

LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: Campbell Union School District

CDS Code: 43-69393-6046627

School Year: 2023-24

LEA contact information:

Ruth Stephens Radle

Principal

(408) 556 0360

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

Budget Overview for the 2023-24 School Year

Projected Revenue by Fund Source

Total LCFF funds
\$0
0 %

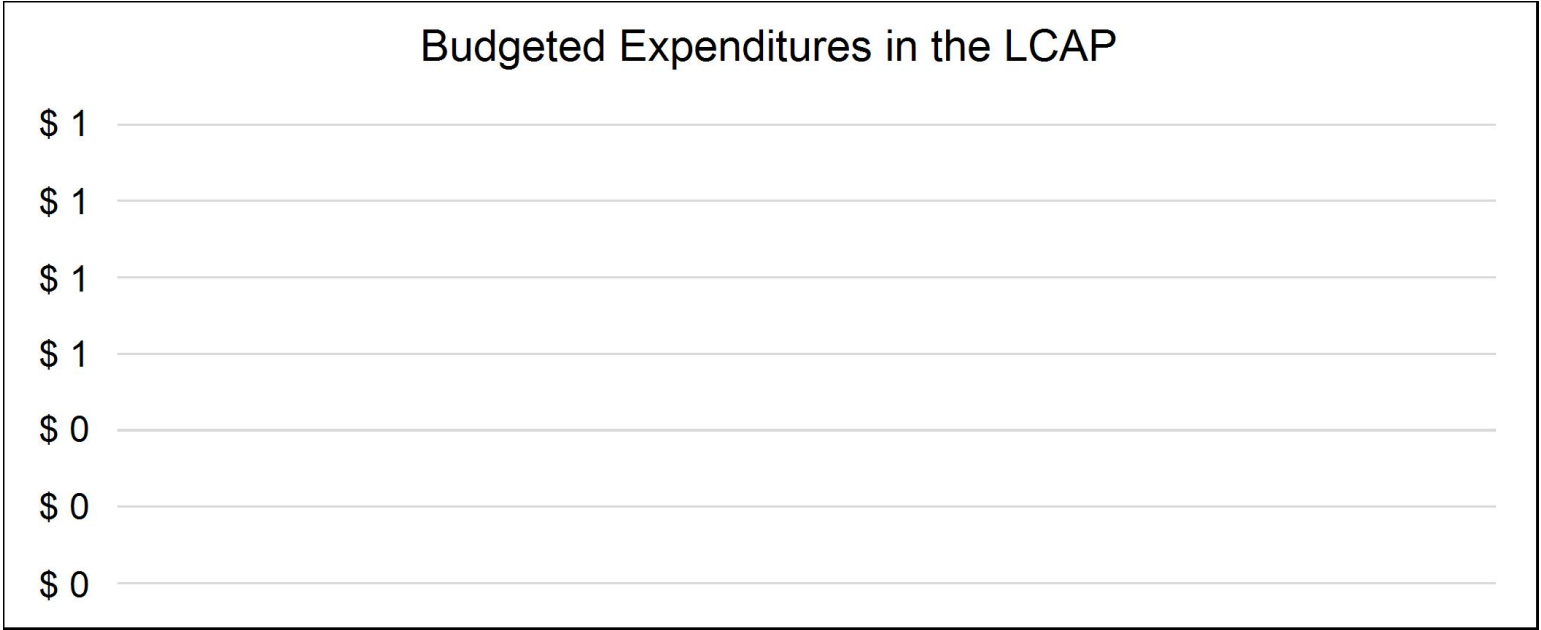
This chart shows the total general purpose revenue Campbell Union School District expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for Campbell Union School District is \$, of which \$ is Local Control Funding Formula (LCFF), \$ is other state funds, \$ is local funds, and \$ is

federal funds. Of the \$ in LCFF Funds, \$ is generated based on the enrollment of high needs students (foster youth, English learner, and low-income students).

LCFF Budget Overview for Parents

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



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

The text description of the above chart is as follows: Campbell Union School District plans to spend \$ for the 2023-24 school year. Of that amount, \$ is tied to actions/services in the LCAP and \$ is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

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

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

LCFF Budget Overview for Parents

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



This chart compares what Campbell Union School District budgeted last year in the LCAP for actions and services that contribute to increasing or improving services for high needs students with what Campbell Union School District estimates it has spent on actions and services that contribute to increasing or improving services for high needs students in the current year.

The text description of the above chart is as follows: In 2022-23, Campbell Union School District's LCAP budgeted \$ for planned actions to increase or improve services for high needs students. Campbell Union School District actually spent \$ for actions to increase or improve services for high needs students in 2022-23.

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
Campbell Union School District	Ruth Stephens Radle Principal	rstephensradle@campbellusd.org (408) 556 0360

Plan Summary [2023-24]

General Information

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

Monroe Middle School strives to establish a safe, supportive, academically-challenging culture that encourages all students to become confident and creative critical thinkers actively engaged in learning. Monroe educates a diverse population of more than 740 students from Campbell, San Jose, and Santa Clara. Our student population is made up of many ethnicities representing more than 30 languages spoken. As of May 2023, our 741 students are made up of 72% Hispanic Latino, 7% Caucasian, 5% Asian or Pacific Islander, 5% African American, and the remaining 11% represent other ethnic groups. Of the total enrollment of 2022-23, 27% are English Learners, 62% qualify for Free and/or Reduced lunch program, and 12% are students who have an Individualized Education Plan. the ratio of students to teachers in our classrooms is 1:30.

Our work in Campbell Union School District (CUSD) begins with hiring the best and brightest teachers who are empowered to engage with one another in professional learning communities (PLC) to evaluate data that informs teaching and learning. PLC time is implemented as embedded professional development for our teaching staff. Staff is also supported to become the best they can be by participating in both site-based and district-offered professional development. In order to achieve our vision of educating every child to their highest potential, we implement strategic teaching and learning strategies that guide our practice. We begin with research-based strategies that are proven to meet the needs of our most struggling learners who may be English learners, students with disabilities, or foster youth. We believe that quality first instruction that supports their needs benefits all learners. It begins with integrated teaching of the California Common Core Standards using learning targets to emphasize the essential standards. The standards are taught while also instilling in students our profile of a graduate competencies of critical thinking, empathy, self-direction, collaboration, and innovation. Students are exposed to a well-rounded instructional program that includes technology integration, the arts, science including environmental literacy, physical education and opportunities for elective classes. Our high-quality instructional program is partnered with equal importance with an emphasis on social-emotional learning which supports the whole child. For this school year, we adopted the Character Strong Social Emotional Learning program where our teachers provide a weekly lesson about the 8 core character traits of patience, selflessness, commitment, humility, kindness, respect, forgiveness, and honesty.

Our staff is participating in a state Multi-Tier Systems of Support Grant and training. The training for this grant supports building our capacity as a staff around the MTSS systems. This year concludes the module training. The impact of this training has shifted our leadership and intervention team structures. Our leadership team consists of a diverse representation of all staff across out campus including teachers, classified staff, mental health staff, and our community liaison. We are reenvisioning our school-wide common expectations for academics, behavior, and social-emotional learning to ensure we are able to support students at the first sign of struggle with effective prevention strategies as well as researched-based interventions.

CUSD is strong in its partnerships with community based agencies that offer a wide range of services to meet the diverse needs of our families. We are committed to supporting students and families by seeking to intentionally remove barriers that prohibit student success in school. Through the School Linked Services grant in collaboration with Santa Clara County's Behavioral Health Services Department, our school communities have accessed services with organizations such as Pacific Clinics, Foothill College's Family Engagement Institute, Catholic Charities, Home Church, Santa Clara County Youth Empowerment, City of San Jose, and Seneca to provide counseling, parent education classes, resource management, and referral guidance to community-based organizations. In collaboration with the Santa Clara County Office of Education, we opened our Wellness Room. This is a space that students throughout the day with wellness needs. Students can access the space for breaks and work with the staff to allow them to reset and return to class and access their education.

Monroe Middle School is an AVID school as well. The AVID vision is as follows: Teachers are inherently passionate about education. AVID helps teachers shift from delivering content to facilitating learning, resulting in an inquiry-based, student-centric classroom. These elements are at the core of our approach to closing the opportunity gap. Through our intro to AVID program in 6th grade, we share an introduction to all our students about the WICOR strategies. (Writing, Inquiry, Collaboration, Organization, and Reading) From this, all our students have a basic understanding of critical academic practices as well as helps students to know if they would like to choose to be a part of our AVID 7 and AVID 8 programs. We also have the AVID Excel program. This program provides designated English Language Development support to our Emergent Bilingual students.

We are currently facing the growing challenge of declining enrollment, which has a direct budget impact. CUSD is consistently working with educational partners to ensure that when budget cuts must be made that we consider the cuts that will have the least amount of negative impact on student learning.

Reflections: Successes

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

CA Dashboard Successes:

Based on the California Dashboard performance indicators our English Language Learner progress is rated as High. 62% of our English Language Learners are making progress toward English language proficiency. We have ratings of standard met for all five local indicators.

Inclusive Academic Instruction:

Our PLC teams have completed 2 PDSA cycles based on high-leverage AVID strategies. PLC teams completed the first cycle around the use of focused notes to support student processing of new information related to lessons and reading passages. The second cycle was around the use of philosophical chairs. This is a strategy that asks students to do a focused reading on a topic for debate. Students then choose a side and engage in rounds of debate and discussion. Additionally, our AVID team engaged our teaching staff in the strategy before we asked them to do it in their classrooms. Teams collected and shared exemplars of the strategies and evaluated the impact to determine the next steps. In 6th grade, we continued the additional teacher staffing to support flexible grouping and reteaching in Math. In drilling down into the iReady results we saw 10% growth from D1 to D2 of students early on or mid-above grade level and an 8% reduction of students scoring 2 or more grade levels below. To support classroom-based math engagement and intervention our math specialist has been testing out different supplementary curricula. Will use this research to develop our Tier 2 math supports for next year and strengthen classroom instruction. For our students on IEPs, we have continued with the service model of Specialized Academic Instruction. Our SAI classes provide students on IEPs a smaller learning environment for English Language Arts and Mathematics that provides intentionally scaffolded access to grade-level standards. Our teaching teams have completed over 50 S1 and S2 meetings and we have had 9 days of release time to conduct SST 4 and SST 5 meetings.

Inclusive Behavior Instruction:

Building off of the work from last year, we have worked to have strong PBIS foundations in place across our campus. Our MTSS Educational Associate is critical to this work. He supports with data review, PBIS recognition, PBIS reboots, and individual student support. In response to behaviors that do not follow our code of conduct, we are leading with a teaching and learning approach. Alternative to suspension strategies that provide consequences and learning has shifted our rates of suspension. Overall from August to March during the 19-20 and 21-22 school years, we saw a 42% reduction in suspensions. In comparing the 21-22 school year to the 22-23 we have maintained that reduction from a 19-20 school year. This is a success because it means the strategies in place have maintained the overall reduction. We continue to use other means of correction for student discipline with the focus being on learning and reflection. This can look like instruction in lieu of suspension or while a student is on suspension. This is important because it keeps the focus on learning for the student as well as reduces the amount of time a student misses instruction. We have also added the SEL program Ripple Effects. Topics we are using most often include controlling impulses, decision-making, being aware of others, and relationships with others. Students can also, explore topics on their own. Our counselors also support peer conflict resolution. In reviewing our student behavior referrals we saw patterns around students struggling with physical aggression and honesty in the 6th grade. Because of the great need, our team facilitated specific lessons on physical aggression, conflict management, and honesty. We used resources from Ripple Effects and a program called Skill Streaming. The lessons provided students with concrete examples and practice.

