



# KINGSBURG

## ELEMENTARY CHARTER SCHOOL DISTRICT

### LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: Kingsburg Elementary Charter School District

CDS Code: 10-62240

School Year: 2024-25

LEA contact information:

Matt Stovall

Assistant Superintendent

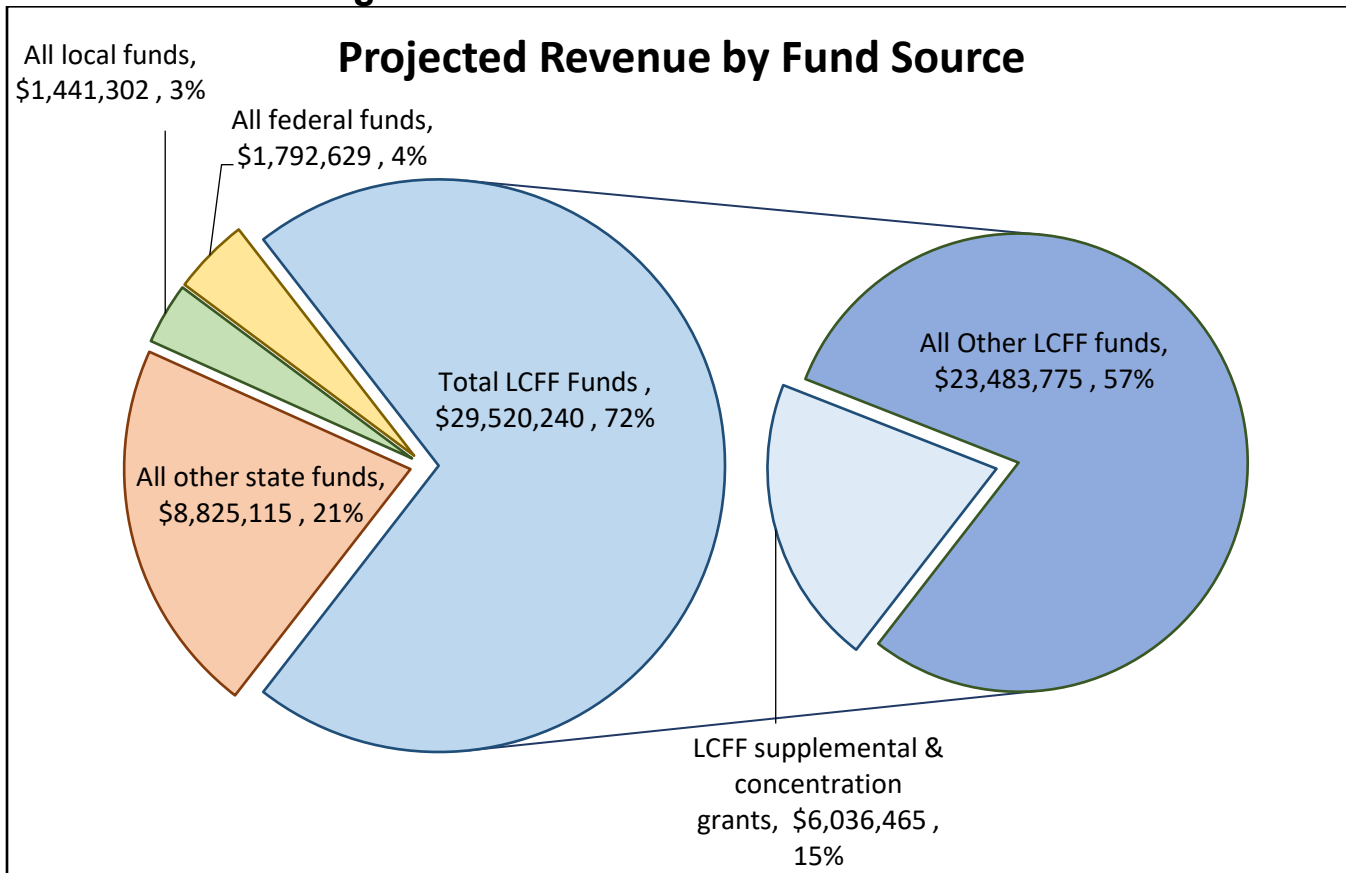
[mstovall@kesd.org](mailto:mstovall@kesd.org)

559-897-2331

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 2024-25 School Year

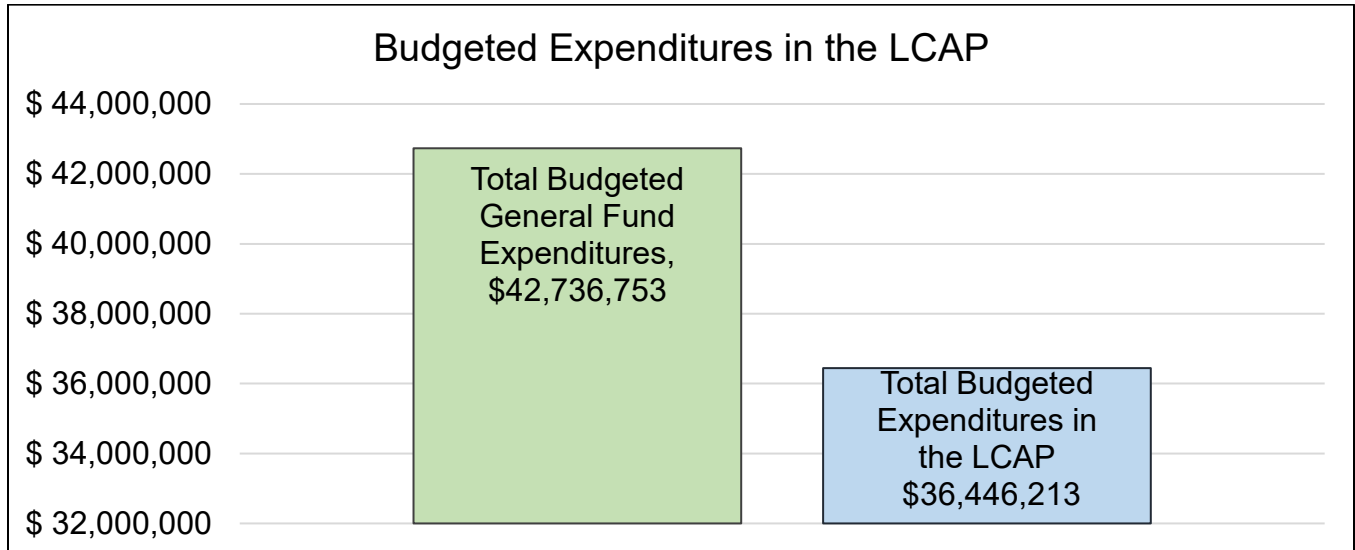


This chart shows the total general purpose revenue Kingsburg Elementary Charter School District expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for Kingsburg Elementary Charter School District is \$41,579,286, of which \$29,520,240 is Local Control Funding Formula (LCFF), \$8,825,115 is other state funds, \$1,441,302 is local funds, and \$1,792,629 is federal funds. Of the \$29,520,240 in LCFF Funds, \$6,036,465 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 Kingsburg Elementary Charter School District plans to spend for 2024-25. 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: Kingsburg Elementary Charter School District plans to spend \$42,736,753 for the 2024-25 school year. Of that amount, \$36,446,213 is tied to actions/services in the LCAP and \$6,290,540 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

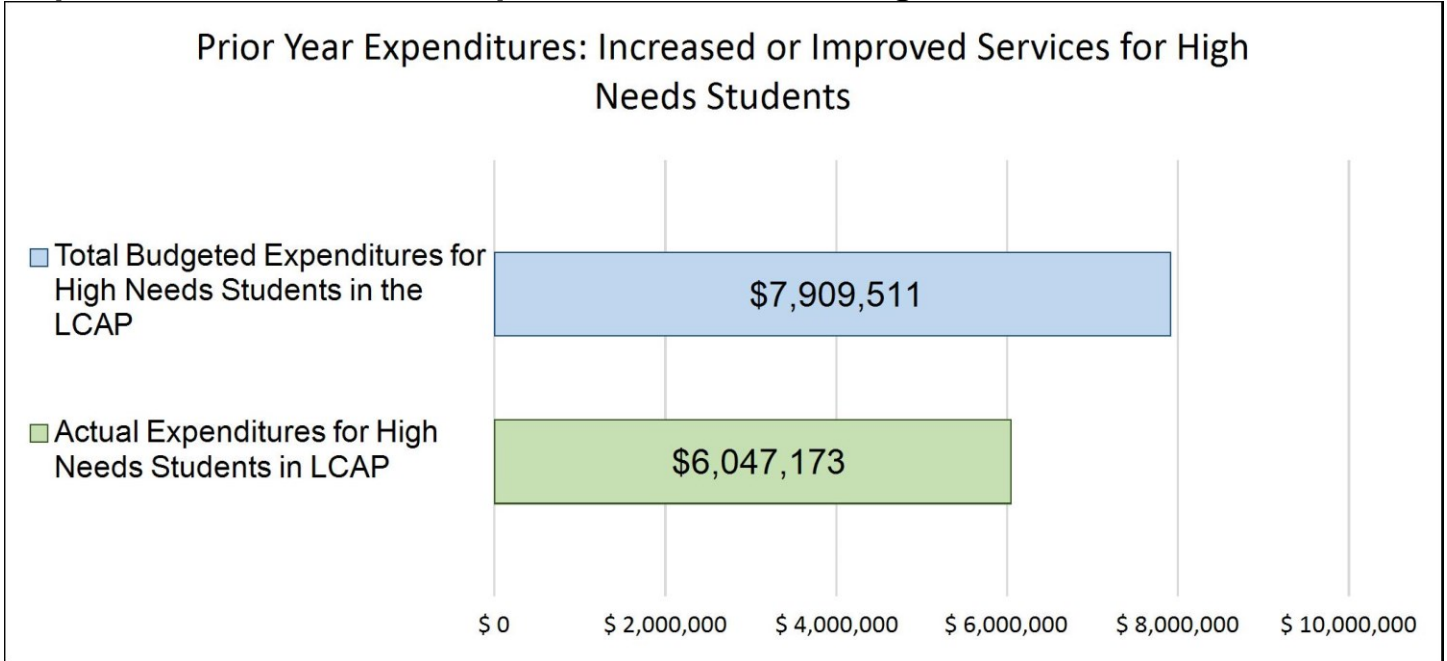
The budgeted General Fund Expenditures that are not included in the Local Control Accountability Plan will be used to enhance the district's vision of "We will find a way for all students to learn" and to "Keep the family together." These expenditures include future expenses from the Learning Recovery Emergency Block Grant, expenses from the California Community Schools Partnership Program, costs from aging classrooms and school buildings, central office supports, increased operational costs across all departments, costs associated with preparing for full implementation of TK, and for economic uncertainties.

## Increased or Improved Services for High Needs Students in the LCAP for the 2024-25 School Year

In 2024-25, Kingsburg Elementary Charter School District is projecting it will receive \$6,036,465 based on the enrollment of foster youth, English learner, and low-income students. Kingsburg Elementary Charter School District must describe how it intends to increase or improve services for high needs students in the LCAP. Kingsburg Elementary Charter School District plans to spend \$7,975,172 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 2023-24



This chart compares what Kingsburg Elementary Charter 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 Kingsburg Elementary Charter 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 2023-24, Kingsburg Elementary Charter School District's LCAP budgeted \$7,909,511 for planned actions to increase or improve services for high needs students. Kingsburg Elementary Charter School District actually spent \$6,047,173 for actions to increase or improve services for high needs students in 2023-24.

The difference between the budgeted and actual expenditures of \$1,862,338 had the following impact on Kingsburg Elementary Charter School District's ability to increase or improve services for high needs students:

The intervention classroom at Reagan is in process; therefore, these funds were not fully expended during the 2023-24 school year. Also, other one-time monies: Arts, Music, and Instructional Materials Discretionary Block Grant, ESSER, In Person Instruction, and CTEIG monies were all used to enhance services for our high needs students; thus, there was no negative impact on our high needs students.



# KINGSBURG

**ELEMENTARY CHARTER SCHOOL DISTRICT**

# 2023–24 Local Control and Accountability Plan Annual Update

The instructions for completing the 2023–24 Local Control and Accountability Plan (LCAP) Annual Update follow the template.

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Kingsburg Elementary Charter School District	Matt Stovall Assistant Superintendent	mstovall@kesd.org 559-897-2331

# Goals and Actions

## Goal

Goal #	Description
1	<p>Provide basic services to all schools and students, including core instruction and instruction in the visual and performing arts.</p> <p>The District will operate with increased efficiency and effectiveness in all areas of operation including the provision of high quality and well-maintained facilities, provision of instructional materials, promotion of safe school environments and transportation.</p>

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
State Standardized Assessments as measured by the ELA and math CAASPP scores.	<p>TBD once results become available.</p> <p>Data Year: 2020</p> <p>Data Source: Suspended due to Executive Order 30-20</p> <p>Discontinued because CAASPP returned.</p> <p>Grade Equivalent STAR Reading Scores Spring 2021:</p> <p>Grade 2: 2.7</p> <p>Grade 3: 3.1</p> <p>Grade 4: 5.3</p> <p>Grade 5: 5.6</p> <p>Grade 6: 5.8</p> <p>Grade 7: 5.8</p> <p>Grade 8: 9.0</p>	<p>ELA - %</p> <p>Met/Exceeded the Standard</p> <p>All: 49.46%</p> <p>EL: 9.60%</p> <p>LI: 40.30%</p> <p>SWD:10.61%</p> <p>Homeless: 42.10%</p> <p>Data Year: 2021</p> <p>Data Source:CAASPP Test Results Webpage</p> <p>Math - %</p> <p>Met/Exceeded the Standard</p> <p>All: 35.06%</p> <p>EL: 5.60%</p> <p>LI: 24.56%</p> <p>SWD:8.33%</p>	<p>ELA - %</p> <p>Met/Exceeded the Standard</p> <p>All: 49.33%</p> <p>EL: 14.28%</p> <p>LI: 42.34%</p> <p>SWD: 13.7%</p> <p>Homeless: 39.22%</p> <p>Data Year: 2022</p> <p>Data Source: CAASPP Test Results Webpage</p> <p>Math - %</p> <p>Met/Exceeded the Standard</p> <p>All: 35.98%</p> <p>EL: 9.52%</p> <p>LI: 28.60%</p> <p>SWD: 13.60%</p>	<p>ELA - %</p> <p>Met/Exceeded the Standard</p> <p>All: 48.74%</p> <p>EL: 18.49%</p> <p>LI: 43.84%</p> <p>SWD: 13.55%</p> <p>Homeless: 36.85%</p> <p>Data Year: 2023</p> <p>Data Source: CAASPP Test Results Webpage</p> <p>Math - %</p> <p>Met/Exceeded the Standard</p> <p>All: 37.75%</p> <p>EL: 7.94%</p> <p>LI: 32.24%</p> <p>SWD: 12.90%</p>	<p>ELA - %</p> <p>Met/Exceeded the Standard</p> <p>All: 54%</p> <p>EL: 13%</p> <p>LI: 45%</p> <p>SWD:15%</p> <p>Homeless: 46%</p> <p>Data Year: 2024</p> <p>Data Source:CAASPP Test Results Webpage</p> <p>Math - %</p> <p>Met/Exceeded the Standard</p> <p>All: 41%</p> <p>EL: 9%</p> <p>LI: 31%</p> <p>SWD:11.33%</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		Homeless: 25.97% Data Year: 2021 Data Source: CAASPP Test Results Webpage  (This is our new baseline.)	Homeless: 31.38% Data Year 2022 Data Source: CAASPP Test Results Webpage	Homeless: 25.00% Data Year 2023 Data Source: CAASPP Test Results Webpage	Homeless: 29%
State Standards Implemented as measured by implementation of the State Reflection Tool.	According to the 2021 State Reflection Tool, the average points for implementation of State Standards is 4.0.	According to the 2022 State Reflection Tool, the average points for implementation of State Standards is 3.5. The decrease is due to the addition of the new visual and performing arts standards which the district has not fully implemented.	According to the 2023 State Reflection Tool, the average points for implementation of State Standards is 3.9. We are still below our goal due to the addition of the world language standards which the district has not fully implemented.	According to the 2024 State Reflection Tool, the average points for implementation of State Standards is 4.70 for LCFF Priority 2. We met our goal.	KECSD will maintain its status of "standards met" for Implementation of State Standards and increase its average point score to 4.5, as measured using the State's Reflection Tool.
A broad course of study as measured by a review of teacher and master schedules.	100% broad course of study was provided to all students as measured using the 2021 State Reflection Tool.	100% broad course of study was provided to all students as measured using the 2022 State Reflection Tool.	100% broad course of study was provided to all students as measured using the 2023 State Reflection Tool.	100% broad course of study was provided to all students as measured using the 2024 State Reflection Tool.	The district will maintain its rating of 100% of its students will receive and have access to a broad course of study.
Properly credentialed teachers with no misassignments or vacancies, as measured by	According to the 2021 State Reflection Tool for  2020-2021 Misassigned Teachers	According to the 2022 State Reflection Tool for  2021-2022 Misassigned Teachers	According to the 2023 State Reflection Tool for  2022-2023 Misassigned Teachers	According to the 2023 California Dashboard 93% of our teachers are Clear (% of teaching FTE)	The district will maintain its rating "standards met" with no misassignments or vacancies.



Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Credentials or SARC review.	of EL = 0% - Total Teacher Misassignments = 0 - Vacant Teacher Positions = 0	of EL = 0% - Total Teacher Misassignments = 0 - Vacant Teacher Positions = 0	of EL = 0% - Total Teacher Misassigned = 4 full time teachers who are on a Short Term Staff Permit (STSP), 1 half time teacher (0.5 FTE) that is on a Provisional Internship Permits (PIP), and 1 full time Speech/Language Pathologist on a Variable Term Waiver. - Vacant Teacher Positions = 0		Misassigned Teachers of EL = 0%
Sufficient core instructional materials as measured by annual board resolution of sufficiency of instructional materials.	100% sufficient core instructional materials as per the 2021 State Reflection Tool.  Percent Of Students Without Access To Their Own Copies Of Standards-Aligned Instructional Materials For Use At School And At Home  0	100% sufficient core instructional materials as per the 2022 State Reflection Tool.  Percent Of Students Without Access To Their Own Copies Of Standards-Aligned Instructional Materials For Use At School And At Home  0	100% sufficient core instructional materials as per the State Reflection Tool.  Percent Of Students Without Access To Their Own Copies Of Standards-Aligned Instructional Materials For Use At School And At Home  0	100% sufficient core instructional materials as per the State Reflection Tool.  Percent Of Students Without Access To Their Own Copies Of Standards-Aligned Instructional Materials For Use At School And At Home  0	100% sufficient core instructionals.  Percent Of Students Without Access To Their Own Copies Of Standards-Aligned Instructional Materials For Use At School And At Home  0

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Facilities "Maintained" as measured by the SARC's FIT Report.	100% facilities in good repair as measured by the 2020 SARC FIT report.  Instances Where Facilities Do Not Meet The "Good Repair" Standard (Including Deficiencies And Extreme Deficiencies)  0	100% facilities in good repair as measured by the 2021 SARC FIT report.  Instances Where Facilities Do Not Meet The "Good Repair" Standard (Including Deficiencies And Extreme Deficiencies)  0	100% facilities in good repair as measured by the 2022 SARC FIT report.  Instances Where Facilities Do Not Meet The "Good Repair" Standard (Including Deficiencies And Extreme Deficiencies)  0	100% facilities in good repair as measured by the 2023 SARC FIT report.  Instances Where Facilities Do Not Meet The "Good Repair" Standard (Including Deficiencies And Extreme Deficiencies)  0	100% facilities in good or exemplary repair, as measured by the SARC FIT.  Instances Where Facilities Do Not Meet The "Good Repair" Standard (Including Deficiencies And Extreme Deficiencies)  0
English Learner access to state standards/ELD as measured using the State Reflection Tool.	100% of the district' s English Learner students had access to the state standards/ELD as measured using the 2021 State Reflection Tool.	100% of the district' s English Learner students had access to the state standards/ELD as measured using the 2022 State Reflection Tool.	100% of the district's English Learner students had access to the state standards/ELD as measured using the 2022 State Reflection Tool.	100% of the district's English Learner students had access to the state standards/ELD as measured using the 2023 State Reflection Tool.	100% of the district's EL students will have access to state standard/ELD, as measured using the State Reflection Tool.
Reading Performance as measured by the Developmental Reading Assessment (DRA).			59.18% of KECSD's K-3 students achieved the standard met or standard exceeded level on the 3rd Trimester DRA assessment.	Third Trimester Data - 23-24-K-3 students. Met and Exceeded 54.99 % Nearly Met and Not Met 45.01 % Total students tested 842 students	55% of the district's K-3 students will be at the standard met or standard exceeded level.

# Goal Analysis

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.

The LEA used the following rating scale to determine the LEA's progress in implementing the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest):

1 – Exploration and Research Phase

2 – Beginning Development

3 – Initial Implementation

4 – Full Implementation

5 – Full Implementation and Sustainability.

The actions outlined in Goal One supported the progress toward meeting the goal of providing basic services to all schools and students, including core instruction and instruction in the visual and performing arts.

Action 1 - Closing the Achievement Gap: 5 - Full Implementation and Sustainability. All supplementary resources including DRA kits were purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 2 - Intervention and Teacher Training: 4-Full Implementation. Training for our intervention teacher provided by TCOE was purchased and provided as intended. No substantive difference in planned action compared to the actual implementation, but training time was reduced from what was planned.

Action 3 - Supervisor of Operations: 5 - Full Implementation and Sustainability. Our supervisor of operation position was continued. Our supervisor oversees our night custodians. No substantive difference in planned action compared to the actual implementation.

Action 4 - Transportation: 5 - Full Implementation and Sustainability. Our district continued to provide transportation to our students for both school attendance, and also for sports and other extracurricular activities. No substantive difference in planned action compared to the actual implementation.

Action 5 - Staffing: 5 - Full Implementation and Sustainability. Properly credentialed staff were hired to provide our students the best possible education. No substantive difference in planned action compared to the actual implementation.

Action 6 - Special Education: 5 - Full Implementation and Sustainability. Services and resources were provided to our students on an IEP. No substantive difference in planned action compared to the actual implementation.

Action 7 - Basic Services Implementation Status: 4-Full Implementation. All basic services including materials and supplies to support our Kingsburg Reads One Book campaign were purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 8 - Facilities: 5 - Full Implementation and Sustainability. Facilities in our district continue to be maintained at a high level due to our maintenance staff, custodial and grounds staff. No substantive difference in planned action compared to the actual implementation.

Action 9 - Preschool: 5 - Full Implementation and Sustainability. All preschool resources including the preschool staff were provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 10 - Lunch Program: 5 - Full Implementation and Sustainability. All lunch program resources including our food services director and cafeteria staff were provided as intended. No substantive difference in planned action compared to the actual implementation.

Overall Successes: KECSO is continuing to see improvement with their EL, LI and FY students due to the strong PLC's and MTSS systems. English Learner Progress on the CA Dashboard was blue, the highest level. LI improved in Math and maintained in ELA on the CA Dashboard. Our supervisor of operations provides quality oversight and assistance to our night custodial staff. Transportation is offered to all our students by Southwest Transportation to and from school, and also with our after school programs and sporting events. Our district has solid ongoing HR practices, including procedures for hiring and recruitment, leading to highly qualified staff. According to the California Dashboard 93% of our teachers are cleared, which is above the statewide average of 83.2%. Our special education provides individualized support to all of our students based on their identified needs. Our facilities are excellently maintained as indicated by the FIT report. Our preschool is run according to clear policies and procedures. The lunch program provides healthy meals as per their guidelines.

Overall Challenges: KECSO will continue to provide and refine our intervention supports to our students to continue to reduce the achievement gaps. A response to intervention system is set up at each of our school sites to target and support our EL, LI and FY students.

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.

KECSO utilized its funding to meet or exceed planned expenditures in each action in Goal 1. The largest discrepancy was in action 1.1. In recent years we received a substantial increase in Federal pandemic funds, which has allowed us to use those funds to pay for actions currently in our LCAP. Once those monies run out, many of the actions will need to be paid for out of our LCAP supplemental and concentration funds. 1.2 - Teachers received additional professional development, but training time was reduced to reduce lost time in classroom. 1.3 - There was a salary increase, thus the salary for this position increased. 1.5 - There was a salary increase, thus the salary for this position increased. 1.9 - The district applied for preschool expansion and received it, thus the contract amount and expenditures all increased. Salary increases allowed the District to exceed many of the actions in Goal 1 that are tied to salaries.

