

# LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: Marin County Office of Education

CDS Code: 21-10215-0000000

School Year: 2024-25

LEA contact information:

John Carroll

Superintendent

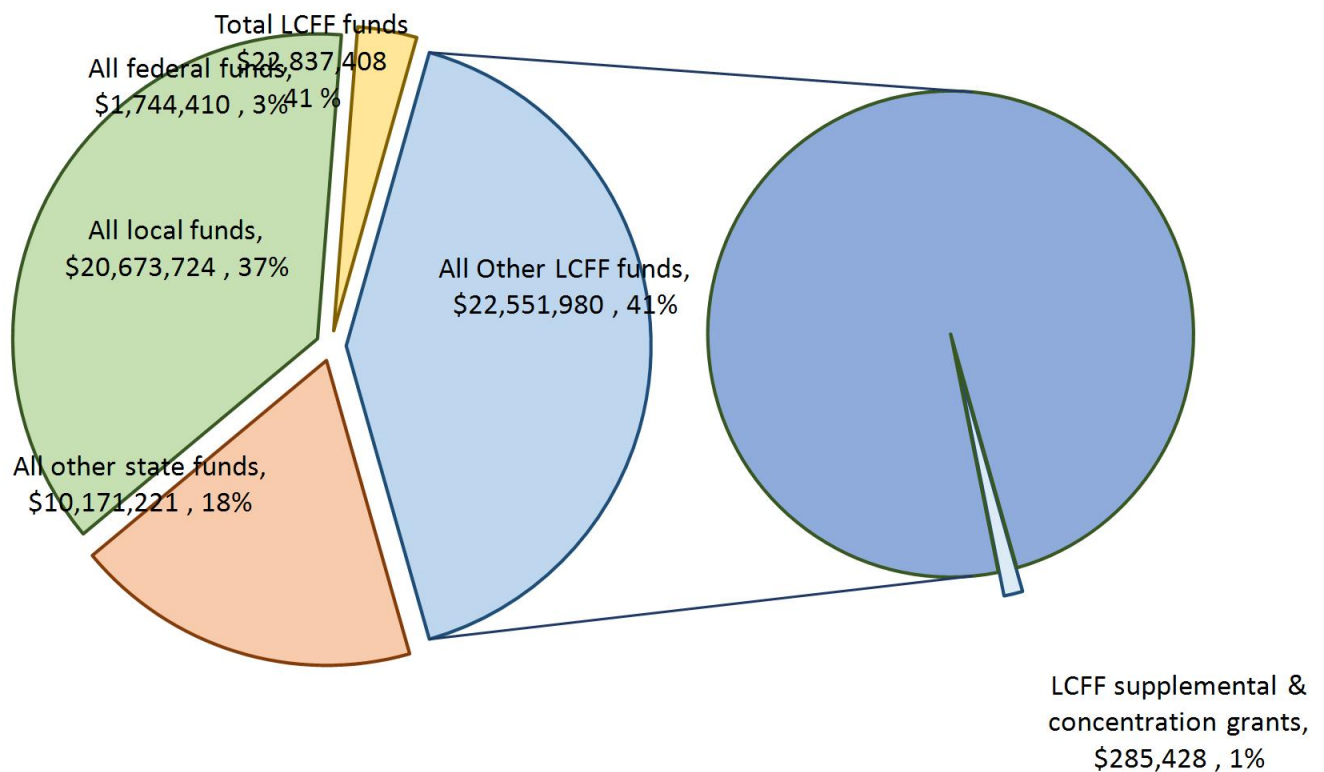
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School districts receive funding from different sources: state funds under the Local Control Funding Formula (LCFF), other state funds, local funds, and federal funds. LCFF funds include a base level of funding for all LEAs and extra funding - called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

## Budget Overview for the 2024-25 School Year

### Projected Revenue by Fund Source

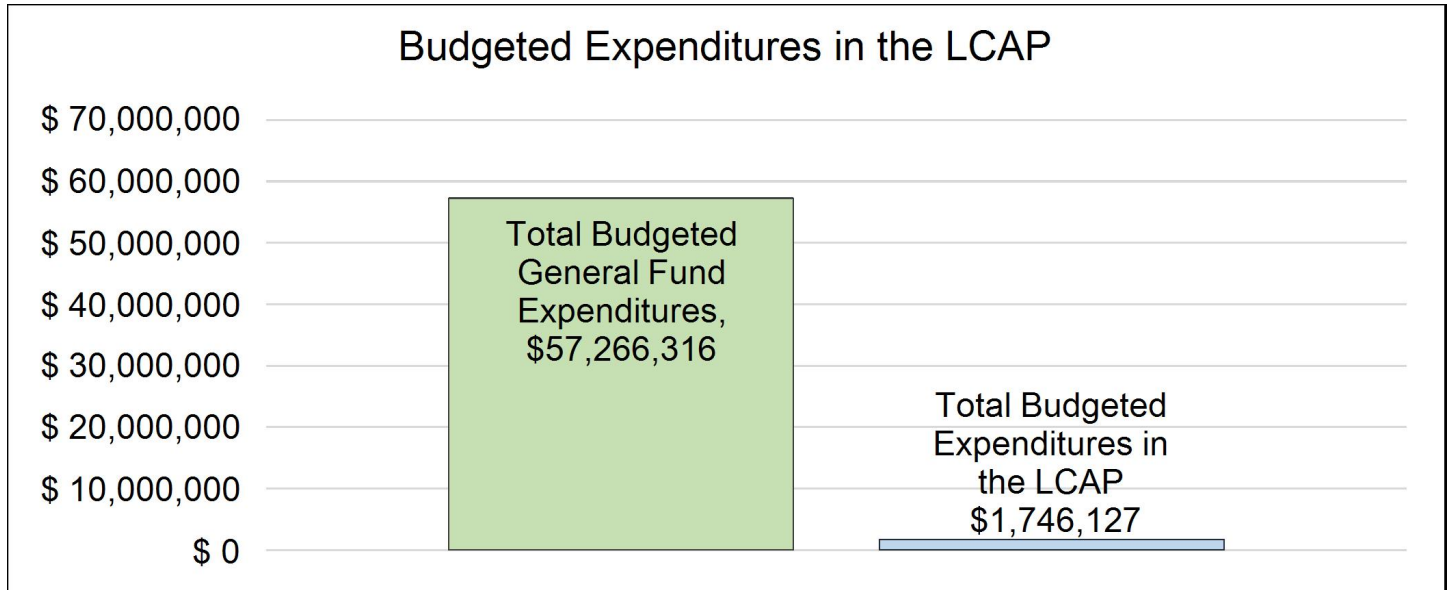


This chart shows the total general purpose revenue Marin County Office of Education expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for Marin County Office of Education is \$55,426,763, of which \$22,837,408 is Local Control Funding Formula (LCFF), \$10,171,221 is other state funds, \$20,673,724 is local funds, and \$1,744,410 is federal funds. Of the \$22,837,408 in LCFF Funds, \$285,428 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 Marin County Office of Education plans to spend for 2024-25. It shows how much of the total is tied to planned actions and services in the LCAP.

The text description of the above chart is as follows: Marin County Office of Education plans to spend \$57,266,316 for the 2024-25 school year. Of that amount, \$1,746,127 is tied to actions/services in the LCAP and \$55,520,189 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

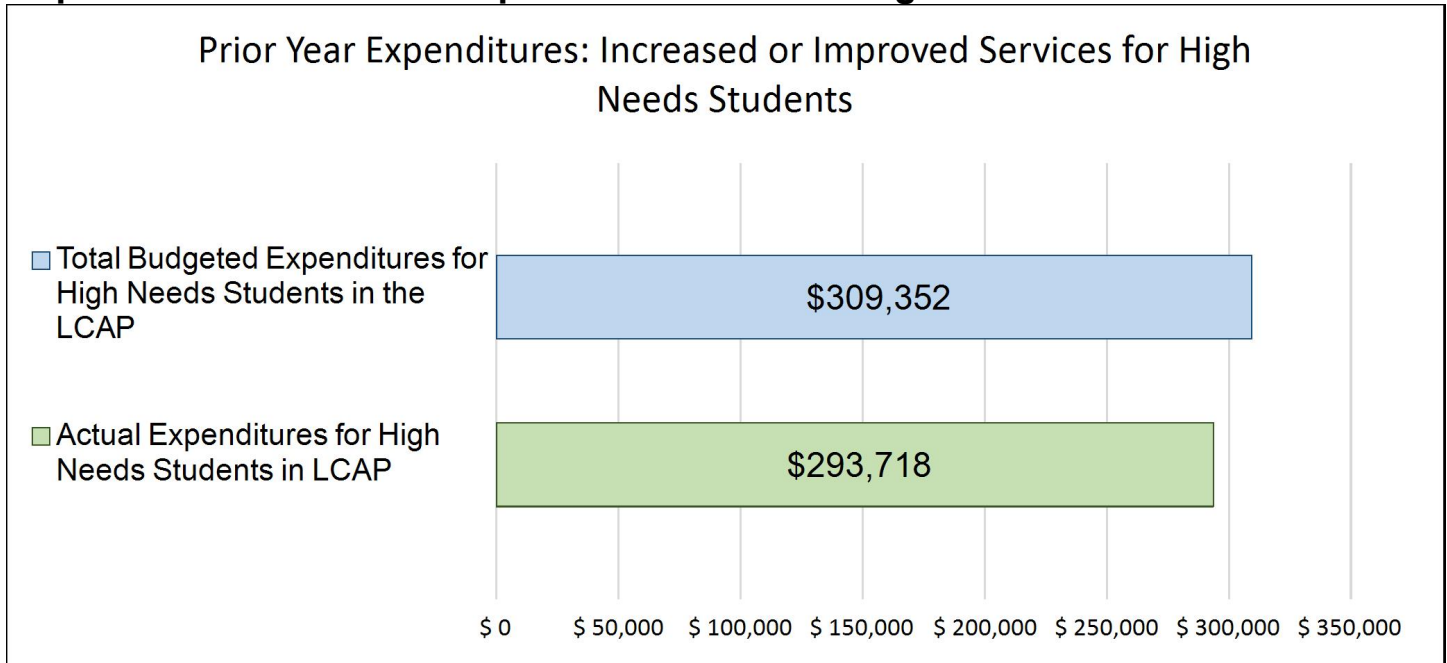
The total projected budget for Marin County Office of Education for FY 2024/25 is \$57,266,316. The expenditures encompass various critical programs essential for the effective operation and comprehensive service delivery of county offices and educational institutions, notably including County Office Operations, District Services, Special Education Program, Early Childhood Program, and Career Tech Programs.

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

In 2024-25, Marin County Office of Education is projecting it will receive \$285,428 based on the enrollment of foster youth, English learner, and low-income students. Marin County Office of Education must describe how it intends to increase or improve services for high needs students in the LCAP. Marin County Office of Education plans to spend \$318,324 towards meeting this requirement, as described in the LCAP.

# LCFF Budget Overview for Parents

## Update on Increased or Improved Services for High Needs Students in 2023-24



This chart compares what Marin County Office of Education budgeted last year in the LCAP for actions and services that contribute to increasing or improving services for high needs students with what Marin County Office of Education estimates it has spent on actions and services that contribute to increasing or improving services for high needs students in the current year.

The text description of the above chart is as follows: In 2023-24, Marin County Office of Education's LCAP budgeted \$309,352 for planned actions to increase or improve services for high needs students. Marin County Office of Education actually spent \$293,718 for actions to increase or improve services for high needs students in 2023-24.

The difference between the budgeted and actual expenditures of \$-15,634 had the following impact on Marin County Office of Education's ability to increase or improve services for high needs students:

The principal factor contributing to the \$15,634 variance in allocated funds for enhancing services targeting high-needs students during the 2023-24 fiscal year is attributed to the delayed implementation of the Family Empowerment Specialist program.

# 2023–24 Local Control and Accountability Plan Annual Update

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

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Marin County Office of Education	John Carroll Superintendent	jcarroll@marinschools.org (415) 499-5801

# Goals and Actions

## Goal

Goal #	Description
1	<p>All students engage in a broad, rigorous, and culturally relevant course of study that:</p> <ul style="list-style-type: none"><li>• Is grounded in anti-racist practices and expands students’ perspectives.</li><li>• Promotes self-awareness and students’ identity development.</li><li>• Empowers students to build relationships, solve problems, and take action.</li></ul> <p>State priorities</p> <ol style="list-style-type: none"><li>1. Basic (conditions of learning)</li><li>2. State Standards (conditions of learning)</li><li>4. Pupil Achievement (pupil outcomes)</li><li>5. Pupil engagement (engagement)</li><li>6. School Climate (engagement)</li><li>7. Course Access (conditions of learning)</li><li>8. Other Pupil Outcome (Pupil outcomes)</li></ol> <p>WASC Critical Areas for follow up</p> <ol style="list-style-type: none"><li>3. Courses of study should be updated to reflect the new standards and academic program.</li><li>4. The school should continue to develop systemic linguistic supports throughout the academic program to support English Language learners</li><li>5. The school should continue developing stronger orientation systems to support students as they transition into the school</li><li>6. There should be a focus on participation rates on many assessments including CAASPP, ELPAC, CHKS and MAP tests</li><li>7. Data measures need to be more clearly and consistently analyzed and interpreted to better understand student performance</li></ol> <p>Local Priorities</p> <p>Rigorous and relevant anti-racist curriculum, elevating student voice, differentiating curriculum and instruction for all learners and especially English learners and students with disabilities.</p>

## Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
<p>The percent of students in each subject that make progress towards standards-based learning goals as measured by earning 2.5 credits or more per quarter.</p> <p>Goal: Increase overall percent in each subject area and subgroup by at least 5 percentage points year and/or achieve 80% of students making progress toward learning goals each quarter</p>	<p>No baseline at this time. Baseline will be established in 2021-2022. Previous metrics reviewed progress overall, not by a specific number of students or disaggregated by English Learners and students with disabilities.</p> <p>Quarter 1 Example: ELA Overall: EL: SPED: Math Overall: EL: SPED: Science Overall: EL: SPED: History/social science Overall: EL: SPED:</p>	<p>21-22 Baseline:</p> <p>QUARTER 1 ELA Overall: 64.29% EL: 50% SPED: 77.78% Math Overall: 78.05% EL: 76.92% SPED: 66.67% Science Overall: 39.22% EL: 53.33% SPED: 28.57% Social Studies/History Overall: 64.29% EL: 56.25% SPED: 55.56%</p> <p>QUARTER 2 ELA Overall: 41.27% EL: 27.78% SPED: 44.44% Math Overall: 64.71% EL: 68.75% SPED: 57.14% Science Overall: 22.95% EL: 22.22% SPED: 22.22% Social Studies/History Overall: 45.31% EL: 47.37% SPED: 33.33%</p> <p>QUARTER 3</p>	<p>QUARTER 1 ELA Overall: 41.89% EL: 38.89% SPED: 7.69%</p> <p>Math Overall: 35.09% EL: 3.25% SPED: 33.33%</p> <p>Science Overall: 48.48% EL: 47.06% SPED: 38.46%</p> <p>Social Studies Overall: 50% EL: 61.11% SPED: 23.08%</p> <p>QUARTER 2 ELA Overall: 26.92% EL: 38.46% SPED: 21.43%</p> <p>Math Overall: 18.75% EL: 14.29% SPED: 16.67%</p> <p>Science Overall: 12.16% EL: 7.69% SPED: 0%</p> <p>Social Studies Overall: 28.21%</p>	<p>QUARTER 1 ELA Overall: 64.81% EL: 59.09% SPED: 50%</p> <p>Math Overall: 61.9% EL: 83.33% SPED: 61.90%</p> <p>Science Overall: 61.7% EL: 70% SPED: 50%</p> <p>Social Studies Overall: 50.94% EL: 52.17% SPED: 50%</p> <p>QUARTER 2 ELA Overall: 50.91% EL: 60% SPED: 60%</p> <p>Math Overall: 54.76% EL: 55% SPED: 50%</p> <p>Science Overall: 54.34% EL: 45% SPED: 57.14%</p> <p>Social Studies Overall: 50.91%</p>	<p>Increase overall achievement in each subject area and subgroup by at least 10 percentage points from 2022-2024 and/or achieve 80% or more of students making progress toward learning goals.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		ELA Overall: 42.42% EL: 44.44% SPED: 50% Math Overall: 28% EL: 37.5% SPED: 25% Science Overall: 25.4% EL: 25% SPED: 12.5% Social Studies/History Overall: 29.41% EL: 38.1% SPED: 50%"	EL: 30.77% SPED: 28.57  QUARTER 3 ELA Overall: 35.8% EL: 48.15% SPED: 35.71%  Math Overall: 11.11% EL: 9.52% SPED: 10%  Science Overall: 44.6% EL: 60% SPED: 35.71%  Social Studies Overall: 38.27% EL: 40.74% SPED: 35.71%	EL: 54.17% SPED: 60%  QUARTER 3 ELA Overall: 62.5% EL: 53.57% SPED: 66.67%  Math Overall: 57.45% EL: 60.87% SPED: 71.14%  Science Overall: 64.81% EL: 60.87% SPED: 62.85%  Social Studies Overall: 50% EL: 57.69% SPED: 64.71%	
The percent of students that make progress towards standards-based learning goals in all subject areas combined as measured by: Earning 12.5 credits or more per quarter	No baseline at this time. Baseline will be established in 2021-2022. Previous metrics reviewed progress overall, not by a specific number of students or disaggregated by	21-22 Baseline  QUARTER 1 15 Credits or More Overall: 46.38% Disabilities: 44.44% EL: 46.67% 12.5 Credits or More Overall: 55.07% SPED: 55.56%	QUARTER 1 % of Students Earning 12.5 Credits or More Overall: 54.05% EL: 38.10% SPED: 38.46%  % of Students Earning 15 Credits or More Overall: 39.19%	QUARTER 1 % of Students Earning 12.5 Credits or More Overall: 60% EL: 60.87% SPED: 75%  % of Students Earning 15 Credits or More Overall: 40%	Increase overall achievement in each category by at least 10 percentage points from 2022-2024 and/or achieve 80% or more of students making progress toward learning goals.



Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
(to meet graduation requirements at MCOE) Earning 15 credits or more per quarter (to meet graduation requirements at local districts) Meeting their personal credit goal (varies by student, graduation track, and personal post-secondary goals)  Goal: Increase overall percent in each category by at least 5 percentage points year and/or achieve 80% of students making progress toward learning goals.	English Learners and students with disabilities.  Percent of high school students earning 12.5 or more credits each quarter. Overall: EL: SPED:  Percent of high school students earning 15 or more credits each quarter. Overall: EL: SPED:  Percent of high school students meeting their personal credit goals each quarter. Overall: EL: SPED:	EL: 66.67%  QUARTER 2 15 Credits of More Overall: 30.26% SPED: 36.36% EL: 25% 12.5 Credits or More Overall: 44.74% SPED: 45.45% EL: 55%  QUARTER 3 15 Credits of More Overall: 17.14% SPED: 0.0% EL: 19.05% 12.5 Credits or More Overall: 35.71% SPED: 12.5% EL: 23.81%"	EL: 23.81% SPED: 30.77%  QUARTER 2 % of Students Earning 12.5 Credits or More Overall: 33.33% EL: 38.46% SPED: 35.17%  % of Students Earning 15 Credits or More Overall: 17.95% EL: 11.54% SPED: 14.29%  QUARTER 3 % of Students Earning 12.5 Credits or More Overall: 44.44% EL: 55.17% SPED: 42.86%  % of Students Earning 15 Credits or More Overall: 32.10% EL: 41.38% SPED: 42.86 %	EL: 34.78% SPED: 25%  QUARTER 2 % of Students Earning 12.5 Credits or More Overall: 56.36% EL: 48% SPED: 70%  % of Students Earning 15 Credits or More Overall: 36.36% EL: 28% SPED: 70%  QUARTER 3 % of Students Earning 12.5 Credits or More Overall: 40.91% EL: 39.29% SPED: 38.89%  % of Students Earning 15 Credits or More Overall: 30.3% EL: 28.57% SPED: 38.89%	
Increase graduation rates - internal rate - end-of-year, percent	Baseline 2019-2020: 56%	Total Seniors: 33	Total Seniors: 30 Eligible Seniors (needing 60 credits or	Total Seniors: 15 Eligible Seniors (needing 60 credits or	Increase graduation rate to 71% or more by 2024



Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
<p>of eligible students. (We define eligible as students who enter their 12th grade at the start of the year needing 60 credits or fewer to graduate.)</p> <p>Goal: Increase graduation rate by at least 5 percentage points a year.</p>		<p>Eligible Seniors (needing 60 credits or less to graduate): 24 Percentage of Eligible Seniors: 72.73%</p> <p>Number of Eligible Students to Graduate in December 2021: 10 Percentage of Eligible Students to Graduate This School Year (by December): 41.67%</p> <p>Number of Eligible Students to Graduate in June 2022: 16 Percentage of Eligible Students to Graduate This School Year (by June): 81.25%</p>	<p>less upon enrollment): 14 % of Eligible Seniors: 46.67%</p> <p>Total Number of Anticipated High School Graduates in June 2023: 16 Percentage of Anticipated High School Students Graduating in June 2023: 53.33%</p>	<p>less upon enrollment): 7 % of Eligible Seniors: 34.</p> <p>...As of January 2024:</p> <p>Total Number of Anticipated High School Graduates in June 2024: Percentage of Anticipated High School Students Graduating in June 2024:</p> <p>*As of 4/12/24, we have had 3 MCS/PA students meet all high school graduation requirements</p>	
Dropout rates fewer than 10% per year.	No baseline at this time. Baseline will be determined in the summer of 2020-2021. This was previously reported by quarter and we will be moving to yearly reporting. Goal may	<p>Data is forthcoming after calculations from final ADA</p> <p>2021-2022 Dropout Rates</p> <p>All Students in Q1: 0.0%</p>	<p>2022-2023 Dropout Rates</p> <p>All Students in Q1: 1.35% Cumulative: 1.35%</p> <p>All Students in Q2: 1.28% Cumulative: 2.56%</p>	<p>2023-2024 Dropout Rates</p> <p>All Students in Q1: 0% Cumulative: 0%</p> <p>All Students in Q2: 0% Cumulative: 0%</p>	Fewer than 10% dropout rate per year.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	be modified based on new baseline data.	<p>All Students in Q2: 1.33% Cumulative: 1.33%</p> <p>All Students in Q3: 0.0% Cumulative: 1.3%</p> <p>All Students in Q4: 3.9% Cumulative: 5.19%</p>	<p>All Students in Q3: 4.17% Cumulative: 6.94%</p> <p>All Students in Q4: Cumulative: 8.77%</p> <p>22-23 SY Rate: 6.58%</p>	<p>All Students in Q3: 1.56% Cumulative: 0.52%</p>	
<p>Participation rates in CAASPP and ELPAC tests.</p> <p>CAASPP performance baseline established in 21-22.</p> <p>ELPAC - Reclassification rates vary from year to year depending on the number of returning English Learners.</p>	<p>Baseline, 2018-2019 Percent of students participating in the CAASPP ELA: 21% Percent of students participating in the CAASPP Math: 21%</p> <p>ELPAC Participation for EL students: 85%</p>	<p>Testing took place during May and June, 2023, and 0 students completed all sections of the assessments.</p> <p>(see identified need portion of plan summary)</p>	<p>CAASPP: 19/36 (53%) of eligible students completed all four sections of ELA and math.</p> <p>ELPAC: 11/33 (33%) of eligible students completed all four sections</p>	<p>CAASPP: 14/25 (56%) of eligible students completed both sections of ELA.</p> <p>11/25 (44%) of eligible students completed both sections of Math. (MCS, inclusive of Oracle)</p> <p>11/25 (44%) of eligible students completed all four CAASPP assessments. (MCS, inclusive of Oracle)</p> <p>6/26 (23%) of eligible students completed the CAST. (MCS, inclusive of Oracle)</p>	<p>Increase participation in CAASPP Math and ELA to 31% by 2024. Maintain ELPAC Participation at 85% or more.</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				ELPAC: 12/29 (41%) of eligible students completed all four sections (MCS, inclusive of Oracle).  1 student reclassified	
Chronic absentee rate across the year. Percent of students with 20% or more absences is below 40% per quarter.	<p>New baseline measured at the end of the school year 2021-2022</p> <p>MCS Q1: 80% Q2: 84.21% Q3: 76.74% Q4: 71.70%</p> <p>PA Q1: 66.67% Q2: 79.49% Q3: 82.35% Q4: 87.10%</p> <p>COMBINED Q1: 73.34% Q2: 78.12% Q3: 79.55%</p>	<p>Measured at the end of the school year 2021-2022 -</p> <p>MCS Q1: 80% Q2: 84.21% Q3: 76.74% Q4: 71.70%</p> <p>PA Q1: 66.67% Q2: 79.49% Q3: 82.35% Q4: 87.10%</p> <p>COMBINED Q1: 73.34% Q2: 78.12% Q3: 79.55%</p>	<p>Chronic Absentee Rate - measured at the end of the 2022-2023 school year:</p> <p>Marin's Community School Q1: 51.06% Q2: 61.11% Q3: 51.61% Q4: 42.11%</p> <p>Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: No Below 40% for QTR4: No</p> <p>Phoenix Academy Q1: 50% Q2: 67.86% Q3: 81.48% Q4: 71.43%</p>	<p>Chronic Absentee Rate - measured at the end of the 2023-2024 school year:</p> <p>Marin's Community School Q1: 33.3% Q2: 53.4% Q3: 47.4%</p> <p>Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No</p> <p>Phoenix Academy Q1: 41.6% (5 out of 12) Q2: 41.6% (5 out of 12) Q3: 33.3%</p>	Percent of students with 20% or more absences is below 40% per quarter.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
			Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: No Below 40% for QTR4: No  Combined Schools Q1: 50.53% Q2: 64.49% Q3: 66.55% Q4: 56.77% Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: No Below 40% for QTR4: No	Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: Yes  Combined Schools Q1: 35.3% Q2: 56.3% Q3: 46.9%  Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No	
Percent of students who maintained 80% or greater attendance and/or showed an improvement of 5 percentage points from the previous quarter.	No baseline at this time. New baseline established in 2021-2022.	2021-2022 Baseline Q1 At or Above 80% Attendance... MCS: 18.75% PA: 35.9% COMBINED: 28.17%  2021-2022 Q2 At or Above 80% Attendance...	AT OR ABOVE 80% ATTENDANCE RATE  QUARTER 1 MCS: 48.94% PA: 50% Combined Schools: 49.47%  QUARTER 2 MCS: 38.89%	AT OR ABOVE 80% ATTENDANCE RATE  Q1 MCS: 66.6% PA: 58.4% Combined Schools: 64.7%	80% or more of students have 80% or greater attendance and/or show an improvement of 5 percentage points per quarter by 2024

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		<p>MCS: 18.42% (7 students)  PA: 15.38% (6 students)  5% or More Increase...  MCS: 25% (4 students)  PA: 23.08% (7 students)  COMBINED: 30.99%</p> <p>2021-2022  Q3 At or Above 80% Attendance...  MCS: 23.26% (10 students)  PA: 17.65% (6 students)  COMBINED: 20.78%</p> <p>2021-2022  Q4 At or Above 80% Attendance...  MCS: 28.30% (15 students)  PA: 12.90% (4 students)  COMBINED: 22.62%</p> <p>80%+ and/or 5% Increase  MCS Q1: 20%</p>	<p>PA: 32.14%  Combined Schools: 35.52%</p> <p>QUARTER 3  MCS: 48.39%  PA: 18.52%  Combined Schools: 33.46%</p> <p>QUARTER 4  MCS: 57.89%  PA: 28.57%  Combined Schools: 43.23%</p> <p>AT OR ABOVE 80% ATTENDANCE RATE (AND/OR 5% INCREASE)</p> <p>QUARTER 2  MCS: 46.30%  PA: 35.71%  Combined Schools: 42.68%</p> <p>QUARTER 3  MCS: 56.45%  PA: 40.74%  Combined Schools: 51.69%</p>	<p>NO ATTENDANCE INCREASE RECORDED YET</p> <p>Q2  MCS: 47.6%  PA: 58.4%  Combined Schools: 43.7%</p> <p>AT OR ABOVE 80% ATTENDANCE RATE (AND/OR 5% INCREASE)</p> <p>Q2 with Attendance Increase Adjustment  MCS: 53.8%  PA: 58.4%  Combined Schools: 47.2% (2 students improved by 5% or more, both were MCS students)</p> <p>Q3  MCS: 52.6%  PA: 66.7%  Combined Schools: 53.1%</p>	

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		MCS Q2: 26.32% MCS Q3: 30.95% MCS Q4: 47.17% PA Q1: 33.33% PA Q2: 71.79% PA Q3: 3.36% PA Q4: 41.94% COMBINED Q1: 26.67% COMBINED Q2: 49.06% COMBINED Q3: 17.16% COMBINED Q4: 44.56%	QUARTER 4 (as of 5/25/23) MCS: 75.44% PA: 47.62% Combined Schools: 67.95%	AT OR ABOVE 80% ATTENDANCE RATE (AND/OR 5% INCREASE)  Q3 with Attendance Increase Adjustment MCS: 61.4% PA: 66.7% Combined Schools: 76.6% (15 students improved by 5% or more - 11 from MCS and 4 from PA)	
Increase school enrollment by 100 over the next three years for Marin's Community School and Phoenix Academy Charter School combined.	2020-2021: 76 Enrolled in MCS and PA combined.	Current total enrollment is 75	Current total enrollment is 87 with 18 students in independent study.	As of 1/19/24, our current total enrollment is 80 with 21 in independent study.  MCS/PA - 59 Oracle - 21  As of 4/12/24, our current total enrollment is 85 with 21 in independent study.  MCS/PA - 64 Oracle - 21	176 Enrolled in 2024 in MCS and PA combined.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Highly qualified status for all teachers.	2020-2021: 100% of staff are highly qualified.	100% of teachers highly qualified.	100% of teachers highly qualified.	100% of teachers highly qualified.	100% of staff are highly qualified.
All facilities are in good repair as determined by the SARC/FIT report	2020-2021: All facilities are in good repair. Overall rating of Excellent	Fit Report - Good to Excellent	Fit Report - Good to Excellent	Maintained	Maintain overall Excellent rating.
All students have access to instructional materials as determined by the SARC and informal assessment	All students have access to instructional materials	100% of our students have access to all materials for instruction in print or digitally.	100% of our students have access to all materials for instruction in print or digitally.	Maintained	All students have access to instructional materials needed digitally or in paperform.
Access to Broad Course of Study	Master schedules reflect that all students have access to field trips, all courses including PE and community-based learning.	100% of students participate in a broad course of study.	Master schedules reflect that 100% of students have access to field trips, and all courses including PE and community-based learning.	Master schedules reflect that 100% of students have access to field trips, and all courses including PE and community-based learning.	Maintain 100% access for all students to the broad course of study offered. Master schedule and report cards continue to demonstrate access across three years.

## Goal Analysis



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

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

As an Alternative Education program that serves such a wide variety of students over all of our schools, the data that shows up on the dashboard is often not as useful to us as the data we collect locally, in surveys, classwork, and even in discussions with students. To analyze all of our goals over the last three years, we looked at local measures to discover where we were successful and where we need to shift, delete, or change any of our goals or actions.

For this goal, we removed the action of striving for A-G approval of our courses. Instead we decided to focus on getting students ready for community college and career technical education classes (as described in goal 2). Therefore, while individual teachers continued to develop units based in standards and organized around student interest, we did not work as a whole school to refine our courses of study which are aspirational and focused on achievement of UC a-g standards.

We carried out this goal by implementing social emotional learning objectives into classrooms daily, refining culturally relevant courses of study, surveying students on school climate and adjusting instructional practices accordingly, participating schoolwide in training on tier 1 restorative classroom strategies, and increasing opportunities for student voice in school curriculum, policies, and procedures.

Most importantly on this goal, we were able to complete a California Community Schools Partnership Program planning grant, and receive the implementation grant. The process of developing shared leadership has been the focus of the implementation this 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.

No material differences were noted.

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

This year we had 23 graduates, after only having one graduate seven years ago. The following two actions were especially effective in ensuring this happens.

Action 1.7: Our Learning Coach program continues to be a prime support in achievement of this goal. Learning coaches support students in both their academic and their social-emotional growth. Learning coaches supported students individually and in small groups to provide clarity on instructions, prompt deeper thought, and encourage completion of learning tasks.

Action 1.11: Our Independent Program received a boost with the hiring of a teacher who worked well with our full-program teachers to ensure that IS students had access to the curriculum they were working on before they transferred to IS as needed for a variety of reasons. The

program built in some increased flexibility in the timing of appointments and groupings for support, and therefore students who were on the verge of dropping out made it through.

Action 1.9: Because almost all of our students are in credit-recovery mode, having separate electives was a burden for both teachers and students. Instead, we worked to interweave enrichment opportunities, and creativity skills within our core curriculum in the form of independently-created passion projects, field trips, and authentic displays of learning such as our Lyrical Apothecary, a collection of poems for people experiencing a variety of emotions and life circumstances.

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.

In working with this goal this year, we realized that while it is lofty, it is not focused enough or measurable enough to connect with specific actions. The actions we developed for this goal were meant to bridge that difference, but in some cases were not effective given limited budget and limited time.

Firstly, we overestimated our rate of growth. As our sending schools continue to work on their Community Schools implementation plans and Multi-Tiered Systems of Support, we found that we were not receiving more referrals. Also, because of limits to our staffing capacity, we did not have the personnel to serve the growth we were looking for. While in a perfect world, a program like ours might not need to exist because students are served in their home Districts, we believe that we will continue to be a necessary option for students and families looking for more flexibility and support in their school.

That being said, after the pandemic, we saw an increased demand for more flexible educational options - specifically independent study. More students want to work while they go to school, or are motivated by learning later in the day than in a typical school. This development contributed to chronic absenteeism across the state, and played a part in our continued high rates of chronic absenteeism. Our new plan will include work to broaden the scope of services we offer to Marin County Students.

Finally, we would like to build into our next plan the ability to collect and analyze better local data about post-secondary success. Many of our students graduate successfully after 4.5 or 5 years of high school, having come to us so far behind that graduation within four years is not possible. Some students take and pass the High School Equivalency Test (HiSET), and some matriculate from our programs to a program such as Job Corps where they will receive targeted career training as well as support to get a high school diploma or the equivalent. In order to measure our success, we will need to set desired outcomes in these areas and collect better data.

**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	<p>All students engage in learning experiences that strengthen their sense of belonging and future orientation.</p> <p>State priorities 5. Pupil engagement (engagement) 6. School Climate (engagement)</p> <p>WASC Critical Areas for Follow up Data measures need to be more clearly and consistently analyzed and interpreted to better understand student performance.</p> <p>Local Priorities Expanded learning opportunities off-campus to build community and foster a sense of belonging and future orientation.</p>

### Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Increase the percentage of students participating in job shadows, informational interviews, internships, and/or work experience by 10% per year.	Baseline 2020-2021: 60%	48% of students accessed at least 1 Learning Through Interest activity.	52.24% of students participated in at least one LTI (Learning Through Interest) activity, which includes: <ul style="list-style-type: none"> <li>• Job Shadows</li> <li>• Internships</li> <li>• Informational Interviews</li> <li>• Work Experience</li> </ul>	END OF QTR 2 60% of students (33) participated in at least one LTI (Learning Through Interest) activity, which includes: <ul style="list-style-type: none"> <li>• Job Shadows</li> <li>• Internships</li> <li>• Informational Interviews</li> <li>• Work Experience</li> </ul>	90% of students participate in job shadows, informational interviews, internships, and/or work experience

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				<p>END OF QTR 3 65.6% of students (42) participated in at least one LTI (Learning Through Interest) activity, which includes:</p> <ul style="list-style-type: none"> <li>• Job Shadows</li> <li>• Internships</li> <li>• Informational Interviews</li> <li>• Work Experience</li> </ul>	
Increase the number of students co-enrolled in community colleges and the percent of students that complete the community college courses to at least 50% or more in 2021-2022, then 10% increase each year.	Baseline 2020-2021: 5 students co-enrolled at College of Marin, 0% students completed courses	6 students have been co-enrolled in community college. 2 of the 6 completed @ 33%	<p>8 students have been co-enrolled in community college (College of Marin).</p> <p>4 of the 8 completed their courses (50%)</p>	<p>END OF QTR 2 15 students have been co-enrolled in community college (College of Marin)</p> <p>13 of the 15 completed their courses (86.67%)</p> <p>END OF QTR 3 16 students have been co-enrolled in</p>	20 students enrolled and 70% or more completing courses.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				community college (College of Marin)  13 of the 16 completed their courses (81.13%)	
Percent of students who have identified a post-secondary goal and know their next steps as measured by student surveys.	No baseline at this time. Baseline to be determined in 2021-2022	86% of 40 students who have completed the survey have identified a goal.	Students With an Identified Post-Secondary Goal:  43.49% of All MCS/PA Students (currently 30 out of 69)  72.22% of Seniors (13 out of 18 students) 50% of Juniors (7 out of 14 students) 30% of Sophomores (6 out of 20 students) 25% of Freshmen (1 out of 4 students) 0% of 8th Graders (0 out of 8 students) 20% of 7th Graders (1 out of 5 students)	END OF QTR 2 Students With an Identified Post-Secondary Goal:  70.9% of All MCS/PA Students (currently 39 out of 55)  73.7% of Seniors (14 out of 19 students) 100% of Juniors (18 out of 18 students) 75% of Sophomores (3 out of 4 students) 37.5% of Freshmen (3 out of 8 students) 0% of 8th Graders (0 out of 5 students) No 7th Graders Enrolled  END OF QTR 3	90% or more of students

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				<p>Students With an Identified Post-Secondary Goal:</p> <p>68.8% of All MCS/PA Students (currently 44 out of 64)</p> <p>93.3% of Seniors (14 out of 15 students)</p> <p>85% of Juniors (17 out of 20 students)</p> <p>61.5% of Sophomores (8 out of 13 students)</p> <p>20% of Freshmen (2 out of 10 students)</p> <p>60% of 8th Graders (3 out of 5 students)</p> <p>0% of 7th Graders (0 out of 1)</p>	
Percent of students that feel a sense of belonging at school as measured by student surveys.	<p>Students report having positive student to student relationships: 82%</p> <p>Students reporting feeling included, seen, and heard: 100%</p>	<p>Students report having positive student-to-student relationships: 64%</p> <p>Students reporting feeling included, seen, and hear: 50%</p>	<p>STUDENTS REPORTING:</p> <p>51% - have positive student-to-student relationships</p> <p>39% - feel included, seen, and heard</p>	<p>END OF QTR 2 STUDENTS REPORTING:</p> <p>44% - have positive student-to-student relationships</p> <p>28.5% - feel included, seen, and heard</p> <p>END OF QTR 3</p>	90% or more students report having positive relationships and feeling a sense of belonging.



Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				STUDENTS REPORTING: XX% - have positive student-to-student relationships XX% - feel included, seen, and heard	
Percent of students that report having at least one trusting relationship with an adult on campus as reported by student surveys	Students report having positive staff to student relationships: 92%	Students report having positive staff to student relationships: 81%	<p>SURVEY QUESTION CHANGED TO: "How many of your teachers are really interested in you and how things are going in your life?"</p> <p>50% of students report "Most and/or all of my teachers are interested in me and in what I have to say."</p>	<p>END OF QTR 2 SURVEY QUESTION CHANGED TO: "How strong is your social connection between staff members and students within and beyond the classroom?"</p> <p>47% of students reported positive student-staff relationships, particularly in regards to staff members being genuinely interested in a student's well-being.</p> <p>END OF QTR 3</p>	90% or more students report having positive relationships with adults on campus

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				<p>SURVEY QUESTION CHANGED TO: "How strong is your social connection between staff members and students within and beyond the classroom?"</p> <p>XX% of students reported positive student-staff relationships, particularly in regards to staff members being genuinely interested in a student's well-being</p>	
Percent of students participating in at least one enrichment activity including Learning Through Interest, Co-enrollment at local community colleges, after school mentorships, and/or after school activities such as sports, art or music	No baseline at this time. Baseline will be determined in 2021-2022.	<p>Excluding WEE / Virtual Job Shadow: 32 Students - 44.44%</p> <p>All high school students participate in Virtual Job Shadow activities</p>	<p>All middle and high school students participate in WEE Class, which can include Pathful Explore programs and activities (100%).</p> <p>Excluding WEE / Pathful Explore (formally known as Virtual Job Shadow): 34 Students - 50.72%</p>	<p>END OF QTR 2 Percentage of students participating in at least one enrichment activity: 42 Students - 76.36%</p> <p>END OF QTR 4 Percentage of students participating</p>	Increase by 10% per year up to 90% or more of students

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
				in at least one enrichment activity:  XX Students - XX%	
Reduce the percent of students suspended once or more by quarter to less than 6%.	Baseline from 2019-2020  Quarter 1 – 25.7% Quarter 2 – 4.8% Quarter 3 – 17.6% Quarter 4 – N/A Due to COVID19	Q1: 1% Q2: 0% Q3: 5.7% Q4: 7.8%	SUSPENSION RATES  Marin's Community School Q1: 6.82% Q2: 12.77% Q3: 18.37% Q4: 13.33%  Phoenix Academy Q1: 33.33% Q2: 0.00% Q3: 8.70% Q4: 4.17%  Combined Schools: Q1: 5.41% Q2: 7.69% Q3: 15.28% Q4: 10.14%	SUSPENSION RATES  Marin's Community School Q1: 3.13% - 1 student Q2: 9.38% - 3 students Q3: 6.67% - 3 students  Phoenix Academy Q1: 0% Q2: 0% Q3: 0%  Combined Schools: Q1: 1.82% Q2: 5.45% Q3: 4.69%	Suspensions are less than 6% per quarter.
Expulsion rates	Baseline - 0 Expelled	0 Expelled	0 Expelled	EXPULSION RATES 2023-2024  0 Expelled	Maintain 0 expulsions

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Chronic absentee rate across the year. Percent of students with 20% or more absences is below 40% per quarter.	Baseline established 2021-2022	<p>Measured at the end of the school year 2021-2022</p> <p>MCS Q1: 80% Q2: 84.21% Q3: 76.74% Q4: 71.70%</p> <p>PA Q1: 66.67% Q2: 79.49% Q3: 82.35% Q4: 87.10%</p> <p>COMBINED Q1: 73.34% Q2: 78.12% Q3: 79.55%</p>	<p>Chronic Absentee Rate - measured at the end of the 2022-2023 school year:</p> <p>Marin's Community School Q1: 51.06% Q2: 61.11% Q3: 51.61% Q4: 42.11% Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: No Below 40% for QTR4: No</p> <p>Phoenix Academy Q1: 50% Q2: 67.86% Q3: 81.48% Q4: 71.43% Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: No Below 40% for QTR4: No</p> <p>Combined Schools</p>	<p>Chronic Absentee Rate - measured at the end of the 2023-2024 school year:</p> <p>Marin's Community School Q1: 33.3% Q2: 53.4% Q3: 47.4%</p> <p>Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No</p> <p>Phoenix Academy Q1: 41.6% (5 out of 12) Q2: 41.6% (5 out of 12) Q3: 33.3%</p> <p>Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: Yes</p> <p>Combined Schools</p>	Goal may be modified based on new baseline data.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
			Q1: 50.53% Q2: 64.49% Q3: 66.55% Q4: 56.77% Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: No Below 40% for QTR4: No	Q1: 35.3% Q2: 56.3% Q3: 46.9% Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No	
Attendance rates - Percent of students who maintained 80% or greater attendance and/or showed an improvement of 5 percentage points from the previous quarter.	No baseline at this time. New baseline will be established in 2021-2022. Q1-Q2: Q2-Q3: Q3-Q4:	2021-2022 Q1 At or Above 80% Attendance... MCS: 18.75% PA: 35.9% COMBINED: 28.17% 2021-2022 Q2 At or Above 80% Attendance... MCS: 18.42% (7 students) PA: 15.38% (6 students) 5% or More Increase... MCS: 25% (4 students) PA: 23.08% (7 students)	AT OR ABOVE 80% ATTENDANCE RATE QUARTER 1 MCS: 48.94% PA: 50% Combined Schools: 49.47% QUARTER 2 MCS: 38.89% PA: 32.14% Combined Schools: 35.52% QUARTER 3 MCS: 48.39% PA: 18.52% Combined Schools: 33.46%	AT OR ABOVE 80% ATTENDANCE RATE QUARTER 1 MCS: 38.89% PA: 54.55% Combined Schools: 42.55% QUARTER 2 MCS: 36.96% PA: 60% Combined Schools: 41.07% AT OR ABOVE 80% ATTENDANCE RATE	80% or more of students have 80% or greater attendance and/or show an improvement of 5 percentage points per quarter by 2024

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		<p>COMBINED: 30.99%</p> <p>2021-2022 Q3 At or Above 80% Attendance... MCS: 23.26% (10 students) PA: 17.65% (6 students) COMBINED: 20.78%</p> <p>2021-2022 Q4 At or Above 80% Attendance... MCS: 28.30% (15 students) PA: 12.90% (4 students) COMBINED: 22.62%</p> <p>80%+ and/or 5% Increase MCS Q1: 20% MCS Q2: 26.32% MCS Q3: 30.95% MCS Q4: 47.17% PA Q1: 33.33% PA Q2: 71.79% PA Q3: 3.36% PA Q4: 41.94% COMBINED Q1: 26.67%</p>	<p>QUARTER 4 MCS: 57.89% PA: 28.57% Combined Schools: 43.23%</p> <p>AT OR ABOVE 80% ATTENDANCE RATE (AND/OR 5% INCREASE)</p> <p>QUARTER 2 MCS: 46.30% PA: 35.71% Combined Schools: 42.68%</p> <p>QUARTER 3 MCS: 56.45% PA: 40.74% Combined Schools: 51.69%</p> <p>QUARTER 4 (as of 5/25/23) MCS: 75.44% PA: 47.62% Combined Schools: 67.95%</p>	<p>(AND/OR 5% INCREASE)</p> <p>QUARTER 2 MCS: 56.52% PA: 60% Combined Schools: 57.14%</p> <p>AT OR ABOVE 80% ATTENDANCE RATE</p> <p>Q1 MCS: 66.6% PA: 58.4% Combined Schools: 64.7%</p> <p>NO ATTENDANCE INCREASE RECORDED YET</p> <p>Q2 MCS: 47.6% PA: 58.4% Combined Schools: 43.7%</p> <p>AT OR ABOVE 80% ATTENDANCE RATE (AND/OR 5% INCREASE)</p>	

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		COMBINED Q2: 49.06% COMBINED Q3: 17.16% COMBINED Q4: 44.56%		Q2 with Attendance Increase Adjustment MCS: 53.8% PA: 58.4% Combined Schools: 47.2% (2 students improved by 5% or more, both were MCS students)  Q3 MCS: 52.6% PA: 66.7% Combined Schools: 53.1%  AT OR ABOVE 80% ATTENDANCE RATE (AND/OR 5% INCREASE)  Q3 with Attendance Increase Adjustment MCS: 61.4% PA: 66.7% Combined Schools: 76.6% (15 students improved by 5% or more - 11 from MCS and 4 from PA)	



## Goal Analysis

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

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

Our staffing shortages were somewhat alleviated this year with more substitutes available, providing more time for administrators to develop Learning Through Interest opportunities and other enrichment activities that helped students be more connected to school. MCS hosted one College of Marin course on our campus each semester in the 2023-2024 school year. We set a mini-goal of having each teacher take at least one field trip this year, and we met and far exceeded that goal, with trips to Walker Creek Ranch (overnight outdoor education), the Marin Headlands, the Exploratorium, the Marine Mammal Center, Marin Shakespeare, and others. We also were able to fund a .5FTE College and Career Readiness coach who took our students to job shadows and job exploration opportunities including estheticians, health care workers, and more. This work also extended to Loma Alta, where students participated in virtual job shadows using Virtual Reality headsets.

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.

No material differences.

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

Action 2.2 was somewhat effective - several students enrolled, but many of the students had difficulties committing to staying beyond our regular day to take a "not required" class.

Action 2.3 was effective because we simplified the road maps and had more parent meetings using the road maps to describe progress.

Action 2.6 was not effective because we did not have the infrastructure for after-school mentoring with our own staff, several of whom have other jobs or are in school themselves.

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

The planning process and the Community Schools Advisory team determined that we need to double-down our efforts to engage students on our campus and beyond. Students, families, and teachers asked for more opportunities to have fun while learning and even just have fun so

that we can build our community of support. Students pointed out that they wanted to act as mentors and role models themselves. We will build upon these efforts.

The results of the community college course on campus were mixed, but students and families reported that they still want the option for co-enrollment. Our plans for next year include building this program, looking more closely at scheduling to ensure student attendance, and broadening our after-school offerings to include job/career training and opportunities to earn money.

Next year our actions will continue to include a mentoring program, and we will build efforts to ensure we can staff them - if not with our own Learning Coaches then through our community partners.

**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	<p>Support students by increasing parent and family involvement and leadership at school Families are an integral part of the school community:</p> <ul style="list-style-type: none"> <li>Families bring ideas and guide the planning of the school</li> <li>Families connect with resources and opportunities in the community</li> </ul> <p>State priorities 3. Parent Involvement (engagement) 6. School Climate (engagement)</p> <p>WASC Critical Areas for Follow up 1. MCS needs to develop and implement a strategic plan to communicate with feeder districts and the community at large about who they serve and encourage earlier referrals. 2. The school needs to continue to increase their capacity to address students' mental, physical, and personal needs</p> <p>Local Priorities Authentic parent and family leadership, guidance to access resources and opportunities.</p>

### Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
<p>Metrics/Indicators 3a. Increase percent of parents/guardians attending: BTSN Fall and Spring Exhibition Nights Family Empowerment Events</p>	<p>No baseline at this time. Baseline will be set in 2021-2022. We previously reported this as raw numbers and will move to percent of students' families represented.</p>	<p>2 parents elected to SSC/ELD 20 Parents participated Family leadership; 46 participated Staff Appreciation Day; 17 Parents and 45 Family members attended on Fall Graduation</p>	<p>2 parents on SSC/ELAC, 20 participated in various family leadership; 56 participated in staff appreciation; graduation TBD.</p>	<p>2 parents elected to SSC/ELAC, but attendance has been low; 25 parents attended BTSN (66 including all families); Fall Exhibition Night 9 parents (22 including all family members) attended</p>	<p>30% or more families participate in events</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Parent Leadership Group meetings				<p>Spring Exhibition Night;</p> <p>SSC/ELAC: one parent attended 30% of the meetings, and one parent attended 40% of the meetings both parents experienced health problems that prevented them from fully participating in every meeting</p> <p>Meeting attendance is for Parents of enrolled students</p> <p>BTSN Q1: 25 Parents or 35% of enrolled</p> <p>Fall Exhibition Q2: 22 Parents or 31% of enrolled</p> <p>Spring Parent Mtng &amp; Cafecito Q3: 17 parents or 21%</p> <p>Spring Exhibition Q4: 5 Parents or 6% of enrolled</p>	

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
3b. Increase percent of parents who are familiar with the resources available to them at the school as measured by surveys.	No baseline at this time. Baseline will be set in 2021-2022.	Discontinue this metric 2022-2023	--	--	Improve by 10 percentage points per year up to 90% or more.
3c. Percent of students who are referred to community services that are identified as needing services by the student support team.	No baseline at this time. Baseline will be set in 2021-2022.	We are developing the database to collect the data for analysis	We are still developing the database. We referred over 20 students to see the new mental health practitioner who works on our campus part-time. We continue to work 1:1 with 100% of families including parents of students with disabilities and families of English Learners.	Currently, there are 17 students (32.6%) who see our school therapist on an ongoing basis. All 17 students are MCS students. No PA students currently access therapy through school.	100% of students are referred to services they need.
3d. Develop a metric around “Ladder of Parent Involvement” that describes the level of leadership/ownership parents have with the school.	No baseline at this time. To be determined in 2021-2022 (baseline in the spring)	We are developing the database to collect the data for analysis	Discontinued metric - no longer a part of the plan	--	Desired outcome to be determined in 2021-2022

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
3e. Increase family engagement and participation in the ongoing development of our program as evidenced by 24-27 LCAP development, the 24-25 Mid-Year WASC Self-Study, and the 23-28 Community Schools Implementation Process to 30% of families	LCAP Development: 2.5% WASC - NA (24-25) CC: 2.5%	--	LCAP Development: 2.5% WASC - NA (24-25) CC: 2.5%	2 parents on the Community Schools Advisory Team  9 parents answered survey questions that will lead to planning	30% of families participating in engagement opportunities

## Goal Analysis

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

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

We continue to strive toward shared power and full participation of families in our program. Families elected two members to our School Site Council and Community Schools Advisory Team, but because of various constraints on their participation, it was spotty at best. While the participation in those formal arenas was not as big as we wanted it to be, we regularly contacted all families throughout the year. For the coming year, we are going to better integrate the work of the SSC and the Advisory Team, and ensure a larger number of elected participants so that they can fill in with each other when needed.

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.

No material differences noted.

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

Action 3.1: Our resources dedicated to hiring an administrator who acts as our Family Empowerment Specialist continues to be our strongest action in support of the continued effort to get more parent involvement. While we don't always have families in physical presence on our campus, they participate fully on phone calls, meetings about the progress of their students, and in other community events. This action will continue to improve shared power over time.

Action 3.2: The data program we selected was not effective and was not meeting our needs. We found a way to use Aeries, our SIS, to collect most of the data we need around interventions, and will devote training time to ensuring we are using that platform so that we can use better data to make decisions.

Action 3.3: Our Student Success Team is now called Coordination of Services Team (COST), and has met regularly to coordinate on and off campus services, resources and opportunities. We look forward to expanding this team in the coming years.

Action 3.10: We were able to hire a full-time mental health provider, and the increased services supported students being able to regulate themselves while on campus, and return to class when possible.

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.

We no longer have a goal of family engagement in our upcoming plan, as parent involvement is integral to our goals for students and is woven into our metrics and actions of our goals for the coming year. We also will build more opportunities for in-person participation in meetings instead of keeping it to the two elected parents. Finally, we will gather better qualitative data to be able to target support and have shared decision making.

**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	Support for youth in foster care and expelled youth countywide

### Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Expelled Youth Plan	Existing plan from 2018-2021 Reduced number of Triennial Countywide Expelled Youth across the three-year period.	2021-2024 Countywide Triennial Expelled Youth plan in place.	2021-2024 Countywide Triennial Expelled Youth plan in place.  We will continue to meet with districts about expelled youth using the SARB process and provide professional development opportunities in the areas of restorative practice, trauma informed instruction, and social emotional well being.	2024-2027 plan development beginning in March, 2024	2021-2024 Countywide Triennial Expelled Youth plan in place. Continued reduction in numbers of expelled youth across districts. With increase in the number of restorative justice programs in place.
Ongoing Countywide Foster Youth Services	Ongoing countywide foster youth services attendance at informational events intended to coordinate	The Foster Youth Coordinator and Director participated in virtual meetings across this year with the following partners:	Regular meetings with Children and Family Services on student tracking and identification	Foster Youth Liaison continues to meet regularly with community partners and districts. Regular quarterly Executive	Smooth and uninterrupted transfer of student records and placement secondary to a complete and thorough

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>services for foster youth. Quarterly Executive Advisory meeting Targeted assistance for districts - baseline is as needed and contingent upon placement.</p>	<p>*District liaisons - as needed, specific to the needs of tutoring and records; securing direct service agreements *Consultation with Marin County SELPA *Marin Foster Care - specific to tutoring needs of students The nature of these meetings are specific to the needs that arise for students.</p> <p>Additionally, the Executive Advisory Committee met across 21-22 maintaining the consistency of communication specific to the services for the foster youth served in Marin between districts and community partners.</p>	<p>Sharing Marin CASA contacts with districts  Foster Focus training Children and Family Services and Probation  Regular participation in the Marin County Child Abuse Prevention Council and Marin Homeless Policy Steering Committee</p>	<p>Advisory meetings are held that have increased the cross collaboration and relationship between districts and community partners.</p>	<p>understanding of laws, procedures and understanding of the unique needs of youth in foster care by district and school staff.</p>
Targeted learning - students and families specific to trauma and social emotional well being	Ongoing professional development specific to race, trauma and social emotional well being to districts and child welfare	Targeted learning in the areas of trauma and the needs of foster youth were provided directly to families and students	Resource parent training on most common challenges with youth in foster care.	<p>Targeted learning for parents and students continues to occur.</p> <p>Several sessions of Trauma Informed</p>	Targeted support to districts and families and child welfare that will increase agency and student voice in

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		in foster care across 21-22.	Trauma Informed Practices - Top Tips for Supporting Students/Children in Times of Uncertainty and Stress  Race Works with Dr. Lori Watson	practices were held for host parents, community partners and educators.  Professional development focusing on race and racism provided twice in 23-24 for educators and community partners.	learning and placement.

## Goal Analysis

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

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

There were not substantive differences in this goal or the accompanying actions.

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

No material differences.

