

LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: Sparrow Academy

CDS Code: 37681970136408

School Year: 2022-23

LEA contact information:

Alexis Lazzaretti

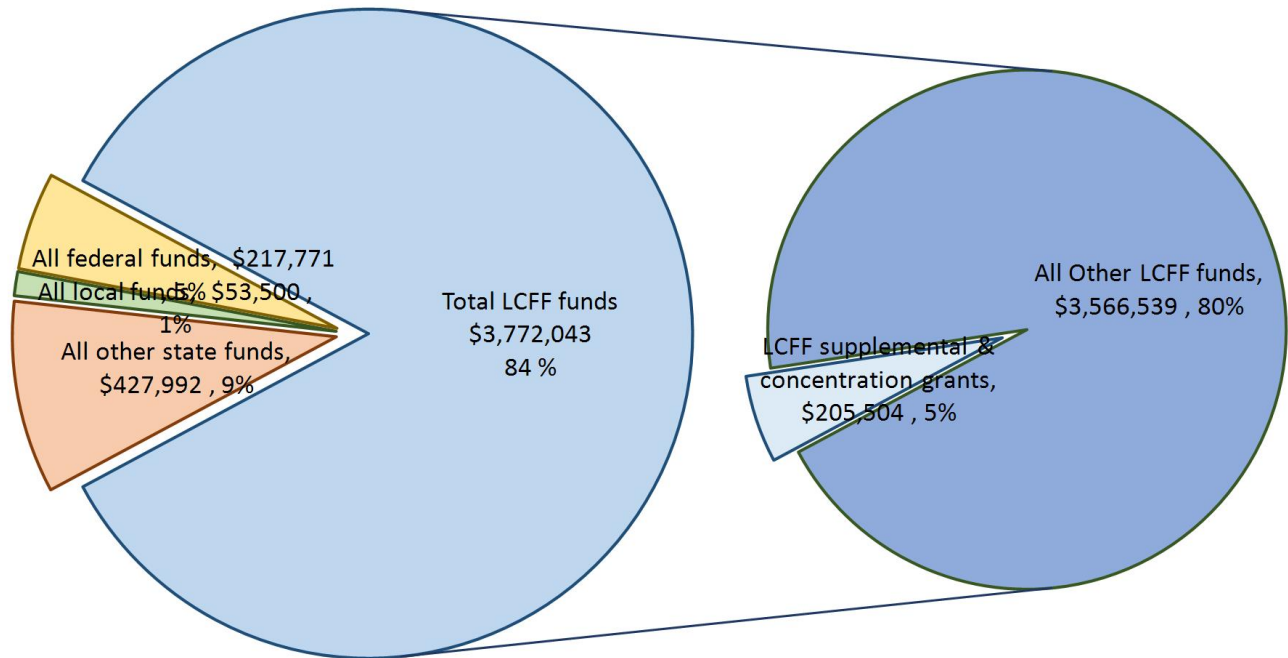
Executive Director

619-439-6327

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 2022-23 School Year

Projected Revenue by Fund Source



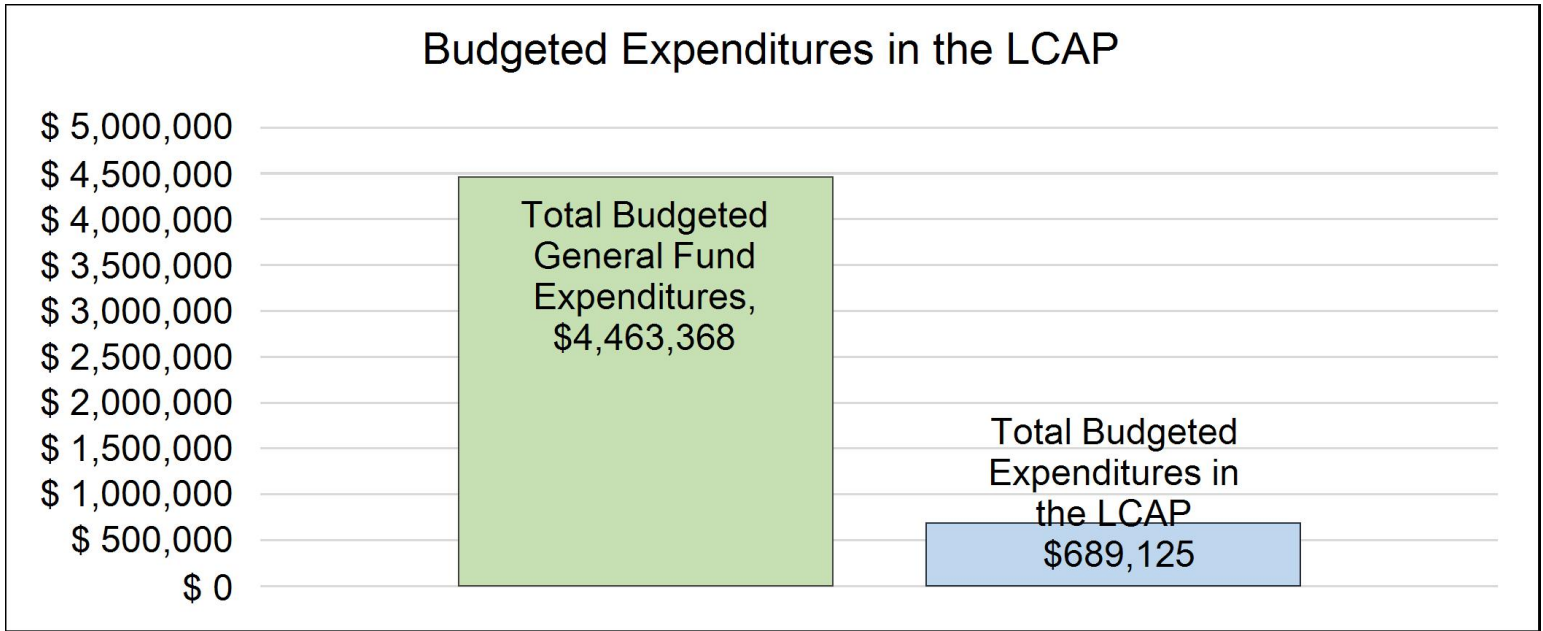
This chart shows the total general purpose revenue Sparrow Academy expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for Sparrow Academy is \$4,471,306, of which \$3,772,043 is Local Control Funding Formula (LCFF), \$427,992 is other state funds,

\$53,500 is local funds, and \$217,771 is federal funds. Of the \$3,772,043 in LCFF Funds, \$205,504 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 Sparrow Academy plans to spend for 2022-23. It shows how much of the total is tied to planned actions and services in the LCAP.