An explanation of how effective or ineffective the specific actions were in making progress toward the goal during the three-year LCAP cycle.

The LEA used the following rating scale to determine the effectiveness of the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest):

- 1 – Not Effective
- 2 – Somewhat Effective
- 3 – Effective

The actions outlined in Goal One helped make progress towards the LEA's goal: Provide basic services to all schools and students, including core instruction and instruction in the visual and performing arts.

Action 1: Achievement Gap, Action 2: Intervention, Action 4: Transportation, Action 5: Staffing, Action 6: Special Education, Action 7: Basic Services, and Action 9: Pre-School

Effectiveness of Action(s): 3 - Effective

Metric(s): CAASPP Data KECSD observed progress towards closing the achievement gap as indicated on our CAASPP data (% Met/Exceeded the Standard).

1. EL students reached 18.49% exceeding our goal in ELA and 7.94% in Math, not exceeding our goal, but still showing improvement from year 1.
2. LI students 43.84% in ELA and 32.24% in Math, not exceeding our goal, but still showing improvement from year 1.
3. SWD students 13.55% in ELA and 12.90% in Math, we improved from year 1 in ELA, and we improved and exceeded our goal in math.

Analysis Statement: Due to our district's signature practice of Response to Intervention combined with our excellent staff, our student populations have increased their proficiency on the CAASPP assessments as indicated with the above metrics.

Metric(s): According to the 2023 CA Dashboard, the chronic absenteeism rates for KECSD:

EL: 1.6%

FY: 5.6%

Homeless: 0.8%

SWD: 4.9%

LI: 2.7%

Overall = 2.1% and the Blue Level

Analysis Statement: Due to our district's excellent liaison staff, our student populations have increased their attendance rates as indicated with the above metrics.

The actions outlined in Goal One helped make progress towards the LEA's goal: The District will operate with increased efficiency and effectiveness in all areas of operation including the provision of high quality and well maintained facilities, provision of instructional materials, promotion of safe school environments and transportation.

Action 3: Supervisor of Operations, Action 8: Facilities, and Action 10: Lunch Program

Effectiveness of Action(s): Effective

Metric(s): FIT Report 1. 100% facilities in good repair as measured by the 2023 SARC FIT report.

Analysis Statement: KECSD's maintenance and operations team continues to follow district guidelines, which have kept our facilities in excellent shape.

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.

KECSD will continue with the goals and actions as they have been effective. Please note that some metrics have been changed to align with education code, for formatting, and for transparency with educational partners. Also, some metrics were removed as they were optional local metrics that were no longer relevant to the plan.

**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 focused intervention for students and professional development for staff that supports pedagogy/instructional planning and effective utilization of data to prepare all students for mastery of the state standards.

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Full implementation of the California Content Standards as measured by local classroom walk through observation data.	100% of the teachers implemented the CA Content Standards for ELA and math for the 2020-2021 school year.	100% of the teachers implemented the CA Content Standards for ELA and math for the 2020-2021 school year.	100% of the teachers implemented the CA Content Standards for ELA and math for the 2021-2022 school year.	100% of the teachers implemented the CA Standards for ELA and math during the 23-24 school year.	100% of the teachers will implement the CA Standards for ELA and math.
Math Achievement Gap	<p>TBD once results become available. Data Year: 2020 Data Source: Suspended due to Executive Order 30-20</p> <p>Based on the 2019 CA Dashboard results for math, the following gaps exist:</p> <p>"All" students received a "green" rating or the second highest rating according to the 2019 CA Dashboard results</p>	<p>Results from the 2021 CAASPP Results Website Indicate the following performance levels for KECSD students and student groups, for students who met or exceeded the standard in math:</p> <p>All: 35.06% SWD: 8.33% LI: 24.50% EL: 5.60% Homeless: 25.97% (This will serve as the new baseline.)</p>	<p>Results from the 2022 CAASPP Results Website Indicate the following performance levels for KECSD students and student groups, for students who met or exceeded the standard in math:</p> <p>Math - % Met/Exceeded the Standard All: 35.98% EL: 9.52% LI: 28.60% SWD: 13.60%</p>	<p>Math - % Met/Exceeded the Standard All: 37.75% EL: 7.94% LI: 32.24% SWD: 12.90% Homeless: 25.00% Data Year 2023 Data Source: CAASPP Test Results Webpage</p> <p>i-Ready Data - Diagnostic 2 District-Wide Data 23-24</p>	<p>"All" student subgroup will maintain a "green" rating on the CA Dashboard, with a score of 3 points above the the standard.</p> <p>The gap between "All" subgroup and EL subgroup will decrease and EL students will receive a score of 90 points below the standard for math.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>and scored 15.2 points below the standard.</p> <p>EL students received a "yellow" rating on the 2019 CA Dashboard and scored 118.3 points below the standard. Gap equals 103.1 points</p> <p>Students with Disabilities (SWD) received an "orange" second lowest rating according to the 2019 CA Dashboard, with a score of 124 points below the standard. Gap equals 108.8 points below the standard.</p> <p>According to data from the 2021 3rd trimester data from the math interim assessments, students received the following scores:</p> <p>Kindergarten:</p>	<p>According to data from the 2022, 3rd trimester data from the math interim assessments, students received the following scores:</p> <p>Kindergarten: ALL students scored 3% below standards</p> <p>1st Grade: ALL students scored 10% below standards</p> <p>2nd Grade: ALL students scored 16% below standards</p> <p>3rd Grade: All students scored 27.5% below standards</p> <p>4th Grade: All students scored 30% below standards</p> <p>5th Grade: All students scored 20.5% below standards</p>	<p>Homeless: 31.38% Data Year 2022 Data Source: CAASPP Test Results Webpage</p> <p>Kindergarten: ALL students scored 5% below standards</p> <p>1st Grade: ALL students scored 20% below standards</p> <p>2nd Grade: ALL students scored 57% below standards</p> <p>3rd Grade: All students scored 36% below standards</p> <p>4th Grade: All students scored 26% below standards</p> <p>5th Grade: All students scored 44% below standards</p> <p>6th Grade: All students scored 26% below standards</p> <p>7th Grade:</p>	<p>ELA Tier 1 = 41% Tier 2 = 34% Tier 3 = 26%</p> <p>Math Tier 1 = 27% Tier 2 = 49% Tier 3 = 23%</p> <p>Did not disaggregate by grade</p>	<p>The gap between "All" subgroup and SWD subgroup will decrease and students will receive a score of 110 points below the standard.</p> <p>Students will increase their results towards proficiency on the 3rd trimester math benchmark.</p> <p>Kindergarten: ALL students scored 1% below standards</p> <p>1st Grade: ALL students scored 7% below standards</p> <p>2nd Grade: ALL students scored 13% below standards</p> <p>3rd Grade: All students scored 24% below standards</p> <p>4th Grade: All students scored 27% below standards</p>



Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>ALL students scored 53% below standards</p> <p>1st Grade: ALL students scored 33% below standards</p> <p>2nd Grade: ALL students scored 25% below standards</p> <p>3rd Grade: All students scored 28% below standards</p> <p>4th Grade: All students scored 30% below standards</p> <p>5th Grade: All students scored 55% below standards</p> <p>6th Grade: All students scored 33% below standards</p> <p>7th Grade: All students scored 37% below standards</p> <p>8th Grade: All students scored 25% below standards</p>	<p>6th Grade: All students scored 29% below standards</p> <p>7th Grade: All students scored 36% below standards</p> <p>8th Grade: All students scored 27% below standards</p>	<p>All students scored 37% below standards</p> <p>8th Grade: All students scored 24% below standards</p>		<p>5th Grade: All students scored 17% below standards</p> <p>6th Grade: All students scored 26% below standards</p> <p>7th Grade: All students scored 33% below standards</p> <p>8th Grade: All students scored 24% below standards</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
English Learner growth as measured by the ELPAC annual growth data.	Results of the 2021 summative ELPAC will serve as the baseline goal 2 and its metric.	Results of the spring 2021 Summative ELPAC indicate the % of students who performed at each level for grades K-8.  Level 1: 14% Level 2: 36% Level 3: 33% Level 4: 15% These percentages will serve as our baseline.	Results of the spring 2022 Summative ELPAC indicate the % of students who performed at each level for grades K-8.  Level 1: 8.8% Level 2: 32.80% Level 3: 40.40% Level 4: 18%	Results of the spring 2023 Summative ELPAC indicate the % of students who performed at each level for grades K-8.  Level 1: 8.11% Level 2: 24.32% Level 3: 42.86% Level 4: 24.71%	EL progress on English Proficiency: Student growth will increase 6% on the ELPAC for Level 4.
EL redesignation as measured by prior year number of redesignated students.	The baseline for this metric will be established after the district receives the results of the 2021 summative ELPAC.  According to data located on the Dataquest, the states repository for demographic data, in 2019-2020 the reclassification rate for KECS D was 17.8%	As per CDE Dataquest, 17.8% of the district's EL students were redesignated in 2020. This will serve as the district's baseline. (Due to the impacts of Covid and school closures KECS D will not use data from 2021, as only 3% of the district's EL students were redesignated in 2021.)	As per Differentiated Assistance 2023 Data by FCSS Integrated Data Systems, 3% of the district's EL students were redesignated in 2021.	20 students have been redesignated so far this school year.	Increase EL reclassification rate by a minimum of 4% by 2024.
State Test Scores	TBD once results become available. Data Year: 2020	Results from the 2021 CAASPP Results Website Indicate the	Results from the 2022 CAASPP Results Website Indicate the	Results from the 2023 CAASPP Results Website Indicate the	"All" student subgroup will maintain a "green" rating on the CA

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
(SBAC) for ELA summative assessments	<p>Data Source: Suspended due to Executive Order 30-20</p> <p>Student scores for ELA are: "All" equals 12.7 points above the standard Green - Second highest level</p> <p>"SWD" equals 85.7 points below the standard Orange - Second lowest level</p> <p>"EL" equals 96.6 points below the standard Yellow - middle level</p> <p>Results of the 2021 - 3rd Trimester STAR benchmark assessment for Reading: Grade Equivalent STAR scores spring 2021: Grade 2: 2.7 Grade 3: 3/1 Grade 4: 5.3 Grade 5: 5.6</p>	<p>following performance levels for KECS D students and student groups, for students who met or exceeded the standard in ELA:</p> <p>All: 49.46% SWD: 10.61% LI: 40.30% EL: 9.60% Homeless: 42.10% (This will serve as the new baseline.)</p> <p>Results of the 2021 - 3rd Trimester STAR benchmark assessment for Reading: Grade Equivalent STAR scores spring 2021: Grade 2: 3.2 Grade 3: 3.9 Grade 4: 4.6 Grade 5: 5.1 Grade 6: 6.0 Grade 7: 4.8 Grade 8: 8.8</p>	<p>following performance levels for KECS D students and student groups, for students who met or exceeded the standard in ELA:</p> <p>ELA - % Met/Exceeded the Standard All: 49.33% EL: 14.28% LI: 42.34% SWD: 13.7% Homeless: 39.22% Data Year: 2022 Data Source: CAASPP Test Results Webpage</p> <p>Results of the 2022 - 3rd Trimester STAR benchmark assessment for Reading: Grade Equivalent STAR scores Grade 2: 3.0 Grade 3: 3.8 Grade 4: 4.6 Grade 5: 5.0 Grade 6: 6.0 Grade 7: 6.4 Grade 8: 7.1</p>	<p>following performance levels for KECS D students and student groups, for students who met or exceeded the standard in ELA:</p> <p>ELA - % Met/Exceeded the Standard All: 48.74% EL: 18.49% LI: 43.84% SWD: 13.55% Homeless: 36.85% Data Year: 2023 Data Source: CAASPP Test Results Webpage</p> <p>i-Ready Data - Beginning of Year District-Wide Data ELA Tier 1 = 28% Tier 2 = 39% Tier 3 = 33%</p> <p>Results of the 2023 - Beginning of the year STAR benchmark assessments for Reading Grade Equivalent STAR scores</p>	<p>Dashboard, with a score of 21.7 points above the standard.</p> <p>"SWD" gap between "All" will decrease and students will receive a score of 75 points below the standard.</p> <p>"EL" gap will decrease and students will receive a score of 80 points below the standard.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	Grade 6: 5.8 Grade 7: 5.8 Grade 8: 9.0			Grade 2 - 2.3 Grade 3 - 3.1 Grade 4 - 4.2 Grade 5 - 4.4 Grade 6 - 5.0 Grade 7 - 5.8 Grade 8 - 6.6	
Professional Development Calendar for training on how to use the state's CAASPP resources and tools for grades 3-8 and Illuminate for grades TK-2.	The baseline will be 100% of the teachers will be trained on how to use the State's CAASPP resources and tools for grades 3-8 and Illuminate for grades TK-2.	100% of the teachers were trained on how to use the State's CAASPP resources and tools for grades 3-8 and Illuminate for grades TK-2.	100% of the teachers were trained on how to use the State's CAASPP resources and tools for grades 3-8 and Illuminate for grades TK-2.	100% of our teachers were trained by coaches from Fresno County Superintendent of Schools. Our focus this year was: Math, Designated and Integrated ELD, with also a focus on SEL. Grades 3-8 received additional training on the SBAC Ecosystem.	100% of the teachers will be trained on how to use the State's CAASPP resources and tools for grades 3-8 and Illuminate for grades TK-2
Student School Climate and Culture Survey	80% of the students in grades 4-8 participating in the district's locally developed school climate and culture survey will indicate positive results and feeling connected to the school community.	86.5% of the students in grades 4-8 participating in the district's locally developed school climate and culture survey indicated positive results and feeling connected to the school community.	75.8% of the students in 4th, 5th & 6th grades and 78.4% of the students in grades 7th & 8th grade participating in the district's locally developed school climate and culture survey indicated that they felt safe at school.	Based on the results of the locally developed school climate survey taken during the 2023-2024 school year, 74.7%% of the 567 students taking the survey in grades 4, 5, and 6 indicated that they felt safe at school, and 73.2% responded that they felt connected to	The district will maintain its 86.5% percent of students feeling safe and connected to their schools.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				their school. For students in grades 7 and 8, of the 403 students responding to the survey 78.1% indicated that they felt that school was a safe place, and 76.7% reported that they feel connected to their school. PBIS and the Positivity Project are implemented at all sites.	
Chronic Absenteeism Report	0.5% of the students were identified as chronically absent according to results of the 2019 CA School Dashboard.	According to CDE/Dataquest for the 2020-2021 school year, the chronic absenteeism rates for KECS D:  EL 10.9% FY 25.0% Homeless: 21.6% SWD: 15.7% LI: 12.7% Overall: 8.8%	According to CDE/Dataquest for the 2021-2022 school year, the chronic absenteeism rates for KECS D:  EL: 2.1% FY: 9.1% Homeless: 4.0% SWD: 3.9% LI: 2.7% Overall: 2.7%	According to the 2023 CA Dashboard, the chronic absenteeism rates for KECS D:  EL: 1.6% FY: 5.6% Homeless: 0.8% SWD: 4.9% LI: 2.7% Overall = 2.1% and the Blue Level Changed data source	KECS D will maintain its excellent dashboard rating and 0.5% of the students were identified as chronically absent according to results of the 2021 CA School Dashboard.
Walk through observation forms/data	100% of the teachers are implementing the S IOP district adopted model of instruction with students.	100% of the teachers are implementing the S IOP district adopted model of instruction with students.	100% of the teachers are implementing the S IOP district adopted model of instruction with students.	100% of the teachers are implementing the S IOP district adopted model of instruction with students.	100% of the teachers are implementing the S IOP district adopted model of instruction with students.

## Goal Analysis

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.

The LEA used the following rating scale to determine the LEA's progress in implementing the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest):

- 1 – Exploration and Research Phase
- 2 – Beginning Development
- 3 – Initial Implementation
- 4 – Full Implementation
- 5 – Full Implementation and Sustainability

The actions outlined in Goal Two supported the progress toward meeting the goal of providing focused intervention for students and professional development for staff that supports pedagogy/instructional planning and effective utilization of data to prepare all students for mastery of the state standards.

Action 1 - Preservice Days - 5 – Full Implementation and Sustainability - The preservice days were implemented and provided as intended, with professional development being provided by Fresno County Superintendent of Schools (FCSS). No substantive difference in planned action compared to the actual implementation.

Action 2 - Academic Coaches and Training for Staff - 5 – Full Implementation and Sustainability - All academic coaches and training for staff including Learning Acceleration training provided by Tulare County Office of Education (TCOE) was purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 3 - Professional Development - 5 – Full Implementation and Sustainability - The district did implement professional development for all our teachers, but did not continue with our individualized professional development plan as the past couple of years, so expenditures were less than projected.

Action 4 - Mental Health - 5 – Full Implementation and Sustainability - Counselors and PBIS Materials and Supplies were purchased and provided as intended. A BCBA was added and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 5 - Achievement Gap Special Population EL - 5 – Full Implementation and Sustainability - EL Director was provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 6 - Achievement Gap SIOP EL - 5 – Full Implementation and Sustainability - All Achievement Gap EL resources including SAVVAS professional development and resources were purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 7 - Interpreters - 5 – Full Implementation and Sustainability - Interpreters were not used to the extent planned as

Action 8 - EL - Designated and Integrated Support - 5 – Full Implementation and Sustainability - All EL - Designated and Integrated Support materials including Lakeshore and Scholastic materials were purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 9 - Summer Programs - 5 – Full Implementation and Sustainability - Summer planning was provided to teachers as intended. No substantive difference in planned action compared to the actual implementation.

Action 10 - Paraprofessionals - 5 – Full Implementation and Sustainability - All paraprofessionals were provided to each of our schools to help support our struggling students. No substantive difference in planned action compared to the actual implementation.

Action 11 - Intervention and Enrichment Programs - 5 – Full Implementation and Sustainability - All intervention and enrichment programs including AVID, VEX Robotics, CMEA Central Section - Festival Registration, were purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 12 - BTSA/Teacher Induction Program - 5 – Full Implementation and Sustainability - The BTSA/Teacher Induction Program contract was purchased and provided to all our new teachers that needed this program.

Action 13 - Intervention Staff and Building - 3 - Initial Implementation - Intervention staff were provided to all sites this year, but the intervention building is still in the construction process. Payment for the intervention building will come at a later time.

Overall Successes: KECSD is continuing to see improvement with the EL, LI and FY students due to the strong intervention programs at each school site, and the extensive professional development provided by our local county office. 100% of our teachers are receiving professional development throughout the school year. Our focus this year is: Math, Designated and Integrated ELD, with also a focus on SEL. Grades 3-8 are receiving additional training in the SBAC Ecosystem. According to the 2023 CA Dashboard, the chronic absenteeism rates for KECSD continued to improve, and was in the blue category, the highest level.

Overall Challenges: KECSD will continue to improve our intervention for students to continue to reduce any achievement gaps. This year we added intervention teachers and additional paraprofessionals and intervention materials to each of our school sites to target and support our EL, LI and FY students. We are working through the process of installing an intervention building.

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.

KECSD utilized its funding to meet or exceed planned expenditures in each action in Goal 2. 2.3 - The district did continue professional development for all our teachers, but did not continue with our individualized professional development plan as the past couple of years, so expenditures were less than projected. 2.4 - We increased the number of counselors for the 23-24 school year. 2.7 - The district hired bilingual paraprofessionals, so the additional time need was taken care of by their contractual hours. 2.8 - The district provided more resources for our increasing number of EL students in the district. The largest discrepancy was in action 2.9 Summer Programs, wherein due to the new ELOP funding, our after school and summer programs are mainly paid out of this fund, and will now be supplemented with supplemental and concentration funds. 2.10 - The number of paraprofessionals originally planned for LCFF resources went to different funding resources based on one time grants. 2.13 - The intervention building project has not been completed at this time. We are in the process of securing the portable building, and bidding out for utility services. Procurement led to this project being behind schedule.

An explanation of how effective or ineffective the specific actions were in making progress toward the goal during the three-year LCAP cycle.

The LEA used the following rating scale to determine the effectiveness of the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest):

- 1 – Not Effective
- 2 – Somewhat Effective
- 3 – Effective

The actions outlined in Goal Two helped make progress towards the LEA's goal: Provide focused intervention for students and professional development for staff that supports pedagogy/instructional planning and effective utilization of data to prepare all students for mastery of the state standards.

Action 1: Preservice Days, Action 2 - Academic Coaches and Training for Staff, Action 3 - Professional Development, Action 4 - Mental Health, Action 5 - Achievement Gap SPED, Action 6 - Achievement Gap EL, Action 7 Interpreters - EL, Action 8 - EL - Designated and Integrated Support, Action 9 - Summer Programs, Action 10 - Paraprofessionals, Action 11 - Intervention and Enrichment Programs Action 12 - BTSA/Induction, Action 13 - Intervention Staff and Building

Effectiveness of Action(s): 3 - Effective

Metric(s): CAASPP Data, ELPAC Data, Local surveys, and CA Dashboard, KECSD observed progress over the three years towards closing the achievement gap as indicated on our CAASPP data (% Met/Exceeded the Standard).

1. EL students reached 18.49% exceeding our goal in ELA and 7.94% in Math, not exceeding our goal, but still showing improvement from year 1.

2. LI students 43.84% in ELA and 32.24% in Math, not exceeding our goal, but still showing improvement from year 1.

3. SWD students 13.55% in ELA and 12.90% in Math, we improved from year 1 in ELA, and we improved and exceeded our goal in math.

KECSD observed progress towards closing the achievement gap as indicated on our ELPAC data (% Met/Exceeded the Standard).

1. 59.9% scored at a level 3 or 4, which is an increase of 12% over the prior year, which was 47.7%. KECSD observed progress towards closing the achievement gap as indicated on our chronic absenteeism rates. On the California Dashboard, our district ranked in the highest



blue level, with our overall score of 2.1% chronically absent. KECSD radically increased their percentage of students attending school over the past three years. FY: 0% Homeless: 0.8% SWD: 4.9% LI: 2.7% Overall: 2.1%

Analysis Statement: Due to our district's signature practices of SIOP, Response to Intervention, MTSS combined with our excellent staff training programs, our student populations have increased or relatively maintained their proficiency on the CAASPP and ELPAC assessments as indicated with the above metrics. Also, our attendance rates have improved with our student populations.

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.

KECSD will continue with the goals and actions as they have been effective. One change is that we are adding a separate academic coach/intervention teacher to both Washington School and Roosevelt School. A BCBA was added in 23-24, so we expect to see improved results in the suspension category. Board Certified Behavior Analyst (BCBA) to assist our district with assessing our students that have behavioral and emotional disorders, so we can create an individualized treatment plan, so that each student will be successful. Please note that some metrics have been changed to align with education code, for formatting, and for transparency with educational partners. Also, some metrics were removed as they were optional local metrics that were no longer relevant to the plan.

**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	Access to a Broad and Challenging Curriculum focused on 21st Century Learning. Students will be successful in mastering the new California Standards (CCSS) and acquire 21st Century Learning Skills and College and Career Readiness Skills, as well as develop a passion for continuous learning through increased opportunities to access technology and after school programs.

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Academic coaches will use google docs to keep track of teachers receiving professional development.	<p>In 2020-2021 100% teachers received training in how to best serve students using the "hybrid" model of instruction and use of technology.</p> <p>The professional development focus for the 2021-2024 school year will be math. All teachers will be trained the state expectations and math framework, including implementation of the new framework.</p>	<p>During the 2021-2022 school year, the hybrid model ended and students were back to in-person instruction full time.</p> <p>100% of the district's teachers who teach math participated in professional development focused on the state's expectations for math and the proposed new math framework.</p>	<p>During the 2022-2023 school year, the hybrid model ended and students were back to in-person instruction full time.</p> <p>100% of the district's teachers who teach math participated in professional development focused on the state's expectations for math and the proposed new math framework.</p>	<p>During the 2023-2024 school year, student were back to in-person instruction full time.</p> <p>100% of the district's teachers who teach math participated in professional development focused on the state's expectations for math and the proposed new math framework.</p>	<p>100% teachers will receive training focused on the new math framework. Academic coaches will follow up and provide additional support and coaching in the classroom.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Professional Learning Community Calendar of Meetings	2020-2021 - 100% of the district's principals had designated meetings with the assistant superintendent to review contents of grade level professional learning communities.	100% of the district's principals had designated meetings with the assistant superintendent to review contents of grade level professional learning communities.	100% of the district's principals had designated meetings with the assistant superintendent to review contents of grade level professional learning communities.	100% of the district's principals have had designated meetings with the assistant superintendent to review contents of grade level professional learning communities.	100% of the district's principals will meet with the assistant superintendent to review contents of grade level professional learning communities. This practice will take place, at minimum, every 9-10 weeks.
Principal Walk Through Observation Forms	Due to Covid 19 and the district safety protocols put into place, principals did not meet the goal of walking through all classroom a minimum of 1-2 times per week. The baseline for the 2021-2022 school year will be that 100% of the site administrators will walk through all classrooms, at minimum, 1 time per week.	100% of the site administrators walked through all classrooms, at minimum, 1 time per week.	100% of the site administrators walked through all classrooms, at minimum, 1 time per week.	100% of the site administrators walked through all classrooms throughout the year. 23-24 SIOP Teacher Walkthrough Data: Washington - 47 Roosevelt - 77 Reagan - 62 Rafer - 74 CVHS - 29 Lincoln - 148	100% principals will walk through all classrooms a minimum of 1 time per week, as measured by the locally developed google walk through form.

