

# LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: The Heights Charter

CDS Code: 37 68049 0127118

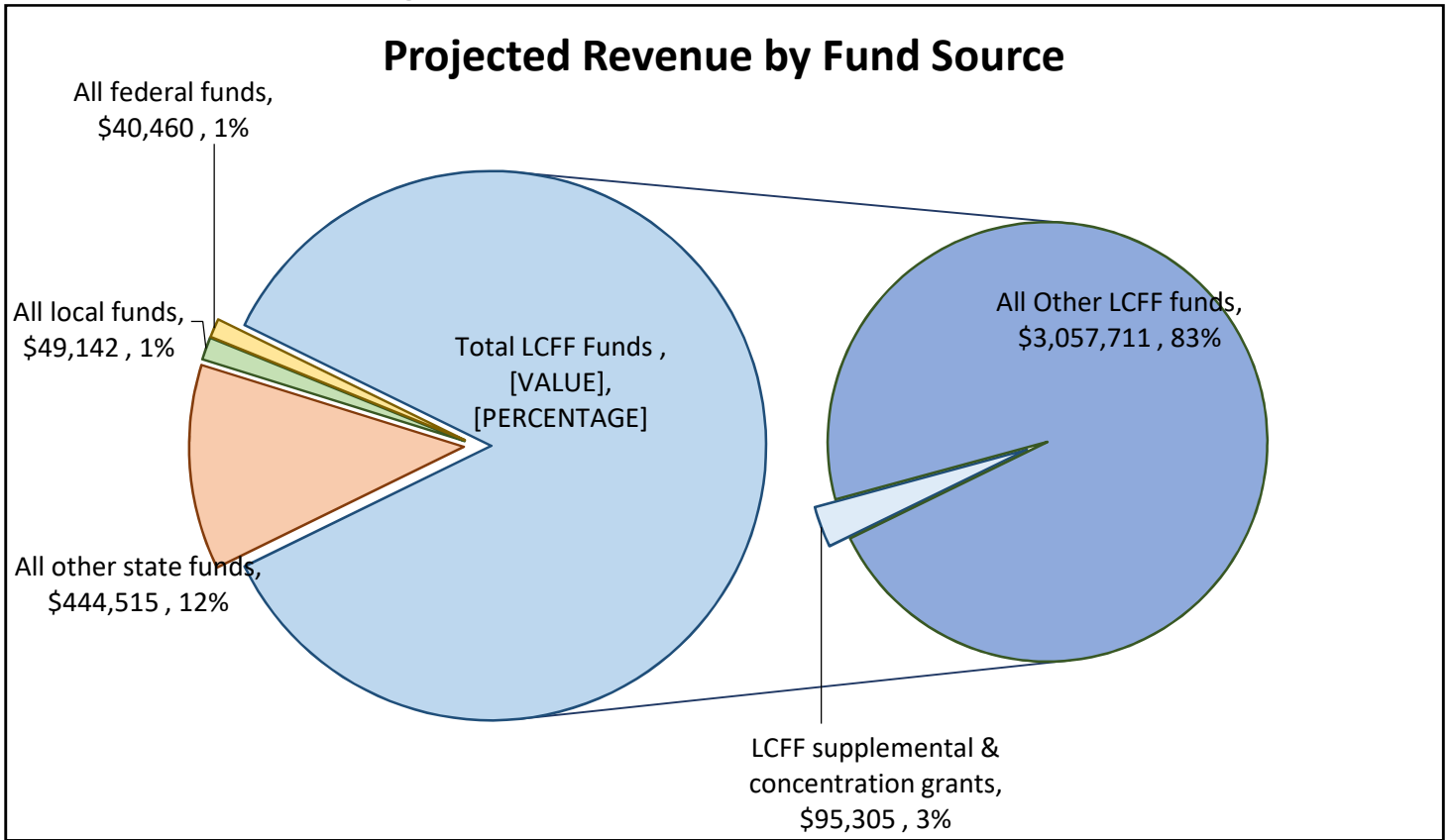
School Year: 2024-25

LEA contact information: Diana Whyte, Director, [dwhyte@heightscharter.com](mailto:dwhyte@heightscharter.com), 619-792-9000