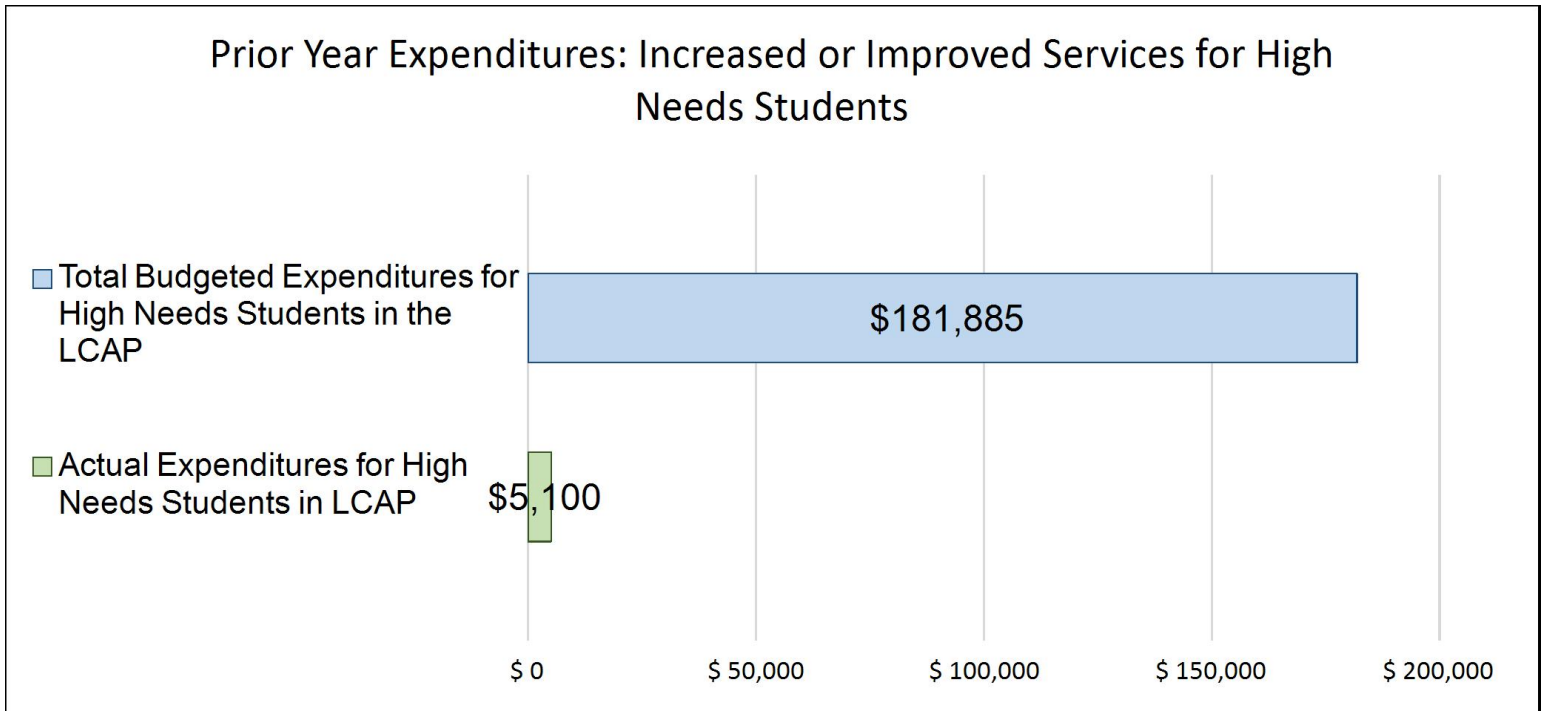
The text description of the above chart is as follows: Sparrow Academy plans to spend \$4,463,368 for the 2022-23 school year. Of that amount, \$689,125 is tied to actions/services in the LCAP and \$3,774,243 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

Increased or Improved Services for High Needs Students in the LCAP for the 2022-23 School Year

In 2022-23, Sparrow Academy is projecting it will receive \$205,504 based on the enrollment of foster youth, English learner, and low-income students. Sparrow Academy must describe how it intends to increase or improve services for high needs students in the LCAP. Sparrow Academy plans to spend \$205,504 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 2021-22



This chart compares what Sparrow Academy budgeted last year in the LCAP for actions and services that contribute to increasing or improving services for high needs students with what Sparrow Academy 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 2021-22, Sparrow Academy's LCAP budgeted \$181,885 for planned actions to increase or improve services for high needs students. Sparrow Academy actually spent \$5,100 for actions to increase or improve services for high needs students in 2021-22.

Supplement to the Annual Update to the 2021–22 Local Control and Accountability Plan

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Sparrow Academy	Alexis Lazzaretti Executive Director	alexis.lazzaretti@sparrowschool.org 619-439-6327

California’s 2021–22 Budget Act, the federal American Rescue Plan Act of 2021, and other state and federal relief acts have provided local educational agencies (LEAs) with a significant increase in funding to support students, teachers, staff, and their communities in recovering from the COVID-19 pandemic and to address the impacts of distance learning on students. The following is a one-time mid-year report to the local governing board or body and educational partners related to engagement on, and implementation of, these Acts.

A description of how and when the LEA engaged, or plans to engage, its educational partners on the use of funds provided through the Budget Act of 2021 that were not included in the 2020–21 Local Control and Accountability Plan (LCAP).

The use of additional funds was discussed and determined with the input of the school’s finance committee and leadership team. In addition, these additional funds were incorporated into discussions with the School Site Council as part of the review of progress thus far at the November 2021 and January 2022 School Site Council meetings. In addition, our educational partners engagement plan, which will include additional funds allocated through the Budget Act of 2021 is as follows:

??Month Topic Group Format

- Nov 30 Review goals and progress SSC SSC meeting
- Jan 13 Set spending priorities, brainstorm revisions to actions/metrics SSC SSC Meeting
- Jan 20 Review goals and progress for English Learners ELAC ELAC Meeting
- Feb 3 Review goals and progress, get input Staff/Fac Staff Meeting
- Feb 3 Review goals and progress, get input Students 5-8 Meeting
- Feb 8 Review goals and progress, get input Parents Meeting

Round 2

- Feb 10 Review input and incorporate into draft SSC SSC Meeting
- Feb 15 Share update and supplement All partners Board Meeting
- Mar 7-11 Review LCAP draft, submit input Staff/Fac/Parents Email

Round 3

- April 28 Review input and finalize LCAP to present to Board SSC SSC Meeting
- May 17 Official Public Hearing at May Board Mtg All stakeholders Board Meeting

- Annual Update
- LCAP 21-24

June 21 Final Board Approval All stakeholders Board Meeting

- Budget Overview for Parents
- Annual Update
- LCAP 21-24
- Budget for 2022-23

A description of how the LEA used, or plans to use, the additional concentration grant add-on funding it received to increase the number of staff who provide direct services to students on school campuses with an enrollment of students who are low-income, English learners, and/or foster youth that is greater than 55 percent.

The LEA does not receive concentration grand add-on funds.

A description of how and when the LEA engaged its educational partners on the use of one-time federal funds received that are intended to support recovery from the COVID-19 pandemic and the impacts of distance learning on pupils.