## Goal Analysis

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.

The LEA used the following rating scale to determine the LEA's progress in implementing the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest):

- 1 – Exploration and Research Phase
- 2 – Beginning Development
- 3 – Initial Implementation
- 4 – Full Implementation
- 5 – Full Implementation and Sustainability.

The actions outlined in Goal Three supported the progress toward meeting the goal of providing Access to a Broad and Challenging Curriculum focused on 21st Century Learning. Students will be successful in mastering the new California Standards (CCSS) and acquire 21st Century Learning Skills and College and Career Readiness Skills, as well as develop a passion for continuous learning through increased opportunities to access technology and after school programs.

Action 1 - Technology - Maintain, repair and acquire additional technology hardware/software - 5 – Full Implementation and Sustainability - All technology including including student programs like BrainPop were purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 2 - 21st Century Learning - 5 – Full Implementation and Sustainability - All 21st Century Learning materials and supplies including WeVideo program were purchased and provided as intended. No substantive difference in planned action compared to the actual implementation.

Action 3 - Summer Programs - 5 – Full Implementation and Sustainability - Expanded Learning funding was used for the July summer programs. No substantive difference in planned action compared to the actual implementation.

Action 4 - Intervention (Afterschool) Implementation Status - 5 – Full Implementation and Sustainability - Enrichment clubs and intervention services were paid for out of S&C and ELOP funds. No substantive difference in planned action compared to the actual implementation.

Overall Successes: KECSB is continuing to see improvement with the EL, LI and FY students due to the strong implementation of our district providing the latest technology to our students. Our staff provides students with 21st century skills not only during the school day, but also in our afterschool and summer programs.

Overall Challenges: KECSD will continue to improve our implementation of new technology programs. The i-Ready computer program was implemented this year, which was challenging to get off the ground, but sites are seeing the success of using the program and monitoring the data with their EL, LI and FY students.

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.

KECSD utilized its funding to meet or exceed planned expenditures in each action in Goal 3. 3.1 - The district saw an increased need in the district as older units were being needed to be replaced. 3.2 - The district saw increased need for programs that utilize technology to assist students with 21st century learning. The largest difference was in Action 3.3 - Summer Programs and Action 3.4 - Intervention (Afterschool), as our district began receiving ELOP money. This ELOP money was used as the main source of funding to meet Actions 3 & 4. Our actuals were higher, but we used less S&C money. Our supplemental and concentration funds will now supplement the ELOP funding going forward.

An explanation of how effective or ineffective the specific actions were in making progress toward the goal during the three-year LCAP cycle.

The LEA used the following rating scale to determine the effectiveness of the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest)

- 1 – Not Effective
- 2 – Somewhat Effective
- 3 –Effective

The actions outlined in Goal Three helped make progress towards the LEA's goal: provide Access to a Broad and Challenging Curriculum focused on 21st Century Learning.

Action 1: Technology, Action 2 - 21st Century Learning - Instructional support/training, and Action 4 - Intervention (Afterschool)

Effectiveness of Action(s): 3-Effective

Effectiveness of Action: 3-Effective

Metric(s): CAASPP Data and ELPAC Data

1. EL students reached 18.49% exceeding our goal in ELA and 7.94% in Math, not exceeding our goal, but still showing improvement from year 1.
2. LI students 43.84% in ELA and 32.24% in Math, not exceeding our goal, but still showing improvement from year 1.
3. SWD students 13.55% in ELA and 12.90% in Math, we improved from year 1 in ELA, and we improved and exceeded our goal in math.

Analysis Statement: Due to our district's signature practices of SIOP, Response to Intervention, MTSS combined with our excellent staff training programs, our student populations have increased or relatively maintained their proficiency on the CAASPP and ELPAC assessments as indicated with the above metrics. Administrators are continuing to monitor teacher effectiveness by using the SIOP observation form.

Action 3 - Summer Programs

Effectiveness of Action(s): 3-Effective

Effectiveness of Action: 3-Effective

Metric(s): CAASPP Data KECSD observed progress towards closing the achievement gap as indicated on our CAASPP data (% Met/Exceeded the Standard).

1. EL students reached 18.49% exceeding our goal in ELA and 7.94% in Math, not exceeding our goal, but still showing improvement from year 1.

2. LI students 43.84% in ELA and 32.24% in Math, not exceeding our goal, but still showing improvement from year 1.

3. SWD students 13.55% in ELA and 12.90% in Math, we improved from year 1 in ELA, and we improved and exceeded our goal in math.

Analysis Statement: Due to our district's successful summer programs our student populations have increased their proficiency on the CAASPP assessments as indicated with the above metrics.

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.

KECSD will continue with the goals and actions as they have been effective. CAST testing was added as a metric to this goal. Please note that some metrics have been changed to align with education code, for formatting, and for transparency with educational partners. Also, some metrics were removed as they were optional local metrics that were no longer relevant to the plan.

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

# Goals and Actions

## Goal

Goal #	Description
4	Provide a positive, safe and welcoming school and district climate.

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Suspension Rate	<p>According to the 2019 CA Dashboard, the suspension rate for the district was:</p> <p>"All" students = Green Level (second highest)                      "EL" students = Green Level                      "SWD" students = Yellow Level (middle level)                      "SED" students = Green Level</p> <p>In 2019/2020 there were 28 suspensions.                      For 20/21 there were 14 suspensions.</p>	<p>Due to suspension of the CA School Dashboard, there is no suspension data to report for the Year 1 outcome in regards to the Dashboard and performance levels.</p> <p>Local data indicates the following number of suspensions and expulsions for the 2021-2022 school year.</p> <p>Suspensions: 66 (Total of 55 different students.)</p>	<p>According to the 2022-2023 CA Dashboard, KECSD was found to be in the medium category, with 2.5% of the student population suspended at least one day.</p> <p>"All" students = Medium Level                      "EL" students = Low Level                      "Homeless" = High Level                      "SWD" = Medium Level                      "SED" = Medium Level                      "FY" = Very Low Level</p> <p>Suspensions for 2021-2022: 73, according Differentiated Assistance 2023 Data</p>	<p>According to the 2023-2024 CA Dashboard, KECSD was found to be in the Orange category, with 4.2% of the student population suspended at least one day.</p> <p>"All" students = Orange                      "EL" students = Red                      "Homeless" = Orange                      "SWD" = Red                      "SED" = Orange                      "FY" = Red</p>	<p>All students and significant subgroups will fall into the "Green or Blue" level (first and second highest) on the CA Dashboard. Due to the new 22-23 CA Dashboard, our students will be suspended less than the state average.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
			by FCSS Integrated Data Systems		
Expulsion Rate	Expulsion Rate for 2021 school year was zero. There were no expulsions. (EdData, Educational Data Partnership)	0.003 or 7 students were expelled during the 2021-2022 school year. (Aeries Student Information System)	Expulsion Rate for the 2021-2022 school year was 0.30% with 7 total expulsions.	Expulsion Rate for the 2022-2023 school year was 0.9% with 20 total expulsions.	The expulsion rate will be maintained and there will be no expulsions.
Attendance as measured by the district average attendance.	No attendance reporting was taken in 2020-2021. There is no data on the P-2 report  2019-20 P-2 Enrollment was 2,171 (this was as of 3/16/20 when everything shut down) and our ADA that was submitted to the state was 2,148.70. That would put us at a 98.9% attendance rate of enrollment to ADA for P-2 data in 2019-20.	2021-2022 Attendance Rate: 98.7%	2021-2022 Attendance Rate: 98.7%	Attendance Rates for 2022-2023: Overall = 99% Island - 88.34% CVHS - 99.57% Washington - 99.00% Lincoln - 99.38% Roosevelt - 99.32% Rafer - 98.26% Reagan - 99.20%	The attendance rate will be maintained or at 98% or higher.
Middle School Drop Out Rate as measured by the	There were no middle school drop outs for the 2020-2021 school	There was one middle school drop outs for the 2021-2022 school year.	There were two middle school drops outs for the 2021-2022 school year	There were two middle school drop outs for the 2022-2023 school year.	The district will maintain its middle school drop out rate of zero.



Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
formula described in the LCAP appendix.	year. (Aeries Student Information System)		according to AERIES report 1.12.	(Aeries Student Information System)	
School Climate and Culture Survey	A locally developed survey was implemented with students in grades 4-8. According to the survey, 86% of the students in grade 4-8 felt safe at school. 82% percent of the 4-8 grade students indicated they felt connected to their school.	86.5% of the students in grades 4-8 participating in the district's locally developed school climate and culture survey indicated positive results and feeling connected to the school community.	75.8% of the students in 4th, 5th & 6th grades and 78.4% of the students in grades 7th & 8th grade participating in the district's locally developed school climate and culture survey indicated that they felt safe at school.	Based on the results of the locally developed school climate survey taken during the 2023-2024 school year, 74.7%% of the 567 students taking the survey in grades 4, 5, and 6 indicated that they felt safe at school, and 73.2% responded that they felt connected to their school. For students in grades 7 and 8, of the 403 students responding to the survey 78.1% indicated that they felt that school was a safe place, and 76.7% reported that they feel connected to their school.	The district will maintain its 86.5% percent of students feeling safe and connected to their schools.
Seek parent input and promote parental participation in programs for unduplicated students and students with exceptional needs.	100% of the district's school sites will seek stakeholder input and increase attendance at the district's (each school site's) Annual Title I Parent Night and ensure	100% of the district's school sites sought stakeholder input and increased attendance (each school site's) Annual Title I Parent Night to ensure representation from all	100% of the district's school sites sought stakeholder input and increased attendance (each school site's) Annual Title I Parent Night to ensure representation from all	100% of the district's school sites sought stakeholder input and increased attendance (each school site's) Annual Title I Parent Night to ensure representation from all	100% of the district's school sites will seek stakeholder input and increase attendance at the district's Annual Title I Parent Night and ensure representation from all

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>representation from all unduplicated student groups. All teachers will connect with (in-person or virtually) 100% of their students' parents during the district's established parent-teacher conference week.</p> <p>The baseline indicated the numbers of parents representing each site will be determined at the first meeting in the fall of 2021.</p>	<p>of the unduplicated - EL, FY, LI student groups. All teachers 100% met with their students' parents during the district's established parent conference week, either in-person or virtually.</p> <p>The baseline will be indicated at the fall 2022, first meeting, as a total count was recorded, but there is no record of which school each parent represented.</p>	<p>of the unduplicated - EL, FY, LI student groups. All teachers 100% met with their students' parents during the district's established parent conference week, either in-person or virtually.</p>	<p>of the unduplicated - EL, FY, LI student groups. All teachers 100% met with their students' parents during the district's established parent conference week, either in-person or virtually.</p>	<p>unduplicated student groups.</p> <p>Each year, the number of parents attending the district's (school site's) Annual Title I Parent will increase, with all unduplicated student groups represented.</p> <p>The district will maintain its goal for all teachers connecting with 100% of their students' parents either in-person or virtually during the district's established parent-teacher conference week.</p>

## Goal Analysis

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.

The LEA used the following rating scale to determine the LEA's progress in implementing the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest)

- 1 – Exploration and Research Phase
- 2 – Beginning Development
- 3 – Initial Implementation

4 – Full Implementation

5 – Full Implementation and Sustainability.

The actions outlined in Goal Four supported the progress toward meeting the goal of providing a positive, safe and welcoming school and district climate.

Action 1 - Mental Health and School Culture and Climate - 5 – Full Implementation and Sustainability - All mental health and school culture and climate items like CatapultEMS was purchased and provided as intended.

Action 2 - Additional Supplemental Support Services - 5 – Full Implementation and Sustainability - All additional supplemental support services including Gopher-Spark Curriculum, guest speakers, etc. were provided as intended.

Action 3 - Learning Directors - 5 – Full Implementation and Sustainability - Learning Directors were provided as intended for the following schools: Lincoln, Reagan and Rafer.

Action 4 - Attendance - 5 – Full Implementation and Sustainability - The inclusion of liaisons was not planned, but materials from Amazon were purchased to help with attendance.

Action 5 - Health Aides and District Nurse - 5 – Full Implementation and Sustainability - Materials and supplies including First Aid Supplies for our health aides and district nurse were provided as intended.

Action 6 - Parent Involvement - 5 - Full Implementation and Sustainability - Materials, programs and supplies like CSUF Parenting classes and Watch Dogs were provided as intended.

KECSD has committed resources to provide a warm and supportive climate and culture. By providing the mental health staff, combined with the supplemental support services and positive parent involvement opportunities, our EL, LI and FY are well supported to reach the dreams of their future. Overall successes have been that we have added a school counselor at each of our sites to provide students the mental health support that they need. Challenges at the sites have been suspensions due to a variety of factors including vape pens. Implementation Status: 5 - Full Implementation and Sustainability. No substantive difference in planned action compared to the 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.

KECSD utilized its funding to meet or exceed planned expenditures in each action in Goal 4. The exception is for Goal 4.1, ESSER funding is currently being utilized to pay our counselors, but once that money runs out, supplemental and concentration funds will be used. 4.2 - Additional supplemental support services with increased need in the district, so more financial resources were needed to offset student needs. 4.3 - In this action we exceeded due to salary increases. 4.4 - The district increased the number of home liaisons to better serve our students needing additional services. 4.5 - Additional resources were provided to care for our students, and a significant salary increase attributed to difference.

An explanation of how effective or ineffective the specific actions were in making progress toward the goal during the three-year LCAP cycle.

The LEA used the following rating scale to determine the effectiveness of the actions to achieve the articulated goal. Ratings were based on an analysis of both inputs from educational partners and metrics. Rating Scale (lowest to highest)

- 1 – Not Effective
- 2 – Somewhat Effective
- 3 – Effective

The actions outlined in Goal Four helped make progress towards the LEA’s goal of providing a positive, safe and welcoming school and district climate.

Action 1: Mental Health and School Culture and Climate, Action 2 - Additional Supplemental Support Services, Action 3 - Learning Directors, Action 4 - Attendance, Action 5 - Health Aides and District Nurse, and Action 6 - Parent Involvement

Effectiveness of Action(s): 3 - Effective

Metric(s): CA Dashboard (Suspension Rate) & Climate and Culture Surveys 1. According to the 2023-2024 CA Dashboard (Suspension Rate), KECSD was found to be in the orange category, with 4.2% of the student population suspended at least one day. 2. LI = Orange category - CA Dashboard 3. EL = Red Category - CA Dashboard 4. FY = Red - CA Dashboard 5. According to the 2023-2024 CA Dashboard, KECSD was found to be in the blue Chronic Absenteeism category, with 2.1%, which is significantly lower than the state average of 24.3%. 6. According to the 2023-2024 CA Dashboard, KECSD was found to be in the the yellow ELA category at 3.8 points below standard, which is significantly better than the state average of 13.6 points below standard. 7. According to the 2023-2024 CA Dashboard, KECSD was found to be in the the orange ELA category, which is significantly better than the state average of 49.1 points below standard. Analysis Statement: KECSD's focus on providing a positive, safe and welcoming school and district climate has shown effectiveness as indicated by our blue category for the Chronic Absenteeism category.

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.

KECSD will continue with the goals and actions as they have been effective. Please note that some metrics have been changed to align with education code, for formatting, and for transparency with educational partners. Also, some metrics were removed as they were optional local metrics that were no longer relevant to the plan.

**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.**

# Instructions

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

Complete the prompts as instructed for each goal included in the 2023–24 LCAP. Duplicate the tables as needed. The 2023–24 LCAP Annual Update must be included with the 2024–25 LCAP.

## Goals and Actions

### Goal(s)

#### Description:

Copy and paste verbatim from the 2023–24 LCAP.

#### Measuring and Reporting Results

- Copy and paste verbatim from the 2023–24 LCAP.

#### Metric:

- Copy and paste verbatim from the 2023–24 LCAP.

#### Baseline:

- Copy and paste verbatim from the 2023–24 LCAP.

#### Year 1 Outcome:

- Copy and paste verbatim from the 2023–24 LCAP.

#### Year 2 Outcome:

- Copy and paste verbatim from the 2023–24 LCAP.

#### Year 3 Outcome:

- When completing the 2023–24 LCAP Annual Update, enter the most recent data available. Indicate the school year to which the data applies.

#### Desired Outcome for 2023–24:

- Copy and paste verbatim from the 2023–24 LCAP.

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)
Copy and paste verbatim from the 2023–24 LCAP.	Copy and paste verbatim from the 2023–24 LCAP.	Copy and paste verbatim from the 2023–24 LCAP.	Copy and paste verbatim from the 2023–24 LCAP.	Enter information in this box when completing the 2023–24 LCAP Annual Update.	Copy and paste verbatim from the 2023–24 LCAP.

### Goal Analysis

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.

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

- 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.

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.

- 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.

An explanation of how effective or ineffective the specific actions were in making progress toward the goal during the three-year LCAP cycle.

- Describe the effectiveness or ineffectiveness of the specific actions in making progress toward the goal during the three-year LCAP cycle. “Effectiveness” means the degree to which the actions were successful in producing the desired result and “ineffectiveness” means that the actions did not produce any significant or desired result.
  - 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.
  - Beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period.

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.

- 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.
  - As noted above, beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period. For actions that have been identified as ineffective, the LEA must identify the ineffective action and must include a description of the following:
    - The reasons for the ineffectiveness, and
    - How changes to the action will result in a new or strengthened approach.

California Department of Education  
November 2023



# KINGSBURG

**ELEMENTARY CHARTER SCHOOL DISTRICT**

# Local Control and Accountability Plan

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

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Kingsburg Elementary Charter School District	Matt Stovall Assistant Superintendent	mstovall@kesd.org 559-897-2331

## Plan Summary [2024-25]

### General Information

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

The Kingsburg Elementary Charter School District 2,186 student enrollment serves a unique rural community of approximately 12,778 people in the Central San Joaquin Valley. It is a town where parents, the school community, and the citizens of Kingsburg have committed themselves to a high standard of education for their children. The community’s city government and the school district have cooperated to co-develop city parks in conjunction with school playgrounds, co-sponsored afterschool programs, and participate in each other’s planning teams. Local citizens and businesses have donated tennis courts, trees, playground equipment, and even school supplies and clothing for students in need. The student population of the district is a mixture of children of farmworkers and farmers, doctors, nurses, and custodians, small and large business owners, factory workers, salespeople, and educators. The diversity is broad, however, as diverse as the backgrounds may be, the town’s citizens are singularly committed to the education of its children. The school district, in existence since 1874, takes pride in meeting the needs of all its students, and as a result, the district enjoys the overwhelming support of its parents, teachers, staff, and the community at large.

In 1996, the Kingsburg Joint Union Elementary District became the second charter school district in the state. The charter is a reflection of the support expressed by the district’s employees and the citizens of Kingsburg. It also reflects the constant efforts of the district to prepare students to become productive citizens in the 21st century. The district’s mission is simple, “We will find a way for ALL students to learn,” is lived daily in taking to heart the challenge of preparing children to communicate effectively, work collaboratively, think creatively and critically, gather, use, and produce information; make informed, responsible decisions; become life-long learners, and enthusiastically embrace challenges and responsibilities.

Placed in the context of creating professional learning communities, these overriding concepts are encouraged by the support of parents and families, drawing its standards from the traditional small-town atmosphere so cherished by the citizens of Kingsburg. Indicators of this support include: 100% of the parents sign the Parent/Student/Charter District Compact, 100% of the credentialed employees in the district support working in the charter district, and 100% of the classified employees support working in the charter district. It was held by all stakeholders in the initial charter petition and continues to be held today, that being a charter would set the school district apart and make it



even more special in the educational community. The district's unique grade level configuration by grade span instead of neighborhood schools, allows students to attend school together as they move up through the different levels. Washington School is home to all of the district's TK, kindergarten, and first grade students. Roosevelt serves students in first grade. Lincoln serves students in grades two and three, and Reagan School is home to all of the district's fourth, fifth, and sixth grade students. Students in grades seven and eight attend Rafer Johnson Jr. High School, proudly named after long-time Kingsburg resident and olympic gold medalist, Rafer Johnson.

The innovative and effective education programs, which include music and art as well as career technology and STEAM implementation have contributed to KECSO students performing well on the performance levels on state indicators as per the California School Dashboard, especially when compared to our local surrounding school districts. The charter fosters innovation in the area of literacy development and technology. The opportunity to have more flexibility with programs and staffing, combined with open enrollment were powerful motivators in meeting the needs of students and parents in the rural backdrop of Kingsburg.

Open enrollment has been a signature practice of the charter since its inception. Parents and students are welcome from all districts, and students that reside in Kingsburg have the opportunity to transfer to any other district without going through the transfer process. The charter allows us to affect the lives of more families and students. In this community, parents truly feel they are ultimately responsible for the education of their children. Through our charter, the district becomes partners in the education of its students. The individual responsibilities of each group – parents, district, and students – are enumerated in the Charter District/Parent/Student Compact, making it everyone's job to ensure student growth and achievement. Each year, this compact represents 100% parent and student participation.

Kingsburg is structured as a community-aligned school system instead of a neighborhood school system. All of the students move through the grade levels as one unit. This allows each grade level to provide the most effective education program because of the unity formed with each stakeholder in the district and community. For families that want an alternative type of education program, students may attend Central Valley Home School. It is the desire of the community (frequently reiterated in annual parent surveys) to maintain its TK-8 continuity structure. By mandated necessity, as seen by the community, the structure of the district's schools dictates that if one school is a charter, the expectation is that all schools have charter status, thus virtually requiring the need that if there is going to be a charter, then it must be an all-charter district.

Kingsburg Elementary Charter School District has demonstrated what a "stand-alone" district can accomplish as a charter. Through our flexibility, the implementation of researched-based programs and change has allowed us to ensure the highest quality of education and educational opportunities are quickly put in place for our students. The community and staff have embraced the charter status and developed into a community-wide professional learning community that proudly stands together for each member of the community. One example of this commitment is exemplified by the development of Island Community Day School. Instead of sending students to county programs, Kingsburg wants to keep its students to rehabilitate them through restorative justice and maintenance of their academic programs. Kingsburg is the only TK-8 district in Fresno County with a Community Day School. It is worth noting that the district received approval of its fifth multiple-year cycle as an all-charter district.

The district's status as an all-charter district has become a core value in both our school system and the community at large. Another way to look at the district's involvement as a charter may be to note that no child who has started kindergarten in this school district has ever known or experienced a school system that is not a charter system. From our mindset to our conversations to even the visual representations on the

side of our school buses, we proclaim Kingsburg Elementary Charter School District as a source of pride from who we are and what we have become. Being a charter district represents a clear and encouraging call to a 'can-do' spirit and willingness to pursue what is best for children.

## Reflections: Annual Performance

A reflection on annual performance based on a review of the California School Dashboard (Dashboard) and local data.

Reflection on the 2022-2023 school year. After reviewing the data in the California School Dashboard for the testing year of 2022-2023, our district discovered the following successes for the 1,297 students that took the assessment. In ELA, our district scored 9.8 points higher than the state average. In Math, our district scored 14.7 points higher than the state average. In the area of Chronic Absenteeism, our district scored 22.2% better than the statewide average. For the Suspension Rate category, our district had 0.7% more suspensions than the statewide average. When analyzing our overall Math and ELA test scores, our district scored higher than the state average in the following subgroups: EL, Hispanic, Homeless, SED, White and Two or More Races.

According to the California School Dashboard, our district and the following schools listed below received a red dashboard indicator, indicating the student group or school received the lowest performance level.

Schools

Central Valley Home School - Math = Hispanic and LI

Lincoln Elementary - Suspension Rate = SWD

Rafer Johnson Junior High - ELA = SWD, Math = SWD, Suspension Rate = EL, Hispanic, LI, SWD & All students

Ronald W. Reagan Elementary - Math = SWD

LEA Student Groups = ELA = SWD, Math = SWD, Suspension Rate = EL, FY & SWD

## Reflections: Technical Assistance

As applicable, a summary of the work underway as part of technical assistance.

