



JCS
CEDAR COVE

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
JCS-Cedar Cove	Hillary Gaddis Principal	hbertran-harris@jcs-inc.org 760-230-2870

Plan Summary [2021-22]

General Information

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

JCS - Cedar Cove is an independent study TK-12 charter school sponsored by Julian Union Elementary School District. Cedar Cove serves approximately 175 students in San Diego and Orange counties although the majority of students reside in San Diego County. Currently JCS - Cedar Cove has one center in Encinitas, Innovation Centre Encinitas, which houses a K-6 academy that students attend four days per week. Additionally there is space for educational facilitators (EFs) to meet with homestudy students and space for special education services. We are trying to secure a new location for 2021-2022 because of our lease expiration.

The mission of JCS-Cedar Cove (JCS-CC) is to challenge each child to achieve academic and personal success in a nurturing environment. Our vision is that every child is unique, precious and is worthy of celebrating. We believe that each child deserves a high-quality education from highly-trained and masterful teachers. At JCS-Cedar Cove teachers and other staff members make it their mission to come to know each child's special talents, learning styles, strengths, and needs. Through continual and varied means of assessment, teachers strive to tailor their instruction to provide each student with the most appropriate learning experiences. JCS-CC teachers design differentiated learning centers that allow children choice and experiential practice, and the students have the opportunity to carry out a wide variety of engaging projects throughout the school year. Students learn to collaborate, think critically and respond to the world around them as they gain independence and responsibility within a loving community.

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 - Cedar Cove are part of an independent study education model and are generally referred to as being in the home study program or the academy program. Recently we added TK to our K-12 program for parents who wanted to begin home schooling earlier. Daily instruction of TK-12 homestudy students is done by the parent teacher under the supervision of an EF. K-8 students may elect to use vendor funds for instruction from one of our vendors. Students at our K-6 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 Cedar Cove consists primarily of white students (79.7%) and Hispanic students (11.3%). Our special education population is slightly lower than large districts, with an overall percent of 7.3%. Due to the nature of independent study, our English language learner population is extremely small (1.1%), since for at least a portion of the week the parent is the teacher for the student. Our socioeconomically disadvantaged population is relatively low (24.9%), and our homeless and foster youth make up 1.1% 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 TK-6 academy, however, has a consistent base of students that typically stay with us through 6th grade once they start.

Students come to JCS - Cedar Cove 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. 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 - Cedar Cove 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 COVID pandemic, the Dashboard was suspended for the 20-21 school year. When creating our 21-22 LCAP we used a variety of data sources to measure the data that would normally be found on the Dashboard. In addition to looking at CAASPP data from 2019, we used our local MAP data to look at student achievement and growth in Reading and Math. One of the greatest successes we can report is that the pandemic seemed to have less academic impact on our students that we had expected. When we look at student growth from Fall 2019 to Fall 2020 on MAP approximately 55% of students met their growth targets in Reading and 49% of students met their growth targets in Math, and on average 41% of those students who grew had significant growth, despite school closures in February 2020. This was the case for all students as well as nearly all subgroups - foster/homeless youth, low income, Hispanic and African American students. Our

students with disabilities did not meet their growth targets in Reading, however. Overall we attribute the relative growth, in part, to the fact that as an independent study school we were able to transition into virtual learning much more easily than traditional schools.

In the Spring of 2021 we also administered our new SEL assessment - the Holistic Student Assessment - for the first time. Although this year is a baseline for collecting data, we found that 80% of students (grades 4-12) did not require intervention related to a broad spectrum of social-emotional needs. That is to say that the great majority of students will continue to benefit from preventative social-emotional support, and only about 20% require tiered intervention in a small group or 1:1. Given the current pandemic and isolation of students we found this data encouraging and look forward to developing a plan to support all our learners 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: Our CAASPP 2019 data showed that our low income students performed significantly below All Students and White Students in both ELA (40.5 points below DFS) and Math (55.4 points below DFS). Our Hispanic students, perform about 10-15 points below All Students and White Students in both ELA and Math. ELA is a relative area of strength for our school, with all students performing 15.8 points below DFS. Math continues to be an area of need for all of our students, with All Students 38.8 points below DFS. Our students with disabilities (SwD) and English learners (EL) do not present data due to the small numbers.