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

Overall this goal and its actions were effective in meeting the needs of foster and expelled youth throughout the County. We engaged with all Districts to update our Countywide Expelled Youth Plan that included an exploration of how to best address the social and emotional needs of students prior to expulsion. Direct support in the form of tutoring continues to be the most effective way to support students and districts in the education of youth in foster care. Our foster youth liaison has had success supporting students from across the county including those at Loma Alta school in juvenile hall, to coordinate services that support success.

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

No changes were made except to include an action supporting the development of a county-wide transportation plan for youth in foster care with districts in the county.

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

Instructions

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

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

Goals and Actions

Goal(s)

Description:

Copy and paste verbatim from the 2023–24 LCAP.

Measuring and Reporting Results

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

Metric:

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

Baseline:

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

Year 1 Outcome:

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

Year 2 Outcome:

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

Year 3 Outcome:

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

Desired Outcome for 2023–24:

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

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

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for Year 3 (2023–24)
Copy and paste verbatim from the 2023–24 LCAP.	Copy and paste verbatim from the 2023–24 LCAP.	Copy and paste verbatim from the 2023–24 LCAP.	Copy and paste verbatim from the 2023–24 LCAP.	Enter information in this box when completing the 2023–24 LCAP Annual Update.	Copy and paste verbatim from the 2023–24 LCAP.

Goal Analysis

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

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

- Describe the overall implementation of the actions to achieve the articulated goal. Include a discussion of relevant challenges and successes experienced with the implementation process. This must include any instance where the LEA did not implement a planned action or implemented a planned action in a manner that differs substantively from how it was described in the adopted LCAP.

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

- Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures and between the Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services, as applicable. Minor variances in expenditures or percentages do not need to be addressed, and a dollar-for-dollar accounting is not required.

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

- Describe the effectiveness or ineffectiveness of the specific actions in making progress toward the goal during the three-year LCAP cycle. “Effectiveness” means the degree to which the actions were successful in producing the desired result and “ineffectiveness” means that the actions did not produce any significant or desired result.
  - In some cases, not all actions in a goal will be intended to improve performance on all of the metrics associated with the goal.
  - When responding to this prompt, LEAs may assess the effectiveness of a single action or group of actions within the goal in the context of performance on a single metric or group of specific metrics within the goal that are applicable to the action(s). Grouping actions with metrics will allow for more robust analysis of whether the strategy the LEA is using to impact a specified set of metrics is working and increase transparency for educational partners. LEAs are encouraged to use such an approach when goals include multiple actions and metrics that are not closely associated.
  - Beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period.

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

- Describe any changes made to this goal, expected outcomes, metrics, or actions to achieve this goal as a result of this analysis and analysis of the data provided in the Dashboard or other local data, as applicable.
  - As noted above, beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period. For actions that have been identified as ineffective, the LEA must identify the ineffective action and must include a description of the following:
    - The reasons for the ineffectiveness, and
    - How changes to the action will result in a new or strengthened approach.

California Department of Education  
November 2023

# Local Control and Accountability Plan

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

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
Marin County Office of Education	John Carroll Superintendent	jcarroll@marinschools.org (415) 499-5801

## Plan Summary [2024-25]

### General Information

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

General Information

Marin County Office of Education operates four alternative education programs including Marin’s Community School, Oracle Independent Study, Phoenix Academy Charter School, and Loma Alta Juvenile Hall in San Rafael, California. Marin’s Community School and Phoenix Academy Charter operate in tandem with one another and serve students in grades 7-12. This LCAP represents all four of Marin County Office of Education’s Alternative Education programs.

Because of the nature of our schools, serving a relatively small number of students who have been most underserved by the current system, this plan represents an amalgamation of the goals, metrics and actions - typically designed to serve students who are low income, Foster youth, experiencing homelessness, justice involved, and/or with high transience rates - that will ultimately benefit every student we serve. By definition, this is our program.

Mission and Vision

Our mission is to empower each other to follow our passions and lead purposeful lives. Our vision is to prepare all students with the knowledge, skills, and habits needed for success in college, career, and life. By deeply engaging each student through personalized learning experiences, our students will master rigorous academic content and develop skills for the modern workplace. Our students will become conscientious global citizens as they solve real-world problems and strengthen their connections to other people and the environment. Through our collaborative, supportive, and inclusive environment, our students will develop their social and emotional skills and find individual pathways to achieve their goals.

Who We Serve

Marin County's population is approximately 261,000 and has a combination of suburban and rural regions. San Rafael is the economic center and the most densely populated region of Marin. As county-wide alternative programs, we serve students from throughout the county, but most of our students live in Novato and San Rafael. Marin's Community School currently serves 53 students, Phoenix Academy Charter School serves 7 students, Oracle Independent Study serves 26 students and Loma Alta/Juvenile Hall serves 8 students. Some of our students stay for a short time and others decide they appreciate our small and personalized approach to education and stay much longer. Our students are mostly from underserved communities and need additional resources and support to achieve their goals. Students are referred to Marin's Community School by local districts through the School Attendance Review Board process, expulsion process, juvenile probation, or because families have opted to join our school. Also, Phoenix Academy Charter School enrolls students whose families have chosen to attend our school. Oracle Independent Study is available for students who have been referred to Marin's Community School by a local district and who have agreed to receive their education through independent study. Loma Alta Juvenile Hall serves students who have been arrested by law enforcement.

While approximately 80% of the residents of Marin County are white, our schools serve a disproportionate number of students of color. Currently, approximately 76% of students identify as Latinx, 1% identify as Asian, 10% identify as Black or African American, and 11% identify as white. English Learners make up 34% of our students and 27% of our students qualify for special education. In addition, 87% of our students qualify for free and reduced lunch. Many of our student's families are also recent immigrants to the United States and work multiple jobs to support their families. The racial disparities in our programs reflect racial disparities that exist throughout our county with respect to income, housing, transportation, and education.

Our community is actively working to interrupt systemic racism in our education system by hiring a talented and diverse staff that reflects the languages and cultures of our students, disrupting policies and language that perpetuate racist outcomes, revising our curriculum, instruction, and assessment to center the voices and perspectives of our students, and by working with our district partners to address issues surrounding educational equity collaboratively. We have updated our Profile of a Graduate to clarify our student outcomes and support our mission. Our highly flexible academic model incorporates project-based learning, competency-based learning, blended instruction, and social and emotional learning. This LCAP reflects our community's shared mission and vision and outlines the goals and actions we will take to support all of our students in achieving their goals.

#### California Community Schools Planning Program

We are just completing our first year of implementation of the California Community Schools Planning Program. Through that process we have deeply engaged our community and education partners, and this LCAP represents deep work in asset mapping, factor analysis of outcomes we would like to see improved, and a community effort to create a plan that will holistically serve our students and families.

#### Equity Multiplier

The Marin County Office of Education has four schools assigned to it. This LCAP only addresses our Alternative Education Programs (Marin's Community School, Phoenix Academy and Loma Alta School at juvenile hall). The "school" of special education is not included in this plan or budget. All engagement for this plan is specific to the Alternative Education Program and its schools. Because of our size and program design, the Alternative Education program is treated as one entity for the purposes of this plan



Marin's Community School and Loma Alta were identified as Equity Multiplier schools. Please refer to Goal 4 for an explanation for how we will use Equity Multiplier to support student literacy and success in math for Alternative Education students, specifically those in the two Equity Multiplier programs. While Goal 4 is specific to the Equity Multiplier funds, it is a part of an integrated system to serve the most marginalized students in our county.

Throughout the plan, you will find multiple references to the type of programs and rich services that we are carefully creating through extensive observation and research in keeping with our unique student population. As an alternative education program, we are a Dashboard Alternative School. There will be certain metrics that will not be found in this document, specific to Career Tech Ed pathway completion rates, the percentage of pupils that have successfully completed the types of courses that satisfy the requirements for entrance into the UC and CSU, and the percentage of pupils who have passed an advanced placement examination - these courses are not a required part of alternative education program.

## Reflections: Annual Performance

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

First and foremost, we comprise only schools that measure progress with the Alternative Dashboard (DASS). The MCOE dashboard includes the school of special education. That school is not reflected in this LCAP. Our schools and student groups that are in red on the traditional Dashboard are in the area of suspension, specifically for Hispanic and socio-economically disadvantaged students. You will find actions to address the behaviors that lead to suspension - strengthening our system of responsive and supportive care - in Goal 2.

Overall, we are making good progress in the process towards creating an assets-based educational opportunity for students in Marin County at our schools. Students report that they feel safe and comfortable on campus, and appreciate the staff relationships they build. The street data we analyzed showed that they feel a part of a community, and like they are learning and growing with us. Our testing rates on CAASPP, CAST and ELPAC have mostly gone up, as students are beginning to see that they can persist through hard tasks. Last year, we had 17 graduates, the most in the seven years of the new program, and several students are graduating early and moving on to career technical education programs, community college, and work. Parents and families report that they are grateful for our support and that they see positive changes in attitudes about schooling.

Some of our data show persistent gaps, however. Firstly, we continue to have students with many absences. While looking at individual growth, most of their attendance overall is better at our school than at their previous schools, students continue to miss out on their learning by missing school. In looking deeper at that data, we see that many of those students have responsibilities at home and/or do not have a future orientation - they can't yet see themselves as successful. In addition, the percent of students in our schools who had suspensions went way up at the end of last year, and seems to be still higher than our goal this year (data not fully in). We attribute this to higher levels of fighting and tension in the community that spills over to our campus, and our having to suspend students to ensure the safety of everyone. This proposed plan shows an increase in mental health services, and a commitment to continue to build our relational and restorative

practices, as well as our onboarding of students new to our campus. In addition, our students continue to ask for better food, and our parents continue to ask for more transportation. We also address these requests as part of this new plan.

Our Alt Ed programs have the goal to ensure that students earn their high school diplomas, while being prepared to continue with post-secondary programs either in community college or in a career pathway program. Our courses are not designed to prepare for direct entry into the University of California or the California State University systems, so we do not have goals and metrics related to UC/CSU a-g or Advanced Placement course completion. While we do not offer a specific SBE approved CTE curriculum we embed college and career readiness in our program.

## Reflections: Technical Assistance

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

N/A

## 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.

Marin's Community School  
Phoenix Academy Charter School

### *Support for Identified Schools*

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

MCOE convenes meetings with the school staff to monitor progress and support the examination of data that lead to identification of need, to analyze the system that is producing the results, and to make plans to improve student outcomes and learning. This work supports the needs assessment conducted last year and this with school staff and educational partners through the Community Schools Advisory Team and LCAP development processes. MCOE staff participate on the Advisory Team, and also convene separate sessions to help identify research-based practices.

### *Monitoring and Evaluating Effectiveness*

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

The Alternative Education, as mentioned in the General Summary, is a cohesive program that serves the most vulnerable students, meeting them where they are to keep them connected to school in myriad ways. Therefore, the Equity Multiplier goals and actions also serve as core programs for the Independent Study at Marin's Community School as well as the Phoenix Charter School program.

MCOE will support the implementation through providing support to hire and train staff on reading and math intervention. If we are successful, we will see the improvement in increased math and reading scores, as well as an increased graduation rate. As students fill in gaps in their learning, they will be able to persist through more difficult academic tasks.

MCOE will continue to monitor local and state-level data and through participation in the LCAP and WASC development and analysis processes. In addition, we will monitor quarterly data on credit accrual towards graduation, and will look at data from formative and summative assessments.

# Engaging Educational Partners

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

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

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

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

Educational Partner(s)	Process for Engagement
Teachers, Administrators, Other School Personnel	All Staff Meetings where we discussed supports for all students, especially low-income, Foster youth, students with disabilities, English Learners, and students experiencing homelessness as follows * Quarterly review of data including credits earned/student progress * Twice yearly review of data from student SEL surveys (Kelvin) * Twice yearly review of goals and actions * Ongoing feedback during weekly staff meetings * Representatives on the School Site Council and Community Schools Advisory Team
Parents and Families	* Surveys administered twice yearly, spring and fall * Data collected regularly in individual phone calls * Representatives on the School Site Council and Community Schools Advisory Team - focus on supporting low-income, Foster youth, students with disabilities, English Learners, and students experiencing homelessness
Students	* Twice yearly SEL surveys * Representatives on the School Site Council and Community Schools Advisory Team - focus on supporting low-income, Foster youth, students with disabilities, English Learners, and students experiencing homelessness * Street data - 1:1 interviews, surveys

Educational Partner(s)	Process for Engagement
	* Unit of study on building a school to address values of a person and community that informed actions
Community Partners	<ul style="list-style-type: none"> <li>* Representatives on the School Site Council and Community Schools Advisory Team from multiple CBOs as well as Districts we serve - focus on supporting low-income, Foster youth, students with disabilities, English Learners, and students experiencing homelessness</li> <li>* Participation in regular multi-departmental collaboration meetings through Marin County Office of Education</li> <li>* Juvenile Justice Coordinating Committee meetings</li> </ul>
SELPA	* Consultation with SELPA Director in review of the draft plan.
Bargaining Units	<ul style="list-style-type: none"> <li>* Bargaining unit members present for review of data and creation of actions and goals as described above</li> <li>* Bargaining unit presidents consulted in review of the draft plan</li> </ul>
School Site Council and Community Schools Advisory Team	<ul style="list-style-type: none"> <li>* These bodies served as our Parent and Family Advisory teams.</li> <li>* Monthly meetings - focus on supporting low-income, Foster youth, students with disabilities, English Learners, and students experiencing homelessness</li> <li>* Individual surveys through individual phone calls and group meetings</li> </ul>
Equity Multiplier	See description below of how all of the above strategies included developing Equity Multiplier goals

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

Because of the small size and program design, all educational partners, throughout the whole LCAP development process, were engaged in creating goals, including those associated with equity multiplier schools. The goal associated with this designation is part of the whole package of services to support all of our students, the majority of whom meet the criteria for an equity multiplier schools. Our subgroups are so small that we cannot disaggregate our data significantly without compromising confidentiality. As an Alternative Education program, the

whole program is designed to support students and families who have been historically marginalized, and not successful in the traditional education environment. All engagement included emphasis on serving those students.

**Students:** Students reported that they feel welcomed and seen in our community. Through interviews and surveys, they report that they have deep connections with staff, and feel like they are supported in their academics. They also report that they would like to have more opportunity to build community with each other, and to have engaging learning experiences on and off campus. This shows up in our actions in Goals 1 and 2 related to building programs for field trips, learning through interest, after school programming, and more fun activities on campus. While we had some participation on our Community Schools Advisory Team, it was not regularly. It is a goal of ours to build better incentives for students to participate at that higher level of planning and data analysis.

**Staff:** Staff served on our Community Schools Advisory team and in many sessions during which we examined data about all aspects of our program. They contributed to refining the goals and actions as they were developed by working together in our all-staff meetings. The areas of growth identified were building our collective use of Tier 1 and Tier 2 restorative practices strategies; allowing more time during the day for working together; and keeping our campus safe by ensuring students get the support and resources needed.

**Parents/Families:** Based on survey data and parent participation in our Community Schools work, we understand that parents and families appreciate the support we offer to our students as well as to whole families. They express concern that they want our students to be safe and to be challenged academically. This input is evident in our actions in Goals 1 and 2 specifically about developing a stronger community and providing academic intervention. Parents also struggle with our improving but still slightly negative reputation in the community. We will continue to build parent and family leadership so that we have a program all families can feel proud to be a part of.

**Community Partners:** Many community partners participated in creating this broad plan through our Community Schools Advisory Team. Representatives from our local Community College, Juvenile Probation, Marin County Office of Education, Community Action Marin, Multicultural Center of Marin, and occasionally others helped with asset mapping, and identifying focus goals for our work moving forward, much of which is interwoven with this plan.

Marin County Juvenile Probation provides the AB1913 grant to our school to support our students through our after-school mentorship program, our Learning Coaches on campus, our Learning Through Interest Program, and additional college and career support. The Juvenile Justice Coordinating Committee approved this work to continue for at least the next year. The feedback from those Learning Coaches is included in our staff feedback section.

**Bargaining Units:** The vice-president of the Classified School Employee Association, Chapter 327 is a school employee and participated in all of our staff meetings. The president of the Marin County Educators Association is also a teacher at our school, and she participated in meetings and provided feedback on our draft local control and accountability plan.

**Marin County SELPA:** We shared a draft of our goals and actions with Marin County SELPA leaders. They shared feedback on the specific language of our action steps to ensure we included students with disabilities and their families.

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
1	Increase student academic success as measured by 1) graduating; 2) completing the HiSET or other diploma equivalent; 3) enrollment in a post-secondary training program that includes work towards a diploma or GED.	Broad Goal

State Priorities addressed by this goal.

Priority 2: State Standards (Conditions of Learning)  
 Priority 3: Parental Involvement (Engagement)  
 Priority 4: Pupil Achievement (Pupil Outcomes)  
 Priority 5: Pupil Engagement (Engagement)  
 Priority 7: Course Access (Conditions of Learning)

An explanation of why the LEA has developed this goal.

As an alternative education school, we are open to expanding our definition of academic success to include students graduating within four years of high school as well as using other methods to ensure our students are on the path towards post-secondary success.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
1.1	Increase graduation rate as measured by students completing coursework or equivalent exam by the end of their 5th year of high school.  Goal: Increase graduation rates to 80% of seniors who start with us with fewer than 60	(23-24 data will be completed when the fall semester is over)  Total Seniors: 32 Eligible Seniors (needing 60 credits or less upon enrollment): % of Eligible Seniors: 14			80% graduation rate	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	credits left to earn in their senior year	<p>...As of January 2024:</p> <p>Total Number of Anticipated High School Graduates in June 2024:</p> <p>Percentage of Anticipated High School Students Graduating in June 2024:</p> <p>*As of 6/13/24, we had had 23 MCS/PA/Oracle students meet all high school graduation requirements or the HiSET equivalent. 72%</p>				
1.2	<p>Increase number and percent of students co-enrolled in community college</p> <p>Goal: Increase the number of students co-enrolled in community colleges and the percent of students that complete the community college courses to at least 50% or more in 2024-2025, then 10% increase each year.</p>	<p>(23-24 data will be completed when the fall semester is over)</p> <p>END OF QTR 2 15 students have been co-enrolled in community college (College of Marin)</p> <p>13 of the 15 completed their courses (86.67%)</p> <p>END OF QTR 3 16 students have been co-enrolled in</p>			20 students enrolled and 75% or more completing courses.	



Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		community college (College of Marin)  13 of the 16 completed their courses (81.13%)				
1.3	<p>Student academic growth and proficiency as measured by the percent of students making progress toward graduation by earning at least 12.5 credits per quarter total, and at least 4 credits per quarter in each of the core classes in which they are enrolled.</p> <p>Goal: Increase overall achievement in each subject area and subgroup by at least 10 percentage points between 2024 and 2027 and/or 80% or more of students making progress toward graduation.</p>	<p>(23-24 data will be completed when the fall semester is over)</p> <p>QUARTER 1 % of Students Earning 12.5 Credits or More Overall: 60% EL: 60.87% SPED: 75%</p> <p>% of Students Earning 15 Credits or More Overall: 40% EL: 34.78% SPED: 25%</p> <p>QUARTER 2 % of Students Earning 12.5 Credits or More Overall: 56.36% EL: 48% SPED: 70%</p> <p>% of Students Earning 15 Credits or More Overall: 36.36% EL: 28% SPED: 70%</p>			Overall achievement in each subject area and subgroup grows by at least 10 percentage points between 2024 and 2027 and/or 80% or more of students making progress toward graduation as measured by earning 12.5 credits per quarter overall and at least four credits earned in each of the core classes in which they are enrolled	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>QUARTER 3 % of Students Earning 12.5 Credits or More Overall: 40.91% EL: 39.29% SPED: 38.89%</p> <p>% of Students Earning 15 Credits or More Overall: 30.3% EL: 28.57% SPED: 38.89%</p>				
1.4	<p>Students make progress toward graduation as measured by percent of students earning at least 12.5 credits per quarter and at least 4 credits per quarter in each core class in which they are enrolled.</p> <p>Goal: Increase overall achievement in each subject area and subgroup by at least 10 percentage points between 2024 and 2027 and/or 80% or more of students making progress toward graduation.</p>	<p>(23-24 data will be completed when the fall semester is over)</p> <p>QUARTER 1 % of Students Earning 12.5 Credits or More Overall: 60% EL: 60.87% SPED: 75%</p> <p>% of Students Earning 15 Credits or More Overall: 40% EL: 34.78% SPED: 25%</p> <p>QUARTER 2 % of Students Earning 12.5 Credits or More Overall: 56.36% EL: 48%</p>			<p>Increase overall achievement in each subject area and subgroup by at least 10 percentage points between 2024 and 2027 and/or 80% or more of students making progress toward graduation.</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>SPED: 70%</p> <p>% of Students Earning 15 Credits or More Overall: 36.36% EL: 28% SPED: 70%</p> <p>QUARTER 3 % of Students Earning 12.5 Credits or More Overall: 40.91% EL: 39.29% SPED: 38.89%</p> <p>% of Students Earning 15 Credits or More Overall: 30.3% EL: 28.57% SPED: 38.89%</p>				
1.5	<p>Students develop agency and future plans and goals as measured by the number and percent of students accessing work experience and internship opportunities.</p> <p>Goal: Increase the percentage of students participating in job shadows, informational interviews, internships,</p>	<p>(23-24 data will be completed when the fall semester is over)</p> <p>END OF QTR 2 60% of students (33) participated in at least one LTI (Learning Through Interest) activity, which includes:</p> <ul style="list-style-type: none"> <li>• Job Shadows</li> <li>• Internships</li> <li>• Informational Interviews</li> </ul>			<p>Increase the percentage of students participating in job shadows, informational interviews, internships, and/or work experience by 10% per year and/or 90% of students participating in some aspect of college and career</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	and/or work experience by 10% per year.	<ul style="list-style-type: none"> <li>Work Experience</li> </ul> <p>END OF QTR 3 65.6% of students (42) participated in at least one LTI (Learning Through Interest) activity, which includes:</p> <ul style="list-style-type: none"> <li>Job Shadows</li> <li>Internships</li> <li>Informational Interviews</li> <li>Work Experience</li> </ul>			readiness described above	
1.6	<p>Students develop stamina and persistence in difficult academic situations as measured by percent of students who are eligible who complete the CAASPP testing in English/Language Arts, math, and science.</p> <p>Goal: Increase participation rates in CAASPP to 70% by 2025, 75% by 2026, and to 80% by 2027.</p>	<p>PARTICIPATION (completion) in CAASPP 23-24</p> <p>ELA (CAT and PT) Marin's Community - 14/21 (67%) Phoenix Academy -5/6 (83%) Oracle Independent Study 0/4 Loma Alta - 0/3 Overall -19/34 (56%)</p> <p>MATH (CAT and PT) Marin's Community - 11/21 (52%)</p>			<p>At least 80% participation rates in CAASPP by 2027 in Phoenix Academy and Marin's Community School.</p> <p>At least 50% participation rates in CAASPP in Loma Alta School by 2027.</p> <p>At least 70% participation rates</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	<p>Increase participation in CAST to 40% in 2025, 50% in 2026, and 70% in 2027.</p> <p>Increase ELPAC participation rate to 85% or more.</p>	<p>Phoenix Academy -5/6 (83%)  Oracle Independent Study -0/4  Loma Alta -0/3  Overall -16/34 (47%)</p> <p>CAST (science)  Marin's Community - 6/17 (35%)  Phoenix Academy -0/1  Oracle Independent Study - 0/9  Loma Alta -0/1  Overall -6/28 (21%)</p> <p>PARTICIPATION (completion) in ELPAC 23-24  Marin's Community - 10/21 (48%)  Phoenix Academy - 1/5 (20%)  Oracle Independent Study -2/8 (25%)  Loma Alta - 1/1 (100%)  Overall - 14/35 (40%)</p>			<p>in CAST in all schools by 2027.</p> <p>ELPAC participation rate of 85% or more in all schools.</p>	
1.7	<p>Increase the number of students served by our independent study program.</p> <p>Goal: 40 students enrolled in Independent</p>	<p>No Previous Baseline Established.</p> <p>22 students enrolled in independent study at the end of 23-24 school year</p>			60 Independent Study students by 2027	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Study by 2025, 60 by 2027					
1.8	<p>Chronic absentee rate across the year.</p> <p>Goal: Percent of students with 20% or more absences is below 40% per quarter.</p>	<p>(23-24 data will be completed when the fall semester is over)</p> <p>Chronic Absentee Rate - measured at the end of the 2023-2024 school year:</p> <p>Marin's Community School Q1: 33.3% Q2: 53.4% Q3: 47.4%</p> <p>Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No</p> <p>Phoenix Academy Q1: 41.6% (5 out of 12) Q2: 41.6% (5 out of 12) Q3: 33.3%</p> <p>Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: Yes</p>			Percent of students with 20% or more absences is below 40% per quarter	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>Combined Schools Q1: 35.3% Q2: 56.3% Q3: 46.9%</p> <p>Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No</p>				
1.9	All facilities are in good repair as determined by the SARC/FIT report	All facilities are in good repair. Overall rating of Excellent			Maintain overall Excellent rating.	
1.10	All students have access to standards-aligned instructional materials as determined by the SARC and informal assessment	All students have access to standards-aligned instructional materials			All students have access to standards-aligned instructional materials needed digitally or in paper form.	
1.11	Access to Broad Course of Study for all students, including low-income students, English learners, foster youth, and students with disabilities.	Master schedules reflect that all students have access to field trips, all courses including PE and community-based learning. Baseline to be established.			<p>Master schedule and report cards continue to demonstrate access across three years.</p> <p>Field trip, learning through interest, and community college enrollment data show all students have</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
					access to all learning opportunities.	
1.12	<p>Students stay connected to school and earn diplomas as measured by dropout rates.</p> <p>Goal: Dropout rates less than 5% per year</p>	<p>2023-2024 Dropout Rates</p> <p>All Students in Q1: 0% Cumulative: 0%</p> <p>All Students in Q2: 0% Cumulative: 0%</p> <p>All Students in Q3: 1.56% Cumulative: 0.52%</p> <p>Q4 still to be calculated</p> <p>Middle School Dropout rates: 0%</p>			Dropout rates less than 5% per year	
1.13	Teachers are appropriately assigned and fully credentialed in the subject areas and for the pupils they are teaching	100% of teachers appropriately assigned and fully credentialed.			100% of teachers appropriately assigned and fully credentialed.	
1.14	<p>English Learner students make progress in acquiring English language skills so that they can be redesignated if possible.</p> <p>Goal: All EL students make progress in</p>	<p>One student redesignated in the 23-24 school year.</p> <p>Data from 2024 ELPAC still being analyzed. We will amend this by Feb. 2025.</p>			<p>100% of students who are ready are redesignated.</p> <p>Data show steady increase in ELPAC scores for students who stay in our programs.</p>	



Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	acquiring English skills as measured by ELPAC scores  All EL students who are ready are redesignated.					

## Goal Analysis [2023-24]

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

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
1.1	Coaching & Professional Development for Teachers	Coaching and professional development for teachers specifically around 1)Culturally Responsive Teaching 2)Universal Design for Learning and supporting English Language Learners and Students with Individualized Academic Plans; and 3)Teaching reading across the curriculum	\$215,406.00	Yes

Action #	Title	Description	Total Funds	Contributing
<b>1.2</b>	Individualized Student Roadmaps and Post Graduation Plans	<p>Individualized Student Roadmaps and Post Graduation Plans</p> <p>*With school and family support, each student develops a road map for success in high school and beyond.</p> <p>*Staff share Road Map progress with families and work together to refine as goals change and adjust</p> <p>* Teachers create and utilize a common reporting system for progress in our standards-based system</p> <p>*With school and family support, each student develops a Post Graduation Plan as part of the road map</p>	\$102,918.00	Yes
<b>1.3</b>	College and Career Readiness	Provide on-campus college and/or Career Technical Education courses and/or opportunities for college/CTE co-enrollment for students to begin earning college credit and/or trade school certification	\$8,576.00	No
<b>1.4</b>	Community-based Instruction	Ensure students have access to community-based learning including field trips, 1:1 mentoring projects, community service, work experience and other opportunities	\$131,546.00	No
<b>1.5</b>	Lived Experiences as Learning	Ensure that students have access to real-world learning that values lived experience through supporting them to develop and execute Individual Passion Projects	\$76,616.00	No

Action #	Title	Description	Total Funds	Contributing
<b>1.6</b>	Learning Through Interest	Build up partnerships with community organizations to increase opportunities for students to have Learning Through Interest experiences and authentic application of learning	\$49,644.00	No
<b>1.7</b>	Transportation	Provide transportation to and from school so that students are attending and can be more engaged in their education	\$14,360.00	No
<b>1.8</b>	Credit Recovery	Continue our credit recovery program through summer school and after-school extended learning opportunities  Costs associated with Goal 1, Action 1.2	\$0.00	Yes
<b>1.9</b>	Independent Study	Build out the Independent Study offerings so that we can catch student who aren't yet ready for a five-day program but need more than our current offering of one hour of instruction per week.	\$121,636.00	No

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
2	Increase student agency and self-advocacy by establishing a system for responsive and supportive care, creating a positive school culture, and connecting students with their communities.	Broad Goal

State Priorities addressed by this goal.

Priority 3: Parental Involvement (Engagement)  
 Priority 5: Pupil Engagement (Engagement)  
 Priority 6: School Climate (Engagement)

An explanation of why the LEA has developed this goal.

This goal comes specifically from the Community Schools Advisory Council which comprises school administrators, teachers, and staff; parents; students; and representatives from key community partners. After completing a cycle of asset mapping and examining data from student progress, we conducted a factor analysis to break down the causes of students not making progress in their learning toward graduation. After removing factors over which we had no control, we concluded that, while we offer a tremendous amount of support to students and families, we need to support students to have more agency and self-advocacy. The actions will support this goal.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
2.1	<p>Increase attendance rates for all students.</p> <p>Goal: Percent of students who maintained 80% or greater attendance and/or showed an improvement of 5 percentage points from the previous quarter as measured by reports in Aeries</p>	<p>(23-24 data will be completed when the fall semester is over)</p> <p>AT OR ABOVE 80% ATTENDANCE RATE</p> <p>Q1            MCS: 66.6%            PA: 58.4%            Combined Schools: 64.7%</p>			<p>Goal: 80% or students have 80% or greater attendance and/or show an improvement of 5 percentage points per quarter by 2027</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>NO ATTENDANCE INCREASE RECORDED YET</p> <p>Q2 MCS: 47.6% PA: 58.4% Combined Schools: 43.7%</p> <p>AT OR ABOVE 80% ATTENDANCE RATE (AND/OR 5% INCREASE)</p> <p>Q2 with Attendance Increase Adjustment MCS: 53.8% PA: 58.4% Combined Schools: 47.2% (2 students improved by 5% or more, both were MCS students)</p> <p>Q3 MCS: 52.6% PA: 66.7% Combined Schools: 53.1%</p> <p>AT OR ABOVE 80% ATTENDANCE RATE</p>				

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>(AND/OR 5% INCREASE)</p> <p>Q3 with Attendance Increase Adjustment MCS: 61.4% PA: 66.7% Combined Schools: 76.6% (15 students improved by 5% or more - 11 from MCS and 4 from PA)</p>				
2.2	<p>Students receiving mental health services on campus as measured by the percent of students who see one of our mental health providers as measured by intervention reports in Aeries.</p> <p>Goal: 100% of students who are brought to COST and need mental health support receive it on campus or with their private provider.</p>	71% (37/52) students in MCS and Phoenix were referred to mental health providers on campus and accessed services at least one time.			100% of students who are brought to COST and need mental health support receive it on campus or with their private provider	
2.3	Students and families referred out to resources and support off campus as measured by number and percent of referrals made by school staff as measured by	100% of families in need of referrals to outside resources and support off campus receive them.			100% of families get referrals to the resources they need	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	intervention reports in Aeries.  Goal: Maintain 100% of families get referrals to the resources they need					
2.4	Students feel a sense of belonging, feel connected to the school community, and report positive feelings about school as measured by student surveys, focus groups, and interviews .  Goal: 80% of students feel a sense of belonging, feel connected to the school community, and report positive feelings about school.	73% of students feel a sense of belonging, feel connected			80% of students feel a sense of belonging, feel connected to the school community, and report positive feelings about school.	
2.5	Parents and families feel a sense of belonging, feel connected to the school community, and report positive feelings about school as measured by parent surveys.  Goal: 80% of families feel a sense of	Baseline:  Qualitative data from parent interviews suggest feeling fully a part of our community. Data analysis will be more quantitative starting in Fall, 2024. Results of this data will be updated in the Mid			80% of parents will participate in the survey and will reflect opinion that demonstrates 80% increase in feeling of belonging and connectedness to the school community	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	<p>belonging, feel connected to the school community, and report positive feelings about school.</p>	<p>Year Review - 2/2025 and will include all families including students with disabilities, foster youth, EL and low income.</p> <ul style="list-style-type: none"> <li>From the Fall Surveys Results: (32% of parents completed the survey)</li> </ul>				
2.6	<p>Parents and families, including parents of students with disabilities, low income students, and English Learners, are active participants in the success of their student as measured by the number and percent who participate on the Community Schools Advisory Team, the School Site Council.</p> <p>Goal: Four parents are active participants on the Community Schools</p>	<p>Two parents were elected. One parent participated three times, one parent twice.</p>			<p>Four parents are active participants on the Community Schools Advisory Team, the School Site Council at 100% of the meetings</p>	



Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Advisory Team, the School Site Council					
2.7	Parents and families are active members of the school community as measured by participation in schoolwide events.	30% of Families attend school wide events throughout the year			50% of enrolled parents will participation in school wide events.	
2.8	The larger Marin Community is actively involved in planning and governance as measured by composition and participation in the Community Schools Advisory Team.	The Community Schools Advisory Team has 10 active members, but 0 parents and 0 students actively involve			The Community Schools Advisory Team has 20 active members including at least four parents, three students, and representatives from 10 different community partners.	
2.9	Students gain social/emotional skills needed for success in life as measured by decreased suspension rates.	<p>(23-24 data will be completed when the spring semester is over)</p> <p>SUSPENSION RATES</p> <p>Marin's Community School  Q1: 3.13% - 1 student  Q2: 9.38% - 3 students  Q3: 6.67% - 3 students</p> <p>Phoenix Academy  Q1: 0%  Q2: 0%  Q3: 0%</p>			Number of students suspended once or more by quarter is less than 6%.	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		Combined Schools: Q1: 1.82% Q2: 5.45% Q3: 4.69%				
2.10	Students are engaged in school learning as measured by number and percent of out-of-class referrals.	Baseline data from Q1 and Q2 only 50% of students had at least 1 out of class referral.  Other baseline data established this year.			25% or fewer students have one or more out of class referral  5% or less of students have more than five out of class referrals	
2.11	Students engage in learning outside of the traditional school program as measured by the number of field trips and off-campus learning opportunities they access during the year.	24 Total Field Trips 17 - Academic / Enrichment 7 - Learning through Interest (Ltl)			Maintain number of Academic Enrichment field trips at 20  Increase Learning Through Interest trips to at least 1 per student and at least 20 throughout the year	
2.12	Students gain social/emotional skills needed for success in life as measured by student survey.  Goal: 80% of students report favorable on the	40% of students report favorable on the Kelvin survey of social emotional skills			80% or more students report favorable on the Kelvin survey of social emotional skills	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Kelvin survey of social emotional skills					
2.13	<p>Students develop agency and engagement in school as measured by chronic absenteeism rates.</p> <p>Goal: Percent of students with 20% or more absences is below 40% per quarter.</p>	<p>Chronic Absentee Rate - measured at the end of the 2023-2024 school year:</p> <p>Marin's Community School Q1: 33.3% Q2: 53.4% Q3: 47.4%</p> <p>Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No</p> <p>Phoenix Academy Q1: 41.6% (5 out of 12) Q2: 41.6% (5 out of 12) Q3: 33.3%</p> <p>Below 40% for QTR1: No Below 40% for QTR2: No Below 40% for QTR3: Yes</p> <p>Combined Schools Q1: 35.3%</p>			Percent of students with 20% or more absences is below 40% per quarter.	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		Q2: 56.3% Q3: 46.9%  Below 40% for QTR1: Yes Below 40% for QTR2: No Below 40% for QTR3: No  *Note: Q4 data still not available				
2.14	All students have identified a post secondary goal and outlined a path to achieve it.	71% of students have identified their post secondary goal			90% of students will identify their post secondary goals and will have identified a path to achieve it.	
2.15	Student participation in the Learning through Interest (Ltl) program	Percentage of students participating in the Ltl program: 70%			100% of enrolled seniors will participate in at least two Ltl activities	

## Goal Analysis [2023-24]

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

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
2.1	Coaching and Mentoring for Students	Provide coaching and mentoring for students in academics and social/emotional skills that will allow them to develop SEL skills, stay in class, and persist in learning. This will include in-school and out-of-school mentoring	\$180,468.00	No
2.2	California Community Schools Partnership Program	Continue to implement the Community Schools improvement plan through the Community Schools Advisory Team: <ul style="list-style-type: none"><li>-With regular and robust participation from all Education Partners to build towards a shared leadership structure that includes students, families, and community partners</li><li>-To plan and build a strong student leadership program</li><li>-Visit and connect with other innovative learning programs in the immediate area and beyond</li></ul>	\$213,319.00	No
2.3	Mental Health Supports	Provide mental health supports on campus	\$204,400.00	No
2.4	Positive Behavior Intervention Strategies	Investigate and implement research-based systems for school-wide practices that incentivize students to re-establish patterns of positive attendance, persistence in learning, and achievement of goals.	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
<b>2.5</b>	Professional Learning	Provide opportunities for professional learning so that we continue to develop and refine culturally responsive systems for: * Anti-racist education * Restorative practices * Social Emotional Learning * Trauma-informed care	\$25,000.00	No
<b>2.6</b>	Extended Learning Opportunities	Investigate and implement extended learning opportunities for students both off campus and in their home communities (such as athletics and mentor programs).	\$20,000.00	No
<b>2.7</b>	Student Onboarding	Build an onboarding process that allows students to enter our school as soon as possible while also ensuring they quickly feel a sense of belonging in our community.	\$130,000.00	No
<b>2.8</b>	Restorative Practices	Continue to implement restorative practices, including training students and building Tier 2 schoolwide strategies  *costs associated with this action are in Goal 2 Action 7		No
<b>2.9</b>	School Food	Investigate alternative sources for school food program and increase student involvement in the selection of available food on campus	\$50,000.00	No

Action #	Title	Description	Total Funds	Contributing
<b>2.10</b>	Campus Culture	<p>Continue to build a cohesive, fun culture on campus with more specific, focused strategies for community building among students.</p> <p>*Costs associated with the action are found in Goal 1, Action 1.5</p>	\$0.00	No
<b>2.11</b>	Loma Alta student support	<p>Students placed into Loma Alta School by a non-educational agency will be better supported to access their learning. The Loma Alta program often sees students who are monolingual Spanish speakers, and also students who have disabilities whose learning is supported by IEP services. A bilingual paraeducator will be able to help the teachers support all students who are placed by a non-educational agency in our program in juvenile hall.</p> <p>Costs associated with this goal are found in Goal 2, Action 2.1</p>	\$0.00	No

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
3	Create a data system to collect, organize and better analyze data for continuous improvement in academic learning and student social and emotional well being by June 30, 2025.	Focus Goal

State Priorities addressed by this goal.

