Local Control 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
TEACH Academy of Technologies	Suzette Torres Principal	storres@teachps.org 323-872-0809

Plan Summary [2021-22]

General Information

A description of the LEA, its schools, and its students.

TEACH Academy of Technologies ("TAT"), is a direct-funded WASC Accredited Charter School that was established in Fall 2010, currently serving 463 students in grades 5-8. Our student demographics include:
- 11% Students with Special Needs
- 27% English Language Learners
- 1% Foster Youth
- 0.3% Homeless
- 95% who qualify for free/reduced lunch.
- Ethnicity Breakdown:

o HISPANIC 66%
o AFRICAN-AMERICAN 34%

TAT's mission is to create a high-quality, innovative teaching and learning environment that focuses on literacy; integrating state-of-the-art technologies across the core curriculum to achieve academic proficiency for all students.

TAT's VISION seeks to establish a state-of-the-art community school in South Los Angeles that will equip students with the skills and habits of mind needed to compete in the 21st century. It will reach students of all backgrounds by teaching the whole child which includes the social, physical, emotional, moral, ethical, and intellectual needs of students so that upon graduation, the knowledge and the experiences acquired at this school site can be effectively applied to their daily lives.

Longtime Los Angeles educators Mildred Cunningham and Edith Morris founded the school. The school was established with a vision of addressing the needs of the whole child, building children's character, and integrating state-of-the-art technology in instruction.

Reflections: Successes

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

Based on a review of performance on state indicators and local performance indicators included in the 19-20 Dashboard (described below), progress towards LCAP goals, local self-assessment tools and stakeholder input from 20-21, and other information, TEACH Academy of Technologies is most proud of its prompt and effective pivots to meet the demands of on-line instruction during the Covid Pandemic. This included extensive technology support and training for teachers, students, and families. Professional development and technical guidance on best practices for online instruction, and the efforts to maintain positive student and teacher relations and parent outreach during the school year.

Previous Dashboard data indicated student academic performance for subgroups as follows:

ELA Distance from Standard as compared to 2018/2019 and the State:
Subgroups
African American: Improvement in DFS from 2018 DFS -85.1 (Red) to 2019 DFS -57.6 (Yellow)
English Learners: Improvement in DFS from 2018 DFS -93.2 (Red) to 2019 DFS -78.5 (Orange)
Latino: Improvement in DFS from 2018 DFS -57.0 (Orange) to 2019 DFS -54.6 (Orange)
Socioeconomically Disadvantaged Students: Improvement in DFS from 2018 DFS -66.4 (Orange) to -57.0 (Yellow)

Math Distance from Standard as compared to 2018/2019 and the State:
Subgroups
African American: Improvement in DFS from 2018 DFS -157.8 (Red) to 2019 DFS -127.0 (Orange)
English Learners: Improvement in DFS from 2018 DFS -145 (Red) to 2019 DFS -127.4 (Orange)
Latino: Improvement in DFS from 2018 DFS -118.5 (Red) to 2019 DFS -106.8 (Orange)
Socioeconomically Disadvantaged Students: Improvement in DFS from 2018 DFS -131.2 (Red) to -115.0 (Orange)

Suspension rate:0%
Expulsion rate 0%
Chronic absenteeism rate: 25%
middle school dropout rate 0%
Percentage of EL students who progress in English proficiency: 100%

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.

The new California School Dashboard, comparing DFS to the state versus local schools, indicates that subgroup performance is measured in Orange and Yellow tiers (as outlined Reflections/Successes). Preliminary IAB, NWEA, and teacher reported data indicate that the virtual instruction and learning, which resulted due to COVID-19, has impacted student academic performance and social/emotional and mental well being. As a result, TEACH Academy of Technologies is implementing the following:

1. Professional Development that includes participant certification towards becoming a trauma-informed school
2. Modified academic calendar that considers the mental health of faculty and staff to better support our students and their families needs
3. Purchase of Performance Matters platform to monitor and respond to student performance data
4. Ongoing professional development to support teachers in implementing core curriculum and support platforms with fidelity to ensure differentiation based on formative and summative student data
5. Increase in extra-curricular offerings
6. Continued partnerships with service providers to support the needs of the school community
7. Increase in availability of counseling services

LCAP Highlights

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

TEACH Academy of Technologies fully implemented a virtual Blended Learning model to support instruction and student learning during the 2020-2021 academic year, impacted by the mandates for social distancing and virtual instruction of COVID-19. This model allowed for transparency in and access to instruction and instructional resources. Blended-Learning models will continue in order to facilitate responding to student data and supporting differentiating instruction.