The use of additional funds was discussed and determined with the input of the school's finance committee and leadership team. In addition, these additional funds were incorporated into discussions with the School Site Council as part of the review of progress thus far at the November 2021 and January 2022 School Site Council meetings. In addition, our educational partners engagement plan, which will include the use of one-time funds to support recovery from COVID-19 and the impacts of distance learning on pupils was included in prompt one.

A description of how the LEA is implementing the federal American Rescue Plan Act and federal Elementary and Secondary School Emergency Relief expenditure plan, and the successes and challenges experienced during implementation.

A description of how the LEA is using its fiscal resources received for the 2021–22 school year in a manner that is consistent with the applicable plans and is aligned with the LEA’s 2021–22 LCAP and Annual Update.

Sparrow Academy is initially implementing funds from the ESSER III Plan to Expand the hours of our Safety Officer to full time to conduct contact tracing, oversee the accurate execution of the Decision Tree, oversee the school’s onsite testing program and generally ensure our school’s compliance with all Covid safety protocols. In addition, the school has hired one elementary tutor to provide targeted support to students who are behind grade level standards. The school has posted for an additional tutor for the middle school, but has been unsuccessful so far in filling the position. The remainder of the funding will be spent on targeted student support from tutors and RTI assistants in future years.

The expanded hours of our Safety Officer have been critical to our successful contact tracing and Covid mitigation efforts. To date, we have still had zero on-site transmission. Challenges have included keeping up with contact tracing during the Omicron surge, and following up in a timely manner with contact tracing when we receive notice of positive cases from parents on weekends or days after the test.

The elementary tutor just began tutoring groups in January 2022, and so it is too early to measure student progress. The biggest challenge was finding someone to take the position during this hiring shortage.

Instructions for the Supplement to the Annual Update for the 2021–22 Local Control and Accountability Plan Year

For additional questions or technical assistance related to the completion of the Supplement to the Annual Update to the 2021–22 Local Control and Accountability Plan (LCAP), please contact the local county office of education (COE), or the California Department of Education’s (CDE’s) Local Agency Systems Support Office, by phone at 916-319-0809 or by email at lcff@cde.ca.gov.

Introduction

California’s 2021–22 Budget Act, the federal American Rescue Plan Act of 2021, and other state and federal relief acts have provided local educational agencies (LEAs) with a significant increase in funding to support students, teachers, staff, and their communities in recovering from the COVID-19 pandemic and to address the impacts of distance learning on students. Section 124(e) of Assembly Bill 130 requires LEAs to present an update on the Annual Update to the 2021–22 LCAP and Budget Overview for Parents on or before February 28, 2022, at a regularly scheduled meeting of the governing board or body of the LEA. At this meeting, the LEA must include all of the following:

- The Supplement to the Annual Update for the 2021–22 LCAP (2021–22 Supplement);
- All available mid-year outcome data related to metrics identified in the 2021–22 LCAP; and
- Mid-year expenditure and implementation data on all actions identified in the 2021–22 LCAP.

When reporting available mid-year outcome, expenditure, and implementation data, LEAs have flexibility to provide this information as best suits the local context, provided that it is succinct and contains a level of detail that is meaningful and accessible for the LEA’s educational partners.

The 2021–22 Supplement is considered part of the 2022–23 LCAP for the purposes of adoption, review, and approval, and must be included with the LCAP as follows:

- The 2022–23 Budget Overview for Parents
- The 2021–22 Supplement
- The 2022–23 LCAP
- The Action Tables for the 2022–23 LCAP
- The Instructions for the LCAP Template

As such, the 2021–22 Supplement will be submitted for review and approval as part of the LEA’s 2022–23 LCAP.

Instructions

Respond to the following prompts, as required. In responding to these prompts, LEAs must, to the greatest extent practicable, provide succinct responses that contain a level of detail that will be meaningful and accessible for the LEA’s educational partners and the broader public and must, to the greatest extent practicable, use language that is understandable and accessible to parents.

In responding to these prompts, the LEA has flexibility to reference information provided in other planning documents. An LEA that chooses to reference information provided in other planning documents must identify the plan(s) being referenced, where the plan(s) are located (such as a link to a web page), and where in the plan the information being referenced may be found.

Prompt 1: *“A description of how and when the LEA engaged, or plans to engage, its educational partners on the use of funds provided through the Budget Act of 2021 that were not included in the 2020–21 Local Control and Accountability Plan (LCAP).”*

In general, LEAs have flexibility in deciding what funds are included in the LCAP and to what extent those funds are included. If the LEA received funding through the Budget Act of 2021 that it would have typically included within its LCAP, identify the funds provided in the Budget

Act of 2021 that were not included in the LCAP and provide a description of how the LEA has engaged its educational partners on the use of funds. If an LEA included the applicable funds in its adopted 2021–22 LCAP, provide this explanation.

Prompt 2: *“A description of how LEA used, or plans to use, the concentration grant add-on funding it received to increase the number of staff who provide direct services to students on school campuses with an enrollment of students who are low-income, English learners, and/or foster youth that is greater than 55 percent.”*

If LEA does not receive a concentration grant or the concentration grant add-on, provide this explanation.

Describe how the LEA is using, or plans to use, the concentration grant add-on funds received consistent with California *Education Code* Section 42238.02, as amended, to increase the number of certificated staff, classified staff, or both, including custodial staff, who provide direct services to students on school campuses with greater than 55 percent unduplicated pupil enrollment, as compared to schools with an enrollment of unduplicated students that is equal to or less than 55 percent.

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

Prompt 3: *“A description of how and when the LEA engaged its educational partners on the use of one-time federal funds received that are intended to support recovery from the COVID-19 pandemic and the impacts of distance learning on pupils.”*

If the LEA did not receive one-time federal funding to support recovery from the COVID-19 pandemic and the impacts of distance learning on students, provide this explanation.

Describe how and when the LEA engaged its educational partners on the use of one-time federal funds it received that are intended to support recovery from the COVID-19 pandemic and the impacts of distance learning on students. See the COVID-19 Relief Funding Summary Sheet web page (<https://www.cde.ca.gov/fq/cr/relieffunds.asp>) for a listing of COVID-19 relief funding and the Federal Stimulus Funding web page (<https://www.cde.ca.gov/fq/cr/>) for additional information on these funds. The LEA is not required to describe engagement that has taken place related to state funds.

Prompt 4: *“A description of how the LEA is implementing the federal American Rescue Plan Act and federal Elementary and Secondary School Emergency Relief expenditure plan, and the successes and challenges experienced during implementation.”*

If an LEA does not receive ESSER III funding, provide this explanation.

Describe the LEA’s implementation of its efforts to maintain the health and safety of students, educators, and other staff and ensure the continuity of services, as required by the federal American Rescue Plan Act of 2021, and its implementation of the federal Elementary and Secondary School Emergency Relief (ESSER) expenditure plan to date, including successes and challenges.

