



LCFF Budget Overview for Parents

Local Educational Agency (LEA) Name: Mojave Unified School District

CDS Code: 15636770000000

School Year: 2024-25

LEA contact information:

Dr. Katherine Aguirre

Superintendent

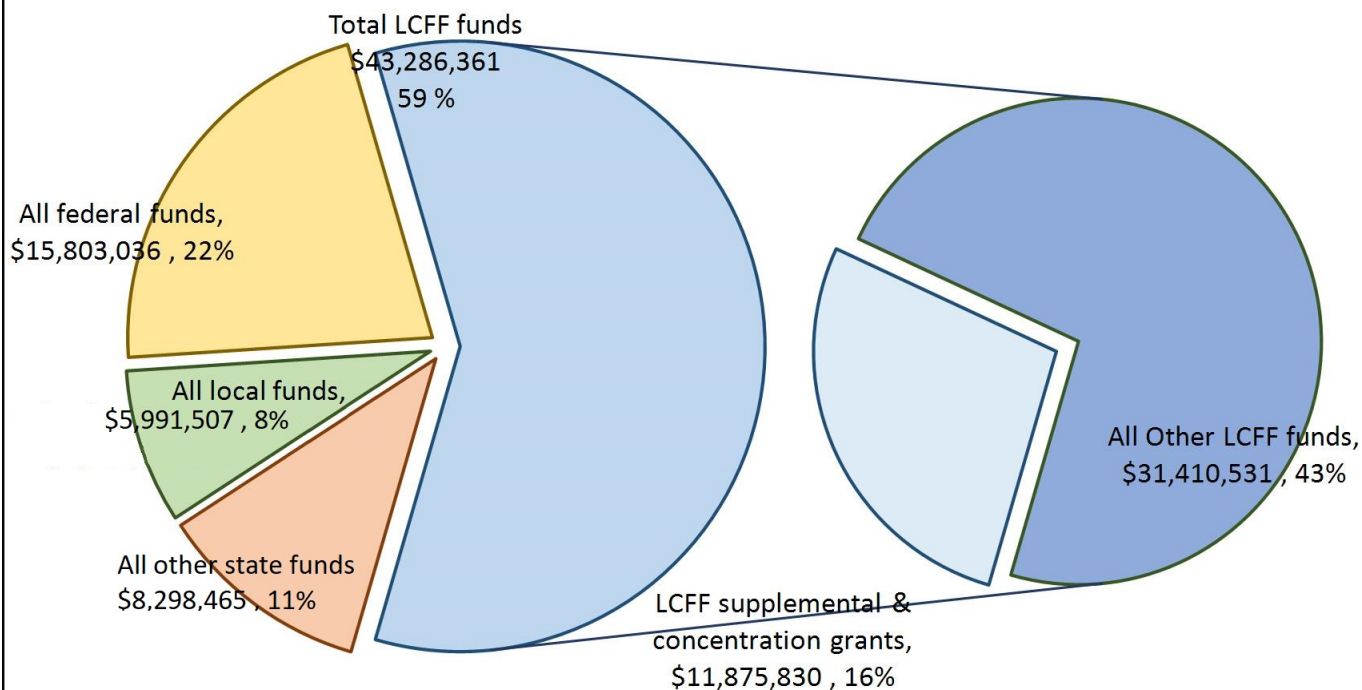
katherineaguirre@mojave.k12.ca.us

661-824-4001

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

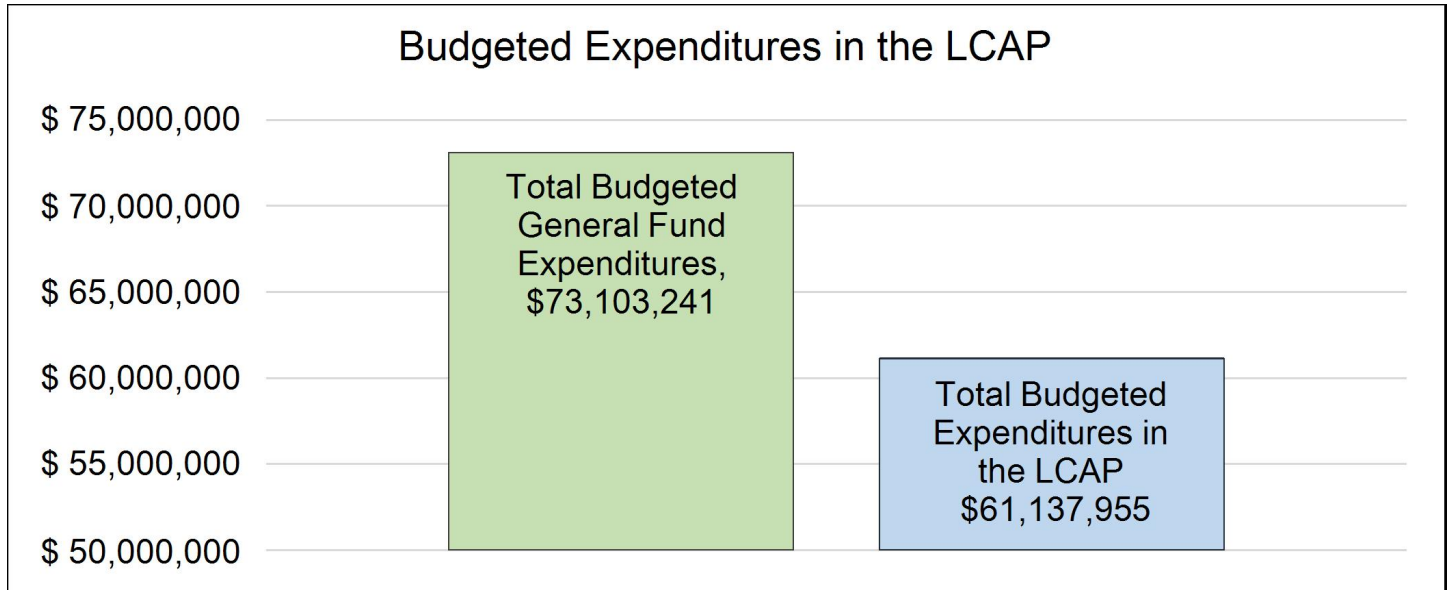


This chart shows the total general purpose revenue Mojave Unified School District expects to receive in the coming year from all sources.

The text description for the above chart is as follows: The total revenue projected for Mojave Unified School District is \$73,379,369, of which \$43,286,361 is Local Control Funding Formula (LCFF), \$8,298,465 is other state funds, \$5,991,507 is local funds, and \$15,803,036 is federal funds. Of the \$43,286,361 in LCFF Funds, \$11,875,830 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 Mojave Unified School District plans to spend for 2024-25. It shows how much of the total is tied to planned actions and services in the LCAP.

The text description of the above chart is as follows: Mojave Unified School District plans to spend \$73103241 for the 2024-25 school year. Of that amount, \$61137955 is tied to actions/services in the LCAP and \$11,965,286 is not included in the LCAP. The budgeted expenditures that are not included in the LCAP will be used for the following:

General Operating and Site or District-wide expenditures are not included in the LCAP. These items include the Board, Superintendent and Principals; Utilities (Gas, Water, Electric, Internet); Insurance; and Legal, Audit, Architect and other professional services.

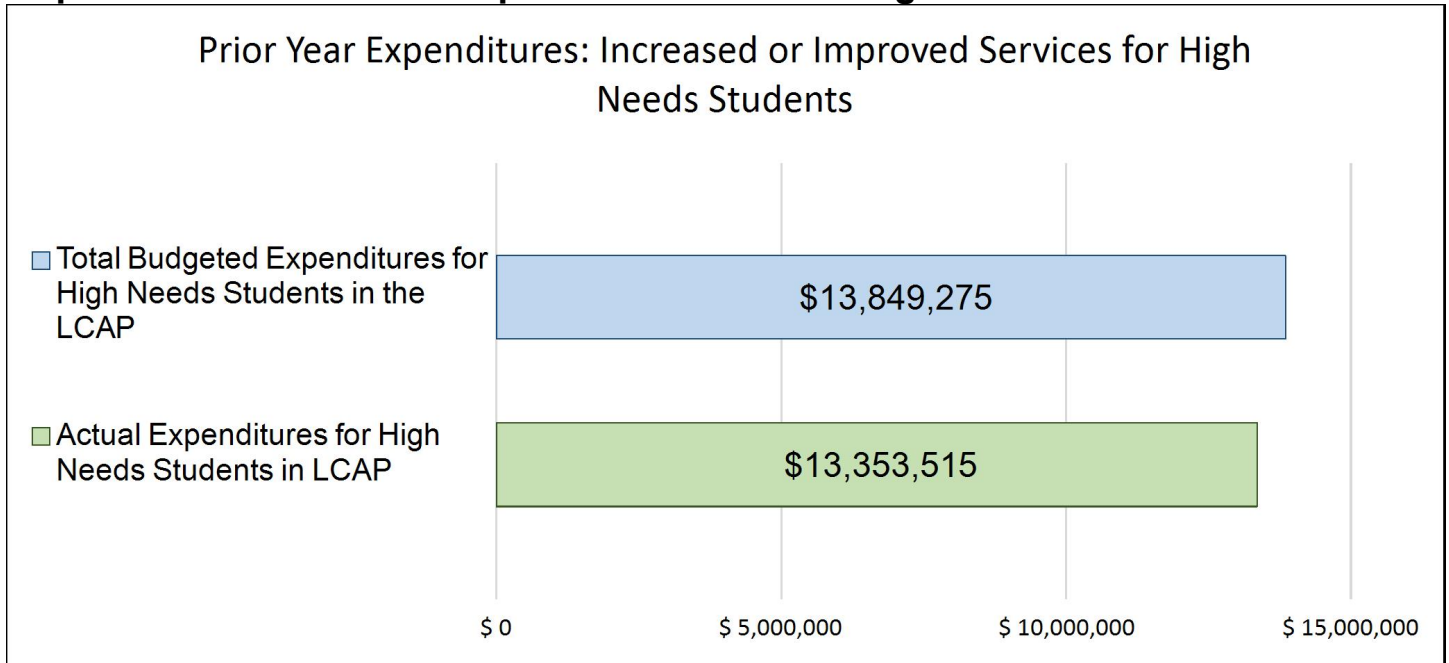
Increased or Improved Services for High Needs Students in the LCAP for the 2024-25 School Year

In 2024-25, Mojave Unified School District is projecting it will receive \$11875830 based on the enrollment of foster youth, English learner, and low-income students. Mojave Unified School District must describe how it intends to increase or improve services for high needs students in the LCAP. Mojave Unified School District plans to spend \$11875830 towards meeting this requirement, as described in the LCAP.

Mojave Unified School District plans to spend \$11,848,792 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 Mojave Unified School District budgeted last year in the LCAP for actions and services that contribute to increasing or improving services for high needs students with what Mojave Unified School District estimates it has spent on actions and services that contribute to increasing or improving services for high needs students in the current year.

The text description of the above chart is as follows: In 2023-24, Mojave Unified School District's LCAP budgeted \$13,849,275 for planned actions to increase or improve services for high needs students. Mojave Unified School District actually spent \$13,353,515 for actions to increase or improve services for high needs students in 2023-24.

The difference between the budgeted and actual expenditures of \$495,760 had the following impact on Mojave Unified School District's ability to increase or improve services for high needs students:

A description of material differences can be found in the 2023 Annual Update for the MUSD LCAP.



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
Mojave Unified School District	Dr. Katherine Aguirre Superintendent	katherineaguirre@mojave.k12.ca.us 661-824-4001

Goals and Actions

Goal

Goal #	Description
1	Increase the number of students working at grade level in all core content areas, and who are on track to graduate college and career ready.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Priority 1A Teachers appropriately assigned and fully credentialed for assignment	As reported by the human resource department, based on ESSA requirements, MUSD currently has 92.6% fully credentialed teachers.	For the 2021-2022 school year, 93.33% of teachers are fully credentialed, as reported on the local indicators of the CA School Dashboard.	94.81% of teachers are fully credentialed, as reported on the most recent local indicators of the CA School Dashboard.	According to the most recent CA School Dashboard Release (2023), 69.9% of Full Time Equivalent (FTE) teachers are in the “Clear” status.	98% of MUSD staff will be appropriately assigned and fully credentialed for their assignment.
Priority 1B Pupil access to standards-aligned materials	Based on the Williams report, 100% of students have access to standards-aligned materials, including English Learners and students with disabilities	Based on the Williams report during the 2021-2022 school year, 100% of students have access to standards-aligned materials, including English Learners and students with disabilities	100% of students have access to standards-aligned materials, including English Learners and students with disabilities.	For the 2023-2024 school year, 100% of students have access to standards-aligned materials, including English Learners and students with disabilities.	100% of students will have access to standards-aligned materials, including English Learners and students with disabilities
Priority 2A Implementation of CA academic and performance standards	With the new curriculum adoption, there is full Implementation of standards-aligned curriculum in the content areas of	With the new curriculum adoption, there is full Implementation of standards-aligned curriculum in the content areas of	Full implementation of standards-aligned curriculum in all core content areas including CCSS ELA/ELD, CCSS mathematics (aligned	Full implementation of standards-aligned curriculum in all core content areas including CCSS ELA/ELD, CCSS mathematics (aligned	Full implementation of standards-aligned curriculum in all core content areas including CCSS ELA/ELD, CCSS mathematics (aligned

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	CCSS ELA/ELD, CCSS Mathematics This is measured using the state’s implementation reflection tool, as reported on our local indicators on the CA School Dashboard.	CCSS ELA/ELD, CCSS Mathematics for the 2021-2022 school year. This is measured using the state’s implementation reflection tool, as reported on our local indicators on the CA School Dashboard.	to the new framework), NGSS and the California History Framework Content standards	to the new framework), NGSS and the California History Framework Content standards for the 2023-2024 school year.	to the new framework), NGSS and the California History Framework Content standards
Priority 2B How programs/services enable ELs to access CCSS and ELD standards for academic content knowledge and English language proficiency	100% of our EL students receive daily integrated ELD in Math and ELA content areas and designated ELD instruction as measured by review of Designated and Integrated ELD Implementation. Maintain full implementation of the CA ELD standards	100% of our EL students receive daily integrated ELD in Math and ELA content areas and designated ELD instruction as measured by review of Designated and Integrated ELD Implementation during the 2021-2022 school year. Full implementation of the CA ELD standards was maintained during the 2021-2022 school year.	100% of our EL students receive daily integrated ELD in Math and ELA content areas and designated ELD instruction as measured by review of Designated and Integrated ELD Implementation during the 2022-2023 school year. Full implementation of the CA ELD standards was maintained during the 2022-2023 school year	100% of our EL students receive daily integrated ELD in Math and ELA content areas and designated ELD instruction as measured by review of Designated and Integrated ELD Implementation during the 2023-2024 school year. Full implementation of the CA ELD standards has been maintained during the 2023-2024 school year.	100% of EL students will receive daily integrated ELD in all content areas and designated ELD instruction based on their proficiency levels and individual needs. Maintain full implementation of the CA ELD standards
Priority 4A Statewide Assessments	As measured by CA Dashboard, in the 2019 CAASPP, students scored an average of 60.5 points below standard on	State assessments were not administered during 2020-21.	The most recent data available is from the 2022 test administrations:	The most recent data available is from the 2023 test administrations:	Increase the average number of scaled score points on the Math CAASPP annually by 5 points or more & Increase the

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	<p>ELA, and 102 points below standard on Mathematics.</p> <p>Socioeconomically Disadvantaged students scored an average of 67.4 points below standard on ELA, and 108.8 points below standard on Mathematics.</p> <p>English Learners scored an average of 69.1 points below standard on ELA, and 108.7 points below standard on Mathematics.</p> <p>Students with Disabilities scored an average of 130.8 points below standard on ELA, and 162.5 points below standard on Mathematics.</p> <p>2018-19 CAST Scores as measured by CAASPP Reporting: % meeting or exceeding standards:</p>	<p>The most recent data available is from 2018-2019:</p> <p>Students scored an average of 60.5 points below standard on ELA, and 102 points below standard on Mathematics.</p> <p>Socioeconomically Disadvantaged students scored an average of 67.4 points below standard on ELA, and 108.8 points below standard on Mathematics.</p> <p>English Learners scored an average of 69.1 points below standard on ELA, and 108.7 points below standard on Mathematics.</p> <p>Students with Disabilities scored an average of 130.8 points below standard on ELA, and 162.5 points below standard on Mathematics.</p>	<p>Students scored an average of 86.5 points below standard on ELA, and 142 points below standard on Mathematics.</p> <p>Socioeconomically Disadvantaged students scored an average of 93.7 points below standard on ELA, and 147.9 points below standard on Mathematics.</p> <p>English Learners scored an average of 96.3 points below standard on ELA, and 146.9 points below standard on Mathematics.</p> <p>Students with Disabilities scored an average of 144.9 points below standard on ELA, and 180.3 points below standard on Mathematics.</p> <p>2021-2022 CAST Scores as measured by CAASPP</p>	<p>Students scored an average of 89.7 points below standard on ELA, and 147.2 points below standard on Mathematics.</p> <p>Socioeconomically Disadvantaged students scored an average of 93.9 points below standard on ELA, and 150.3 points below standard on Mathematics.</p> <p>English Learners scored an average of 107.4 points below standard on ELA, and 159.3 points below standard on Mathematics.</p> <p>Students with Disabilities scored an average of 158.7 points below standard on ELA, and 197.1 points below standard on Mathematics.</p> <p>2022-2023 CAST Scores as measured by CAASPP</p>	<p>average number of scaled score points on the ELA CAASPP annually by 5 points or more</p> <p>Increase by 2% annually the percentage of students meeting or exceeding standards on the CAST</p>