Separation from in-person instruction since March 2020, has had a major impact on the social, emotional, and mental health of our faculty, students, and their families. Attention to preparing all stakeholders to return to in-person learning is of utmost importance.

The 2020-2021 LCAP Goals were revised in order to align with this effort as well as our school's mission, vision, WASC Action Plan, stakeholder input, and state accountability.

Our goals are as follows:

Goal 1: Identify, prioritize, and implement school-wide strategies and activities that foster increased parent engagement in the governance and activities of the school and improve parental involvement by allowing opportunities for parents to participate in activities in and outside the classroom.

Goal 2: Improve student achievement by developing a systematic assessment plan for administering assessments, collecting data on mastery level towards common core standards, and analyzing data to inform instructional planning.

Goal 3: Improve teacher effectiveness by expanding professional development to include internal and external training that focus on instructional practices that reinforce standards-based mastery to support all sub-groups (SES, ELL, African American, and Latino) by creating high-engagement lessons.

Goal 4: Identify, prioritize, and plan appropriate onboarding professional development for new teachers, school administrators, and support staff to inform organization structures and school culture.

Goal 5: Develop a system for documenting and publicizing, among stakeholders and community, the school's progress.

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.

TEACH Academy of Technologies is not currently eligible for comprehensive support and improvement.

Support for Identified Schools

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

Monitoring and Evaluating Effectiveness

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

Stakeholder Engagement

A summary of the stakeholder process and how the stakeholder engagement was considered before finalizing the LCAP.

Stakeholder input was monitored throughout the year through monthly meetings, such as Coffee with the Principal, School Site Council, ELAC and impromptu open ZOOM meetings to hear from various stakeholders. The additional feedback provided via the LCAP survey further informed each LCAP Goal developed.
Parents, students, faculty and staff were provided with a survey to provide input surrounding respective priorities as well as the eight state priorities. The feedback provided directly impacted the goals outlined in the LCAP.

A summary of the feedback provided by specific stakeholder groups.

Parent feedback gathered via a parent survey and school meetings is listed in order or priority as indicated by the percentage of response on survey:

Parent priorities:
- Provide tutoring and support: 85%
- Reduce the number of students in a classroom: 74%
- Provide help for students to plan for work and study after high school: 68%
- Increase teacher quality: 63%
- Increase counseling services: 47%
- Increase parent participation: 42%
- Increase services to English Language Learners: 37%

LCAP State Priorities:
- Ensure students have access to appropriate teachers, material and facilities: 79%
- Ensure students have access to all necessary classes: 74%
- Increase Student Achievement: 68%
- Increase Graduation Rates: 58%
- Increase Student Attendance: 47%
- Implement State Standards for all students: 37%
- Increase Parental Involement: 21%
- Decrease Student Suspensions and Expulsions: 26%

What could TEACH Academy of Technologies do to prepare more students to graduate college and career ready?
- Increase extracurricular activities
- Provide more tutoring
- Motivate students

- Provide college preparatory courses
- Instruct students on different types of career choices
- Help student understand their strengths
- Provide counseling
- Provide positive reinforcement

What could TEACH Academy of Technologies do to increase parental involvement?
- Provide workshops and projects parents can do with students
- Increase calls and communication
- Schedule meetings at flexible hours
- Provide more advanced notice to meetings
- Increase expectations of parents
- Make meetings mandatory
- Provide weekend activities
- Be specific about what tasks and responsibilities are available for parents
- Provide volunteer opportunities