Our MAP 2020 data shows somewhat different results. Students w Disabilities performed about 20-25% below All students, while our Hispanic and Low Income students performed at the same rate or higher than all students (90% at or above average). Like CAASPP, our MAP data shows that ELA is a relative area of strength although our students perform better overall on MAP than on CAASPP. 80% of All students were at/above average on MAP Math and 84% were at/above average on MAP Reading. Low income students were at 90% for Math and 93% for Reading at/above average. Hispanic students had 90% at/above average for Math and Reading. When we looked at grade level data we found that students in grades 4 and 5 had the lowest achievement levels for both ELA and Math.

MTSS: Over the past two years we have built up an MTSS model but we have not yet developed a good system for tracking data or determining which data is being used consistently. While we have evidence that students are successfully returning from Tier 2 to Tier 1 based on their goals for RtI, we've determined that going forward we'll use MAP scores and growth targets as our indicator for student success for academic intervention. In 20-21 we administered the HSA survey for the first time which gave us baseline data on our students' social emotional needs. We hired a full time school counselor at the end of 20-21 who began to analyze this data. For 21-22 we'll be giving the HSA twice for pre and post data so we can measure growth in students who need tiered support.

COLLEGE/CAREER READINESS: JCS-Cedar Cove 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 2020 22% of students met a-g requirements, and none of our students participated in any CTE pathways.

Only a handful of students completed College Course credits. We do not have students who take AP courses, although we have a few students who take AP tests each year (this was suspended in 2020 due to COVID). 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 meet a-g requirements and students who take college course credits.

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 most 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.

While our high school program is very small, we recognize the need to continue building a high school program that prepares students for UC/CSU by increasing students who meet a-g requirements and by increasing the number of students who take college course credit. This will be a focus for us over the next two years, after which we will begin to focus on CTE pathways.

LCAP Highlights

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

While our main priorities haven't changed from the last LCAP cycle we have re-envisioned the goals some and decided to have some laser focus in some areas. This year our LCAP includes four goals:

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).

FOCUS GOAL - continuing area of need for college and career readiness that has been pared down to improve focus and complete in two years:

3. Increase the number of students meeting a-g requirements and completing college course credit.

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.

With the pandemic still present in education, we've incorporated some of the actions/services that were in our Learning Continuity Attendance Plan and we've aligned our current Extended Learning Opportunities (ELO) Plan with our LCAP so we can carry out as many of those actions/services beyond the 21-22 school year.

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

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

Stakeholder Engagement

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

On the following dates we met with stakeholders to discuss components of the LCAP:

- Board Meetings held monthly on the 2nd Friday of each month via Zoom. Throughout the year data related to the LCAP (student achievement, progress towards goals, etc.) has been shared. 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. At SSC meetings specific feedback was gathered from stakeholders to review a draft of goals, actions and services and develop additional ones. The ELOP was discussed and developed at the May SSC as well.

A brief survey was sent to all parents and staff in early April to gather additional feedback to develop goals, actions and services of the LCAP as well as the Extended Learning Opportunities (ELO) Plan. A more general survey is sent yearly to gather feedback about how the school is doing on a variety of topics.

A summary of the feedback provided by specific stakeholder groups.

39 parents and 12 staff members responded to the survey. Of the parent respondents, 60% of respondents came from the academy and 40% from home study, which is a fair representation from each program. The areas that parents felt were most important to address are: increased math and language arts achievement; increased/improved social-emotional support, learning and wellness; increased/improve physical health wellness; and increased/improved communication with parents. Staff members felt the most important areas are: increased math and language arts achievement; increased/improved social-emotional support, learning and wellness; increased/improve physical health wellness; and increased parent engagement.

Staff members were also asked what training they felt they needed most to support students. They identified these as the top five: 1) MTSS for all learners; 2) supporting students with IEPs; 3) social-emotional learning; 4) addressing learning loss; and 5) supporting English learners.