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	5th Grade: 15.07% 8th Grade: 12.56% 11th Grade: 11.76% 12th Grade: 14.29%	2018-19 CAST Scores as measured by CAASPP Reporting: % meeting or exceeding standards: 5th Grade: 15.07% 8th Grade: 12.56% 11th Grade: 11.76% 12th Grade: 14.29%	Reporting: % meeting or exceeding standards: 5th Grade: 12.77% 8th Grade: 7.94% 11th Grade: 6.00% 12th Grade: 6.77%	Reporting: % meeting or exceeding standards: 5th Grade: 11.94% 8th Grade: 4.17 % 11th Grade: 0.00% 12th Grade: 5.40%	
Priority 4B Percentage of pupils who have successfully completed A-G requirements	17.4% 12th graders completed their A-G requirements during the 2019-2020 school year	State data from 2021 indicate that 18.9% of the graduating cohort completed A-G requirements.	State data from 2022 indicate that 14.8% of the graduating cohort completed A-G requirements.	State data from 2023 indicate that 12.8% of the graduating cohort completed A-G requirements.	Increase by 2% the number of students annually completing their A-G requirements
Priority 4C Percentage of pupils completing CTE pathways	4.7% students completed CTE pathways in 2020-2021, based on our local data.	State data from 2021 indicate that 20.1% of the graduating cohort completed at least one CTE pathway	State data from 2022 indicate that 21.6% of the graduating cohort completed at least one CTE pathway	State data from 2023 indicate that 3.1% of the graduating cohort completed at least one CTE pathway	Increase by 2% annually the number of students completing CTE pathways from 4.7% to 10.7%
Priority 4D Percentage of students who successfully completed both A-G Requirements and CTE Pathways	Based on our local data 4.05% of the students completed both A-G requirements and CTE Pathways	State data from 2021 indicate that 6.05% of the graduating cohort completed both A-G requirements and at least one CTE pathway	State data from 2021 indicate that 5.10% of the graduating cohort completed both A-G requirements and at least one CTE pathway	State data from 2023 indicate that 1.0% of the graduating cohort completed both A-G requirements and at least one CTE pathway	Increase by 2% annually the number of students completing both A-G and CTE requirements from 4.05% to 10.05%.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Priority 4E Percentage of EL pupils making progress toward English proficiency	Based on 2018-2019 data from CA Dashboard, MUSD currently has a 48.6% status for English Learner Progress (K-12)	Due to the suspension of the CA Dashboard, current data is not available The most recent data available is from 2018-2019: 48.6% status for English Learner Progress (K-12)	Based on the 2022 CA Dashboard, MUSD currently has a 35.5% status for English Learner Progress (K-12)	Based on the 2023 CA Dashboard, MUSD currently has a 35.8% status for English Learner Progress (K-12)	Increase by 2% annually the number of students making progress on ELPI from 48.6% to 54.6%
Priority 4F English Learner Reclassification Rate	Based on CDE reclassification data for the 2019-2020 school year, MUSD had a reclassification rate of 17.32%	Based on CDE reclassification data for the 2020-21 school year, MUSD had a reclassification rate of 0.83%	Based on CDE reclassification data for the 2020-21 school year (most recent), MUSD had a reclassification rate of 0.83%	Based on the most recently available official data from the state on Ed Data, the MUSD reclassification rate was 1.05% in 2021.	Increase annually the number of English Learners who are reclassified as English Proficient by 2%
Priority 4G Percentage of pupils passing AP exam with 3 or higher	The Mojave Unified School District's plan for offering advanced courses does not include AP exams at this time; instead, Dual enrollment offerings are robust and expanding.	N/A	N/A	N/A	N/A
Priority 4H Percentage of pupils who participate in and demonstrate college preparedness on EAP	As reported on CA Dashboard, 22.66 % of 11th graders scored a 4 on the ELA CAASPP 5.33 % of 11th graders scored a 4 on the Math CAASPP	Due to the suspension of the CA Dashboard, current data is not available. The most recent data available is from 2018-2019: 22.66 % of 11th graders scored a 4 on	CDE results from 2022: 10% of 11th graders scored a 4 on the ELA CAASPP 4.17% of 11th graders scored a 4 on the Math CAASPP	CDE results from 2023: 22.16% of 11th graders scored a 4 on the ELA CAASPP 2.21% of 11th graders scored a 4 on the Math CAASPP	Increase the % of 11th graders scoring a 4 on the ELA and Math CAASPP by 2% annually

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
		the ELA CAASPP 5.33 % of 11th graders scored a 4 on the Math CAASPP			
Priority 5C Middle School Dropout Rates	Middle school dropout rate maintained at 0%	2021-2022 Middle School Dropout Rate–0%	2022-2023 Middle School Dropout Rate–0%	Year-to-date confirmed Middle School Dropout Rate–0%	Maintain a middle school dropout rate of 0%
Priority 5D High School Dropout Rates	Based on 2019-2020 data from CA Dashboard, the high school dropout rate was 4.65%	Local Preliminary Data from 2022: 19%	Most recent CDE data from 2022: 17.82%	Most recent CDE data : 16.7%	Decrease the high school dropout rate by 1%
Priority 5E High School Graduation Rates	Based on 2019-2020 data from CA Dashboard, our high school graduation rate was 87.2%	Local Preliminary Data from 2022: 73.30%	Most recent CA Dashboard data from 2022: 78.4%	Most recent CA Dashboard data from 2023: 78.5%	Increase high school graduation rate by 1.0% annually

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.

Curriculum Alignment Work (Actions 1, 3, 4, 5A, 5B, 6, 23, 24A, 24B, 25, 26):

The Mojave Unified School District has continued to make progress according to plan in the area of curriculum alignment. The collaborative and strategic selection of priority standards has now expanded to include secondary science, social studies, in addition to K-12 ELA and Math. The 25 standards selected for priority are divided into 5 units, creating what we refer to as a 5x5 matrix. From the completed matrices, teams of teachers—in conjunction with experts from partnering entities—develop aligned unit exams to assess student mastery. Other local assessments are also utilized in order to measure progress (Star Early Literacy, Star Reading, Star Math). In the Professional Learning Community (PLC) setting, teams review this critical assessment data using established data protocols. This process identifies standards that need extra attention, students that may need extra support, and culminates in the establishment of goals and common agreements on how to meet these needs in the coming instructional window. Parents receive progress letters throughout the school year to inform them on how

their students are mastering essential standards, and connect them with additional resources that can be used in the home. As 5x5 matrices and aligned assessments are finalized, our teachers work together with guidance from our partners to complete the guided planning process, which includes designing units of study that are fully aligned. To support this process, ongoing teacher coaching is provided in the area of pedagogy, instructional design, and instructional strategies. Our administrators receive ongoing coaching in the area of instructional leadership, and participate in ongoing Admin Power Clinics. Weekly professional development has also been offered for our paras on early release Wednesdays, with an emphasis on supporting literacy development, behavior de-escalation, and small group support. The most recent academic indicators from the CA School Dashboard (metrics outlined in the 2023-2024 LCAP) are only as recent as 2023. The progress made in this area is not anticipated to come to fruition until the 2024 dashboard, which will take into account the great work done during the current school year. Local data (STAR testing and Unit Exams) are beginning to show steady gains.

Literacy Development (Actions 2A, 2B):

Classroom environments are being intentionally designed to support collaborative learning and literacy instruction. This has included the use of model classrooms, and the phasing in of key classroom elements (such as posted standards in student friendly language, word walls, etc.). With the support of a Director of Literacy, a plan for improved reading instruction is being developed, which includes a focus on robust professional development, fine-tuned assessments on foundational reading skills, and the implementation of materials and systems that are aligned to the research on the science of reading instruction. MUSD also recently contracted with a credentialed librarian as part of an effort of bolstering our literacy efforts. Local data, including the STAR Early Literacy assessment, reveal that our students are making progress in this area, but not yet hitting our goals.

College/Career Readiness & Credit Monitoring (Actions 9, 15, 16A, 16B, 17, 20A, 20B):

During the 2023-2024 school year the district has remained committed to graduating all of our students to be prepared for college AND career. Our master schedules, and graduation requirements, have continued to shift toward a focus on A-G completion. More dual enrollment offerings are being explored, with the most recent addition being College 101 for our freshman at California City High School. We have recently implemented a newly adopted board policy that has clarified the number of credits that can be earned in college level classes. Financial aid workshops are being hosted, in coordination with partners, to assist students in the steps of financial aid applications. Our credit retrieval footprint has continued to shrink as more A-G complaint grade recovery options are being implemented (Saturday school sessions, after school support, summer programs). Through the partnerships outlined in the LCAP, our district has been able to partner our administrators and counselors with experts in the area of Guidance Alignment to use the best data and methods available to optimize master scheduling, increase student engagement, and ultimately expand the number of students graduating our district college/career ready. The current College/Career Readiness Indicator on the CA School Dashboard does not yet factor in change, we will need to wait until the 2024 dashboard to be able to make a definitive assessment of our progress. However, we have had a record-setting number of students

English Learner Progress (Actions 10-14):

As part of our nested data system, English Learner data is now being monitored at every level of the data reflection process (School Site, Administration, and at the District Cabinet level). Use of the Ellevation program also assists in the required data collection components of English Learner reclassification and monitoring. This year will be the third year that we have hosted PIQE (Parent Institute of Quality Education) family engagement workshops, both in English and Spanish, to empower, educate, and inspire parents to become active participants in their students' education. Action 14 stipulated that a Long Term English Learner Plan was to be developed--this will take place during the 2024-2025 school year.

Special Education (Action 8)

With new structures in place, such as additional psychologists, program specialists, and the articulation of processes and protocols, the Special Education Department has made significant improvements and progress. Through the Compliance Improvement Monitoring process, teams of stakeholders have participated in Root Cause Analysis, and the development of goals and initiatives.

Attendance Monitoring & Improvement (Action 18)

Newly established protocols for Student Attendance Review Teams (SART) and Student Attendance Review Board (SARB) are in their beginning stages, and will take root throughout the second semester.

Teacher Recruitment & Capacity Building (Actions 21A, 21B, 22)

Great efforts are being made by the Human Resource department and school sites to recruit and retain highly qualified teachers. This has included the use of a Credential Support Program—a financial incentive for incoming teachers that are completing their credentials to commit to working for our district. This action is not necessarily directly aligned with specific listed metrics for goal # 1.

Extended Learning (Action 27): Great advances were made this year in the area of extended learning opportunities; however, a revision in the ESSER plan linked to this action resulted in material differences.

Material Differences: Due to staffing limitations being faced across the state of California, and even more acutely impacting our remote area, some actions were not able to be fully implemented. For example, EL TOSA positions were not able to be filled, and further implementation is needed in the areas of revising SST/MTSS protocols and student acclimation (Actions 7 and 19).

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.

While there were differences between budgeted expenditures and actual expenditures for nearly all of the actions in Goal 1, material differences occurred with increased spending in action 2 (\$422,454) due to the settling of labor negotiations, increase cost to district share of insurance. Actions 1, 5, 9, 12, 13, 18, 23, and 32 also had material differences; the remaining actions in Goal 1 expenditures that did not meet the budget were due to difficulty in filling open positions and expenditures getting charged to one action, but had multiple actions that benefited from the expenditure. Goal 1, as a whole had a material difference of -2.385%.

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

Ineffective Actions:

Curriculum Alignment Work (Actions 1, 3, 4, 5A, 5B, 6, 23, 24A, 24B, 25, 26):

The most recent academic indicators from the CA School Dashboard (metrics outlined in the 2023-2024 LCAP) are only as recent as 2023, and reveal that our expected measurable outcomes were not met for graduation rate, A-G completion, or Distance from Standard growth on the CAASPP assessments. Students scored an average of 89.7 points below standard on ELA, and 147.2 points below standard on Mathematics. the % meeting/exceeding on the 2022-2023 CAST was: 5th Grade: 11.94%; 8th Grade: 4.17 %; 11th Grade: 0.00%; 12th Grade: 5.40%. State data from 2023 indicate that 12.8% of the graduating cohort completed A-G requirements lower than our goal of increasing by 2% annually, and the most recent CA Dashboard graduation rate (2023) was 78.5%, lower than our goal to increase 1% annually from our 87% baseline. However, the Mojave Unified School District has continued to make progress according to plan in the area of curriculum alignment. The collaborative and strategic selection of priority standards has now expanded to include secondary science, social studies, in addition to K-12 ELA and Math. The 25 standards selected for priority are divided into 5 units, creating what we refer to as a 5x5 matrix. From the completed matrices, teams of teachers—in conjunction with experts from partnering entities—develop aligned unit exams to assess student mastery. Other local assessments are also utilized in order to measure progress (Star Early Literacy, Star Reading, Star Math). In the Professional Learning Community (PLC) setting, teams review this critical assessment data using established data protocols. This process identifies standards that need extra attention, students that may need extra support, and culminates in the establishment of goals and common agreements on how to meet these needs in the coming instructional window. Parents receive progress letters throughout the school year to inform them on how their students are mastering essential standards, and connect them with additional resources that can be used in the home. As 5x5 matrices and aligned assessments are finalized, our teachers work together with guidance from our partners to complete the guided planning process, which includes designing units of study that are fully aligned. To support this process, ongoing teacher coaching is provided in the area of pedagogy, instructional design, and instructional strategies. Our administrators receive ongoing coaching in the area of instructional leadership, and participate in ongoing Admin Power Clinics. Weekly professional development has also been offered for our paras on early release Wednesdays, with an emphasis on supporting literacy development, behavior de-escalation, and small group support. The progress made in this area is not anticipated to come to fruition until the 2024 dashboard, which will take into account the great work done during the current school year. Local data (STAR testing and Unit Exams) are beginning to show steady gains.

Literacy Development (Actions 2A, 2B):

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College/Career Readiness & Credit Monitoring (Actions 9, 15, 16A, 16B, 17, 20A, 20B):

The most recent academic indicators from the CA School Dashboard (metrics outlined in the 2023-2024 LCAP) are only as recent as 2023, and reveal that our expected measurable outcomes were not met for graduation rate, A-G completion, or Distance from Standard growth on the CAASPP assessments. Students scored an average of 89.7 points below standard on ELA, and 147.2 points below standard on Mathematics. the % meeting/exceeding on the 2022-2023 CAST was: 5th Grade: 11.94%; 8th Grade: 4.17 %; 11th Grade: 0.00%; 12th Grade: 5.40%. State data from 2023 indicate that 12.8% of the graduating cohort completed A-G requirements lower than our goal of increasing by 2% annually, and the most recent CA Dashboard graduation rate (2023) was 78.5%, lower than our goal to increase 1% annually from our 87% baseline. The most recent data available reveals that the district is not yet meeting its graduation or A-G completion goals. However, during the 2023-2024 school year the district has remained committed to graduating all of our students to be prepared for college AND career. Our master schedules, and graduation requirements, have continued to shift toward a focus on A-G completion. More dual enrollment offerings are being explored, with the most recent addition being College 101 for our freshman at California City High School. We have recently implemented a newly adopted board policy that has clarified the number of credits that can be earned in college level classes. Financial aid workshops are being hosted, in coordination with partners, to assist students in the steps of financial aid applications. Our credit retrieval footprint has continued to shrink as more A-G complaint grade recovery options are being implemented (Saturday school sessions, after school support, summer programs). Through the partnerships outlined in the LCAP, our district has been able to partner our administrators and counselors with experts in the area of Guidance Alignment to use the best data and methods available to optimize master scheduling, increase student engagement, and ultimately expand the number of students graduating our district college/career ready. The current College/Career Readiness Indicator on the CA School Dashboard does not yet factor in change, we will need to wait until the 2024 dashboard to be able to make a definitive assessment of our progress. Some promising indicators are arising locally: 16 graduating seniors completed their AA degrees this year, and we have had a record number applying and getting accepted into 4 year universities.

English Learner Progress (Actions 10-14):

Currently, our English Learner Progress is at the "medium" level, and we did not meet our target of increasing the EL Reclassification rate of 2% annually. However, as part of our nested data system, English Learner data is now being monitored at every level of the data reflection process (School Site, Administration, and at the District Cabinet level). Use of the Ellevation program also assists in the required data collection components of English Learner reclassification and monitoring. This year will be the third year that we have hosted PIQE (Parent Institute of Quality Education) family engagement workshops, both in English and Spanish, to empower, educate, and inspire parents to become active participants in their students' education.

Special Education (Action 8)

With new structures in place, such as additional psychologists, program specialists, and the articulation of processes and protocols, the Special Education Department has made significant improvements and progress. Through the Compliance Improvement Monitoring process, teams of stakeholders have participated in Root Cause Analysis, and the development of goals and initiatives. This action is not necessarily directly aligned with specific listed metrics for goal # 1.