Inclusive SEL Instruction:

We are in year three of using Character Strong (CS). We continue to build connections between CS and PBIS. Our wellness room is open and accessible throughout the day during class time. The room has about 200 to 300 visits a month. This space continues to exemplify the powerful partnerships that both Monroe Middle School and CUSD have with community-based organizations. The Wellness room staff also supports wellness activities outside of the center by bringing recourse and activities out at lunch. The students provide input into how the

room functions and they supported our Wellness Week in March and May Mental Health Awareness Week. Our counselor/mental health team has built an accessible and systematic approach to receiving counseling referrals. Our counselors/mental health team have reviewed and addressed over 200 counseling referrals this year. Student Support Groups run by staff and Community-Based Organizations (6 groups) include social skills, healthy relationships, life skills/decision making. Our Crisis Response Team (CRT), made up of our counselors, our school psychologist, MFT, and me and Veronica, provides support to student in the event of a time-sensitive mental health need. We want to highlight this team to honor the work they do to support our students as well as the critical communication and coordination they do with families, teachers, and CBOs. The team follows a clearly articulated process that ensures the safety of the student and the staff.

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.

CA Dashboard Identified Need:

Academic Performance

Overall our rating for ELA is low. Specific student groups rated as Low or Very Low include African American, Hispanic, Two or More Races, Socioeconomically Disadvantaged, White, English learners, and Students with Disabilities.

Overall our rating for Math is Low. Specific student groups rated as Low or Very Low include African American, Two or More Races, White, English learners, Hispanic, Socioeconomically Disadvantaged, and Students with Disabilities.

Academic Engagement

Overall our rating for Chronic Absenteeism is very High. Specific student groups rated as High or Very High include African American, English learners, Hispanic, Two or More Races, Socioeconomically Disadvantaged, Students with Disabilities, and White.

Conditions and Climate

Overall our rating for Suspension Rate is High. Specific student groups rated as High or Very High include English learners, Hispanic, Socioeconomically Disadvantaged, White, Two or More Races, and Students with Disabilities.

Monroe Middle School was determined as eligible for Additional Targeted Support and Improvement (ATSI) as a result of Students with Disabilities receiving the lowest status on all State Indicators: Pupil Achievement (ELA and Math), Pupil Engagement (Chronic Absenteeism), and Suspension. This met the criteria ATSI is due to Condition One: Student group with all indicators at the lowest status* level. Our LCAP plan reflects our work to address ATSI

Inclusive Academic Instruction:

Continue to support the use of the English 3-D supplementary materials to support Designated English Language Development in 6th grade. For the 2022-2023 school additional teacher staffing will be in place to support ELD instruction in 6th grade. As it relates to the MTSS grant and the training modules, staff will be working on their role-specific pathway modules. This will provide a deeper dive into our MTSS work as it relates to each staff member's role. We will continue to use the HLP observation guide to support high-quality first instruction. In

collaboration with the District MTSS work, support the SST process to ensure that we are providing access to support at the first sign of struggle.

Inclusive Behavior Instruction:

In our work to increase the use of an alternative to suspension strategies, we will create systems and documentation that increase the predictability of our responses to behavior needs and reteaching. This is particularly important with our work with educational partners. We will increase the use of Ripple Effects in classrooms for tier 1 use. Our counseling department was to expand our current conflict resolution process to include Student Peer Conflict Mediators. We will also continue with support for families around the importance of attendance. In collaboration with our Community Liaison assess student/family needs to remove as many barriers to regular attendance as possible.

Inclusive SEL Instruction:

We want to increase the involvement of the Student Wellness Advisory. Student voice is a critical part of our ability to design systems, activities, and supports for social-emotional learning and wellness.

In collaboration with our community partners and counselors, we will increase the number of tier 2 small groups based on SEL needs.

School improvement efforts for ATSI will be monitored at the district level in the following way:

Chronic Absenteeism:

- Monitor month over month attendance and provide schools with a report
- Follow the district's School Attendance Review Board procedures to notify parents of progressive absence protocols
- Engage the Community Liaisons and classroom teachers to connect with students experiencing chronic absenteeism via phone, email or letters
- Provide regular communication in parent/caregiver newsletters on the importance of attendance
- Monitor independent study requests carefully before approval

Academic Indicators:

- Monitor academic performance by student group as outlined on the district's assessment calendar
- Track student growth in data reports provided to school sites
- Implement strategies outlined in the district MTSS plan aligned to tiered instruction for students needing additional support and monitoring
- Ongoing collaboration between General Education and Special Education to ensure systematic supports are in place for students

Suspension:

- Monitor month over month office discipline referrals (ODRS) and provide schools with a report
- Implement Positive Behavior and Support (PBIS) at all schools
- Ongoing collaboration and support between schools and Student Services to ensure tiered, systematic supports are in place for students

LCAP Highlights

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

Our LCAP includes redefined goals created out of a need to support all learners through the multi-tiered system of support process. Stakeholder groups clearly indicate the need to support both academic and social-emotional needs of students. Our goals are aligned with the 8 state priorities and our district instructional vision to educate each child to their highest potential. Our strategic goal is to provide a high-quality multi-tiered system of support for all students. Planned actions are identified as being provided for “all” students, “some” students (actions that principally benefit English Learners, Foster Youth, Homeless, Socio-economically disadvantaged, or students with disabilities), or “few” students (intensive interventions for specific students) based on individual need. The goals and overall actions are below:

Goals 1-3:

Goal 1: Provide High Quality First Instruction for all students.

Identified actions in this goal will include basic services such as hiring appropriately credentialed teachers, support staff, and administrators, providing standards-aligned instructional materials for all, professional development, Professional Learning Community work, every child a reader by 3rd Grade, Profile of a Graduate, Math improvement and anti-racism district-wide goals, ensuring healthy learning spaces, and ensuring that we offer a broad course of study for all student including opportunities for enrichment classes beyond the school day. For “some” students the plan describes the out-of-school time programs, additional intervention staff to support English learners, instructional associates to support MTSS, class size reduction, and additional staff at high-needs schools. For “few” students the plan outlines the summer learning program and intensive intervention supports offered through math and reading intervention specialists and collaboration with special education specialists.

Monroe Middle School:

We will continue to support the use of the English 3-D supplementary materials to support Designated English Language Development in 6th grade and in our 7th and 8th grade ELD classes. For the 2023-2024 school year, additional teacher staffing will be in place to support ELD instruction in 6th grade. Building off the work of the last two years with the MTSS grant, our Guiding Coalition and Intervention team will be developing our decision rules to initiate the next steps for a student who might be struggling. The other area that we will be building upon is Trauma Informed Practices. We serve a diverse community of learners who come to Monroe will many needs. These practices will help our teachers support our students as well as build a deeper sense of belonging our school. Our AVID site team will continue the work or ensuring that AVID strategies are used school-wide.

Goal 2: Provide high quality social emotional learning for all students.

Identified actions in this goal for all students will be: implementation of the Panorama survey designed to provide data around staff and student social emotional trends for all. Classroom instructional practices and training to support SEL, Culturally Responsive teaching, Implementation of Positive Behavior Intervention and Supports (PBIS) and strategies for promoting engagement by focusing on daily attendance. For “some” students the plan includes hiring counselors and psychologists to support mental health needs and offering parent and family education classes for identified parents. The plan supports contracting with an agency that tracks and monitors attendance to

reduce chronic absenteeism. Professional development in Zones of Regulation, Safety Care, Trauma informed practices, alternatives to suspension, and Co-Teach/CoPlan.

For “few” students the plan outlines the creation of a middle school distance learning program as alternative (temporary or permanent) placement for some students who may thrive in this type of setting.

Monroe Middle School:

We will be revisiting the needs of tier 1 SEL at Monroe. Character Strong is not meeting our needs. We will continue our position for MTSS support and safety and be adding a PBIS support staff member as well. The role is critical to the work of all three of our PBIS-tiered. We will continue our afterschool clubs and activities that were started this year. We have opened our Wellness Room for students to access during the school year. We have hired a third counselor to support our school. A Dean of students has been hired to support with proactive behavior and SEL instruction and support.

Goal 3: Fully engage parents/guardians, students and the community in support of students well-being.

Identified actions in this goal for all students will include community engagement through regular surveys and stakeholder engagement meetings, district communications, and implementation of See Saw as a parent engagement tool. Actions for “few” students will highlight support offered through school linked services support and Community Liaison support to reach out to engage families. Supportive actions for “few” in the plan are bus transportation and community bus passes to support homeless students or foster students in need, partnerships with outside agencies and nurse support for identified students/families.

Monroe Middle School:

Principal communication, coffee, and family Engagement events will continue to serve as the foundation of our family engagement for all families. Actions for “few” students will highlight support offered through school-linked services to support and Community Liaison support to reach out to engage families. Supportive actions for “few” in the plan are bus transportation and community bus passes to support homeless students or foster students in need, partnerships with outside agencies, and nurse support for identified students/families. We have added teacher staffing support for our Newcomer families. This will involve support at the classroom as well as family education and engagement sessions.

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.

Monroe was not identified for CSI.

Support for Identified Schools

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

Monitoring and Evaluating Effectiveness

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

Engaging Educational Partners

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

The following is a list of dates when we engaged feedback from our different educational partners.

English Language Advisory Committee - March 16, 2023, and May 18, 2023

School Site Council - April 5, 2023, and May 17, 2023

CETA and CSEA- April 5, 2023

Community Engagement March 28, 2023

A summary of the feedback provided by specific educational partners.

Consultation from our district leaders and various educational partners consistently came back with a theme for adding additional social emotional learning and behavioral supports for our students. Because this is an instrumental part of a high-quality multi-tiered system of support we created new goals for our LCAP for the next three-year cycle. There is one intentional goal for academics, one for social emotional and behavioral learning. Within each goal we will be able to intentionally and transparently identify actions and services to support "all" children, "some" children and "few" children. This also allows us to look at equity of funding and ensure that our resources are aligned to areas where data tells us we need additional support. A theme from our teacher and administrative staff groups indicated the need for more intervention supports for students struggling academically. This need will lead us to allocate targeted funds for professional development to build the capacity of our teachers to provide tier 2 academic and social emotional supports for students. Additionally, we are going to hire math intervention teachers since currently we only have identified reading intervention provided by specialists. The pandemic and resulting school closures really created a greater need for counseling, social-emotional learning and interventions. Parents requested more tutoring in out-of-school time for students.

Locally at Monroe below is a summary of the feedback we received:

Increase and expand family/parent engagement. We have seen a drop in family/parent engagement this school year.

Support for student behaviors. Our data shows that students are struggling to manage peer conflict, cell phone use is interfering with student learning, and a need for more conflict mediation including peer mediation.

Strengthen AVID strategies across all classrooms to support student access to learning and engagement.

More support for Newcomer students and families.

Students report experiencing name-calling, microaggressions, and slurs on campus from other students.

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

As mentioned above we have created new goals for our LCAP based on the needs of our educational partners. Goals 1-2 are new to this plan and were put in place as aligned to educational partner feedback.

Goal 1: Provide high quality first instruction for all students.

Goal 2: Provide high quality social emotional learning for all students.

Goals 3: remained the same: Fully engage parents/guardians, students and the community in support of student well-being.

As a result of the engagement, you will see the following items reflected in our LCAP: Additional funding for counseling, social-emotional learning resources, enrichment opportunities, out-of-school time learning and intervention for learning acceleration, anti-racism training, and guest speakers for our staff and the community.

Locally here at Monroe in response to the feedback, you will see the following items reflected in our LCAP and school:

Additional staffing for a Dean of Students and a PBIS Aide to support with pro-social behavior support and Diversity, Equity, and Inclusion work.

Additional teacher staffing to provide support to our newcomer families, build relationships, and provide direct support to families.

Wellness Room grant to support mental health and student wellness.

Our master schedule will be set up to have students teamed across ELA, Social Studies, Math, and Science.

Our PBIS and support staff will continue to support and expand our school clubs, climate, and student engagement work. Also, district innovation TOSAs will support 4 lunchtime clubs above and beyond our after-school clubs.

Continue additional staffing to support ELD instruction and math instruction in 6th grade.