Our district qualified for Differentiated Assistance under the category of Students with disabilities, specifically in the areas of academics and suspension rate. We are currently working with the Fresno County Office of Education DA team. We have completed the data dive, and we selected the focus area of ELA for our SWD students. This process we are using will follow the improvement science approach. A systematic approach to change that draws on the efforts of all users to collectively learn their way into stronger system performance and better outcomes for students. Improvement Science values a "learn by doing" model to make small, rapid changes that lead to large system improvements. We will be focusing our efforts on Reagan Elementary.

# 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.

NA

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

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

NA

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

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

NA

# Engaging Educational Partners

A summary of the process used to engage educational partners in the development of the LCAP.

School districts and county offices of education must, at a minimum, consult with teachers, principals, administrators, other school personnel, local bargaining units, parents, and students in the development of the LCAP.

Charter schools must, at a minimum, consult with teachers, principals, administrators, other school personnel, parents, and students in the development of the LCAP.

An LEA receiving Equity Multiplier funds must also consult with educational partners at schools generating Equity Multiplier funds in the development of the LCAP, specifically, in the development of the required focus goal for each applicable school.

Educational Partner(s)	Process for Engagement
Teachers	<p>When: January-February, 2024            How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters            What: Each site principal communicates the importance and intent of LCAP and encourages input from teachers and discusses current LCAP goals and actions, current performance data, and district and site needs.</p>
Principals	<p>When: January 16, 2024            How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters            What: The assistant superintendent communicated the importance and intent of LCAP and encourages input from principals and discusses current LCAP goals and actions, current performance data, and district and site needs.</p>
Administrators	<p>When: January 16, 2024            How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters            What: The assistant superintendent communicated the importance and intent of LCAP and encouraged input from administrators and discussed current LCAP goals and actions, current performance data, and district and site needs.</p>

Educational Partner(s)	Process for Engagement
Other School Personnel	<p>When: January-February, 2024</p> <p>How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters</p> <p>What: Each site principal communicated the importance and intent of LCAP and encouraged input from other school personnel and discussed current LCAP goals and actions, current performance data, and district and site needs.</p>
Certificated (Local Bargaining Unit-NA)	<p>When: January-February, 2024</p> <p>How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters</p> <p>What: Each site principal communicated the importance and intent of LCAP and encouraged input from certificated staff members and discussed current LCAP goals and actions, current performance data, and district and site needs.</p>
Classified (Local Bargaining Unit-NA)	<p>When: January-February, 2024 &amp; February 1, 2024 - MOT</p> <p>How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters</p> <p>What: Each site principal communicated the importance and intent of LCAP and encouraged input from classified staff members and discussed current LCAP goals and actions, current performance data, and district and site needs. The assistant superintendent and CBO communicated the importance and intent of LCAP and encouraged input from the MOT staff and discussed current LCAP goals and actions, current performance data, and district and site needs.</p>
Parents	<p>When: February/March</p> <p>How: Parent Survey</p> <p>What: A parent survey was sent to all parents to receive their feedback regarding the LCAP and other areas affecting school sites and the district.</p>
Students	<p>When: January 2024</p> <p>How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters</p>

Educational Partner(s)	Process for Engagement
	<p>What: The assistant superintendent communicated the importance and intent of LCAP and encouraged input from the PAC-Students and discussed current LCAP goals and actions, current performance data, and district and site needs.</p>
PAC	<p>When: January 24, 2024  How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters  What: The assistant superintendent communicated the importance and intent of LCAP and encouraged input from the PAC and discussed current LCAP goals and actions, current performance data, and district and site needs.</p>
PAC: Draft LCAP Presentation for Comments	<p>When: April 25, 2024  How: The PAC was engaged through an in-person meeting  What: The draft LCAP was provided and the PAC and had the opportunity to provide comments or questions and receive a written response from the Superintendent.  No questions or comments were submitted to the Superintendent.</p>
DELAC	<p>When: January 24, 2024  How: LCAP Survey and LCAP Presentation/Discussion/Input sessions-posters  What: The assistant superintendent communicated the importance and intent of LCAP and encouraged input from the DELAC and discussed current LCAP goals and actions, current performance data, and district and site needs. As a result of the District English Language Advisory Committee (DELAC) and other district meetings, a request for parent workshops focusing on ESL and technology was voiced. Parents want to understand how students are using technology in the classroom so they can support their students at home.</p>
DELAC: Draft LCAP Presentation for Comments	<p>When: April 25, 2024  How: The DELAC was engaged through an in-person meeting</p>

Educational Partner(s)	Process for Engagement
	<p>What: The draft LCAP was provided and the DELAC and had the opportunity to provide comments or questions and receive a written response from the Superintendent. No questions or comments were submitted to the Superintendent.</p>
Schools receiving Equity Multiplier funding	<p>When: Island Community Day School - Meeting On March 11, 2024 - Staff and parents were invited. Meeting on March 19th, 2024 - Superintendent's Cabinet Meeting How: Reviewed Local Control Funding Formula Equity Multiplier Information through a presentation. What: After discussion of those present at the Island School meeting, the consensus was to have our focus goal be on improving chronic absenteeism. Superintendent's Cabinet members agreed on the goal to be on improving chronic absenteeism.</p>
SELPA Consultation	<p>When: 2023-2024 - (9/14/23, 11/7/23, 1/22/24 and 3/19/24) How: SELPA Operations Committee Meeting What: The SELPA offered consultations on activities that align with a district's LCAP development and discussions that included the need to have a specific action related to SPED in the LCAP. This will include the following: Special Education Plan: Targeted Monitoring and Intensive Monitoring Reviews Operations Committee Meetings Superintendent Governance Council FCSS LCAP and Compliance Workshops. The SELPA was consulted through our Director of Pupil Services who also serves as the Director of Special Education. Through this consultation, the need for more collaboration between the special education department and general education teachers was also identified, along with additional resources to support students with disabilities above and beyond.</p>
Public Comment	<p>When: May 22-June 10, 2024 How: The LCAP will made available to the public, as a copy of it will be located at the district office. What: The draft 2024-25 LCAP</p>

Educational Partner(s)	Process for Engagement
Public Hearing	When: May 28, 2024 How: The Public Hearing was held to consider the draft of the LCAP. What: The draft of the 2024-25 LCAP
Board Adoption	When: June 11, 2024 How: 2024-25 LCAP was board adopted at the same meeting as the adoption of the Budget and the Local Indicators Report What: The 2024-25 LCAP
Midyear Report to Board	When: February 13th, 2024 How: Presentation to the governing board What: The LEA presented the LCAP midyear report and Budget Overview for Parents to the board.

A description of how the adopted LCAP was influenced by the feedback provided by educational partners.

A summary of the feedback provided by specific educational partners  
 After analyzing data from our educational partners (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff, and students), a noticeable pattern and trend existed. Data from both certificated and classified staff members were collected using a google form survey and spreadsheet. Input from other educational partner groups (PAC, DELAC, SSC and ELAC) was also taken into account through meetings, and also through the use of a google form survey. There was an overwhelming request for intervention for our neediest students and mental health services. The top priorities for each of the LCAP's four goals included:

- Goal 1:
- Staffing (Properly Credentialed Teachers) - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)
  - Special Education resources/services - Credentialed SPED preschool teacher & Specialized classes for most needy students - (ERSP/SDC) (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)
  - Basic Services - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)
  - Facilities - Continue to upgrade/maintain - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)
  - Supplemental resources to Close the Achievement Gap - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

- Goal 2:
- Paraprofessionals to support student learning. (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)
  - Intervention/Enrichment Support - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)
  - Academic Coaches - Provide coaching for staff. Add SPED Coach. (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)
  - Interpreters for English Learner families - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)



Preservice days for Certificated Staff - Maintain the additional (3rd) day. (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

Professional Development (Provided by outside sources.) Ongoing SEL & Behavior PD for teachers and paras. (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

#### Goal 3:

Technology - Maintain, repair and acquire additional technology hardware/software - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

21st Century Learning - Instructional support/training - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

ROP-Add Job Skills - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

Summer Programs - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

#### Goal 4:

Mental Health, School Culture and Climate - Full time counselors & BSA's at every site- Maintain staff-add psych or two interns (maintain) - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

Learning Directors - Extra support for the school community (PBIS, EL Site Coordinator, etc.) - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

Attendance - school/community liaison support - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

Additional supplemental support for special education/MTSS - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

District Nurse-Health Aides-Additional Training - (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

Provide opportunities for parent involvement, parent workshops, childcare and light meals to support increased attendance and participation in parent engagement opportunities. (PAC, DELAC, SSC, ELAC, Classified Staff, Certificated Staff & students)

#### Goal 5:

Equity Multiplier - Island Community Day School - Meeting On March 11, 2024 - Staff and parents were invited. After discussion of those present, the consensus was to have our focus goal be on improving chronic absenteeism. Meeting on March 19th, 2024 - Superintendent's Cabinet members agreed on the goal to be on improving chronic absenteeism.

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
1	<p>Provide basic services to all schools and students, including core instruction and instruction in the visual and performing arts.</p> <p>The District will operate with increased efficiency and effectiveness in all areas of operation including the provision of high quality and well-maintained facilities, provision of instructional materials, promotion of safe school environments and transportation.</p>	Broad Goal

State Priorities addressed by this goal.

<p>Priority 1: Basic (Conditions of Learning)</p> <p>Priority 4: Pupil Achievement (Pupil Outcomes)</p> <p>Priority 7: Course Access (Conditions of Learning)</p> <p>Priority 8: Other Pupil Outcomes (Pupil Outcomes)</p>
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An explanation of why the LEA has developed this goal.

<p>The quality of education does not only depend on high-quality teachers as reflected in the performance of their duties, but also the effective coordination of the school environment. A school’s physical characteristics have a variety of effects on teachers, students, and the learning process. Poor factors can adversely affect student behavior and lead to high levels of frustration among teachers and poor learning attitudes among students. A conducive environment for learning, such as one with comfortable classroom set-ups, well-maintained facilities, relevant use of teaching materials, and interesting classroom activities, will further motivate the students to learn.</p>
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## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
1.1	Smarter Balanced ELA Distance from Standard	<p>Data Year: 2023 Data Source: CA Dashboard</p> <p>All-students: 3.8 points below the standard</p>			<p>All-students: 3.5 points below the standard</p> <p>EL: 49 points below the standard</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>EL: 52.1 points below the standard</p> <p>LI: 14.7 points below the standard</p> <p>SWD: 98.7 points below the standard</p> <p>Foster Youth: No data available</p> <p>Rafer Johnson SWD: 120.5 points below the standard</p>			<p>LI: 13.9 points below the standard</p> <p>SWD: 93.7 points below the standard</p> <p>Rafer Johnson SWD: 114 points below the standard</p>	
1.2	Smarter Balanced Math Distance from Standard	<p>Data Year: 2023 Data Source: CA Dashboard</p> <p>All-students: 34.4 points below the standard</p> <p>EL: 78.8 points below the standard</p> <p>LI: 47.9 points below the standard</p> <p>SWD: 122.3 points below the standard</p> <p>Foster Youth: No data available</p>			<p>All-students: 32.6 points below standard</p> <p>EL: 74.8 points below standard</p> <p>LI: 45.5 points below standard</p> <p>SWD: 116.1 points below standard</p> <p>Central Valley Home School Hispanic: 90 points below the standard LI: 103 points below the standard</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>Central Valley Home School Hispanic: 95.3 points below the standard LI: 109.6 points below the standard</p> <p>Rafer Johnson SWD: 165.6 points below the standard</p> <p>Ronald Reagan SWD: 115.9 points below the standard</p>			<p>Rafer Johnson SWD: 157 points below the standard</p> <p>Ronald Reagan SWD: 110 points below the standard</p>	
1.3	Implementation of standards for all students and enable ELs to access CCSS and ELD standards.	<p>Data Year: 2023-24 Data Source: State Reflection Tool</p> <p>Implementation of State Standards is an average score of: 3.9 out of 5.</p>			Average score of: 4.0 out of 5.	
1.4	A broad course of study as measured as measured by a review of teacher and student master schedules.	<p>Data Year: 2023-24 Data Source: Local data</p> <p>100% broad course of study was provided to all students.</p>			100%	
1.5	Properly credentialed teachers with no misassignments or vacancies, as measured by Credentials, CA	<p>Data Year: 2023-24 Data Source: CA Dashboard</p>			94% clear (% of teaching FTE)	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Dashboard or SARC review.	93% of our teachers are Clear (% of teaching FTE)				
1.6	Access to standards aligned instructional materials	Data Year: 2023-24 Data Source: State Reflection Tool  100%			100%	
1.7	Facilities maintained in good repair	Data Year: 2023-24 Data Source: SARC FIT Report  100%			100%	
1.8	Local Assessment: Reading Performance Met or Exceeded Standard	Data Year: 2023-24 Data Source: Developmental Reading Assessment (DRA)  K-3 59.18%			60%	
1.9	Chronic Absenteeism	Data Year: 2023 Data Source: CA Dashboard  All-students: 2.1% EL: 1.6% FY: 5.6% LI: 2.7% Homeless: 0.8% SWD: 4.9%			All-students: 2.0% EL: 1.5% FY: 5.5% LI: 2.6% Homeless: 0.7% SWD: 4.8%	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
1.10	Attendance Rate	Data Year: 2023-24 Data Source: AERIES Average Daily Attendance (ADA) Summary for the 2023-2024 (P2)  99.55%			98% or higher	

## Goal Analysis [2023-24]

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

A description of overall implementation, including any substantive differences in planned actions and actual implementation of these actions, and any relevant challenges and successes experienced with implementation.

Not Applicable.

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

Not Applicable.

A description of the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal.

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
1.1	Closing the Achievement Gap	<p>The 2023 CA School Dashboard results indicate that our Low-Income and English Learners have a greater Distance from Standard (DFS) learning gap than the all-student group in ELA. Our experience and the outcome of conducting a root cause analysis indicate that teachers would benefit from continued access to additional diagnostic formative assessment information specific to student reading skills along with related supplemental instructional resources and supplies.</p> <p>KECSD will provide supplemental resources and DRA Assessment kits that support the core curriculum and instruction aligned to the CA standards.</p> <p>Through the Cycle of Inquiry used in all of our Professional Learning Communities, it has been determined that Supplemental/Intervention materials and the Developmental Reading Assessment (DRA) used during Multi-tiered Systems of Support, Response to Intervention (RTI), and after-school programs to support and scaffold instruction for the Low-Income and English Learner pupil population, is making a significant difference. DRA kits are used by teachers to analyze each student's level of reading and individual growth over time, so they know what early literacy skills to focus on.</p> <p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income and English Learners' Distance from Standard on statewide ELA assessments on the CA Dashboard will decrease as compared to our all-student group.</p>	\$1,994,383.00	Yes
1.2	Supervisor of Operations	Maintain Assistant Supervisor of Operations Position	\$132,716.36	No

Action #	Title	Description	Total Funds	Contributing
1.3	Transportation	<p>The 2023 CA Dashboard indicates that our Low-Income and Foster Youth have higher Chronic Absenteeism rates as compared to our All-Student group. As demonstrated by parent surveys and educational partner engagement meetings, our Low-Income students and Foster Youth living beyond the district-provided bussing service area experience challenges obtaining and affording reliable transportation to and from school and extra-curricular events.</p> <p>KECSD will provide additional transportation services to students living beyond the designated bussing service areas.</p> <p>The design of the additional transportation services include but are not limited to;  Provide access to bussing transportation not otherwise provided  Provide consistent, reliable, and safe transportation for unduplicated students living beyond the district-provided bussing service area.</p> <p>Though this action is principally directed to meet the needs of our Low-Income and Foster Youth, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income and Foster Youth Chronic Absenteeism rates on the CA Dashboard will decrease as compared to our All-Student group.</p>	\$684,437.56	Yes
1.4	Staffing	Provide properly credentialed staff as part of basic services to ensure all students have access to teachers who are properly credentialed.	\$11,970,196.45	No
1.5	Special Education	<p>Provide services and resources including speech services to all students with Individualized Education Plans and who qualify for special education.</p> <p>KECSD adheres to state and federal regulations to provide appropriate services to students with disabilities. Our programs ensure a Free Appropriate Public Education (FAPE) through individualized education plans (IEPs) tailored to each student's unique needs, guaranteeing access</p>	\$2,792,977.35	No



Action #	Title	Description	Total Funds	Contributing
		to the general curriculum and necessary accommodations. Under the Child Find mandate, KECSD identifies, locates, and evaluates all children with disabilities to provide appropriate services. Additionally, KECSD offers designated services and supports, such as speech therapy and counseling, to meet diverse needs and involves parents and guardians in the planning and decision-making process.		
1.6	Basic Services	<p>Provide basic services, additional support and intervention to ensure all students are successful in accessing the state standards.</p> <p>This action will address the following red (lowest performance level) indicators on the 2023 CA Dashboard.</p> <p>LEA-wide SWD: ELA &amp; Math</p> <p>School-wide Rafer Johnson: SWD: ELA &amp; Math Ronald Reagan: SWD: Math Central Valley Home School: LI, Hispanic: Math</p> <p>To address the red indicators listed above, the following strengthened approach(s) will be taken.</p> <p>1. LEA-wide: KECSD will provide all educational specialists with Professional Development specific to writing appropriate accommodations and modifications to ensure access to the grade level content and curriculum and in strategic progress monitoring to ensure benchmarks are being met throughout the year.</p> <p>2. LEA-wide: KECSD will lead semesterly “data talks” with site educational specialists specific to CAASPP ELA and Math scores for SWD to support sites in writing ELA and Math IEP goals that reflect grade-level content progress as well as goals that meet the students at their level.</p> <p>3. Rafer Johnson = ELA , SWD and Math, SWD = Action: Establish regular communication channels between teachers, special education staff, and</p>	\$3,565,727.53	No

Action #	Title	Description	Total Funds	Contributing
		<p>parents/guardians to collaboratively monitor student progress, identify challenges, and implement targeted interventions and support strategies, ensuring a coordinated effort to enhance academic achievement for students with disabilities in both Math and English Language Arts. Action: Establish a mentorship program where students are paired with supportive staff or community members who can provide guidance and support, fostering a sense of belonging and reducing the likelihood of behavioral issues leading to suspensions.</p> <p>4. Ronald Reagan = Math, SWD = Reagan Elementary will do more targeted small group reteach for Math and ELA. Teachers analyze their data during PLCs to see the needs of students. They look specifically at students with disabilities as well as ELs to ensure those students are receiving the targeted instruction that they need. After each assessment, students with disabilities have access to small group instruction from their credentialed teacher.</p> <p>5. Central Valley Home School = Math, LI and Hispanic = At CVHS in order to increase support for Hispanics and Low-income students in the area of math, thus increasing their level of mastery, CVHS will collaborate with our credentialed staff to provide open communication focused on specific goals for their students. These will take place at their monthly meeting time with follow-up at each subsequent meeting time. This may also require weekly check-ins with additional support provided by a tutor.</p> <p>Additionally, as KECSD was identified for Differentiated Assistance (DA) for ELA for the SWD subgroup, KECSD will convene a Networked Improvement Committee (NIC) in collaboration with the Fresno County Superintendent of Schools (FCSS) to analyze dashboard and local data to understand potential root causes contributing to low progress in ELA for SWD at Ronald Reagan. The NIC will study district systems through a cycle of continuous improvement to implement changes that improve student outcomes as described in the Technical Assistance section of the Plan Summary.</p>		

Action #	Title	Description	Total Funds	Contributing
1.7	Facilities	Continue to upgrade and maintain classrooms and facilities, as needed.	\$4,619,929.56	No
1.8	Preschool	Provide high quality preschool services and resources to prepare students for kindergarten and beyond.	\$605,605.00	No
1.9	Lunch Program	Provide a quality meal program to ensure all students receive a healthy and nutritious breakfast and lunch, every school day.	\$1,169,387.84	No

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
2	Provide focused intervention for students and professional development for staff that supports pedagogy/instructional planning and effective utilization of data to prepare all students for mastery of the state standards.	Broad Goal

State Priorities addressed by this goal.

<p>Priority 4: Pupil Achievement (Pupil Outcomes)</p> <p>Priority 5: Pupil Engagement (Engagement)</p> <p>Priority 6: School Climate (Engagement)</p> <p>Priority 8: Other Pupil Outcomes (Pupil Outcomes)</p>
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An explanation of why the LEA has developed this goal.

Every educator expects some summer slide with students. Our educational partners recognize that learning loss and gaps in achievement among students occurs. To address that loss, the district will focus on early identification of student needs based on data and focused interventions during tier one and two instruction, as well as during after school and summer programs.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
2.1	EL students making progress toward English Proficiency (ELPI)	Data Year: 2023 Data Source: CA Dashboard  59.99%			63%	
2.2	EL Reclassification Rate	Data Year: 2023-2024 Data Source: CDE-Data Quest  7.7%			8%	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
2.3	Sense of safety and school connectedness	<p>Data Year: 2023 Data Source: Local Surveys</p> <p>Students (4-6) Sense of Safety: 74.7% Connectedness: 73.2%</p> <p>Students (7-8) Sense of Safety: 78.1% Connectedness: 76.7%</p> <p>Parents Sense of Safety: 82.7% Connectedness: 94.6%</p> <p>Teachers Sense of Safety: 97.1% Connectedness: N/A (Connectedness survey question to be added next year)</p>			<p>Students (4-6) Sense of Safety: 76% Connectedness: 74%</p> <p>Students (7-8) Sense of Safety: 79% Connectedness: 78%</p> <p>Parents Sense of Safety: 84% Connectedness: 96%</p> <p>Teachers Sense of Safety: 98% Connectedness: Target to be added in 2025-26 plan once a baseline has been established.</p>	
2.4	Local Assessment: iReady Mid or Above and Early On Grade Level	<p>Data Year: 2023-24 Data Source: i-Ready Diagnostic #2</p> <p>ELA 41%</p> <p>Math 27%</p>			<p>ELA 45%</p> <p>Math 30%</p>	

# Goal Analysis [2023-24]

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

A description of overall implementation, including any substantive differences in planned actions and actual implementation of these actions, and any relevant challenges and successes experienced with implementation.

Not Applicable.

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

Not Applicable.

A description of the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal.