Attendance Monitoring & Improvement (Action 18)

While we have made significant improvement on the Chronic Absenteeism indicator, we still did not meet our goal outlined in Goal # 2 of our LCAP. A direct effectiveness metric for these actions was unintentionally not included in Goal # 1. However, newly established protocols for

Student Attendance Review Teams (SART) and Student Attendance Review Board (SARB) are in their beginning stages, and will take root throughout the second semester.

Teacher Recruitment & Capacity Building (Actions 21A, 21B, 22)

According to the most recent CA School Dashboard Release (2023), 69.9% of Full Time Equivalent (FTE) teachers are in the “Clear” status, where our goal was 98%. However, great efforts are being made by the Human Resource department and school sites to recruit and retain highly qualified teachers. This has included the use of a Credential Support Program—a financial incentive for incoming teachers that are completing their credentials to commit to working for our district. This action is not necessarily directly aligned with specific listed metrics for goal # 1.

Extended Learning (Action 27): Great advances were made this year in the area of extended learning opportunities; however, a revision in the ESSER plan linked to this action resulted in material differences.

Intervention & Acclimation (Action 7, and 19): Defined processes for the SST process and Student Acclimation are evidence-based practices that are likely to be effective; however, they have not yet been fully implemented, and therefore did not produce the desired result in our plan: the most recent academic indicators from the CA School Dashboard (metrics outlined in the 2023-2024 LCAP) are only as recent as 2023, and reveal that our expected measurable outcomes were not met for graduation rate, A-G completion, or Distance from Standard growth on the CAASPP assessments. Students scored an average of 89.7 points below standard on ELA, and 147.2 points below standard on Mathematics. the % meeting/exceeding on the 2022-2023 CAST was: 5th Grade: 11.94%; 8th Grade: 4.17 %; 11th Grade: 0.00%; 12th Grade: 5.40%. State data from 2023 indicate that 12.8% of the graduating cohort completed A-G requirements lower than our goal of increasing by 2% annually, and the most recent CA Dashboard graduation rate (2023) was 78.5%, lower than our goal to increase 1% annually from our 87% baseline

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.

Based on our reflections on prior practice, the actions in Goal # 1 of the MUSD LCAP will have the following changes: there will be a shift from an intervention/remediation mindset, to one of student acceleration; there will be a focus on grade recovery over credit recovery in order to ensure A-G readiness for all students; there will be a pivot to more dual enrollment rather than CTE pathways; and certain programs that did not have effective implementation will be discontinued out of described actions (Project Lead the Way--Action 9B, Freshman Success action 10B, etc.).

While we did not meet all of our expected outcomes as defined in the metrics for Goal # 1, it will be continued with the changes described above to be more focused.

Specifically, umbrella action #38 has been added to strengthen the fidelity to our promising practices outlined in our contributing actions listed below, requiring district leadership to frequently monitor leading indicator data (disaggregated by all student groups and school sites), and check on implementation on a regular basis, covering the actions below:

- Action #2B, Improved Early Literacy--Additional Supports
- Action #3, Improved Professional Learning Communities
- Action #5B, Improved Instruction--Additional Supports
- Action #6B, Improved Assessment & Monitoring
- Action #7B, Intervention-Additional Supports
- Action #9, Targeted Learning Opportunities
- Action #10, EL Progress & Reclassification
- Action # 14, ELD Instruction
- Action #16B, Credit Monitoring & Secondary Support-Additional Supports
- Action #17, Credit Retrieval and Blended Learning
- Action #18, Secondary Attendance Monitoring
- Action #20B, College/Career Readiness--Additional Supports
- Action #21B, Teacher Recruitment--Additional Supports
- Action #22B, Capacity Building--Additional Supports
- Action #24, Instructional and Supplemental Materials in ELA/ELD & Math
- Action #25B, District Technology--Additional Supports
- Action #26, Curriculum Integration

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	Increase the level of student engagement and the level of school connectedness among pupils, staff, and families.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Priority 1C School facilities maintained in good repair	100% of facilities have good repair or higher rating with minimal deficiencies as measured on the Facilities Inspection Tool (FIT)	During the 2021-2022 school year, 100% of facilities have good repair or higher rating with minimal deficiencies as measured on the Facilities Inspection Tool (FIT)	During the 2022-2023 school year, 100% of facilities have good repair or higher rating with minimal deficiencies as measured on the Facilities Inspection Tool (FIT).	During the 2023-2024 school year, 100% of facilities have good repair or higher rating with minimal deficiencies as measured on the Facilities Inspection Tool (FIT).	100% of facilities will have good repair or higher rating with minimal deficiencies.
Priority 3A Efforts to seek parent input in making decisions for district and school sites	MUSD holds a minimum of 4 opportunities for parents to give their input during quarterly LCAP, African American Advisory Group, Parent Involvement Committee, and DELAC meetings as documented with invitations (flyers sent home, event calendars, social media, In-Touch K-12,	During the 2021-2022 school year, MUSD held a minimum of 4 opportunities for parents to give their input during quarterly LCAP, African American Advisory Group, Parent Involvement Committee, and DELAC meetings as documented with invitations (flyers sent home, event calendars, social	During the 2022-2023 school year, MUSD held a minimum of 4 opportunities for parents to give their input during quarterly LCAP, meetings as documented with invitations (flyers sent home, event calendars, social media, In-Touch K-12, etc.). All MUSD Sites currently seek out	During the 2023-2024 school year, MUSD held a minimum of 4 opportunities for parents to give their input during quarterly LCAP, meetings as documented with invitations (flyers sent home, event calendars, social media, In-Touch K-12, etc.). All MUSD Sites currently seek out	MUSD will hold 4 opportunities for parents to give their input during quarterly LCAP, African American Advisory Group, Parent Involvement Committee, and DELAC meetings, as documented with invitations (flyers sent home, event calendars, social media, In-Touch K-12, etc.).

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	etc.). All MUSD Sites currently seek out input from parents on at least a quarterly basis through various advisory committees, such as School Site council and ELAC.	media, In-Touch K-12, etc.). All MUSD Sites currently seek out input from parents on at least a quarterly basis through various advisory committees, such as School Site council and ELAC during the 2021-2022 school year.	input from parents on at least a quarterly basis through various advisory committees, such as School Site council and ELAC during the 2022-2023 school year.	input from parents on at least a quarterly basis through various advisory committees, such as School Site council and ELAC during the 2023-2024 school year.	School sites will hold 4 opportunities for parents to give their input during quarterly School Site Council and ELAC Meetings as documented with invitations (flyers sent home, event calendars, social media, In-Touch K-12, etc.)
Priority 3B How district promotes participation of parents for unduplicated pupils	Parent-Teacher conferences are scheduled annually throughout MUSD to promote the participation of parents of unduplicated pupils. Each school site promotes this event, as well as multiple others, through Facebook posts, In-Touch K12 messages, newsletters, flyers and beyond. Baseline # of parent teacher conference attendance signatures: 1539.	Parent-Teacher conferences were scheduled throughout MUSD to promote the participation of parents of unduplicated pupils. Each school site promoted this event through Facebook posts, In-Touch K12 messages, newsletters, flyers and beyond. Current # of parent teacher conference attendance signatures during the 2021-2022 school year: 1470.	Parent-Teacher conferences were scheduled throughout MUSD to promote the participation of parents of unduplicated pupils. Each school site promoted this event through Facebook posts, In-Touch K12 messages, newsletters, flyers and beyond. Current # of parent teacher conference attendance signatures during the 2022-2023 school year: 1663.	Parent-Teacher conferences were scheduled throughout MUSD in the 2023-2024 school year to promote the participation of parents of unduplicated pupils. Each school site promoted this event through Facebook posts, In-Touch K12 messages, newsletters, flyers and beyond. Current # of parent teacher conference attendance signatures: 1,085.	Parents of unduplicated students will have annual opportunities to participate in Parent-Teacher Conferences. We will increase the % of parents participating in Parent-Teacher Conferences by 3%, with 1585 signatures on sign-in sheets for parent teacher conferences.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Priority 3C How district promotes participation of parents for pupils with exceptional needs	Based on signed IEPs, 504 plans, and parent conference logs, 100% of parents of students with exceptional needs have at least an annual meeting with school personnel and appropriate service providers	Based on signed IEPs, 504 plans, and parent conference logs, 100% of parents of students with exceptional needs attended at least an annual meeting with school personnel and appropriate service providers during the 2021-2022 school year.	Based on signed IEPs, 504 plans, and parent conference logs, 100% of parents of students with exceptional needs attended at least an annual meeting with school personnel and appropriate service providers during the 2022-2023 school year.	By the end of the 2023-2024 school year, 100% of parents of students with exceptional needs will have attended at least an annual meeting with school personnel and appropriate service providers.	As documented using parent signature sheets, the district will continue to promote 100% involvement of parents of students with exceptional needs through annual parent meetings, IEP meetings, 504 meetings, and parent-teacher conference
Priority 5A School attendance rates	Based on the most recent attendance rate data available (Local data from the 2019-20 school year through March 12th, prior to our COVID related closures), our overall attendance rate was 92.56%, with student groups at the following rates: EL: 94.69% Foster: 91.64% Homeless: 88.26% Socioeconomically Disadvantaged: 92.32% Students with Disabilities: 91.13%	Based on the most recent local attendance rate data available our overall attendance rate for the 2021-22 school year is 79.56%, with student groups at the following rates: EL: 82.36% Foster: 79.53% Homeless: 74.44% Socioeconomically Disadvantaged: 79.04% Students with Disabilities: 76.97% African American: 76.29% Hispanic: 79.59%	Based on the most recent local attendance rate data available our overall attendance rate for the 2022-2023 school year is 84.71%, with student groups at the following rates: EL: 86.24% Foster: 84.42% Homeless: 82.17% Socioeconomically Disadvantaged: 84.35% Students with Disabilities: 83.55% African American: 83.06% Hispanic: 84.29%	Based on recent local data from the 2023-2024 school year, our attendance rate is 87.36%, with student groups at the following rates: EL: 88.11% Foster: 85.25% Homeless: 84.31% Socioeconomically Disadvantaged: 87.07% Students with Disabilities: 86.29% African American: 87.03% Hispanic: 87.49% Two or More Races: 85.96% White: 88.09%	Increase the district attendance rate up to 94%, with the following student rates: EL: 96.13% Foster: 93.08% Homeless: 89.7% Socioeconomically Disadvantaged: 93.76% Students with Disabilities: 92.57% African American: 92.48% Hispanic: 95.10% Two or More Races: 91.92% White: 94.27%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	African American: 91.04% Hispanic: 93.66% Two or More Races: 90.48% White: 92.83%	Two or More Races: 76.60% White: 78.65%	Two or More Races: 80.74% White: 85.78%		
Priority 5B Chronic absenteeism rates	Based on 2019-2020 attendance information, MUSD currently has a chronic absenteeism rate of 26.1%, with student groups at the following rates: EL: 20.1% Foster: 36.4% Homeless: 45.3% Socioeconomically Disadvantaged: 26.9% Students with Disabilities: 33.2% African American: 32.0% Hispanic: 22.9% Two or More Races: 27.4% White: 21.8%	Based on local attendance information, MUSD currently has a 2021-2022 chronic absenteeism rate of 76.35%, with student groups at the following rates: EL: 72.94% Foster: 68.18% Homeless: 79.49% Socioeconomically Disadvantaged: 76.73% Students with Disabilities: 78.71% African American: 79.29% Hispanic: 75.81% Two or More Races: 84.18% White: 69.87%	Based on local attendance information, MUSD currently has a 2022-2023 chronic absenteeism rate of 61.77%, with student groups at the following rates: EL: 55.46% Foster: 60.80% Homeless: 65.67% Socioeconomically Disadvantaged: 62.41% Students with Disabilities: 60.73% African American: 66.17% Hispanic: 61.49% Two or More Races: 69.28% White: 52.28%	Based on local attendance information from the 2023-2024 school year, MUSD currently has a chronic absenteeism rate of 52.47% with student groups at the following rates: EL: 50.52% Foster: 42.39% Homeless: 51.08% Socioeconomically Disadvantaged: 53.22% Students with Disabilities: 50.83% African American: 52.70% Hispanic: 54.70% Two or More Races: 51.05% White: 44.49%	Decrease chronic absenteeism rate by 1% annually, down to 23.1%, with student groups at the following rates: EL: 17.1% Foster: 33.4% Homeless: 42.3% Socioeconomically Disadvantaged: 23.9% Students with Disabilities: 30.2% African American: 29.0% Hispanic: 19.9% Two or More Races: 24.4% White: 18.8%

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Priority 6A Pupil suspension rates	The 2019-2020 suspension rate for MUSD was 5.7%	Local data from the 2021-22 school year indicates an MUSD suspension rate of 10.99%	Local data from the 2022-2023 school year indicates an MUSD suspension rate of 17.24%	The most recently available data indicates an MUSD suspension rate of 16.7% on the 2023 CA School Dashboard.	Reduce suspension rate by 0.5%
Priority 6B Pupil expulsion rates	The current MUSD expulsion rate is 8 students out of a cumulative enrollment of 3,384 or 0.02%	Local data from the 2021-22 school year indicates an MUSD expulsion rate of .09%	Local data from the 2022-2023 school year indicates an MUSD expulsion rate of 0.44%	The most recently available date indicates an MUSD Expulsion rate of 0.3% during the 2023-2024 school year.	Maintain a student expulsion rate lower than 1.0% for all student groups
Priority 6C Other local measures on sense of safety and school connectedness	Two student LCAP surveys were administered during the 2020-2021 school year to measure the sense of safety and connectedness. 72.3% of the total number of students surveyed felt safe and had a sense of well-being at school, and 74.8% report a sense of “connectedness.”	During the 2021-2022 school year MUSD shifted to the California Healthy Kids Survey, with the following results: School Connectedness: 5th Grade: 64% 7th Grade: 29% 9th Grade: 30% 11th Grade: 37% Sense of Safety: 5th Grade: 74% 7th Grade: 25% 9th Grade: 24% 11th Grade: 25%	During the 2022-2023 school year MUSD shifted to the California Healthy Kids Survey, with the following results: School Connectedness: 5th Grade: 35% 7th Grade: 32% 9th Grade: 32% 11th Grade: 27% Sense of Safety: 5th Grade: 45% 7th Grade: 33% 9th Grade: 30% 11th Grade: 35%	During the 2023-2024 school year MUSD shifted to the California Healthy Kids Survey, with the following results: School Connectedness: 5th Grade: 65% 7th Grade: 35% 9th Grade: 26% 11th Grade: 31% Sense of Safety: 5th Grade: 66% 7th Grade: 33% 9th Grade: 35% 11th Grade: 32.5%	Increase by 3% the number of students who have a sense of safety and connectedness at school, as reported on surveys.

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Priority 7A, Extent to which pupils have access to and are enrolled in a broad course of study Ed Code 51210/51220, including unduplicated pupils and pupils with exceptional needs	Based on master schedules (Secondary) and lesson plans (Elementary), 100% of students have access to required areas of a broad course of study	Based on master schedules (Secondary) and lesson plans (Elementary), 100% of students had access to required areas of a broad course of study	Based on master schedules (Secondary) and lesson plans (Elementary), 100% of students had access to required areas of a broad course of study	Based on master schedules (Secondary) and lesson plans (Elementary), 100% of students had access to required areas of a broad course of study during the 2023-2024 school year.	As documented through master schedules (Secondary) and lesson plans (Elementary), 100% of students, including unduplicated pupils and all students with significant needs will have access to required areas of broad coursework as stated in Ed Code 51210/51220
Priority 7B Programs and services provided to unduplicated pupils as measured by local data including a review of designated and integrated ELD implementation and McKinney Vento services.	Based on our local data from the student reporting system and master schedules during the 2020-2021 school year, 100% of our students receive designated and integrated ELD support.	Based on our local data from the student reporting system and master schedules during the 2021-2022 school year, 100% of our students received designated and integrated ELD support.	Based on our local data from the student reporting system and master schedules during the 2021-2022 school year, 100% of our students received designated and integrated ELD support.	Based on our local data from the student reporting system and master schedules during the 2023-2024 school year, 100% of our students received designated and integrated ELD support.	As documented though master schedules, 100% of students including unduplicated and students with significant needs will have access to required designated and integrated ELD support.
Priority 7C Programs and services developed	Using IEP Audits established by the District, 100% of	Using IEP Audits established by the District during 2021-	During the 2022-2023, 100% of Students with Disabilities had	100% of Students with Disabilities had access to and	100 % of students with disabilities will have access to and

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
and provided to students with disabilities as measured by a review of Special Education Programs and services detailed in IEPs.	Students with Disabilities had access to and received special education programs and services in the least restrictive environment.	2022, 100% of Students with Disabilities had access to and received special education programs and services in the least restrictive environment.	access to and received special education programs and services in the least restrictive environment as determined by each IEP team.	received special education programs and services in the least restrictive environment as determined by each IEP team during the 2023-2024 school year.	receive special education programs and services in the least restrictive environment
Priority 8 Pupil outcomes in subjects described in Ed Code 51210/51220	(Baseline data from 2018-2019) Physical Fitness Test reveal the following percentages of students in the “Healthy Fitness Zone (HFZ) in Aerobic Capacity and Body Composition: 5th Grade: AC 48.4%, BC-17.1% 7th Grade: AC-59.1%, BC-59.6% 9th Grade: AC-39.9%, BC-19.0%	PFT was not administered during 2020-2021. The most recent data available is from 2018-2019.	Physical Fitness Test reveal the following percentages of students in the “Healthy Fitness Zone (HFZ) in Aerobic Capacity and Body Composition: 5th Grade: AC 48.4%, BC-17.1% 7th Grade: AC-59.1%, BC-59.6% 9th Grade: AC-39.9%, BC-19.0%	The most recent Physical Fitness Test reveal the following percentages of students in the “Healthy Fitness Zone (HFZ) in Aerobic Capacity and Body Composition: 5th Grade: AC 48.4%, BC-17.1% 7th Grade: AC-59.1%, BC-59.6% 9th Grade: AC-39.9%, BC-19.0% Please note--this metric is from the 2021 school year; due to weights no longer being required by the state, the calculations were not able to be used in the same manner.	Annually increase by 1% students in the Healthy Fitness Zone (HFZ) in Aerobic Capacity (AC) and Body Composition (BC), up to: 5th Grade: AC 51.4%, BC-20.1% 7th Grade: AC-62.1%, BC-62.6% 9th Grade: AC-42.9%, BC-22.0%

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.