What could TEACH Academy of Technologies do to increase student achievement?
- Explore what works for the individual grade levels
- Increase self-esteem
- Motiviate students, create small groups, help them see who they can be
- Establish an atmosphere of trust and respect
- Provide incentives and recognition awards
- Reduce the adult to student ratio
- Counseling to identify the root of the problems

What could TEACH Academy of Technologies do to increase student attendance and decrease dropout rates?
- Hold teachers accountable
- Provide awards and incentives
- Reach out to families
- Hold parents accountable
- Teach students about preparation for life

What could TEACH Academy of Technologies do to support struggling learners?
- Tutoring
- Encourage them
- Peer tutors
- Workshops
- Hire qualified teachers that know how to work with struggling learners

- Hire specialists

In the area of Overall Satisfaction:
Highly Satisfied: English survey: 40% Spanish survey: 40%
Satisfied: English survey: 35% Spanish survey: 45%
Neutral: English survey: 25% Spanish survey: 15%
Dissatisfied: English survey: 0% Spanish survey: 0%

Student Feedback:
TEACH Academy of Technologies helps students succeed in school?
Strongly Agree: 27%
Agree: 67%
Disagree: 0%
Don't Know: 6%

The curriculum is preparing me for high school.
Strongly Agree: 27%
Agree: 50%
Disagree: 8%
Don't Know: 15%

TEACH Academy of Technologies provides a safe and healthy environment.
Strongly Agree: 25%
Agree: 58%
Disagree: 11%
Don't Know: 6%

TEACH Academy of Technologies provides guidance and information to parents encouraging individual student success.
Strongly Agree: 31%
Agree: 52%
Disagree: 8%
Don't Know: 10%

TEACH Academy of Technologies promotes understanding of State Standards and how they relate to education.
Strongly Agree: 31%
Agree: 50%
Disagree: 6%
Don't Know: 14%

TEACH Academy of Technologies facilities are in good repair, safe and conducive for learning.
Strongly Agree: 27%
Agree: 60%
Disagree: 4%
Don't Know: 10%

TEACH Academy of Technologies provides you with age appropriate opportunties to participate in enrichment classes, sports and other curricular activities to encourage a well rounded educational experience (e.g. Success Academy and ASAS).
Strongly Agree: 31%
Agree: 52%
Disagree: 10%
Don't Know: 8%

TEACH Academy of Technologies supports student who are learning English, who come from foster homes, who are challened by learning disabilities or who are living in poverty.
Strongly Agree: 29%
Agree: 42%
Disagree:6%
Don't Know: 23%

A description of the aspects of the LCAP that were influenced by specific stakeholder input.

The summary of the LCAP feedback listed above directly influenced the LCAP goals in the respective areas:

LCAP Priority 3: Parental Involvement (Engagement) - LCAP Goal 1: Identify, prioritize, and implement school-wide strategies and activities that foster increased parent engagement in the governance and activities of the school and improve parental involvement by allowing opportunities for parents to participate in activities in and outside the classroom.

LCAP Priority 2: State Standards (Conditions of Learning), Priority 4: Pupil Achievement (Pupil Outcomes), LCAP Priority 6: School Climate (Engagement), Priority 7: Course Access (Conditions of Learning) and Priority 8: Other Pupil Outcomes (Pupil Outcomes) - LCAP Goal 2: Improve student achievement by developing a systematic assessment plan for administering assessments, collecting data on mastery level towards common core standards and analyzing data to inform instructional planning.

LCAP Priority 1: Basic (Conditions of Learning), LCAP Priority 2: State Standards (Conditions of Learning) and Priority 8: Other Pupil Outcomes (Pupil Outcomes) - LCAP Goal 3: Improve teacher effectiveness by expanding professional development to include internal and external trainings that focus on instructional practices that reinforce standards-based mastery to support all sub-groups (SES, ELL, African American and Latino) by creating high engagement lessons.

LCAP Priority 1: Basic (Conditions of Learning) and Priority 8: Other Pupil Outcomes (Pupil Outcomes) - Goal 4: Charter administration and school administration need to identify, prioritize, and plan appropriate onboarding professional development for new teachers, school administrators, and support staff to inform organization structures and school culture.