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
2.1	Preservice Days for Classified and Certificated Staff	<p>The 2023 CA School Dashboard results indicate that our Low-Income and English Learners have a greater Distance from Standard (DFS) learning gap than the all-student group in ELA and Math. Our experience and the outcome of conducting a root cause analysis indicates that our teachers need additional professional development designed to meet the unique needs of Low-Income and English Learner students.</p> <p>To address this need, the district will continue to provide pre-service days, including light meals or snacks. KECS D will provide professional development for the instructional staff and paraprofessionals. Professional development including but not limited to:</p> <ul style="list-style-type: none"> <li>• ELD to provide targeted and systematic language instruction tailored to the specific needs of English learners</li> </ul>	\$214,650.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<ul style="list-style-type: none"> <li>• Utilizing educational technology to personalize learning and provide additional support</li> <li>• Math routines help unduplicated students develop fluency in basic math operations, which is critical for tackling more complex problems and concepts as they progress in their education</li> <li>• Differentiated instruction to meet the diverse needs of students based on ongoing assessment data</li> <li>• Implementing acceleration programs to help identified students catch up and excel in their academic pursuits---</li> </ul> <p>Light meals or snacks may be provided during professional development sessions so staff can stay engaged and attentive, to encourage staff participation and maximize the time devoted to focus on professional learning, to alleviate some of the stress and time constraints faced by staff related to needing to leave site during the lunch hour, and to allow them to focus more on planning and delivering instruction tailored to the needs of unduplicated students.</p> <p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income and English Learners' Distance from Standard on statewide ELA and Math assessments on the CA Dashboard will decrease as compared to our all-student group.</p>		
<b>2.2</b>	Academic Coaches and Training for Staff	<p>Based on CAASPP data for our students identified as EL and Low-Income falls below the ALL Student group in both math and ELA, and these specific student populations have traditionally not had equality in academic learning outcomes.</p> <p>The following academic coaches are paid for out of S&amp;C funds: Lincoln, Reagan and Rafer.</p> <p>Based on the survey from the district's educational partners for the LCAP, academic coaching support for teachers is vital to ensuring teachers have</p>	\$913,421.83	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>the skills and strategies that ensure quality instruction and was one of the top three priorities requested for goal 2. Our experience indicates that these students who are falling behind their peers are typically less engaged and need teachers who are able to deliver engaging and effective instruction. The District's academic coaches will provide extra support for teachers on how to increase student engagement when implementing core instruction for ELA, math, science, and 21st-century learning skills.</p> <ul style="list-style-type: none"> <li>• Targeted Interventions: Academic coaches can provide targeted instructional support to low-income and EL students, addressing their specific learning needs.</li> <li>• Individualized Attention: Coaches can work one-on-one or in small groups with students, offering personalized feedback and guidance that might not be feasible in larger classroom settings.</li> <li>• Focused Language Development: For EL students, coaches can offer focused support in language acquisition, helping them improve their English proficiency and academic performance.</li> <li>• Enhanced Teaching Strategies: Training helps teachers adopt evidence-based instructional strategies tailored to the needs of low-income and EL students, leading to more effective teaching.</li> <li>• Continuous Improvement: Ongoing training ensures that teachers stay updated with the latest educational research and methodologies, fostering a culture of continuous improvement in teaching practices.</li> <li>• Closing Achievement Gaps: Focused support and training help close the achievement gaps between different student groups, promoting equity in educational outcomes.</li> <li>• Collaboration and Support: Academic coaches can facilitate collaboration among teachers, creating a support network where educators share best practices and resources.</li> <li>• Data-Driven Instruction: Coaches can assist in the collection and analysis of student performance data, enabling teachers to make informed decisions and tailor their instruction to meet student needs.</li> <li>• Positive School Climate: Professional development that includes social-emotional learning and classroom management strategies contributes to a positive school climate, which is crucial for the</li> </ul>		



Action #	Title	Description	Total Funds	Contributing
		<p>success of all students, especially those facing socio-economic challenges.</p> <p>The district's academic coaches will develop a coaching cycle to ensure access and support to ensure that all teachers who support EL and LI students are provided with the professional coaching support required to increase effective and engaging instruction. The coaching cycle will include:  differentiated instruction, CAASPP data-driven decision making and support, Learning Acceleration, SIOP, ELA and math support. These coaching cycles will ensure that lessons are tailored to meet the diverse needs of students, including varying language proficiencies and learning styles. Principals will conduct walk-through observations of all teachers on a minimum of once per trimester. Data from the walk-through observations will help provide a focus for academic coaching support. Academic coaches will also work under the guidance of the district's leadership team and county office of education content specialists.</p> <p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>The expected results will be specific training and personalized learning for staff and continued increases in student achievement as indicated on the CA School Dashboard, specifically ELA and Math CAASPP scores for EL and LI as compared to our All-Student group.</p>		
2.3	Professional Development	<p>The 2023 CA School Dashboard results indicate that our Low-Income and English Learners have a greater Distance from Standard (DFS) learning gap than the all-student group in ELA and Math. Our experience and the outcome of conducting a root cause analysis indicates that our teachers need additional professional development designed to meet the unique needs of Low-Income and English Learner students on an ongoing basis and throughout the school year.</p> <p>To address this need, the district will provide professional development,</p>	\$717,500.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>including light meals or snacks, with the focus on the "best first instruction" and support our EL and LI students in closing the performance gap. There is a need for a cohesive professional development plan that provides grade level vertical systems across our district to allow our teachers to collaborate across all grade levels.</p> <p>Additional Professional Development including but not limited to:</p> <ul style="list-style-type: none"> <li>• Social Emotional Learning: Providing training for teachers on how to recognize and respond to trauma and its impact on student behavior and learning, equipping teachers with strategies to integrate SEL into their everyday classroom routines and curriculum, training educators on the importance of building strong relationships and a sense of community within the classroom, training teachers in mindfulness and stress-reduction techniques to help students manage anxiety and stress, and educating teachers on the use of restorative practices to address student behavior and build a positive classroom culture.</li> <li>• Sheltered Instruction Observation Protocol (SIOP) provides structured lesson planning, integrated language and content instruction, scaffolded instruction, building background knowledge, and comprehensive vocabulary development.</li> <li>• Integrated and Designated ELD: Integrated ELD involves embedding language development strategies into regular classroom instruction. This approach helps EL students develop language skills while learning content, which our district has found to be effective in promoting both language proficiency and academic achievement. Designated ELD allows for focused, systematic language instruction that is aligned with students' proficiency levels and language needs.</li> <li>• Light meals or snacks may be provided during professional development sessions so staff can stay engaged and attentive, to encourage staff participation and maximize the time devoted to focus on professional learning, to alleviate some of the stress and time constraints faced by staff related to needing to leave site during the lunch hour, and to allow them to focus more on planning and delivering instruction tailored to the needs of unduplicated students.</li> </ul>		

Action #	Title	Description	Total Funds	Contributing
		<p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income and English Learners' Distance from Standard on statewide ELA assessments on the CA Dashboard will decrease as compared to our all-student group.</p>		
2.4	Interpreters EL	<p>The 2023 CA School Dashboard results indicate that our English Learners improved 12.3% on the ELPI, and we want to maintain and continue with this growth on the ELPI. Our experience and the outcome of conducting a root cause analysis indicate likely root causes for prior year's data was students needed real-time clarification in their primary language during core instruction in the classroom and their parents needed increased communication from the school and teachers in their primary language in order to be more engaged in supporting their child's learning and English language acquisition.</p> <p>In order to address that, we believe that these students would benefit from additional instructional support of bilingual interpreters to provide the individualized instruction required to expedite the closing of these performance gaps, and will help our EL parents with interpretation, so they become more involved in their child's education and are better able to communicate their child's needs and communicate with the school.</p> <p>The district will provide interpreter support to enhance communication in the classroom, and also with parents to help with communication of student progress.</p> <p>The unique design elements of this action are:</p> <ul style="list-style-type: none"> <li>Improved Communication: Bilingual interpreters facilitate clear and accurate communication between the school and EL families, ensuring that important information about academic progress, school events, and policies is understood.</li> </ul>	\$32,177.41	Yes

Action #	Title	Description	Total Funds	Contributing
		<ul style="list-style-type: none"> <li>• Family Engagement: By providing interpretation services, the district encourages greater participation from EL families in school activities, meetings, and decision-making processes, fostering a stronger school-community connection.</li> <li>• Support for Multilingual Needs: Interpreters help address the diverse linguistic needs of EL families, ensuring that language barriers do not impede access to school resources and support services.</li> <li>• Cultural Competency: Bilingual interpreters contribute to a culturally responsive educational environment by respecting and valuing the linguistic and cultural backgrounds of EL students and their families.</li> <li>• Equitable Access to Information: Interpreters ensure that EL families receive the same information and opportunities as English-speaking families, promoting equity in access to educational resources and involvement.</li> <li>• Support for Student Success: Effective communication with families helps create a supportive home environment for EL students, enhancing their academic success and overall well-being.</li> <li>• Removal of Barriers: Bilingual interpreters help eliminate language barriers that can prevent EL families from fully participating in their children's education, ensuring equitable access to all school services and programs.</li> <li>• Informed Decision-Making: By providing interpretation services, the district empowers EL families to make informed decisions about their children's education, leading to better educational outcomes.</li> <li>• Community Trust: Interpreters build trust between the school and EL communities by demonstrating a commitment to inclusive practices and meaningful engagement.</li> <li>• Parental Involvement: Interpreters enable parents to actively participate in parent-teacher conferences, Individualized Education Program (IEP) meetings, and other school functions, fostering a collaborative approach to education.</li> </ul>		

Action #	Title	Description	Total Funds	Contributing
		<ul style="list-style-type: none"> <li>• Accessibility of Support Services: Bilingual interpreters ensure that EL families can access and understand support services such as counseling, special education, and extracurricular activities.</li> <li>• Crisis Communication: In emergency situations, interpreters play a crucial role in communicating vital information to EL families, ensuring their safety and well-being.</li> </ul> <p>We expect that our English Learners' progress towards English language proficiency will continue to improve the ELPAC assessment as indicated as the ELPI on the CA Dashboard.</p>		
2.5	Designated and Integrated ELD Instruction, Support, Language Acquisition and Professional Development for ELs and LTELs	<p>The 2023 CA School Dashboard results indicate that our English Learners are making more progress than the state of California on the ELPI, but we want to continue growth on the ELPI and our reclassification rates. Based on a local needs assessment the district has found that a likely root cause of past lower student performance in these areas was a need for improved designated and integrated instruction to better meet the needs of our ELs. Our experience and the outcome of conducting a root cause analysis indicates that our LTEL students need a more systematic and strategic district approach to meet their unique learning needs. Our teachers need additional professional development designed to meet the unique needs of English Learner students. Based on our own reflection and identification of potential root causes, we identified a significant need was to provide classroom teachers with the skills and training to close the language acquisition academic achievement gap for EL and LTEL students using the SIOP method of instruction.</p> <p>English Learners Professional Development - English Learners - To address this need for teachers, our district will provide professional development specifically to our teachers in the area of ELD instruction. Students need teachers who are experts in developing and implementing lessons that align with the CA ELA and ELD frameworks to ensure that progress toward English Language proficiency is made. Additionally, all TK-5 teachers receive Professional Development from a Fresno County Superintendent of Schools ELA-ELD specialist and our onsite EL Coordinator/Coach. Professional learning and coaching support</p>	\$480,459.63	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>is provided to refine Designated and Integrated ELD. The specialist and the onsite EL Coordinator/Coach collaborate with teachers to assist in data analysis, lesson design, and planning to meet the specific language development needs of our ELs.</p> <p>Professional development will be focused on the state’s ELA/ELD Framework to provide support to meet the needs of our English Learners. This comprehensive approach to ELD instruction involves both Integrated ELD and Designated ELD. Integrated ELD involves incorporating English language development strategies into regular content lessons, ensuring that English learners develop language skills while engaging with academic subjects. Designated ELD, on the other hand, provides targeted instruction specifically focused on building English proficiency, typically delivered in separate, dedicated sessions. Our experience tells us that ELs require rigorous ELD instruction delivered with fidelity to maximize progress toward English proficiency. PD will be focused on using the ELA/ELD framework and by providing ELs with the consistent and rigorous instruction required to make the needed progress to close achievement gaps specific to our EL population. EL data will be analyzed and discussed in PLC meetings. Principals will conduct walk-through observations to ensure best practices for ELD are implemented.</p> <p>LTELS - Professional development for staff has been prioritized to ensure effective support for LTELS. Regular professional development sessions are conducted with a trainer from the Fresno County Office, focusing on creating targeted ELD lessons, progress monitoring, and preparing for the English Language Proficiency Assessments for California (ELPAC). Last year, teachers were trained on conducting goal-setting conferences with English Learner (EL+ LTELS) students, setting clear objectives for ELPAC, California Assessment of Student Performance and Progress (CAASPP), Accelerated Reader (AR), and grades. These conferences continued throughout the year, providing opportunities to monitor and adjust strategies based on student's progress, thereby ensuring a continuous and adaptive approach to supporting LTELS' academic growth.</p> <p>The unique design elements of this action are:</p>		

Action #	Title	Description	Total Funds	Contributing
		<ul style="list-style-type: none"> <li>• Additional language support with designated ELD instruction and SIOF teaching strategies for English Learners</li> <li>• Monitor programs, facilitate staff development and implementation of the ELA/ELD framework</li> <li>• Analyze data/student progress on the ELPAC, reclassification rates</li> <li>• Use the English Learner Roadmap as a resource to build understanding and expertise about the needs of ELs and research-based practices.</li> <li>• Through Professional Learning Communities, the leadership team will use the Cycle of Inquiry to analyze EL data and non-EL student data to determine levels of progress towards mastery of state standards and language proficiency. Based on data from ELPI, reclassification rates, and other multiple measures, our staff will continue to analyze the data to look for ways to fill in the gaps that students have.</li> </ul> <p>English Language Acquisition  English Learners - A period of designated English language development support is built into daily schedules. Students are enrolled in a class with a credentialed teacher along with bilingual aides to meet the needs of the varying proficiency levels within the classes. Instruction is aligned with the state content standards and curriculum framework based on sound instructional theory and the use of standards-aligned instructional materials. These supports assist students in accessing the full educational program. The district will also provide English Learners with designated and/or integrated English language development instruction targeted to their English proficiency level and aligned with the state content standards and curriculum framework based on sound instructional theory, use standards aligned instructional materials, and assist students in accessing the full educational program. Grades TK-K implement the ELD component for a minimum of 20 minutes of daily designated instruction, 1st-6th grade implement 150 minutes per week, and our 7th-8th students receive 300 minutes per two week span. Integrated ELD is used throughout the day to access all content areas.</p> <p>LTELS - To support Long Term English Language Students (LTELS),</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>several key strategies have been implemented. Integrated English Language Development (ELD) is a part of all subjects, ensuring that language acquisition is continuously reinforced across the curriculum. To further support students, bilingual professionals have been hired to provide the necessary academic assistance. These bilingual paraprofessionals are embedded within core classes, where they monitor students' progress and address any academic challenges that arise. Additionally, new intervention teachers have been employed specifically to focus on improving students at academic risk including LTELS' focused on academic performance through targeted interventions.</p> <p>The district will provide teachers with professional development in SIOP to enhance instruction in the classroom.</p> <p>KECSD will provide a partial FTE assistant superintendent and an EL Director to organize and implement the ELD program and organize and provide professional development for our teachers.</p> <p>The attributes of providing an EL Director and partial FTE Superintendent are:</p> <p>The EL Director will provide strategic leadership in the development and implementation of ELD programs, ensuring they are aligned with state standards and district goals. This includes coordinating resources, curriculum, and instructional practices that are specifically designed to accelerate language acquisition and academic achievement for ELs and LTELs.</p> <p>The Assistant Superintendent will oversee the allocation of resources, ensuring that schools have the necessary funding, personnel, and materials to implement effective ELD programs. This includes advocating for additional support staff, such as instructional aides or bilingual educators, to provide targeted assistance to ELs and LTELs.</p> <p>The Assistant Superintendent will support the EL Director by endorsing and promoting district-wide professional development initiatives focused on ELD. This commitment ensures that all educators are equipped to meet the linguistic and academic needs of ELs and LTELs, fostering a culture of continuous improvement.</p> <p>The Assistant Superintendent and EL Director will organize ELD walkthroughs to make sure all teachers are implementing the EL and LTEL</p>		



Action #	Title	Description	Total Funds	Contributing
		<p>teaching strategies.</p> <p>This action is principally directed to meet the needs of our English Learners.</p> <p>We expect that our English Learners' and LTELs progress towards English language proficiency will continue to improve as measured by the ELPAC assessment as indicated as the ELPI on the CA Dashboard. Also, our reclassification rates will continue to improve, and the percent of LTELS in our district will decrease.</p>		
2.6	Summer Programs	<p>The 2023 CA School Dashboard results indicate that our English Learners are making more progress than the state of California on the ELPI, but we want to continue growth on the ELPI and our reclassification rates. The 2023 CA Dashboard also indicates that our Low-Income and English Learners perform lower on state ELA and Math assessments in Distance from Standard as compared to our All-Student group. Overall our students score lower in standard met on the CAST Science test compared to the state of California, and also our EL and SED students scored lower in standard met as compared to out ALL-student group. Additionally, our experience is that our EL, and Low-income student populations have lower participation in STEAM related careers, therefore the following will be provided to improve this for our students.</p> <p>To address this root cause, the district will provide additional instructional support during the summer months, including transportation, to provide the individualized instruction required to expedite the closing of these performance gaps. Field Trips and Experiential Learning : Field trips to the zoo, Avila Beach, Yosemite's Sugar Pine Railroad, Broadway show of Peter Pan, swim lessons will be provided to our students. The district will provide students with an opportunity to participate in summer programs that provide hands on activities, through STEAM opportunities, that has the potential to spark students' imagination and learning with the result of building interest in STEAM related education and careers. Innovations in science, technology, engineering, art, and math have become increasingly important as we face the benefits and challenges of both globalization and</p>	\$920,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>a knowledge-based economy. To succeed in this new information-based and highly technological society, students need to develop their skills in STEAM.</p> <p>The summer programs are designed to address the specific needs of our English learner and low income students through the following approaches or design elements:  Targeted Support: Summer programs provide an opportunity for targeted intervention, addressing specific academic deficiencies identified through state assessments and root cause analysis. This targeted approach is crucial for EL and Low-Income students who may need extra time and support to master grade-level content.  Continuity of Learning: Summer programs prevent the "summer slide," where students lose academic gains made during the school year. This continuity is particularly important for EL and Low-Income students who in our experience don't have access to educational resources during the summer.  These outings will provide hands-on experiences and interactions with professionals in STEAM fields, inspiring students and showcasing career possibilities.</p> <p>The Next Generation Science Standards instruction is largely dependent on language, and it may inadvertently exclude English Learners from full participation if steps aren't taken. For English Learners, data from the most recent CA Science Test (CAST) taken in 2023, indicate 20.52% of KECSD students in grades 5 and 8 who took the test performed at the level expected by the state. STEAM opportunities which they may not otherwise access will provide rich instruction which builds science competencies and promotes language use. NGSS instruction for ELs will incorporate</p> <ol style="list-style-type: none"> <li>1. Language Integration: Embedding language development strategies within science lessons to scaffold comprehension and foster academic language proficiency necessary for understanding scientific concepts.</li> <li>2. Visual Aids and Multimodal Learning: Utilizing visual aids, graphic organizers, and hands-on experiments to support ELs in making connections between abstract scientific ideas and real-world phenomena.</li> </ol>		

Action #	Title	Description	Total Funds	Contributing
		<p>3. Differentiated Instruction: Providing differentiated tasks and activities that cater to varying language proficiency levels, ensuring all ELs can actively engage and demonstrate their understanding of NGSS content.</p> <p>4. Culturally Relevant Contexts: Integrating culturally relevant examples and contexts into science lessons to enhance relevance and engagement among ELs, making science more accessible and meaningful.</p> <p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income and English Learners Distance from Standard on statewide ELA and Math assessments on the CA Dashboard will decrease as compared to our All-Student group. Also, our Low-Income and English Learner students will continue to improve and close the gap of percent met as compared to our ALL-Student group on the state CAST Test. We expect that our English learner students will improve on the ELPI. We also expect that all students, including the district's EL and Low-income student groups, will increase their interest in STEAM related fields and their understanding of innovative skills such as critical thinking, creativity, communication skills, and collaboration which will benefit all students no matter what field of study they choose to pursue. Addressing Socioeconomic Barriers -Transportation Assistance: Transportation will be provided to ensure equitable access for Low-Income students who may face transportation challenges.</p>		
2.7	Paraprofessionals	<p>The 2023 CA Dashboard indicates that our Low-Income and English Learners perform lower on state ELA and Math assessments in Distance from Standard as compared to our All-Student group. Our experience and the outcome of conducting a root cause analysis indicate that the likely root cause is the students need differentiated-small group-one on one instruction to close the achievement gap.</p> <p>In response to the likely root cause we will provide these students with additional paraprofessional instructional support staff to provide the individualized instruction required to expedite the closing of these</p>	\$1,298,478.95	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>performance gaps. The work of the paraprofessionals is designed to address the unique needs of English learners and low-income students through the following approaches:</p> <p>Focused Interventions: Paraprofessionals can provide targeted instructional support tailored to the specific academic needs of Low-Income and EL students, directly addressing the performance gaps identified in state assessments.</p> <p>Increased Student Engagement: With more individualized attention and support, our experience is students are more engaged and motivated in their learning, leading to better academic outcomes.</p> <p>Response to Intervention/Small group instruction using supplemental curriculum</p> <p>Increased staff to student ratio providing additional instructional and engagement supports</p> <p>Providing progress monitoring formative assessment</p> <p>Support the teaching staff with classroom management</p> <p>Support of resource preparation and development</p> <p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income and English Learners Distance from Standard on statewide ELA and Math assessments on the CA Dashboard will decrease as compared to our All-Student group.</p>		
2.8	Intervention and (After-School Intervention), Enrichment Programs and Teacher Training	<p>This action includes:</p> <p>Teachers and supplemental supplies for after-school intervention programs at all schools</p> <p>Intervention building at Reagan Elementary</p> <p>CTE/Career and College Readiness/VROP at Rafer Johnson Jr. High</p> <p>AVID at Rafer Johnson Jr. High</p> <p>Instrumental/Vocal Music at Lincoln Elementary, Reagan Elementary, and Rafer Johnson Jr. High</p> <p>MESA at Rafer Johnson Jr. High</p>	\$1,591,890.69	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>The 2023 CA Dashboard indicates that our Low-Income and English Learners perform lower on state ELA and Math assessments in Distance from Standard as compared to our All-Student group. Based on a local needs assessment, the district has found that a root cause for the academic performance gaps for our Low-Income, and English Learners is lack of exposure to extracurricular activities at home, lack of access to VAPA due to our rural location and limited community and family resources, our low income and english learner families have the least exposure to college and career experiences in the family environment.</p> <p>To address these root causes, we will be providing additional targeted instructional supports and scaffolds for the identified students:</p> <p>Targeted Interventions: Intervention and after-school programs provide targeted instructional support tailored to the specific academic needs of Low-Income and EL students, directly addressing the performance gaps identified in state assessments.</p> <p>Personalized Instruction: By offering personalized and individualized instruction in intervention programs, students receive the focused support needed to master challenging content and skills.</p> <p>Equitable Opportunities: Intervention and enrichment programs ensure that all students, regardless of their background, have access to high-quality educational experiences and opportunities for academic and personal growth.</p> <p>Professional Development: Teacher training ensures that educators are well-equipped with the latest instructional strategies and best practices for supporting Low-Income, Foster Youth, and EL students. This enhances the overall quality of instruction and helps teachers meet the diverse needs of their students.</p> <p>Reduced Barriers: These programs help reduce barriers to academic success by providing additional resources and support that low-income families do not have access to otherwise in our community.</p> <p>Providing intervention after school allows for a focus on closing concept and skill gaps by providing focused lessons for the targeted students.</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>Providing additional CTE pathways at Rafer Johnson Jr. High broadens the horizons of students allowing them to discover potential career fields early, helping them make informed decisions about their future.</p> <p>AVID at Rafer Johnson Jr. High allows students to gain exposure to college expectations, and it targets students that are traditionally underrepresented in higher education, providing them with the support and resources needed to succeed academically.</p> <p>Instrumental/Vocal Music at Lincoln Elementary, Reagan Elementary, and Rafer Johnson Jr. High.</p> <p>Access to Arts Education: Providing LI and EL students with access to high-quality music education, which can enhance cognitive development and academic performance.</p> <p>Inclusive Participation: Ensuring that all students, regardless of their socio-economic background, have the opportunity to participate in instrumental and vocal music programs.</p> <p>Cultural Representation: Incorporating diverse musical genres and traditions to reflect the cultural backgrounds of the students and promote inclusivity.</p> <p>MESA at Rafer Johnson Jr. High provide a solid foundation in science, technology, engineering, and mathematics (STEM), preparing students for advanced studies in these fields.</p> <p>Specific to Providing a dedicated space that allows for intervention staff to implement one-on-one and small group intervention support and resources during and after the school day at Reagan Elementary is designed to:  Dedicated spaces for intervention and after-school programs, allowing for small group and one-on-one instruction that is essential for addressing the unique academic needs of Low-Income, and EL students.</p> <p>Specialized Learning Environments: With more buildings, the district will have room to create specialized learning environments equipped with the necessary resources and technology to support targeted interventions and personalized instruction.</p> <p>Though this action is principally directed to meet the needs of our Low-Income, Foster Youth, and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p>		

Action #	Title	Description	Total Funds	Contributing
		We expect that our Low-Income, and English Learners Distance from Standard on statewide ELA and Math assessments on the CA Dashboard will decrease as compared to our All-Student group.		
<b>2.9</b>	Teacher Induction Program	<p>KECSD will provide extra support for new teachers through the Teacher Induction Program.</p> <p>The Teacher Induction Program requires demonstration of mastering the art of teaching. The extra training and support for new teachers will result in increased achievement for our students.</p>	\$50,185.00	No

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
3	Access to a Broad and Challenging Curriculum focused on 21st Century Learning. Students will be successful in mastering the new California Standards (CCSS) and acquire 21st Century Learning Skills and College and Career Readiness Skills, as well as develop a passion for continuous learning through increased opportunities to access technology and after school programs.	Broad Goal

State Priorities addressed by this goal.

Priority 4: Pupil Achievement (Pupil Outcomes)

An explanation of why the LEA has developed this goal.

Technology is changing the world at a rapid pace. A broad and challenging curriculum provides students with the skills, knowledge and understanding they need to develop into well-rounded, informed individuals who will be able to work and compete for jobs with students around the world, as well as live happy and successful lives.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
3.1	California Science Test (CAST) Met or Exceeded Standard	Data Year: 2022-23 Data Source: Dataquest  Overall = 20.52% EL = 2.04% LI = 19.01% FY = No Data SWD = 7.5%			Overall = 22% EL = 3% LI = 20% FY = No Data SWD = 8%	



# Goal Analysis [2023-24]

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

A description of overall implementation, including any substantive differences in planned actions and actual implementation of these actions, and any relevant challenges and successes experienced with implementation.