Actions 15, 16, and 18 were not fully implemented as planned due largely to the impact of staffing shortages faced across the state of California. The SST process is still in the process of being finalized prior to the 2024-2025 school year to identify criteria that will be used for identifying and communicating the social/emotional needs of students; however, to date, this action has not been fully implemented. Trauma-informed practices have not yet been fully implemented or explored, as the district continues to focus on the three tiers of PBIS implementation. A revision in the district's ESSER III expenditure plan did substantively shift the planned services in Action 18 as described further below.

Parent Involvement and Engagement (Actions 1, 2, 3A, 3B, 4, 5, 17)

Throughout the 2023-2024 school year, parents have been actively invited to be engaged in the decision-making process through participation in advisory committees, councils, and groups. Additionally, parent surveys go out frequently to gather input in the planning process. Family engagement nights have been scheduled throughout the year, including a Back to School Bash, literacy nights, movie nights, and more. Workshops are conducted annually for parents by the Parent Institute of Quality Education (PIQE). Plans are also being established for parent involvement activities for our parents of students with disabilities.

PBIS Implementation & Restorative Practices (Actions 6A, 6B, 7A, 7B, 8A, 8B, 12)

The district has monitored data metrics on an ongoing basis and worked diligently at implementing a system of supports to increase student engagement, social/emotional well-being, and restorative practices. This has included the addition of a district level Social/Emotional Learning team, a Board-Certified Behavior Analyst (BCBA), additional counselors, additional school psychologists, a family service technician, and a Director of Student Services--constituting a higher level of support than the district has ever had before. The district's vision for improvement in these key areas includes the reorganizing of essential student support services under one department (Student Services Department), focusing on Positive Behavior Intervention and Supports (PBIS), Independent Study, Student Study Teams, and Child Welfare/Attendance (CWA). Previously the services were not organized into one department with a director level leader in educational services. We started the 2023-2024 school year exclusively focusing on routines, procedures, and an emphasis on social-emotional learning to lay a foundation of positive behaviors throughout the school year. Each campus spent almost two weeks teaching rituals and routines for navigating campuses and classrooms, learning about school wide expectations for behavior and academic integrity, and practicing what they were learning using role play and situational analysis. There were high engagement activities focused on self-care, emotional well-being, and peer interactions. In addition, each campus had a refresher day for reviewing the previously taught expectation when everyone returned from winter break. A second refresher day is planned once everyone returns from spring break. Over the last several years the district has provided ongoing and in-depth training to staff in key areas related to equity, student well-being, and the sense of safety on campus: UCP, Title IX, Youth Mental Health First Aid, Implicit Bias, and more. Our paraprofessionals have received weekly professional development in the area of behavior de-escalation. We have also instituted parent workshops through a partnership with PIQE (Parent Institute of Quality Education) to empower parents on being more engaged in the educational process of their children. The district is continuing the ongoing implementation of the three tiers of PBIS Implementation. All school sites have implemented the PBIS Rewards

program for Tier I, the Strong Kids program for Tier II, and individualized systems for Tier III needs: Prevent-Teach-Reinforce (PTR) at the elementary level, and Renew at the secondary level. As of the latest state PBIS coalition recognitions, our two high schools, Mojave Jr./Sr. High School, and California City High School earned the Gold recognition, California City Middle School, Hacienda Elementary School and Robert P. Ulrich Elementary School earned the Silver recognition, and Mojave Elementary School earned the Bronze. Based on our ongoing monitoring using the Tiered Fidelity Inventory (TFI) tool, we anticipate that all campuses will soon earn a Platinum, Gold or Silver recognition, demonstrating increased implementation. To better understand and support the Social Emotional Learning of students, we have also implemented a universal screener through Satchel Pulse, and PBIS teams monitor discipline/referral data to guide which behaviors to positively reinforce on campus in a given time period.

Student Engagement & Attendance (Actions 9A, 9B, 10A, 10B, 11,13A, 13B) School sites have maintained sports programs to increase student engagement. Attendance is monitored on a daily basis, with SART and SARB practices being revised for implementation in the coming weeks. Saturday School at the high schools has been implemented for grade and attendance recovery. The Chronic Absenteeism metric according to the CA School Dashboard improved for all student groups and school sites in 2023.

Facilities and Improved School Safety (Action 14) Facilities have been maintained and repaired on an ongoing basis to ensure safe learning and work environments. The most recent Williams Inspection had no findings related to facilities. A new Construction Manager position has also been added to prioritize this area

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.

While there were differences between budgeted expenditures and actual expenditures for nearly all of the actions in Goal 2, including actions 11, 12, 15, 17, 18, 19, 23, and 25-- material differences occurred with increased spending in action 13 (\$2,0.5,712) due to the settling of labor negotiations, increase cost to district share of insurance. In addition to increase cost in food and fuel to feed and transport students. Goal 2, as a whole had a material difference of 7.521%.

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

Ineffective Actions:

PBIS Implementation & Restorative Practices (Actions 6A, 6B, 7A, 7B, 8A, 8B, 12)

The most recently available data indicates an MUSD suspension rate of 16.7% on the 2023 CA School Dashboard, and an expulsion rate of 0.3% according to local data from the 2023-2024 school year (meeting our goal of falling under 1%). The district has monitored data metrics on an ongoing basis and worked diligently at implementing a system of supports to increase student engagement, social/emotional well-being, and restorative practices. This has included the addition of a district level Social/Emotional Learning team, a Board-Certified Behavior Analyst (BCBA), additional counselors, additional school psychologists, a family service technician, and a Director of Student Services--

constituting a higher level of support than the district has ever had before. The district's vision for improvement in these key areas includes the reorganizing of essential student support services under one department (Student Services Department), focusing on Positive Behavior Intervention and Supports (PBIS), Independent Study, Student Study Teams, and Child Welfare/Attendance (CWA). Previously the services were not organized into one department with a director level leader in educational services. We started the 2023-2024 school year exclusively focusing on routines, procedures, and an emphasis on social-emotional learning to lay a foundation of positive behaviors throughout the school year. Each campus spent almost two weeks teaching rituals and routines for navigating campuses and classrooms, learning about school wide expectations for behavior and academic integrity, and practicing what they were learning using role play and situational analysis. There were high engagement activities focused on self-care, emotional well-being, and peer interactions. In addition, each campus had a refresher day for reviewing the previously taught expectation when everyone returned from winter break. A second refresher day is planned once everyone returns from spring break. Over the last several years the district has provided ongoing and in-depth training to staff in key areas related to equity, student well-being, and the sense of safety on campus: UCP, Title IX, Youth Mental Health First Aid, Implicit Bias, and more. Our paraprofessionals have received weekly professional development in the area of behavior de-escalation. We have also instituted parent workshops through a partnership with PIQE (Parent Institute of Quality Education) to empower parents on being more engaged in the educational process of their children. The district is continuing the ongoing implementation of the three tiers of PBIS Implementation. All school sites have implemented the PBIS Rewards program for Tier I, the Strong Kids program for Tier II, and individualized systems for Tier III needs: Prevent-Teach-Reinforce (PTR) at the elementary level, and Renew at the secondary level. As of the latest state PBIS coalition recognitions, our two high schools, Mojave Jr./Sr. High School, and California City High School earned the Gold recognition, California City Middle School, Hacienda Elementary School and Robert P. Ulrich Elementary School earned the Silver recognition, and Mojave Elementary School earned the Bronze. Based on our ongoing monitoring using the Tiered Fidelity Inventory (TFI) tool, we anticipate that all campuses will soon earn a Platinum, Gold or Silver recognition, demonstrating increased implementation. To better understand and support the Social Emotional Learning of students, we have also implemented a universal screener through Satchel Pulse, and PBIS teams monitor discipline/referral data to guide which behaviors to positively reinforce on campus in a given time period.

Student Engagement & Attendance (Actions 9A, 9B, 10A, 10B, 11,13A, 13B)

Based on recent local data from the 2023-2024 school year, our attendance rate is 87.36%, lower than our goal of 94%, and our Chronic Absenteeism rate is 52.47%, higher than our 23% goal. However, school sites have maintained sports programs to increase student engagement. Attendance is monitored on a daily basis, with SART and SARB practices being revised for implementation in the coming weeks. Saturday School at the high schools has been implemented for grade and attendance recovery. The Chronic Absenteeism metric according to the CA School Dashboard improved for all student groups and school sites in 2023.

Facilities and Improved School Safety (Action 14)

During the 2023-2024 school year MUSD shifted to the California Healthy Kids Survey, with the following results:

School Connectedness:

- 5th Grade: 65%
- 7th Grade: 35%
- 9th Grade: 26%
- 11th Grade: 31%

Sense of Safety:

5th Grade: 66%
7th Grade: 33%
9th Grade: 35%
11th Grade: 32.5%

These figures did not meet our goal of increasing by 3%. However, facilities have been maintained and repaired on an ongoing basis to ensure safe learning and work environments. The most recent Williams Inspection had no findings related to facilities. A new Construction Manager position has also been added to prioritize this area.

Action 15 (Trauma Informed Practices) and 16 (At Risk Identification), while research based, were not implemented with fidelity due to a lack of staffing, and therefore did not contribute to the desired outcomes in our suspension and attendance rates. Action 18, focusing on Extended Learning and Learning Loss Mitigation came to fruition with expanded after school programs, experience based learning, and field trips; however, the action as described and funded differed slightly due to a shift in the ESSER III Plan.

Effective Actions:

Parent Involvement and Engagement (Actions 1, 2, 3A, 3B, 4, 5, 17)

The district met our expected outcomes of offering quarterly parent opportunities for input at the district and site levels, including our parents of students with disabilities. Our # of parent teacher conferences did not meet our expected outcome. Throughout the 2023-2024 school year, parents have been actively invited to be engaged in the decision-making process through participation in advisory committees, councils, and groups. Additionally, parent surveys go out frequently to gather input in the planning process. Family engagement nights have been scheduled throughout the year, including a Back to School Bash, literacy nights, movie nights, and more. Workshops are conducted annually for parents by the Parent Institute of Quality Education (PIQE). Plans are also being established for parent involvement activities for our parents of students with disabilities.

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.

Specifically, umbrella action #38 has been added to strengthen the fidelity to our promising practices outlined in our contributing actions listed below, requiring district leadership to frequently monitor leading indicator data (disaggregated by all student groups and school sites), and check on implementation on a regular basis, covering the actions below:

The systems work that has been initiated, as outlined in Goal # 2 of the MUSD LCAP, is beginning to have a positive impact on outcomes (as evidenced by our improving Chronic Absenteeism rate). While suspension rates and other outlined metrics have not yet been improved, this evidence-based goal needs to be continued with increased levels of monitoring and fidelity. However, as described above, there is a need to strengthen the following actions:

- Action #3B, Increased Parent Participation--Additional Supports
- Action #6B, PBIS Implementation and Restorative Practices--Additional Supports
- Action #7B, Increased Sense of School Safety--Additional Supports
- Action #8B, Cultural Awareness--Additional Supports
- Action #9B, Sports and Recreation--Additional Supports
- Action #10B, Increased Student Engagement--Additional Support
- Action #12B, Increased Supervision and Bullying Prevention
- Action #13B, Increased Attendance--Additional Supports
- Action #14B, Facilities and Improved School Safety--Additional Supports
- Action #17, Educational Partnerships

To that end, umbrella action #27 has been added to increase ongoing implementation checks and frequent data reviews disaggregated by student groups and school sites to ensure equitable progress in the actions listed above. Based on the reflection of prior practice, it is evident that continued implementation, with fidelity, of PBIS at all three tiers is warranted. Some elements previously included will be discontinued in order to streamline our initiatives with increased efficacy (Time to Teach in action #6A, etc.).

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	Increase outcomes of our African American students on the California School Dashboard in the areas of Chronic Absenteeism, Language Arts, and Mathematics.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Chronic Absenteeism State Indicator	On the 2019 California School Dashboard, our African American students ranked as Very High (Red) on the Chronic Absenteeism Indicator, with a Chronic Absenteeism Rate of 32%.	N/A (New Goal beginning with the 2022-23 school year)	On the 2022 California School Dashboard, our African American students ranked as Very High on the Chronic Absenteeism Indicator, with a Chronic Absenteeism Rate of 79.6%	67% Chronic Absentee rate on the 2023 CA School Dashboard, a 12.6% improvement. The year-to-date Chronic Absentee rate for 2024 is 50.45%	An overall 4% reduction in the Chronic Absenteeism rate of our African American Students on the CA School dashboard, down to at least 28%
English Language Arts Indicator	On the 2019 California School Dashboard, our African American students ranked as Very Low (Red) on the English Language Arts Indicator, with a Distance From Standard (DFS) of -95.4	N/A (New Goal beginning with the 2022-23 school year)	On the 2022 California School Dashboard, our African American students ranked as Very Low on the English Language Arts Indicator, with a Distance From Standard (DFS) of -109.4	On the 2023 California School Dashboard, our African American students ranked as Very Low (Red) on the English Language Arts Indicator, with a Distance From Standard (DFS) of -107.7, an improvement of 1.7	An overall 6 point improvement for our African American Students in the English Language Arts Distance from Standard on the CA School dashboard, up to at least -89.4.
Mathematics Indicator	On the 2019 California School Dashboard, our	N/A (New Goal beginning with the 2022-23 school year)	On the 2022 California School Dashboard, our African American	On the 2023 California School Dashboard, our	An overall 6 point improvement for our African American

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	African American students ranked as Very Low (Orange) on the Mathematics Indicator, with a Distance From Standard (DFS) of -133.2.		students ranked as Very Low (Orange) on the Mathematics Indicator, with a Distance From Standard (DFS) of -166.8.	African American students ranked as Very Low (Orange) on the Mathematics Indicator, with a Distance From Standard (DFS) of -163 Distance from Standard, an improvement of 3.8	Students in the Mathematics Distance from Standard on the CA School dashboard, up to at least -127.2.

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.

Planning for focus groups was initiated with the African American Advisory Group; however, they were not yet facilitated due to staffing shortages. African American student outcome data has been analyzed throughout the school year as part of the nested data system used by the district. After each unit exam, achievement data are reviewed during Data Reflection Sessions, and disaggregated by teams of teachers. The same is done by school administration (meta), and by district level leadership (mega). Our local Sisense data dashboards are utilized to monitor student group progress in several metrics, including: chronic absenteeism, attendance rate, suspension rate, unit exam performance, Star assessment performance, A-G progress, and more. Comparison data from other school districts has been reviewed using the comparison feature in Ed-Data.org, and the CA School Dashboard. Extended learning opportunities, including after school programs, summer offerings, Saturday school, and field trips have been offered, in part, to increase African American student outcomes.

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.

The planned expenditures for Goal 3 were not expended as planned; however, the district had utilized funds to address improvement of African American student outcomes in different areas of the LCAP under Goal 2 in engagement for both students and parents, as well as efforts towards Extended Learning & Learning Loss Mitigation.

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

The African American Chronic Absenteeism rate fell from 79.6 to a 50.45%, and the Distance from Standard improved by 1.7 points for ELA and 3.8 points for Math; although these were not at the desired outcome, they indicate that the actions were somewhat effective. African American student outcome data has been analyzed throughout the school year as part of the nested data system used by the district. After each unit exam, achievement data are reviewed during Data Reflection Sessions, and disaggregated by teams of teachers. The same is done by school administration (meta), and by district level leadership (mega). Our local Sisense data dashboards are utilized to monitor student group progress in several metrics, including: chronic absenteeism, attendance rate, suspension rate, unit exam performance, Star assessment performance, A-G progress, and more. Comparison data from other school districts has been reviewed using the comparison feature in Ed-Data.org, and the CA School Dashboard. Extended learning opportunities, including after school programs, summer offerings, Saturday school, and field trips have been offered, in part, to increase African American student outcomes. However, looking at the three year LCAP cycle, the data categorizes these actions as ineffective.

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.