Prompt 5: “A description of how the LEA is using its fiscal resources received for the 2021–22 school year in a manner that is consistent with the applicable plans and is aligned with the LEA’s 2021–22 LCAP and Annual Update.”

Summarize how the LEA is using its fiscal resources received for the 2021–22 school year to implement the requirements of applicable plans in a manner that is aligned with the LEA’s 2021–22 LCAP. For purposes of responding to this prompt, “applicable plans” include the Safe Return to In-Person Instruction and Continuity of Services Plan and the ESSER III Expenditure Plan.

California Department of Education
November 2021

Local Control Accountability Plan

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

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Sparrow Academy	Alexis Lazzaretti Executive Director	Alexis.lazzaretti@sparrowschool.org 619-439-6327

Plan Summary [2022-23]

General Information

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

Sparrow Academy is a TK-8th grade charter school guided by the core principles of public Waldorf education. Our approach to education is based on the understanding that we are guiding complex individuals toward their highest potential as human beings. This includes engaging their intellect, developing their resilience, opening their hearts, and moving their bodies. Sparrow Academy is proud to be the first and, so far, only public Waldorf school in San Diego County.

Waldorf education is a worldwide movement in 74 countries with over 1,000 Waldorf schools and almost 2,000 Waldorf kindergartens worldwide. This model was originally limited to tuition-based schools, but since the beginning of the charter movement in 1994, public Waldorf schools have taken off. There are now nearly 60 schools in 14 states who, like us, are members of the Alliance for Public Waldorf Education.

“Our highest endeavor must be to develop free human beings who are able, of themselves, to impart purpose and direction to their lives.”
Rudolf Steiner, Founder of Waldorf Education

Just like other successful public schools, we hold high expectations for our students. Our State-credentialed teachers plan their lessons to meet common core standards, and our students in grades 3-8 participate in CAASPP testing annually. Like other schools, the subjects taught at Sparrow Academy include math, reading, writing, grammar, social studies/history, science, and physical education.

What’s different is that some standards are postponed to later grades to meet the developmental needs of the children more closely at each grade. Our school is also media-free and, under non-COVID conditions, we postpone the use of technology until middle school. Specialty classes include handwork, Spanish, string instruments, and games (a Waldorf version of PE). Recorders, singing, movement, and class plays are all part of a well-rounded education at Sparrow and are not electives. Our students become adept at public speaking and performing, developing poise, teamwork, and focus.

Tk and K: Our Waldorf kindergarten is a joyful, nurturing setting that inspires the imagination. Our youngest children spend a good part of their day engaged in both outdoor and indoor free play, where they develop greater command over their physical bodies, greater skills in communication, and work out what it means to be a little person away from home. Here, they naturally act out scenarios from the life they observe around them. At this stage of development, children learn by imitation, and for that reason, our kindergartens are places of beauty, love, and goodness. Their day also includes practical work, like cooking, cleaning, folding, crafting, and painting. These activities build skills they'll need for their academic work in the grades. Daily circle and story times build focus and the ability to sit and listen, which are important for first grade readiness. Our stories and songs include vivid imagery and complex language, which we then see reflected in their play and later in their writing. The ability to visualize is a cornerstone of mathematical and scientific thinking, and we begin building this capacity in the earliest years.

Elementary Grades: In the elementary grades, the first 2 hours of the day are spent in what we call "Main lesson," The morning starts with singing, speech work, recorder playing, and purposeful movement, so all parts of the students are engaged and activated. Then the previous day's content is reviewed and used as a springboard into the day's new lesson. The students demonstrate their learning in artistic ways in their blank main lesson books. Content topics, like botany or Ancient Rome, are explored in-depth over a 3-4 week block while integrating skills like writing, reading, grammar, and of course, art. The content is presented mostly through storytelling. Teachers memorize and retell stories that not only convey the content, but also speak to the emotional life of the students at each new developmental stage. This leaves lasting impressions on the students, fostering a connection between themselves and a wide range of human experience.

Middle School: By the time Sparrow Academy students graduate 8th grade, they have a deep and lasting foundation of world history, with an understanding of the different perspectives, motives and choices of the many people and cultures that have brought us from ancient times to the present. Art and poetry help students explore scientific concepts. Science at Sparrow is based on developing keen powers of observation and fostering curiosity about the natural world and all its awe-inspiring phenomena. The goal is to develop flexible thinking that can grow with them over the years of their schooling and beyond. Sparrow students blossom as independent thinkers in middle school. They approach learning enthusiastically and are ready for an academically demanding curriculum. By the end of 8th grade, our students have internalized the value of learning for its own sake and the importance of effort.

Sparrow Academy Student Demographics as of Census Day 2021:

369 students enrolled

60 of those are in our homeschool program and the rest are in our seat-based program.

30% of our students are unduplicated, including 26% social-economically disadvantaged, 13% special education, and 9% English learners. 48% of the students are white, 40% are Hispanic/LatinX, 6% are Asian, 2% are African American, and 2% are two or more race categories.

Reflections: Successes

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

We are proud of our students' growth in terms of academic achievement following the pacing and Common Core alignment guide of the Alliance for Public Waldorf Education, especially in light of Covid. We are also very proud of the well-rounded education our Sparrow Academy students receive and how it strengthens over time. We have opportunities for growth in certain academic areas. With the past two years of Covid changes, our students have shown great resilience, and are happy, engaged, and well-adjusted. They are excited to be at school. Our ADA is above 95% this year. The Charter School has implemented the following measures to continue improving our student achievement across all grades:

- Added an Instructional Coordinator position
- Sent 12 teachers to summer Waldorf training
- Hired a Handwork teacher and assistant
- Hired a temporary Eurythmy teacher to teach a 3-month block of Eurythmy
- Sent 3 teachers to Orton Gillingham multi-sensory literacy training
- ALL staff and faculty received Positive Discipline training
- Designed and implemented our own Waldorf 101 in-house training for new-to-Waldorf teachers
- Implemented a reflective teacher evaluation process with 10 teachers
- Established a full time EL specialist position to work only with English Learners
- Offered ELA and Math tutoring for grades 3-5 for the second half of the year
- Have a full time Safety Officer and an additional part time administrative assistant
- Completed an exhaustive search for facilities options to accommodate our growth

Future plans include:

- Expanding the admin leadership team by changing the Student Support Specialist position to a full time Director of School Culture and changing the Instructional Coordinator position to Director of Instruction
- Hiring 3 full time RTI teachers
- Outsourcing our after school program and adding an additional 30 days to our school year.
- Shifting our math curriculum from Eureka to Eureka Squared and providing training for all teachers
- Expanding tuition assistance opportunities for Waldorf certification
- Breaking ground on a new school building

Reflections: Identified Need

A description of any areas that need significant improvement based on a review of Dashboard and local data, including any areas of low performance and significant performance gaps among student groups on Dashboard indicators, and any steps taken to address those areas.

Based on 2021 CAASPP data, where only 52% of students in grades 3-5, and 39% of students in grades 6-8 met or exceeded grade level expectations in English Language Arts, ELA continues to be an area where significant improvement is needed.

