcome:** When completing the LCAP for 2024–25, enter the most recent data available. Indicate the school year to which the data applies, consistent with the instructions above. The 2024–25 LCAP will be the first year in the next three-year cycle. Completing this column will be part of the Annual Update for that year.
- **Desired Outcome for 2023–24:** When completing the first year of the LCAP, enter the desired outcome for the relevant metric the LEA expects to achieve by the end of the 2023–24 LCAP year.

Timeline for completing the “**Measuring and Reporting Results**” part of the Goal.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for Year 3 (2023–24)
Enter information in this box when completing the LCAP for <b>2021–22</b> .	Enter information in this box when completing the LCAP for <b>2021–22</b> .	Enter information in this box when completing the LCAP for <b>2022–23</b> . Leave blank until then.	Enter information in this box when completing the LCAP for <b>2023–24</b> . Leave blank until then.	Enter information in this box when completing the LCAP for <b>2024–25</b> . Leave blank until then.	Enter information in this box when completing the LCAP for <b>2021–22</b> or when adding a new metric.

The metrics may be quantitative or qualitative; but at minimum, an LEA’s LCAP must include goals that are measured using all of the applicable metrics for the related state priorities, in each LCAP year as applicable to the type of LEA. To the extent a state priority does not specify one or more metrics (e.g., implementation of state academic content and performance standards), the LEA must identify a metric to use within the LCAP. For these state priorities, LEAs are encouraged to use metrics based on or reported through the relevant self-reflection tool for local indicators within the Dashboard.

**Actions:** Enter the action number. Provide a short title for the action. This title will also appear in the action tables. Provide a description of the action. Enter the total amount of expenditures associated with this action. Budgeted expenditures from specific fund sources will be provided in the summary tables. Indicate whether the action contributes to meeting the increase or improved services requirement as described in the Increased or Improved Services section using a “Y” for Yes or an “N” for No. (**Note:** for each such action offered on an LEA-wide or schoolwide basis, the LEA will need to provide additional information in the Increased or Improved Summary Section to address the requirements in *California Code of Regulations*, Title 5 [5 CCR] Section 15496(b) in the Increased or Improved Services Section of the LCAP).

**Actions for English Learners:** School districts, COEs, and charter schools that have a numerically significant English learner student subgroup must include specific actions in the LCAP related to, at a minimum, the language acquisition programs, as defined in *EC* Section 306, provided to students and professional development activities specific to English learners.

**Actions for Foster Youth:** School districts, COEs, and charter schools that have a numerically significant Foster Youth student subgroup are encouraged to include specific actions in the LCAP designed to meet needs specific to Foster Youth students.

## Goal Analysis:

Enter the LCAP Year.

Using actual annual measurable outcome data, including data from the Dashboard, analyze whether the planned actions were effective in achieving the goal. Respond to the prompts as instructed.

- Describe the overall implementation of the actions to achieve the articulated goal. Include a discussion of relevant challenges and successes experienced with the implementation process. This must include any instance where the LEA did not implement a planned action or implemented a planned action in a manner that differs substantively from how it was described in the adopted LCAP.
- Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures and between the Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services, as applicable. Minor variances in expenditures or percentages do not need to be addressed, and a dollar-for-dollar accounting is not required.
- Describe the effectiveness of the specific actions to achieve the articulated goal as measured by the LEA. In some cases, not all actions in a goal will be intended to improve performance on all of the metrics associated with the goal. When responding to this prompt, LEAs may assess the effectiveness of a single action or group of actions within the goal in the context of performance on a single metric or group of specific metrics within the goal that are applicable to the action(s). Grouping actions with metrics will allow for more robust analysis of whether the strategy the LEA is using to impact a specified set of metrics is working and increase transparency for educational partners. LEAs are encouraged to use such an approach when goals include multiple actions and metrics that are not closely associated.
- Describe any changes made to this goal, expected outcomes, metrics, or actions to achieve this goal as a result of this analysis and analysis of the data provided in the Dashboard or other local data, as applicable.