Continue the additional staffing to support our AVID coordinator who will lead the AVID team in doing school-wide training with our staff.

Additional release days for teacher collaboration.

Our School Linked Services coordinator will be providing family engagement activities including English Language Classes.

Goals and Actions

Goal

Goal #	Description
1	Provide high quality academic first instruction for all students.

An explanation of why the LEA has developed this goal.

CUSD is a data informed system. We use data to determine areas of strength and weakness and it helps us respond to instruction in professional learning communities. Current SBAC and local iReady academic data reports indicate that we have a disproportionate amount of students performing in tiers two and three, indicating that additional supports for students and teacher training are needed in tier 1. Data also demonstrates that there is an achievement gap between "all students" and our identified student-groups. (low socio-economic, English Learners, Foster Youth and students with disabilities) We examine academic data from both a growth and overall proficiency standpoint. SBAC data indicates that there is trend of students not maintaining proficiency as they move from one grade level to the next in math. Because of this concerning data trend we have developed this goal to ensure that we are examining the quality of instruction that ALL students receive in tier 1. Improving our first instruction through our professional learning community work and the actions associated in this LCAP plan will lead to greater teacher efficacy and student growth and achievement levels. As part of our anti-racism work, we have aligned a goal in this area that is to increase the racial literacy of our system. In order to provide high quality first instruction we must allow staff to learn and lean into discomfort to uncover bias. We will develop along a continuum in our pursuit to better serve all students.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Appropriately Assigned Teachers, Access to Curriculum-Aligned Instructional Materials, and Safe, Clean, and Functional School Facilities	As reported on each school's 2020.2021 SARC: <ul style="list-style-type: none"> No teachers are missassigned, no positions are vacant 100% of students 	2021.2022 0 teachers are mis-assigned, 0 positions are vacant <ul style="list-style-type: none"> 100% of students have access to standards aligned 	2022.2023 0 teachers are mis-assigned, 0 positions are vacant <ul style="list-style-type: none"> 100% of students have access to standards aligned 		Maintain 0% of Misassigned teachers. Maintain 100% of student access to standards aligned instructional materials. <ul style="list-style-type: none"> FIT Score

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>have access to standards aligned instructional materials.</p> <ul style="list-style-type: none"> • FIT Score Monroe 98.27 	<p>instructional materials.</p> <ul style="list-style-type: none"> • FIT Score: 98.04 	<p>instructional materials.</p> <ul style="list-style-type: none"> • FIT Score: 96.71 		Monroe 98.27
<p>Complete narrative summary for LCFF Priority 7: Access to a Broad Course of Study</p>	<p>Powerschool data indicates that 100% of students in TK-8 have access to core subjects including Language Arts, Math, Science, Social Studies, and PE.</p>	<p>2021.2022 Powerschool data indicates that 100% of students in TK-8 have access to core subjects including Language Arts, Math, Science, Social Studies, and PE.</p>	<p>2022.2023 Powerschool data indicates that 100% of students, including low income and foster youth, in TK-8 have access to core subjects including Language Arts, Math, Science, Social Studies, and PE. English Language Development (ELD) is provided to all EL students in Campbell. Students have access to core subjects and other services as determined by their IEP, including Resource Specialist Program (RSP) and Speech and Language services.</p>		<p>Maintain 100% of student access to broad course of study as evidenced by Powerschool.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Summary of self-reflection results for LCFF Priority 2: Implementation of State Academic Standards.	Overall Professional Learning for teaching academic standards: ELA: 4 (Full implementation) Math: 4 (Full implementation) ELD: 3 (Initial implementation)	The Instructional Leadership Team (ILT) completed the LCFF Priority 2 Self-Reflection tool with the following results: 2021.2022 Overall Professional Learning for teaching academic standards: <ul style="list-style-type: none"> • ELA: 3 (Initial implementation) • Math: 4 (Full implementation) • ELD: 4 (Full implementation) 	The Instructional Leadership Team (ILT) completed the LCFF Priority 2 Self-Reflection tool with the following results: 2022.2023 Overall Professional Learning for teaching academic standards: <ul style="list-style-type: none"> • ELA: 4 (Initial implementation) • Math: 4 (Full implementation) • ELD: 3 (Full implementation) 		Improve rubric score to 5 in all areas.
Literacy: Increase the number of 3rd and 6th grade students who are above or near standard in the Reading Claim area on the annual SBAC assessment by 3% annually.	2018.2019 SBAC Reading Claim Results 6th Grade: <ul style="list-style-type: none"> • Overall: 59% • EL: 14% • SWD: 18% • SED: 49% 	Metric removed. CUSD has simplified our SBAC Math, ELA, and Science metrics to better align to Goal 1. For 2021.2022, there are no updates to state assessment results at this time. In 2019.2020, state	Metric removed.		Metric removed. 2023.2024 SBAC Reading Claim Desired Outcome 6th Grade: <ul style="list-style-type: none"> • Overall: 68% • EL: 27% • SWD: 43% • SED: 58%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		testing was suspended. In 2020.2021, CUSD administered i-Ready in lieu of SBAC.			
Literacy: Increase the percent of students who reach “At or Above Benchmark” Overall on DIBELS assessment by 7% each year and on each subtest: <ul style="list-style-type: none"> Kindergarten PSF (Phonemic Awareness) 1st NWF (Decoding) 2nd ORF (Reading Fluency) 	Winter 2021 DIBELS Performance <ul style="list-style-type: none"> Overall: 60% EL: 40% SWD: 31% SED: 38% District by Grade Level <ul style="list-style-type: none"> K: 57% 1: 57% 2: 66% District by Subtest <ul style="list-style-type: none"> K PSF: 27% 1st NWF: 58% 2nd ORF: 67% 	Metric removed, not used in grades 6-8	Metric removed.		Metric removed, not used in grade 6-8 Winter 2024 DIBELS Performance Desired Outcome <ul style="list-style-type: none"> Overall: 81% EL: 61% SWD: 52% SED: 59% by Grade Level <ul style="list-style-type: none"> K: 78% 1: 78% 2: 87% by Subtest <ul style="list-style-type: none"> K PSF: 48% 1st NWF: 79% 2nd ORF: 88%
Literacy and Mathematics: Increase the percent of students who reach	iReady: Reading District Winter: Grades 6-8 <ul style="list-style-type: none"> Overall: 39% 	iReady: Reading Winter 2021.2022: Grades 6-8 <ul style="list-style-type: none"> Overall: 33% 	iReady: Reading Winter 2022.2023: Grades 6-8 <ul style="list-style-type: none"> Overall: 34% 		iReady: Reading Performance Desired Outcome Winter: Grades 6-8

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
<p>"Early On" and "Mid or Above Grade Level" to at least 80% in iReady.</p> <p>Literacy: Grades 6-8: 9.4% annually; +28% by 2023.2024 Grades 2-5: 7% annually; +21% by 2023.2024</p> <p>Mathematics: Grades 6-8: 11.4% annually; +34% by 2023.2024 Grades 2-5: 9% annually; +26% by 2023.2024</p>	<ul style="list-style-type: none"> EL: 8% SWD: 19% SED: 27% <p>iReady: Mathematics Winter: Grades 6-8</p> <ul style="list-style-type: none"> Overall: 31% EL: 6% SWD: 7% SED: 20% 	<ul style="list-style-type: none"> EL: 3% SWD: 10% SED: 24% <p>iReady: Mathematics Winter 2021.2022: Grades 6-8</p> <ul style="list-style-type: none"> Overall: 23% EL: 0% SWD: 4% SED: 16% 	<ul style="list-style-type: none"> EL: 3% EL (cohort): 8% SWD: 9% SED: 24% <p>iReady: Mathematics Winter 2022.2023: Grades 6-8</p> <ul style="list-style-type: none"> Overall: 23% EL: 4% EL (cohort): 5% SWD: 4% SED: 10% 		<ul style="list-style-type: none"> Overall: 67% EL: 36% SWD: 47% SED: 55% <p>iReady: Mathematics Winter: Grades 6-8</p> <ul style="list-style-type: none"> Overall: 65% EL: 40% SWD: 41% SED: 54%
<p>English Language Arts and Mathematics:</p> <p>Increase the percent of Overall students proficient on SBAC Math and ELA by 3% annually. Increase the percent of Black/African American, Hispanic/Latino, SED, and EL students</p>	<p>2018.2019 SBAC: English Language Arts</p> <ul style="list-style-type: none"> Overall: 42% Black/African American: 40% Hispanic/Latino: 32% SED: 32% EL: 2% SWD: 11% 	<p>Metric on hold.</p> <p>For 2021.2022, there are no updates to state assessment results at this time. In 2019.2020, state testing was suspended. In 2020.2021, CUSD administered i-Ready in lieu of SBAC.</p>	<p>2021.2022 SBAC: English Language Arts</p> <ul style="list-style-type: none"> Overall: 34% Black/African American: 37% Hispanic/Latino: 26% SED: 30% EL: 3% SWD: 5% 		<p>2023.2024 SBAC: English Language Arts Desired Outcome</p> <ul style="list-style-type: none"> Overall: 51% Black/African American: 49% Hispanic/Latino: 41% SED: 41% EL: 11% SWD: 20%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
proficient on SBAC ELA and Math by 5% annually.	2018.2019 SBAC: Mathematics <ul style="list-style-type: none"> • Overall: 31% • Black/African American: 24% Hispanic/Latino: 21% <ul style="list-style-type: none"> • SED: 21% • EL: 3% • SWD: 4% 		2021.2022 SBAC: Mathematics <ul style="list-style-type: none"> • Overall: 19% • Black/African American: 20% Hispanic/Latino: 12% <ul style="list-style-type: none"> • SED: 15% • EL: 1% • SWD: 4% 		2023.2024 SBAC: Mathematics Desired Outcome <ul style="list-style-type: none"> • Overall: 40% • Black/African American: 33% • Hispanic/Latino: 30% • SED: 30% • EL: 11% • SWD: 13%
Science: Increase the number of 5th and 8th grade students who are on the CAST assessment by 5% annually.	2018-2019 CAST Results District Grade 8: <ul style="list-style-type: none"> • Overall: 24% • EL: 0% • SWD: 0% • SED: 15% • Black/African American: 29% Hispanic/Latino: 17%	Metric on hold. For 2021.2022, there are no updates to state assessment results at this time. In 2019.2020, state testing was suspended. In 2020.2021, CUSD administered i-Ready in lieu of SBAC.	2021-2022 CAST Results District Grade 8: <ul style="list-style-type: none"> • Overall: 26% • EL: 9% • SWD: 0% • SED: 20% • Black/African American: 8% Hispanic/Latino: 18%		2023.2024 CAST Desired Outcome District <ul style="list-style-type: none"> • Grade 8: 39% EL: 15% <ul style="list-style-type: none"> • SWD: 15% • SED: 30% • Black/African American: 44% Hispanic/Latino: 32%
Increase the percentage of English Language Learners (ELs) making at least one level of progress on the English	2019 English Learner Progress <ul style="list-style-type: none"> • Number of ELs who had current and 	Metric on hold. CUSD uses the California State Dashboard measure for English Learner	2021-22 English Learner Progress <ul style="list-style-type: none"> • Number of ELs who had current and 		Updated 2023.2024 ELPAC Desired Outcome <ul style="list-style-type: none"> • The percentage of EL