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

### Projected Revenue by Fund Source

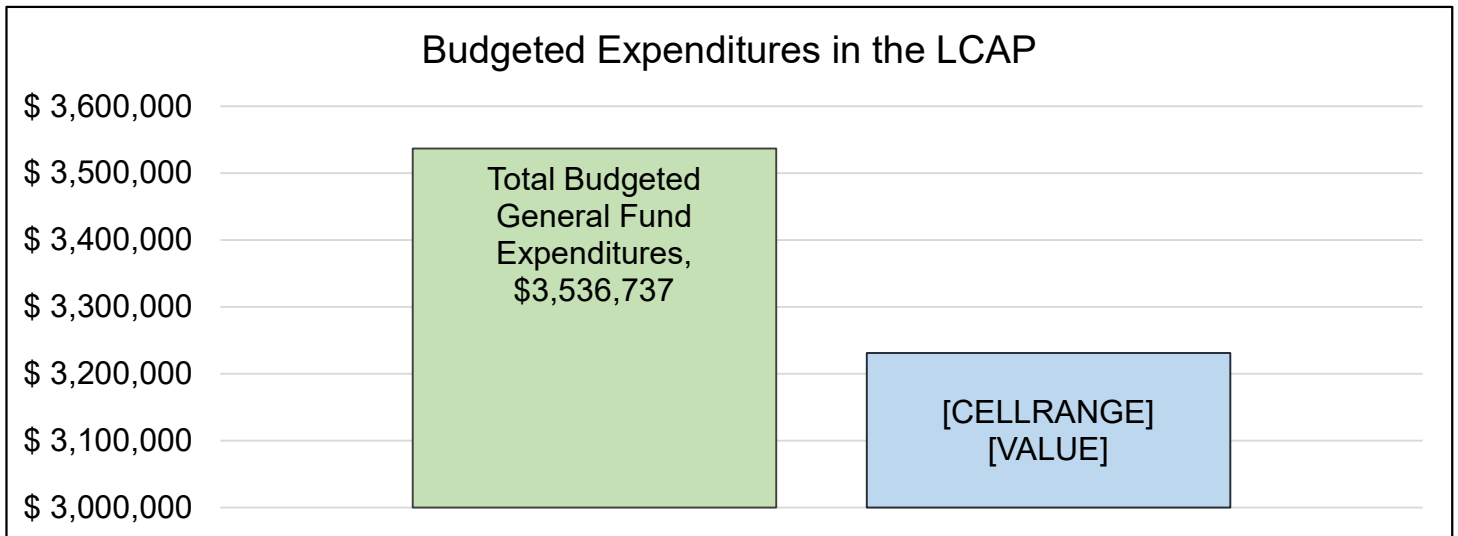


This chart shows the total general purpose revenue The Heights Charter expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for The Heights Charter is \$3,687,133.00, of which \$3,153,016.00 is Local Control Funding Formula (LCFF), \$444,515.00 is other state funds, \$49,142.00 is local funds, and \$40,460.00 is federal funds. Of the \$3,153,016.00 in LCFF Funds, \$95,305.00 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 The Heights Charter 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: The Heights Charter plans to spend \$3,536,737.00 for the 2024-25 school year. Of that amount, \$3,231,295.00 is tied to actions/services in the LCAP and \$305,442.00 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

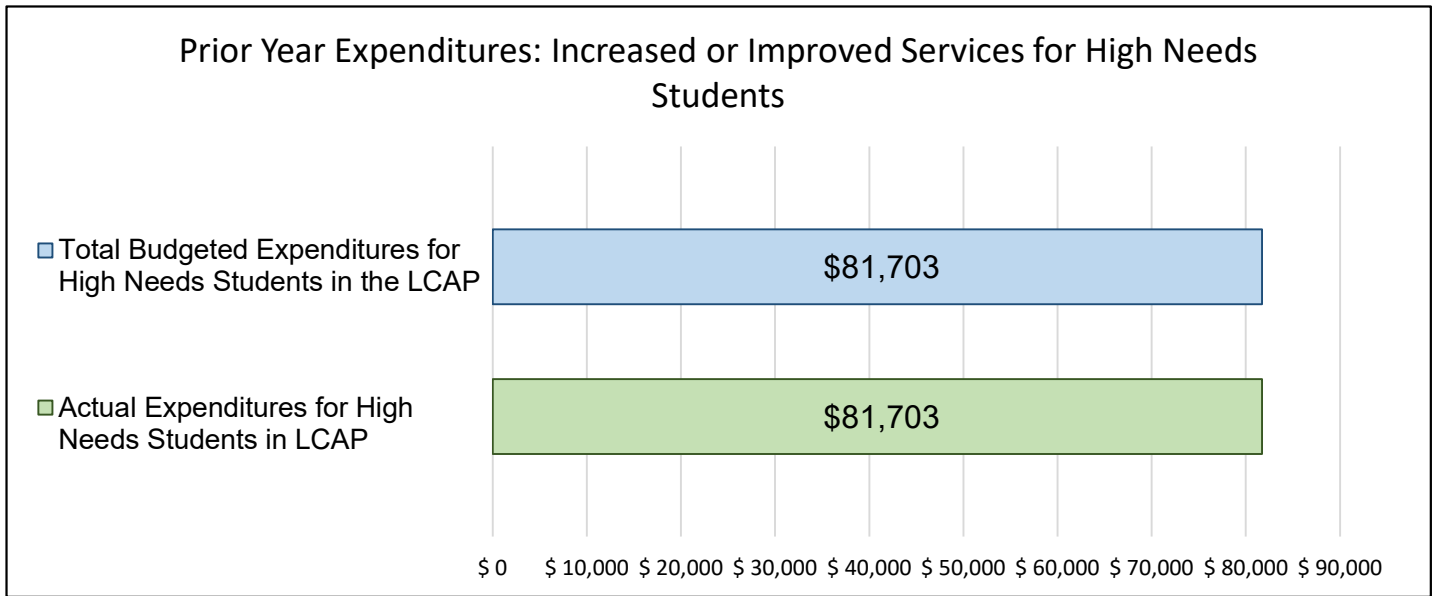
General Administration Expenses are not included in the LCAP. These include expenses for audit, legal, accounting, and district oversight.

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

In 2024-25, The Heights Charter is projecting it will receive \$95,305.00 based on the enrollment of foster youth, English learner, and low-income students. The Heights Charter must describe how it intends to increase or improve services for high needs students in the LCAP. The Heights Charter plans to spend \$95,305.00 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 The Heights Charter budgeted last year in the LCAP for actions and services that contribute to increasing or improving services for high needs students with what The Heights Charter 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, The Heights Charter's LCAP budgeted \$81,703.00 for planned actions to increase or improve services for high needs students. The Heights Charter actually spent \$81,703.00 for actions to increase or improve services for high needs students in 2023-24.

# 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
The Heights Charter	Diana Whyte, Director	<a href="mailto:dwhyte@heightscharter.com">dwhyte@heightscharter.com</a> , (619)792-9000

## Goals and Actions

### Goal

Goal #	Description
1	<b>All Teachers will have the appropriate credential to teach core subjects in an independent study program and be appropriately assigned. A Director with at least 20 years of experience in education will oversee the teaching staff and provide support as necessary.</b>

### Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Teacher credentials	100% of Teachers have the proper credential and are appropriately assigned in the 2020/21 school year	During 2021/22, 100% of Teachers had the proper credential and were appropriately assigned	During 2022/23, 100% of Teachers had the proper credential and were appropriately assigned	During 2023/24, 100% of Teachers had the proper credential and were appropriately assigned	100% of Teachers will have the proper credential and be appropriately assigned
Director Experience	Director has over 20 years of experience in education in the 2020/21 school year	The Director had over 20 years of experience in education in the 2021/22 school year	The Director had over 20 years of experience in education in the 2022/23 school year	The Director had over 20 years of experience in education in the 2023/24 school year	Director will have over 20 years of experience in education

**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.

There were no substantive differences in planned actions and actual implementation of these actions

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.

There were no material differences.

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

The school maintained its goal of employing a properly certified staff with significant educational experience to provide a quality education to its students.

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

No changes were made.