Priority 2: State Standards (Conditions of Learning) Priority 6: School Climate (Engagement)
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An explanation of why the LEA has developed this goal.

In creating this plan, we continue to understand that collecting and analyzing data for alternative education requires a different way of thinking than in a traditional school and district. We need this focus goal to ensure we prioritize this work so that we can better target our work with students who need it most. We anticipate the outcome will be new or revised actions that support academic growth and social/emotional well being.
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## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
3.1	Integrated Aeries (SIS) intervention system with local and state data	No system in place for organizing and analyzing data			Systematic process for viewing student profiles	

## Goal Analysis [2023-24]

An analysis of how this goal was carried out in the previous year.  
A description of overall implementation, including any substantive differences in planned actions and actual implementation of these actions, and any relevant challenges and successes experienced with implementation.

Not Applicable.
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An explanation of material differences between Budgeted Expenditures and Estimated Actual Expenditures and/or Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services.

Not Applicable.
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A description of the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal.

Not Applicable.

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

Not Applicable.

Actions

Action #	Title	Description	Total Funds	Contributing
3.1	Professional Development	Robust Aeries and Aeries Analytics training for staff	\$5,000.00	No
3.2	Coordination of Services Team (COST)	The COST will expand to include all mental health providers as well as two members of the administration team and will use Aeries data collected to target identified areas of need. COST coordination improved by data collection services.	\$0.00	No

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
4	<p>By 2027, we will increase literacy and math skills and knowledge by developing a system for addressing gaps in learning in math, reading and writing, for all students, but most specifically Hispanic, and Socioeconomically disadvantaged in our alternative education programs. This focus goal will have three parts:</p> <ol style="list-style-type: none"> <li>1. Investigate, adopt, and pilot intervention programs for reading and math</li> <li>2. Train all teachers, including our Resource Teacher, in the program once it is selected</li> <li>3. Use data to inform decisions about school operation and programming for students</li> </ol>	Equity Multiplier Focus Goal

State Priorities addressed by this goal.

- Priority 1: Basic (Conditions of Learning)
- Priority 2: State Standards (Conditions of Learning)
- Priority 4: Pupil Achievement (Pupil Outcomes)

An explanation of why the LEA has developed this goal.

While our regular program offers remediation and intervention for all students who need support, we have not yet developed systems for diagnostic assessment and focused teaching of foundational skills for reading, writing and math. A researched-based program that includes good diagnostic, formative and summative assessment will help us focus our efforts and use data to improve what we offer. As described in the plan summary, our programs are integrated and truly support all students, and decisions are made with a focus on supporting low income, Foster youth, students with disabilities, English learners, and students experiencing homelessness. We will carefully select a program that is culturally appropriate that more accurately diagnoses learning gaps and will help us target instruction accordingly. Because our "n" is so small, we cannot accurately or without breaking confidentiality identify sub group achievement. It is anticipated that this goal will increase agency in learning and increase student success which will impact social emotional well-being and and our student's academic success and interest in learning. We anticipate a decrease in suspension and absenteeism.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
4.1	Students develop stamina and persistence in difficult academic situations as measured	These data are not disaggregated by subgroup because the n is so small, but we will			At least 80% participation rates in CAASPP by 2027 in Phoenix	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	<p>by percent of students who are eligible who complete the CAASPP testing in English/Language Arts, math, and science.</p> <p>Goal: Increase participation rates in CAASPP to 70% by 2025, 75% by 2026, and to 80% by 2027.</p> <p>Increase participation in CAST to 40% in 2025, 50% in 2026, and 70% in 2027.</p> <p>Increase ELPAC participation rate to 85% or more.</p> <p>These data are not disaggregated by subgroup because the n is so small, but we will individually track each student (see goal 3). The work is targeted to unduplicated pupils, English Learners, foster youth, and students with disabilities.</p>	<p>individually track each student (see goal 3). The work is targeted to unduplicated pupils, English Learners, foster youth, and students with disabilities.</p> <p>PARTICIPATION (completion) in CAASPP 23-24</p> <p>ELA (CAT and PT) Marin's Community - 14/21 (67%) Phoenix Academy -5/6 (83%) Oracle Independent Study 0/4 Loma Alta - 0/3 Overall -19/34 (56%)</p> <p>MATH (CAT and PT) Marin's Community - 11/21 (52%) Phoenix Academy -5/6 (83%) Oracle Independent Study -0/4 Loma Alta -0/3 Overall -16/34 (47%)</p> <p>CAST (science) Marin's Community - 6/17 (35%) Phoenix Academy -0/1</p>			<p>Academy and Marin's Community School.</p> <p>At least 50% participation rates in CAASPP in Loma Alta School by 2027.</p> <p>At least 70% participation rates in CAST in all schools by 2027.</p> <p>ELPAC participation rate of 85% or more in all schools.</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>Oracle Independent Study - 0/9 Loma Alta -0/1 Overall -6/28 (21%)</p> <p>PARTICIPATION (completion) in ELPAC 23-24 Marin's Community - 10/21 (48%) Phoenix Academy - 1/5 (20%) Oracle Independent Study -2/8 (25%) Loma Alta - 1/1 (100%) Overall - 14/35 (40%)</p>				
4.2	Students show proficiency and/or growth in ELA as measured by standards-based grade-level assessments developed in this goal (metric to be decided based on selected program and associated assessments.) This includes our special education students in regionalized programs	We anticipate having a baseline by our annual update by which time we plan to have begun our formative assessments. To be updated by February 2025.			<p>Target is a new program of reading intervention that includes diagnostic, formative and summative assessments. New goals and actions will be added with target outcomes when the program/system is chosen.</p> <p>The target outcome is continually</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
					improving achievement in ELA using the intervention program assessment.	
4.3	Students show proficiency and/or growth in math as measured by standards-based grade-level assessments developed in this goal (metric to be decided based on selected program and associated assessments) This includes our special education students in regionalized programs	We anticipate having a baseline by our annual update by which time we plan to have begun our formative assessments. To be updated by February 2025.			<p>Target is a new program of reading intervention that includes diagnostic, formative and summative assessments. New goals and actions will be added with target outcomes when the program/system is chosen.</p> <p>The target outcome is continually improving achievement in ELA using the intervention program assessment.</p>	

# Goal Analysis [2023-24]

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

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
4.1	Implement Reading and Math Intervention Programs	Year 1: Investigate and adopt reading and math intervention programs. Pilot and train teachers Year 2: Fully implement Year 3: Continue to fully implement and analysis	\$65,496.00	No

# Goals and Actions

## Goal

Goal #	Description	Type of Goal
5	Provide support to districts and foster youth and collaborate with districts for the Marin County Schools Plan for Expelled Youth.	Broad Goal

State Priorities addressed by this goal.

Priority 9: Expelled Pupils – COEs Only (Conditions of Learning)  
 Priority 10: Foster Youth – COEs Only (Conditions of Learning)

An explanation of why the LEA has developed this goal.

Youth in foster care change schools and counties an average of 8 times while in care losing 4-6 months of learning potentially each time. We will work to ensure educational stability for students that comes in the form of professional development for districts and their staffs, updated legislation and policy support as well as when necessary, direct student support. We will continue to work closely with our districts to provide support in their understanding of the needs of youth in foster care.

Marin County schools has a relatively lower number of youth in foster care. Therefore our data is not always available via the California School Dashboard. Baseline data will be collected with district liaisons in 24-25 using more local means.

## Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
5.1	% of Youth who remain stable in one school all year.	Baseline not yet established			75% of foster youth placed in Marin maintain stable educational status	
5.2	% of districts who have enrolled youth in foster care participating in required trainings and professional development	70% of districts in 23-24			100% of districts participate in trainings and professional development	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
5.3	CAASPP performance	The relative size of foster youth students in each district does not always render a dashboard score/color. Baseline will be established in 24-25 using student information system data.			Improved performance - will be determined after baseline established	
5.4	Chronic Absenteeism	The relative size of foster youth students in each district does not always render a dashboard score/color. Baseline will be established in 24-25 using student information system data.			District by district increases by 5-10%	
5.5	Student social emotional well being	The relative size of foster youth students in each district does not always render a dashboard score/color. Baseline will be established in 24-25 using student information system data.			Increased participation in student surveys, yielding school climate responses that find a80% of students have a caring adult on their campus.	
5.6	FAFSA completion rate for eligible youth in foster care	100% of Foster Youth Seniors enrolled in Marin high schools completed the FAFSA			Completed FAFSA for all seniors in foster care.	



Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
5.7	Increased engagement with community partners and districts around the needs of youth in foster care	40% of districts participating in the Executive Advisory % of County and Community agencies			80-90% consistent attendance across all Executive Advisory meetings for both district liaison and county and community partners	
5.8	Attendance and enrollment practices - Districts will receive support in refining their enrollment, discipline and attendance practices specific to youth in foster care.	Suspension and expulsion rates will be added in 24-25 for 23-24 as the baseline. Absenteeism and attendance rates for 23-24 will be established in 24-25			decrease in suspensions and expulsions overall (specific metric added in 24-25)  Increase in daily attendance - also established outcome in 24-25	
5.9	Expelled Youth Plan	Existing plan from 2021-24 Reduced number of Triennial Countywide Expelled Youth across the three-year period.			2024-2027 Countywide Triennial Expelled Youth plan in place. Continued reduction in numbers of expelled youth across districts.	

## Goal Analysis [2023-24]

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

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

## Actions

Action #	Title	Description	Total Funds	Contributing
5.1	Coordination of Foster Youth program	Provision of countywide support, outreach and resources to districts and schools as well as community-based organizations around the identification of needs and services for youth in foster care. Outreach to districts, distribution of resources - FYSC, participate as the educational liaison on various committees relevant to students in foster care.	\$80,242.00	No
5.2	Data and student tracking	Maintain Foster Focus data sharing system - contract with Sacramento County Office of Education - and the regular upload of information into CALPADS.	\$3,000.00	No
5.3	Professional Development	Targeted professional learning in the areas of social emotional well being and trauma informed practices	\$13,000.00	No
5.4	Student Tutoring support	Direct academic tutoring and post secondary advising support for youth in foster care	\$35,500.00	No

Action #	Title	Description	Total Funds	Contributing
<b>5.5</b>	Transportation Plan	<p>All districts must create a Transportation plan for youth in foster care to their school of origin, including child welfare and probation and as appropriate other school districts</p> <p>This will be established in 24-25</p> <p>Costs associated with this action are included in Goal 6, Action 6.1</p>	\$0.00	No
<b>5.6</b>	Countywide Triennial Expelled Youth Plan	<p>Continue to coordinate the countywide plan for expelled students across the 18 school districts in Marin County to monitor the number of expelled youth and practices to update the plan in 2024.</p> <p>Costs associated with this are found in Goal 1, Action 1.1.</p>	\$0.00	No

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

Total Projected LCFF Supplemental and/or Concentration Grants	Projected Additional 15 percent LCFF Concentration Grant
\$285,428	\$86,311

## 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
2.689%	0.000%	\$0.00	2.689%

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

## Required Descriptions

### LEA-wide and Schoolwide Actions

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

Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
1.1	<p><b>Action:</b> Coaching &amp; Professional Development for Teachers</p> <p><b>Need:</b> Students in our Alternative Education programs have traditionally been underserved and have experienced high levels of trauma and life circumstances that prevent them from fully participating in their education. Resulting</p>	The students who come to our Alternative Education programs have largely been unsuccessful in their district programs for a variety of reasons and life circumstances. Our unduplicated students are in greatest needs. As such, we have created and sustained a program that has been by observation across several years, designed to successfully meet the student learning needs of our students and their unique profiles. While all students will benefit from this support it is the unduplicated students that we	Graduation Rate Participation Rate - CAASPP, Internships Attendance rate

Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
	<p>in students who are disconnected and far behind academically in school.</p> <p><b>Scope:</b> LEA-wide</p>	<p>have specifically identified as benefitting from this intense service.</p> <p>The coaching will specifically be designed around supporting English Learners, but that will include Universal Design for Learning and teaching literacy across the curriculum, both of which will serve all students, especially the students served in our Alternative Education programs. Through ongoing training and practice/coaching while all students will benefit from this approach, it is indeed our most vulnerable that we have supported this program design. We anticipate continued success in increasing our graduation rate and student growth as measured by their report cards.</p>	
1.2	<p><b>Action:</b> Individualized Student Roadmaps and Post Graduation Plans</p> <p><b>Need:</b> Students experiencing homelessness, Foster youth and English Learners are the most marginalized from the systems of support that allow them to develop and execute on post-secondary plans.</p> <p><b>Scope:</b> LEA-wide</p>	<p>All of our students need more support to set goals and plan for the future but our unduplicated students are in greatest needs. Because they were not served in the traditional program, they often come with a lack of agency and belief in themselves and their capabilities. This shows as slow progress through high school and/or leaving school for the immediate return from an available job. As we grow our Work Experience and College and Career readiness programs, these systems, as well as the Learning through Interest program, will support all students, especially our youth experiencing homelessness, Foster Youth, English Learners, and students with disabilities who have a more difficult time accessing post-secondary options. While all students will benefit from this support it is the unduplicated students that we have specifically identified as benefitting from this intense service.</p>	<p>* Newly developed exit interviews and post-secondary data as available</p> <p>* Graduation rates (including 5th year graduates and HiSET competency)</p> <p>* Family surveys show parents are adequately involved in supporting success</p> <p>* Student street data indicates students have plans, can articulate them, and can articulate their pathway towards success in high school and beyond.</p>

Goal and Action #	Identified Need(s)	How the Action(s) Address Need(s) and Why it is Provided on an LEA-wide or Schoolwide Basis	Metric(s) to Monitor Effectiveness
		In collecting data from students, we understand that students have do not believe they have agency and have a hard time seeing themselves with a future orientation. We selected a focus on setting goals and creating individual roadmaps to help students understand a clear path forward. This especially benefits students mentioned above, but also supports all of our students, most of whom have been marginalized by the system.	
<b>1.8</b>	<p><b>Action:</b> Credit Recovery</p> <p><b>Need:</b> Students experiencing homelessness, Foster youth and English Learners are often come with the biggest gaps in their learning and need credit recovery systems to support their progressing toward graduation.</p> <p><b>Scope:</b> LEA-wide</p>	Most of our students come to us "behind" in credits that would be typical for peers in traditional schools. Often because of traumatic pasts, disconnection from the education system, and personal and family struggles, all of our students, especially students experiencing homelessness, Foster youth and English Learners, often need more time during the day and during the school year to catch up and graduate from high school in a reasonable amount of time. While all students will benefit from this support it is the unduplicated students that we have specifically identified as benefitting from this intense service.	* Graduation rates (including 5th year graduates and HiSET competency)

### Limited Actions

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

Goal and Action #	Identified Need(s)	How the Action(s) are Designed to Address Need(s)	Metric(s) to Monitor Effectiveness

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

N/A

**Additional Concentration Grant Funding**

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

Marin's Community School and Phoenix Academy operate in tandem with each other as described in the general information section. The schools have above 80% of foster youth, English learners, and low-income youth. As such, all programs created to support the unduplicated pupils will support all students. In addition, Loma Alta School in the Marin County Juvenile Hall, by definition serves unduplicated students who are wards of the court while detained.

The program we created provides staffing for our Learning through Interest program which includes:

1. A school liaison to the College and Career Readiness department who provides job shadows, internships, and related opportunities for students in all of our programs. Goal 1, Action 1.4
2. A College and Career Specialist (CCS) who works with students and families on individualized plans, called Roadmaps on our campus, which help students plot and see their pathways to graduation. The CCS will focus work on better communication with our families, building a more robust credit recovery program, and pushing into Loma Alta more often. Goal 1, Action 1.2
3. A staff member who will work with students who are behind in credits to a) support current projects in their classes on our campus, b) build basic skill competence in ELA, math, and SEL learning, and c) create and execute Passion Projects to connect students with school as they work toward graduation

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		6:57
Staff-to-student ratio of certificated staff providing direct services to students		5:57

2024-25 Total Expenditures Table

LCAP Year	1. Projected LCFF Base Grant (Input Dollar Amount)	2. Projected LCFF Supplemental and/or Concentration Grants (Input Dollar Amount)	3. Projected Percentage to Increase or Improve Services for the Coming School Year (2 divided by 1)	LCFF Carryover — Percentage (Input Percentage from Prior Year)	Total Percentage to Increase or Improve Services for the Coming School Year (3 + Carryover %)
Totals	\$10,615,724	285,428	2.689%	0.000%	2.689%

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel	Total Non-personnel
Totals	\$551,339.00	\$520,917.00	\$354,148.00	\$319,723.00	\$1,746,127.00	\$1,395,227.00	\$350,900.00

Goal #	Action #	Action Title	Student Group(s)	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Time Span	Total Personnel	Total Non-personnel	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Planned Percentage of Improved Services
1	1.1	Coaching & Professional Development for Teachers	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	August 2024 - June 2027	\$215,406.00	\$0.00	\$215,406.00				\$215,406.00	
1	1.2	Individualized Student Roadmaps and Post Graduation Plans	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools		\$102,918.00	\$0.00	\$102,918.00				\$102,918.00	
1	1.3	College and Career Readiness	All	No			All Schools		\$8,576.00	\$0.00				\$8,576.00	\$8,576.00	
1	1.4	Community-based Instruction	All	No			All Schools		\$131,546.00	\$0.00		\$13,155.00		\$118,391.00	\$131,546.00	
1	1.5	Lived Experiences as Learning	All	No			All Schools		\$76,616.00	\$0.00				\$76,616.00	\$76,616.00	
1	1.6	Learning Through Interest	All	No			All Schools		\$49,644.00	\$0.00		\$4,964.00	\$44,680.00		\$49,644.00	
1	1.7	Transportation	All	No			All Schools		\$9,360.00	\$5,000.00	\$14,360.00				\$14,360.00	
1	1.8	Credit Recovery	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.9	Independent Study	All	No			All Schools		\$121,636.00	\$0.00		\$65,496.00		\$56,140.00	\$121,636.00	
2	2.1	Coaching and Mentoring for Students	All	No			All Schools		\$180,468.00	\$0.00			\$180,468.00		\$180,468.00	