Specific feedback from parents was that they would like to see more culturally responsive curriculum. Most academy parents would like to see school return to fully in person in the next school year with additional opportunities for students to be with peers.

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

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. One specific action in the LCAP that was created as a

results of parent feedback:

- Explore and purchase culturally responsive curriculum and resources.

Additional actions relating to increased academic achievement, increased social-emotional support, learning and wellness and increased/improve physical health wellness can be found throughout goals 1 and 2 and the ELO Plan.

Teacher feedback regarding training to address learning loss will also be implemented via the ELO Plan. Training related to MTSS, supporting ELs and students with IEPs and Social Emotional Learning is found in the LCAP.

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 multiple sources of data, including stakeholder input, 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.

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	100%				100%
% of EL students with ELD materials	100%				100%
% of students at/above average in Reading on NWEA MAP	Fall 2020 ALL: 84% SwD: 60% LI: 93% EL: 0%				Fall 2023 ALL: 81% SwD: 51% LI: 89% EL: 60%
% of students at/above average in Math on NWEA MAP	2020 ALL: 80% SwD: 60% LI: 90% EL: -%				Fall 2023 ALL: 75% SwD: 35% LI: 81% EL: 66%
DFS for ELA (CAASPP)	Spring 2019 ALL: 15.8 below				Spring 2024 ALL: 8.8 below

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	SwD: -- LI: 40.5 EL: --				SwD: -- LI: 30 below EL: --
DFS for Math (CAASPP)	TBD w Spring 2022 ALL: 38.8 below SwD: -- LI: 55.4 below EL: --				Spring 2024 ALL: 32 below SwD: -- LI: 44 below EL: --
% of students considered Conditionally Ready or Ready in ELA on EAP	TBD Spring 2022 NWEA MAP Winter 2021 ALL: 67%				Spring 2024 ALL: 70%
% of students considered Conditionally Ready or Ready in Math on EAP	TBD Spring 2022 NWEA MAP Winter 2021 ALL: 33%				Spring 2024 ALL: 38%
% of 9th graders who enrolled in Transitional Math	25%				20%
% of teachers with CLAD Certification	100%				100%

Actions

Action #	Title	Description	Total Funds	Contributing
1	CCSS Curriculum & Materials	Ensure all students are using CCSS-aligned curriculum by replenishing ELA and math curriculums.	\$5,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
2	ELD Curriculum & Materials	Continue to replenish ELD curriculum to ensure English Learners are using designated ELD curriculum aligned to the ELD framework.	\$150.00	Yes
3	Culturally Responsive Materials	Explore and purchase culturally responsive materials and resources.	\$2,000.00	No
4	Internet & Instructional Materials	Provide Chromebooks and internet in home for LI/FHY along with copies of materials that need to be printed, as needed.	\$500.00	Yes
5	CLAD Certification	Continue to screen and require all new teacher candidates to hold a CLAD certificate before employment is offered.	\$0.00	Yes
6	PD - Induction	Ensure that any new teachers complete their school-funded Induction Program	\$6,000.00	No
7	Math Coach	Provide Math Coach to: <ul style="list-style-type: none"> • monitor use of adopted curriculum and assessments • assist in the creation of at least one workshop for home study parents on math instruction • assist teachers in analyzing data of common assessments implemented twice a year 	\$7,676.00	Yes
8	Professional Development	Continue to support and grow effective staff by offering professional development and collaboration activities including, but not limited to: <ul style="list-style-type: none"> • providing constructive feedback specifically in writing • vertical collaboration in regards to writing and scoring writing based on schoolwide shared rubrics • developing and analyzing the annual STAR teacher rubric 	\$1,000.00	No

Action #	Title	Description	Total Funds	Contributing
9	Parent Participation	Recruit parents to the School Site Council via school newsletters, communication with parents, and school's website.	\$1,000.00	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	BROAD GOAL: Students grow and thrive through a multi-tiered system of support.

An explanation of why the LEA has developed this goal.