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Language Proficiency Assessments for California (ELPAC).	<p>prior year ELPAC scores: 243</p> <ul style="list-style-type: none"> Percent of ELs making at least one level of progress: 43% 	<p>Progress for this metric.</p> <p>Dashboard measures were suspended as a result of COVID, and the measure is not available to demonstrate annual progress of ELs in English language acquisition.</p> <p>A baseline goal will be established for this metric in the Fall of 2022 with the resumption of California State Dashboard measures.</p>	<p>prior year ELPAC scores: 208</p> <ul style="list-style-type: none"> Percent of ELs making at least one level of progress: 62% 		<p>students making at least one level progress on the ELPAC will meet or exceed the State of California percentage.</p> <p>2023.2024 ELPAC Desired Outcome</p> <ul style="list-style-type: none"> Increase the percent of EL students making at least one level progress on the ELPAC based on an analysis of 2020.2021 Summative ELPAC results.
Increase the percent of Redesignated ELs by at least 3% annually.	<p>2019.2020 Redesignation</p> <ul style="list-style-type: none"> Total Number of ELs: 313 <p>Redesignated:</p>	<p>2020.2021 Redesignation</p> <ul style="list-style-type: none"> Total Number of ELs: 298 	<p>2021.2022 Redesignation</p> <ul style="list-style-type: none"> Total Number of ELs: 268 		<p>2023.2024 Redesignation Desired Outcome</p> <ul style="list-style-type: none"> Total Percent of ELs

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<ul style="list-style-type: none"> Number: 22 Percent: 7% 	<ul style="list-style-type: none"> Number Redesignate d: 18 Percent Redesignate d: 6% <p>Note: Total number of ELs as of 2021.11.20.</p>	<ul style="list-style-type: none"> Number Redesignate d: 47 Percent Redesignate d: 18% 		Redesignate d: 15%
<p>Performance Indicator Review (PIR): Special Education</p> <p>Performance:</p> <ul style="list-style-type: none"> Increase CAASPP ELA Performance for Special Education students by at least 15.9% at PIR identified schools as measured by the 2021.2022 SBAC. Increase CAASPP Mathematics 	<p>2018.2019 SBAC ELA: Performance PIR Identified Schools</p> <ul style="list-style-type: none"> Monroe: 10.49% <p>2018.2019 SBAC Mathematics: Performance PIR Identified Schools</p> <ul style="list-style-type: none"> Monroe: 4.17% 	<p>Metric removed.</p> <p>CUSD has simplified our SBAC Math, ELA, and Science metrics to better align to Goal 1.</p> <p>Performance Indicator Review (PIR) results are reported as required to the CDE.</p> <p>For 2021.2022, there are no updates to state assessment results at this time. In 2019.2020, state testing was suspended. In 2020.2021, CUSD administered i-Ready in lieu of SBAC.</p>	Metric removed.		<p>Metric removed.</p> <p>2021.2022 SBAC ELA: Performance PIR Identified Schools</p> <ul style="list-style-type: none"> Monroe: 27% <p>2021.2022 SBAC Mathematics: Performance PIR Identified Schools</p> <ul style="list-style-type: none"> Monroe: 14%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Performance for Special Education students by at least 9.43% at PIR identified schools as measured by the 2021.2022 SBAC.					

Actions

Action #	Title	Description	Total Funds	Contributing
1.1	Educational Associate Position to support AVID Excel	Increased or Improved Service: Educational Associate FTE of .75 to support in our AVID Excel program that support our students who are emergent multilingual learners	\$44,701.00	Yes
1.2	Professional Development for AVID Excel	Increased or Improved Service: Funding to support on-going professional development for AVID and AVID Excel program.	\$8,000.00	Yes
1.3	Instructional Materials	Increased or Improved Service: Purchase English 3-D Supplemental Materials	\$4,000.00	Yes
1.4	Release Time	Release time to support SSTs, teacher classroom planning, and teacher observations	\$7,000.00	No

Action #	Title	Description	Total Funds	Contributing
1.5	AVID Excel Summer Bridge	Stipends for teachers and classified staff for Summer Bridge	\$3,000.00	Yes
1.6	Equity TOSA	1.0 FTE Equity TOSA to support PLCs and instructional practices across the campus.	\$140,678.00	Yes
1.7	iXL Subscription	Purchase a subscription to iXL a math supplementary material	\$9,000.00	No
1.8	Teacher on Special Assignment	Funding to support .5 FTE Math TOSA	\$78,536.00	Yes
1.9	Teacher on Special Assignment	Funding to support .5 FTE Math TOSA	\$78,536.00	Yes

Goal Analysis [2022-23]

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

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

Actions for Monroe's goal of High Quality First Instruction for All fall into the following categories:

- Site-Based Instruction and Intervention Staff (Actions 1.1, 1.5, and 1.6)
- Instruction and Intervention Specialist and Support Staff (Actions 1.8 and 1.9)
- Professional Development and Planning (Actions 1.2)
- Programming and Materials (Actions 1.3 and 1.7)
- Release Time (1.4)

Differences in planned actions and actual implementation of actions:

- Site-Based Instruction and Intervention Staff (Actions 1.1, 1.5, and 1.6) We were not able to fund one of the IA positions and a state MTSS grant covered \$51,000 of the cost of the staffing for action 1.7.
- Release Time (1.4) We added an additional 6 days of release to support SSTs and student support planning.

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

In 2022.2023 the following differences occurred:

- Site-Based Instruction and Intervention Staff (Actions 1.1, 1.5, and 1.6)

The differences between budgeted and actual expenditures are due to having one IA position unfilled and the MTSS positions unfilled from March until June. Also, we paid for the additional classroom teacher allocation from our MTSS grant instead of the Supplemental budget.

- Instruction and Intervention Specialist and Support Staff (Actions 1.8 and 1.9)

There were no material differences between budgeted and actual expenditures

- Release Time (1.4)

The differences between budgeted and actual expenditures were due to being unable to get substitutes for several release days. Other certificated staff covered classes to allow for the release time.

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

Categories and efficacy in making progress:

- Site-Based Instruction and Intervention Staff (Actions 1.1, 1.5, and 1.6)

Students received targeted support in the area of mathematics and ELD.

- Instruction and Intervention Specialist and Support Staff (Actions 1.8 and 1.9)

Students received targeted support in the area of mathematics.

- Professional Development and Planning (Actions 1.2)

The staff had two targeted AVID trainings. AVID teachers all participated in AVID training during the year and will be attending the Summer Institute.

- Programming and Materials (Actions 1.3 and 1.7)

English 3-D was used as supplemental material in our Grade 6 and 7 ELD classes. iXL is used in all our math classes to support students practicing their math skills. 62% of our EL students make 1-year growth on the ELPAC.

- Release Time (1.4)

We were able to provide intensive support to students with the greatest needs and have plans developed to support the whole child in the areas of academics, behavior, and social-emotional learning.

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.

For 2023.2024, there is no change to the goal.

For 2023.2024, no actions have been added or removed.

For 2023.2024, the following actions have been adjusted:

- Site-Based Instruction and Intervention Staff

Action 1.1 Reduce .50 FTE IA for ELD

- Release Time

1.4 Increase the number of days budgeted for teacher release to support SSTs, Team collaboration, and classroom observations.

1.6 Adding our Equity TOSA.

For 2023.2024, the following metrics have been adjusted:

- Literacy and Mathematics: Increase the percent of students who reach "Early On" and "Mid of Above Grade Level" in i-Ready: Campbell reports Winter results in the LCAP. Fall and Spring results are monitored locally.
- Beginning in 2023.2024, for the following two metrics, Monroe will report English Learner progress as the English Learner Cohort, a student group that contains all English Learners as of the first Wednesday in October. This creates consistency with state measures and a fixed cohort of students. Use of English Learners only resulted in a changing student group due to reclassification and caused challenges with the measurement of performance over time.
- Literacy and Mathematics: Increase the percent of students who reach "Early On" and "Mid of Above Grade Level" in i-Ready.

For 2023.2024, the Desired Outcome for the following metric has been adjusted:

- Increase the percentage of English Language Learners (ELs) making at least one level of progress on the English Language Proficiency Assessments for California (ELPAC): With the resumption of California School Dashboard reporting, the English Learner Progress Desired Outcome (goal) has been determined. 2023.2024 ELPAC Desired Outcome: The percentage of EL students making at least one level of progress on the ELPAC will meet or exceed the State of California percentage.

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

Goals and Actions

Goal

Goal #	Description
2	Provide high quality social emotional learning for all students.

An explanation of why the LEA has developed this goal.

CUSD is a data informed system. We use data to determine areas of strength and weakness and it helps us respond to instruction in professional learning communities. This goal was created to help the district establish a clear and articulated multi-tiered system of support. District data in this area indicates that we have a higher percentage of suspensions and absences for specific student-groups. Actions in this area will be designed to improve outcomes for all students, with targeted intervention for sub-groups where data indicates need. This goal is also important to help us reach our goals associated with becoming an anti-racist organization. As part of this work we aligned a goal to normalize conversations about race. This supports the healthy social emotional development of all students in our system. We must transparently identify and deconstruct issues of race and bias that are negatively impacting our system.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Reduce the overall Suspension rate by at least 0.5% annually until at 0% and maintain. Reduce the Suspension rate for ELs, SWDs, SED, Black/African American and Hispanic/Latino Students by at least 1.3% annually until at 0% and maintain.	2019.2020 Suspension Rate <ul style="list-style-type: none"> Overall: 3.7% EL: 6.5% SWD: 11.0% SED: 6.8% Black/African American: 4.3% Hispanic/Latino: 6.8% 	Metric Adjusted for 2020.2021 CUSD tracks student suspension as reported on the California School Dashboard as required in 'Reflections: Identified Need.' 2020.2021 Suspension Rate:	Metric Adjusted for 2021.2022 CUSD tracks student suspension as reported on the California School Dashboard as required in 'Reflections: Identified Need.' Adjust to Low or Very Low on CA Dashboard Overall and for all reported		Updated 2023.2024 Suspension Desired Outcome <ul style="list-style-type: none"> Status of Very Low or Low Overall and for all Student Groups. 2023.2024 Suspension Rate Desired Outcome

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		<ul style="list-style-type: none"> • Overall: 0.1% • EL: 0.0% • SWD: ** • SED: ** • Black/African American: 0.0% • Hispanic/Latino: 0.1% <p>**DataQuest: Disabled Subgroup Filter To protect student privacy, the report filtering capability for “Students with Disabilities” and “Program Subgroups” filters is disabled on the Discipline Reports under the following circumstances: At any selected entity level (county, district, school) where the count of suspensions or expulsions is less than 5.</p>	<p>student groups.</p> <p>2021.2022 Suspension Rate:</p> <ul style="list-style-type: none"> • Overall: High • EL: High • SWD: Very High • SED: High • Black/African American: Medium • Hispanic/Latino: High 		<ul style="list-style-type: none"> • Overall: 2.2% • EL: 5% • SWD: 9.5% • SED: 5.3% • Black/African American: 2.8% • Hispanic/Latino: 5.3%
Reduce the overall number of Office Discipline Referrals (ODRs) for Physical Aggression by 70% overall and for each	2019.2020 Number of Office Discipline Referrals (ODRs) for Physical Aggression <ul style="list-style-type: none"> • Overall: 28 • EL: 12 	Metric Removed. CUSD monitors ODRs locally. 2020.2021 Number of	Metric Removed.		Metric Removed. 2023.2024 Number of Office Discipline Referrals (ODRs) for