**Goal**

Goal #	Description
2	<p><b>A resource center will be available to all students that desire on site learning experiences, wish to utilize tutoring services, and desire to participate in social-skill building extracurricular activities. All students set their own schedules regarding frequency of attending the resource center. The Heights will assure adequate space is available to accommodate all students that wish to utilize the resource center. All necessary supplies required in the learning process, both in core classes and extra-curricular activities, will be made available. The resource center will have a multipurpose room to accommodate additional activities offered, such as physical education and drama, as well as to hold parent group meetings. The facility will promote a climate in which students feel comfortable, respected, and safe. The facility will be kept clean and will be well maintained.</b></p>

**Measuring and Reporting Results**

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
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Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Student Participation in On-Site Activities as evidences by daily safety roster.	At least 50% of the students participated in an on-site activity Monday through Thursday. Facilities were not open on Friday during the 2020/21 school year	At least 50% of the students participated in an on-site activity Monday through Friday during 2021/22	At least 50% of the students participated in an on-site activity Monday through Friday during 2022/23	At least 50% of the students participated in an on-site activity Monday through Friday during 2023/24	At least 50% of students will participate in an on-site activity Monday through Friday.
School Climate Survey	In the Spring of 2021 a school climate survey was sent to all parents and given to all students to identify areas needing improvement. Satisfaction rate was 90% for parents, 83% for students and 90% for teachers/staff	In the Spring of 2022 a school climate survey was sent to educational partners to identify areas needing improvement. Results were 83% positive, 10% neutral(largely due to homeschool students), and 7% negative.	In the Spring of 2023 a school climate survey was sent to educational partners to identify areas needing improvement. Results were over 95% positive or neutral on each question, with the neutral responses coming from home schooled families. No areas of concerns were identified.	In the Spring of 2024 a school climate survey was sent to educational partners to identify areas needing improvement. Results were over 95% positive or neutral on all but one question, with the neutral responses coming from home schooled families. The one item parents expressed concern over was cyberbullying.	In the Spring a school climate survey will be sent to all parents and students. 75% of responses will be positive.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
<p>Maintain Facilities in Good Repair per Site Inspection Report</p>	<p>During the 2020/21 school year the Director or designated staff did a weekly walkthrough of facilities and recorded any maintenance or safety issues. Identified repairs were made within 10 working days with the exception of one repair which necessitated ordering a special part.</p>	<p>Director or designated staff performed a weekly walkthrough of the facilities and recorded any maintenance or safety issues. Identified issues were remedied within 10 working days during 2021/22.</p>	<p>Director or designated staff performed a weekly walkthrough of the facilities and recorded any maintenance or safety issues. Identified issues were addressed within 10 working days during 2022/23.</p>	<p>Director or designated staff performed a weekly walkthrough of the facilities and recorded any maintenance or safety issues. Identified issues were addressed within 10 working days during 2023/24, with the exception of replacing the rubber mat in the school playground. The Heights is in the process of getting bids to find the best value for the school.</p>	<p>Director or designated staff will do a weekly walkthrough of the facilities and record any maintenance or safety issues. Identified issues will be remedied within 10 working days.</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.

There were no substantive differences in planned actions and actual implementation of these actions

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.

There were no material differences.

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

The actions were effective in providing a safe and well maintained learning environment. Based on the facility needs analysis for 2021/22 it was determined that additional space was needed to accommodate all students that wished to attend on site activities. In March 2023 we were able to finalize a lease for an additional 4300 square feet. This will allow us to accommodate 100% of the students that wish to attend on site activities. Needs will continue to be assessed periodically and, if determined necessary, a search will begin to expand facilities. As an independent study charter school, we attempt to provide space for all students that wish to attend on site instruction.

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.

Facility needs will be analyzed based on expected enrollment for 2024/25 and additional space will be added as necessary and available.

**Goal**

Goal #	Description
3	<b>Students in all categories will increase their proficiency in English language arts and mathematics by at least one grade level each year. Any students that experienced learning loss during the CoVID19 shutdown will be given additional assistance to get back to grade level proficiency. All students will be enrolled in social studies and science. All students will be enrolled in at least one non-core extracurricular activity to promote social skills.</b>

**Measuring and Reporting Results**

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24



Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
MAP Test or CAASP test when available.	Per the MAP test administered in the Spring of 2021, 61% of the students met or exceeded state standards in English language arts, and 23% of the students met or exceeded state standards in mathematics. Note that 46% of students met or exceeded state standards on the MAP test administered in the Fall of 2019, right before the COVID pandemic.	Per the MAP test administered in the Spring of 2022, 67% of the students met or exceeded state standards in English language arts, and 40% of the students met or exceeded state standards in mathematics.	CAASP tests were administered in the Spring of 2022. 60.37% of the students met or exceeded state standards in English language arts, and 40.24% of the students met or exceeded state standards in Math. This is in comparison to 2019 pre-CoVID19 scores of 63.2% and 49.65% respectively. The school as a whole scored a medium performance level in Math and a high performance level in English language arts per the CDE dashboard indicator report.	CAASP tests were administered in the Spring of 2024. 62.81% of the students met or exceeded state standards in English language arts, and 47.56% of the students met or exceeded state standards in Math. This is in comparison to 2023 scores of 60.37% and 40.24% respectively	65% of students will meet or exceed state standards in English language arts and 45% of students will meet or exceed state standards in mathematics.
Dashboard	The suspension rate was zero per the 2019 Dashboard. There were no suspensions in the 2019/20 school year	Two students were suspended during 2021/22.	One student was suspended during 2022/23.	No students were suspended during 2023/24,	The suspension rate will be zero
Student Lesson Plans	In the 2020/21 school year all students were enrolled in the required core classes.	All students were enrolled in the required core classes	All students were enrolled in the required core classes	All students were enrolled in the required core classes	All students will be enrolled in the required core classes.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
P2 ADA	The P2 ADA for 2020/21 was 99%	The P2 ADA for 2021/22 was 95%	The P2 ADA for 2022/23 was 97%	The P1 ADA for 2023/24 was 98.6%	ADA will be at least 95%
ELPAC Tests	Our English learners have not been enrolled for 3 years	At the beginning of the year there were three EL Students. One has tested out and the remaining two are on track to test out within 3 years of enrollment.	There are currently five EL Students. One will take the ELPAC in the next month and is expected to test out, and the remaining four are on track to test out within 3 years of enrollment at The Heights.	There are currently 3 EL students. They have all been enrolled for less than 3 years. They have all taken the mandated ELPAC test this year.	English learners will be phased out within 3 years of enrollment

# 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.

There were no substantive differences in planned actions and actual implementation of these actions

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.

There were no material differences.

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

Per the CAASP tests administered in the Spring of 2023, 47.56% of the students met or exceeded state standards. This is in comparison to 49.65% on the last CAASP test that was administered 2019. This shows a substantial increase from the 2022 test score of 40.24%. While we have not quite returned to pre-CoVID levels, we have exceeded our goal of 45%. Temporarily prioritizing tutoring and intervention over extra-curricular activities is proving beneficial.