Also based on 2021 CAASPP data, where only 26% of students in grades 3-5 and 36% of students in grades 6-8 met or exceeded grade level expectations in Math, this is another area where significant improvement is needed.

LCAP Highlights

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

This year's LCAP focuses primarily on:

- Professional Development (Goals and Actions 1.1, 1.2, 1.3, 2.4, 3.2, 4.1)
- Targeted Academic Support (Goals and Actions 2.1, 2.2, 2.3, 3.1, 3.3, 3.4)

Of significance for our school's mission, we continue to place an emphasis on Waldorf training and support for our teachers. As the demand for our program continues to grow, we are continuing our plans to double-track the school. The need for Waldorf-trained, credentialed teachers is outpacing the available applicants. Therefore, we will continue to implement several actions to support and train our new-to-Waldorf teachers, ensuring that a consistent program is experienced across all grade levels. This will include sending teachers to summer Waldorf training, supplementing the expense of Waldorf credential training, sending more teachers to the Waldorf Alliance conference, and expanding the Instructional Coordinator position to a Director of Instruction position to more deeply support all aspects of our Waldorf program.

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.

Support for Identified Schools

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

Monitoring and Evaluating Effectiveness

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

Engaging Educational Partners

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

School Site Council meetings were held on Nov 30, 2021, Jan 13, 2022, Feb 10, 2022, and May 10, 2022 to review goals and progress, brainstorm any revisions to actions, and set spending priorities for 2022-23.

An ELAC meeting was held on January 20, 2022 to review goals and progress for English Learners and brainstorm ideas to close any gaps.

Staff, Faculty, and Student meetings were held on Feb 3, 2022 to review goals and progress and collect input.

A Parent meeting was held on Feb 8, 2022 to review goals and progress and collect input.

An update of the LCAP and the midyear supplement were shared at the board meeting with all stakeholders on Feb 15, 2022.

A public hearing of a draft of the LCAP was presented at the May 17, 2022 board meeting.

A summary of the feedback provided by specific educational partners.

Feedback for LCAP Actions 2021-22:

Goal 1: Sparrow Academy will provide a nurturing, rigorous educational program that aims to ensure all students engage in social emotional and artistic learning targeted to their development in accordance with the core principles of public Waldorf education.

- Staff/Faculty: IC position and summer trainings were very helpful, handwork is very successful and kids love it, want to keep Waldorf cert training tuition help as an option
- Community/Special Populations: Continue with all Waldorf actions, suggested a Waldorf Boot Camp for non-teaching staff, recorded lessons for training, and hire subs so teachers can observe others, love handwork for their kids.

Goal 2: Sparrow Academy will provide a nurturing, rigorous, public Waldorf educational program that aims to ensure all students achieve and improve skills in the area of English Language Arts.

- Staff/Faculty: Orton Gillingham is very helpful, keep going with it, do something more for older kids for comprehension; want dates of MAP testing farther ahead of time, issues are that kids speed through it, it takes a lot of time and kids don't put good effort into it; Would be good to show the kids their growth from last year and collaborate with other teachers on how to set up for success; reading tutoring is helpful but we need more support for grades 4 and up with comprehension, kids love the tutor; EL support is fabulous and very valuable, would like to have another person; reading specialist doing targeted instruction is very helpful and effective, would be good to have another one.

- Community/Special Populations: OG is great for English Learners and others, improving their self confidence, and making reading growth; Suggest using MAP data to target missing skills; Tutoring is good and suggest adding a leveled reading library and maybe a writing club or school newspaper, English learners need tutoring 2x/week and more focus on writing, sentence structure and grammar; EL support is enthusiastically appreciated; Those getting reading specialist support are really benefitting from it.
- Students: OG training is great and builds stronger skills in the early grades, good to teach explicit reading skills earlier to support reading later; MAP testing is helpful but some kids don't take it seriously, they'd like to know how they did on it and be able to see their scores (5th and up), they don't like that it doesn't give immediate feedback.

Goal 3: Sparrow will provide a nurturing, rigorous, public Waldorf educational program that aims to ensure all students achieve and improve skills in the area of Math.

- Staff/Faculty: keep looking for a middle school math assistant and send to training.
- Community/Special Populations: need more Eureka math training for younger grades teachers and assistants; focus more on math vocabulary and language; provide more training for teachers in the use of data; to attract more tutors, maybe try recruiting college students, paying more and/or offer them Waldorf training.
- Students: having a middle school math assistant (or 2) would be very valuable, math groups need support from trained adults, it's always helpful when another adult comes in to help during math, it would help the more advanced students, some issues raised about class management of math groups; math tutoring would be really helpful for middle school

Goal 4: Sparrow will maintain a safe and healthy school environment conducive for effective learning, work and community engagement.

- Staff/Faculty: great seeing all kids schoolwide using Positive discipline to solve their conflicts, consistency of training all staff in PD is great, continue it for all staff, more mentoring/support/training wanted for support staff, suggestion to bring in someone to teach mindfulness/breathing/meditation; cyber civics wasn't being taught but now is; teachers who taught it in the past said it had become a part of who the kids were; Having a ft safety officer and covid liaison was great!
- Community/Special Populations: Suggested to offer Positive Discipline for parents, bring in a consultant; other ideas to have a literacy night and/or start an ASB; so grateful for our ft safety officer and covid liaison!
- Students: Positive Discipline training for the teachers is appreciated, they trust their teachers and are happy with how they help them solve conflicts, class meetings are helpful, teachers seem to understand kids' problems; would like a student council and to help with yearbook; They would like cyber civics to be taught - they liked it in the past.

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

All aspects of the LCAP were influenced by input by educational partners. Continuation of successful actions was based on positive feedback for those actions. Expansion of services, like adding 3 RTI teachers, was based on input that more targeted help was needed in reading and

math, in terms of frequency and staffing. We added more math training, as requested. Training additional staff in Orton Gillingham will expand on the success and reach more students. The addition of a Director of School Culture responds to the requests for more ongoing support in Positive Discipline for all staff as well as training for parents.

Goals and Actions

Goal

Goal #	Description
1	Sparrow Academy will provide a nurturing, rigorous education program that aims to ensure all students engage in social/emotional and artistic learning targeted to their development in accordance with the core principles of public Waldorf education. State Priorities: 1, 2, 4, 7, 8 Local Priority: Waldorf Education

An explanation of why the LEA has developed this goal.