JCS-Cedar Cove 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 focus on both state and local data to measure targeted student growth for our students with the greatest academic, social and 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	TBD Spring 2021 Reading: Math				Spring 2024 Reading: 60% Math: 60%
% of students meeting growth targets on CAASPP (21+ points)	TBD Spring 2022 ELA: Math:				Spring 2024 ELA: 50% Math: 50%
% of students in Tier 3 on HSA	Spring 2021: 20%				Spring 2024: 12%
% of ELs who maintain or grow 1+ ELPI level	Fall 2020: 0%				Fall 2023 100%
% of ELs who reclassify (RFEP)	Fall 2020: 67%				Fall 2023 70%

Actions

Action #	Title	Description	Total Funds	Contributing
1	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.	\$900.00	Yes
2	HSA	Administer Holistic Student Assessment annually use data to inform tiered levels of SEL support.	\$470.00	Yes
3	Intervention Coordinator	Provide Intervention Coordinator to: <ul style="list-style-type: none"> consult with teachers re: Tier 1 strategies conduct Student Study Teams implement Tier 2 Intervention track and monitor student progress provide professional development support Learning Loss Program in conjunction with the (ELO Plan) 	\$39,000.00	Yes
4	SEL Counselor	Provide staff or contract with vendor to: <ul style="list-style-type: none"> provide ongoing social-emotional learning for K-12 students train staff on recognition, prevention and intervention in bullying, sexual harassment, suicide ideation, and restorative practices oversee implementation of SEL curriculum and tiered strategies to address SEL needs use HSA and Securly data to screen students for any mental health needs 	\$20,000.00	Yes
5	EL Coordinator	Provide EL coordinator to identify, track and coordinate related services such as: <ul style="list-style-type: none"> develop Individualized Learning Plan (ILP) for each English learner 	\$3,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<ul style="list-style-type: none"> • coordinate daily designated ELD instruction for ELs online and supplemental oral language component with weekly groups led by a CLAD-credentialed teacher. • monitor effectiveness of EL curriculum. • coordinate professional development for designated and integrated ELD and the ELD framework. • monitor progress of reclassified ELs for a minimum of 3 years. 		
6	FHY Liaison	Provide Foster/Homeless Youth Liaison who will: <ul style="list-style-type: none"> • identify and support F/HY, including the development and implementation of an Individualized Learning Plan (ILP). • provide resources/training to all staff as needed 	\$1,000.00	Yes
7	Parent Engagement	Provide focus groups/surveys for EL and SwD parent involvement and feedback.	\$0.00	Yes
8	PD - Tiered Intervention	Provide ongoing professional development to staff in MTSS, tiered supports, identifying gaps in learning, and other areas that support the ELO Plan.	\$500.00	Yes
9	PD - Students with Disabilities	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"> • Disproportionality (i.e. disproportionate representation of specific groups identified as having a disability, or being suspended, etc.) • Response to Intervention • Instructional strategies 	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
		<ul style="list-style-type: none"> Serving students in independent study Performance Indicator Process 		
10	Collaboration with SELPA	Collaborate with the SELPA to ensure progress towards LCAP goals, actions and services.	\$0.00	No
11	EEPs	Provide access to educational enrichment partners for math and ELA tutoring support for home study.	\$10,000.00	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	FOCUS GOAL: Increase the % of students who meet a-g requirements and the % of students completing college credit courses over the next two years to better prepare students 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 and grow quickly are: 1) increasing the number of students who have met a-g requirements and 2) increasing the number of students who complete college credit courses. By focusing specifically on these two areas over the next two years we feel confident we can make significant improvement towards preparing our students for College and Career Pathways. JCS-Cedar Cove 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 22% of high school students met a-g requirements and 14% completed college course credit. For the next two years we will only focus a desired outcome for these two areas, although we will continue to measure AP and CTE completers as well.