## **Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students**

### **Purpose**

A well-written Increased or Improved Services section provides educational partners with a comprehensive description, within a single dedicated section, of how an LEA plans to increase or improve services for its unduplicated students in grades TK–12 as compared to all students in grades TK–12, as applicable, and how LEA-wide or schoolwide actions identified for this purpose meet regulatory requirements. Descriptions provided should include sufficient detail yet be sufficiently succinct to promote a broader understanding of educational partners to facilitate their ability to provide input. An LEA’s description in this section must align with the actions included in the Goals and Actions section as contributing.

### **Requirements and Instructions**



**Projected LCFF Supplemental and/or Concentration Grants:** Specify the amount of LCFF supplemental and concentration grant funds the LEA estimates it will receive in the coming year based on the number and concentration of low income, foster youth, and English learner students.

**Projected Additional LCFF Concentration Grant (15 percent):** Specify the amount of additional LCFF concentration grant add-on funding, as described in EC Section 42238.02, that the LEA estimates it will receive in the coming year.

**Projected Percentage to Increase or Improve Services for the Coming School Year:** Specify the estimated percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the LCAP year as calculated pursuant to 5 CCR Section 15496(a)(7).

**LCFF Carryover — Percentage:** Specify the LCFF Carryover — Percentage identified in the LCFF Carryover Table. If a carryover percentage is not identified in the LCFF Carryover Table, specify a percentage of zero (0.00%).

**LCFF Carryover — Dollar:** Specify the LCFF Carryover — Dollar amount identified in the LCFF Carryover Table. If a carryover amount is not identified in the LCFF Carryover Table, specify an amount of zero (\$0).

**Total Percentage to Increase or Improve Services for the Coming School Year:** Add the Projected Percentage to Increase or Improve Services for the Coming School Year and the Proportional LCFF Required Carryover Percentage and specify the percentage. This is the LEAs percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the LCAP year, as calculated pursuant to 5 CCR Section 15496(a)(7).

### **Required Descriptions:**

**For each action being provided to an entire school, or across the entire school district or COE, an explanation of (1) how the needs of foster youth, English learners, and low-income students were considered first, and (2) how these actions are effective in meeting the goals for these students.**

For each action included in the Goals and Actions section as contributing to the increased or improved services requirement for unduplicated pupils and provided on an LEA-wide or schoolwide basis, the LEA must include an explanation consistent with 5 CCR Section 15496(b). For any such actions continued into the 2021–24 LCAP from the 2017–2020 LCAP, the LEA must determine whether or not the action was effective as expected, and this determination must reflect evidence of outcome data or actual implementation to date.

**Principally Directed and Effective:** An LEA demonstrates how an action is principally directed towards and effective in meeting the LEA’s goals for unduplicated students when the LEA explains how:

- It considers the needs, conditions, or circumstances of its unduplicated pupils;

- The action, or aspect(s) of the action (including, for example, its design, content, methods, or location), is based on these considerations; and
- The action is intended to help achieve an expected measurable outcome of the associated goal.

As such, the response provided in this section may rely on a needs assessment of unduplicated students.

Conclusory statements that a service will help achieve an expected outcome for the goal, without an explicit connection or further explanation as to how, are not sufficient. Further, simply stating that an LEA has a high enrollment percentage of a specific student group or groups does not meet the increase or improve services standard because enrolling students is not the same as serving students.