Goal #	Action #	Action Title	Student Group(s)	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Time Span	Total Personnel	Total Non-personnel	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Planned Percentage of Improved Services
2	2.2	California Community Schools Partnership Program	All	No			All Schools		\$213,319.00	\$0.00		\$213,319.00			\$213,319.00	
2	2.3	Mental Health Supports	All	No			All Schools		\$0.00	\$204,400.00	\$146,400.00		\$58,000.00		\$204,400.00	
2	2.4	Positive Behavior Intervention Strategies	All	No			All Schools		\$0.00	\$0.00	\$0.00				\$0.00	
2	2.5	Professional Learning	All	No			All Schools		\$0.00	\$25,000.00				\$25,000.00	\$25,000.00	
2	2.6	Extended Learning Opportunities	All	No			All Schools		\$0.00	\$20,000.00	\$20,000.00				\$20,000.00	
2	2.7	Student Onboarding	All	No			All Schools		\$130,000.00	\$0.00	\$52,255.00	\$21,745.00	\$56,000.00		\$130,000.00	
2	2.8	Restorative Practices	All	No			All Schools									
2	2.9	School Food	All	No			All Schools		\$10,000.00	\$40,000.00		\$5,000.00	\$10,000.00	\$35,000.00	\$50,000.00	
2	2.10	Campus Culture	All	No			All Schools		\$0.00	\$0.00	\$0.00				\$0.00	
2	2.11	Loma Alta student support	All	No			Specific Schools: Loma Alta		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
3	3.1	Professional Development	All	No			All Schools		\$0.00	\$5,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$5,000.00	
3	3.2	Coordination of Services Team (COST)	All	No			All Schools		\$0.00	\$0.00	\$0.00				\$0.00	
4	4.1	Implement Reading and Math Intervention Programs	All	No			All Schools		\$65,496.00	\$0.00		\$65,496.00			\$65,496.00	
5	5.1	Coordination of Foster Youth program	All	No			All Schools		\$80,242.00	\$0.00		\$80,242.00			\$80,242.00	
5	5.2	Data and student tracking	All	No			All Schools		\$0.00	\$3,000.00		\$3,000.00			\$3,000.00	
5	5.3	Professional Development	All	No			All Schools		\$0.00	\$13,000.00		\$13,000.00			\$13,000.00	

Goal #	Action #	Action Title	Student Group(s)	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Time Span	Total Personnel	Total Non-personnel	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Planned Percentage of Improved Services
5	5.4	Student Tutoring support	Foster youth in Marin County schools	No			All Schools		\$0.00	\$35,500.00		\$35,500.00			\$35,500.00	
5	5.5	Transportation Plan	Foster youth in Marin public schools	No			All Schools		\$0.00	\$0.00		\$0.00			\$0.00	
5	5.6	Countywide Triennial Expelled Youth Plan	All	No			All Schools		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

# 2024-25 Contributing Actions Table

1. Projected LCFF Base Grant	2. Projected LCFF Supplemental and/or Concentration Grants	3. Projected Percentage to Increase or Improve Services for the Coming School Year (2 divided by 1)	LCFF Carryover — Percentage (Percentage from Prior Year)	Total Percentage to Increase or Improve Services for the Coming School Year (3 + Carryover %)	4. Total Planned Contributing Expenditures (LCFF Funds)	5. Total Planned Percentage of Improved Services (%)	Planned Percentage to Increase or Improve Services for the Coming School Year (4 divided by 1, plus 5)	Totals by Type	Total LCFF Funds
\$10,615,724	285,428	2.689%	0.000%	2.689%	\$318,324.00	0.000%	2.999 %	Total:	\$318,324.00
								LEA-wide Total:	\$318,324.00
								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 (%)
1	1.1	Coaching & Professional Development for Teachers	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$215,406.00	
1	1.2	Individualized Student Roadmaps and Post Graduation Plans	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$102,918.00	
1	1.8	Credit Recovery	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$0.00	

# 2023-24 Annual Update Table

Totals	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Expenditures (Total Funds)
Totals	\$2,009,897.00	\$2,069,199.00

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
1	1.1	Anti-racist Curriculum Step 1	No	0	\$0
1	1.2	Anti-Racist Curriculum Step 2	No	\$711,718.00	\$713,047
1	1.3	Anti-Racist Curriculum Step 3	No		
1	1.4	Professional Development	Yes	\$190,560.00	\$188,539
1	1.5	Social and Emotional Skill Data	No		
1	1.6	Student Leadership	No		
1	1.7	Learning Coaches	Yes	\$170,638.00	\$172,944
1	1.8	Common Reporting Systems	No		
1	1.9	Electives Aligned with Profile of a Graduate	No		
1	1.10	Trauma Sensitive Supports	No		
1	1.11	Independent Study	No	\$28,000.00	\$44,765

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	1.12	Credit Recovery	Yes	\$6,300.00	\$10,983
1	1.13	Community School Implementation	No	\$130,622.00	\$139,225
1	1.14	Restorative Practices	No	\$15,000.00	\$11,050
2	2.1	Learning Through Interest Program	No	\$170,589.00	\$190,800
2	2.2	Co-Enrollment at Community Colleges	No		
2	2.3	Road Maps	No		
2	2.4	Off-Campus Learning	No	\$25,000.00	9,996
2	2.5	Authentic Learning	No		
2	2.6	After-school mentoring	Yes		
2	2.7	Extra-curricular activities	Yes	\$5,000.00	\$4,742
2	2.8	Relationships with Local Districts	No		
2	2.9	Entrance and exit surveys	No		
2	2.10	Transportation	Yes	\$10,000.00	\$5,730

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributed to Increased or Improved Services?	Last Year's Planned Expenditures (Total Funds)	Estimated Actual Expenditures (Input Total Funds)
2	2.11	Racial Equity Work	No		
3	3.1	Family Empowerment Specialist	Yes	\$135,309.00	\$137,458
3	3.2	Data Collection Platform	No	\$10,000.00	\$2,250
3	3.3	Student Success Teams	No		
3	3.4	Two-way Communication and Outreach	No		
3	3.5	Authentic Family Leadership	No		
3	3.6	Resources and Opportunities	Yes	\$120,761.00	\$131,358
3	3.7	Family Networks	No		
3	3.8	School Communication	No		
3	3.9	Adult Education	Yes	\$25,000.00	\$27,737
3	3.10	Mental Health Supports	No	\$50,000.00	\$78,600
4	4.1	Foster Youth Coordination	No	\$160,900.00	\$167,914
4	4.2	Data and student tracking	No	\$2,500.00	\$2,300
4	4.3	Professional Development	No	\$12,000.00	\$8,000

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)
4	4.4	Intervention support for students	No	\$30,000.00	\$21,761
4	4.5	Countywide Triennial Expelled Youth Plan	No		

# 2023-24 Contributing Actions Annual Update Table

6. Estimated LCFF Supplemental and/or Concentration Grants (Input Dollar Amount)	4. Total Planned Contributing Expenditures (LCFF Funds)	7. Total Estimated Expenditures for Contributing Actions (LCFF Funds)	Difference Between Planned and Estimated Expenditures for Contributing Actions (Subtract 7 from 4)	5. Total Planned Percentage of Improved Services (%)	8. Total Estimated Percentage of Improved Services (%)	Difference Between Planned and Estimated Percentage of Improved Services (Subtract 5 from 8)
\$275,088	\$309,352.00	\$293,718.00	\$15,634.00	0.000%	0.000%	0.000%

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
1	1.4	Professional Development	Yes	\$165,897.00	\$145,875		
1	1.7	Learning Coaches	Yes				
1	1.12	Credit Recovery	Yes	\$6,300.00	\$9,667		
2	2.6	After-school mentoring	Yes				
2	2.7	Extra-curricular activities	Yes	\$5,000.00	\$0		
2	2.10	Transportation	Yes	\$10,000.00	\$5,730		
3	3.1	Family Empowerment Specialist	Yes	\$47,358.00	\$0		
3	3.6	Resources and Opportunities	Yes	\$49,797.00	\$104,709		
3	3.9	Adult Education	Yes	\$25,000.00	\$27,737		

To Add a Row: Click “Add Row.”

To Delete a Row: Remove all content from each cell, checkbox and dropdown of a row (including spaces), press “Save Data” and refresh the page.



## 2023-24 LCFF Carryover Table

9. Estimated Actual LCFF Base Grant (Input Dollar Amount)	6. Estimated Actual LCFF Supplemental and/or Concentration Grants	LCFF Carryover — Percentage (Percentage from Prior Year)	10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)	7. Total Estimated Actual Expenditures for Contributing Actions (LCFF Funds)	8. Total Estimated Actual Percentage of Improved Services (%)	11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)	12. LCFF Carryover — Dollar Amount (Subtract 11 from 10 and multiply by 9)	13. LCFF Carryover — Percentage (12 divided by 9)
\$10,578,548	\$275,088	.15	2.750%	\$293,718.00	0.000%	2.777%	\$0.00	0.000%

# Local Control and Accountability Plan Instructions

[Plan Summary](#)

[Engaging Educational Partners](#)

[Goals and Actions](#)

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

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

## Introduction and Instructions

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

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

- **Comprehensive Strategic Planning:** The process of developing and annually updating the LCAP supports comprehensive strategic planning, particularly to address and reduce disparities in opportunities and outcomes between student groups indicated by the California School Dashboard (California *Education Code* [EC] Section 52064[e][1]). Strategic planning that is comprehensive connects budgetary decisions to teaching and learning performance data. LEAs should continually evaluate the hard choices they make about the use of limited resources to meet student and community needs to ensure opportunities and outcomes are improved for all students.
- **Meaningful Engagement of Educational Partners:** The LCAP development process should result in an LCAP that reflects decisions made through meaningful engagement (EC Section 52064[e][1]). Local educational partners possess valuable perspectives and insights about an LEA's programs and services. Effective strategic planning will incorporate these perspectives and insights in order to identify potential goals and actions to be included in the LCAP.
- **Accountability and Compliance:** The LCAP serves an important accountability function because the nature of some LCAP template sections require LEAs to show that they have complied with various requirements specified in the LCFF statutes and regulations, most notably:
  - Demonstrating that LEAs are increasing or improving services for foster youth, English learners, including long-term English learners, and low-income students in proportion to the amount of additional funding those students generate under LCFF (EC Section 52064[b][4-6]).
  - Establishing goals, supported by actions and related expenditures, that address the statutory priority areas and statutory metrics (EC sections 52064[b][1] and [2]).
    - **NOTE:** As specified in EC Section 62064(b)(1), the LCAP must provide a description of the annual goals, for all pupils and each subgroup of pupils identified pursuant to EC Section 52052, to be achieved for each of the state priorities. Beginning in 2023–24, EC

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

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

The LCAP template, like each LEA's final adopted LCAP, is a document, not a process. LEAs must use the template to memorialize the outcome of their LCAP development process, which must: (a) reflect comprehensive strategic planning, particularly to address and reduce disparities in opportunities and outcomes between student groups indicated by the California School Dashboard (Dashboard), (b) through meaningful engagement with educational partners that (c) meets legal requirements, as reflected in the final adopted LCAP. The sections included within the LCAP template do not and cannot reflect the full development process, just as the LCAP template itself is not intended as a tool for engaging educational partners.

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

The revised LCAP template for the 2024–25, 2025–26, and 2026–27 school years reflects statutory changes made through Senate Bill 114 (Committee on Budget and Fiscal Review), Chapter 48, Statutes of 2023.

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

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

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

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

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

# Plan Summary

## Purpose

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

## Requirements and Instructions

### General Information

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

Briefly describe the LEA, its schools, and its students in grades TK–12, as applicable to the LEA.

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

### Reflections: Annual Performance

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

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

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

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

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

### Reflections: Technical Assistance

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

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

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

**Comprehensive Support and Improvement**

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

*Schools Identified*

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

- Identify the schools within the LEA that have been identified for CSI.

*Support for Identified Schools*

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

- Describe how the LEA has or will support the identified schools in developing CSI plans that included a school-level needs assessment, evidence-based interventions, and the identification of any resource inequities to be addressed through the implementation of the CSI plan.

*Monitoring and Evaluating Effectiveness*

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

- Describe how the LEA will monitor and evaluate the implementation and effectiveness of the CSI plan to support student and school improvement.

**Engaging Educational Partners**

**Purpose**

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

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

**Requirements**

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

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

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

Before adopting the LCAP, school districts and COEs must share it with the applicable committees, as identified below under Requirements and Instructions. The superintendent is required by statute to respond in writing to the comments received from these committees. School districts and COEs must also consult with the special education local plan area administrator(s) when developing the LCAP.

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

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

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

The LCAP should also be shared with, and LEAs should request input from, schoolsite-level advisory groups, as applicable (e.g., schoolsite councils, English Learner Advisory Councils, student advisory groups, etc.), to facilitate alignment between schoolsite and district-level goals. Information and resources that support effective engagement, define student consultation, and provide the requirements for advisory group composition, can be found under Resources on the [CDE's LCAP webpage](#).

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

- For school districts, see [Education Code Section 52062 \(California Legislative Information\)](#);
  - **Note:** Charter schools using the LCAP as the School Plan for Student Achievement must meet the requirements of *EC* Section 52062(a).

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

## Instructions

### Respond to the prompts as follows:

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

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

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

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

### Complete the table as follows:

#### Educational Partners

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

#### Process for Engagement

Describe the engagement process used by the LEA to involve the identified educational partner(s) in the development of the LCAP. At a minimum, the LEA must describe how it met its obligation to consult with all statutorily required educational partners, as applicable to the type of LEA.

- A sufficient response to this prompt must include general information about the timeline of the process and meetings or other engagement strategies with educational partners. A response may also include information about an LEA's philosophical approach to engaging its educational partners.
- An LEA receiving Equity Multiplier funds must also include a summary of how it consulted with educational partners at schools generating Equity Multiplier funds in the development of the LCAP, specifically, in the development of the required focus goal for each applicable school.

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

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

- A sufficient response to this prompt will provide educational partners and the public with clear, specific information about how the engagement process influenced the development of the LCAP. This may include a description of how the LEA prioritized requests of educational partners within the context of the budgetary resources available or otherwise prioritized areas of focus within the LCAP.
- An LEA receiving Equity Multiplier funds must include a description of how the consultation with educational partners at schools generating Equity Multiplier funds influenced the development of the adopted LCAP.
- For the purposes of this prompt, this may also include, but is not necessarily limited to:
  - Inclusion of a goal or decision to pursue a Focus Goal (as described below)
  - Inclusion of metrics other than the statutorily required metrics
  - Determination of the target outcome on one or more metrics
  - Inclusion of performance by one or more student groups in the Measuring and Reporting Results subsection
  - Inclusion of action(s) or a group of actions
  - Elimination of action(s) or group of actions
  - Changes to the level of proposed expenditures for one or more actions
  - Inclusion of action(s) as contributing to increased or improved services for unduplicated students
  - Analysis of effectiveness of the specific actions to achieve the goal
  - Analysis of material differences in expenditures
  - Analysis of changes made to a goal for the ensuing LCAP year based on the annual update process
  - Analysis of challenges or successes in the implementation of actions

## Goals and Actions

### Purpose

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

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

### Requirements and Instructions

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



is comprehensive connects budgetary decisions to teaching and learning performance data. LEAs should continually evaluate the hard choices they make about the use of limited resources to meet student and community needs to ensure opportunities and outcomes are improved for all students, and to address and reduce disparities in opportunities and outcomes between student groups indicated by the Dashboard.

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

- Focus Goal: A Focus Goal is relatively more concentrated in scope and may focus on a fewer number of metrics to measure improvement. A Focus Goal statement will be time bound and make clear how the goal is to be measured.
  - All Equity Multiplier goals must be developed as focus goals. For additional information, see Required Focus Goal(s) for LEAs Receiving Equity Multiplier Funding below.
- Broad Goal: A Broad Goal is relatively less concentrated in its scope and may focus on improving performance across a wide range of metrics.
- Maintenance of Progress Goal: A Maintenance of Progress Goal includes actions that may be ongoing without significant changes and allows an LEA to track performance on any metrics not addressed in the other goals of the LCAP.

**Requirement to Address the LCFF State Priorities**

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

Respond to the following prompts, as applicable:

**Focus Goal(s)**

Description

The description provided for a Focus Goal must be specific, measurable, and time bound.

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

Type of Goal

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

State Priorities addressed by this goal.

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

An explanation of why the LEA has developed this goal.

Explain why the LEA has chosen to prioritize this goal.

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

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

Description

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

Focus goals for Equity Multiplier schoolsites must address the following:

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

Type of Goal

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

State Priorities addressed by this goal.

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

An explanation of why the LEA has developed this goal.

Explain why the LEA has chosen to prioritize this goal.

- An explanation must be based on Dashboard data or other locally collected data.
- LEAs must describe how the LEA identified this goal for focused attention, including relevant consultation with educational partners.
- LEAs are encouraged to promote transparency and understanding around the decision to pursue a focus goal.
- In addition to this information, the LEA must also identify:
  - The school or schools to which the goal applies

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

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

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

## Broad Goal

### Description

Describe what the LEA plans to achieve through the actions included in the goal.

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

### Type of Goal

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

### State Priorities addressed by this goal.

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

An explanation of why the LEA has developed this goal.

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

**Maintenance of Progress Goal**

Description

Describe how the LEA intends to maintain the progress made in the LCFF State Priorities not addressed by the other goals in the LCAP.

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

Type of Goal

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

State Priorities addressed by this goal.

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

An explanation of why the LEA has developed this goal.

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

**Measuring and Reporting Results:**

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

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

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

Complete the table as follows:

#### Metric #

- Enter the metric number.

#### Metric

- Identify the standard of measure being used to determine progress towards the goal and/or to measure the effectiveness of one or more actions associated with the goal.

#### Baseline

- Enter the baseline when completing the LCAP for 2024–25.
  - Use the most recent data associated with the metric available at the time of adoption of the LCAP for the first year of the three-year plan. LEAs may use data as reported on the 2023 Dashboard for the baseline of a metric only if that data represents the most recent available data (e.g., high school graduation rate).
  - Using the most recent data available may involve reviewing data the LEA is preparing for submission to the California Longitudinal Pupil Achievement Data System (CALPADS) or data that the LEA has recently submitted to CALPADS.
  - Indicate the school year to which the baseline data applies.
  - The baseline data must remain unchanged throughout the three-year LCAP.
    - This requirement is not intended to prevent LEAs from revising the baseline data if it is necessary to do so. For example, if an LEA identifies that its data collection practices for a particular metric are leading to inaccurate data and revises its practice to obtain

accurate data, it would also be appropriate for the LEA to revise the baseline data to align with the more accurate data process and report its results using the accurate data.

- If an LEA chooses to revise its baseline data, then, at a minimum, it must clearly identify the change as part of its response to the description of changes prompt in the Goal Analysis for the goal. LEAs are also strongly encouraged to involve their educational partners in the decision of whether or not to revise a baseline and to communicate the proposed change to their educational partners.
- Note for Charter Schools: Charter schools developing a one- or two-year LCAP may identify a new baseline each year, as applicable.

### Year 1 Outcome

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

### Year 2 Outcome

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

### Target for Year 3 Outcome

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

### Current Difference from Baseline

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

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

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

**Goal Analysis:**

Enter the LCAP Year.