The 2023 CAASP tests showed 62.81% of the students met or exceeded state standards in English language arts, as compared to 63.2% on the 2019 CAASP tests. This shows that the actions we have taken have continued to mitigate learning loss suffered during CoVID and we have made progress toward meeting our goal of 65%.

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

No changes were made.

# Goal

Goal #	Description
4	<b>All students will have access to rigorous, well rounded, independent study friendly, standards-aligned curricula. Online learning resources will be offered to give students the option of learning at home or at the resource center. Teachers will be trained in the teaching of this curricula in an independent study environment. Classroom materials required to provide a complete learning experience will be available at the resource center. Students will be given the opportunity to participate in extracurricular activities and field trips designed to enhance both learning and the building of social skills.</b>

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Textbook inventory	In the 2020/21 school year each student had access to standards aligned textbooks in all core classes	During 2021/22 All students had access to standards aligned textbooks in all core classes.	During 2022/23 All students had access to standards aligned textbooks in all core classes.	During 2023/24 All students had access to standards aligned textbooks in all core classes.	All students will have access to standards aligned textbooks in all core classes
Online learning program licenses purchased	12 Online learning programs are currently being used due to CoVID19. Lexia, Learning A-Z, Vocabulary A-Z, SplashMath, XtraMath, Mcgraw Hill math, Pebble Go, Pebble Go Next, Read Works, IXL, Generation Genius, and Quizlet	13 Online learning programs were used due to CoVID19. Lexia, Learning A-Z, Vocabulary A-Z, SplashMath, XtraMath, Mcgraw Hill math, Pebble Go, Read Works, IXL, Generation Genius, Quizlet, Learning Ally, and Literably.	13 Online learning programs were used. Get More Math, Word Voyage, Lexia, Learning A-Z, Vocabulary A-Z, SplashMath, XtraMath, Mcgraw Hill math, Pebble Go, Read Works, IXL, Generation Genius, Quizlet, Learning Ally, and Literably.	The Heights purchased 16 licenses for the following online learning software: Get More Math, Word Voyage, Lexia, Learning A-Z, Vocabulary A-Z, SplashMath, XtraMath, McGraw Hill Math, PebbleGo, ReadWorks, Generation Genius, Mystery Science, Quizlet, Learning Ally, and Literably.	At least 4 online learning programs will be made available to students for use in the learning center and at home

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Field Trip logs	In the 2020/21 school year zero field trips were offered due to CoVID19	Five field trips were offered during 2021/22. In addition, 6 <sup>th</sup> , 7 <sup>th</sup> and 8 <sup>th</sup> grade students were sent to three separate week long outdoor camps.	Five field trips were offered during 2022/23. In addition, 6 <sup>th</sup> and 8 <sup>th</sup> grade students were sent to two separate outdoor camps.	Field trips were offered to the USS Midway Museum, Balboa Jr. Theater production of <i>The Sound of Music</i> , BizTown, Living Coast Discovery Center, Marine Floating Lab, IFLY, and the Maritime Museum at the Star of India. In addition, 6 <sup>th</sup> and 8 <sup>th</sup> grade students were sent to two separate outdoor camps.	At least 5 field trips will be offered
Extracurricular Club logs	In the 2020/21 school year no extracurricular clubs were offered due to limited resource center hours and a concentration on core subjects, due to CoVID19. In the 2019-20 school year 4 clubs were offered.	Two extracurricular clubs were offered during the 2021/22 school year. After school tutoring was provided in lieu of one extracurricular club in an effort to address any learning loss due to CoVID19.	Three extracurricular clubs were offered during the 2022/23 school year.	During 2023/24 Choir and Drama were offered	At least 3 extracurricular clubs will be offered

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Sign in logs for professional development	In the 2020/21 school year professional development sessions were held every Friday using the Love and Logic staff development series “9 Essential Skills for the Love and Logic Classroom”, educating teachers and staff in positive teaching techniques	Professional Development was offered approximately every two weeks on a variety of topics including COVID19-related topics, equity in the classroom, and providing emotional support for the students. There was a combination of online and in person sessions. In person sessions had sign in logs and online sessions had an electronic trail.	Professional Development was offered monthly on a variety of topics including COVID19-related topics, equity in the classroom, and providing emotional support for the students. There was a combination of online and in person sessions.	Teachers were offered monthly professional development activities specializing in addressing the social and emotional needs of students including problem resolution as outlined in Love & Logic and anti-bullying.	Monthly professional development sessions will be given. Content will reflect needs identified through annual School Climate Survey as well as student test scores.

## 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.

There were no substantive differences in planned actions and actual implementation of these actions

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.

There were no material differences.

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

Based on the 2023 CAASP scores vs the 2019 CAASP scores, the textbooks and online programs appear to be effective. Continued improvement is seen in all areas.

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

No changes were made.

## Goal

Goal #	Description
5	<b>Involve parents in the education of their children through the use of weekly newsletters, Parent meetings, sending out annual needs-assessment surveys, and encouraging parents to both serve on the board and attend board meetings. Parents will also be encouraged to volunteer at the school and on field trips.</b>

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Newsletters	In the 2020/21 school year the newsletters were suspended due to CoVID19	Due to pandemic related staffing shortages, newsletters were sent to parents monthly during 2021/22	Monthly calendars are distributed. Teachers sent emails to parents monthly during 2022/23	Monthly event/activity calendars were sent to parents during 2023/24. Teachers sent emails to each family on a monthly basis.	Weekly newsletters will be produced and distributed on line to parents and teachers while school is in session

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Parent Meeting logs	In the 2020/21 school year no onsite parent meetings were held due to CoVID19. 4 surveys were sent out instead to get parent input.	In 2021/22 4 parent meetings were held	In 2022/23 4 parent meetings were held	In 2023/24 4 parent meetings were held	At least 4 parent meetings will be held annually at varying times during the day to accommodate working families.
Board member roster	In the 2020/21 school year 2 parents were on the board	During 2021/22 there were 3 parents on the board.	During 2022/23 there were 4 parents on the board.	During 2023/24 there were 4 parents on the board.	At least 2 parents will be on the board
Tabulation of Survey Results	In the spring of 2021 a school climate survey was sent to the parents on line. In addition 4 additional surveys were sent out to get input regarding CoVID related decisions.	The school climate survey was sent to all educational partners in the Spring of 2022. Results were analyzed for areas needing improvement.	The school climate survey was sent to all educational partners in the Spring of 2023. Results were analyzed for areas needing improvement.	The school climate survey was sent to all educational partners in the Spring of 2024. Results were analyzed for areas needing improvement. Positive feedback was received in all areas with the exception of cyberbullying.	An annual survey will be provided to the parents to obtain their feedback regarding the strengths and weaknesses of the school.