For example, if an LEA determines that low-income students have a significantly lower attendance rate than the attendance rate for all students, it might justify LEA-wide or schoolwide actions to address this area of need in the following way:

After assessing the needs, conditions, and circumstances of our low-income students, we learned that the attendance rate of our low-income students is 7 percent lower than the attendance rate for all students. (Needs, Conditions, Circumstances [Principally Directed])

In order to address this condition of our low-income students, we will develop and implement a new attendance program that is designed to address some of the major causes of absenteeism, including lack of reliable transportation and food, as well as a school climate that does not emphasize the importance of attendance. Goal N, Actions X, Y, and Z provide additional transportation and nutritional resources as well as a districtwide educational campaign on the benefits of high attendance rates. (Contributing Action[s])

These actions are being provided on an LEA-wide basis and we expect/hope that all students with less than a 100 percent attendance rate will benefit. However, because of the significantly lower attendance rate of low-income students, and because the actions meet needs most associated with the chronic stresses and experiences of a socio-economically disadvantaged status, we expect that the attendance rate for our low-income students will increase significantly more than the average attendance rate of all other students. (Measurable Outcomes [Effective In])

**COEs and Charter Schools:** Describe how actions included as contributing to meeting the increased or improved services requirement on an LEA-wide basis are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above. In the case of COEs and charter schools, schoolwide and LEA-wide are considered to be synonymous.

## For School Districts Only:

### Actions Provided on an LEA-Wide Basis:

**Unduplicated Percentage > 55 percent:** For school districts with an unduplicated pupil percentage of 55 percent or more, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities as described above.

**Unduplicated Percentage < 55 percent:** For school districts with an unduplicated pupil percentage of less than 55 percent, describe how these actions are principally directed to and effective in meeting its goals for unduplicated pupils in the state and any local priorities. Also describe how the actions **are the most effective use of the funds** to meet these goals for its unduplicated pupils. Provide the basis for this determination, including any alternatives considered, supporting research, experience, or educational theory.

**Actions Provided on a Schoolwide Basis:**

School Districts must identify in the description those actions being funded and provided on a schoolwide basis, and include the required description supporting the use of the funds on a schoolwide basis.

**For schools with 40 percent or more enrollment of unduplicated pupils:** Describe how these actions are principally directed to and effective in meeting its goals for its unduplicated pupils in the state and any local priorities.

**For school districts expending funds on a schoolwide basis at a school with less than 40 percent enrollment of unduplicated pupils:** Describe how these actions are principally directed to and how the actions are the most effective use of the funds to meet its goals for foster youth, English learners, and low-income students in the state and any local priorities.

**A description of how services for foster youth, English learners, and low-income students are being increased or improved by the percentage required.**

Consistent with the requirements of 5 CCR Section 15496, describe how services provided for unduplicated pupils are increased or improved by at least the percentage calculated as compared to the services provided for all students in the LCAP year. To improve services means to grow services in quality and to increase services means to grow services in quantity. Services are increased or improved by those actions in the LCAP that are included in the Goals and Actions section as contributing to the increased or improved services requirement, whether they are provided on an LEA-wide or schoolwide basis or provided on a limited basis to unduplicated students. A limited action is an action that only serves foster youth, English learners, and/or low-income students. This description must address how these action(s) are expected to result in the required proportional increase or improvement in services for unduplicated pupils as compared to the services the LEA provides to all students for the relevant LCAP year.

For any action contributing to meeting the increased or improved services requirement that is associated with a Planned Percentage of Improved Services in the Contributing Summary Table rather than an expenditure of LCFF funds, describe the methodology that was used to determine the contribution of the action towards the proportional percentage. See the instructions for determining the Planned Percentage of Improved Services for information on calculating the Percentage of Improved Services.

**A description of the plan for how the additional concentration grant add-on funding identified above will be used to increase the number of staff providing direct services to students at schools that have a high concentration (above 55 percent) of foster youth, English learners, and low-income students, as applicable.**

An LEA that receives the additional concentration grant add-on described in *EC* Section 42238.02 is required to demonstrate how it is using these funds to increase the number of staff who provide direct services to students at schools with an enrollment of unduplicated students that is greater than 55 percent as compared to the number of staff who provide direct services to students at schools with an enrollment of unduplicated students that is equal to or less than 55 percent. The staff who provide direct services to students must be certificated staff and/or classified staff employed by the LEA; classified staff includes custodial staff.