LCAP Priority 3: Parental Involvement (Engagement) and Priority 5: Pupil Engagement (Engagement) - Goal 5: Charter administration and school administration need to develop a system for documenting and publicizing, among stakeholders and community, the school's progress.

Goals and Actions

Goal

Goal #	Description
1	Goal 1: Identify, prioritize, and implement school-wide strategies and activities that foster increased parent engagement in the governance and activities of the school and improve parental involvement by allowing opportunities for parents to participate in activities in and outside the classroom. Codify purposes, roles, and products for parent involvement Construct induction activities in which new parents can learn about the school, including how they can be involved.

An explanation of why the LEA has developed this goal.

Parent feedback as well as research which strongly supports that productive relationships between parents, community leaders and schools help support and strengthen student academic and social achievement.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Parent Surveys	50% of parents consistently participate on surveys				80%-90%
Attendance to meetings	11% of parents consistently participate in meetings				80%-90% of parents at 60%-70% participation

Actions

Action #	Title	Description	Total Funds	Contributing
1	Diagnostic Assessment Data	Share diagnostic assessment data with families. Data is shared through the platform ParentSquare and email and will expand to include Performance Matters (internal performance assessments), Hoonuit, and Schoology.	$82,149.00	No Yes

Action #	Title	Description	Total Funds	Contributing
2	Personlized Education Plan	Provide opportunities for parents to collaborate with their child(ren) in setting academic and life goals with preparation of the student's Personalized Education Plan.	$190,495.00	No Yes
3	Instruction Program Feedback	Create opportunities for parents to participate in informational sessions about the instructional program and provide feedback on areas to be improved	$84,341.00	Yes
4	Instructional Experiences Feedback	Provide opportunities for parents to know and understand the instructional experiences offered during instruction and provide feedback on successes and challenges. Opportunities will be provided through Google Drive, Thrively, Perfomance Matters and Schoology.	$6,000.00	No Yes
5	Monthly Meetings, Workshops or Trainings	Provide opportunities for parents to participate in monthly meetings, workshops or trainings		No Yes
6	Use Communication Platforms	Use available resources to inform school community about opportunities for participation in meetings, workshops, trainings and student achievement.		No
7	Parent Committees	Ensure active parent committees		No

Goal Analysis [2021-22]

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Goals and Actions

Goal

Goal #	Description
2	Goal 2: Improve student achievement by developing a systematic assessment plan for administering diagnostic and summative assessments, collecting data on mastery level towards common core standards and analyzing data to inform instructional planning. Expand and improve upon consistent administration of SBAC IABs to monitor student progress and inform instruction towards standards mastery. Evaluate and select a program that will disaggregate and display IAB and SBAC data for analysis and instructional planning. (School currently uses Illuminate and is researching Schoolzilla for 2021-2022) Implement and monitor the Personalized Education Plan outlined in the Charter Petition, holding students accountable for taking an active role in their mastery of standards and their educational path. (This goal addresses the identified Critical Academic Need to identify essential standards for grades K-12 that can inform instruction and be communicated to students and parents.)

An explanation of why the LEA has developed this goal.

A close analysis of SBAC, ELPAC, quarterly Norm-referenced assessments and Writing evaluations indicate a need to improve academic math, reading and writing skills for all students. Analysis of sub-group data indicates this focus is imperative.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Annual Growth on SBAC ELA DFS	-55.9; 27.68% of students meet or exceed grade level proficiency in ELA				Meet or exceed the statewide rate in ELA (exceed 51.1%)
Annual Growth on SBAC Math DFS	-113.6; 27.68% of students meet or exceed grade level proficiency in math				Meet or exceed the statewide rate in math (exceed 39.75%)
Increase Attendance Rate	94%; reduce chronic absenteeism rate 25%				95-100%; chronic absenteeism rate below 13%