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
<p>student group.</p> <ul style="list-style-type: none"> Overall reduce by 300; 100 annually. ELs and SWDs reduce by TBD; TBD annually. SED and Hispanic reduce by TBD; TBD annually. 	<ul style="list-style-type: none"> SWD: 11 SED: 23 Hispanic/Lati no: 22 Black African American: 3 	<p>Office Discipline Referrals (ODRs) for Physical Aggression: 31</p> <ul style="list-style-type: none"> Overall: EL: 10 SWD: 7 SED: 24 Hispanic/Lati no: 25 			<p>Physical Aggression Desired Outcome</p> <ul style="list-style-type: none"> Overall: 9 EL: 4 SWD: 3 SED: 7 Hispanic/Lati no: 7 Black African American: 1
<p>Decrease the overall Chronic Absenteeism rate by 0.5% annually.</p> <p>Reduce the Chronic Absenteeism for ELs, SWDs, and SED Students by at least 1.3% annually.</p>	<p>2019.2020 Chronic Absenteeism Rate</p> <ul style="list-style-type: none"> Overall: 6.71% EL: 6.6% SWD: 11.3% SED: 8.0% <p>Note: Chronic Absenteeism data not reported publicly for 2019.2020.</p>	<p>2020.2021 Chronic Absenteeism Rate:</p> <ul style="list-style-type: none"> Overall: 8% EL: 9.2% SWD: 13.4% SED: 10.3% 	<p>2021.2022 Chronic Absenteeism Rate:</p> <ul style="list-style-type: none"> Overall: 22% EL: 23% SWD: 30% SED: 25% 		<p>2023.2024 Chronic Absenteeism Rate Desired Outcome</p> <ul style="list-style-type: none"> Overall: 5.2% EL: 6.1% SWD: 9.8% SED: 6.5%
<p>Increase participation on annual Fall Panorama survey to</p>	<p>2020.2021 Fall Panorama Survey Participation Rate</p>	<p>Metric Adjusted for 2021.2022.</p>	<p>2022.2023 Panorama Survey Participation:</p>		<p>2023.2024 Fall Panorama Survey</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
<p>students in grades 3-8 and teachers and staff to 95%.</p> <ul style="list-style-type: none"> Students in grades 3-8 to 95%; 5.7% annually. Teachers and Staff to 95%; 5.4% annually. 	<ul style="list-style-type: none"> Students Grades 3-8: 78% Teachers and Staff: 79% 	<p>CUSD now includes Fall and Spring Panorama results.</p> <p>2021.2022 Panorama Survey Participation:</p> <ul style="list-style-type: none"> Students Grades 3-8: Fall 58%; Spring 78% Teachers and Staff: Fall 66%; Spring 89% 	<ul style="list-style-type: none"> Students Grades 3-8: Fall 88%; Spring 97% Teachers and Staff: Fall 97%; Spring 86% 		<p>Participation Rate Desired Outcome</p> <ul style="list-style-type: none"> Students Grades 3-8: 95% Teachers and Staff: 95%
<p>Increase favorable response to Emotional Regulation (grades 3-8) and Sense of Belonging (grades 6-8) in Fall 2021 Panorama Survey to 80% (12% annually).</p>	<p>2020.2021 Fall Panorama Survey Student Responses</p> <ul style="list-style-type: none"> Emotional Regulation (grades 3-8): 40% Sense of Belonging (grades 6-8): 37% 	<p>Metric Adjusted for 2021.2022.</p> <p>CUSD now includes Fall and Spring Panorama results.</p> <p>2021.2022 Panorama Survey Student Responses:</p> <ul style="list-style-type: none"> Emotional Regulation (grades 6-8): Fall 38%; Spring 31% Sense of Belonging (grades 6-8) 	<p>Metric Adjusted for 2022.2023.</p> <p>CUSD now includes Fall and Spring Panorama results and Report on Sense of Belonging only.</p> <p>2022.2023 Panorama Survey Student Responses:</p> <ul style="list-style-type: none"> Sense of Belonging (grades 6-8): Fall 34%; Spring 35% 		<p>2023.2024 Fall Panorama Survey Student Responses Desired Outcome</p> <ul style="list-style-type: none"> Emotional Regulation (grades 3-8): 76% Sense of Belonging (grades 6-8): 61%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		<ul style="list-style-type: none"> Fall 36%; Spring 38% 			
<p>Complete narrative summary for LCFF Priority 6: School Climate.</p>	<p>Analysis of Spring 2021 Panorama Survey (students) completed Spring 2021. Narrative analysis presented to the Board of Education as part of the annual LCAP review process.</p>	<p>Metric Adjusted for 2022.2023.</p> <p>CUSD uses the Studer Education School Student Engagement Survey to measure and report on LCFF Priority 6: School Climate.</p> <p>The percent of students reporting a favorable response as represented by the Overall Top Box (the percent of students reporting a 5) score to School Climate Questions will increase by 10% annually.</p> <p>2021.2022 Climate Survey Question Responses:</p> <ul style="list-style-type: none"> I feel safe at my school: 3.35; 11.84% School rules are fair: 3.33; 11.09% 	<p>2022.2023 Climate Survey Question Responses:</p> <ul style="list-style-type: none"> I feel safe at my school: 3.23; 9.36% School rules are fair: 3.11; 4.75% My school is clean: 2.51; 3.28% Students are nice to each other at my school: 2.61; 3.50% I like going to my school each day: 2.88; 9.90% 		<p>Metric Adjusted.</p> <p>Updated 2023.2024 Desired Outcome: The Overall Top Box (the percent of students reporting 5 'Strongly Agree') will increase by 5% in 2023.2024 from the 2021.2022 baseline.</p> <p>The Overall Mean for questions will be at least 4.5 by 2023.2024.</p> <p>2023.2024 LCFF Priority 6 Desired Outcome: Maintain a Status of "Met" on Fall 2023 California School Dashboard.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		<ul style="list-style-type: none"> • My school is clean: 2.60; 3.36% • Students are nice to each other at my school: 2.73; 5.52% • I like going to my school each day: 3.13; 14.44% 			
Increase Annual Attendance Rate to at least 98%.	Metric Added. 2020.2021 Annual Attendance Rate: <ul style="list-style-type: none"> • Monroe: 96.72% 	N/A	2021.2022 Annual Attendance Rate: <ul style="list-style-type: none"> • Monroe: 93.57% 		Metric Added. 2023.2024 Attendance Rate Desired Outcome <ul style="list-style-type: none"> • Monroe: At least 98%
Maintain Middle School Drop Out Count of 0.	Metric Added. 2020.2021 Middle School Drop Out Count <ul style="list-style-type: none"> • Monroe: 0 	N/A	2021.2022 Middle School Drop Out Count <ul style="list-style-type: none"> • Monroe: 0 		Metric Added. 2023.2024 Middle School Drop Out Desired Outcome <ul style="list-style-type: none"> • Monroe: 0
Maintain Expulsion Rate of 0.0% Overall and for all student groups.	Metric Added. 2020.2021 Expulsion	N/A	2021.2022 Expulsion Rate Monroe <ul style="list-style-type: none"> • Overall: 0.1% 		Metric Added. 2023.2024 Expulsion Rate Desired

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	Rate Monroe <ul style="list-style-type: none"> • Overall: 0.0% • EL: 0.0% • SWD: 0.0% • SED: 0.0% 		<ul style="list-style-type: none"> • EL: 0.3% • SWD: * • SED: * <p>*To protect student privacy, reporting for these programs are disabled when the count of suspensions or expulsions is less than 5.</p>		Outcome: Monroe <ul style="list-style-type: none"> • Overall: 0.0% • EL: 0.0% • SWD: 0.0% • SED: 0.0%

Actions

Action #	Title	Description	Total Funds	Contributing
2.1	School Counselor	Increased or Improved Service: Fund 3 FTE of a school counselor to support the social emotional needs of students.	\$440,140.00	
2.2	MTSS Support Coordinator	Increased or Improved Service: Fund .75 MTSS Support Coordinator position to facilitate the development of lessons for positive behavior supports, coordinate after school clubs, and implement the check in/check out program.	\$46,638.00	
2.3	PBIS Support and Safety	Fund a 1.0 FTE PBIS support staff who will be responsible to campus wide safety and support.	\$54,397.00	
2.4	Stipends for School Clubs	Increased or Improved Service: Stipends to support clubs, after school HW club, and 6th grade orientation.	\$12,800.00	

Action #	Title	Description	Total Funds	Contributing
2.5	Dean of Students	Fund a 1.0 FTE Dean of students to support positive school climate and behavior.	\$221,194.00	Yes
2.7	Athletic Director	Funding to support Athletic Director Stipend	\$7,000.00	No
2.8	Supplies	Funding for funding for resources in classrooms that support student learning, the wellness room, and PBIS	\$20,000.00	No

Goal Analysis [2022-23]

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

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

Actions for Campbell's goal of High-Quality Social Emotional Learning for All fall into the following categories:

- Staff to support social-emotional well-being and behavior (Actions 2.1, 2.2, 2.4, and 2.7)
- Site MTSS Leadership Team (Action 2.3)
- Instructional Materials (Action 2.5 and 2.8)

Differences in planned actions and actual implementation of actions:

- For the 2022.2023 school year, there were no substantive differences in planned versus implemented actions. Monroe continues to provide student counseling, providing services from a variety of local agencies.

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

In 2022.2023 the following differences occurred:

- Staff to support social-emotional well-being and behavior (Actions 2.1, 2.2, 2.4, and 2.7)

The MTSS position was unfilled from March 2023 through June 2023.

- Site MTSS Leadership Team (Action 2.3)

None

- Instructional Materials (Action 2.5 and 2.8)

None

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

Categories and efficacy in making progress:

Staff to support social-emotional well-being and behavior (Actions 2.1, 2.2, 2.4, and 2.7)

Our counseling department reviewed and processed over 200 counseling referrals. Our MTSS staff supported 2 sessions of clubs. Our athletic director ran 4 seasons of a variety of sports including, basketball, volleyball, soccer, track and field, and cross country for boys and girls.

- Site MTSS Leadership Team (Action 2.3)

The MTSS SLT created our MTSS Handbook for our school.

- Instructional Materials (Action 2.5 and 2.8)

These funds were used to provide supplies for our wellness center, counseling offices, and clubs

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.

For 2023.2024, there is no change to the goal.

For 2023.2024, the following actions have been adjusted:

- Site MTSS Leadership Team (Action 2.3)--This committee will no longer exist. We have shifted to a guiding coalition that meets 2 times a month during the school day.
- Instructional Materials (Action 2.5)-- We will no longer use character strong. We will examine our school's needs to determine the next steps for classroom-based SEL.
- School Counselors (Action 2.1)--The cost of all 3 FTE of counselors will be reflected in our LCAP.
- Dean of Students (New Action 2.5)--Adding 1.0 FTE Dean of Students
- PBIS Support Staff (New Action 2.3)--Addiing 1.0 FTE PBIS support staff

For 2023.2024, the Desired Outcome for the following metrics has been adjusted:

- Suspension Indicator Status: 2023.2024 Desired Outcome: Status of Very Low or Low Overall and for all Student Groups.
- Studer Education School Student Engagement Survey: The Overall Top Box (the percent of students reporting 5 'Strongly Agree') Desired Outcome will increase by 5% in 2023.2024 from the 2021.2022 baseline.



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

Goals and Actions

Goal

Goal #	Description
3	Fully engage parents/guardians, and the community in support of student well-being.

An explanation of why the LEA has developed this goal.