As a charter school guided by the core principles of public Waldorf education, it was very important to us to prioritize this key aspect of our school. We have begun double tracking the school, which will allow for consistent growth over the next seven years. Waldorf-trained teachers with California credentials are rare, and we want to invest in proper training, mentoring, and guidance so that as we grow, we maintain our Waldorf focus for all of our students.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Waldorf 101 Implementation checklist	Baseline is not yet available at the time of LCAP approval.	As of March 2022: New-to-Waldorf Teachers: 63% implementation Waldorf-Trained Teachers: 87% implementation			Average of 80% implementation of Waldorf 101 checklist

Actions

Action #	Title	Description	Total Funds	Contributing
1.1	Director of Instruction	Change the Instructional Coordinator position to Director of Instruction to provide Waldorf coaching, resources, and planning support for all teachers, and to perform teacher evaluations.	\$116,828.00	No
1.2	Waldorf Training	Provide summer Waldorf training and Alliance conference registration to select teachers.	\$3,750.00	No
1.3	Waldorf Specialties	Fund a Handwork teacher and assistant , a Games Teacher, and 2 Strings teachers to provide these important Waldorf specialty classes.	\$216,618.00	No
1.4	Tuition Assistance	Provide some tuition assistance to qualified teachers for their Waldorf certification training.	\$16,250.00	No

Goal Analysis [2021-22]

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

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

In 21-22:

- We added the Instructional Coordinator position, that provided 20 hours of Waldorf 101 training, over 100 mentoring sessions, Waldorf resource and materials procurement, over 40 demo lessons (singing, painting, art, etc), and block planning structures and resources for all blocks.
- 12 teachers attended Waldorf summer trainings.
- All students received high quality handwork classes; all 1st and 2nd graders learned to knit.
- No teachers took us up on tuition assistance for Waldorf Certification training last year.

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.

We did not spend money on tuition assistance last year since no teachers signed up.

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

By March of 2022, new-to-Waldorf teachers had made gains of an average of 20% in implementing Waldorf practices in their classrooms.

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.

Action 1.1 will change from Instructional Coordinator to Director of Instruction to provide more administrative support to the school. For Action 1.2, we added more money for conference attendance. In Action 1.3, we added the rest of our Waldorf specialty personnel. In Action 1.4, we increased the budget for tuition assistance for Waldorf certification training.

For metrics, we changed the language from Waldorf Induction to Waldorf 101 and changed the label of the checklist.

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

Goals and Actions

Goal

Goal #	Description
2	Sparrow Academy will provide a public Waldorf education program that aims to ensure all students achieve and improve skills in English Language Arts. State Priorities: 1, 2, 4, 7, 8 Local Priority: Waldorf Education

An explanation of why the LEA has developed this goal.

As a school, 2019 ELA CAASPP scores were well below where they should have been. At that time, there was no consistent ELA curriculum across the grades. The school has prioritized consistent writing and phonics/reading instruction and supports in order to bring up achievement in this critical area.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
CAASPP Scores	Per 2019 CAASPP scores: 38% of students in grades 3-5 met or exceeded grade level expectations in ELA 66% of students in grades 6-8 met or exceeded grade level expectations in ELA	Per 2021 CAASPP scores: 52% of students in grades 3-5 met or exceeded grade level expectations in ELA. 39% of students in grades 6-8 met or exceeded grade level expectations in ELA			50% of students in grades 3-5 will meet or exceed grade level expectations in ELA. 70% of students in grades 6-8 will meet or exceed grade level expectations in ELA.
NWEA MAP Scores	Per Spring 2021 NWEA MAP Scores: 49% of students in grades 3-5 met or	Per Winter 2021 NWEA Map Scores: 40% of students in grades 3-5 met or			60% of students in grades 3-5 will meet or exceed their

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>exceeded their expected growth targets in ELA.</p> <p>36% of students in grades 6-8 met or exceeded their expected growth targets in ELA.</p>	<p>exceeded their expected growth targets in ELA.</p> <p>38% of students in grades 6-8 met or exceeded their expected growth targets in ELA.</p>			<p>expected growth targets in ELA.</p> <p>50% of students in grades 6-8 will meet or exceed their expected growth targets in ELA.</p>

Actions

Action #	Title	Description	Total Funds	Contributing
2.1	Orton Gillingham Training	Send 5 teachers to Orton Gillingham Training to support students who are failing or at risk of failing, including EL, Low Income, and Foster students.	\$6,000.00	Yes
2.2	After School Learning	Implement additional learning opportunities outside of school hours for all students, including EL, Low Income, and Foster students.	\$27,000.00	Yes
2.3	Full Time RTI Teachers	Response to Intervention (RTI) teachers will provide targeted academic support in ELA for students who are failing or at risk of failing, including EL, Low Income, and Foster students.	\$28,889.00	Yes
2.4	English Learner Support	Provide small group EL support for ELA.	\$27,332.00	Yes

Goal Analysis [2021-22]

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

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

In 2021-22:

- Action 2.1: Three teachers attended Orton Gillingham Training, which was very helpful when utilized, great for English Learners, self confidence and reading growth.

(old Action 2.2: Map Testing was implemented to track overall growth.)

- Action 2.3: The reading tutor was hired mid year (grades 3-5) due to labor shortages. Kids enjoyed working with her and found it helpful
- Action 2.4: Full time EL support was very helpful for English Learners

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.

We were only able to hire 1 tutor for half a year instead of 2 tutors budgeted for the full year.

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

We're waiting on ELPAC scores to measure the EL students' growth.

Kids in grades 3-5, where most of this support was focused, experienced growth of 14% in their CAASPP scores from last year, where other students experienced a drop in scores in the middle of the pandemic.

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.

Action 2.2 was added this year to fulfill the new state requirement for expanded learning opportunities. (removed MAP testing for this action)
Action 2.3 was expanded to 3 full time RTI teachers from just part time tutors.

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

Goals and Actions

Goal

Goal #	Description
3	Sparrow Academy will provide a public Waldorf educational program that aims to ensure all students achieve and improve skills in Math. State Priorities: 1, 2, 4, 7, 8 Local Priority: Waldorf Education

An explanation of why the LEA has developed this goal.

As a school, 2019 Math CAASPP scores were well below where they should have been. At that time, there was no consistent math curriculum across the grades. The school has prioritized consistent math instruction and supports in order to bring up achievement in this critical area.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
CAASPP test results	Per 2019 CAASPP Scores: 21% of students in grades 3-5 met or exceeded grade level expectations in Math. 45% of students in grades 6-8 met or exceeded grade level expectations in Math.	Per 2021 CAASPP Scores: 26% of students in grades 3-5 met or exceeded grade level expectations in Math. 36% of students in grades 6-8 met or exceeded grade level expectations in Math.			40% of students in grades 3-5 will meet or exceed grade level expectations in Math. 60% of students in grades 6-8 will meet or exceed grade level expectations in Math.
NWEA MAP test results	Per Spring 2020-2021 NWEA MAP Scores: 45% of students in grades 3-5 met or	Per Winter 2021-22 NWEA Map Scores: 38% of students in grades 3-5 met or			60% of students in grades 3-5 will meet or exceed their

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>exceeded their expected growth targets in Math.</p> <p>55% of classes in grades 6-8 met or exceeded their expected growth targets in Math.</p>	<p>exceeded their expected growth targets in Math.</p> <p>42% of classes in grades 6-8 met or exceeded their expected growth targets in Math.</p>			<p>expected growth targets in Math.</p> <p>70% of students in grades 6-8 will meet or exceed their expected growth targets in Math.</p>