MUSD has shifted, in alignment with state requirements, to indicating specific student group actions throughout all of the goals in the LCAP. For that reason, our actions focusing on the increased outcomes for our African American students have been integrated into Goal # 1 and Goal # 2.

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	Increase outcomes of our Homeless students on the California School Dashboard in the areas of Chronic Absenteeism, Language Arts, and Mathematics.

Measuring and Reporting Results

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
Chronic Absenteeism State Indicator	On the 2019 California School Dashboard, our Homeless students ranked as Very High (Red) on the Chronic Absenteeism Indicator, with a Chronic Absenteeism Rate of 45.3%.	N/A (New Goal beginning with the 2022-23 school year)	On the 2022 California School Dashboard, our Homeless students ranked as Very High on the Chronic Absenteeism Indicator, with a Chronic Absenteeism Rate of 82.3%.	65.1% Chronic Absentee rate on the 2023 CA School Dashboard, a 17.1% improvement. The year-to-date Chronic Absentee rate for 2024 is 50%	An overall 4% reduction in the Chronic Absenteeism rate of our Homeless students on the CA School dashboard, down to at least 41.3%
English Language Arts Indicator	On the 2019 California School Dashboard, our Homeless students ranked as Very Low (Red) on the English Language Arts Indicator, with a Distance From Standard (DFS) of -101.1.	N/A (New Goal beginning with the 2022-23 school year)	On the 2022 California School Dashboard, our Homeless students ranked as Very Low on the English Language Arts Indicator, with a Distance From Standard (DFS) of -86.5.	On the 2023 California School Dashboard, our Homeless students ranked as Very Low (Red) on the English Language Arts Indicator, with a Distance From Standard (DFS) of -86.5	An overall 6 point improvement for our Homeless students in the English Language Arts Distance from Standard on the CA School dashboard, up to at least -95.1.
Mathematics Indicator	On the 2019 California School Dashboard, our Homeless students ranked as	N/A (New Goal beginning with the 2022-23 school year)	On the 2022 California School Dashboard, our Homeless students ranked as	On the 2023 California School Dashboard, our Homeless students ranked as	An overall 6 point improvement for our Homeless students in the Mathematics

Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Year 3 Outcome	Desired Outcome for 2023–24
	Very Low (Red) on the Mathematics Indicator, with a Distance From Standard (DFS) of -127.1.		Very Low on the Mathematics Indicator, with a Distance From Standard (DFS) of -151.8.	Very Low (Red) on the Mathematics Indicator, with a Distance From Standard (DFS) of -133.1, an improvement of 30.9.	Distance from Standard on the CA School dashboard, up to at least -121.1.

Goal Analysis

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

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

The SST process and focus groups were not fully implemented, and need to be revised to include standard operating procedures for specific adverse childhood experiences related to homelessness. Additional staffing was not able to be added. These implementation differences were due to the impact of staffing shortages. Homeless student outcome data has been analyzed throughout the school year as part of the nested data system used by the district. After each unit exam, achievement data are reviewed during Data Reflection Sessions, and disaggregated by teams of teachers. The same is done by school administration (meta), and by district level leadership (mega). Our local Sisense data dashboards are utilized to monitor student group progress in several metrics, including: chronic absenteeism, attendance rate, suspension rate, unit exam performance, Star assessment performance, A-G progress, and more. Extended learning opportunities, including after school programs, summer offerings, Saturday school, and field trips have been offered, in part, to increase Homeless student outcomes.

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.

The planned expenditures for Goal 4 were not expended as planned; however, the district had utilized funds to address improvement of Homeless student outcomes in different areas of the LCAP under Goal 2 in engagement for both students and parents, as well as efforts towards Extended Learning & Learning Loss Mitigation. Data in scores measuring academic success have shown improvement in the outcomes.

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

The Homeless Chronic Absenteeism rate fell from 82.3% to 65.1%, the Distance from Standard for ELA was maintained (within range for our desired outcome), and the Distance from Standard for Mathematics improved by 30.9. While not all of our metrics were within our target, Homeless students did demonstrate improvements due to the implemented actions. Homeless student outcome data has been analyzed throughout the school year as part of the nested data system used by the district. After each unit exam, achievement data are reviewed during Data Reflection Sessions, and disaggregated by teams of teachers. The same is done by school administration (meta), and by district level leadership (mega). Our local Sisense data dashboards are utilized to monitor student group progress in several metrics, including: chronic absenteeism, attendance rate, suspension rate, unit exam performance, Star assessment performance, A-G progress, and more. Extended learning opportunities, including after school programs, summer offerings, Saturday school, and field trips have been offered, in part, to increase Homeless student outcomes. Looking at the data across the three year LCAP cycle categorizes these actions as somewhat effective, as the Chronic Absenteeism rate fell; however, it was not at the desired outcome level.

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.

MUSD has shifted, in alignment with state requirements, to indicating specific student group actions throughout all of the goals in the LCAP. For that reason, our actions focusing on the increased outcomes for our homeless students have been integrated into Goal # 1 and Goal # 2.

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.

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
Mojave Unified School District	Dr. Katherine Aguirre Superintendent	katherineaguirre@mojave.k12.ca.us 661-824-4001

Plan Summary [2024-25]

General Information

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

The Mojave School District was established in 1884 to serve a student population of 13 children. For the following 70 years districts in the surrounding areas experienced dramatic fluctuations in their enrollment numbers. In 1953, the Mojave School District annexed smaller districts in the area and formed the Mojave Unified School District which covers a large geographic area in eastern Kern County. MUSD continues to serve two separate and distinct communities: California City and Mojave.

The communities of Mojave and California City had very different beginnings. The town of Mojave was established in 1876 as a construction camp for the railroad. As the railroad brought more resources into the area Mojave began to grow. Growth continued throughout the years as Mojave became the supply point for the twenty-mule teams that hauled the borax out of Death Valley. When construction began on the Los Angeles Aqueduct, Mojave once again saw an increase in its population as the construction crews used the town for their base. California City had its beginnings in 1958 as a developer purchased land to develop a master planned community in the desert with a park and lake. The development never occurred as planned, but a close-knit community was still established. In 1965 California City was incorporated, and is the third largest city in the state in terms of land area.

The communities of California City and Mojave are approximately 20 miles apart and are served by six school sites. Mojave has two schools: Mojave Elementary School (TK-5) and Mojave Jr./Sr. High School (6-12). California City has four schools: Robert P. Ulrich Elementary (TK-

2), Hacienda Elementary School (3-5), California City Middle School (6-8), and California City High School (9-12). MUSD is also home to the C.A.R.E.S program (the Center for the Advancement of Regionalized Exceptional Students), a program serving over 50 students with moderate and severe disabilities. Our Mojave Adult School also provides Career Technical Education, English Language Development, and a Diploma Track for adults in the community. Additional evening classes are offered through Cerro Coso Community College to ensure that students of all ages, experiences and backgrounds have opportunities to achieve their goals.

Currently Mojave Unified serves a student population of approximately 3,000 students, over 87% of which are socioeconomically disadvantaged. Our student population is diverse: 48% Hispanic, 30% African-American, and 14% white. 14% of our students are English Language Learners and over 15% of MUSD students require special education services. Student mobility rates in Mojave Unified are in the extreme range: Typically 400 students moved in and out of our district each school year. With a projected unduplicated student rate of more than 85%, we have engaged educational partners to develop a plan with the primary purpose of increasing student achievement for our unduplicated pupils and underperforming student groups, while addressing their social emotional needs. With such a large majority of students living in poverty, MUSD qualifies to implement the Community Eligibility Provision (CEP)—providing meals at no charge to all students. This is an exciting development, as the CDE reports: “Schools that have implemented the CEP have experienced striking increases in school meal participation, and many reported improved attendance. Three of our district school's receive Equity Multiplier Funding: Mojave Jr./Sr. High School, Mojave Elementary School, and Robert P. Ulrich Elementary.

Interdepartmental teamwork is a hallmark of our district as the transportation, technology, maintenance, and food service departments get our students to school, maintain thousands of pieces of technology, sustain safe facilities, and serve hundreds of thousands of meals.

The story of education in the area is not new—with our first school house opening in 1884; however, this is the beginning of a new chapter. Our vision for improved student achievement and success will reach fruition through Positive Behavior Support, social emotional learning, incredible access to and analysis of data and indicators, an ever-improving alignment of curriculum, best practices and resources, the use of 21st century technology, and most important of all: collaboration with our educational partners.

Reflections: Annual Performance

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

The systems work that has been done, especially in standards prioritization, assessment and data protocol development, guided planning, guidance alignment, master schedule optimization, and a focus on literacy, has started to yield modest but promising results, and should therefore be continued.

The % of students that met/exceeded the standard on the 2023 ELA CAASPP increased by 1.77%, with the average Distance from Standard improving at California City High School, Hacienda Elementary School, and Mojave Jr./Sr. High School. In Mathematics MUSD also saw a 1.45% increase in the % met/exceeded on the CAASPP, with HES showing improvements in average Distance from Standard. On the CA School Dashboard, MUSD had the following overall levels: Red for English Language Arts (-89.7 DFS); Red for Mathematics (-147.2 DFS); Medium on the College/Career Readiness Indicator (41.8% Prepared); Orange on the Graduation Rate indicator (78.5% Graduated); Yellow on the English Learner Progress Indicator (35.8% Making Progress);

MUSD has a deep belief in making sure that all of our students are okay, and ready to learn. Through the increased engagement of students and the community, improvement of attendance, and the implementation of social/emotional supports, such as Positive Behavior Intervention and Supports (PBIS), the district is anticipating improvements in this area. All schools and student groups improved in the area of Chronic Absenteeism on the 2023 CA School Dashboard, overall the district was at Yellow. The district ranked in the Red on the Suspension Rate Indicator.

Our student groups had the following red indicators on the CA School Dashboard:

All Students: ELA (District Wide, CCMS, HES, MES, RPU); Math (District Wide, CCHS, CCMS, MJSHS, RPU); Suspension (District Wide, CCHS, CCMS, HES, MES, MJSHS).

African American: ELA (District Wide, CCHS, CCMS, MES); Suspension (District Wide, CCHS, CCMS, HES, MES, MJSHS); College Career Indicator (MJSHS); Math (CCMS, MJSHS)

English Learner: ELA (District Wide, CCMS, HES, MJSHS); English Learner Performance Indicator (CCMS, MES, MJSHS); Math (District Wide, CCMS, HES, MJSHS); Suspension (District Wide, CCHS, CCMS, MES, MJSHS); College Career Indicator (MJSHS)

Foster: Suspension (District Wide, CCHS, HES)

Homeless: ELA (District Wide); Suspension (District Wide)

Hispanic: ELA (District Wide, CCMS, HES, MES); Math (District Wide, CCHS, CCMS, HES, MJSHS); Suspension (District Wide, CCHS, CCMS, HES, MJSHS)

Socioeconomically Disadvantaged: ELA (District Wide, CCMS, MES); Math (District Wide, CCMS, MJSHS); Suspension (District Wide, CCHS, CCMS, HES, MES, MJSHS, RPU)

Students with Disabilities: ELA (District Wide, CCMS, HES, MJSHS); Graduation (District Wide); Math (District Wide, CCMS, HES, MJSHS); Suspension (District Wide, CCHS, CCMS, HES, MES, MJSHS)

Two or More Races: Suspension (District Wide, CCMS, HES, RPU)

White: ELA (District Wide, CCMS); Math (District Wide, CCMS); Suspension (District Wide, CCHS, CCMS, HES, MES, MJSHS)

Actions in Goal # 1 to address these performance levels for all student groups, are indicated below for each indicator:

English Language Arts: Actions 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12, 1.23, 1.26, 1.27, 1.28, 1.29, 1.30, 1.31, 1.32, 1.33, 1.34, 1.35, 1.36, 1.37, 1.38

English Learner Performance Indicator: Actions 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12, 1.13, 1.14, 1.15, 1.16, 1.17, 1.23, 1.26, 1.27, 1.28, 1.29, 1.31, 1.32, 1.33, 1.34, 1.35, 1.36, 1.37, 1.38

Mathematics: Actions: 1.1, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12, 1.23, 1.26, 1.27, 1.28, 1.29, 1.30, 1.31, 1.32, 1.33, 1.34, 1.35, 1.36, 1.37, 1.38

College Career Indicator: Actions 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12, 1.18, 1.19, 1.20, 1.21, 1.22, 1.23, 1.24, 1.25, 1.26, 1.27, 1.28, 1.29, 1.32, 1.33, 1.34, 1.35, 1.36, 1.37, 1.38

Graduation Rate: Actions 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12, 1.18, 1.19, 1.20, 1.21, 1.22, 1.23, 1.24, 1.25, 1.26, 1.27, 1.28, 1.29, 1.32, 1.33, 1.34, 1.35, 1.36, 1.37, 1.38

Suspension: Actions 1.4, 1.23, 1.26, 1.27, 1.28, 1.29, 1.35, 1.36, 1.37, 1.38

Actions in Goal # 2 to address these performance levels for all student groups, are indicated below for each indicator:

English Language Arts: Actions 2.1, 2.3, 2.4, 2.5, 2.6, 2.12, 2.13, 2.14, 2.15, 2.16, 2.18, 2.19, 2.20, 2.21, 2.22, 2.25, 2.26, 2.27
English Learner Performance Indicator: Actions 2.1, 2.3, 2.4, 2.5, 2.6, 2.12, 2.13, 2.14, 2.15, 2.16, 2.18, 2.19, 2.20, 2.21, 2.22, 2.25, 2.26, 2.27
Mathematics: Actions: 2.1, 2.3, 2.4, 2.5, 2.6, 2.12, 2.13, 2.14, 2.15, 2.16, 2.18, 2.19, 2.20, 2.21, 2.22, 2.25, 2.26, 2.27
College Career Indicator: Actions 2.1, 2.3, 2.4, 2.5, 2.6, 2.12, 2.13, 2.14, 2.15, 2.16, 2.17, 2.18, 2.19, 2.20, 2.21, 2.22, 2.25, 2.26, 2.27
Graduation Rate: Actions 2.1, 2.3, 2.4, 2.5, 2.6, 2.12, 2.13, 2.14, 2.15, 2.16, 2.17, 2.18, 2.19, 2.20, 2.21, 2.22, 2.25, 2.26, 2.27
Suspension: Actions 2.1, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 2.9, 2.10, 2.11, 2.12, 2.13, 2.14, 2.15, 2.16, 2.18, 2.19, 2.20, 2.21, 2.22, 2.23, 2.24, 2.25, 2.26, 2.27

Actions in Goal # 3 to address these performance levels for all student groups at Mojave Elementary School, Robert P. Ulrich Elementary and Mojave Jr./Sr. High School, are indicated below for each indicator:

English Language Arts: Action 3.1
English Learner Performance Indicator: Action 3.1
Mathematics: Action 3.1
College Career Indicator: Action 3.1
Graduation Rate: Action 3.1
Suspension: Action 3.1

Reflections: Technical Assistance

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

Mojave Unified School District is currently eligible for Differentiated Assistance based on the 2023 performance level of the following student groups in CAASPP and Suspension Indicators: African American, English Learners, Hispanic, Socioeconomically Disadvantaged, and White student groups. In addition to CAASPP and Suspension, the Students with Disabilities student group also met eligibility criteria based on current performance in Graduation Rate.

As part of the work in this area, a district team participated in a strengths and weaknesses reflection activity. This needs assessments was a thorough and comprehensive analysis of multiple data metrics across all student groups. This process has mirrored the input we have received from educational partners: there is a need to continue to develop our systems of literacy instruction, curriculum alignment, and positive behavior intervention and supports. The technical assistance in achieving this systems work is accomplished through a partnership with the experts at Orenda Education. This has included professional development for teachers, administrators and district leaders, and the implementation of a nested data system to monitor critical leading data indicators. This support has allowed the district to prioritize critical standards, design common assessments, and implement data protocols to monitor student progress (across student groups) and influence instructional practices. Teachers receive training and support on instructional strategies, classroom environment, the systematic teaching of reading, and the guided planning of units of study. At the secondary level, teams of counselors and administrators participate in guidance alignment, to increase the level of college/career readiness among our students through A-G aligned master schedules and increased student affiliations on campus. These steps can be found in the following actions of Goal # 1: 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.12, 1.13, 1.14, 1.15, 1.16, 1.17, 1.19, 1.20, 1.24, 1.25, 1.28, 1.29, 1.30, 1.31, 1.34, 1.35, 1.36, 1.37 and 1.38.

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.

Mojave Elementary School
California City Middle 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.

The district will support our identified CSI schools above in the following ways:

- 1) Training and guidance on conducting a comprehensive needs assessment. This needs assessment will include the review of the following data metrics by school site and student group: CA School Dashboard Indicators, including Chronic Absenteeism, Suspension Rate, English Learner Progress, English Language Arts, Mathematics. This will also include the review of other pertinent local data, such as longitudinal STAR reading and math performance, and Unit Exam data.
- 2) Development of an LCAP aligned improvement plan, in collaboration with School Site Councils and English Learner Advisory Committees. This will be embedded in the School Plan for Student Achievement (SPSA), and administrators will participate in relevant training offered through Kern County Superintendent of Schools to ensure compliance.
- 3) Continuing partnerships with experts to implement evidence based practices in the areas of curriculum alignment and positive behavior intervention and support implementation (PBIS) as detailed throughout the LCAP below in Goals 1 and 2.