Provide the following descriptions, as applicable to the LEA:

An LEA that does not receive a concentration grant or the concentration grant add-on must indicate that a response to this prompt is not applicable.

Identify the goal and action numbers of the actions in the LCAP that the LEA is implementing to meet the requirement to increase the number of staff who provide direct services to students at schools with an enrollment of unduplicated students that is greater than 55 percent.

An LEA that does not have comparison schools from which to describe how it is using the concentration grant add-on funds, such as an LEA that only has schools with an enrollment of unduplicated students that is greater than 55 percent, must describe how it is using the funds to increase the number of credentialed staff, classified staff, or both, including custodial staff, who provide direct services to students at selected schools and the criteria used to determine which schools require additional staffing support.

In the event that an additional concentration grant add-on is not sufficient to increase staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent, the LEA must describe how it is using the funds to retain staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent.

Complete the table as follows:

- Provide the staff-to-student ratio of classified staff providing direct services to students with a concentration of unduplicated students that is 55 percent or less and the staff-to-student ratio of classified staff providing direct services to students at schools with a concentration of unduplicated students that is greater than 55 percent, as applicable to the LEA. The LEA may group its schools by grade span (Elementary, Middle/Junior High, and High Schools), as applicable to the LEA. The staff-to-student ratio must be based on the number of full time equivalent (FTE) staff and the number of enrolled students as counted on the first Wednesday in October of each year.
- Provide the staff-to-student ratio of certificated staff providing direct services to students at schools with a concentration of unduplicated students that is 55 percent or less and the staff-to-student ratio of certificated staff providing direct services to students at schools with a concentration of unduplicated students that is greater than 55 percent, as applicable to the LEA. The LEA may group its schools by grade span (Elementary, Middle/Junior High, and High Schools), as applicable to the LEA. The staff-to-student ratio must be based on the number of FTE staff and the number of enrolled students as counted on the first Wednesday in October of each year.

# Action Tables

Complete the Data Entry Table for each action in the LCAP. The information entered into this table will automatically populate the other Action Tables. Information is only entered into the Data Entry Table, the Annual Update Table, the Contributing Actions Annual Update Table, and the LCFF Carryover Table. With the exception of the Data Entry Table, the word “input” has been added to column headers to aid in identifying the column(s) where information will be entered. Information is not entered on the remaining Action tables.

The following tables are required to be included as part of the LCAP adopted by the local governing board or governing body:

- Table 1: Total Planned Expenditures Table (for the coming LCAP Year)
- Table 2: Contributing Actions Table (for the coming LCAP Year)
- Table 3: Annual Update Table (for the current LCAP Year)
- Table 4: Contributing Actions Annual Update Table (for the current LCAP Year)
- Table 5: LCFF Carryover Table (for the current LCAP Year)

Note: The coming LCAP Year is the year that is being planned for, while the current LCAP year is the current year of implementation. For example, when developing the 2022–23 LCAP, 2022–23 will be the coming LCAP Year and 2021–22 will be the current LCAP Year.

## Data Entry Table

The Data Entry Table may be included in the LCAP as adopted by the local governing board or governing body, but is not required to be included. In the Data Entry Table, input the following information for each action in the LCAP for that applicable LCAP year:

- **LCAP Year:** Identify the applicable LCAP Year.
- **1. Projected LCFF Base Grant:** Provide the total amount of LCFF funding the LEA estimates it will receive for the coming school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Grant Program and the Home to School Transportation Program, pursuant to 5 CCR Section 15496(a)(8).

See *EC* sections 2574 (for COEs) and 42238.02 (for school districts and charter schools), as applicable, for LCFF apportionment calculations.

- **2. Projected LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants the LEA estimates it will receive on the basis of the number and concentration of unduplicated students for the coming school year.