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	Spring 2020: 22%				2023: 40%
% of students completing college credit course	Spring 2020: 14%				Spring 2023:
% of students scoring 3+ on AP,	2020: <1%				2023: 2%
% of students completing CTE	Spring 2020: 0%				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)	Spring 2020: 0%				Spring 2023: 0%

Actions

Action #	Title	Description	Total Funds	Contributing
1	a-g Access	Develop a high school team to: <ul style="list-style-type: none"> ensure courses are a-g approved analyze transcript data analyze to identify a-g gaps provide professional development to teachers in transcript analysis look for new strategies to increase a-g requirement is met 	\$15,000.00	No
2	Foreign Language	Provide UC approved foreign language courses for all students.	\$8,000.00	No
3	a-g Courses	Research and determine if we should purchase materials/online subscriptions for a-g courses.	\$4,000.00	No
4	College Credit Course Access	Increase student access to college credit course access by: <ul style="list-style-type: none"> paying for the cost of the class and materials supporting students through the registration process providing student support systems and collaboration through the coursework 	\$1,000.00	

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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	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	All facilities In Good Repair				Maintain baseline
% of appropriately assigned teachers	100%				Maintain baseline
School Attendance Rate	99.5%				Maintain baseline
Chronic Absenteeism Rate	2019: 7.4%				Maintain baseline
Suspension Rate	2019: 0%				Maintain baseline
Expulsion Rate	2019: 0%				Maintain baseline
High School Dropout Rate	2020: 0%				Maintain baseline
Graduation Rate	2020: 100%				Maintain baseline
Middle School Dropout Rate	2020: 0%				Maintain baseline

Actions

Action #	Title	Description	Total Funds	Contributing
1	Meal Program	Maintain breakfast program. Track efforts through ELOP for 21-22 to implement an improved program.	\$2,000.00	Yes
2	Safety	Maintain a safe, clean, functional school climate by: <ul style="list-style-type: none"> • continuing to purchase Securly for Chromebooks • continuing annual trainings for staff (mandated reporter, active shooter training, drills, etc.) • continuing and acting on yearly facilities inspection 	\$600.00	No
3	Stakeholder Surveys	Continue to administer annual surveys regarding school climate and effectiveness to all stakeholders.	\$0.00	No
4	Family Engagement	Provide parents and students with numerous opportunities to be involved at the school including Parent/Teacher Organizations and schoolwide events.	\$500.00	No
5	Highly Qualified Teachers	Continue to monitor teacher credentialing and assignments to ensure all students have appropriately assigned, highly qualified teachers.	\$5,000.00	Yes
6	Student Engagement	Continue to review data to maintain or improve current rates for all student groups: <ul style="list-style-type: none"> • Chronic Absenteeism • Suspension & Expulsion Rate • Dropout Rate • Graduation Rate • Middle School Dropout Rate 	\$5,000.00	Yes

Action #	Title	Description	Total Funds	Contributing

Goal Analysis [2021-22]

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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.

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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
4.06%	\$76,141

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.

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.

Goal 1: CCSS and NGSS curriculum

Over the past three years we significantly increased our ELA and Math curriculum options that are aligned with CCSS. In 21-22 we will continue to replenish consumable materials for ELA and Math. Home study families have flexibility to use a wide variety materials, but we want to provide those materials to ensure they are standards- aligned. Our low income students, who perform at lower levels on CAASPP, have an even greater need to have those standards-aligned materials made available, including the teacher materials, since parents provide a significant portion of instruction. This action is revised from 19-20 to include science curriculum.

Goal 2: NWEA MAP & Intervention Coordinator

Over the past two years we have made a concerted effort to assess all students in grades 2-11 using NWEA MAP 2-3 times/year to screen for at-risk students, including low income students and English learners. Since implementing this we have been able to gather data in addition to CAASPP which we are able to use to identify students, develop individualized plans, measure growth and create school wide system changes. This action is being continued as a result. Our Intervention Coordinator works with students identified at risk academically. Both our MAP and CAASPP scores show that our LI students are performing below average of all our students, so although the Intervention Coordinator will work with all students in need, our LI students are the priority.

Goal 2: HSA & SEL Counselor

The pandemic has been difficult for all families, but we recognize that our low income students have been especially affected. Their parents are more likely to be front line workers or out of work, they're more likely to be experiencing the possibility of homelessness. These factors combined with the isolation faced by students puts a great social-emotional weight on our LI students. We purchased HSA and administered it last year for the first time. In 21-22 we'll be administering it twice so we can identify those students needing tiered intervention and provide those supports with our SEL counselor.