Monitoring and Evaluating Effectiveness

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

The following metrics will be utilized to monitor and evaluate school improvement by the district:

Annually: Lagging indicators will be utilized, such as the CA School Dashboard Indicators, including Chronic Absenteeism, Suspension Rate, English Learner Progress, English Language Arts, Mathematics.

Monthly: Leading indicators using local data will be utilized, as compiled and shared on Sisense dashboards. This will include current attendance and chronic absenteeism rates, current suspension and expulsion rates, academic performance through gradebook monitoring, STAR testing, and Unit exams aligned to prioritized standards.

Quarterly: Team meetings with district and school personnel will review SPSA progress and implementation, and revisit implementation and progress.

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
Principals	Frequent feedback is sought, at least monthly, at scheduled Administrative Council meetings. Surveys have also been conducted.
Administrators	Frequent feedback is sought, at least monthly, at scheduled Administrative Council meetings. Surveys have also been conducted.
Teachers & Mojave Faculty Association (Bargaining Unit)	Teachers are surveyed throughout the year, and are allowed the opportunity to participate in set-aside meetings to share their insights at a Mojave Faculty Association input session to review data, and proposed actions/expenditures.
Other school personnel & California School Employee Association (Bargaining Unit)	School personnel have the opportunity to provide LCAP input through surveys, and are allowed the opportunity to participate in set-aside meetings to share their insights at a California School Employee Association input session to review data, and proposed actions/expenditures.
Parents	Eight opportunities are scheduled throughout the school year for in-person feedback toward the development of the LCAP. Surveys are also administered. Parent organizations, such as DELAC, the African American Advisory Group, and the District Advisory Council are also given opportunities to provide their input, and ask questions. A public hearing is also offered, including the ability for parents to provide input in writing.
Students	Student surveys are utilized, such as the California Healthy Kids Survey as well as LCAP-specific surveys that help shape our document.

Educational Partner(s)	Process for Engagement
Equity Multiplier Educational Partners	For Mojave Elementary School, Mojave Jr./Sr. High School, and Robert P. Ulrich Elementary School, opportunities were scheduled for our educational partners to provide input into the development of Goal # 3 of our LCAP, focused on the use of Equity Multiplier Funds to be used for improved outcomes by leveraging evidence based practices. Surveys were also conducted.
SELPA	MUSD received guidance from SELPA on the LCAP development during KCSOS hosted LCAP trainings, and through feedback provided after a document review.

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

Input from educational partners throughout the development of this three-year LCAP has significantly shaped the document and its initiatives. Educational partner priorities have remained relatively consistent post-distant learning, focusing on the following areas: literacy, academic achievement, attendance, and school climate (including student behavior, and school safety) [This priority was shared by administrators, classified and certificated staff, as well as parent/community members. Student surveys also indicate a need to focus on student behavior and school safety]. The input received, in light of local and state data, reveals the need to continue and deepen the systems work that has started to take root.

In the area of literacy and academics, the LCAP includes actions in Goal # 1 that focus on curriculum alignment, professional development and implementation in systematic literacy instruction, and the formation of a more comprehensive and consistent SST process. Additional supports and strategies are defined for our English Learners, as developed with DELAC input, and our Students with Disabilities, as incorporated through input by the CIM team and SELPA.

For school climate, the full implementation of all three tiers of Positive Behavior Intervention and Supports are found in Goal # 2, as well as the critical elements of increasing parent and student engagement. Educational partners, as well as the district, have prioritized student attendance as a critical need--while school climate is intrinsically linked to attendance, we have also included actions in Goal # 2 that emphasize a systematic approach to attendance monitoring and support, for example with the development of SARB/SART procedures and the structuring of a student services department.

Additionally, based on educational partner feedback, the LCAP includes actions that expand learning opportunities to support the sense of purpose among our students, accelerate their learning, and expose them to opportunities beyond our school sites. Professional development for our paraprofessionals has also been included to assist teachers with behavior de-escalation and literacy support.

Goals and Actions

Goal

Goal #	Description	Type of Goal
1	Increase the number of students reading and working at grade level in all core content areas, and who are on track to graduate college and career ready.	Broad 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)
- Priority 5: Pupil Engagement (Engagement)

An explanation of why the LEA has developed this goal.

Goal # 1 has been established to meet the following identified needs, according to the most recent CA School Dashboard Data, published in the 2023-2024 school year:

- MUSD is in the Red for English Language Arts (-89.7 DFS);
- MUSD is in the Red for Mathematics (-147.2 DFS);
- MUSD is Medium on the College/Career Readiness Indicator (41.8% Prepared)
- MUSD is Orange on the Graduation Rate indicator (78.5% Graduated)
- MUSD is in Yellow on the English Learner Progress Indicator (35.8% Making Progress)

There are elements of Goal # 1 that require consistency and fidelity over a number of years before taking root, and have therefore continued to have a presence in the MUSD LCAP. This includes literacy development, professional learning community refinement, and curriculum alignment systems work. Other areas are fundamental in meeting the needs of specific student groups, for example the actions and services related to our Students with Disabilities, and our English Learners.

In developing the actions and services in Goal # 1, the Mojave Unified School District has also taken into consideration the needs and circumstances of our unduplicated students:

- English Learners: Orange on Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Yellow on the English Learner Progress Indicator; Red on the ELA and Math Indicators.
- Foster Youth: Orange on the ELA and Math Indicators.
- Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.

The systems work that has been done, especially in standards prioritization, assessment and data protocol development, guided planning, guidance alignment, master schedule optimization, and a focus on literacy, has started to yield modest but promising results, and should therefore be continued:

The % of students that met/exceeded the standard on the 2023 ELA CAASPP increased by 1.77%, with the average Distance from Standard improving at California City High School, Hacienda Elementary School, and Mojave Jr./Sr. High School. In Mathematics MUSD also saw a 1.45% increase in the % met/exceeded on the CAASPP, with HES showing improvements in average Distance from Standard.

Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
1.1	% of Full-Time Equivalent teachers that are "Clear" and appropriately assigned. Source: CA School Dashboard Priority 1A	According to the most recently published CA School Dashboard Data from 2023, the % of Full-Time Equivalent teachers that are "Clear" and appropriately assigned is 69.9%			95% of FTE teachers "Clear and Appropriately Assigned"	
1.2	% of students that have access to standards-aligned materials, including English Learners and students with disabilities Source: Williams Reports Priority 1B	Based on the 2023 Williams report, 100% of students have access to standards-aligned materials, including English Learners and students with disabilities			100% of students will have access to standards-aligned materials, including English Learners and Students with Disabilities	
1.3	Level of implementation of standards-aligned curriculum in all content areas	There is full Implementation of standards-aligned curriculum in all content areas. This is measured using the state's			Full implementation of standards-aligned curriculum in all content areas, as measured using	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Source: CA implementation reflection tool, as reported on the MUSD local indicators on the CA School Dashboard Priority 2A	implementation reflection tool, as reported on our local indicators on the CA School Dashboard for 2024.			the state's implementation reflection tool.	
1.4	# of our EL students receiving daily integrated ELD in all content areas and designated ELD Instruction Source: FPM Instrument Evidence Review of Implementation Priority 2B	100% of our EL students receive daily integrated ELD in all content areas and designated ELD instruction as measured by review of Designated and Integrated ELD Implementation in 2023 and most recent FPM review.			100% of our EL students will receive daily integrated in all content areas and designated ELD instruction as measured by review of Designated and Integrated ELD Implementation. Full implementation of the CA ELD standards.	
1.5	Distance from Standard for ELA and Mathematics, the % of students meeting or exceeding standards on the CAST, and the the % of students scoring a level 3 on the CAA. Source: CA Assessment Results Webpage and the CA School Dashboard	As measured by CA Dashboard, on the 2023 CAASPP, students scored an average of 89.7 points below standard on ELA, and 147.2 points below standard on Mathematics. Socioeconomically Disadvantaged students			As measured by CA Dashboard for CAASPP, students will score an average of 59.7 points below standard on ELA, and 117.2 points below standard on Mathematics. Socioeconomically Disadvantaged	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Priority 4A	<p>scored an average of 93 9 points below standard on ELA, and 150.3 points below standard on Mathematics.</p> <p>English Learners scored an average of 107.4 points below standard on ELA, and 159.3 points below standard on Mathematics.</p> <p>Students with Disabilities scored an average of 158.7 points below standard on ELA, and 197.1 points below standard on Mathematics.</p> <p>CAST Scores as measured by CAASPP Reporting: % meeting or exceeding standards:</p> <p>5th Grade: 11.94% 8th Grade: 4.17% 10th Grade: 12.50% 11th Grade: 0.00% 12th Grade: 5.40%</p> <p>% of students at Level 3 on the ELA CAA: 30.77%</p>			<p>students will score an average of 63.9 points below standard on ELA, and 120.3 points below standard on Mathematics.</p> <p>English Learners will score an average of 77.4 points below standard on ELA, and 129.3 points below standard on Mathematics.</p> <p>Students with Disabilities will score an average of 128.7 points below standard on ELA, and 167.1 points below standard on Mathematics.</p> <p>CAST Scores as measured by CAASPP Reporting: % meeting or exceeding standards:</p> <p>5th Grade: 41.94% 8th Grade: 34.17%</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		% of students scoring a Level 3 on the Math CAA: 7.69%			10th Grade: 42.50% 11th Grade: 30.00% 12th Grade: 35.40% % of students at Level 3 on the ELA CAA: 60.77% % of students scoring a Level 3 on the Math CAA: 37.69%	
1.6	Percentage of pupils who have successfully completed A-G requirements Source: CA School Dashboard Priority 4B	12.8% 12th graders completed their A-G requirements on the most recent CA School Dashboard in 2023.			42.8% of 12th graders will complete their A-G requirements, according to state data.	
1.7	Percentage of pupils completing CTE pathways Source: State data published on Dataquest or Ed-Data.org Priority 4C	3.1% students completed CTE pathways in in 2023, based on state data.			33.1% of students will complete a CTE pathway according to state data.	
1.8	Percentage of students who successfully completed both A-G	Based on the most recent state data from 2023 1% of students			31% of students will complete both A-G requirements	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Requirements and CTE Pathways Source: State data published on Dataquest or Ed-Data.org Priority 4D	completed both A-G requirements and CTE Pathways			and CTE Pathways.	
1.9	Percentage of EL pupils making progress toward English proficiency Source: ELPI Indicator on the CA School Dashboard Priority 4E	Based on 2023 data from the CA Dashboard, MUSD currently has a 35.8% status for English Learner Progress (1-12)			65.8% of English Learners will make progress according to the CA School Dashboard.	
1.10	English Learner Reclassification Rate Source: State data published on Dataquest or Ed-Data.org. Priority 4E	State reclassification data is only available as of 2020-2021, which shows MUSD had a reclassification rate of .8%			30% of English Learners will be reclassified.	
1.11	Percentage of pupils passing AP exam with 3 or higher AP Exam Data Priority 4G Note: The Mojave Unified School District's plan for offering advanced courses does not include AP exams at	0 N/A			N/A	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	this time; instead, Dual enrollment offerings are robust and expanding.					
1.12	Percentage of pupils who participate in and demonstrate college preparedness on EAP Source: CAASPP Data from the CA School Dashboard Priority 4H	As reported on CA Dashboard in 2023, 22.16 % of 11th graders scored a 4 on the ELA CAASPP 2.21 % of 11th graders scored a 4 on the Math CAASPP			52.16% of 11th graders will score a 4 on the ELA CAASPP and 32.21% of 11th graders will score a 4 on the Math CAASPP.	
1.13	Middle School Dropout Rates Source: Local data tracking the middle school cohort with reconciled data from CAL-Pads Priority 5C	Middle school dropout rate maintained at 0% as of 2023.			The middle school dropout rate will be 0%	
1.14	High School Dropout Rates Source: State data published on Dataquest or Ed-Data.org. Priority 5D	Based on 2023 state data, the high school dropout rate was 16.7%			The high school dropout rate will be 2% or less.	
1.15	High School Graduation Rates	Based on 2023 data from CA School Dashboard, our high school graduation rate			Our graduation rate according to the CA School Dashboard will be	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Source: CA School Dashboard Graduation Rate Indicator. Priority 5E	was 78.5%, with student groups at the following rates: Students with Disabilities: 56.7% English Learners: 82.4% Socioeconomically Disadvantaged: 77.9%			98.5%, with the following student group rates: Students with Disabilities: 76.7% English Learners: 98.5% Socioeconomically Disadvantaged: 97.9%	
1.16	Percentage of high school graduates in the prepared level on the CCI Source: CA School Dashboard Priority 8	Based on 2023 data from CA School dashboard, our College Career readiness rates were: All- 41.8% ELs-41.2% SED-40.6% African American 34.9%			Our College/Career readiness levels on the CCI will be: All- 61.8% ELs-61.2% SED-60.6% African American 54.9%	

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	Pacing, Essential Standards	<p>In collaboration with expert partners, teachers from all content areas and grade levels will develop or refine a 5x5 matrix, identifying the 5 most important standards across 5 units of study. This will be the minimum content that all students will be expected to master.</p> <ol style="list-style-type: none"> 1. Review and revise (as necessary) the grade level pacing and units of study for Mathematics and English Language Arts based on essential standards. 2. Annually review and revise the “scope and sequence” of essential standards through the 5X5 matrices. 3. Review and revise (as necessary) the pacing and units of study for all content areas. 4. Teams of teachers will participate in the Guided Planning process: creating, fine-tuning, and implementing the pacing and prioritization of standards across all content areas, and digitizing units of study and lessons. 5. Provide parent feedback on student progress and mastery of essential standards. 6. Partner with consultants to work towards the identification of essential focus standards and developing systems of support to gather meaningful data. 	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
1.2	Improved Literacy	<p>The Educational Services department will develop, implement, and monitor a literacy development plan designed to improve literacy outcomes for all students, with additional support from a Director of Literacy.</p> <ol style="list-style-type: none"> 1. School site administrators, directors, and other instructional leaders will receive training in the Systematic Teaching of Reading Methods (STORM), focusing on instructional design and strategies that emphasize: Decoding and Spelling (Phonemic Awareness/Phonics); Fluency; Vocabulary and Concept Development; and Metalinguistics. 2. Teachers and instructional aides will receive training in the Systematic Teaching of Reading Methods (STORM), focusing on instructional design and strategies that emphasize: Decoding and Spelling (Phonemic Awareness/Phonics); Fluency; Vocabulary and Concept Development; and Metalinguistics. 3. STAR Early Literacy will be administered three times annually for appropriate grade levels, as indicated on the district assessment calendar. 4. The STAR reading assessment will be administered three times annually for appropriate grade levels, as indicated on the district assessment calendar. 5. Explore and implement other assessments, as appropriate, that focus on fundamental reading skills. 6. Literacy data will be regularly reviewed, following established data protocols, in Professional Learning Communities in order to inform small group and whole group instruction. 7. New students will complete diagnostic academic assessments as soon as possible. 8. An uninterrupted ELA block will be maintained for all self contained grade levels. 	\$2,709,455.00	No

Action #	Title	Description	Total Funds	Contributing
		Expenditures will include 20 TK-3rd grade teachers and Professional Learning Community time on early release Wednesdays to accomplish the actions above.		
1.3	Improved Literacy-- Additional Supports	<p>In order to meet the literacy needs of our unduplicated pupils described above the utilization of smaller class sizes when possible need to be established to ensure improved literacy skills:</p> <ol style="list-style-type: none"> 1. Extend the length of the Kindergarten program day from half-day to full-day to increase instructional minutes for our unduplicated students. 2. Lower class sizes when possible, with the intent of improving social/emotional outcomes in order to leverage literacy opportunities for our unduplicated students. <p>Expenditures are to include the addition of 6 Tk-3 instructors beyond base needs to accomplish the items listed above.</p>	\$778,489.95	Yes
1.4	Improved Professional Learning Communities	<p>Staff members will participate in weekly collaboration in the PLC Setting, in order to disaggregate data by student group (including Foster Youth, English Learner and Socioeconomically Disadvantaged students) and closely monitor academic, attendance and behavioral progress.</p> <ol style="list-style-type: none"> 1. Student achievement data will be analyzed regularly in Data Reflection Sessions, following established data protocols. This will be done in order to refine instruction and guided planning, inform small group instruction, and establish common agreements to leverage higher unduplicated student outcomes. 2. Partner with consultants to create sustainable nested data systems at the teacher, administrator and district levels, in order to ensure closing achievement gaps among our Socioeconomically Disadvantaged, Foster Youth and English Learners. 	\$660,665.00	Yes