- **3. Projected Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected LCFF Base Grant and the Projected LCFF Supplemental and/or Concentration Grants, pursuant to 5 CCR Section 15496(a)(8). This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the coming LCAP year.
- **LCFF Carryover — Percentage:** Specify the LCFF Carryover — Percentage identified in the LCFF Carryover Table from the prior LCAP year. If a carryover percentage is not identified in the LCFF Carryover Table, specify a percentage of zero (0.00%).
- **Total Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected Percentage to Increase or Improve Services for the Coming School Year and the LCFF Carryover — Percentage. This is the percentage by which the LEA must increase or improve services for unduplicated pupils as compared to the services provided to all students in the coming LCAP year.
- **Goal #:** Enter the LCAP Goal number for the action.
- **Action #:** Enter the action's number as indicated in the LCAP Goal.
- **Action Title:** Provide a title of the action.
- **Student Group(s):** Indicate the student group or groups who will be the primary beneficiary of the action by entering "All," or by entering a specific student group or groups.
- **Contributing to Increased or Improved Services?:** Type "Yes" if the action **is** included as contributing to meeting the increased or improved services; OR, type "No" if the action is **not** included as contributing to meeting the increased or improved services.
- If "Yes" is entered into the Contributing column, then complete the following columns:
  - **Scope:** The scope of an action may be LEA-wide (i.e., districtwide, countywide, or charterwide), schoolwide, or limited. An action that is LEA-wide in scope upgrades the entire educational program of the LEA. An action that is schoolwide in scope upgrades the entire educational program of a single school. An action that is limited in its scope is an action that serves only one or more unduplicated student groups.
  - **Unduplicated Student Group(s):** Regardless of scope, contributing actions serve one or more unduplicated student groups. Indicate one or more unduplicated student groups for whom services are being increased or improved as compared to what all students receive.
  - **Location:** Identify the location where the action will be provided. If the action is provided to all schools within the LEA, the LEA must indicate "All Schools." If the action is provided to specific schools within the LEA or specific grade spans only, the LEA must

enter “Specific Schools” or “Specific Grade Spans.” Identify the individual school or a subset of schools or grade spans (e.g., all high schools or grades transitional kindergarten through grade five), as appropriate.

- **Time Span:** Enter “ongoing” if the action will be implemented for an indeterminate period of time. Otherwise, indicate the span of time for which the action will be implemented. For example, an LEA might enter “1 Year,” or “2 Years,” or “6 Months.”
- **Total Personnel:** Enter the total amount of personnel expenditures utilized to implement this action.
- **Total Non-Personnel:** This amount will be automatically calculated based on information provided in the Total Personnel column and the Total Funds column.
- **LCFF Funds:** Enter the total amount of LCFF funds utilized to implement this action, if any. LCFF funds include all funds that make up an LEA’s total LCFF target (i.e., base grant, grade span adjustment, supplemental grant, concentration grant, Targeted Instructional Improvement Block Grant, and Home-To-School Transportation).
  - **Note:** For an action to contribute towards meeting the increased or improved services requirement it must include some measure of LCFF funding. The action may also include funding from other sources, however the extent to which an action contributes to meeting the increased or improved services requirement is based on the LCFF funding being used to implement the action.
- **Other State Funds:** Enter the total amount of Other State Funds utilized to implement this action, if any.
- **Local Funds:** Enter the total amount of Local Funds utilized to implement this action, if any.
- **Federal Funds:** Enter the total amount of Federal Funds utilized to implement this action, if any.
- **Total Funds:** This amount is automatically calculated based on amounts entered in the previous four columns.
- **Planned Percentage of Improved Services:** For any action identified as contributing, being provided on a Limited basis to unduplicated students, and that does not have funding associated with the action, enter the planned quality improvement anticipated for the action as a percentage rounded to the nearest hundredth (0.00%). A limited action is an action that only serves foster youth, English learners, and/or low-income students.
  - As noted in the instructions for the Increased or Improved Services section, when identifying a Planned Percentage of Improved Services, the LEA must describe the methodology that it used to determine the contribution of the action towards the proportional percentage. The percentage of improved services for an action corresponds to the amount of LCFF funding that the LEA estimates it would expend to implement the action if it were funded.