# 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 weekly newsletter has been replaced by a monthly calendar. It is felt this is a better planning tool for the parents. In addition, teachers now send out a monthly email to all parents which is specific to their student's class.

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.

There were no material differences.

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

According to the school climate survey feedback received from parents, in excess of 95% are satisfied with their level of involvement and the quality of communication with the school.

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.

The Heights feels that providing parents with more student-specific updates is more beneficial to the parent. The Heights has begun using Aristotle K-12 to monitor what the children are doing on their electronic devices. The IT Manager has programed it to identify activity that meets certain criteria and flag it for a teacher or administrator to follow up with the student and parent in an attempt to curtail any cyber-bullying that is occurring.

**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

# 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
The Heights Charter	Diana Whyte, Director	<a href="mailto:dwhyte@heightscharter.com">dwhyte@heightscharter.com</a> , (619)792-9000

## 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 Heights Charter is a K-8 independent study school located in the rural foothills of San Diego County. We provide an alternative educational venue to families in the eastern portion of San Diego County serving families from seventeen communities that come from distances up to 30 miles away.

In school year 2023/24, 16.8% of the students were socio-economically disadvantaged and 13.3% were special needs.

The Heights Charter was founded to allow each student to reach their fullest potential by developing individualized learning plans.

### Reflections: Annual Performance

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

The Heights’ offered both on site instruction and home schooling learning tools including multiple on line learning platforms. Data was regularly analyzed to identify struggling students as quickly as possible and provide them with additional tutoring. We concentrated on basics in an attempt to maintain the learning level in the core classes. As a result, per the CDE Dashboard Indicator Report, we were able to maintain ELA scores and increase math scores by 9.9%

Our testing rates were high, with participation at 99.4% in ELA, 99.4% in Math, and 100% in 8<sup>th</sup> grade science.

### Reflections: Technical Assistance

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

Not Applicable

# 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.

Not Applicable

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

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

Not Applicable

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

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

Not Applicable

# 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
Parents	An annual survey is sent electronically to all families to receive input for the LCAP and also any other educational areas that they feel need to be addressed. Additionally, we have Parent Association Advisory meetings on a quarterly basis to keep communication lines open throughout the year. These meetings alternate between morning and evening to accommodate working parents.
Students	A Suggestion Box is located in the main teaching resource room by the office so anyone can submit any ideas, complaints, or concerns. Additionally, each grade level has a credentialed caseload manager who monitors student academic and socio-emotional needs.
Administration and Staff	Regularly scheduled staff and grade level meetings are held to discuss every aspect of student life. Upper-grade staff meet to discuss academic and socio-emotional needs of the 5 <sup>th</sup> through 8 <sup>th</sup> grade students. Likewise primary-grade staff meet to discuss TK through 4 <sup>th</sup> grade students. Additionally, our Special Education Department meets with all staff on a regular basis to help identify areas of concern that might need input from our school psychologist and our education specialist. These meetings are in addition to our professional development trainings.

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

The input from educational partners influenced the academic strategies and decisions that were made to optimize meeting each student’s academic and socio-emotional needs. Not only was this seen in the classroom, lesson plans, and interventions, but also in the professional development offerings to the staff.

An area of concern mentioned by multiple segments of the educational partners was the potential for cyber-bullying that students face. Aristotle K12 was purchased to monitor all of the activity on the school-owned electronic devices that students used even when that device was taken home for use on lessons during independent study and homework. It encompasses student-centric filtering and reporting and student behavior analytics.

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
1	All Teachers will have the appropriate credential to teach core subjects in an independent study program and be appropriately assigned. A Director with at least 10 years of experience in education will oversee the teaching staff and provide support as necessary.	Maintenance of Progress

State Priorities addressed by this goal.

Basic Services

An explanation of why the LEA has developed this goal.

The Heights Charter wants to ensure that all students are provided a quality education by qualified teachers who are under the supervision of an experienced director.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
1	Teacher credentials	During 2023/24, 100% of Teachers had the proper credential and were appropriately assigned	Not Applicable	Not Applicable	100% of Teachers will have the proper credential and be appropriately assigned	Not Applicable
2	Director Experience	The Director had over 20 years of experience in education in the 2023/24 school year	Not Applicable	Not Applicable	Director will have over 10 years of experience in education	Not Applicable



# Goal Analysis for 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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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

Not Applicable-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

**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.**

## Actions

Action #	Title	Description	Total Funds	Contributing
1	Teaching Staff	The Heights will employ a teaching staff that is properly credentialed and assigned for the classes being taught, per Ed Code.	\$1,557,862	Yes

2	Teacher Credentialing/ Assignment	Upon hiring and annually thereafter office staff will verify the status of all teachers' credentials through the Commission on Teacher Credentialing state website. Credentials will be compared with current teaching assignments to ensure compliance.	\$9,029	Yes
3	Qualified Director	Director salaries in the community will be monitored annually to ensure the school is offering a competitive salary that will allow it to retain/attract an experienced, competent Director	\$152,188	Yes

## Goal

Goal #	Description	Type of Goal
2	<b>A resource center will be available to all students that desire on site learning experiences, wish to utilize tutoring services, and desire to participate in social-skill building extracurricular activities. All students set their own schedules regarding frequency of attending the resource center. The Heights will assure adequate space is available to accommodate all students that wish to utilize the resource center. All necessary supplies required in the learning process, both in core classes and extra-curricular activities, will be made available. The resource center will have a multipurpose room to accommodate additional activities offered, such as physical education and drama, as well as to hold parent group meetings. The facility will promote a climate in which students feel comfortable, respected, and safe. The facility will be kept clean and will be well maintained.</b>	Maintenance of Progress

State Priorities addressed by this goal.

Basic Services, School Climate

An explanation of why the LEA has developed this goal.