Actions

Action #	Title	Description	Total Funds	Contributing
1	IAB Administration	Create an annual IAB administration calendar outlining a minimum of three (3) administrations prior to the end-of-year SBAC.		Yes
2	Professional Development	Professional Development focused on understanding and administering authentic assessments. Teachers will become proficient in using Performance Matters and Schoology to create, administer and analyze student assessments.	$180,326.00	Yes
3	Use of Data in Planning	Regularly monitor teacher use of data in planning instructional experiences.	$151,250.00	No
4	Analyze and Disaggregate data	Provide professional development opportunities to regularly analyze and disaggregate summative and norm-referenced data, and formative assessment data to inform next steps in instructional planning.		No
5	Personalized Education Plan (Thrively)	Complete Personalized Education Plan with parent and student collaboration and revise quarterly, with IAB and NWEA assessment data. Thrively will be used in advisory.	$5,000.00	Yes
6	English Learner Coordinator Position	Position shared with elementary school	$87,973.00	No Yes
7	SPED Resource Teacher	SPED resource teachers to support students	$110,373.00	No Yes

Goal Analysis [2021-22]

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Goals and Actions

Goal

Goal #	Description
3	Improve teacher effectiveness by expanding professional development to include internal and external trainings that focus on instructional practices that reinforce standards-based mastery to support all sub-groups (SES, ELL, African American and Latino) by creating high engagement lessons.

An explanation of why the LEA has developed this goal.

TEACH Academy of Technologies has an eclectic teaching faculty, with varied levels of technology and Blended Learning experiences. As TEACH Academy of Technologies moves towards a Blended Learning and Project-Based Learning instructional model, professional development in these areas is critical to support all stakeholders in successfully addressing Common Core standards mastery for all students, including sub-groups (SES, ELL, African American, and Latino).

Student Demographic data informs the need to provide students with quality, research-based instructional practices that address multiple learning modalities, bridge gaps for low-performing students, address language acquisition, and prepare students to take action in their college and career choices:
Ninety-Seven percent (97%) Free/Reduced meals.
Diagnostic data indicates that approximately seventy percent (70%) of our students are performing below standard.
Eleven percent (11%) of student have an IEP
Fifty-two percent (52%) of our students are designated either EL (126) or RFEP (116)

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Completion of Trauma-Informed Certifications	New				100%
Participation in Professional Development	100%				100%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Use of Web-pages for delivery of instructional resources	90%				100%
Training in and implementation of Performance Matters	New				100%
Training in and implemetation of standards-based curriculum	100%				100%
Maintain credentialed teachers	100%				100%

Actions

Action #	Title	Description	Total Funds	Contributing
1	Professional Development to Analyze Data	Professional development focused on analyzing formative and summative assessment data to guide instructional plans.		Yes
2	Professional Development to Research Instructional Strategies	Professional development to research and analyze research-based instructional strategies that support our targeted sub-groups.		Yes
3	Teacher Observations	Informal and formal observations to gather evidence of instructional practices and analyze outcomes.	$151,250.00	Yes
4	Provide Teacher Feedback	Align teacher feedback to school-wide expectations for implementation of research-based strategies to support student performance outcomes.		

Goal Analysis [2021-22]

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Goals and Actions

Goal

Goal #	Description
4	Charter administration and school administration need to identify, prioritize, and plan appropriate onboarding professional development for new teachers, school administrators, and support staff to inform organization structures and school culture.

An explanation of why the LEA has developed this goal.

Rationale: Each year TEACH Academy of Technologies has experienced fifty to seventy percent (50%-70%) staff or faculty turnover. This high rate of turnover has been a result of the need to move locations until a permanent site was purchased as well as the inability to fill positions with high quality teachers and credentialed teachers and provide professional development to support new teacher success, given the demands of working in an urban school. To improve teacher retention, which leads to improved school culture, it is necessary to provide high quality, relevant onboarding to familiarize faculty and staff with:
California Standards for the Teaching Profession
TEACH observation protocols
Charter Petition
LAUSD's Oversight Reports
School's Action Plan for WASC accreditation
School history and culture
Schoolwide protocols and procedures
Acquisition of curriculum and instructional practices
Analyzing student demographic and assessment data
Opportunity to train on school platforms, create teacher website and set up learning environment
Opportunity to complete Safe Schools Training
Assure understanding of roles and responsibilities assigned

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Onboarding Calendar and Guide	New				100% implementation

Actions

Action #	Title	Description	Total Funds	Contributing
1	Onboarding Calendar and Guide	Create Onboarding Calendar and Guide	$18,608.00	No
2	Onboarding Internal Professional Development	Provide all faculty and staff with internal professional development in respective criterion	$28,024.80	
3	Personalized Professional Development Plan	Create a Personalized Professional Development Plan for teachers, providing guidance, training and feedback to improve teacher practice.	$35,031.00	

Goal Analysis [2021-22]

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Goals and Actions

Goal

Goal #	Description
5	Charter administration and school administration need to develop a system for documenting and publicizing, among stakeholders and community, the school's progress.