For example, an LEA determines that there is a need to analyze data to ensure that instructional aides and expanded learning providers know what targeted supports to provide to students who are foster youth. The LEA could implement this action by hiring additional staff to collect and analyze data and to coordinate supports for students, which the LEA estimates would cost \$165,000. Instead, the LEA chooses to utilize a portion of existing staff time to analyze data relating to students who are foster youth. This analysis will then be shared with site principals who will use the data to coordinate services provided by instructional assistants and expanded learning providers to target support to students. In this example, the LEA would divide the estimated cost of \$165,000 by the amount of LCFF Funding identified in the Data Entry Table and then convert the quotient to a percentage. This percentage is the Planned Percentage of Improved Service for the action.

## Contributing Actions Table

As noted above, information will not be entered in the Contributing Actions Table; however, the ‘Contributing to Increased or Improved Services?’ column will need to be checked to ensure that only actions with a “Yes” are displaying. If actions with a “No” are displayed or if actions that are contributing are not displaying in the column, use the drop-down menu in the column header to filter only the “Yes” responses.

## Annual Update Table

In the Annual Update Table, provide the following information for each action in the LCAP for the relevant LCAP year:

- **Estimated Actual Expenditures:** Enter the total estimated actual expenditures to implement this action, if any.

## Contributing Actions Annual Update Table

In the Contributing Actions Annual Update Table, check the ‘Contributing to Increased or Improved Services?’ column to ensure that only actions with a “Yes” are displaying. If actions with a “No” are displayed or if actions that are contributing are not displaying in the column, use the drop-down menu in the column header to filter only the “Yes” responses. Provide the following information for each contributing action in the LCAP for the relevant LCAP year:

- **6. Estimated Actual LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants the LEA estimates it will actually receive based on of the number and concentration of unduplicated students in the current school year.
- **Estimated Actual Expenditures for Contributing Actions:** Enter the total estimated actual expenditure of LCFF funds used to implement this action, if any.
- **Estimated Actual Percentage of Improved Services:** For any action identified as contributing, being provided on a Limited basis only to unduplicated students, and that does not have funding associated with the action, enter the total estimated actual quality improvement anticipated for the action as a percentage rounded to the nearest hundredth (0.00%).
  - Building on the example provided above for calculating the Planned Percentage of Improved Services, the LEA in the example implements the action. As part of the annual update process, the LEA reviews implementation and student outcome data and determines that the action



was implemented with fidelity and that outcomes for foster youth students improved. The LEA reviews the original estimated cost for the action and determines that had it hired additional staff to collect and analyze data and to coordinate supports for students that estimated actual cost would have been \$169,500 due to a cost of living adjustment. The LEA would divide the estimated actual cost of \$169,500 by the amount of LCFF Funding identified in the Data Entry Table and then convert the quotient to a percentage. This percentage is the Estimated Actual Percentage of Improved Services for the action.

## LCFF Carryover Table

- **9. Estimated Actual LCFF Base Grant:** Provide the total amount of LCFF funding the LEA estimates it will receive for the current school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Grant Program and the Home to School Transportation Program, pursuant to 5 CCR Section 15496(a)(8).
- **10. Total Percentage to Increase or Improve Services for the Current School Year:** This percentage will not be entered. The percentage is calculated based on the amounts of the Estimated Actual LCFF Base Grant (9) and the Estimated Actual LCFF Supplemental and/or Concentration Grants (6), pursuant to 5 CCR Section 15496(a)(8), plus the LCFF Carryover – Percentage from the prior year. This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the current LCAP year.

## Calculations in the Action Tables

To reduce the duplication of effort of LEAs, the Action Tables include functionality such as pre-population of fields and cells based on the information provided in the Data Entry Table, the Annual Update Summary Table, and the Contributing Actions Table. For transparency, the functionality and calculations used are provided below.