Actions

Action #	Title	Description	Total Funds	Contributing
3.1	Math Training	Provide EurekaSquared math training to all teachers using the curriculum.	\$1,680.00	No
3.2	After School Learning	Implement additional learning opportunities outside of school hours for all students, including EL, Low Income, and Foster students.	\$27,000.00	Yes
3.3	Full Time RTI Teachers	Response to Intervention (RTI) teachers will provide targeted academic support in Math for students who are failing or at risk of failing, including EL, Low Income, and Foster students.	\$57,778.00	Yes
3.4	English Learner Support	Provide small group EL support for Math		Yes

Goal Analysis [2021-22]

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

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

In 2021-22:

- Action 3.1: Math training was not provided to the middle school math assistant because there wasn't one.
- (Action 3.2 Map Testing was implemented to track overall growth in Math)
- Action 3.3: Math tutoring happened in grades 3-5, but we were not able to find a tutor for the upper grades
- Action 3.4: EL support was successful and very helpful in providing vocabulary and comprehension in math learning.

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.

We did not spend money on math training for the non-existent math assistant. A math tutor was not secured, so that money was also not spent.

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

In the younger grades where support was focused, there was a 5% increase in CAASPP scores, whereas other classes' scores went down during the pandemic.

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.

Action 3.1 now includes math training for all teachers
Action 3.2 changed to after school learning
Action 3.3 changed from part time tutoring to full time RTI teachers.

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

Goals and Actions

Goal

Goal #	Description
4	Sparrow Academy will maintain a safe and healthy school environment conducive for effective learning, work and community engagement. State Priorities: 1, 3, 5, 6 Local Priority: Facility Expansion

An explanation of why the LEA has developed this goal.

With our recent and planned growth it's important to ensure that all new staff and existing staff are on the same page in terms of how we engage with our students and our community on multiple levels. We also want to ensure that we have adequate, enriching and safe facilities to accommodate our growth.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Annual Parent Survey	Per the March 2021 Annual Parent Survey, participants averaged 93% agreement on various school culture markers.	Per the March 2022 Annual Parent Survey, participants averaged 89% agreement on various school culture markers.			Maintain or improve on the average 93% agreement on various school culture markers.
Building Expansion Plans	As of May 2021, the school is awaiting permit approval from the city to install temporary portables as phase 1 of construction.	As of May 2022, the school is in the design and engineering phase and has submitted the plans to the city for permitting.			Construction is in process and on track to occupy by Fall 2024.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Annual Student Survey	Per the February 2022 Annual Student Survey, 92% of students grades 3-8 feel cared about, treated with respect, happy to be at this school, and safe most or all of the time.	92% of students grades 3-8 feel cared about, treated with respect, happy to be at this school, and safe most or all of the time.			Maintain or improve on the average 92% on feeling cared about, treated with respect, happy to be at this school, and safe.

Actions

Action #	Title	Description	Total Funds	Contributing
4.1	Staff Training	Provide Training in Positive Discipline	\$1,500.00	No
4.2	Cyber Civics Curriculum	Purchase Cyber Civics licenses for 6-8 gr, which address online safety and prevention of cyber bullying.	\$500.00	No
4.3	Safety Officer, Admin Assistant	Maintain Safety Officer hours at full time and add part time Admin Assistant to oversee independent study, attendance data and other student data.	\$56,000.00	No
4.4	Facility Improvements	Install sound mitigation measures in gym classrooms and other accommodations for red room classrooms to improve the learning environment while we await new construction.	\$10,000.00	No
4.5	Director of School Culture	Hire a full time Director of School Culture to oversee student, staff, and community wellness support, ie:	\$92,000.00	No

Action #	Title	Description	Total Funds	Contributing
		student discipline, student counseling, 504 plans, SST support, teacher and staff support and training, parent education and engagement .		

Goal Analysis [2021-22]

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

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

In 2021-22:

Action 4.1: All staff and faculty received Positive Discipline training and ongoing practice trainings.

Action 4.2: Cyber civics was implemented for the second half of the year, rather than the full year.

Action 4.3: Safety officer was extremely helpful as our Covid Liaison and managing our safety drills.

Action 4.4: We finally have the design for the new building and are in the discretionary permitting phase at this time.

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.

N/A

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

Per the student survey, students feel well-supported in resolving conflicts in respectful ways and they feel their teachers and other adults are fair in dealing with misbehavior. 92% feel cared about, happy, safe, and respected. We could not have navigated Covid with out our Safety Officer's diligent work in contact tracing and keeping everyone up to date on new guidelines. We are on track with the construction of a new building as our school continues to grow.

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.

Action 4.1 is now just positive discipline for new teachers.

Action 4.3, we added a part time admin assistant to support with independent study and attendance.

Action 4.4, we are focusing now on making the current facilities more user-friendly until the construction is complete.

We added one metric to include student survey feedback and also removed part of the parent survey metric regarding academics, which didn't fit here.

Action 4.5 - Added a full time Director of School Culture, which was formerly a part time Student Support Specialist.

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

Increased or Improved Services for Foster Youth, English Learners, and Low-Income Students [2022-23]

Projected LCFF Supplemental and/or Concentration Grants	Projected Additional LCFF Concentration Grant (15 percent)
\$205,504	

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
5.76%	17.19%	\$520,164.04	22.96%

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

Required Descriptions

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

Unduplicated students represent approximately 30% of all Sparrow students. LCFF supplemental fund allocation is budgeted school-wide to increase the student achievement for English Learners and low-income students. These funds will be effectively utilized to support the goals and actions described in the LCAP.

- 10% of all class teacher salaries = \$190,811
- EL Assistant salary to work with English Learners on both Math and ELA = \$27,332

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

- Improved services through additional professional development for teachers
- Increased services through additional hours of paraprofessional support to unduplicated students in the areas of foundational math operational fluency, math reasoning, reading comprehension and writing skills.

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.