Not Applicable.

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

Not Applicable.

A description of the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal.

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
3.1	Technology/21st Century Learning	<p>The 2023 CA Dashboard indicates that our Low-Income perform lower on state ELA and Math assessments in Distance from Standard as compared to our All-Student group. Our experience and the outcome of conducting a root cause analysis indicate that these students have less access to the technology needed to access digital tools. By providing digital access to our LI students, these students would have the technology skills required to expedite the closing of these performance gaps.</p> <p>The district will provide technology to enhance technology skills in the classroom. The district has developed a plan for maintenance, replacement of outdated hardware/software, and technology principally directed toward meeting the needs of low-income students. This action will provide students and staff access to technology resources including 1:1 chromebooks that inspire 21st century learning skills including creativity,</p>	\$375,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>critical thinking, communication, and collaboration. To address this need, the district will provide computer programs that assist with differentiating instruction on math and ELA skills which is designed to expedite the closing of these performance gaps.</p> <p>The support identified above is designed to meet the unique needs of LI students in the following ways:</p> <p>Technology enables personalized learning experiences that can be tailored to the specific academic needs of Low-Income and EL students, helping to close achievement gaps by facilitating targeted instructional support.</p> <p>Access to Educational Resources: With technology, students have access to a vast array of educational resources and tools that can enhance their learning experiences, including online textbooks, interactive lessons, and educational games.</p> <p>Bridging the Digital Divide: Providing technology to Low-Income families helps bridge the digital divide, ensuring that all students have equal access to the digital tools necessary for modern education.</p> <p>Skill Development: Integrating technology into the curriculum helps students develop essential 21st-century skills, such as digital literacy, critical thinking, and problem-solving.</p> <p>Accessibility and Equity: Ensure that technology is accessible to all students regardless of socioeconomic status or other factors. This may include providing devices, internet access, and appropriate software/apps.</p> <p>Integration with Curriculum: Technology should be integrated seamlessly into the curriculum to support learning objectives and educational goals. It should enhance existing teaching methods rather than being a standalone tool.</p> <p>User-Friendly Interface: The technology should have a user-friendly interface that is intuitive for both students and teachers. This reduces the learning curve and allows users to focus on content rather than technical difficulties.</p> <p>Customizability and Flexibility: The technology should be flexible enough to accommodate different learning styles and educational needs. It should allow for customization to meet specific classroom requirements.</p> <p>Collaboration and Communication: Foster collaboration and communication among students and between students and teachers. Technology can facilitate group work, discussions, and feedback loops.</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>Engagement and Interactivity: Use technology to engage students actively in the learning process. Interactive simulations, multimedia content, and gamification can enhance engagement and retention of information.</p> <p>Feedback and Assessment: Technology should enable timely feedback and assessment of student progress. This includes tools for formative assessment, tracking student performance, and identifying areas for improvement.</p> <p>Though this action is principally directed to meet the needs of our Low-Income students, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income Distance from Standard on statewide ELA and Math assessments on the CA Dashboard will decrease as compared to our All-Student group.</p>		

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
4	Provide a positive, safe and welcoming school and district climate.	Broad Goal

State Priorities addressed by this goal.

- Priority 3: Parental Involvement (Engagement)
- Priority 4: Pupil Achievement (Pupil Outcomes)
- Priority 5: Pupil Engagement (Engagement)
- Priority 6: School Climate (Engagement)

An explanation of why the LEA has developed this goal.

KECSD realizes now more than ever, how important meaningful connections are. For students, whether they are gathering in a classroom or participating in distance learning, being part of a warm and welcoming school community is critical to their success. Students must feel safe, valued, and have a sense of belonging. Supportive, responsive environments have tremendous benefits, including strengthening student engagement, increasing daily attendance, and building positive relationships.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
4.1	Suspension Rate	Data Year: 2023 Data Source: CA Dashboard  All-students: 4.2% EL: 3.8% LI: 4.9% FY: 11.1% SWD: 7.3%  Lincoln Elementary SWD: 6.4%			All-students: 3.8% EL: 3.4% LI: 4.4% FY: 10% SWD: 6.5%  Lincoln Elementary SWD: 6%  Rafer Johnson Jr. High All-students: 12%	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		Rafer Johnson Jr. High All-students: 13.2% EL: 19.6% Hispanic: 15% LI: 16.7% SWD: 26.1%			EL: 17% Hispanic: 13% LI: 14% SWD: 24%	
4.2	Expulsion Rate	Data Year: 2023 Data Source: Educational Data Partnership (Ed- data.org)  0.9%			0.5%	
4.4	Middle School Drop Out Rate	Data Year: 2023-24 Data Source: AERIES Report 1.12  0%			0%	
4.6	Seek parent input & promote parental participation in programs for unduplicated students and students with exceptional needs	Data Year 2023-24 Data Source: Local Indicators Report: Priority 3  Average score of: 4.92 out of 5.			Average score of: 4.92 out of 5.	

# Goal Analysis [2023-24]

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

A description of overall implementation, including any substantive differences in planned actions and actual implementation of these actions, and any relevant challenges and successes experienced with implementation.

Not Applicable.

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

Not Applicable.

A description of the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal.

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
4.1	Mental Health and School Culture and Climate	<p>Mental Health: Maintain staff for mental health services and academic counseling services. Maintain Behavioral Support Assistants to provide extra support for mental health services.</p> <p>Psychologist: Maintain Mental Health Services – School Psychologist 100% FTE</p> <p>As part of a comprehensive needs assessment, KECSD looked into LEA-level Red indicators and found a common need among English Learners, Foster Youth, and Students with Disabilities student groups in the area of suspension. A common need of these subgroups is additional social-emotional support. To meet the needs of English Learners, Foster Youth, and Students with Disabilities and reduce suspension rates, KECSD will implement MTSS/RTI at all sites, providing all students, including English</p>	\$548,816.52	No

Action #	Title	Description	Total Funds	Contributing
		<p>Learners, Foster Youth, and Students with Disabilities with social-emotional learning and mental health support. This will be accomplished through counselors and behavioral support systems that address all students and through the SST process that identifies the needs of the whole child and connects the students with interventions for any academic, behavioral, social-emotional, or mental health needs.</p> <p>To address the Red for Students with Disabilities in Suspension, Lincoln will provide the following:</p> <p>A. Develop Individualized Behavior Plans: Work with the IEP team to develop BPs that address the specific behavioral challenges of each student. These plans should outline strategies for preventing and managing challenging behaviors in the classroom.</p> <p>B. PBIS: Continue to implement and refine our school-wide PBIS program, focusing on promoting positive behaviors and creating a supportive learning environment for all students. This may involve teaching and reinforcing expected behaviors, providing incentives for positive behavior, and using proactive strategies to prevent problem behaviors.</p> <p>C. Functional Behavior Assessment: Conduct FBAs to identify the underlying causes of a student's challenging behavior. This can help determine why the behavior is occurring and inform the development of effective interventions.</p> <p>D. Use Visual Supports: Utilize visual supports, such as visual schedules, behavior charts, and social stories, to help students understand expectations and navigate daily routines more effectively.</p> <p>E. Provide Sensory Supports: For students with sensory processing issues, provide sensory supports in the classroom, such as sensory breaks, fidget tools, and quiet areas, to help them regulate their sensory experiences and reduce stress.</p> <p>F. Collaborate with Families: Involve families in the process by maintaining open communication, sharing information about their child's behavior and progress, and seeking input on strategies that have been effective at home.</p> <p>G. Provide Staff Training: Ensure that all staff members receive training on how to effectively support students with disabilities, including understanding their unique needs, implementing behavior interventions, and de-escalating challenging situations.</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>H. Monitor and Adjust Interventions: Continuously monitor the effectiveness of interventions and make adjustments as needed based on ongoing data collection and analysis. Regularly review and revise behavior plans to ensure they remain relevant and effective.</p> <p>On the 2023 Dashboard, all Students, English Learners, Hispanic, Low-Income, and Students with Disabilities at Rafer Johnson Junior High were red for suspension. A needs assessment revealed a common need among these student groups for increased mentorship. To address this need, Rafer Johnson will establish a mentorship program where students are paired with supportive staff or community members who can provide guidance and support, fostering a sense of belonging and reducing the likelihood of behavioral issues leading to suspensions.</p> <p>This action will address the following red (lowest performance level) indicators on the 2023 CA Dashboard.  LEA-Level  EL, FY, and SWD: Suspension</p> <p>School-Level  Lincoln Elementary: SWD: Suspension  Rafer Johnson: All Students, EL, Hispanic, LI, and SWD: Suspension</p>		
4.2	MTSS and RTI	<p>The 2023 CA Dashboard indicates that our Low-Income and English Learners perform lower on state ELA and Math assessments in Distance from Standard as compared to our All-Student group. Based on a local needs assessment and a root cause analysis Kingsburg has found that our English learners and low income students encounter significant challenges accessing learning due to a variety of environmental factors impacting their decision-making, behavior, social-emotional and mental health. Also, more collaboration between the special education department and general education was brought up as a need. To address this need the district will provide additional support in the way of a BCBA, as our EL and LI students need early intervention with learning behavior needs to provide support before the achievement gap widens. The SELPA was consulted through our Director of Pupil Services who also serves as the Director of Special</p>	\$370,331.76	Yes



Action #	Title	Description	Total Funds	Contributing
		<p>Education. Through this consultation, the need for more collaboration between the special education department and general education teachers was also identified, along with additional resources to support students with disabilities above and beyond in mainstream contexts. More consistent collaboration between special education teachers and general education teachers will take place, so that general education teachers have specific strategies to support their special education students.</p> <p>The district will implement a Multi-tiered System of Support (MTSS) at all sites, providing students with social-emotional learning and mental health support principally directed to our most vulnerable students. We will maintain our Board Certified Behavior Analyst (BCBA) to assist our district with assessing our students that have behavioral and emotional disorders, so we can create an individualized treatment plan, so that each student will be successful.</p> <p>A district Multi-Tiered System of Support (MTSS) is a comprehensive framework designed to address the academic, behavioral, and social-emotional needs of all students through a tiered approach. The design elements of a district MTSS system typically include the following components:</p> <p>1 Tiered Levels of Support:</p> <ul style="list-style-type: none"> <li>• Tier 1 - Universal Support: This level includes high-quality, evidence-based instruction and interventions provided to all students within the general education setting. It focuses on preventing academic and behavioral difficulties through effective core instruction and positive behavior supports.</li> <li>• Tier 2 - Targeted Support: Students who require additional support beyond Tier 1 receive targeted interventions and supports. These interventions are more focused and may be provided in small groups or individually, depending on students' needs as identified through data analysis and progress monitoring.</li> <li>• Tier 3 - Intensive Support: Students who continue to struggle despite Tier 1 and Tier 2 interventions receive intensive, individualized interventions. These interventions are highly structured, intensive, and may involve specialized assessments and interventions to meet the specific needs of these students.</li> </ul>		

Action #	Title	Description	Total Funds	Contributing
		<p>2 Screening and Assessment:</p> <ul style="list-style-type: none"> <li>• Universal Screening: Implement a universal screening process to identify students who may need additional support in academic, behavioral, or social-emotional domains. Screening tools should be reliable, valid, and administered to all students at regular intervals.</li> <li>• Progress Monitoring: Use frequent progress monitoring assessments to assess students' response to interventions and to adjust supports as needed. Progress monitoring data should inform decision-making at each tier of support.</li> </ul> <p>3 Data-Driven Decision Making:</p> <ul style="list-style-type: none"> <li>• Use a data team or similar collaborative structure to analyze screening and progress monitoring data.</li> <li>• Make informed decisions about the selection, implementation, and effectiveness of interventions based on data collected at each tier.</li> </ul> <p>4 Family and Community Engagement:</p> <ul style="list-style-type: none"> <li>• Involve families and caregivers in the MTSS process by providing information about interventions, progress monitoring, and ways they can support their child's learning and behavior at home.</li> <li>• Establish partnerships with community organizations and resources to enhance support for students and families, especially for those requiring intensive interventions.</li> </ul> <p>A multi-tiered approach to the early identification and support of students with learning and behavior needs, otherwise known as Response to Intervention or RTI will also continue to be implemented as part of the academic component of MTSS. RTI: Primarily focuses on academic interventions, particularly in the areas of reading, math, and sometimes behavior. RTI: Generally focuses more narrowly on academic interventions to improve student achievement. RTI ensures struggling learners are provided with interventions at increasing levels of intensity to accelerate their rate of learning. The district will assist in providing supplemental resources and materials when a need is determined to be impacting a student's academic achievement. For example, a student needing reading fluency support, an additional reading fluency program could be purchased to remedy this problem. Support staff such as the addition of paraprofessionals will provide physical and academic assistance to EL and</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>LI students who need additional services, since these students lack the needed access to behavior supports they need to further engage in learning.</p> <p>The EL and LI students will receive quality and appropriate intervention to ensure equity for all subgroups. The district will provide intervention materials to support MTSS and RTI at all grade levels and professional development/coaching to support differentiated instruction principally directed towards meeting the needs of EL and LI students.</p> <p>Student well-being is foundational to academic success. While dealing with stress is a normal part of life, for some students, stress can adversely affect their physical, emotional, and psychological health. A multi-tiered system of support will ensure EL and LI students get help that they may not otherwise access promptly within their general education setting.</p> <p>As a result of this action, we expect to continue the implementation of MTSS/RTI with systems in place to support student well-being. The district also expects to achieve improved mental health and academic success for all students. Results will be based on data from results from the CA School Dashboard for ELA and math. This action is designed to meet the needs most associated with English learners and low-income students.</p>		
4.3	Learning Directors	<p>The 2023 CA Dashboard indicates that our Low-Income students had more suspensions as compared to our All-Student group. A child's regular attendance at school sets the stage for academic success and graduation. According to the California Dashboard for Suspension Rate, the district's EL students increased more than the ALL-student group increased. Based on a local needs assessment and our experience, Kingsburg has found that our Low Income and English learner students root causes for high suspension rates were due to drug offenses.</p> <p>To address this need, we will provide additional administrative staff to implement proactive behavior management strategies and Positive Behavior Intervention Systems, (PBIS) tailored to the needs of LI and EL students. These strategies may include positive behavior interventions,</p>	\$541,808.84	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>restorative practices, and culturally responsive approaches that foster a supportive learning environment, which will in turn help to close their achievement gaps. Our learning directors will facilitate SEL programs to develop students' social skills, emotional regulation, and conflict resolution abilities, addressing behavioral barriers that impede academic progress.</p> <p>To assist with this poor behavior choices and to reduce suspension, and also provide for the academic needs of our students, our district will maintain their learning directors, and each school site will implement the PBIS model and move from a punitive model to a positive restorative model that teaches students life skills on how to make better choices and reduce and manage conflict.</p> <p>The implementation of PBIS is designed to decrease suspensions for all students and keep students in school. PBIS is an evidence-based three-tiered framework for improving and integrating all of the data, systems, and practices affecting student outcomes every day. It supports EL and LI students, and creates a systematic approach and framework where these students can be successful. The attributes of PBIS include the following:  Tailored Interventions: Use data to develop targeted interventions that address the specific behavioral challenges faced by LI, FY, and EL students.  Targeted Interventions (Tier 2): Provide small group interventions for students who need additional support, such as social skills training or academic support groups, particularly for LI and EL students.  Safe and Supportive Environment: Create a school environment that is safe, welcoming, and supportive for all students, particularly those who are LI and EL.  Recognition and Rewards: Implement systems to recognize and reward positive behavior, ensuring that rewards are meaningful and accessible to LI and EL students.</p> <p>The Learning Directors, counselors, BSAs, BCBA and other members of the pupil services department will provide extra support principally directed toward the district's EL and Low-income subgroups, as well as assist with the implementation of PBIS to establish a climate in which appropriate</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>behavior is the norm, suspensions are decreased and students spend more time in class.</p> <p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income and English Learners Distance will see a decrease on the California School Dashboard in suspension rates as compared to the All student group.</p>		
4.4	Attendance	<p>School/Community Liaison: Maintain Budget for SARB Prevention of Truancies/Absences and provide support for students at risk of dropping out of school and widening achievement gaps.</p> <p>A child's regular attendance at school sets the stage for academic success and graduation. The district's home/foster youth community liaisons will work with SARB and the school community to educate families on the importance of being in school. This team, now known as "The Home Team" also includes a behavioral interventionist, attendance specialist, counselors, and a local resource center. Together, the "Home Team" works to address the needs of families, making it easier for their students to attend school. Services include helping families with meal delivery, technology, academics, transportation, and home visits.</p> <p>With the support of SARB and The Home Team, according to the 2023 California Dashboard, all of the Foster and LI subgroups were in the "Green" level, and the EL subgroup was in the "Blue" level, as per the 2023 CA School Dashboard. The expected outcome will be the implementation of SARB resulting in fewer absences, leading to increased instructional time for students, higher achievement, and improved social-emotional wellness.</p>	\$426,064.47	No

Action #	Title	Description	Total Funds	Contributing
4.5	Health Aides and (District Nurse- 80.15% S&C)	<p>The 2023 CA Dashboard indicates that our Low-Income and Foster Youth have higher chronic absenteeism rates as compared to our All-Student group. We conducted a root cause analysis and determined a root cause of the higher chronic absenteeism for the Low-Income and Foster Youth groups as compared to all students, was that students and/or parents don't realize the financial impact it has on the the funds available to support their children in school. Another root cause is that parents don't realize they can actually request with the doctor's office on what time their child's appointment is scheduled and thus take the child to the doctor or clinic after school hours. Another root cause is that parents don't understand what chronic absenteeism is, how it is calculated, how to make up days, etc. One final root cause is that students are dealing with physical and emotional issues. All of these root causes can be addressed by health aides by being instructed to follow up with absences at a certain point. Our liaisons will work in collaboration with health aides to support our families, and connect them with services to support our students.</p> <p>Our experience and the outcome of conducting a needs assessment indicate that students with chronic absences due to medical appointments, health issues, or other concerns could benefit from additional school based health services because not attending school has a direct impact on their learning. Students that have a higher rate of sick day absences due to physical or emotional issues will have these needs met by the district providing additional health aide and a district nurse. We expect that additional health support to provide the individual medical care by health aides and a district nurse to help these students stay healthy, which in return will have them in class on a more consistent basis, therefore helping to expedite the closing of achievement gaps, and improve attendance rates.</p> <p>The district will provide health aides at each site, and additional district nurse time to enhance the overall well being of our students, which in turn will increase the attendance rates for our students. The School Nurse will have additional time to supervise additional health aides. By increasing the number of health aides, the school nurse would have more time to identify students with chronic health conditions that are missing school.</p>	\$353,224.27	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>The school nurse will help case manage those students, thus improving chronic absentee rates in the district.</p> <p>The main design elements of this service include the following:</p> <ol style="list-style-type: none"> <li>1. Individual Health Plans: Develop individualized health plans in collaboration with families and educators for FY and LI students. These plans will address specific health needs and conditions, such as asthma management, dietary restrictions, or mental health support, to promote regular school attendance and overall well-being.</li> <li>2. Family and Community Engagement: Strengthen relationships with FY, and LI families through regular communication and collaboration on health-related matters. Encourage family involvement in healthcare decisions and promote a shared responsibility for student well-being and attendance.</li> </ol> <p>Though this action is principally directed to meet the needs of our Low-Income and Foster Youth we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect to see a decrease in chronic absenteeism for the district's LI and FY population.</p>		
4.6	Parent Involvement	<p>The 2023 CA Dashboard indicates that our Low-Income and English Learners perform lower on state ELA and Math assessments in Distance from Standard as compared to our All-Student group. Our experience and the outcome of conducting a root cause analysis indicate that these students would benefit from having parents that are trained in how to support their children at home with their academics.</p> <p>Our needs assessment identified a need for additional opportunities for parents to engage and participate in their children's school activities. In our experience, LI parents in the district have multiple jobs and work all hours of the day. EL parents have the same challenges and also have the language barriers to deal with. In our experience, parents that are actively involved in the school are associated with student improvement in a variety of areas including academic performance, attitudes and behavior, attendance, student engagement, and graduation rates. As a result of the</p>	\$26,843.14	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>District English Language Advisory Committee (DELAC) and other district meetings, a request for parent workshops focusing on ESL and technology was voiced. Parents want to understand how students are using technology in the classroom so they can support their students at home.</p> <p>The district will provide a variety of parent workshop opportunities to meet the needs of our school population and encourage parents to become partners with the district in their child's education, resulting in increased communication, engagement, and higher levels of student achievement.</p> <ol style="list-style-type: none"> <li>1. Provide bilingual staff and translators at all parent meetings and events to ensure clear communication and understanding, enabling non-English speaking parents to share their input and express their needs effectively.</li> <li>2. Multilingual Materials: Distribute all communication materials, including invitations, newsletters, and informational handouts, in multiple languages to ensure parents receive and comprehend important information about their child's education.</li> <li>3. Multiple Meeting Times: Schedule parent meetings and events at various times, including evenings, to accommodate parents' diverse work schedules and availability.</li> <li>4. Virtual Participation Options: Offer virtual meeting options using video conferencing tools to allow parents to participate remotely if they are unable to attend in person due to time constraints or other commitments.</li> <li>5. Childcare Services: Provide on-site childcare during parent meetings and events, allowing parents to attend without worrying about finding care for their children.</li> <li>6. Family Meals: Offer family meals or snacks at events scheduled around meal times, reducing the burden on parents who need to feed their children dinner and creating a welcoming, inclusive atmosphere.</li> <li>7. Parent Liaisons: Employ dedicated parent liaisons who can conduct targeted outreach to LI and EL families, building trust and encouraging their active involvement in school activities.</li> <li>8. Community Partnerships: Collaborate with local community organizations to offer additional support services such as parenting workshops, health clinics, and financial literacy classes that address the broader needs of LI and EL families, empowering them to participate more fully in their children's education.</li> </ol>		



Action #	Title	Description	Total Funds	Contributing
		<p>9. Parent Education Programs: Implement educational programs for parents that focus on navigating the school system, understanding academic expectations, and supporting their children's learning at home.</p> <p>10. Leadership Opportunities: Create leadership opportunities for parents through advisory committees and parent councils, encouraging them to take an active role in school decision-making processes and fostering a sense of ownership and empowerment.</p> <p>The ability to communicate in English will enable non-English speaking parents to share their input and express their needs more effectively at school functions. The district will address this concern with the implementation of a series of parenting classes. We have partnered with Fresno State's Parent University, which offers classes in the following areas: Digital Literacy, English Conversation, Financial Literacy, Health and Wellness, Parenting and Social Media, Pathway to College, Small Business Development, Social and Emotional Wellness and Spanish Conversation.</p> <p>The district will elicit the support of its academic coaches, classified staff, and the county office to help facilitate these special services for families. Childcare (suggested in DELAC meetings) will be provided to ease the stress of families after the regular workday for district events. Light meals or snacks may be provided during parent meeting/events so they can stay engaged and attentive, to encourage parent participation and maximize the time devoted to focus on the goals of the meeting/event, to alleviate some of the stress and time constraints faced by parents related to needing to prepare meals for their family, and to allow them to focus more on how they can support their students at home.</p> <p>The district will also continue the WATCH D.O.G.S. (Dads of Great Students) Program. This program, was developed by the National Center for Fathering has made a positive impact on millions of children by volunteering hours in their local schools. Father figures volunteer and serve at least one day a year in a variety of school activities as assigned by school and district administrators. The National Center for Fathers established this program to provide positive role models for students, build partnerships and enhance safety. The district believes increased</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>parent/caregiver interaction builds confidence in both students and their families and will impact their overall health and well-being, and decision making skills.</p> <ol style="list-style-type: none"> <li>1. Cultural and Linguistic Representation: Efforts will be made to ensure that father figures from diverse cultural and linguistic backgrounds participate, providing EL students with role models who share similar cultural experiences and languages.</li> <li>2. Safety Patrols: Incorporate father figures into school safety patrols, where they can help monitor school grounds, assist with student transitions, and contribute to a secure and welcoming school environment.</li> <li>3. Inclusive Communication: Ensure all communication about the program is available in multiple languages and accessible formats, encouraging greater participation from non-English speaking families.</li> </ol> <p>Raising Highly Capable Kids (RHCK) is an evidence-based parenting program developed to build stronger families by empowering parents with the confidence, tools, and skills they need to raise healthy, caring, and responsible children. The goal of RHCK is to increase parents' knowledge and skill level of the 40 Developmental Assets, which are proven to increase childhood resiliency and academic achievement.</p> <ol style="list-style-type: none"> <li>1. Multilingual Resources: Provide program materials, workshops, and communication in multiple languages to ensure that non-English speaking parents can fully participate and benefit from the program.</li> <li>2. Childcare Services: Provide on-site childcare during RHCK sessions, allowing parents to focus on the program without worrying about their children's care.</li> <li>3. Family Meals: Offer meals or snacks during sessions, especially for evening programs, to make it easier for families to attend without having to manage dinner preparation.</li> <li>4. Skill-Building Workshops: Conduct hands-on workshops that focus on practical parenting skills, tailored to the unique challenges faced by LI, FY, and EL families, such as managing stress, fostering resilience, and supporting academic success.</li> <li>5. Peer Support Networks: Create opportunities for parents to connect with each other, share experiences, and build supportive networks that reinforce the principles of the RHCK program.</li> </ol>		

Action #	Title	Description	Total Funds	Contributing
		<p>6. Access to Additional Resources: Provide information and referrals to additional community resources and services, such as mental health support, financial assistance, and educational programs, to address the broader needs of LI, FY, and EL families.</p> <p>Though this action is principally directed to meet the needs of our Low-Income and English Learners, we expect that all students will benefit from this action, and it will be provided on an LEA-wide basis.</p> <p>We expect that our Low-Income, and English Learners Distance from Standard on statewide ELA and Math assessments on the CA Dashboard will decrease as compared to our All-Student group.</p>		

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
5	By 2027, KECSD will provide a positive, safe and welcoming school climate for the students at Island Community Day School as measured by a decrease in Chronic Absenteeism of 5% for all students.	Equity Multiplier Focus Goal

State Priorities addressed by this goal.