Goal 2: Meal Program

Last year we offered a meal program for our LI students. We know that with the pandemic and families facing unemployment, access to regular meals may be even more challenging. For 21-22 we will be offering one meal for all students but an additional meal for our LI students to meet the greater need.

Goal 2: Parent Engagement

Our yearly surveys regarding the LCAP and our school in general do not address issues that are specific to our English learners and students with IEPs. Although our number of English learners is very small, there are areas we want to connect with parents on - curriculum, support in home study, etc. and thus we developed this action. Our students with IEPs meet on a regular basis with their providers and have their annual IEP meeting to address their specific needs, but we felt it would also be valuable to gather feedback from this group as well.

Goal 2: PD - Tiered Intervention

Our teachers specifically asked for additional professional development in tiered interventions. Because our data shows our low income and English learners perform below our other students we will address this gap specifically when providing training. Although we have no foster youth at this time, we will also address the unique needs of FY as well as we know they come to school with gaps in learning, social-emotional challenges due to uprooting and being separated from family.

Goal 2: EEPs

We have provided educational enrichment partners for home study to allow parents some choice in supplemental educational activities. Our data shows that many parents choose tutoring in math in ELA, so we'll continue to offer this and use our Rtl data to match students who may need that extra support. Our LI and English learners were thought of first since the data shows they struggle academically. We also know that some families choose home study even though they work or even if English is not their primary language, and they often need additional support to build a successful home study program for their children.

Goal 4: Student Engagement

Homestudy provides a great deal of flexibility for when work is completed and the curriculum choices to allow students and families to have individualized learning. Given the academic and social-emotional barriers our LI students face, particularly during the pandemic, we'll continue to monitor data on attendance and graduation rates with an emphasis on LI students. While we don't have significant enough numbers usually to provide relevant data on the CA School Dashboard we calculate our own data on these students (e.g. English learners, Foster Youth) to ensure we're keeping them at the forefront of our planning.

Goal 4: Highly Qualified Teachers

All students benefit from highly qualified teachers, but students who face the greatest challenges need them the most to identify their unique needs and adapt their teaching.

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 \$100,196 of LCFF funds to be spent to meet their needs, which is slightly above the minimum requirement. 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: EL Coordinator will be continued and we'll replenish ELD curriculum. We're increasing/improving services for these students by developing individualized learning plans for each EL, and creating a focus group to work with parents to determine the effectiveness of curriculum and supports. We will also identify a program and fund the program for the remaining teachers who need CLAD certification.

LOW INCOME: We're increasing/improving services by providing internet/additional instruction supplies that may be needed whether or not we are required to continue distance learning next year. For students identified as needing tiered support we'll also identify any additional barriers to learning (e.g. glasses, etc.) and assist families in accessing resources.

FOSTER/HOMELESS YOUTH: FHY Liaison will be continued. We're increasing/improving services for these students by developing individualized learning plans (ILPs) for each student. 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.

Total Expenditures Table

LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
\$139,296.00				\$139,296.00

Totals:	Total Personnel	Total Non-personnel
Totals:	\$75,676.00	\$63,620.00

Goal	Action #	Student Group(s)	Title	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1	Low Income	CCSS Curriculum & Materials	\$5,000.00				\$5,000.00
1	2	English Learners	ELD Curriculum & Materials	\$150.00				\$150.00
1	3	All	Culturally Responsive Materials	\$2,000.00				\$2,000.00
1	4	Foster Youth Low Income	Internet & Instructional Materials	\$500.00				\$500.00
1	5	English Learners	CLAD Certification					\$0.00
1	6	All	PD - Induction	\$6,000.00				\$6,000.00
1	7	Foster Youth Low Income	Math Coach	\$7,676.00				\$7,676.00
1	8	All	Professional Development	\$1,000.00				\$1,000.00
1	9	All	Parent Participation	\$1,000.00				\$1,000.00
2	1	Foster Youth Low Income	Local Assessments	\$900.00				\$900.00
2	2	Foster Youth Low Income	HSA	\$470.00				\$470.00
2	3	Foster Youth Low Income	Intervention Coordinator	\$39,000.00				\$39,000.00
2	4	Foster Youth Low Income	SEL Counselor	\$20,000.00				\$20,000.00
2	5	English Learners	EL Coordinator	\$3,000.00				\$3,000.00
2	6	Foster Youth	FHY Liaison	\$1,000.00				\$1,000.00
2	7	English Learners	Parent Engagement					\$0.00