Action #	Title	Description	Total Funds	Contributing
		Expenditures are to include the funding of two hours of Professional Learning Community time across 39 early release days to accomplish the actions above.		
1.5	Individual Learning Goals	<p>Teachers, counselors, and administrators will guide students to monitor their own mastery of essential standards in all classes, and set personal achievement goals.</p> <ol style="list-style-type: none"> 1. Grade levels and departments will calibrate grading expectations, emphasizing the mastery of essential content. 2. All graded work will be standards aligned, and entered into grade books on at least a weekly basis, as outlined in district reporting requirements. 3. Student Portal will be encouraged at all appropriate grade levels. 	\$0.00	No
1.6	Improved Instruction	<p>Staff will collaboratively work toward the constant improvement of first-time instruction (with a focus on literacy) in order to close achievement gaps.</p> <ol style="list-style-type: none"> 1. Increase targeted learning experiences and the accessibility of standards-aligned content through small group instruction, as supported with instructional aides/paras. 2. Paraprofessionals will receive ongoing weekly professional development to increase their effectiveness in supporting instruction, connecting English Learners to language rich environments, and literacy development. 3. Classroom environments will be intentionally designed to support literacy and collaborative learning. 4. Classroom expectations, instructional routines, and procedures will be established and frequently reviewed to support the learning environment. 5. Small group instruction will be integrated into lesson plans in order to address student learning gaps, with a special emphasis on literacy skills. 	\$9,162,407.74	No

Action #	Title	Description	Total Funds	Contributing
		<p>6. Students will be engaged through evidence-based lessons aligned with standard matrices. Collaborative lesson planning and unit design will be utilized to outline the most important vocabulary, knowledge, and skills required for student success in each unit.</p> <p>7. When possible, efforts to lower class sizes will be made with the intent of improving social/emotional and academic outcomes in order to leverage educational opportunities for unduplicated or underperforming pupils.</p> <p>8. Students will have access to digital collections of books and audiobooks to help with reading fluency and comprehension.</p> <p>9. Increase the level of literacy development among our students through the strategic support of Librarians/Multimedia clerks.</p> <p>10. Explore and implement necessary means (methods, committees, strategies, etc.) to actively engage the African American community in order to improve academic achievement for socio-economically disadvantaged students.</p> <p>11. Use comparison data from school districts and universities with successful outcomes for socio-economically disadvantaged African American students to find best practices that can be replicated.</p> <p>Expenditures to accomplish the actions above will include a majority of site staff salaries and benefits for instructional paras, library technicians, EL aides, 4th-12th grade teachers, and assistant superintendent of ed. services.</p>		
1.7	Improved Instruction-Additional Supports	<p>School teams will Increase instructional supports in order to meet the documented needs of our Foster Youth, English Learners and Socioeconomically Disadvantaged students.</p> <p>1. Increase the effectiveness of small group instruction through the lowering of 4th-12th grade class sizes (where possible), increasing the</p>	\$4,448,101.26	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>number of trained instructional paraprofessionals, and providing professional development to teachers and classified staff on effective small group strategies.</p> <p>2. Add library and multimedia staff to increase the level of literacy development for unduplicated students, and increase their access to agreed upon programs for additional support.</p> <p>Expenditures to accomplish these actions will include additional staff hired beyond base (25 instructional activities paras and 3 FTE instructional support positions)</p>		
1.8	Improved Assessments & Monitoring	<p>Teachers will administer unit exams (aligned with priority standards across all subjects) in order to monitor student outcomes and ensure closing achievement gaps among our English Learners, Foster Youth, and Socioeconomically Disadvantaged pupils.</p> <p>1. Evaluate and improve unit exams as needed, focusing on depth of knowledge and tiers of questions. The assessment windows for these exams will be shared on an annual assessment calendar and integrated into standards-aligned report cards at the elementary school level.</p> <p>2. Assessment results of students will be disaggregated by student groups and reported to stakeholders.</p> <p>3. Data from local assessments will be discussed in collaborative groups during data reflection sessions and PLCs and will inform instructional improvements.</p> <p>Expenditures to accomplish these items will include software utilized for data review.</p>	\$81,856.00	Yes

Action #	Title	Description	Total Funds	Contributing
1.9	Acceleration	<p>School site instructional teams will use evidence-based supports to accelerate the academic performance of our students that are falling behind:</p> <ol style="list-style-type: none"> 1. Each Wednesday will be an early release day, utilized for professional learning communities, data reflection sessions, and collaboration time. Student data will be disaggregated by student groups to refine instruction and targeted instructional experiences. 2. Technology enhanced instruction and after-school programs will be leveraged to accelerate student learning. 3. The Student Study Team (SST) process will be refined and fully implemented at all school sites. 4. High school administrators will regularly run D & F reports to inform their plans for student acceleration, ensuring that students stay on track for A-G completion. 5. Parent meetings and conferences will be conducted regularly to inform parents about student progress and opportunities. <p>Expenditures for this area are to include after school tutoring software.</p>	\$89,600.00	No
1.10	Acceleration-Additional Supports	<ol style="list-style-type: none"> 1. Teachers will administer STAR Diagnostic assessments to identify and address gaps in learning for unduplicated student groups. 	\$0.00	No
1.11	Special Education	<p>All school sites will implement high leverage strategies to meet the needs of Students with Disabilities and ensure a compliant IEP process:</p> <ol style="list-style-type: none"> 1. Students with special needs will be assessed using highly qualified and experienced assessors in order to determine areas of need, areas of strengths and provide appropriate placement and accommodations. 	\$10,225,471.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>2. Individual Education Plan (IEPs) will be based on comprehensive assessments with meaningful input from parent/guardian/caregivers with a focus on Least Restrictive Environment (LRE) and the most expedient and appropriate inclusion in the general education setting.</p> <p>3. Provide qualified specialists who are trained to identify and understand a wide variety of disabilities and how they impact learning and who can accommodate or when necessary, modify instruction to help students achieve their individual goals.</p> <p>4. Meeting timelines and deadlines will be met, and teams will be responsive to ongoing needs and parent and staff requests.</p> <p>5. Develop and implement a system for capturing requests for evaluation that includes the communication of important timelines to necessary stakeholders.</p> <p>6. Create and implement a Special Education manual.</p> <p>7. Create materials and implement a process for compliant placement discussions/collaboration during IEP meetings.</p> <p>8. Create a training for staff on the roles and responsibilities for supporting students with disabilities.</p> <p>9. Conduct document reviews once per semester to ensure implementation of policy and procedures.</p> <p>10. Implement monthly collaboration routines for administrators, school psychologists, special education teachers and general education teachers.</p> <p>11. Create centralized access for special education resources, policies and procedures.</p> <p>12. Host quarterly events to provide information (IEP process, Least Restrictive Environment, programs) and supports for students with disabilities.</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>13. Create and implement training for teachers and school psychologists on the IEP process and Least Restrictive Environment.</p> <p>14. Create and implement training for Tier 1 and 2 instructional and behavioral supports.</p> <p>Expenditures to contribute toward the actions and services above will include special education staffing, 504 stipends, and supplemental agreements including presence learning, tele-speech, maxim/Amergis, and Autism Academy.</p>		
1.12	Targeted Learning Opportunities	<p>1. Differentiated instruction, including rigorous, challenging content for students that are at grade level or beyond, will be provided to increase the % of pupils that are on track to be college and career ready. To support this action, MUSD will maintain and expand Dual Enrollment offerings and other accelerated learning opportunities across all grade levels.</p> <p>Expenditures in this area will include Dual Enrollment related expenses through KCCD and other program costs such as textbooks.</p>	\$53,500.10	Yes
1.13	EL Progress & Reclassification	<p>In order to increase the number of EL students making steady progress and reaching proficiency (reclassification) within 5 years, school sites will:</p> <p>1. Plan for a successful implementation of English Learner Roadmap with a targeted professional development plan.</p> <p>2. Design instructional strategies aligned to the EL Roadmap to better support English learners' progress.</p> <p>3. Monitor and assess instructional strategies to foster student engagement in a welcoming environment.</p>	\$75,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>4. Continue to provide training in ELD framework for teachers with emphasis on integration of content standards and ELD framework.</p> <p>5. Continue to implement the ELA/ELD framework with ELD instruction at all grade levels.</p> <p>6. Implement ELLevation program for progress monitoring of EL students with the focus on reclassification of students as English proficient before becoming Long-term English Learners. (LTELs).</p> <p>7. Provide professional development to teachers on the ELLevation platform to build capacity of teachers as they serve multilingual learners. a. The program will empower students with academic language necessary for being successful learners.</p> <p>8. Continue to monitor academic progress through the PLC process and provide appropriate interventions and services.</p> <p>9. Continue to offer Parent Institute of Quality Education (PIQE), family engagement workshops, both in English and Spanish, to empower, educate, and inspire parents to become active participants in their students' education.</p> <p>MUSD increases/improves services in the area of EL Progress and Reclassification through the funding of EL instructional materials, professional development, implementation of the ELLevation program, and PIQE parent engagement.</p> <p>Expenditures to fulfill these actions/services will include licenses for Ellevation, and other materials and supplies.</p>		
1.14	Long Term EL Progress	<p>Instructional teams will enter Long-Term English Language Students into the SST process to determine additional strategies, evidence-based assistance, or services the child needs to progress toward proficiency:</p> <p>1. MUSD will develop a Long Term English Learner Plan.</p>	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>2. Professional development will be offered to teachers with emphasis on long term English learners (LTELs) to better support their academic development and move them towards English proficiency.</p> <p>3. Utilize ELLevation program to identify the LTELs and use strategic lessons designed to help them become English proficient.</p>		
1.15	Reclassified EL Monitoring	<p>Instructional teams will monitor Reclassified student progress for the state mandated timelines, and beyond if necessary:</p> <p>1. Bilingual aides, administration and teachers will work closely together to track the progress of reclassified EL students for a minimum of four years.</p> <p>2. If a reclassified student is falling behind, they will be entered into the SST process to determine a plan of support.</p> <p>3. Explore an alternate reclassification processes for students with disabilities</p>	\$0.00	No
1.16	Specially Designed Academic Instruction in English (SDAIE)	<p>Teachers will craft lesson plans with an emphasis on language development:</p> <p>1. With the EL Roadmap implementation, teachers will align their lesson strategies and approach with the four principles to provide an asset-oriented learning environment, where students can thrive and be successful.</p> <p>2. Embedded SDAIE strategies will be used to support the language progress of English Learners.</p> <p>3. Engaging vocabulary instruction, supported by the use of visuals and word walls, will be purposefully integrated into lessons across all content areas.</p>	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
1.17	ELD Instruction	<p>Designated ELD instruction based on evidence-based practices, the ELD frameworks, and ELD/ELA standards will be offered for all English Learners:</p> <ol style="list-style-type: none"> 1. English Learners will receive daily integrated and designated ELD instruction. 2. Designated ELD instruction will be provided to students in small groups based on their proficiency level until they are Reclassified Fluent English Proficient (RFEP). 3. Integrated ELD will be weaved throughout all content areas to increase literacy in all content areas. 4. Teachers will collaborate with EL paraprofessionals to use effective learning strategies and scaffold student learning. 5. Teachers will routinely examine texts and tasks used for instruction and identify academic vocabulary that might be challenging for students and provide scaffolds as necessary. 6. ELs with disabilities will receive daily designated ELD instruction in their identified setting based on their IEPs. 7. MUSD will increase/improve services for our English Learners through the funding of paraprofessionals to support their outcomes. <p>Included contributing expenditures will allow for the funding of 6 English Learner Instructional Aides to support English Learner progress in action 7 above.</p>	\$310,158.00	Yes
1.18	Middle School Drop Out Rate	<p>Improved record-keeping and attendance monitoring by front office staff and the Child Welfare & Attendance Department will be implemented to reduce the rate of middle-school dropouts:</p>	\$5,000.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>1. Student attendance will be frequently monitored. Students that move away will be accurately located and correct data will be entered into the system.</p> <p>2. Improved efforts will be made by school sites to confirm when students move out of state.</p> <p>3. Implement the AVID program at CCMS to help middle school students achieve a successful transition into high school.</p> <p>Expenditures will include the licensing to participate in the AVID program.</p>		
1.19	Credit Monitoring & Secondary Support	<p>Administrators, counselors and teachers will closely monitor secondary students for credit deficiencies:</p> <p>1. Offer Parent workshops through PIQE, which helps parents become more informed and engaged partners in their student's learning.</p> <p>2. Provide parent education on traits/habits of high achieving students, navigating the higher education system and resources for incoming middle and high school parents.</p> <p>3. Secondary school principals will host parent informational meetings at every grade level and report on student progress and ways to support students who are in danger of becoming credit deficient.</p> <p>4. Provide counseling, both academic and/or social-emotional, as needed.</p> <p>5. Counselors and principals will monitor students' academic progress and will immediately intervene and support students if they are in danger of failing and becoming credit deficient.</p> <p>6. Guidance alignment will continue with our secondary principals and counselors to ensure A-G aligned master schedules and a shift from credit recovery to grade recovery.</p>	\$949,105.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>Expenditures to fund the services/actions above will include the salary and benefits of Academic Counselors and Counseling Administrative Assistants (1 FTE Other pupil services, 2 FTE Guidance & Counseling Services, 2 FTE Clerical & Office Support), as well as the Parent Institute of Quality Education (PIQE) program costs.</p>		
1.20	Credit Monitoring & Secondary Support-Additional Supports	<p>1. MUSD will increase the number of counselors at secondary schools to: provide parent information and outreach opportunities; meet with students to assess their social-emotional status and monitor academic progress; and develop plans to ensure that more unduplicated students are on track to graduate college and career ready.</p> <p>Expenditures will included salaries and benefits for added counselors and intervention coordinators (2 FTE Guidance & Counseling Services)</p>	\$220,613.00	Yes
1.21	Grade Recovery	<p>Secondary schools will provide students with opportunities within the master schedule for A-G complaint grade recovery options to ensure graduation requirements are met and socioeconomically disadvantaged (SED) students are completing A-G requirements:</p> <p>1. Provide A-G compliant grade recovery options for SED students who are credit-deficient through summer programs when available, tutoring offerings, extended hours on Saturdays, and during winter and spring recess sessions. Funds will cover staffing costs related to these increased opportunities.</p> <p>2. Closely monitor SED student progress with weekly grade checks so students are better informed about their own progress.</p> <p>Expenditures in this area will include after school tutoring staffing.</p>	\$100,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
1.22	Secondary Attendance Monitoring	<p>Chronic absenteeism seriously compounds learning gaps and limits the effectiveness of other improved or increased services. For that reason, the attendance and records of students will be regularly monitored by school sites and the Child Welfare & Attendance Department to reduce the level of dropouts, and targeted strategies will be applied to improve their attendance rates.</p> <p>1. The Student Services department, through Child Welfare and Attendance will monitor the accuracy of student records by utilizing the CALPADS system and coordinating information with sites.</p> <p>2. The Child Welfare and Attendance department, and school sites, will continue to regularly monitor attendance and information related to students that have dropped, or students that have periods of non-attendance in order to apply evidence-based strategies to reduce chronic absenteeism and dropout rates.</p> <p>3. Increase/improve services in the area of attendance monitoring and outreach through the funding of attendance staff.</p> <p>Expenditures in this area will fund the Child Welfare and Attendance Department (2 FTE positions)</p>	\$233,882.00	Yes
1.23	Student Acclimation	<p>The Educational Services and Student Services Departments will explore student orientation/intake opportunities to help new students make successful transitions:</p> <p>1. Institute methods of assessing students as soon as possible after enrollment.</p> <p>2. Institute methods of familiarizing students with essential staff members, PBIS, campus clubs/activities, and other school expectations.</p>	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
1.24	College/Career Readiness	<p>Many of our pupils will be first time college students in their families. Our remote location, cost of college classes, and lack of career-interest development are also obstacles to successful post-high school transitions. In order to mitigate this, MUSD will increase the options that students can complete to become “Prepared” for college and careers through the following:</p> <p>A) CTE Pathway and scoring 3+ on ELA or Math CAASPP and a 2+ in the other subject area; or B) CTE Pathway + completion of 1 semester of Dual Enrollment with a passing grade; or C) At least a standard “Standard Met” on both ELA and MATH on CAASPP; or D) Completion of two semesters of Dual Enrollment with a passing grade; or E) Completion of courses that meet A-G criteria + [CTE Pathway Completion] or [a 3+ on ELA or Math CAASPP and a 2+ in the other subject area] or [1 semester of Dual Enrollment with passing grade]</p> <p>1. Ongoing academic counseling will be offered to inform students and parents about college/career readiness.</p> <p>2. Students will be guided to explore their interests in opportunities after high school.</p> <p>3. Administrators, academic counselors, and staff will monitor A-G progress using transcript analysis and strategic master scheduling.</p> <p>4. Master schedule offerings will be A-G approved, and students will automatically be enrolled on an A-G complaint pathway of courses.</p> <p>5. Offer CTE pathways in order to develop the Career readiness and interests of our student populations.</p> <p>6. Offer and expand Dual Enrollment offerings at the secondary level in order to increase the number of pupils graduating from high school having earned an Associate’s Degree.</p>	\$74,000.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>7. Schedule career exploration workshops and seminars for transition to post-secondary education at each high school.</p> <p>Expenditures in this area will fund Career Technical Education (CTE) materials and supplies to accomplish the actions described above.</p>		
1.25	College/Career Readiness-Additional Supports	<p>1. MUSD will fund CTE pathway offerings at the secondary level to increase the career readiness of our unduplicated pupils.</p> <p>Expenditures will include funding for 1.5 Full Time Equivalent CTE teachers.</p>	\$162,670.00	Yes
1.26	Teacher Recruitment	<p>MUSD will implement a recruiting strategy for specialized and/or difficult-to-fill positions in order to improve the consistency and quality of instruction and avoid disruptions to pupil progress:</p> <ol style="list-style-type: none"> 1. Develop a recruitment/retention plan. 2. Review all teacher assignments at the beginning of each year for appropriate credentials. 3. Revamped hiring process which would include orientation and training for new employees with a focus on our local context and how to better serve our high percentage of unduplicated students. 4. Adequately advertise open positions using a variety of digital and print resources, and engage local universities to connect with potential employee candidates. 5. Utilize incentive programs for certificated and classified staff to ensure their longevity in continuing educational programs in order to increase student learning outcomes. 	\$5,800.00	No