Priority 5: Pupil Engagement (Engagement)

An explanation of why the LEA has developed this goal.

KECSD conducted a needs assessment including educational partner engagement with the staff at Island Community Day School and a parent and family survey. Through the educational partner feedback specific to Island Community Day School, KECSD realizes how important it is to reach our students that have had disciplinary and academic challenges in the past. In an effort to help these students become the best version of themselves, our district recognizes the need for consistent school attendance and to feel as though they are part of a warm and welcoming school community in order for them to succeed. Students must feel safe, valued, and have a sense of belonging. Supportive, responsive environments have tremendous benefits, including strengthening student engagement, increasing daily attendance, increase in academic success and building positive relationships. Since our students at this site have a 50% chronically absent rate, our district has decided to concentrate on this area after consulting with the school's educational partners. This goal is focused on Island Community Day School. Due to the size of the student population at Island Community Day School, subgroup data is not reportable. Therefore this goal will focus on decreased absenteeism for all students.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
5.1	Chronic Absenteeism Rates: Island Community Day School	Data Year: 2023 Data Source: CA Dashboard  50%			45%	

# Goal Analysis [2023-24]

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

A description of overall implementation, including any substantive differences in planned actions and actual implementation of these actions, and any relevant challenges and successes experienced with implementation.

Not Applicable.

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

Not Applicable.

A description of the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal.

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
5.1	Mental Health, School Culture, Academics, Climate & Physical Education	<p>The Chronic Absenteeism rate for all students on the 2023 CA Dashboard was at 50%.</p> <p>Chronic Absenteeism: Since the students attending Island Community Day School have had either past disciplinary, attendance and/or academic issues, we see a higher-than-typical Chronic Absenteeism rate at this site. Our district recognizes the importance of consistent attendance to receive the instruction and systemic support these students require to complete their program and successfully return to their home school. Input from educational partners through our local needs assessment indicates that motivation to attend school consistently may be increased by a more engaging learning and social environment.</p>	\$50,000.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>In an effort to encourage students to attend school more often, updated PE facilities and equipment will be developed at Island Community Day School. According to <a href="http://cdc.gov">cdc.gov</a>, students who are physically active tend to have better school attendance, as well as better grades, cognitive performance (e.g., memory), and classroom behaviors (e.g., on-task behavior). Additionally, according to the National Institutes of Health (NIH), students who engage in physically active lessons, on average, improved their academic achievement by 6 percent. In light of this research, our district will be adding additional PE facilities and equipment to foster more motivation to attend school and increase physical activity while students are on campus.</p>		

# Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students [2024-25]

Total Projected LCFF Supplemental and/or Concentration Grants	Projected Additional 15 percent LCFF Concentration Grant
\$6,036,465	\$620,862

## 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
26.067%	8.096%	\$1,883,809.98	34.163%

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

## Required Descriptions

### LEA-wide and Schoolwide Actions

For each action being provided to an entire LEA or school, provide an explanation of (1) the unique identified need(s) of the unduplicated student group(s) for whom the action is principally directed, (2) how the action is designed to address the identified need(s) and why it is being provided on an LEA or schoolwide basis, and (3) the metric(s) used to measure the effectiveness of the action in improving outcomes for the unduplicated student group(s).

Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
1.1	<p><b>Action:</b> Closing the Achievement Gap</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	See action language for applicable description.	See action language for applicable description.

Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
1.3	<p><b>Action:</b> Transportation</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	See action language for applicable description.	See action language for applicable description.
2.1	<p><b>Action:</b> Preservice Days for Classified and Certificated Staff</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	See action language for applicable description.	See action language for applicable description.
2.2	<p><b>Action:</b> Academic Coaches and Training for Staff</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	See action language for applicable description.	See action language for applicable description.
2.3	<p><b>Action:</b> Professional Development</p> <p><b>Need:</b> See action language for applicable description.</p>	See action language for applicable description.	See action language for applicable description.



Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
	<p><b>Scope:</b> LEA-wide</p>		
<p><b>2.6</b></p>	<p><b>Action:</b> Summer Programs</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	<p>See action language for applicable description.</p>	<p>See action language for applicable description.</p>
<p><b>2.7</b></p>	<p><b>Action:</b> Paraprofessionals</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	<p>See action language for applicable description.</p>	<p>See action language for applicable description.</p>
<p><b>2.8</b></p>	<p><b>Action:</b> Intervention and (After-School Intervention), Enrichment Programs and Teacher Training</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	<p>See action language for applicable description.</p>	<p>See action language for applicable description.</p>

Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
3.1	<p><b>Action:</b> Technology/21st Century Learning</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	See action language for applicable description.	See action language for applicable description.
4.2	<p><b>Action:</b> MTSS and RTI</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	See action language for applicable description.	See action language for applicable description.
4.3	<p><b>Action:</b> Learning Directors</p> <p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> LEA-wide</p>	See action language for applicable description.	See action language for applicable description.
4.5	<p><b>Action:</b> Health Aides and (District Nurse-80.15% S&amp;C)</p> <p><b>Need:</b> See action language for applicable description.</p>	See action language for applicable description.	See action language for applicable description.

Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
	<b>Scope:</b> LEA-wide		
<b>4.6</b>	<b>Action:</b> Parent Involvement  <b>Need:</b> See action language for applicable description.  <b>Scope:</b> LEA-wide	See action language for applicable description.	See action language for applicable description.

### **Limited Actions**

For each action being solely provided to one or more unduplicated student group(s), provide an explanation of (1) the unique identified need(s) of the unduplicated student group(s) being served, (2) how the action is designed to address the identified need(s), and (3) how the effectiveness of the action in improving outcomes for the unduplicated student group(s) will be measured.

Goal and Action #	Identified Need(s)	How the Action(s) are Designed to Address Need(s)	Metric(s) to Monitor Effectiveness
<b>2.4</b>	<b>Action:</b> Interpreters EL  <b>Need:</b> See action language for applicable description.  <b>Scope:</b> Limited to Unduplicated Student Group(s)	See action language for applicable description.	See action language for applicable description.
<b>2.5</b>	<b>Action:</b> Designated and Integrated ELD Instruction, Support, Language Acquisition and Professional Development for ELs and LTELs	See action language for applicable description.	See action language for applicable description.

Goal and Action #	Identified Need(s)	How the Action(s) are Designed to Address Need(s)	Metric(s) to Monitor Effectiveness
	<p><b>Need:</b> See action language for applicable description.</p> <p><b>Scope:</b> Limited to Unduplicated Student Group(s)</p>		

For any limited 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, as applicable.

N/A

### ***Additional Concentration Grant Funding***

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.

All of the school sites in KECSD have a high concentration (over 55%) of foster youth, English learners, and low-income students. Paraprofessionals will be provided to each of our sites to provide extra support and mental health services to our students. The additional concentration money will be used for two academic coach/intervention teachers that will work specifically with our TK-K and 1st grade level.

Goal and Action Numbers in the LCAP that KECSD is implementing to provide direct services to students at schools with an enrollment of EL, FY, and/or LI students that is greater than 55%:  
 LCAP Goal 2.2: Academic Coaches  
 LCAP Goal 2.7: Paraprofessionals to provide targeted instructional support LEA-wide.  
 LCAP Goal 2.8: CTE Instructor

<b>Staff-to-student ratios by type of school and concentration of unduplicated students</b>	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	NA	NA
Staff-to-student ratio of certificated staff providing direct services to students	NA	NA

# 2024-25 Total Expenditures Table

LCAP Year	1. Projected LCFF Base Grant (Input Dollar Amount)	2. Projected LCFF Supplemental and/or Concentration Grants (Input Dollar Amount)	3. Projected Percentage to Increase or Improve Services for the Coming School Year (2 divided by 1)	LCFF Carryover — Percentage (Input Percentage from Prior Year)	Total Percentage to Increase or Improve Services for the Coming School Year (3 + Carryover %)
Totals	\$23,157,307	6,036,465	26.067%	8.096%	34.163%

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel	Total Non-personnel
Totals	\$28,689,657.17	\$5,719,583.32	\$0.00	\$2,036,972.67	\$36,446,213.16	\$27,093,783.61	\$9,352,429.55

Goal #	Action #	Action Title	Student Group(s)	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Time Span	Total Personnel	Total Non-personnel	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Planned Percentage of Improved Services
1	1.1	Closing the Achievement Gap	Low Income	Yes	LEA-wide	Low Income	All Schools	2024-2027	\$0.00	\$1,994,383.00	\$1,739,999.20	\$153,429.95		\$100,953.85	\$1,994,383.00	0%
1	1.2	Supervisor of Operations	All	No			All Schools	2024-2027	\$132,716.36	\$0.00	\$132,716.36				\$132,716.36	
1	1.3	Transportation	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	2024-2027	\$0.00	\$684,437.56	\$574,437.56	\$110,000.00			\$684,437.56	0%
1	1.4	Staffing	All	No			All Schools	2024-2027	\$11,970,196.45	\$0.00	\$11,899,796.19	\$70,400.26			\$11,970,196.45	
1	1.5	Special Education	All	No			All Schools	2024-2027	\$2,619,427.35	\$173,550.00	\$954,440.47	\$1,329,703.00		\$508,833.88	\$2,792,977.35	
1	1.6	Basic Services	All	No			All Schools	2024-2027	\$3,211,352.37	\$354,375.16	\$2,942,939.41	\$365,261.71		\$257,526.41	\$3,565,727.53	
1	1.7	Facilities	All	No			All Schools	2024-2027	\$2,278,929.56	\$2,341,000.00	\$4,529,929.56			\$90,000.00	\$4,619,929.56	
1	1.8	Preschool	All	No			All Schools	2024-2027	\$408,875.68	\$196,729.32		\$605,605.00			\$605,605.00	
1	1.9	Lunch Program	All	No			All Schools	2024-2027	\$693,068.12	\$476,319.72		\$1,169,387.84			\$1,169,387.84	
2	2.1	Preservice Days for Classified and Certificated Staff	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$204,650.00	\$10,000.00	\$214,650.00				\$214,650.00	0%
2	2.2	Academic Coaches and Training for Staff	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$873,282.83	\$40,139.00	\$652,457.23	\$260,964.60			\$913,421.83	0%

Goal #	Action #	Action Title	Student Group(s)	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Time Span	Total Personnel	Total Non-personnel	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Planned Percentage of Improved Services
2	2.3	Professional Development	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$200,000.00	\$517,500.00	\$267,500.00	\$400,000.00		\$50,000.00	\$717,500.00	0%
2	2.4	Interpreters EL	English Learners	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	2024-2027	\$23,758.92	\$8,418.49	\$21,169.75			\$11,007.66	\$32,177.41	0%
2	2.5	Designated and Integrated ELD Instruction, Support, Language Acquisition and Professional Development for ELs and LTELs	English Learners	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	2024-2027	\$236,925.63	\$243,534.00	\$403,355.72			\$77,103.91	\$480,459.63	0%
2	2.6	Summer Programs	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$350,000.00	\$570,000.00	\$590,000.00	\$330,000.00			\$920,000.00	0%
2	2.7	Paraprofessionals	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$1,298,478.95	\$0.00	\$519,391.58			\$779,087.37	\$1,298,478.95	0%
2	2.8	Intervention and (After-School Intervention), Enrichment Programs and Teacher Training	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$632,590.88	\$959,299.81	\$1,531,483.94	\$60,406.75			\$1,591,890.69	0%
2	2.9	Teacher Induction Program	All	No			All Schools	2024-2027	\$20,185.00	\$30,000.00	\$50,185.00				\$50,185.00	0%
3	3.1	Technology/21st Century Learning	Low Income	Yes	LEA-wide	Low Income	All Schools	2024-2027	\$15,000.00	\$360,000.00	\$250,000.00	\$95,000.00		\$30,000.00	\$375,000.00	0%
4	4.1	Mental Health and School Culture and Climate	All	No			All Schools	2024-2027	\$538,816.52	\$10,000.00	\$140,907.22	\$407,909.30			\$548,816.52	0%
4	4.2	MTSS and RTI	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$165,331.76	\$205,000.00	\$356,331.76	\$12,000.00		\$2,000.00	\$370,331.76	0%
4	4.3	Learning Directors	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$491,808.84	\$50,000.00	\$489,545.53			\$52,263.31	\$541,808.84	0%
4	4.4	Attendance	All	No			All Schools	2024-2027	\$385,464.47	\$40,600.00	\$63,570.64	\$299,514.91		\$62,978.92	\$426,064.47	0%

Goal #	Action #	Action Title	Student Group(s)	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Time Span	Total Personnel	Total Non-personnel	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Planned Percentage of Improved Services
4	4.5	Health Aides and (District Nurse-80.15% S&C)	Foster Youth Low Income	Yes	LEA-wide	Foster Youth Low Income	All Schools	2024-2027	\$327,999.27	\$25,225.00	\$353,224.27				\$353,224.27	0%
4	4.6	Parent Involvement	English Learners Low Income	Yes	LEA-wide	English Learners Low Income	All Schools	2024-2027	\$14,924.65	\$11,918.49	\$11,625.78			\$15,217.36	\$26,843.14	0%
5	5.1	Mental Health, School Culture, Academics, Climate & Physical Education	All	No			Specific Schools: Island Community Day School 4-8	2024-2027	\$0.00	\$50,000.00		\$50,000.00			\$50,000.00	



# 2024-25 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
\$23,157,307	6,036,465	26.067%	8.096%	34.163%	\$7,975,172.32	0.000%	34.439 %	<b>Total:</b>	\$7,975,172.32
								<b>LEA-wide Total:</b>	\$7,550,646.85
								<b>Limited Total:</b>	\$424,525.47
								<b>Schoolwide Total:</b>	\$0.00

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	Closing the Achievement Gap	Yes	LEA-wide	Low Income	All Schools	\$1,739,999.20	0%
1	1.3	Transportation	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$574,437.56	0%
2	2.1	Preservice Days for Classified and Certificated Staff	Yes	LEA-wide	English Learners Low Income	All Schools	\$214,650.00	0%
2	2.2	Academic Coaches and Training for Staff	Yes	LEA-wide	English Learners Low Income	All Schools	\$652,457.23	0%
2	2.3	Professional Development	Yes	LEA-wide	English Learners Low Income	All Schools	\$267,500.00	0%
2	2.4	Interpreters EL	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$21,169.75	0%
2	2.5	Designated and Integrated ELD Instruction, Support, Language Acquisition and	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$403,355.72	0%

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 (%)
		Professional Development for ELs and LTELs						
2	2.6	Summer Programs	Yes	LEA-wide	English Learners Low Income	All Schools	\$590,000.00	0%
2	2.7	Paraprofessionals	Yes	LEA-wide	English Learners Low Income	All Schools	\$519,391.58	0%
2	2.8	Intervention and (After-School Intervention), Enrichment Programs and Teacher Training	Yes	LEA-wide	English Learners Low Income	All Schools	\$1,531,483.94	0%
3	3.1	Technology/21st Century Learning	Yes	LEA-wide	Low Income	All Schools	\$250,000.00	0%
4	4.2	MTSS and RTI	Yes	LEA-wide	English Learners Low Income	All Schools	\$356,331.76	0%
4	4.3	Learning Directors	Yes	LEA-wide	English Learners Low Income	All Schools	\$489,545.53	0%
4	4.5	Health Aides and (District Nurse-80.15% S&C)	Yes	LEA-wide	Foster Youth Low Income	All Schools	\$353,224.27	0%
4	4.6	Parent Involvement	Yes	LEA-wide	English Learners Low Income	All Schools	\$11,625.78	0%

# 2023-24 Annual Update Table

Totals	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Expenditures (Total Funds)
<b>Totals</b>	\$38,202,586.19	\$38,066,118.48

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	Closing the Achievement Gap	Yes	\$2,054,383.80	\$1,687,916.98
1	1.2	Intervention and Teacher Training	No	\$488,036.00	\$376,598.79
1	1.3	Supervisor of Operations	No	\$107,000.70	\$120,519.91
1	1.4	Transportation	Yes	\$634,437.56	\$628,036.03
1	1.5	Staffing	No	\$10,529,070.29	\$11,759,975.96
1	1.6	Special Education	No	\$2,554,696.85	\$2,556,379.36
1	1.7	Basic Services	No	\$3,265,727.53	\$3,330,100.05
1	1.8	Facilities	No	\$6,828,929.56	\$7,259,158.04
1	1.9	Preschool	No	\$284,679.70	\$587,476.22
1	1.10	Lunch Program	No	\$1,148,699.17	\$1,251,776.13

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	2.1	Preservice Days for Classified and Certificated Staff	Yes	\$215,125.00	\$197,716.61
2	2.2	Academic Coaches and Training for Staff	Yes	\$697,412.39	\$647,117.17
2	2.3	Professional Development	Yes	\$830,000.00	\$518,300.61
2	2.4	Mental Health	Yes	\$311,358.80	\$469,540.83
2	2.5	Achievement Gap Special Population EL	No	\$242,309.69	\$261,560.72
2	2.6	Achievement Gap - SIOP EL	Yes	\$50,000.00	\$53,168.33
2	2.7	Interpreters EL	Yes	\$31,827.41	\$13,636.02
2	2.8	EL Designated and Integrated ELD Instruction and Support	Yes	\$35,000.00	\$54,947.21
2	2.9	Summer Programs	Yes	\$430,000.00	\$228,850.59
2	2.10	Paraprofessionals	Yes	\$1,391,000.00	\$1,125,722.71
2	2.11	Intervention and Enrichment Programs	Yes	\$1,004,863.06	\$998,618.74
2	2.12	BTSA/Teacher Induction Program	No	\$47,185.00	\$49,750
2	2.13	Intervention Staff and Building	Yes	\$1,700,000.00	\$1,017,885.31
3	3.1	Technology	Yes	\$160,000.00	\$197,948.71

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
3	3.2	21st Century Learning	Yes	\$80,000.00	\$138,027.79
3	3.3	Summer Programs	Yes	\$95,000.00	\$129,149.60
3	3.4	Intervention (Afterschool)	Yes	\$1,462,991.94	\$450,535
4	4.1	Mental Health and School Culture and Climate	No	\$585,107.93	\$519,170.03
4	4.2	Additional Supplemental Support Services	Yes	\$105,000.00	\$154,377.74
4	4.3	Learning Directors	Yes	\$365,048.73	\$436,906.60
4	4.4	Attendance	No	\$164,648.22	\$460,281.52
4	4.5	Health Aides and District Nurse	Yes	\$277,953.72	\$364,288.22
4	4.6	Parent Involvement	Yes	\$25,093.14	\$20,680.95

# 2023-24 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)
\$5,967,143	\$7,909,511.40	\$6,047,173.40	\$1,862,338.00	0.000%	0.000%	0.000%

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	Closing the Achievement Gap	Yes	\$1,800,000.00	\$1,304,056.60	0%	
1	1.4	Transportation	Yes	\$524,437.56	\$576,566.81	0%	
2	2.1	Preservice Days for Classified and Certificated Staff	Yes	\$215,125.00	\$197,716.61	0%	
2	2.2	Academic Coaches and Training for Staff	Yes	\$579,385.44	\$533,520.50	0%	
2	2.3	Professional Development	Yes	\$337,500.00	\$290,104.94	0%	
2	2.4	Mental Health	Yes	\$111,819.18	\$41,955.56	0%	
2	2.6	Achievement Gap - SIOP EL	Yes	\$50,000.00	\$53,168.33	0%	
2	2.7	Interpreters EL	Yes	\$20,819.75	\$13,636.02	0%	
2	2.8	EL Designated and Integrated ELD Instruction and Support	Yes	\$35,000.00	\$54,947.21	0%	
2	2.9	Summer Programs	Yes	\$115,000.00	\$123,100	0%	
2	2.10	Paraprofessionals	Yes	\$544,594.56	\$552,535.56	0%	
2	2.11	Intervention and Enrichment Programs	Yes	\$944,456.31	\$129,646.55	0%	

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
2	2.13	Intervention Staff and Building	Yes	\$1,700,000.00	\$1,017,885.31	0%	
3	3.1	Technology	Yes	\$130,000.00	\$197,948.71	0%	
3	3.2	21st Century Learning	Yes	\$15,000.00	\$76,576.04	0%	
3	3.3	Summer Programs	Yes	\$75,000.00	\$0	0%	
3	3.4	Intervention (Afterschool)	Yes	\$20,000.00	\$7,468.26	0%	
4	4.2	Additional Supplemental Support Services	Yes	\$91,000.00	\$154,377.74	0%	
4	4.3	Learning Directors	Yes	\$338,984.73	\$396,630.66	0%	
4	4.5	Health Aides and District Nurse	Yes	\$251,513.09	\$307,747.17	0%	
4	4.6	Parent Involvement	Yes	\$9,875.78	\$17,584.82	0%	

## 2023-24 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)
\$23,268,251	\$5,967,143	8.44%	34.085%	\$6,047,173.40	0.000%	25.989%	\$1,883,809.98	8.096%



# Local Control and Accountability Plan Instructions

[Plan Summary](#)

[Engaging Educational Partners](#)

[Goals and Actions](#)

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

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

## Introduction and Instructions

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

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

- **Comprehensive Strategic Planning:** The process of developing and annually updating the LCAP supports comprehensive strategic planning, particularly to address and reduce disparities in opportunities and outcomes between student groups indicated by the California School Dashboard (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 the nature of some LCAP template sections 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, including long-term 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]).
    - **NOTE:** As specified in EC Section 62064(b)(1), the LCAP must provide a description of the annual goals, for all pupils and each subgroup of pupils identified pursuant to EC Section 52052, to be achieved for each of the state priorities. Beginning in 2023–24, EC

Section 52052 identifies long-term English learners as a separate and distinct pupil subgroup with a numerical significance at 15 students.

- Annually reviewing and updating the LCAP to reflect progress toward the goals (*EC* Section 52064[b][7]).
- Ensuring that all increases attributable to supplemental and concentration grant calculations, including concentration grant add-on funding and/or LCFF carryover, are reflected in the LCAP (*EC* sections 52064[b][6], [8], and [11]).

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 must: (a) reflect comprehensive strategic planning, particularly to address and reduce disparities in opportunities and outcomes between student groups indicated by the California School Dashboard (Dashboard), (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 2024–25, 2025–26, and 2026–27 school years reflects statutory changes made through Senate Bill 114 (Committee on Budget and Fiscal Review), Chapter 48, Statutes of 2023.

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 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 which, based on research, experience, and input gathered from educational partners, the LEA believes 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 document. Additionally, the beginning of each template section includes information emphasizing the purpose that 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 present a meaningful context for the rest of the LCAP, the content of this section should be clearly and meaningfully related to the content included throughout each subsequent section of the LCAP.

## Requirements and Instructions

### General Information

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

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, employment, the number and size of specific schools, recent community challenges, and other such information the LEA may wish to include can enable a reader to more fully understand the LEA's LCAP.
- As part of this response, identify all schools within the LEA receiving Equity Multiplier funding.

### Reflections: Annual Performance

A reflection on annual performance based on a review of the California School Dashboard (Dashboard) and local data.