### Contributing Actions Table

- 4. Total Planned Contributing Expenditures (LCFF Funds)
  - This amount is the total of the Planned Expenditures for Contributing Actions (LCFF Funds) column
- 5. Total Planned Percentage of Improved Services
  - This percentage is the total of the Planned Percentage of Improved Services column
- Planned Percentage to Increase or Improve Services for the coming school year (4 divided by 1, plus 5)
  - This percentage is calculated by dividing the Total Planned Contributing Expenditures (4) by the Projected LCFF Base Grant (1), converting the quotient to a percentage, and adding it to the Total Planned Percentage of Improved Services (5).

### **Contributing Actions Annual Update Table**

Pursuant to *EC* Section 42238.07(c)(2), if the Total Planned Contributing Expenditures (4) is less than the Estimated Actual LCFF Supplemental and Concentration Grants (6), the LEA is required to calculate the difference between the Total Planned Percentage of Improved Services (5) and the Total Estimated Actual Percentage of Improved Services (7). If the Total Planned Contributing Expenditures (4) is equal to or greater than the Estimated Actual LCFF Supplemental and Concentration Grants (6), the Difference Between Planned and Estimated Actual Percentage of Improved Services will display “Not Required.”

- 6. Estimated Actual LCFF Supplemental and Concentration Grants
  - This is the total amount of LCFF supplemental and concentration grants the LEA estimates it will actually receive based on of the number and concentration of unduplicated students in the current school year.
- 4. Total Planned Contributing Expenditures (LCFF Funds)
  - This amount is the total of the Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)
- 7. Total Estimated Actual Expenditures for Contributing Actions
  - This amount is the total of the Estimated Actual Expenditures for Contributing Actions (LCFF Funds)
- Difference Between Planned and Estimated Actual Expenditures for Contributing Actions (Subtract 7 from 4)
  - This amount is the Total Estimated Actual Expenditures for Contributing Actions (7) subtracted from the Total Planned Contributing Expenditures (4)
- 5. Total Planned Percentage of Improved Services (%)
  - This amount is the total of the Planned Percentage of Improved Services column
- 8. Total Estimated Actual Percentage of Improved Services (%)
  - This amount is the total of the Estimated Actual Percentage of Improved Services column
- Difference Between Planned and Estimated Actual Percentage of Improved Services (Subtract 5 from 8)
  - This amount is the Total Planned Percentage of Improved Services (5) subtracted from the Total Estimated Actual Percentage of Improved Services (8)

### **LCFF Carryover Table**

- 10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)

- This percentage is the Estimated Actual LCFF Supplemental and/or Concentration Grants (6) divided by the Estimated Actual LCFF Base Grant (9) plus the LCFF Carryover – Percentage from the prior year.
- 11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)
  - This percentage is the Total Estimated Actual Expenditures for Contributing Actions (7) divided by the LCFF Funding (9), then converting the quotient to a percentage and adding the Total Estimated Actual Percentage of Improved Services (8).
- 12. LCFF Carryover — Dollar Amount LCFF Carryover (Subtract 11 from 10 and multiply by 9)
  - If the Estimated Actual Percentage of Increased or Improved Services (11) is less than the Estimated Actual Percentage to Increase or Improve Services (10), the LEA is required to carry over LCFF funds.

The amount of LCFF funds is calculated by subtracting the Estimated Actual Percentage to Increase or Improve Services (11) from the Estimated Actual Percentage of Increased or Improved Services (10) and then multiplying by the Estimated Actual LCFF Base Grant (9). This amount is the amount of LCFF funds that is required to be carried over to the coming year.
- 13. LCFF Carryover — Percentage (12 divided by 9)
  - This percentage is the unmet portion of the Percentage to Increase or Improve Services that the LEA must carry over into the coming LCAP year. The percentage is calculated by dividing the LCFF Carryover (12) by the LCFF Funding (9).

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