While The Heights Charter offers an independent study program, we want to ensure that students have access to onsite group instruction as well as one-on-one tutoring as needed. This is offered to assist students in making adequate progress in their studies. In addition we feel it is important to offer students the extra-curricular activities such as PE, drama, and yearbook production to give them an opportunity to explore a variety of interests and receive a well-rounded education. We also feel most students benefit on a socio-economical level from interaction with fellow students. It is our goal to provide these opportunities in an environment that promotes a sense of safety and equality 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
1	Student Participation in On-Site Activities as evidences by daily safety roster.	At least 50% of the students participated in an on-site activity Monday through Friday during 2023/24	Not Applicable	Not Applicable	At least 50% of students will participate in an on-site activity Monday through Friday.	Not Applicable
2	School Climate Survey	In the Spring of 2024 a school climate survey was sent to educational partners to identify areas needing improvement. Results were over 95% positive or neutral on all but one question, with the neutral responses coming from home schooled families. The one item parents expressed concern over was cyber-bullying.	Not Applicable	Not Applicable	In the Spring a school climate survey will be sent to all parents and students. 95% of all responses will be positive.	Not Applicable

3	Maintain Facilities in Good Repair per Site Inspection Report	Director or designated staff performed a weekly walkthrough of the facilities and recorded any maintenance or safety issues. Identified issues were addressed within 10 working days during 2023/24.	Not Applicable	Not Applicable	Director or designated staff will do a weekly walkthrough of the facilities and record any maintenance or safety issues. Identified issues will be remedied within 10 working days, with the exception of replacing the rubber mat in the school playground. The Heights is in the process of getting bids to find the best value for the school.	Not Applicable
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Insert or delete rows, as necessary.

### Goal Analysis for 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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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.

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### Actions

Action #	Title	Description	Total Funds	Contributing
1	Adequate Facilities	The Heights Charter will lease facilities adequate to accommodate all activities offered. An analysis of activities offered and estimated number of students attending these activities will be performed at the end of each school year to determine the space requirements for the next school year.	\$396,168	Yes
2	Facility Maintenance	Facilities will be maintained in a manner that offers a safe and comfortable learning environment. Air conditioning, heating, and lighting will be maintained at a level that provides students with comfortable surroundings. A security system and Insurance will be maintained for the protection of the students. Facilities will be kept clean and in good repair. An on-call handyman will be kept on payroll to perform maintenance as needed.	\$138,807	Yes
3	Adequate Inventory	An adequate inventory of computers, furniture, learning supplies and cleaning supplies will be maintained at all times. Computers will be sufficient for students to take MAP and state tests and to access on line learning platforms. Computers and furniture will be examined on a regular basis and equipment which is broken or damaged will be replaced. Learning and cleaning supplies will be inventoried weekly and replenished as necessary.	\$1,000	Yes

# Goal

Goal #	Description	Type of Goal
3	<b>Students in all categories will increase their proficiency in English language arts and mathematics by at least one grade level each year. All students will be enrolled in social studies and science. All students will be enrolled in at least one non-core extracurricular activity to promote social skills.</b>	Maintenance of Progress

State Priorities addressed by this goal.

Student Achievement, Student Engagement, School Climate, Course Access

An explanation of why the LEA has developed this goal.

The Heights Charter feels it is of primary importance to ensure that all students in all categories obtain the knowledge and social skills necessary to be successful in their lives. All students should stay on track academically by advancing at least one year in proficiency in the core classes of English Language Arts and Mathematics to ensure a smooth transition into high school. We feel it is important to give each student a well-rounded education which will include social studies to help young people make informed and reasoned decisions for the public good as citizens of a culturally diverse, democratic society in an interdependent world. It will also include science to encourage curiosity, an attitude of discovery, and a desire to seek the truth. Each student will participate in at least one extracurricular activity which will allow them to interact with fellow students and develop social skills, as well as explore different interests.

As an independent study school, each child will be evaluated individually to determine their needs. It is our goal to ensure special services will be provided to students as needed. This will include children who are determined to have special needs, children who are struggling or behind academically, English learners, and low income children.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
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1	CAASP test	CAASP tests were administered in the Spring of 2024. 62.81% of the students met or exceeded state standards in English language arts, and 47.56% of the students met or exceeded state standards in Math.	Not Applicable	Not Applicable	65% of students will meet or exceed state standards in English language arts and 45% of students will meet or exceed state standards in mathematics.	Not Applicable
2	Dashboard	No students were suspended during 2023/24,	Not Applicable	Not Applicable	The suspension rate will be zero	Not Applicable
3	Student Lesson Plans	All students were enrolled in the required core classes during 2023/24	Not Applicable	Not Applicable	All students will be enrolled in the required core classes.	Not Applicable
4	P2 ADA	The P1 ADA for 2023/24 was 98.6%	Not Applicable	Not Applicable	ADA will be at least 95%	Not Applicable
5	ELPAC Tests	There were 3 EL students enrolled at the end of 2023/24. They have all been enrolled for less than 3 years.	Not Applicable	Not Applicable	English learners will be phased out within 3 years of enrollment	Not Applicable

Insert or delete rows, as necessary.

## Goal Analysis for 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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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### Actions

Action #	Title	Description	Total Funds	Contributing
1	Individual Tutoring	Provide individual tutoring to students that are struggling academically.	\$418,584	Yes
2	Special Education Students	Employ an educational specialist, psychologist, and special education aides. Contract with outside vendors to provide special services as indicated on student IEPs. Remain a member of El Dorado SELPA to obtain support for the special education program.	\$340,071	Yes
3	Extracurricular Activities	Employ staff to provide extracurricular activities such as art, gardening, drama, and yearbook production to promote teamwork and the development of social skills.	\$70,504	Yes



4	Individualized Learning Plan	All students will be assessed and interviewed. An individual learning plan will be developed for each student to best optimize their learning experience.	\$30,843	Yes
5	NWEA MAP Growth Testing Software	Renew the software license for NWEA MAP Growth testing software to monitor the academic progress of students throughout the year.	\$3,060	Yes
6	Student Rosters	Employ an administrative assistant whose duties will include maintaining a daily list of students attending learning labs.	\$2,844	Yes
7	Positive Behavioral Interventions and Support	Use PBIS to encourage student engagement in learning activities and appropriate social behavior while at the learning center.	\$9,000	Yes
8	At Risk Youth	Low income students, students in foster care, and students experiencing homelessness will be supported by providing scholarships for field trips, a healthy meal each day, healthy snacks as needed, and supplies to complete school work at home.	\$1,500	Yes

## Goal

Goal #	Description	Type of Goal
4	<b>All students will have access to rigorous, well rounded, independent study friendly, standards-aligned curricula. Online learning resources will be offered to give students the option of learning at home or at the resource center. Teachers will be trained in the teaching of this curricula in an independent study environment. Classroom materials required to provide a complete learning experience will be available at the resource center. Students will be given the opportunity to participate in extracurricular activities and field trips designed to enhance both learning and the building of social skills.</b>	Maintenance of Progress

State Priorities addressed by this goal.