An explanation of why the LEA has developed this goal.

Research strongly supports that relationships between parents, community leaders and schools help support and strengthen student academic and social achievement.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Parent Square Posts Engagement	10%				80-90%
Participation in Data Meetings	10%				80-90%
Response to surveys relevant to student data	New				80-90%
Dashboard to share data	New				80-90%

Actions

Action #	Title	Description	Total Funds	Contributing
1	Data Dashboard	Create public dashboard for stakeholder to locate information for School Board meetings, monthly school meetings and workshops and available pre-recording videos that reflect aspects of school progress and climate		

Action #	Title	Description	Total Funds	Contributing
2	Positive School Climate for Inquiry	Ensure that all parents and community stakeholders are encouraged to seek information on the school's progress	$41,124.00	
3	Stakeholder Meeting Calendar	Identify and calendar all stakeholder meetings and ensure all documents have consistent templates	$28,124.00	

Goal Analysis [2021-22]

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

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.

Analysis of the 2021-22 goals will occur during the 2022-23 update cycle.

A report of the Estimated Actual Expenditures for last year's actions may be found in the Annual Update Expenditures Table.

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students [2021-22]

Percentage to Increase or Improve Services	Increased Apportionment based on the Enrollment of Foster Youth, English Learners, and Low-Income students
34.81%	1,230,411

The Budgeted Expenditures for Actions identified as Contributing may be found in the Increased or Improved Services Expenditures 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.

Foster youth, English learners and low-incomes students will be served by the comprehensive professional development focused on differentiation and research-based strategies to address individual learning needs of these sub-groups.

Foster youth, EL, and low-income students will be provided with technology and technology platforms to access rigorous curriculum, remediation, and extended learning experiences.

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

English learners, low-income students, and foster youth will benefit from the technology and technology platforms designed to strengthen communication between teachers and parents, provide families with frequent updates on student academic performance, aid teachers in the analysis of student assessment performance and support students emotional development through an advisory-based curriculum.

Total Expenditures Table

LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
$1,170,992.80	$5,000.00		$24,076.00	$1,200,068.80

Totals:	Total Personnel	Total Non-personnel
Totals:	$1,122,384.80	$77,684.00

Goal	Action #	Student Group(s)	Title	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1	All English Learners Foster Youth Low Income	Diagnostic Assessment Data	$82,149.00				$82,149.00
1	2	Students with Disabilities	Personlized Education Plan	$190,495.00				$190,495.00
1	3	English Learners Foster Youth Low Income	Instruction Program Feedback	$84,341.00				$84,341.00
1	4	All English Learners Foster Youth Low Income	Instructional Experiences Feedback	$6,000.00				$6,000.00
1	5	All English Learners Foster Youth Low Income	Monthly Meetings, Workshops or Trainings					
1	6	All	Use Communication Platforms					
1	7	All	Parent Committees					
2	1	English Learners Foster Youth Low Income	IAB Administration					
2	2	English Learners	Professional Development	$151,250.00	$5,000.00		$24,076.00	$180,326.00
2	3	All	Use of Data in Planning	$151,250.00				$151,250.00