Reflect on the LEA's annual performance on the Dashboard and local data. This may include both successes and challenges identified by the LEA during the development process.

LEAs are encouraged to highlight how they are addressing the identified needs of student groups, and/or schools within the LCAP as part of this response.

As part of this response, the LEA must identify the following, which will remain unchanged during the three-year LCAP cycle:

- Any school within the LEA that received the lowest performance level on one or more state indicators on the 2023 Dashboard;
- Any student group within the LEA that received the lowest performance level on one or more state indicators on the 2023 Dashboard; and/or
- Any student group within a school within the LEA that received the lowest performance level on one or more state indicators on the 2023 Dashboard.

### Reflections: Technical Assistance

As applicable, a summary of the work underway as part of technical assistance.

Annually identify the reason(s) the LEA is eligible for or has requested technical assistance consistent with *EC* sections 47607.3, 52071, 52071.5, 52072, or 52072.5, and provide a summary of the work underway as part of receiving technical assistance. The most common form of this technical assistance is frequently referred to as Differentiated Assistance, however this also includes LEAs that have requested technical assistance from their COE.

- If the LEA is not eligible for or receiving technical assistance, the LEA may respond to this prompt as “Not Applicable.”

**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*

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

- Identify the schools within the LEA that have been 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.

- 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*

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

- 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, particularly to address and reduce disparities in opportunities and outcomes between student groups indicated by the Dashboard, 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 to 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.

# Requirements

**School districts and COEs:** *EC* sections [52060\(g\) \(California Legislative Information\)](#) and [52066\(g\) \(California Legislative Information\)](#) specify the educational partners that must be consulted when developing the LCAP:

- Teachers,
- Principals,
- Administrators,
- Other school personnel,
- Local bargaining units of the LEA,
- Parents, and
- Students

A school district or COE receiving Equity Multiplier funds must also consult with educational partners at schools generating Equity Multiplier funds in the development of the LCAP, specifically, in the development of the required focus goal for each applicable school.

Before adopting the LCAP, school districts and COEs must share it with the applicable committees, as identified below under Requirements and Instructions. 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.

**Charter schools:** *EC* Section [47606.5\(d\) \(California Legislative Information\)](#) requires that the following educational partners be consulted with when developing the LCAP:

- Teachers,
- Principals,
- Administrators,
- Other school personnel,
- Parents, and
- Students

A charter school receiving Equity Multiplier funds must also consult with educational partners at the school generating Equity Multiplier funds in the development of the LCAP, specifically, in the development of the required focus goal for the school.

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. 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 [CDE's LCAP webpage](#).

Before the governing board/body of an LEA considers the adoption of the LCAP, the LEA must meet the following legal requirements:

- For school districts, see [Education Code Section 52062 \(California Legislative Information\)](#);

- **Note:** Charter schools using the LCAP as the School Plan for Student Achievement must meet the requirements of *EC* Section 52062(a).
- For COEs, see [Education Code Section 52068 \(California Legislative Information\)](#); and
- For charter schools, see [Education Code Section 47606.5 \(California Legislative Information\)](#).
- **NOTE:** As a reminder, the superintendent of a school district or COE must respond, in writing, to comments received by the applicable committees identified in the *Education Code* sections listed above. This includes the parent advisory committee and may include the English learner parent advisory committee and, as of July 1, 2024, the student advisory committee, as applicable.

## Instructions

### Respond to the prompts as follows:

A summary of the process used to engage educational partners in the development of the LCAP.

School districts and county offices of education must, at a minimum, consult with teachers, principals, administrators, other school personnel, local bargaining units, parents, and students in the development of the LCAP.

Charter schools must, at a minimum, consult with teachers, principals, administrators, other school personnel, parents, and students in the development of the LCAP.

An LEA receiving Equity Multiplier funds must also consult with educational partners at schools generating Equity Multiplier funds in the development of the LCAP, specifically, in the development of the required focus goal for each applicable school.

### Complete the table as follows:

#### Educational Partners

Identify the applicable educational partner(s) or group(s) that were engaged in the development of the LCAP.

#### Process for Engagement

Describe the engagement process used by the LEA to involve the identified educational partner(s) in the development of the LCAP. At a minimum, the LEA must describe how it 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.
- An LEA receiving Equity Multiplier funds must also include a summary of how it consulted with educational partners at schools generating Equity Multiplier funds in the development of the LCAP, specifically, in the development of the required focus goal for each applicable school.

A description of how the adopted LCAP was influenced by the feedback provided by educational partners.

Describe any goals, metrics, actions, or budgeted expenditures in the LCAP that were influenced by or developed in response to the educational partner feedback.

- 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. 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.
- An LEA receiving Equity Multiplier funds must include a description of how the consultation with educational partners at schools generating Equity Multiplier funds influenced the development of the adopted LCAP.
- For the purposes of this prompt, this may also include, but is 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 target 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 students
  - Analysis of effectiveness of the specific actions to achieve the goal
  - Analysis of material differences in expenditures
  - Analysis of changes made to a goal for the ensuing LCAP year based on the annual update process
  - Analysis 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 must 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 must 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. As previously stated, 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, and to address and reduce disparities in opportunities and outcomes between student groups indicated by the Dashboard.

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.
  - All Equity Multiplier goals must be developed as focus goals. For additional information, see Required Focus Goal(s) for LEAs Receiving Equity Multiplier Funding below.
- 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.

## Requirement to Address the LCFF State Priorities

At a minimum, the LCAP must address all LCFF priorities and associated metrics articulated in *EC* sections 52060(d) and 52066(d), as applicable to the LEA. The [LCFF State Priorities Summary](#) provides a summary of *EC* sections 52060(d) and 52066(d) to aid in the development of the LCAP.

Respond to the following prompts, as applicable:

### Focus Goal(s)

#### 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.

#### Type of Goal



Identify the type of goal being implemented as a Focus Goal.

State Priorities addressed by this goal.

Identify each of the state priorities that this goal is intended to address.

An 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.

**Required Focus Goal(s) for LEAs Receiving Equity Multiplier Funding**

Description

LEAs receiving Equity Multiplier funding must include one or more focus goals for each school generating Equity Multiplier funding. In addition to addressing the focus goal requirements described above, LEAs must adhere to the following requirements.

Focus goals for Equity Multiplier schoolsites must address the following:

- (A) All student groups that have the lowest performance level on one or more state indicators on the Dashboard, and
- (B) Any underlying issues in the credentialing, subject matter preparation, and retention of the school’s educators, if applicable.
- Focus Goals for each and every Equity Multiplier schoolsite must identify specific metrics for each identified student group, as applicable.
- An LEA may create a single goal for multiple Equity Multiplier schoolsites if those schoolsites have the same student group(s) performing at the lowest performance level on one or more state indicators on the Dashboard or, experience similar issues in the credentialing, subject matter preparation, and retention of the school’s educators.
  - When creating a single goal for multiple Equity Multiplier schoolsites, the goal must identify the student groups and the performance levels on the Dashboard that the Focus Goal is addressing; or,
  - The common issues the schoolsites are experiencing in credentialing, subject matter preparation, and retention of the school’s educators, if applicable.

Type of Goal

Identify the type of goal being implemented as an Equity Multiplier Focus Goal.

State Priorities addressed by this goal.

Identify each of the state priorities that this goal is intended to address.

An 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.
- In addition to this information, the LEA must also identify:
  - The school or schools to which the goal applies

LEAs are encouraged to approach an Equity Multiplier goal from a wholistic standpoint, considering how the goal might maximize student outcomes through the use of LCFF and other funding in addition to Equity Multiplier funds.

- Equity Multiplier funds must be used to supplement, not supplant, funding provided to Equity Multiplier schoolsites for purposes of the LCFF, the Expanded Learning Opportunities Program (ELO-P), the Literacy Coaches and Reading Specialists (LCRS) Grant Program, and/or the California Community Schools Partnership Program (CCSPP).
- This means that Equity Multiplier funds must not be used to replace funding that an Equity Multiplier schoolsite would otherwise receive to implement LEA-wide actions identified in the LCAP or that an Equity Multiplier schoolsite would otherwise receive to implement provisions of the ELO-P, the LCRS, and/or the CCSPP.

**Note:** EC Section [42238.024\(b\)\(1\) \(California Legislative Information\)](#) requires that Equity Multiplier funds be used for the provision of evidence-based services and supports for students. Evidence-based services and supports are based on objective evidence that has informed the design of the service or support and/or guides the modification of those services and supports. Evidence-based supports and strategies are most commonly based on educational research and/or metrics of LEA, school, and/or student performance.

**Broad 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.

### Type of Goal

Identify the type of goal being implemented as a Broad Goal.

### State Priorities addressed by this goal.

Identify each of the state priorities that this goal is intended to address.

### An 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

### 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.

### Type of Goal

Identify the type of goal being implemented as a Maintenance of Progress Goal.

### State Priorities addressed by this goal.

Identify each of the state priorities that this goal is intended to address.

### An explanation of why the LEA has developed this goal.

Explain how the actions will sustain the progress exemplified by the related metrics.

## Measuring and Reporting Results:

For each LCAP year, identify the metric(s) that the LEA will use to track progress toward the expected outcomes.

- LEAs must identify metrics for specific student groups, as appropriate, including expected outcomes that address and reduce disparities in outcomes between student groups.
- 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 local indicator self-reflection tools within the Dashboard.
- **Required metrics for LEA-wide actions:** For each action identified as 1) contributing towards the requirement to increase or improve services for foster youth, English learners, including long-term English learners, and low-income students and 2) being provided on an LEA-wide basis, the LEA must identify one or more metrics to monitor the effectiveness of the action and its budgeted expenditures.
  - These required metrics may be identified within the action description or the first prompt in the increased or improved services section, however the description must clearly identify the metric(s) being used to monitor the effectiveness of the action and the action(s) that the metric(s) apply to.
- **Required metrics for Equity Multiplier goals:** For each Equity Multiplier goal, the LEA must identify:
  - The specific metrics for each identified student group at each specific schoolsite, as applicable, to measure the progress toward the goal, and/or
  - The specific metrics used to measure progress in meeting the goal related to credentialing, subject matter preparation, or educator retention at each specific schoolsite.

Complete the table as follows:

Metric #
<ul style="list-style-type: none"> <li>• Enter the metric number.</li> </ul>
Metric
<ul style="list-style-type: none"> <li>• Identify the standard of measure being used to determine progress towards the goal and/or to measure the effectiveness of one or more actions associated with the goal.</li> </ul>
Baseline
<ul style="list-style-type: none"> <li>• Enter the baseline when completing the LCAP for 2024–25.</li> </ul>

- Use the most recent data associated with the 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 2023 Dashboard for the baseline of a metric only if that data represents the most recent available data (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.
- Indicate the school year to which the baseline data applies.
- The baseline data must remain unchanged throughout the three-year LCAP.
  - This requirement is not intended to prevent LEAs from revising the baseline data if it is necessary to do so. For example, if an LEA identifies that its data collection practices for a particular metric are leading to inaccurate data and revises its practice to obtain accurate data, it would also be appropriate for the LEA to revise the baseline data to align with the more accurate data process and report its results using the accurate data.
  - If an LEA chooses to revise its baseline data, then, at a minimum, it must clearly identify the change as part of its response to the description of changes prompt in the Goal Analysis for the goal. LEAs are also strongly encouraged to involve their educational partners in the decision of whether or not to revise a baseline and to communicate the proposed change to their educational partners.
- Note for Charter Schools: Charter schools developing a one- or two-year LCAP may identify a new baseline each year, as applicable.

### Year 1 Outcome

- When completing the LCAP for 2025–26, enter the most recent data available. Indicate the school year to which the data applies.
  - Note for Charter Schools: Charter schools developing a one-year LCAP may provide the Year 1 Outcome when completing the LCAP for both 2025–26 and 2026–27 or may provide the Year 1 Outcome for 2025–26 and provide the Year 2 Outcome for 2026–27.

### Year 2 Outcome

- When completing the LCAP for 2026–27, enter the most recent data available. Indicate the school year to which the data applies.
  - Note for Charter Schools: Charter schools developing a one-year LCAP may identify the Year 2 Outcome as not applicable when completing the LCAP for 2026–27 or may provide the Year 2 Outcome for 2026–27.

### Target for Year 3 Outcome

- When completing the first year of the LCAP, enter the target outcome for the relevant metric the LEA expects to achieve by the end of the three-year LCAP cycle.
  - Note for Charter Schools: Charter schools developing a one- or two-year LCAP may identify a Target for Year 1 or Target for Year 2, as applicable.

**Current Difference from Baseline**

- When completing the LCAP for 2025–26 and 2026–27, enter the current difference between the baseline and the yearly outcome, as applicable.
  - Note for Charter Schools: Charter schools developing a one- or two-year LCAP will identify the current difference between the baseline and the yearly outcome for Year 1 and/or the current difference between the baseline and the yearly outcome for Year 2, as applicable.

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

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
Enter information in this box when completing the LCAP for <b>2024–25</b> or when adding a new metric.	Enter information in this box when completing the LCAP for <b>2024–25</b> or when adding a new metric.	Enter information in this box when completing the LCAP for <b>2025–26</b> . Leave blank until then.	Enter information in this box when completing the LCAP for <b>2026–27</b> . Leave blank until then.	Enter information in this box when completing the LCAP for <b>2024–25</b> or when adding a new metric.	Enter information in this box when completing the LCAP for <b>2025–26</b> and <b>2026–27</b> . Leave blank until then.

**Goal Analysis:**

Enter the LCAP Year.

Using actual annual measurable outcome data, including data from the Dashboard, analyze whether the planned actions were effective towards achieving the goal. “Effective” means the degree to which the planned actions were successful in producing the target result. Respond to the prompts as instructed.

**Note:** When completing the 2024–25 LCAP, use the 2023–24 Local Control and Accountability Plan Annual Update template to complete the Goal Analysis and identify the Goal Analysis prompts in the 2024–25 LCAP as “Not Applicable.”

**A description of overall implementation, including any substantive differences in planned actions and actual implementation of these actions, and any relevant challenges and successes experienced with implementation.**

- Describe the overall implementation of the actions to achieve the articulated goal, including relevant challenges and successes experienced with implementation.
  - Include a discussion of relevant challenges and successes experienced with the implementation process.
  - This discussion 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.

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.

- 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.

A description of the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal.

- Describe the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal. “Effectiveness” means the degree to which the actions were successful in producing the target result and “ineffectiveness” means that the actions did not produce any significant or targeted result.
  - 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.
  - Beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period.

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

- 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.
  - As noted above, beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period. For actions that have been identified as ineffective, the LEA must identify the ineffective action and must include a description of the following:
    - The reasons for the ineffectiveness, and
    - How changes to the action will result in a new or strengthened approach.

**Actions:**

Complete the table as follows. Add additional rows as necessary.

Action #

- Enter the action number.

## Title

- Provide a short title for the action. This title will also appear in the action tables.

## Description

- Provide a brief description of the action.
  - For actions that contribute to meeting the increased or improved services requirement, the LEA may include an explanation of how each action is principally directed towards and effective in meeting the LEA's goals for unduplicated students, as described in the instructions for the Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students section.
  - As previously noted, for each action identified as 1) contributing towards the requirement to increase or improve services for foster youth, English learners, including long-term English learners, and low-income students and 2) being provided on an LEA-wide basis, the LEA must identify one or more metrics to monitor the effectiveness of the action and its budgeted expenditures.
  - These required metrics may be identified within the action description or the first prompt in the increased or improved services section; however, the description must clearly identify the metric(s) being used to monitor the effectiveness of the action and the action(s) that the metric(s) apply to.

## Total Funds

- Enter the total amount of expenditures associated with this action. Budgeted expenditures from specific fund sources will be provided in the action tables.

## Contributing

- Indicate whether the action contributes to meeting the increased 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 contributing action, the LEA will need to provide additional information in the Increased or Improved Services section to address the requirements in *California Code of Regulations*, Title 5 [5 CCR] Section 15496 in the Increased or Improved Services section of the LCAP.

**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.

## Required Actions

- LEAs with 30 or more English learners and/or 15 or more long-term English learners must include specific actions in the LCAP related to, at a minimum:
  - Language acquisition programs, as defined in *EC* Section 306, provided to students, and



- Professional development for teachers.
- If an LEA has both 30 or more English learners and 15 or more long-term English learners, the LEA must include actions for both English learners and long-term English learners.
- LEAs eligible for technical assistance pursuant to *EC* sections 47607.3, 52071, 52071.5, 52072, or 52072.5, must include specific actions within the LCAP related to its implementation of the work underway as part of technical assistance. The most common form of this technical assistance is frequently referred to as Differentiated Assistance.
- LEAs that have Red Dashboard indicators for (1) a school within the LEA, (2) a student group within the LEA, and/or (3) a student group within any school within the LEA must include one or more specific actions within the LCAP:
  - The specific action(s) must be directed towards the identified student group(s) and/or school(s) and must address the identified state indicator(s) for which the student group or school received the lowest performance level on the 2023 Dashboard. Each student group and/or school that receives the lowest performance level on the 2023 Dashboard must be addressed by one or more actions.
  - These required actions will be effective for the three-year LCAP cycle.

## 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 as defined in *EC* Section 42238.02 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.

Please Note: For the purpose of meeting the Increased or Improved Services requirement and consistent with *EC* Section 42238.02, long-term English learners are included in the English learner student group.

### Statutory Requirements

An LEA is required to demonstrate in its LCAP how it is increasing or improving services for its students who are foster youth, English learners, and/or low-income, collectively referred to as unduplicated students, as compared to the services provided to all students in proportion to the increase in funding it receives based on the number and concentration of unduplicated students in the LEA (*EC* Section 42238.07[a][1], *EC* Section 52064[b][8][B]; 5 *CCR* Section 15496[a]). This proportionality percentage is also known as the “minimum proportionality percentage” or “MPP.” The manner in which an LEA demonstrates it is meeting its MPP is two-fold: (1) through the expenditure of LCFF funds or through the identification of a Planned Percentage of Improved Services as documented in the Contributing Actions Table, and (2) through the explanations provided in the Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students section.

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 identified in the Goals and Actions section as contributing to the increased or improved services requirement, whether they are provided across the entire LEA (LEA-wide action), provided to an entire school (Schoolwide action), or solely provided to one or more unduplicated student group(s) (Limited action).

Therefore, for *any* action contributing to meet the increased or improved services requirement, the LEA must include an explanation of:

- How the action is increasing or improving services for the unduplicated student group(s) (Identified Needs and Action Design), and
- How the action meets the LEA's goals for its unduplicated pupils in the state and any local priority areas (Measurement of Effectiveness).

**LEA-wide and Schoolwide Actions**

In addition to the above required explanations, LEAs must provide a justification for why an LEA-wide or Schoolwide action is being provided to all students and how the action is intended to improve outcomes for unduplicated student group(s) as compared to all 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 increased or improved services standard because enrolling students is not the same as serving students.

**For School Districts Only**

Actions provided on an **LEA-wide** basis at **school districts with an unduplicated pupil percentage of less than 55 percent** must also include a description of how the actions are the most effective use of the funds to meet the district's goals for its unduplicated pupils in the state and any local priority areas. The description must provide the basis for this determination, including any alternatives considered, supporting research, experience, or educational theory.

Actions provided on a **Schoolwide** basis for **schools with less than 40 percent enrollment of unduplicated pupils** must also include a description of how these actions are the most effective use of the funds to meet the district's goals for its unduplicated pupils in the state and any local priority areas. The description must provide the basis for this determination, including any alternatives considered, supporting research, experience, or educational theory.

**Requirements and Instructions**

Complete the tables as follows:

**Total 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 foster youth, English learner, and low-income students. This amount includes the Additional 15 percent LCFF Concentration Grant.

**Projected Additional 15 percent LCFF Concentration Grant**

- 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 LEA's 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:**

**LEA-wide and Schoolwide Actions**

For each action being provided to an entire LEA or school, provide an explanation of (1) the unique identified need(s) of the unduplicated student group(s) for whom the action is principally directed, (2) how the action is designed to address the identified need(s) and why it is being provided on an LEA or schoolwide basis, and (3) the metric(s) used to measure the effectiveness of the action in improving outcomes for the unduplicated student group(s).

If the LEA has provided this required description in the Action Descriptions, state as such within the table.

Complete the table as follows:

**Identified Need(s)**

Provide an explanation of the unique identified need(s) of the LEA's unduplicated student group(s) for whom the action is principally directed.

An LEA demonstrates how an action is principally directed towards an unduplicated student group(s) when the LEA explains the need(s), condition(s), or circumstance(s) of the unduplicated student group(s) identified through a needs assessment and how the action addresses them. A meaningful needs assessment includes, at a minimum, analysis of applicable student achievement data and educational partner feedback.

**How the Action(s) are Designed to Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis**

Provide an explanation of how the action as designed will address the unique identified need(s) of the LEA’s unduplicated student group(s) for whom the action is principally directed and the rationale for why the action is being provided on an LEA-wide or schoolwide basis.

- As stated above, 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 increased or improved services standard because enrolling students is not the same as serving students.

**Metric(s) to Monitor Effectiveness**

Identify the metric(s) being used to measure the progress and effectiveness of the action(s).

**Note for COEs and Charter Schools:** In the case of COEs and charter schools, schoolwide and LEA-wide are considered to be synonymous.

**Limited Actions**

For each action being solely provided to one or more unduplicated student group(s), provide an explanation of (1) the unique identified need(s) of the unduplicated student group(s) being served, (2) how the action is designed to address the identified need(s), and (3) how the effectiveness of the action in improving outcomes for the unduplicated student group(s) will be measured.

If the LEA has provided the required descriptions in the Action Descriptions, state as such.

Complete the table as follows:

**Identified Need(s)**

Provide an explanation of the unique need(s) of the unduplicated student group(s) being served identified through the LEA’s needs assessment. A meaningful needs assessment includes, at a minimum, analysis of applicable student achievement data and educational partner feedback.

**How the Action(s) are Designed to Address Need(s)**

Provide an explanation of how the action is designed to address the unique identified need(s) of the unduplicated student group(s) being served.

## Metric(s) to Monitor Effectiveness

Identify the metric(s) being used to measure the progress and effectiveness of the action(s).

For any limited 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, as applicable.

- For each action with an identified Planned Percentage of Improved Services, identify the goal and action number and describe the methodology that was used.
- 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, based on the LEA's current pay scale, 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 Total Planned Expenditures Table and then convert the quotient to a percentage. This percentage is the Planned Percentage of Improved Services for the action.

## Additional Concentration Grant Funding

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 a single-school LEA or 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 Total Planned Expenditures 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 Total Planned Expenditures Table, the Annual Update Table, the Contributing Actions Annual Update Table, and the LCFF Carryover 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 2024–25 LCAP, 2024–25 will be the coming LCAP Year and 2023–24 will be the current LCAP Year.

## Total Planned Expenditures Table

In the Total Planned Expenditures 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 estimated LCFF entitlement for the coming school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Block Grant program, the former Home-to-School Transportation program, and the Small School District Transportation program, pursuant to 5 CCR Section 15496(a)(8). Note that the LCFF Base Grant for purposes of the LCAP also includes the Necessary Small Schools and Economic Recovery Target allowances for school districts, and County Operations Grant for COEs.  
  
See *EC* sections 2574 (for COEs) and 42238.02 (for school districts and charter schools), as applicable, for LCFF entitlement calculations.
- **2. Projected LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants estimated 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 requirement; OR, type “No” if the action is **not** included as contributing to meeting the increased or improved services requirement.
- 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.
  - **Note:** Equity Multiplier funds must be included in the “Other State Funds” category, not in the “LCFF Funds” category. As a reminder, Equity Multiplier funds must be used to supplement, not supplant, funding provided to Equity Multiplier schoolsites for purposes of the LCFF, the ELO-P, the LCRS, and/or the CCSPP. This means that Equity Multiplier funds must not be used to replace funding that an Equity Multiplier schoolsite would otherwise receive to implement LEA-wide actions identified in the LEA’s LCAP or that an Equity Multiplier schoolsite would otherwise receive to implement provisions of the ELO-P, the LCRS, and/or the CCSPP.
- **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, based on the LEA’s current pay scale, 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 Services 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 estimated based on 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 estimated LCFF Target Entitlement for the current school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Block Grant program, the former Home-to-School Transportation program, and the Small School District Transportation program, pursuant to 5 CCR Section 15496(a)(8). Note that the LCFF Base Grant for purposes of the LCAP also includes the Necessary Small Schools and Economic

Recovery Target allowances for school districts, and County Operations Grant for COEs. See *EC* sections 2574 (for COEs) and 42238.02 (for school districts and charter schools), as applicable, for LCFF entitlement calculations.

- **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 plus 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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