Implementation of State Standards, Course Access

An explanation of why the LEA has developed this goal.

As an independent study school, The Heights Charter feels it is imperative to keep students engaged in order to optimize the enjoyment and effectiveness of their learning experience thereby motivating them to learn. We feel it is important to offer a variety of instructional methods in order to cater to the needs of the individual student. Standards aligned textbooks are provided to all children. In addition, several online learning platforms are provided through licensing agreements. This allows the student to find the combination of instructional methods that best fit their learning style.

Parents have expressed a desire to have events that build social skills. We feel this is best accomplished through a combination of field trips and extracurricular activities. These provide an opportunity for the students to not only learn but to interact in an entertaining environment.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
1	Textbook inventory	During 2023/24 All students had access to standards aligned textbooks in all core classes.	Not Applicable	Not Applicable	All students will have access to standards aligned textbooks in all core classes	Not Applicable
2	Online learning program licenses purchased	In 2023/24, The Heights purchased 19 licenses for the following online learning software: Get More Math, Word Voyage, Lexia, RAZ Kids A-Z, Science A-Z, Writing A-Z, Vocabulary A-Z, SplashLearn, XtraMath, PebbleGo, ReadWorks, Generation Genius, Mystery Science, Quizlet, Learning Ally, and Literably, Mystery Science, Google Classroom, Times Tables	Not Applicable	Not Applicable	At least 8 online learning programs will be made available to students for use in the learning center and at home	Not Applicable
3	Field Trip logs	During 2023/24 7 Field Trips were offered as well as 6 <sup>th</sup> and 8 <sup>th</sup> Grade camp.	Not Applicable	Not Applicable	At least 5 field trips will be offered	Not Applicable

4	Extracurricular Club logs	During 2023/24 Choir and Drama were offered	Not Applicable	Not Applicable	At least 3 extracurricular clubs will be offered	Not Applicable
5	Sign in logs for professional development	Teachers were offered monthly professional development activities specializing in addressing the social and emotional needs of students including problem resolution as outlined in Love & Logic and anti-bullying.	Not Applicable	Not Applicable	Monthly professional development sessions will be given. Content will reflect needs identified through annual School Climate Survey as well as student test scores.	Not Applicable

Insert or delete rows, as necessary.

## Goal Analysis for 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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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

Not Applicable-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

**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.**

### Actions

Action #	Title	Description	Total Funds	Contributing
1	Access to Textbooks	Purchase standards aligned textbooks as necessary based on annual inventory	\$1,000	Yes
2	Online Learning Software	Based on teacher and student reviews, renew licenses for effective online learning software and replace non-effective software.	\$17,650	Yes
3	Field Trips & Clubs	Offer a well-rounded mix of extra-curricular activities and field trips to enhance the learning experience and build social skills. Annually review offerings based on teacher, parent, and student review and revise as indicated.	\$22,250	Yes
4	Professional Development	Offer teachers monthly professional development specializing in addressing the social and emotional needs of students. This is designed to address student and parent input regarding interaction with adults at the school.	\$55,857	Yes

### Goal

Goal #	Description	Type of Goal
5	<b>Involve parents in the education of their children through the use of weekly newsletters, Parent meetings, sending out annual needs-assessment surveys, and encouraging parents to both serve on the board and attend board meetings. Parents will also be encouraged to volunteer at the school and on field trips.</b>	Maintenance of Progress

State Priorities addressed by this goal.

## Parental Involvement and Family Engagement

An explanation of why the LEA has developed this goal.

The Heights Charter works to maintain a two way communication with parents regarding their student's education, keeping them informed of both strengths and weaknesses. We also ask for input from parents regarding what is working for their student, what could use improvement, and changes they think would be beneficial to the learning environment. We provide several avenues through which this communication can occur. We feel parent participation is an integral part of the student's success.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
1	Monthly Activity/Event Calendars and Facebook Notices & Reminders as Needed	Monthly event/activity calendars were sent to parents during 2023/24. Teachers sent emails to each family on a monthly basis.	Not Applicable	Not Applicable	At least 8 monthly activity/event calendars will be sent home electronically. Facebook reminders will be posted as needed.	Not Applicable
2	Parent Meeting logs	In 2023/24 4 parent meetings were held	Not Applicable	Not Applicable	At least 4 parent meetings will be held annually at varying times during the day to accommodate working families.	Not Applicable
3	Board member roster	During 2023/24 there were 4 parents on the board.	Not Applicable	Not Applicable	At least 2 parents will be on the board	Not Applicable

4	Tabulation of Survey Results	The school climate survey was sent to all educational partners in the Spring of 2024. Results were analyzed for areas needing improvement.	Not Applicable	Not Applicable	An annual survey will be provided to the parents to obtain their feedback regarding the strengths and weaknesses of the school.	Not Applicable
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Insert or delete rows, as necessary.

### Goal Analysis for 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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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

Not Applicable-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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-See separate 2023-24 Local Control and Accountability Plan Annual Update report

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.

## Actions

Action #	Title	Description	Total Funds	Contributing
1	Monthly Newsletter	Parents will be kept informed on school activities and events through the publication of a monthly newsletter which is distributed through email and which will list volunteer opportunities.	\$1,500	Yes
2	School Climate Survey	Parents, along with Teachers and Students, will be asked to complete a school climate survey annually. These surveys will be reviewed to see if there are areas that need adjustments	\$400	Yes
3	Parent Meetings	Parent meetings will be held at least 4 times a year. They will be held during the day and in the evening to accommodate the various schedules of the families. Parents will be given a summary of what is going on at the school and will be given an opportunity to ask questions and give input.	\$400	Yes
4	Report Cards	Report cards and test results will be mailed to parents/guardians to keep parents informed of their student's academic progress.	\$1,077	Yes

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

Total Projected LCFF Supplemental and/or Concentration Grants	Projected Additional 15 percent LCFF Concentration Grant
\$95,305	\$0