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

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

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

- Describe the overall implementation of the actions to achieve the articulated goal, including relevant challenges and successes experienced with implementation.
  - Include a discussion of relevant challenges and successes experienced with the implementation process.
  - This discussion must include any instance where the LEA did not implement a planned action or implemented a planned action in a manner that differs substantively from how it was described in the adopted LCAP.

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

- Explain material differences between Budgeted Expenditures and Estimated Actual Expenditures and between the Planned Percentages of Improved Services and Estimated Actual Percentages of Improved Services, as applicable. Minor variances in expenditures or percentages do not need to be addressed, and a dollar-for-dollar accounting is not required.

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

- Describe the effectiveness or ineffectiveness of the specific actions to date in making progress toward the goal. “Effectiveness” means the degree to which the actions were successful in producing the target result and “ineffectiveness” means that the actions did not produce any significant or targeted result.
  - In some cases, not all actions in a goal will be intended to improve performance on all of the metrics associated with the goal.
  - When responding to this prompt, LEAs may assess the effectiveness of a single action or group of actions within the goal in the context of performance on a single metric or group of specific metrics within the goal that are applicable to the action(s). Grouping actions with metrics will allow for more robust analysis of whether the strategy the LEA is using to impact a specified set of metrics is working and increase transparency for educational partners. LEAs are encouraged to use such an approach when goals include multiple actions and metrics that are not closely associated.
  - Beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period.

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

- Describe any changes made to this goal, expected outcomes, metrics, or actions to achieve this goal as a result of this analysis and analysis of the data provided in the Dashboard or other local data, as applicable.
  - As noted above, beginning with the development of the 2024–25 LCAP, the LEA must change actions that have not proven effective over a three-year period. For actions that have been identified as ineffective, the LEA must identify the ineffective action and must include a description of the following:
    - The reasons for the ineffectiveness, and
    - How changes to the action will result in a new or strengthened approach.

**Actions:**  
Complete the table as follows. Add additional rows as necessary.

Action #

- Enter the action number.

Title

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

Description

- Provide a brief description of the action.



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

## Total Funds

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

## Contributing

- Indicate whether the action contributes to meeting the increased or improved services requirement as described in the Increased or Improved Services section using a “Y” for Yes or an “N” for No.
  - **Note:** for each such contributing action, the LEA will need to provide additional information in the Increased or Improved Services section to address the requirements in *California Code of Regulations*, Title 5 [5 CCR] Section 15496 in the Increased or Improved Services section of the LCAP.

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

## Required Actions

- LEAs with 30 or more English learners and/or 15 or more long-term English learners must include specific actions in the LCAP related to, at a minimum:
  - Language acquisition programs, as defined in *EC* Section 306, provided to students, and
  - Professional development for teachers.
  - If an LEA has both 30 or more English learners and 15 or more long-term English learners, the LEA must include actions for both English learners and long-term English learners.
- LEAs eligible for technical assistance pursuant to *EC* sections 47607.3, 52071, 52071.5, 52072, or 52072.5, must include specific actions within the LCAP related to its implementation of the work underway as part of technical assistance. The most common form of this technical assistance is frequently referred to as Differentiated Assistance.

- LEAs that have Red Dashboard indicators for (1) a school within the LEA, (2) a student group within the LEA, and/or (3) a student group within any school within the LEA must include one or more specific actions within the LCAP:
  - The specific action(s) must be directed towards the identified student group(s) and/or school(s) and must address the identified state indicator(s) for which the student group or school received the lowest performance level on the 2023 Dashboard. Each student group and/or school that receives the lowest performance level on the 2023 Dashboard must be addressed by one or more actions.
  - These required actions will be effective for the three-year LCAP cycle.

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

### Purpose

A well-written Increased or Improved Services section provides educational partners with a comprehensive description, within a single dedicated section, of how an LEA plans to increase or improve services for its unduplicated students as defined in *EC* Section 42238.02 in grades TK–12 as compared to all students in grades TK–12, as applicable, and how LEA-wide or schoolwide actions identified for this purpose meet regulatory requirements. Descriptions provided should include sufficient detail yet be sufficiently succinct to promote a broader understanding of educational partners to facilitate their ability to provide input. An LEA’s description in this section must align with the actions included in the Goals and Actions section as contributing.

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

### Statutory Requirements

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

To improve services means to grow services in quality and to increase services means to grow services in quantity. Services are increased or improved by those actions in the LCAP that are identified in the Goals and Actions section as contributing to the increased or improved services requirement, whether they are provided across the entire LEA (LEA-wide action), provided to an entire school (Schoolwide action), or solely provided to one or more unduplicated student group(s) (Limited action).

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

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

**LEA-wide and Schoolwide Actions**

In addition to the above required explanations, LEAs must provide a justification for why an LEA-wide or Schoolwide action is being provided to all students and how the action is intended to improve outcomes for unduplicated student group(s) as compared to all students.

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

**For School Districts Only**

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

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

**Requirements and Instructions**

Complete the tables as follows:

Total Projected LCFF Supplemental and/or Concentration Grants

- Specify the amount of LCFF supplemental and concentration grant funds the LEA estimates it will receive in the coming year based on the number and concentration of foster youth, English learner, and low-income students. This amount includes the Additional 15 percent LCFF Concentration Grant.

Projected Additional 15 percent LCFF Concentration Grant

- Specify the amount of additional LCFF concentration grant add-on funding, as described in *EC* Section 42238.02, that the LEA estimates it will receive in the coming year.

Projected Percentage to Increase or Improve Services for the Coming School Year

- Specify the estimated percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the LCAP year as calculated pursuant to 5 *CCR* Section 15496(a)(7).

LCFF Carryover — Percentage

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

#### LCFF Carryover — Dollar

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

#### Total Percentage to Increase or Improve Services for the Coming School Year

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

## Required Descriptions:

### LEA-wide and Schoolwide Actions

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

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

Complete the table as follows:

#### Identified Need(s)

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

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

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

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

- As stated above, conclusory statements that a service will help achieve an expected outcome for the goal, without an explicit connection or further explanation as to how, are not sufficient.

- Further, simply stating that an LEA has a high enrollment percentage of a specific student group or groups does not meet the increased or improved services standard because enrolling students is not the same as serving students.

### **Metric(s) to Monitor Effectiveness**

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

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

### **Limited Actions**

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

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

Complete the table as follows:

### **Identified Need(s)**

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

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

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

### **Metric(s) to Monitor Effectiveness**

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

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

- For each action with an identified Planned Percentage of Improved Services, identify the goal and action number and describe the methodology that was used.
- When identifying a Planned Percentage of Improved Services, the LEA must describe the methodology that it used to determine the contribution of the action towards the proportional percentage. The percentage of improved services for an action corresponds to the amount of LCFF funding that the LEA estimates it would expend to implement the action if it were funded.

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

### **Additional Concentration Grant Funding**

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

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

Provide the following descriptions, as applicable to the LEA:

- An LEA that does not receive a concentration grant or the concentration grant add-on must indicate that a response to this prompt is not applicable.
- Identify the goal and action numbers of the actions in the LCAP that the LEA is implementing to meet the requirement to increase the number of staff who provide direct services to students at schools with an enrollment of unduplicated students that is greater than 55 percent.
- An LEA that does not have comparison schools from which to describe how it is using the concentration grant add-on funds, such as a single-school LEA or an LEA that only has schools with an enrollment of unduplicated students that is greater than 55 percent, must describe how it is using the funds to increase the number of credentialed staff, classified staff, or both, including custodial staff, who provide direct services to students at selected schools and the criteria used to determine which schools require additional staffing support.
- In the event that an additional concentration grant add-on is not sufficient to increase staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent, the LEA must describe how it is using the funds to retain staff providing direct services to students at a school with an enrollment of unduplicated students that is greater than 55 percent.

Complete the table as follows:

- Provide the staff-to-student ratio of classified staff providing direct services to students with a concentration of unduplicated students that is 55 percent or less and the staff-to-student ratio of classified staff providing direct services to students at schools with a concentration of unduplicated students that is greater than 55 percent, as applicable to the LEA.
  - The LEA may group its schools by grade span (Elementary, Middle/Junior High, and High Schools), as applicable to the LEA.

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

## Action Tables

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

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

- Table 1: Total Planned Expenditures Table (for the coming LCAP Year)
- Table 2: Contributing Actions Table (for the coming LCAP Year)
- Table 3: Annual Update Table (for the current LCAP Year)
- Table 4: Contributing Actions Annual Update Table (for the current LCAP Year)
- Table 5: LCFF Carryover Table (for the current LCAP Year)

Note: The coming LCAP Year is the year that is being planned for, while the current LCAP year is the current year of implementation. For example, when developing the 2024–25 LCAP, 2024–25 will be the coming LCAP Year and 2023–24 will be the current LCAP Year.

## Total Planned Expenditures Table

In the Total Planned Expenditures Table, input the following information for each action in the LCAP for that applicable LCAP year:

- **LCAP Year:** Identify the applicable LCAP Year.
- **1. Projected LCFF Base Grant:** Provide the total amount estimated LCFF entitlement for the coming school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Block Grant program, the former Home-to-School Transportation program, and the Small School District Transportation program, pursuant to 5 CCR Section 15496(a)(8).

Note that the LCFF Base Grant for purposes of the LCAP also includes the Necessary Small Schools and Economic Recovery Target allowances for school districts, and County Operations Grant for COEs.

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

- **2. Projected LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants estimated on the basis of the number and concentration of unduplicated students for the coming school year.
- **3. Projected Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected LCFF Base Grant and the Projected LCFF Supplemental and/or Concentration Grants, pursuant to 5 CCR Section 15496(a)(8). This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the coming LCAP year.
- **LCFF Carryover — Percentage:** Specify the LCFF Carryover — Percentage identified in the LCFF Carryover Table from the prior LCAP year. If a carryover percentage is not identified in the LCFF Carryover Table, specify a percentage of zero (0.00%).
- **Total Percentage to Increase or Improve Services for the Coming School Year:** This percentage will not be entered; it is calculated based on the Projected Percentage to Increase or Improve Services for the Coming School Year and the LCFF Carryover — Percentage. ***This is the percentage by which the LEA must increase or improve services for unduplicated pupils as compared to the services provided to all students in the coming LCAP year.***
- **Goal #:** Enter the LCAP Goal number for the action.
- **Action #:** Enter the action's number as indicated in the LCAP Goal.
- **Action Title:** Provide a title of the action.
- **Student Group(s):** Indicate the student group or groups who will be the primary beneficiary of the action by entering "All," or by entering a specific student group or groups.
- **Contributing to Increased or Improved Services?:** Type "Yes" if the action **is** included as contributing to meeting the increased or improved services requirement; OR, type "No" if the action is **not** included as contributing to meeting the increased or improved services requirement.
- If "Yes" is entered into the Contributing column, then complete the following columns:
  - **Scope:** The scope of an action may be LEA-wide (i.e., districtwide, countywide, or charterwide), schoolwide, or limited. An action that is LEA-wide in scope upgrades the entire educational program of the LEA. An action that is schoolwide in scope upgrades the entire educational program of a single school. An action that is limited in its scope is an action that serves only one or more unduplicated student groups.



- **Unduplicated Student Group(s):** Regardless of scope, contributing actions serve one or more unduplicated student groups. Indicate one or more unduplicated student groups for whom services are being increased or improved as compared to what all students receive.
- **Location:** Identify the location where the action will be provided. If the action is provided to all schools within the LEA, the LEA must indicate “All Schools.” If the action is provided to specific schools within the LEA or specific grade spans only, the LEA must enter “Specific Schools” or “Specific Grade Spans.” Identify the individual school or a subset of schools or grade spans (e.g., all high schools or grades transitional kindergarten through grade five), as appropriate.
- **Time Span:** Enter “ongoing” if the action will be implemented for an indeterminate period of time. Otherwise, indicate the span of time for which the action will be implemented. For example, an LEA might enter “1 Year,” or “2 Years,” or “6 Months.”
- **Total Personnel:** Enter the total amount of personnel expenditures utilized to implement this action.
- **Total Non-Personnel:** This amount will be automatically calculated based on information provided in the Total Personnel column and the Total Funds column.
- **LCFF Funds:** Enter the total amount of LCFF funds utilized to implement this action, if any. LCFF funds include all funds that make up an LEA’s total LCFF target (i.e., base grant, grade span adjustment, supplemental grant, concentration grant, Targeted Instructional Improvement Block Grant, and Home-To-School Transportation).
  - **Note:** For an action to contribute towards meeting the increased or improved services requirement, it must include some measure of LCFF funding. The action may also include funding from other sources, however the extent to which an action contributes to meeting the increased or improved services requirement is based on the LCFF funding being used to implement the action.
- **Other State Funds:** Enter the total amount of Other State Funds utilized to implement this action, if any.
  - **Note:** Equity Multiplier funds must be included in the “Other State Funds” category, not in the “LCFF Funds” category. As a reminder, Equity Multiplier funds must be used to supplement, not supplant, funding provided to Equity Multiplier schoolsites for purposes of the LCFF, the ELO-P, the LCRS, and/or the CCSPP. This means that Equity Multiplier funds must not be used to replace funding that an Equity Multiplier schoolsite would otherwise receive to implement LEA-wide actions identified in the LEA’s LCAP or that an Equity Multiplier schoolsite would otherwise receive to implement provisions of the ELO-P, the LCRS, and/or the CCSPP.
- **Local Funds:** Enter the total amount of Local Funds utilized to implement this action, if any.
- **Federal Funds:** Enter the total amount of Federal Funds utilized to implement this action, if any.
- **Total Funds:** This amount is automatically calculated based on amounts entered in the previous four columns.
- **Planned Percentage of Improved Services:** For any action identified as contributing, being provided on a Limited basis to unduplicated students, and that does not have funding associated with the action, enter the planned quality improvement anticipated for the action as

a percentage rounded to the nearest hundredth (0.00%). A limited action is an action that only serves foster youth, English learners, and/or low-income students.

- As noted in the instructions for the Increased or Improved Services section, when identifying a Planned Percentage of Improved Services, the LEA must describe the methodology that it used to determine the contribution of the action towards the proportional percentage. The percentage of improved services for an action corresponds to the amount of LCFF funding that the LEA estimates it would expend to implement the action if it were funded.

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

## Contributing Actions Table

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

## Annual Update Table

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

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

## Contributing Actions Annual Update Table

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

- **6. Estimated Actual LCFF Supplemental and/or Concentration Grants:** Provide the total amount of LCFF supplemental and concentration grants estimated based on the number and concentration of unduplicated students in the current school year.
- **Estimated Actual Expenditures for Contributing Actions:** Enter the total estimated actual expenditure of LCFF funds used to implement this action, if any.

- **Estimated Actual Percentage of Improved Services:** For any action identified as contributing, being provided on a Limited basis only to unduplicated students, and that does not have funding associated with the action, enter the total estimated actual quality improvement anticipated for the action as a percentage rounded to the nearest hundredth (0.00%).
  - Building on the example provided above for calculating the Planned Percentage of Improved Services, the LEA in the example implements the action. As part of the annual update process, the LEA reviews implementation and student outcome data and determines that the action was implemented with fidelity and that outcomes for foster youth students improved. The LEA reviews the original estimated cost for the action and determines that had it hired additional staff to collect and analyze data and to coordinate supports for students that estimated actual cost would have been \$169,500 due to a cost of living adjustment. The LEA would divide the estimated actual cost of \$169,500 by the amount of LCFF Funding identified in the Data Entry Table and then convert the quotient to a percentage. This percentage is the Estimated Actual Percentage of Improved Services for the action.

## LCFF Carryover Table

- **9. Estimated Actual LCFF Base Grant:** Provide the total amount of estimated LCFF Target Entitlement for the current school year, excluding the supplemental and concentration grants and the add-ons for the Targeted Instructional Improvement Block Grant program, the former Home-to-School Transportation program, and the Small School District Transportation program, pursuant to 5 CCR Section 15496(a)(8). Note that the LCFF Base Grant for purposes of the LCAP also includes the Necessary Small Schools and Economic Recovery Target allowances for school districts, and County Operations Grant for COEs. See *EC* sections 2574 (for COEs) and 42238.02 (for school districts and charter schools), as applicable, for LCFF entitlement calculations.
- **10. Total Percentage to Increase or Improve Services for the Current School Year:** This percentage will not be entered. The percentage is calculated based on the amounts of the Estimated Actual LCFF Base Grant (9) and the Estimated Actual LCFF Supplemental and/or Concentration Grants (6), pursuant to 5 CCR Section 15496(a)(8), plus the LCFF Carryover – Percentage from the prior year. This is the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all students in the current LCAP year.

## Calculations in the Action Tables

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

### Contributing Actions Table

- **4. Total Planned Contributing Expenditures (LCFF Funds)**
  - This amount is the total of the Planned Expenditures for Contributing Actions (LCFF Funds) column.
- **5. Total Planned Percentage of Improved Services**
  - This percentage is the total of the Planned Percentage of Improved Services column.
- **Planned Percentage to Increase or Improve Services for the coming school year (4 divided by 1, plus 5)**

- This percentage is calculated by dividing the Total Planned Contributing Expenditures (4) by the Projected LCFF Base Grant (1), converting the quotient to a percentage, and adding it to the Total Planned Percentage of Improved Services (5).

### **Contributing Actions Annual Update Table**

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

- **6. Estimated Actual LCFF Supplemental and Concentration Grants**

- This is the total amount of LCFF supplemental and concentration grants the LEA estimates it will actually receive based on of the number and concentration of unduplicated students in the current school year.

- **4. Total Planned Contributing Expenditures (LCFF Funds)**

- This amount is the total of the Last Year's Planned Expenditures for Contributing Actions (LCFF Funds).

- **7. Total Estimated Actual Expenditures for Contributing Actions**

- This amount is the total of the Estimated Actual Expenditures for Contributing Actions (LCFF Funds).

- **Difference Between Planned and Estimated Actual Expenditures for Contributing Actions (Subtract 7 from 4)**

- This amount is the Total Estimated Actual Expenditures for Contributing Actions (7) subtracted from the Total Planned Contributing Expenditures (4).

- **5. Total Planned Percentage of Improved Services (%)**

- This amount is the total of the Planned Percentage of Improved Services column.

- **8. Total Estimated Actual Percentage of Improved Services (%)**

- This amount is the total of the Estimated Actual Percentage of Improved Services column.

- **Difference Between Planned and Estimated Actual Percentage of Improved Services (Subtract 5 from 8)**

- This amount is the Total Planned Percentage of Improved Services (5) subtracted from the Total Estimated Actual Percentage of Improved Services (8).

### **LCFF Carryover Table**

- **10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 plus Carryover %)**

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

The amount of LCFF funds is calculated by subtracting the Estimated Actual Percentage to Increase or Improve Services (11) from the Estimated Actual Percentage of Increased or Improved Services (10) and then multiplying by the Estimated Actual LCFF Base Grant (9). This amount is the amount of LCFF funds that is required to be carried over to the coming year.
- **13. LCFF Carryover — Percentage (12 divided by 9)**
  - This percentage is the unmet portion of the Percentage to Increase or Improve Services that the LEA must carry over into the coming LCAP year. The percentage is calculated by dividing the LCFF Carryover (12) by the LCFF Funding (9).

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