In Campbell, we realize that partnering with families is essential to help reach our goal of educating each child to their highest potential. We understand the research that says that students who have parents or guardians who are actively engaged in the educational process of children leads to better social emotional and academic results. This became even more apparent to us during the pandemic as we depended on a mutually beneficial partnership to ensure student success. Internal data in Campbell demonstrates that we have active parent leadership groups at each school; however, there is a need to more actively engage families who are representative of the community we serve. In order to meet our goals of becoming an Anti-Racist District we realize that we need more diverse perspectives when engaging families in support of our students. We have created an anti-racism goal that aligns to this LCAP goal and that is to tap the untapped voices in our system. To fully understand student needs we must directly connect with families to find out what supports and services will be most beneficial in helping children meet goals.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Complete self-reflection tool for LCFF Priority 3: Parent and Family Engagement	<p>Overall Professional Learning for teaching academic standards:</p> <p>2020.2021 LEA's progress in supporting staff to learn about each family's strengths, cultures, languages, and goals for their children:</p> <ul style="list-style-type: none"> Outcome: 3 (Full 	<p>School Site Council (SSC) and English Learner Advisory Committees (ELAC) at each CUSD school completed the LCFF Priority 3 Self-Reflection tool with the following results:</p> <p>2021.2022 LEA's progress in supporting staff to learn about each</p>	<p>School Site Council (SSC) and English Learner Advisory Committees (ELAC) at each CUSD school completed the LCFF Priority 3 Self-Reflection tool with the following results:</p> <p>2022.2023 LEA's progress in supporting staff to learn about each</p>		Improve rubric score to 5 in all areas.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>implementati on)</p> <p>LEA's progress in providing families with information and resources to support student learning and development in the home:</p> <ul style="list-style-type: none"> • Outcome: 4 (Full Implementati on & Sustainability) <p>LEA's progress in building the capacity of supporting principals and staff to effectively engage families in advisory groups with decision-making:</p> <ul style="list-style-type: none"> • Outcome: 4 (Full implementati on) 	<p>family's strengths, cultures, languages, and goals for their children:</p> <ul style="list-style-type: none"> • Outcome: 4 (Full implementati on) <p>LEA's progress in providing families with information and resources to support student learning and development in the home:</p> <ul style="list-style-type: none"> • Outcome: 5 (Full Implementati on & Sustainability) <p>LEA's progress in building the capacity of supporting principals and staff to effectively engage families in advisory groups with decision-making:</p> <ul style="list-style-type: none"> • Outcome: 4 (Full implementati on) 	<p>family's strengths, cultures, languages, and goals for their children:</p> <ul style="list-style-type: none"> • Outcome: 3 (Full implementati on) <p>LEA's progress in providing families with information and resources to support student learning and development in the home:</p> <ul style="list-style-type: none"> • Outcome: 5 (Full Implementati on & Sustainability) <p>LEA's progress in building the capacity of supporting principals and staff to effectively engage families in advisory groups with decision-making:</p> <ul style="list-style-type: none"> • Outcome: 3 (Full implementati on) 		

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Two schools will be identified Common Sense Media certified in 2021 and we will increase the number of school certifications annually.	Zero Schools Certified in 2020-2021	Metric Removed. Desired Outcome Achieved in 2021.2022.	Metric Removed.		Metric Removed. 2023.2024 Common Sense Media certification Desired Outcome: <ul style="list-style-type: none"> At least two schools certified
Parent/Guardian participation in Fall Conferences will increase by 10% annually.	Note: Baseline set in Fall 2021.	Metric Removed. CUSD uses the Studer Education Parent/Family Satisfaction Survey to identify strengths and focal areas and Parent/Family Satisfaction locally.	Metric Removed.		Metric Removed. 2023.2024 Parent/Guardian Fall Conference Participation Desired Outcome: TBD based on Fall 2021 Baseline
Annually, 100% of school staff will receive professional development in the area of family engagement as measured by staff sign in sheets and feedback forms.	Note: Baseline set in Fall 2021.	Metric Removed. CUSD uses the Studer Education Parent/Family Satisfaction Survey and the self-reflection tool for LCFF Priority 3: Parent And Family Engagement to	Metric Removed.		Metric Removed. 2023.2024 Staff Professional Development on Family Engagement Desired Outcome: TBD based on Fall 2021 Baseline

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Source: Sign in sheets and feedback forms.		<p>identify strengths and focal areas and Parent/Family Satisfaction locally.</p> <p>Parent and Family Engagement Strategies Training:</p> <ul style="list-style-type: none"> In January 2022, school staff participated in trainings offered by the Family Engagement Institute. Training topics were site determined. 			
<p>Parent/Guardian participation in Thought Exchange will increase by 10% as measured by participation rates from Spring 2021 Thought Exchange</p> <p>Source: Spring 2021 Thought Exchange</p>	<p>Spring 2021 Thought Exchange Participation:</p> <ul style="list-style-type: none"> : TBD% 	<p>Metric Adjusted.</p> <p>CUSD used the Studer Education Parent/Family Satisfaction Survey in lieu of Thought Exchange.</p> <p>2021.2022 Parent/Family Satisfaction Survey Responses:</p>	<p>2022.2023 Parent/Family Satisfaction Survey Responses:</p> <ul style="list-style-type: none"> 26 		<p>2023.2024 Desired Outcome:</p> <ul style="list-style-type: none"> At least 134 Parents/Guardians participating in Annual Parent/Family Satisfaction Survey

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		<ul style="list-style-type: none"> 111 			
100% of parents of students with IEPs report that the school district facilitated parent involvement as a means of improving services and results as part of the IEP process.	<p>Metric Added.</p> <p>2021.2022 Percent of parents of students with IEPs report that the school district facilitated parent involvement as a means of improving services and results as part of the IEP process.</p> <ul style="list-style-type: none"> MMS: 100% 	N/A	N/A		<p>Metric Added</p> <p>2023.2024 Desired Outcome: 100% of parents of students with IEPs report that the school district facilitated parent involvement as a means of improving services and results as part of the IEP process.</p>

Actions

Action #	Title	Description	Total Funds	Contributing
3.1	Counseling and Wellness Room	Increased or Improved Service: Funds to support the counseling department and wellness room with supplies for student and family engagement and support.	\$10,000.00	Yes
3.2	Wellness Room	Staffing support will be provided in the form of Wellness Center Specialist and Liaison.		No
3.3	Community Liaison	Fund .54 FTE Community Liaison who supports families with a variety of resources to remove barriers (housing, food insecurity) students may experience in accessing their education.	\$50,849.00	Yes

Action #	Title	Description	Total Funds	Contributing
3.4	Newcomer Support	.2 FTE staffing to provide direct newcomer support to our students and families who have being in school in the United States less than 12 months.	\$24,333.00	Yes

Goal Analysis [2022-23]

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

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

Actions for Monroe's goal of parent, family, and community engagement to support all learners fall into the following categories:

- Wellness Center and Counseling Department Instructional Materials (Action 3.1)
- Wellness Center (Action 3.2)

Differences in planned actions and actual implementation of actions:

- There were no substantive differences in planned actions and actual implementation.

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

In 2022.2023 there were no material differences between budgeted expenditures and estimated actual expenditures.

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

Categories and efficacy in making progress:

- Wellness Center and Counseling Department Instructional Materials (Action 3.1)

These supplies allowed for engagement-themed weeks for students.

- Wellness Center (Action 3.2)

We were able to offer 3 additional family engagement sessions. These sessions were on topics to engagement caregivers in building skills on youth and family wellness.

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.

For 2023.2024, there is no change to the goal.

For 2023.2024, we will be adding and adjusting our Cafecito, SLS family engagement, and adding our Newcomer teacher liaison.

For 2023.2024, the following action has been adjusted:

- Communication, Outreach, Engagement, and Health Staff - Action 3.3 - Community Liaisons: The allocation for this action is increased at the request of educational partners.

For 2023.2024, no metrics have been removed or adjusted.

For 2023.2024, the following metric has been added:

- Parental Involvement in IEP: 100% of parents of students with IEPs report that the school district facilitated parent involvement as a means of improving services and results as part of the IEP process.

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

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

Projected LCFF Supplemental and/or Concentration Grants	Projected Additional LCFF Concentration Grant (15 percent)
\$1,507,250.00	\$143,450.00

Required Percentage to Increase or Improve Services for the LCAP Year

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

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

Required Descriptions

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

All of the actions described in the attached table seek to increase and improve services for EL, Foster Youth, and Low Income students. The needs of these students groups were considered first when determining their implementation. While all students in the district will benefit from these services, they are principally directed towards EL, Foster Youth, and Low Income students and we believe they will produce accelerated improvement for these groups. See attached table with Increased or Improved Actions and Services:

2023-2024 Monroe Middle School Increased or Improved Actions/Services

LCAP Goal	District-Wide Actions/ Services	Describe how this action/service meets the needs of your UDPS. How they were considered first, and (2) how these actions effectively meet the goals for these students.	Describe how action/service is the most effective use of funds to meet your goals for UDPS.
1	Action: 1	Educational Associate FTE of .75 to support our AVID Excel program that supports our students who are emergent multilingual learners	Systematic reading instruction calls for direct instruction in phonemic awareness and phonics. Best practices in curriculum implementation recommend having a second trained adult in the classroom at key times to follow up on the teacher's instruction by facilitating carefully planned learning activities and facilitating student knowledge of foundational reading skills.
1	Action: 2	Funding to support ongoing professional development for AVID and AVID Excel program. Specifically training one Resource Specialist to support Students with Disabilities through the AVID Excel program.	There is strong research both externally and internally which demonstrates that students participating in an AVID program outperform those who don't participate.
1	Action 3	Principally directed: Purchase English 3-D Supplemental Materials	The California Department of Education recognizes an additional cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
1	Action 5	Stipends for teachers and classified staff for Summer Bridge	The California Department of Education recognizes an additional

			cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
1	Action 6	1.0 FTE Equity TOSA to support PLCs and instructional practices across the campus.	The California Department of Education recognizes an additional cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
1	Action 8	.5 FTE Math TOSA to support math instruction across the campus.	The California Department of Education recognizes an additional cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
1	Action 10	After school Tutoring for students who are English Language Learners.	The California Department of Education recognizes an additional cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
LCAP Goal	District-Wide Actions/ Services	Describe how this action/service meets the needs of your UDPS. How they were considered first, and (2) how these actions effectively meet the goals for these students.	Describe how action/service is the most effective use of funds to meet your goals for UDPS.
2	Action: 1	Fund 3 FTE of a school counselor to support the social-emotional needs of students.	This service will be effective in helping students learn strategies to help them remain in the classroom rather than needing to be removed because of behavior concerns.
2	Action: 2	Fund 1.0 FTE PBIS MTSS Support Coordinator position	The MTSS Framework is well

		to facilitate the development of lessons for positive behavior supports, coordinate after school clubs, and implement the check-in/check-out program.	researched and supported. The position assists in our ability as a school to implement these critical MTSS strategies and services.
2	Action 3	Fund a 1.0 FTE PBIS support staff who will be responsible to campus wide safety and support.	The California Department of Education recognizes an additional cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
2	Action: 4	Stipends to support clubs, after-school HW club, and 6th-grade orientation.	The California Department of Education recognizes an additional cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
2	Action 5	Fund a 1.0 FTE Dean of students to support positive school climate and behavior.	The California Department of Education recognizes an additional cost to educate and effectively meet the needs of unduplicated pupils so additional funding is provided.
LCAP Goal	District-Wide Actions/ Services	Describe how this action/service meets the needs of your UDPS. How they were considered first, and (2) how these actions effectively meet the goals for these students.	Describe how action/service is the most effective use of funds to meet your goals for UDPS.
3	Action: 1	These funds support the counseling department and wellness room with supplies for student and family engagement and support.	Parent and family engagement is a critical piece to helping our students reach their full potential. Additionally, ensuring that we have translated resources ensures accessibility for our parents and families.

3	Action 3	Fund .54 FTE Community Liaison who supports families with a variety of resources to remove barriers (housing, food insecurity) students may experience in accessing their education.	Parent and family engagement is a critical piece to helping our students reach their full potential. Additionally, ensuring that we have translated resources ensures accessibility for our parents and families.
3	Action 4	.2 FTE staffing to provide direct newcomer support to our students and families who have being in school in the United States less than 12 months.	Parent and family engagement is a critical piece to helping our students reach their full potential. Additionally, ensuring that we have translated resources ensures accessibility for our parents and families.

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

Monroe Middle School is required to increase or improve services for EL, Foster Youth and low income students by 23.88% which is equal to \$1,507,250 as shown above. This increased percentage is met by actions and services included in the Local Control Accountability Plan. The following actions described below are increased or improved and meet and/or exceed the totality of the required percentage increase as compared to services for all students.

Actions in the LCAP:

In the LCAP, Goal 1 is important for building the capacity of our teachers to better serve the unique needs of unduplicated students to achieve our goal of decreasing the number of students who need additional intervention. We will focus on building teacher capacity AND on the needed intervention for students to ensure they show progress toward moving into tier 1 (the lowest level of support needed, high-quality first instruction.) We have established a metric to monitor our iReady data at each tier multiple times during the year to ensure progress toward our goal.