## 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
3%	0%	\$0	3%

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 #(s)	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	Provide individual tutoring for students who are struggling academically.	This helps all students that are struggling academically by providing them with additional individual assistance. Due to the size of the school, resources are shared.	MAPS and CAASP Test Results
3.4	Individualized Learning Plan	Students are assessed at the beginning of the school year and an individualized learning plan is developed to help the student succeed.	MAPS and CAASP Test Results



**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
3.8	Scholarships for low income students which will allow them to participate in field trips etc with their peers.	This addresses the social needs of low income students, allowing them to feel included in school activities.	Field Trip Attendance Logs
3.8	Provide tutoring and academic interventions for English Learner (EL) students on a regularly scheduled basis.	This additional assistance helps the students attain academic success and become reclassified as Fluent English Proficient.	MAP and Summative ELPAC Results
3.8	Continue to monitor students who have been exited from English Learner (EL) status and have been reclassified to Fluent English Proficient (RFEP) status.	This is to ensure these students continue to succeed academically. During this time, we monitor the students' academic progress and provide support and interventions for those who are not meeting their goals and grade-level content standards.	MAP and CAASPP Test Results

Insert or delete rows, as necessary.

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.

Not applicable

**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.

Not Applicable

<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	1:23	
Staff-to-student ratio of certificated staff providing direct services to students	1:14	

# **Local Control and Accountability Plan (LCAP) Action Tables Template**

Developed by the California Department of Education, July 2023





# 2024-25 Annual Update Table

Totals:	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Actual Expenditures (Total Funds)
Totals:	\$ 3,231,298.00	\$ -

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1	Teaching Staff	Yes	\$ 1,557,863	\$ -
1	2	Teacher Credentialing/ Assignment	Yes	\$ 9,029	\$ -
1	3	Qualified Director	Yes	\$ 152,187	\$ -
2	1	Adequate Facilities	Yes	\$ 396,168	\$ -
2	2	Facility Maintenance	Yes	\$ 138,508	\$ -
2	3	Adequate Inventory	Yes	\$ 1,000	\$ -
3	1	Individual Tutoring	Yes	\$ 418,584	\$ -
3	2	Special Education Students	Yes	\$ 340,071	\$ -
3	3	Extracurricular Activities	Yes	\$ 70,504	\$ -
3	4	Individualized Learning Plan	Yes	\$ 30,844	\$ -
3	5	NWEA MAP Growth Testing Software	Yes	\$ 3,060	\$ -
3	6	Student Rosters	Yes	\$ 2,844	\$ -
3	7	Positive Behavioral Interventions and Support	Yes	\$ 9,000	\$ -
3	8	At Risk Youth	Yes	\$ 1,500	\$ -
4	1	Access to Textbooks	Yes	\$ 1,000	\$ -
4	2	Online Learning Software	Yes	\$ 17,651	\$ -
4	3	Field Trips & Clubs	Yes	\$ 22,250	\$ -
4	4	Professional Development	Yes	\$ 55,857	\$ -
5	1	Monthly Newsletter	Yes	\$ 1,500	\$ -
5	2	School Climate Survey	Yes	\$ 400	\$ -
5	3	Parent Meetings	Yes	\$ 400	\$ -
5	4	Report Cards	Yes	\$ 1,078	\$ -
				\$ -	\$ -
				\$ -	\$ -
				\$ -	\$ -



## 2024-25 LCFF Carryover Table

9. Estimated Actual LCFF Base Grant (Input Dollar Amount)	6. Estimated Actual LCFF Supplemental and/or Concentration Grants	LCFF Carryover — Percentage (Percentage from Prior Year)	10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)	7. Total Estimated Actual Expenditures for Contributing Actions (LCFF Funds)	8. Total Estimated Actual Percentage of Improved Services (%)	11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)	12. LCFF Carryover — Dollar Amount (Subtract 11 from 10 and multiply by 9)	13. LCFF Carryover — Percentage (12 divided by 9)
\$ -	\$ -	0.000%	0.000%	\$ -	0.000%	0.000%	\$ -	0.000%



# FY23-24 Annual Update Table

Totals:	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Actual Expenditures (Total Funds)
<b>Totals:</b>	\$ 3,254,476.00	\$ 3,089,828.00

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1	Teaching Staff	Yes	\$ 1,546,144	\$ 1,490,805
1	2	Teacher Credentialing/ Assignment	Yes	\$ 9,022	\$ 9,026
1	3	Qualified Director	Yes	\$ 151,151	\$ 152,056
2	1	Adequate Facilities	Yes	\$ 386,040	\$ 365,569
2	2	Facility Maintenance	Yes	\$ 167,200	\$ 147,785
2	3	CoVID19 Safety Measures	No	\$ 1,000	\$ 1,000
2	4	Adequate Inventory	Yes	\$ 35,500	\$ -
3	1	Individual Tutoring	Yes	\$ 401,439	\$ 377,061
3	2	Special Education Students	Yes	\$ 352,644	\$ 357,017
3	3	Extracurricular Activities	Yes	\$ 70,332	\$ 60,395
3	4	Individualized Learning Plan	Yes	\$ 11,306	\$ 11,317
3	5	NWEA MAP Growth Testing Software	Yes	\$ 3,060	\$ 3,060
3	6	Student Rosters	Yes	\$ 2,729	\$ 2,841
3	7	Positive Behavioral Interventions and Support	Yes	\$ 9,000	\$ 9,000
3	8	At Risk Youth	Yes	\$ 1,500	\$ 1,500
4	1	Access to Textbooks	Yes	\$ 10,000	\$ 829
4	2	Online Learning Software	Yes	\$ 20,650	\$ 20,650
4	3	Field Trips & Clubs	Yes	\$ 26,350	\$ 26,150
4	4	Professional Development	Yes	\$ 45,357	\$ 50,377
5	1	Weekly Newsletter	Yes	\$ 1,500	\$ 1,500
5	2	School Climate Survey	Yes	\$ 400	\$ 400
5	3	Parent Meetings	Yes	\$ 400	\$ 400
5	4	Report Cards	Yes	\$ 1,752	\$ 1,090
				\$ -	\$ -
				\$ -	\$ -
				\$ -	\$ -
				\$ -	\$ -

# 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 #

- Enter the metric number.

#### Metric

- 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.

#### Baseline

- Enter the baseline when completing the LCAP for 2024–25.
  - 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
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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.
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**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 CCSP. 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 CCSP.
- **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).