Goal	Action #	Student Group(s)	Title	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
2	8	English Learners Foster Youth Low Income	PD - Tiered Intervention	\$500.00				\$500.00
2	9	Students with Disabilities	PD - Students with Disabilities					\$0.00
2	10	Students with Disabilities	Collaboration with SELPA					\$0.00
2	11	English Learners Low Income	EEPs	\$10,000.00				\$10,000.00
3	1	All	a-g Access	\$15,000.00				\$15,000.00
3	2	All	Foreign Language	\$8,000.00				\$8,000.00
3	3	All	a-g Courses	\$4,000.00				\$4,000.00
3	4		College Credit Course Access	\$1,000.00				\$1,000.00
4	1	Foster Youth Low Income	Meal Program	\$2,000.00				\$2,000.00
4	2	All	Safety	\$600.00				\$600.00
4	3	All	Stakeholder Surveys					\$0.00
4	4	All	Family Engagement	\$500.00				\$500.00
4	5	English Learners	Highly Qualified Teachers	\$5,000.00				\$5,000.00
4	6	English Learners Foster Youth Low Income	Student Engagement	\$5,000.00				\$5,000.00

Contributing Expenditures Tables

Totals by Type	Total LCFF Funds	Total Funds
Total:	\$100,196.00	\$100,196.00
LEA-wide Total:	\$95,696.00	\$95,696.00
Limited Total:	\$4,500.00	\$4,500.00
Schoolwide Total:	\$0.00	\$0.00

Goal	Action #	Action Title	Scope	Unduplicated Student Group(s)	Location	LCFF Funds	Total Funds
1	1	CCSS Curriculum & Materials	LEA-wide	Low Income	All Schools	\$5,000.00	\$5,000.00
1	2	ELD Curriculum & Materials	LEA-wide	English Learners	All Schools	\$150.00	\$150.00
1	4	Internet & Instructional Materials	Limited to Unduplicated Student Group(s)	Foster Youth Low Income	All Schools	\$500.00	\$500.00
1	5	CLAD Certification	Limited to Unduplicated Student Group(s)	English Learners	All Schools		\$0.00
1	7	Math Coach	LEA-wide	Foster Youth Low Income	All Schools	\$7,676.00	\$7,676.00
2	1	Local Assessments	LEA-wide	Foster Youth Low Income	All Schools	\$900.00	\$900.00
2	2	HSA	LEA-wide	Foster Youth Low Income	All Schools	\$470.00	\$470.00
2	3	Intervention Coordinator	LEA-wide	Foster Youth Low Income	All Schools	\$39,000.00	\$39,000.00
2	4	SEL Counselor	LEA-wide	Foster Youth Low Income	All Schools	\$20,000.00	\$20,000.00
2	5	EL Coordinator	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$3,000.00	\$3,000.00

Goal	Action #	Action Title	Scope	Unduplicated Student Group(s)	Location	LCFF Funds	Total Funds
2	6	FHY Liaison	Limited to Unduplicated Student Group(s)	Foster Youth	All Schools	\$1,000.00	\$1,000.00
2	7	Parent Engagement	LEA-wide	English Learners	All Schools		\$0.00
2	8	PD - Tiered Intervention	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$500.00	\$500.00
2	11	EEPs	LEA-wide	English Learners Low Income	All Schools	\$10,000.00	\$10,000.00
4	1	Meal Program	LEA-wide	Foster Youth Low Income	All Schools	\$2,000.00	\$2,000.00
4	5	Highly Qualified Teachers	LEA-wide	English Learners	All Schools	\$5,000.00	\$5,000.00
4	6	Student Engagement	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$5,000.00	\$5,000.00

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

[Plan Summary](#)

[Stakeholder Engagement](#)

[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 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:

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