1. ELD Teachers On Special Assignment provide increased instruction beyond regular classroom instruction by building the capacity of the teacher and offering small group support that wouldn't be available otherwise. Goal 1 Action 17
2. Reading Boot Camp and Summer programs offer increased instruction above and beyond classroom instruction outside of the instructional day for English learners, foster youth, and low-income students. Goal 1 Action 25
3. The ELD Coordinator is an additional position that only supports meeting the needs of English learners by ensuring that the ELD programs are high quality and provide capacity-building support for teachers to learn skills directly targeted at ELD instruction. Goal 1 Action 3.
4. Provide AVID Excel Tutors for our AVID Excel program to support English learners with a college-going culture. Goal 1 Action 27
5. Reading Intervention Teachers and school-based Teachers on Special Assignment provide additional intervention and data analysis for unduplicated pupils. Goal 1 Action 1
6. Math Specialists help to build the capacity of teachers to better meet the unique needs of unduplicated pupils and provide small-group instruction for targeted pupils. Goal 1 Action 6
7. Utilize iReady for an additional intervention tool targeted to support progress monitoring for unduplicated pupils performing below grade level. Goal 1 Action 14
8. Hire Educational Associates to provide small group instruction in classrooms as an additional service to unduplicated pupils needing advanced academic support. Goal 1 Action 16
9. Provide math intervention during out-of-school time as additional support for unduplicated pupils. Goal 1 Action 22
10. Hire a district-wide literacy administrator on special assignment to ensure that reading instruction is focusing on meeting the needs of unduplicated pupils and to lead the work of reading intervention teachers to ensure classroom teachers are provided with effective strategies to support the needs of low English learners. Goal 1 Action 23
11. Provide teacher stipends to allow for additional planning time above and beyond to meet with Math and/or Reading Interventions specialists to discuss intentional planning to support English Learners, students with and IEPs, Foster Youth, and low-income students performing below grade level. Goal 1 Action 7
12. Purchase supplemental curriculum to support the needs of unduplicated pupils. Goal 1 Action 19

13. Provide teacher professional development in Universal Design for Learning to ensure that equipped with skills to plan in advance for barriers unduplicated students may experience with access learning. Goal 1 Action 21

LCAP Goal 2

Actions in the LCAP in Goal 2 are important to help us meet our goals of ensuring that students feel connected to school and have social-emotional behavioral supports

1. Hire counselors, psychologists, and marriage and family therapists to provide services to reduce barriers to learning for unduplicated students. Goal 2 Action 1 and 4
2. Provide teacher training on de-escalation strategies and trauma-informed practices and Zones of Regulation to ensure that teachers. Goal 2 Action 6
3. Provide teacher training and curriculum for schools that specialize in social-emotional learning strategies. Goal 2 Action 6
4. Implement Panorama Surveys to assess the social-emotional development of students and look at data by student group to set goals for improvement. Goal 2 Action 7

LCAP Goal 3

Actions in the LCAP in Goal 3 are important to help us meet our goal of ensuring we have parent engagement that represents the community of students that we serve. It is also essential to support parents of unduplicated pupils to better understand how they can support students at home.

1. Provide teacher training in understanding how to effectively engage families in the educational process of students. Goal 3 Action
2. Provide translations for both oral and written communication for staff to ensure families are able to access important school information. Goal 3 Action 2
3. Hire Community Liaisons to principally support BIPOC populations to ensure the engagement of all families. Goal 3 Action 3
4. Hire a district-wide lead for parent and community engagement. Goal 3 Action 4

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

An additional Math Intervention teacher. There was already a half-time teacher hired but we will increase the position to full time. A staff member will be hired for Positive Behavior and Safety Support and additional counseling support is being hired.

Staff-to-student ratios by type of school and concentration of unduplicated students	Schools with a student concentration of 55 percent or less	Schools with a student concentration of greater than 55 percent
Staff-to-student ratio of classified staff providing direct services to students	1:37	1:29
Staff-to-student ratio of certificated staff providing direct services to students	1:18	1:17

2023-24 Total Expenditures Table

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel	Total Non-personnel
Totals	\$1,074,730.00	\$78,536.00	\$29,000.00	\$78,536.00	\$1,260,802.00	\$1,209,802.00	\$51,000.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1.1	Educational Associate Position to support AVID Excel	English Learners Low Income	\$44,701.00				\$44,701.00
1	1.2	Professional Development for AVID Excel	English Learners Foster Youth Low Income	\$8,000.00				\$8,000.00
1	1.3	Instructional Materials	English Learners	\$4,000.00				\$4,000.00
1	1.4	Release Time	All	\$7,000.00				\$7,000.00
1	1.5	AVID Excel Summer Bridge	English Learners	\$3,000.00				\$3,000.00
1	1.6	Equity TOSA	English Learners Foster Youth Low Income	\$140,678.00				\$140,678.00
1	1.7	iXL Subscription	All			\$9,000.00		\$9,000.00
1	1.8	Teacher on Special Assignment	English Learners Foster Youth Low Income		\$78,536.00			\$78,536.00
1	1.9	Teacher on Special Assignment	English Learners Foster Youth Low Income				\$78,536.00	\$78,536.00
2	2.1	School Counselor	English Learners Foster Youth Low Income	\$440,140.00				\$440,140.00
2	2.2	MTSS Support Coordinator	English Learners Foster Youth	\$46,638.00				\$46,638.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
			Low Income					
2	2.3	PBIS Support and Safety	English Learners Foster Youth Low Income	\$54,397.00				\$54,397.00
2	2.4	Stipends for School Clubs	English Learners Foster Youth Low Income	\$12,800.00				\$12,800.00
2	2.5	Dean of Students	English Learners Foster Youth Low Income	\$221,194.00				\$221,194.00
2	2.7	Athletic Director	All	\$7,000.00				\$7,000.00
2	2.8	Supplies	All			\$20,000.00		\$20,000.00
3	3.1	Counseling and Wellness Room	English Learners Foster Youth Low Income	\$10,000.00				\$10,000.00
3	3.2	Wellness Room	All					
3	3.3	Community Liaison	English Learners Foster Youth Low Income	\$50,849.00				\$50,849.00
3	3.4	Newcomer Support	English Learners Low Income	\$24,333.00				\$24,333.00

2023-24 Contributing Actions Table

1. Projected LCFF Base Grant	2. Projected LCFF Supplemental and/or Concentration Grants	3. Projected Percentage to Increase or Improve Services for the Coming School Year (2 divided by 1)	LCFF Carryover — Percentage (Percentage from Prior Year)	Total Percentage to Increase or Improve Services for the Coming School Year (3 + Carryover %)	4. Total Planned Contributing Expenditures (LCFF Funds)	5. Total Planned Percentage of Improved Services (%)	Planned Percentage to Increase or Improve Services for the Coming School Year (4 divided by 1, plus 5)	Totals by Type	Total LCFF Funds
	\$1,507,250.00		0.00%		\$506,755.00	0.00%	0.00 %	Total:	\$506,755.00
								LEA-wide Total:	\$0.00
								Limited Total:	\$51,701.00
								Schoolwide Total:	\$455,054.00

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
1	1.1	Educational Associate Position to support AVID Excel	Yes	Limited to Unduplicated Student Group(s)	English Learners Low Income	Specific Schools: Monroe Middle School 7-8	\$44,701.00	
1	1.2	Professional Development for AVID Excel	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 7-8	\$8,000.00	
1	1.3	Instructional Materials	Yes	Limited to Unduplicated Student Group(s)	English Learners	Specific Schools: Monroe Middle School 6	\$4,000.00	
1	1.5	AVID Excel Summer Bridge	Yes	Limited to Unduplicated Student Group(s)	English Learners	Specific Schools: Monroe Middle School 7-8	\$3,000.00	
1	1.6	Equity TOSA	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School	\$140,678.00	

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
						6-8		
1	1.8	Teacher on Special Assignment	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8		
1	1.9	Teacher on Special Assignment	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School		
2	2.1	School Counselor			English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8	\$440,140.00	
2	2.2	MTSS Support Coordinator			English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8	\$46,638.00	
2	2.3	PBIS Support and Safety			English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8	\$54,397.00	
2	2.4	Stipends for School Clubs			English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8	\$12,800.00	
2	2.5	Dean of Students	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8	\$221,194.00	
3	3.1	Counseling and Wellness Room	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8	\$10,000.00	
3	3.3	Community Liaison	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Monroe Middle School 6-8	\$50,849.00	
3	3.4	Newcomer Support	Yes	Schoolwide	English Learners Low Income	Specific Schools: Monroe Middle	\$24,333.00	

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
						School 6-8		

2022-23 Annual Update Table

Totals	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Expenditures (Total Funds)
Totals	\$453,663.00	\$333,349.92

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1.1	Educational Associate Positions to support AVID Excel	Yes	\$73,902.00	\$47,435.00
1	1.2	Professional Development for AVID Excel	Yes	\$8,000.00	\$0
1	1.3	Instructional Materials	Yes	\$3,000.00	\$3,569.00
1	1.4	Release Time	No	\$5,000.00	\$5,000.00
1	1.5	AVID Excel Summer Bridge	Yes	\$3,000.00	\$540.00
1	1.6	ELD Teacher .88 FTE	Yes	\$83,365.00	\$36,378.00
1	1.7	iXL Subscription	No	\$9,000.00	\$9,000.00
1	1.8	Teacher on Special Assignment	Yes	\$70,147.00	\$70,147.00
1	1.9	Teacher on Special Assignment	Yes	\$70,147.00	\$70,147.00
2	2.1	School Counselor		\$24,276.00	\$24,276.00

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
2	2.2	MTSS Support Coordinator		\$48,026.00	\$23,857.92
2	2.3	MTSS Site Leadership Team		\$5,000.00	\$5,000.00
2	2.4	Stipends for School Clubs		\$12,800.00	\$0
2	2.5	Character Strong Curriculum	No	\$1,000.00	\$1,000.00
2	2.7	Athletic Director	No	\$7,000.00	\$7,000.00
2	2.8	Supplies	No	\$20,000.00	\$20,000.00
3	3.1	Counseling and Wellness Room	Yes	\$10,000.00	\$10,000.00
3	3.2	Wellness Room	No		

2022-23 Contributing Actions Annual Update Table

6. Estimated LCFF Supplemental and/or Concentration Grants (Input Dollar Amount)	4. Total Planned Contributing Expenditures (LCFF Funds)	7. Total Estimated Expenditures for Contributing Actions (LCFF Funds)	Difference Between Planned and Estimated Expenditures for Contributing Actions (Subtract 7 from 4)	5. Total Planned Percentage of Improved Services (%)	8. Total Estimated Percentage of Improved Services (%)	Difference Between Planned and Estimated Percentage of Improved Services (Subtract 5 from 8)
	\$321,561.00	\$238,210.00	\$83,351.00	0.00%	0.00%	0.00%

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
1	1.1	Educational Associate Positions to support AVID Excel	Yes	\$73,902.00	\$47,435.00		
1	1.2	Professional Development for AVID Excel	Yes	\$8,000.00	\$0		
1	1.3	Instructional Materials	Yes	\$3,000.00	\$3,569.00		
1	1.5	AVID Excel Summer Bridge	Yes	\$3,000.00	\$540.00		
1	1.6	ELD Teacher .88 FTE	Yes	\$83,365.00	\$36,372.00		
1	1.8	Teacher on Special Assignment	Yes	\$70,147.00	\$70,147.00		
1	1.9	Teacher on Special Assignment	Yes	\$70,147.00	\$70,147.00		
3	3.1	Counseling and Wellness Room	Yes	\$10,000.00	\$10,000.00		

2022-23 LCFF Carryover Table

9. Estimated Actual LCFF Base Grant (Input Dollar Amount)	6. Estimated Actual LCFF Supplemental and/or Concentration Grants	LCFF Carryover — Percentage (Percentage from Prior Year)	10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)	7. Total Estimated Actual Expenditures for Contributing Actions (LCFF Funds)	8. Total Estimated Actual Percentage of Improved Services (%)	11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)	12. LCFF Carryover — Dollar Amount (Subtract 11 from 10 and multiply by 9)	13. LCFF Carryover — Percentage (12 divided by 9)
		0%	0.00%	\$238,210.00	0.00%	0.00%	\$0.00	0.00%

Instructions

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

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

Introduction and Instructions

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

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

- **Comprehensive Strategic Planning:** The process of developing and annually updating the LCAP supports comprehensive strategic planning (California *Education Code* [EC] Section 52064[e][1]). Strategic planning that is comprehensive connects budgetary decisions to teaching and learning performance data. LEAs should continually evaluate the hard choices they make about the use of limited resources to meet student and community needs to ensure opportunities and outcomes are improved for all students.
- **Meaningful Engagement of Educational Partners:** The LCAP development process should result in an LCAP that reflects decisions made through meaningful engagement (EC Section 52064[e][1]). Local educational partners possess valuable perspectives and insights about an LEA's programs and services. Effective strategic planning will incorporate these perspectives and insights in order to identify potential goals and actions to be included in the LCAP.
- **Accountability and Compliance:** The LCAP serves an important accountability function because aspects of the LCAP template require LEAs to show that they have complied with various requirements specified in the LCFF statutes and regulations, most notably:
 - Demonstrating that LEAs are increasing or improving services for foster youth, English learners, and low-income students in proportion to the amount of additional funding those students generate under LCFF (EC Section 52064[b][4-6]).
 - Establishing goals, supported by actions and related expenditures, that address the statutory priority areas and statutory metrics (EC sections 52064[b][1] and [2]).
 - Annually reviewing and updating the LCAP to reflect progress toward the goals (EC Section 52064[b][7]).