Goal	Action #	Student Group(s)	Title	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
2	4	All	Analyze and Disaggregate data					
2	5	English Learners Foster Youth Low Income	Personalized Education Plan (Thrively)	$5,000.00				$5,000.00
2	6	English Learners EL	English Learner Coordinator Position	$87,973.00				$87,973.00
2	7	Students with Disabilities Low Income	SPED Resource Teacher	$110,373.00				$110,373.00
3	1	English Learners Foster Youth Low Income	Professional Development to Analyze Data					
3	2	English Learners Foster Youth Low Income	Professional Development to Research Instructional Strategies					
3	3	English Learners Foster Youth Low Income	Teacher Observations	$151,250.00				$151,250.00
3	4		Provide Teacher Feedback					
4	1	All	Onboarding Calendar and Guide	$18,608.00				$18,608.00
4	2		Onboarding Internal Professional Development	$28,024.80				$28,024.80
4	3		Personalized Professional Development Plan	$35,031.00				$35,031.00
5	1		Data Dashboard					
5	2		Positive School Climate for Inquiry	$41,124.00				$41,124.00
5	3		Stakeholder Meeting Calendar	$28,124.00				$28,124.00

Contributing Expenditures Tables

Totals by Type	Total LCFF Funds	Total Funds
Total:	$868,831.00	$897,907.00
LEA-wide Total:	$397,841.00	$426,917.00
Limited Total:	$0.00	$0.00
Schoolwide Total:	$470,990.00	$470,990.00

Goal	Action #	Action Title	Scope	Unduplicated Student Group(s)	Location	LCFF Funds	Total Funds
1	1	Diagnostic Assessment Data	Schoolwide	English Learners Foster Youth Low Income		$82,149.00	$82,149.00
1	2	Personlized Education Plan	Schoolwide			$190,495.00	$190,495.00
1	3	Instruction Program Feedback	LEA-wide	English Learners Foster Youth Low Income		$84,341.00	$84,341.00
1	4	Instructional Experiences Feedback	LEA-wide	English Learners Foster Youth Low Income		$6,000.00	$6,000.00
1	5	Monthly Meetings, Workshops or Trainings	LEA-wide	English Learners Foster Youth Low Income			
2	1	IAB Administration	LEA-wide	English Learners Foster Youth Low Income			
2	2	Professional Development	LEA-wide	English Learners		$151,250.00	$180,326.00
2	5	Personalized Education Plan (Thrively)	LEA-wide	English Learners Foster Youth Low Income		$5,000.00	$5,000.00

Goal	Action #	Action Title	Scope	Unduplicated Student Group(s)	Location	LCFF Funds	Total Funds
2	6	English Learner Coordinator Position	Schoolwide	English Learners		$87,973.00	$87,973.00
2	7	SPED Resource Teacher	Schoolwide	Low Income		$110,373.00	$110,373.00
3	1	Professional Development to Analyze Data	LEA-wide	English Learners Foster Youth Low Income			
3	2	Professional Development to Research Instructional Strategies	LEA-wide	English Learners Foster Youth Low Income			
3	3	Teacher Observations	LEA-wide	English Learners Foster Youth Low Income		$151,250.00	$151,250.00

Annual Update Table Year 1 [2021-22]

Annual update of the 2021-22 goals will occur during the 2022-23 update cycle.

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Total Planned Expenditures	Total Estimated Actual Expenditures

Totals:	Planned Expenditure Total	Estimated Actual Total
Totals:		

Instructions

For additional questions or technical assistance related to the completion of the LCAP template, please contact the local 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.

Introduction and Instructions

The Local Control Funding Formula (LCFF) requires LEAs to engage their local stakeholders in an annual planning process to evaluate their progress within eight state priority areas encompassing all statutory metrics (COEs have ten state priorities). LEAs document the results of this planning process in the Local Control and Accountability Plan (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*] 52064(e)(1)). Strategic planning that is comprehensive connects budgetary decisions to teaching and learning performance data. Local educational agencies (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 Stakeholder Engagement:** The LCAP development process should result in an LCAP that reflects decisions made through meaningful stakeholder engagement (*EC* 52064(e)(1)). Local stakeholders 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* 52064(b)(4-6)).

  - Establishing goals, supported by actions and related expenditures, that address the statutory priority areas and statutory metrics (EC 52064(b)(1) & (2)).

- Annually reviewing and updating the LCAP to reflect progress toward the goals (*EC* 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 stakeholders 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 stakeholder engagement tool.

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 stakeholders and the public.