N/A

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

2022-23 Total Expenditures Table

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel	Total Non-personnel
Totals	\$366,778.00	\$223,830.00		\$98,517.00	\$689,125.00	\$595,445.00	\$93,680.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
1	1.1	Director of Instruction	All	\$116,828.00				\$116,828.00
1	1.2	Waldorf Training	All		\$2,400.00		\$1,350.00	\$3,750.00
1	1.3	Waldorf Specialties	All	\$216,618.00				\$216,618.00
1	1.4	Tuition Assistance	All		\$16,250.00			\$16,250.00
2	2.1	Orton Gillingham Training	English Learners Foster Youth Low Income	\$6,000.00				\$6,000.00
2	2.2	After School Learning	English Learners Foster Youth Low Income		\$27,000.00			\$27,000.00
2	2.3	Full Time RTI Teachers	English Learners Foster Youth Low Income				\$28,889.00	\$28,889.00
2	2.4	English Learner Support	English Learners	\$27,332.00				\$27,332.00
3	3.1	Math Training	All		\$1,680.00			\$1,680.00
3	3.2	After School Learning	English Learners Foster Youth Low Income		\$27,000.00			\$27,000.00
3	3.3	Full Time RTI Teachers	English Learners Foster Youth Low Income				\$57,778.00	\$57,778.00
3	3.4	English Learner Support	English Learners					
4	4.1	Staff Training	All		\$1,500.00			\$1,500.00
4	4.2	Cyber Civics Curriculum	Middle School All				\$500.00	\$500.00

Goal	Action #	Action Title	Student Group(s)	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds
4	4.3	Safety Officer, Admin Assistant	All		\$56,000.00			\$56,000.00
4	4.4	Facility Improvements	All				\$10,000.00	\$10,000.00
4	4.5	Director of School Culture	All		\$92,000.00			\$92,000.00

2022-23 Contributing Actions Table

1. Projected LCFF Base Grant	2. Projected LCFF Supplemental and/or Concentration Grants	3. Projected Percentage to Increase or Improve Services for the Coming School Year (2 divided by 1)	LCFF Carryover — Percentage (Percentage from Prior Year)	Total Percentage to Increase or Improve Services for the Coming School Year (3 + Carryover %)	4. Total Planned Contributing Expenditures (LCFF Funds)	5. Total Planned Percentage of Improved Services (%)	Planned Percentage to Increase or Improve Services for the Coming School Year (4 divided by 1, plus 5)	Totals by Type	Total LCFF Funds
\$3,566,539	\$205,504	5.76%	17.19%	22.96%	\$33,332.00	0.00%	0.93 %	Total:	\$33,332.00
								LEA-wide Total:	\$33,332.00
								Limited Total:	\$0.00
								Schoolwide Total:	\$0.00

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
2	2.1	Orton Gillingham Training	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$6,000.00	
2	2.2	After School Learning	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools		
2	2.3	Full Time RTI Teachers	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools		
2	2.4	English Learner Support	Yes	LEA-wide	English Learners	All Schools	\$27,332.00	
3	3.2	After School Learning	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools		
3	3.3	Full Time RTI Teachers	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools		

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
3	3.4	English Learner Support	Yes	LEA-wide	English Learners	All Schools		

2021-22 Annual Update Table

Totals	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Expenditures (Total Funds)
Totals	\$792,977.00	\$266,677.25

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1.1	Instructional Coordinator	No	\$103,359	75000
1	1.2	Waldorf Training	Yes	\$7,200	607.75
1	1.3	Handwork	Yes	\$68,000	30794.37
1	1.4	Tuition Assistance	No	\$14,000	20542.18
2	2.1	Orton Gillingham Training	Yes	\$8,925	
2	2.2	MAP Testing Licenses	Yes	\$2,500	
2	2.3	Reading Tutoring	Yes	\$14,674	50000
2	2.4	English Learner Support	Yes	\$20,370	7500
3	3.1	Math Training	Yes	\$2,000	9243.54
3	3.2	MAP Testing Licenses	Yes		

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
3	3.3	Math Tutoring	Yes	\$14,674	46250
3	3.4	English Learner Support	Yes	\$10,200	7500
4	4.1	Staff Training	Yes	\$11,000	1260.50
4	4.2	Cyber Civics Curriculum	Yes	\$450	499
4	4.3	Safety Officer	No	\$35,625	17479.91
4	4.4	Facility Expansion	No	\$480,000	

2021-22 Contributing Actions Annual Update Table

6. Estimated LCFF Supplemental and/or Concentration Grants (Input Dollar Amount)	4. Total Planned Contributing Expenditures (LCFF Funds)	7. Total Estimated Expenditures for Contributing Actions (LCFF Funds)	Difference Between Planned and Estimated Expenditures for Contributing Actions (Subtract 7 from 4)	5. Total Planned Percentage of Improved Services (%)	8. Total Estimated Percentage of Improved Services (%)	Difference Between Planned and Estimated Percentage of Improved Services (Subtract 5 from 8)
181,885	\$29,295.00	\$5,100.00	\$24,195.00	0.00%	0.00%	0.00%

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
1	1.2	Waldorf Training	Yes	0			
1	1.3	Handwork	Yes				
2	2.1	Orton Gillingham Training	Yes	8925			
2	2.2	MAP Testing Licenses	Yes	0			
2	2.3	Reading Tutoring	Yes	0			
2	2.4	English Learner Support	Yes	20370	5100		
3	3.1	Math Training	Yes				
3	3.2	MAP Testing Licenses	Yes				
3	3.3	Math Tutoring	Yes				
3	3.4	English Learner Support	Yes				
4	4.1	Staff Training	Yes				
4	4.2	Cyber Civics Curriculum	Yes				

2021-22 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)
\$3,025,366	181,885	11.35%	17.36%	\$5,100.00	0.00%	0.17%	\$520,164.04	17.19%

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.

Introduction and Instructions

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

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

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

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

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

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

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

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

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

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

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

Plan Summary

Purpose

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

Requirements and Instructions

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

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

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

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

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

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

Engaging Educational Partners

Purpose

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

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

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

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

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

Requirements and Instructions

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

Local Control and Accountability Plan:

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

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

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

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

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

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

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

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

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

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

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

Goals and Actions

Purpose

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

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

Requirements and Instructions

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

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

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

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

Focus Goal(s)

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

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

Broad Goal

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

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

Maintenance of Progress Goal

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

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

Required Goals

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

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

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

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

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

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

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

Measuring and Reporting Results:

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

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

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

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

Complete the table as follows:

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

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

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for Year 3 (2023–24)
Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2021–22 .	Enter information in this box when completing the LCAP for 2022–23 . Leave blank until then.	Enter information in this box when completing the LCAP for 2023–24 . Leave blank until then.	Enter information in this box when completing the LCAP for 2024–25 . Leave blank until then.	Enter information in this box when completing the LCAP for 2021–22 or when adding a new metric.

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

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

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

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

Goal Analysis:

Enter the LCAP Year.

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

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

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

Purpose

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

Requirements and Instructions

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

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

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

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

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

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

Required Descriptions:

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

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

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

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

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

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

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

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

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

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

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

For School Districts Only:

Actions Provided on an LEA-Wide Basis:

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

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

Actions Provided on a Schoolwide Basis:

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

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

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

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

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

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

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

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

Provide the following descriptions, as applicable to the LEA:

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

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

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

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

Complete the table as follows:

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

Action Tables

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

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

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

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

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

Data Entry Table

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

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

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

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

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

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

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

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

Contributing Actions Table

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

Annual Update Table

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

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

Contributing Actions Annual Update Table

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

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

LCFF Carryover Table

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

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

Calculations in the Action Tables

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

Contributing Actions Table

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

Contributing Actions Annual Update Table

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

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

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

LCFF Carryover Table

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

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

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

California Department of Education
January 2022