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

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

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

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

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

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

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

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

Plan Summary

Purpose

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

Requirements and Instructions

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

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

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

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

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

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

Engaging Educational Partners

Purpose

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

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

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

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

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

Requirements and Instructions

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

Local Control and Accountability Plan:

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

- a) Presented the local control and accountability plan to the parent advisory committee in accordance with Education Code section 52062(a)(1) or 52068(a)(1), as appropriate.
- b) If applicable, presented the local control and accountability plan to the English learner parent advisory committee, in accordance with Education Code section 52062(a)(2) or 52068(a)(2), as appropriate.

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

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

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

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

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

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

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

- Inclusion of a goal or decision to pursue a Focus Goal (as described below)
- Inclusion of metrics other than the statutorily required metrics
- Determination of the desired outcome on one or more metrics
- Inclusion of performance by one or more student groups in the Measuring and Reporting Results subsection
- Inclusion of action(s) or a group of actions
- Elimination of action(s) or group of actions
- Changes to the level of proposed expenditures for one or more actions

- Inclusion of action(s) as contributing to increased or improved services for unduplicated services
- Determination of effectiveness of the specific actions to achieve the goal
- Determination of material differences in expenditures
- Determination of changes made to a goal for the ensuing LCAP year based on the annual update process
- Determination of challenges or successes in the implementation of actions

Goals and Actions

Purpose

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

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

Requirements and Instructions

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

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

- **Focus Goal:** A Focus Goal is relatively more concentrated in scope and may focus on a fewer number of metrics to measure improvement. A Focus Goal statement will be time bound and make clear how the goal is to be measured.
- **Broad Goal:** A Broad Goal is relatively less concentrated in its scope and may focus on improving performance across a wide range of metrics.
- **Maintenance of Progress Goal:** A Maintenance of Progress Goal includes actions that may be ongoing without significant changes and allows an LEA to track performance on any metrics not addressed in the other goals of the LCAP.

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

Focus Goal(s)

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

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

Broad Goal

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

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

Maintenance of Progress Goal

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

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

Required Goals

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

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

- **Consistently low-performing student group(s) goal requirement:** An LEA meeting the consistently low-performing student group(s) criteria must include a goal in its LCAP focused on improving the performance of the student group or groups that led to the LEA’s eligibility for Differentiated

Assistance. This goal must include metrics, outcomes, actions, and expenditures specific to addressing the needs of, and improving outcomes for, this student group or groups. An LEA required to address multiple student groups is not required to have a goal to address each student group; however, each student group must be specifically addressed in the goal. This requirement may not be met by combining this required goal with another goal.

- **Goal Description:** Describe the outcomes the LEA plans to achieve to address the needs of, and improve outcomes for, the student group or groups that led to the LEA's eligibility for Differentiated Assistance.
- **Explanation of why the LEA has developed this goal:** Explain why the LEA is required to develop this goal, including identifying the student group(s) that lead to the LEA being required to develop this goal, how the actions and associated metrics included in this goal differ from previous efforts to improve outcomes for the student group(s), and why the LEA believes the actions, metrics, and expenditures included in this goal will help achieve the outcomes identified in the goal description.

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

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

Measuring and Reporting Results:

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

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

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

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

Complete the table as follows:

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

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

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for Year 3 (2023–24)
Enter information in this box when completing the LCAP for 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 or when adding a new metric.

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

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

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

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

Goal Analysis:

Enter the LCAP Year.

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

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

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

Purpose

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

Requirements and Instructions

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

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

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

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

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

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

Required Descriptions:

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

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

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

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

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

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

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

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

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

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

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

For School Districts Only:

Actions Provided on an LEA-Wide Basis:

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

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

Actions Provided on a Schoolwide Basis:

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

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

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

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

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

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

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

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

Provide the following descriptions, as applicable to the LEA:

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

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

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

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

Complete the table as follows:

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

Action Tables

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

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

- Table 1: Total Planned Expenditures Table (for the coming LCAP Year)

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

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

Data Entry Table

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

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

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

- **2. Projected LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants the LEA estimates it will receive on the basis of the number and concentration of unduplicated students for the coming school year.
- **3. Projected Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected LCFF Base Grant and the Projected LCFF Supplemental and/or Concentration Grants, pursuant to 5 CCR Section 15496(a)(8). This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the coming LCAP year.
- **LCFF Carryover — Percentage:** Specify the LCFF Carryover — Percentage identified in the LCFF Carryover Table from the prior LCAP year. If a carryover percentage is not identified in the LCFF Carryover Table, specify a percentage of zero (0.00%).
- **Total Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected Percentage to Increase or Improve Services for the Coming School Year and the LCFF Carryover —

Percentage. This is the percentage by which the LEA must increase or improve services for unduplicated pupils as compared to the services provided to all students in the coming LCAP year.

- **Goal #:** Enter the LCAP Goal number for the action.
- **Action #:** Enter the action's number as indicated in the LCAP Goal.
- **Action Title:** Provide a title of the action.
- **Student Group(s):** Indicate the student group or groups who will be the primary beneficiary of the action by entering "All," or by entering a specific student group or groups.
- **Contributing to Increased or Improved Services?:** Type "Yes" if the action **is** included as contributing to meeting the increased or improved services; OR, type "No" if the action is **not** included as contributing to meeting the increased or improved services.
- If "Yes" is entered into the Contributing column, then complete the following columns:
 - **Scope:** The scope of an action may be LEA-wide (i.e., districtwide, countywide, or charterwide), schoolwide, or limited. An action that is LEA-wide in scope upgrades the entire educational program of the LEA. An action that is schoolwide in scope upgrades the entire educational program of a single school. An action that is limited in its scope is an action that serves only one or more unduplicated student groups.
 - **Unduplicated Student Group(s):** Regardless of scope, contributing actions serve one or more unduplicated student groups. Indicate one or more unduplicated student groups for whom services are being increased or improved as compared to what all students receive.
 - **Location:** Identify the location where the action will be provided. If the action is provided to all schools within the LEA, the LEA must indicate "All Schools." If the action is provided to specific schools within the LEA or specific grade spans only, the LEA must enter "Specific Schools" or "Specific Grade Spans." Identify the individual school or a subset of schools or grade spans (e.g., all high schools or grades transitional kindergarten through grade five), as appropriate.
- **Time Span:** Enter "ongoing" if the action will be implemented for an indeterminate period of time. Otherwise, indicate the span of time for which the action will be implemented. For example, an LEA might enter "1 Year," or "2 Years," or "6 Months."
- **Total Personnel:** Enter the total amount of personnel expenditures utilized to implement this action.
- **Total Non-Personnel:** This amount will be automatically calculated based on information provided in the Total Personnel column and the Total Funds column.

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

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

Contributing Actions Table

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

Annual Update Table

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

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

Contributing Actions Annual Update Table

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

- **6. Estimated Actual LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants the LEA estimates it will actually receive based on of the number and concentration of unduplicated students in the current school year.
- **Estimated Actual Expenditures for Contributing Actions:** Enter the total estimated actual expenditure of LCFF funds used to implement this action, if any.
- **Estimated Actual Percentage of Improved Services:** For any action identified as contributing, being provided on a Limited basis only to unduplicated students, and that does not have funding associated with the action, enter the total estimated actual quality improvement anticipated for the action as a percentage rounded to the nearest hundredth (0.00%).
 - Building on the example provided above for calculating the Planned Percentage of Improved Services, the LEA in the example implements the action. As part of the annual update process, the LEA reviews implementation and student outcome data and determines that the action was implemented with fidelity and that outcomes for foster youth students improved. The LEA reviews the original estimated cost for the action and determines that had it hired additional staff to collect and analyze data and to coordinate supports for students that estimated actual cost would have been \$169,500 due to a cost of living adjustment. The LEA would divide the estimated actual cost of \$169,500 by the amount of LCFF Funding identified in the Data Entry Table and then convert the quotient to a percentage. This percentage is the Estimated Actual Percentage of Improved Services for the action.

LCFF Carryover Table

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

- **10. Total Percentage to Increase or Improve Services for the Current School Year:** This percentage will not be entered. The percentage is calculated based on the amounts of the Estimated Actual LCFF Base Grant (9) and the Estimated Actual LCFF Supplemental and/or Concentration Grants (6), pursuant to 5 CCR Section 15496(a)(8), plus the LCFF Carryover – Percentage from the prior year. This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the current LCAP year.

Calculations in the Action Tables

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

Contributing Actions Table

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

Contributing Actions Annual Update Table

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

- 6. Estimated Actual LCFF Supplemental and Concentration Grants
 - This is the total amount of LCFF supplemental and concentration grants the LEA estimates it will actually receive based on of the number and concentration of unduplicated students in the current school year.
- 4. Total Planned Contributing Expenditures (LCFF Funds)
 - This amount is the total of the Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)

- 7. Total Estimated Actual Expenditures for Contributing Actions
 - This amount is the total of the Estimated Actual Expenditures for Contributing Actions (LCFF Funds)
- Difference Between Planned and Estimated Actual Expenditures for Contributing Actions (Subtract 7 from 4)
 - This amount is the Total Estimated Actual Expenditures for Contributing Actions (7) subtracted from the Total Planned Contributing Expenditures (4)
- 5. Total Planned Percentage of Improved Services (%)
 - This amount is the total of the Planned Percentage of Improved Services column
- 8. Total Estimated Actual Percentage of Improved Services (%)
 - This amount is the total of the Estimated Actual Percentage of Improved Services column
- Difference Between Planned and Estimated Actual Percentage of Improved Services (Subtract 5 from 8)
 - This amount is the Total Planned Percentage of Improved Services (5) subtracted from the Total Estimated Actual Percentage of Improved Services (8)

LCFF Carryover Table

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

The amount of LCFF funds is calculated by subtracting the Estimated Actual Percentage to Increase or Improve Services (11) from the Estimated Actual Percentage of Increased or Improved Services (10) and then multiplying by the Estimated Actual LCFF Base Grant (9). This amount is the amount of LCFF funds that is required to be carried over to the coming year.

- 13. LCFF Carryover — Percentage (12 divided by 9)
 - This percentage is the unmet portion of the Percentage to Increase or Improve Services that the LEA must carry over into the coming LCAP year. The percentage is calculated by dividing the LCFF Carryover (12) by the LCFF Funding (9).

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