At its most basic, the adopted LCAP should attempt to distill not just what the LEA is doing, but also allow stakeholders 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 stakeholders 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 stakeholder engagement functions:

> Given present performance across the state priorities and on indicators in the California School Dashboard, how is the LEA using its budgetary resources to respond to 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 or a set of actions that the LEA believes, based on input gathered from stakeholders, research, and experience, will have the biggest impact on behalf of its 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 students and community. 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, stakeholder input, 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? 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.

Stakeholder Engagement

Purpose

Significant and purposeful engagement of parents, students, educators, and other stakeholders, 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 stakeholder engagement should support comprehensive strategic planning, accountability, and improvement across the state priorities and locally identified priorities (*EC* 52064(e)(1)). Stakeholder engagement is an ongoing, annual process.

This section is designed to reflect how stakeholder engagement influenced the decisions reflected in the adopted LCAP. The goal is to allow stakeholders that participated in the LCAP development process and the broader public understand how the LEA engaged stakeholders 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 stakeholder groups 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 stakeholder 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 stakeholder engagement 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 stakeholder process and how the stakeholder engagement was considered before finalizing the LCAP."

Describe the stakeholder engagement process used by the LEA to involve stakeholders in the development of the LCAP, including, at a minimum, describing how the LEA met its obligation to consult with all statutorily required stakeholder groups 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 stakeholders. A response may also include information about an LEA's philosophical approach to stakeholder engagement.

Prompt 2: "A summary of the feedback provided by specific stakeholder groups."

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

Prompt 3: "A description of the aspects of the LCAP that were influenced by specific stakeholder input."

A sufficient response to this prompt will provide stakeholders and the public clear, specific information about how the stakeholder 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 stakeholder feedback described in response to Prompt 2. This may include a description of how the LEA prioritized stakeholder requests 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 stakeholder 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 stakeholders 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 stakeholders 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 stakeholders. 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 stakeholders, 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.

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 2020–2021 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 **2021–22**.	Enter information in this box when completing the LCAP for **2021–22**.	Enter information in this box when completing the LCAP for **2022–23**. Leave blank until then.	Enter information in this box when completing the LCAP for **2023–24**. Leave blank until then.	Enter information in this box when completing the LCAP for **2024–25**. Leave blank until then.	Enter information in this box when completing the LCAP for **2021–22**.

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 expenditure 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 expenditure 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. Minor variances in expenditures 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 stakeholders. 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 stakeholders with a comprehensive description, within a single dedicated section, of how an LEA plans to increase or improved services for its unduplicated students as compared to all students 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 stakeholders 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

This section must be completed for each LCAP year.

When developing the LCAP in year 2 or year 3, copy the "Increased or Improved Services" section and enter the appropriate LCAP year. Using the copy of the section, complete the section as required for the relevant LCAP year. Retain all prior year sections for each of the three years within the LCAP.

Percentage to Increase or Improve Services: Identify the 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).

Increased Apportionment based on the enrollment of Foster Youth, English Learners, and Low-Income Students: Specify the estimate of the amount of funds apportioned on the basis of the number and concentration of unduplicated pupils for the LCAP year.

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.

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% 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% 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%: For school districts with an unduplicated pupil percentage of 55% 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%: For school districts with an unduplicated pupil percentage of less than 55%, 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% 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% 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. 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.

Expenditure Tables

Complete the Data Entry table for each action in the LCAP. The information entered into this table will automatically populate the other Expenditure Tables. All information is entered into the Data Entry table. Do not enter data into the other tables.

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

- Table 1: Actions

- Table 2: Total Expenditures

- Table 3: Contributing Expenditures

- Table 4: Annual Update Expenditures

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, provide the following information for each action in the LCAP for the relevant 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.

- **Increased / Improved**: 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:

- o **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.

  - o **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.

  - o **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 K-5), 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".

- **Personnel Expense**: This column will be automatically calculated based on information provided in the following columns:

  - o **Total Personnel**: Enter the total amount of personnel expenditures utilized to implement this action.

  - o **Total Non-Personnel**: This amount will be automatically calculated.

- **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).

- **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.