Action #	Title	Description	Total Funds	Contributing
1.27	Teacher Recruitment-Additional Supports	1. MUSD will provide incentives to attract individuals who have a desire to serve the needs of the unduplicated students in our district and who are willing to transition into teaching with the financial support in the form of a reimbursement for attaining a credential. Funds will cover the cost of a Credential Support Program (credential reimbursement).	\$62,000.00	Yes
1.28	Capacity Building	<p>Use site-based mentor and orientation programs to help build the capacity of new employees in order to better prepare them to meet the needs of our students:</p> <ol style="list-style-type: none"> 1. Each new teacher will attend the district orientation in order to become acquainted with the unique needs of MUSD pupil groups and the context of our school district. 2. Each new teacher will be paired with a “mentor teacher” at their site to better equip them for meeting the needs of our students. 3. New teachers will complete teacher induction requirements. 4. District and sites will support interns and pre-interns with appropriate mentors with an emphasis on the evidence-based practices that have been shown to meet the needs of our pupils. 5. Site administrators will meet weekly to provide moral and operational support with new teachers, offering them professional development, support, and timely feedback from walkthroughs in order to improve outcomes. 6. Teachers in need of an improvement plan will be entered into the PAR process to offer assistance and support. 	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
1.29	Capacity Building- Additional Supports	<p>Fund teacher mentors for teachers new to the profession in order to increase their capacity for meeting the needs of our socioeconomically disadvantaged students.</p> <p>Expenditures will include the funding of Teacher Induction Mentors.</p>	\$161,671.00	Yes
1.30	CCSS Materials and Improved Implementation	<p>Teacher lesson plans will increase their fidelity to standards-aligned curriculum and units of study in order to improve the academic achievement of our students</p> <ol style="list-style-type: none"> 1. Principals will conduct frequent classroom walkthroughs with a focus on standards-aligned instruction, evidence-based strategies, and the classroom environment. Principals will provide teachers with meaningful and timely feedback. 2. The Education Services department will establish cycles of adoption and collaborate with teacher teams to review materials on a frequent basis. 3. Guided planning will be conducted on an ongoing basis to ensure well-developed units of study that are aligned to our 5x5 matrices. 4. Principals will monitor teacher lesson plans weekly, which should be aligned to the 5x5 standard matrices. 5. Information regarding student progress towards meeting or exceeding CCSS will be reported to the board and community after each unit exam. <p>Expenditures will include the funding of principals and textbook adoptions.</p>	\$2,696,601.00	No
1.31	Instructional and supplemental materials in ELA/ELD & Math	<p>The Educational Services Department will monitor CCSS aligned instructional and supplemental materials in ELA/ELD and Mathematics to ensure student access:</p>	\$456,080.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<ol style="list-style-type: none"> 1. Provide professional development on CCSS aligned materials and resources as needed. 2. Provide support and instructional strategies utilizing ELlevation platform. 3. Fund teacher teams, in collaboration with partners, to develop units of study, pacing, and assessments in order to create a coherent system that ensures standards aligned instruction and assessments. 4. Provide students with an equitable level of standards aligned materials, as documented through Williams visits. 5. Develop digital collections of shared lesson and unit resources that are matrix aligned. 		
1.32	District Technology	<p>MUSD will implement a district technology plan in order to guide the improvement of technology-based instruction to increase student engagement and academic outcomes.</p> <ol style="list-style-type: none"> 1. Create a district technology plan that includes planned activities and a replacement schedule. 2. Establish alignment with the district technology plan and site plans (Single Plans for Student Achievement). 3. Provide ongoing professional development to fully optimize the use of technology. 4. Standardize technology, where possible, at the site and grade levels. 5. Utilize Google services to leverage higher rates of student achievement. 6. Provide an increased number of computers and tablets in schools for students and staff for digital project-based tools. 	\$801,901.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>7. Implement the expansion of Wi-Fi access, including to the public (guests), at all school sites and district offices.</p> <p>8. Teachers will support the development of technological skills outlined in a scope and sequence technology outline, implement the National Education Technology Standards, and offer practice CAASPP testing to improve outcomes for students that may not have access to technology in the home.</p> <p>9. Stipends will be offered for site technology support teachers in order to support the use of technology to improve instruction and increase outcomes.</p> <p>10. Align software, hardware, or network/internet capacity to current needs.</p> <p>Expenditures in this area will include the funding of the Technology Department (7 FTE Classified Support, 1 FTE Director of Technology, 1 FTE Clerical & Office Support)</p>		
1.33	District Technology-Additional Supports	<p>The MUSD Tech Department will provide additional technology support, equipment, tablets with WiFi access, and software to allow for extended learning opportunities to ensure that unduplicated student groups have additional opportunities to access instruction.</p> <p>Expenditures in this area will include the adding of equipment, and 6 technology support teacher stipends.</p>	\$354,811.00	Yes
1.34	Curriculum Integration	<p>The Educational Services Department will provide increased support, training, and oversight to leverage increased academic gains for our English Learners, Foster Youth, and Socioeconomically Disadvantaged students:</p>	\$396,526.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>1. Provide increased support and training to staff members and site administrators in “high leverage” areas that are likely to improve outcomes for our socio-economically disadvantaged student, such as: classroom management, PBIS, curriculum and standards alignment, instructional strategies, and data reflection sessions.</p> <p>2. Conduct research and analysis related to LCAP metrics, State 5X5 progress, and monitoring of unduplicated student progress disaggregated by student group.</p> <p>3. Assist site administrators with the implementation of Student Support Teams in order to address the academic needs of unduplicated students who are in need of increased support.</p> <p>5. Increase the support provided to teachers in order to improve classroom management skills and better meet the needs of our unduplicated students.</p> <p>This area will be supported through addition of, and partial funding of, a Director of Curriculum Integration and SST teams. (1 FTE Director, Stipend positions teachers, 1 FTE Clerical & Office Support, Stipend positions for over contract).</p>		
1.35	Extended Learning Opportunities and Learning Loss Mitigation	<p>District departments, in conjunction with school sites, will implement the supports and strategies below to improve student outcomes across all school sites:</p> <p>Create Supplemental Instruction and Support Strategies:</p> <p>1. Provide extended learning opportunities for students through tutoring options.</p> <p>2. Provide additional instructional days on Saturdays, during winter break and spring recess, during summer bridge programs, and summer school.</p>	\$4,141,223.91	No

Action #	Title	Description	Total Funds	Contributing
		<p>3. Partnership with consultants to create sustainable, equity-driven, and data-informed practices and systems to improve educational quality for all our students.</p> <p>4. Expand the number of field trips and off-campus experiences for students through extended learning opportunities</p> <p>5. Weekly professional development will be offered to paras on early release Wednesdays, in part in the area of literacy support and small group support.</p> <p>Accelerating progress to close learning gaps through the implementation, expansion, or enhancement of learning supports</p> <p>1. Provide additional support staff in the primary grades to assist students with disabilities and English Language Learners in accessing the early literacy curriculum and improving reading outcomes.</p> <p>2. Explore and implement a robust phonics program for Kindergarten through second grade, to promote early literacy.</p> <p>4. Explore and implement adoption of instructional materials as needed.</p> <p>5. Increase and improve access to personal use and classroom technology, for staff and students with the purchase of additional devices, replacement of outdated devices, and enhancing the capacity of network infrastructure.</p> <p>Integrated student supports to address other barriers to learning</p> <p>1. Introduce the AVID program to help students develop the skills they need to be successful in college These skills focus on writing, critical thinking, teamwork, organization and reading</p> <p>2. Provide additional instructional support to students with speech or receptive language disorders by presenting information in an alternative way to enable students to participate in a more productive manner.</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>Supports for credit deficient students to complete graduation or grade promotion requirements and to increase or improve students' college eligibility</p> <ol style="list-style-type: none"> 1. Expand Grade recovery opportunities for students to meet graduation and A-G requirements during the school day, on Saturdays, during winter break and spring recess, and during summer school. 2. Provide additional staff during the school day to allow for more individual and small group instruction in an effort to reduce the need for credit retrieval. 3. Through transcript analysis and strategic master scheduling, academic counselors will monitor a-g progress and intervene if students are in danger of failing or becoming credit deficient. <p>Expenditures will include the ELOP program--including staffing a director and a support tech. Funding will also be used for Speech Aides, saturday school and Avid related costs.</p>		
1.36	Improve Homeless Student Outcomes	<p>District and school teams will implement the following in order to improve homeless student outcomes:</p> <ol style="list-style-type: none"> 1. Conduct focus groups with community members, parents, educators, and students to identify strategies to increase Homeless student engagement and successful outcomes. 2. Homeless stakeholders will be represented on advisory committees to the fullest extent possible 3. Create contingency plans that trigger standard operating procedures for specific Adverse Childhood Experiences related to homelessness. 4. SST procedures will be disseminated to sites to address the needs of underperforming homeless students. 	\$334,285.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>5. Provide Homeless Liaisons to serve as the primary connection between homeless families and school staff to coordinate services and resources and to ensure that homeless students have the opportunity to succeed academically. Additional staffing will be added at each school site to serve as a contact point and resource to assist students and families.</p> <p>6. Extended learning opportunities, including after school programs, summer offerings, Saturday school, and field trips will be offered to increase Homeless Student outcomes.</p>		
1.37	Improved African American Outcomes	<p>1. Conduct focus groups with community members, parents, educators, and students to identify strategies to increase African American student engagement and successful outcomes.</p> <p>2. Explore and implement necessary means (methods, committees, strategies, etc.) to actively engage the African American community in order to improve academic achievement.</p> <p>3. Use comparison data from school districts with successful outcomes for socio-economically disadvantaged African American students to find best practices that can be replicated.</p> <p>4. African American Advisory Group meetings will be held at the district at least four times a year.</p> <p>5. Extended learning opportunities, including after school programs, summer offerings, Saturday school, and field trips will be offered to increase African American outcomes.</p>	\$406,298.00	No
1.38	Increased Fidelity & Monitoring	<p>1. In order to ensure that actions 1-37 are being implemented according to plan, district leadership will monitor local data and action implementation during Administrative Council meetings (twice per month).</p> <p>Data will focus on expected progress toward the metrics identified above, and will be disaggregated to include the following student groups, and others as needed:</p>	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>a. All Students b. English Learners c. Foster Youth d. Homeless Students e. Long Term English Learners f. Socioeconomically Disadvantaged Students g. Students with Disabilities h. African American Students i. Hispanic Students j. Two or More Races k. White Students</p> <p>Data will also include breakdowns for the following schools, including the student groups listed above:</p> <p>a. Mojave Elementary School b. Mojave Jr./Sr. High School c. Robert P. Ulrich Elementary School d. Hacienda Elementary School e. California City Middle School f. California City High School g. District Wide</p>		

Goals and Actions

Goal

Goal #	Description	Type of Goal
2	Increase the level of student engagement and the level of school connectedness among pupils, staff, and families.	Broad Goal

State Priorities addressed by this goal.

- Priority 1: Basic (Conditions of Learning)
- Priority 3: Parental Involvement (Engagement)
- Priority 5: Pupil Engagement (Engagement)
- Priority 6: School Climate (Engagement)
- Priority 7: Course Access (Conditions of Learning)
- Priority 8: Other Pupil Outcomes (Pupil Outcomes)

An explanation of why the LEA has developed this goal.

MUSD has a deep belief in making sure that all of our students are okay, and ready to learn. This goal was developed to serve that purpose, through the increased engagement of students and the community, improvement of attendance, and the implementation of social/emotional supports, such as Positive Behavior Intervention and Supports (PBIS). The need for this goal is also found in the CA School Dashboard Indicators: MUSD was red on the Suspension Rate Indicator, and yellow on the Chronic Absenteeism indicator.

We also have designed this goal to meet the needs of our English Learners, Foster Youth, and Socioeconomically Disadvantaged students:

1. English Learners, Foster Youth, and SED students were Red on the Suspension Rate Indicator in 2023
2. English Learners and SED students were Yellow, and our Foster Youth were Orange on the Chronic Absenteeism Indicator in 2023.

Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
2.1	% of facilities that have good repair or higher rating with minimal deficiencies	100% of facilities have good repair or higher rating with minimal deficiencies as			100% of facilities will be in good repair as measured on the	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Source: Facilities Inspection Tool Priority 1C	measured on the Facilities Inspection Tool (FIT) in 2023.			facilities inspection tool (FIT).	
2.2	# of opportunities for parents to give input at the district and site level. Source: District and School Site Calendars and Sign-in Sheets. Priority 3A	During the 2023-2024 school year, Mojave Unified School District held the following # of meetings: LCAP Community Input Meetings: 8 African American Advisory Group: 4 Parent Involvement: 4 DELAC: 4 School Site Councils: Mojave Elementary School: 4 Mojave Jr./Sr. High: 4 Robert P. Ulrich Elementary: 4 Hacienda Elementary School: 4 California City Middle School: 4 California City High School: 4 ELAC Meetings: Mojave Elementary School: 4 Mojave Jr./Sr. High: 4 Robert P. Ulrich Elementary: 4			MUSD will hold the following number of meetings per category below: LCAP Community Input Meetings: 8 African American Advisory Group: 4 Parent Involvement: 4 DELAC: 4 School Site Councils: Mojave Elementary School: 4 Mojave Jr./Sr. High: 4 Robert P. Ulrich Elementary: 4 Hacienda Elementary School: 4 California City Middle School: 4 California City High School: 4 ELAC Meetings:	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		Hacienda Elementary School: 4 California City Middle School: 4 California City High School: 4			Mojave Elementary School: 4 Mojave Jr./Sr. High: 4 Robert P. Ulrich Elementary: 4 Hacienda Elementary School: 4 California City Middle School: 4 California City High School: 4	
2.3	# of Parent Teacher Conference Signatures Source: Sign in logs for parent teacher conferences Priority 3B	Parent-Teacher conferences are scheduled annually throughout MUSD to promote the participation of parents of unduplicated pupils. Each school site promotes this event, as well as multiple others, through Facebook posts, messages, newsletters, flyers and beyond. Baseline # of parent teacher conference attendance signatures: 1,058 in the 2023 school year.			The # of parent teacher conference attendance signatures will be 2,000.	
2.4	% of parents of students with exceptional needs that have had at least an annual meeting with	Based on signed IEPs, 504 plans, and parent conference logs, 100% of parents of students			100% of parents of students with exceptional needs will have at least	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	<p>school personnel and appropriate service providers.</p> <p>Source: IEP Meeting Data from SIRAS Priority 3C</p>	<p>with exceptional needs have at least an annual meeting with school personnel and appropriate service providers in the 2023 school year.</p>			<p>an annual meeting with school personnel and appropriate service providers.</p>	
2.5	<p>Attendance Rates (%)</p> <p>Source: data taken from our student information system (Aeries) Priority 3A</p>	<p>Based on recent local data from 2023, MUSD had an attendance rate of 87.36%, with student groups at the following rates:</p> <p>EL: 88.11% Foster: 85.25% Homeless: 84.31% Socioeconomically Disadvantaged: 87.07% Students with Disabilities: 86.29% African American: 87.03% Hispanic: 87.49% Two or More Races: 85.96% White: 88.09%</p>			<p>MUSD and all student groups, will have at least a 94% attendance rate.</p>	
2.6	<p>% of Students Chronically Absent</p> <p>Source: CA School Dashboard Chronic Absenteeism Indicator Priority 5B</p>	<p>Based on the 2023 CA School Dashboard Indicator, MUSD had chronic absenteeism rate of 62.3%, with student groups at the following rates:</p>			<p>The MUSD chronic absenteeism rate will be 32.3%, with student groups at the following rates: EL: 26.4% Foster: 21.8%</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		EL: 56.4% Foster: 51.8% Homeless: 65.1% Socioeconomically Disadvantaged: 63.4% Students with Disabilities: 64% African American: 67% Hispanic: 61.8% Two or More Races: 69.1% White: 52.5%			Homeless: 35.1% Socioeconomically Disadvantaged: 33.4% Students with Disabilities: 34% African American: 37% Hispanic: 31.8% Two or More Races: 39.1% White: 52.5%	
2.7	Pupil suspension rates Source: CA School Dashboard Suspension Indicator Priority 6A	The 2023 CA School Dashboard has MUSD at a suspension rate of 16.7%			MUSD will have a suspension rate of 2.5% or less.	
2.8	Expulsion Rate (%) State data from Dataquest and Ed-Data.org Priority 6B	The most recently available state data indicates an MUSD expulsion rate of 0.3% from 2022.			The MUSD expulsion rate will remain under 1%.	
2.9	% of students in grades 5, 7, 9, and 11 reporting a sense of school connectedness and safety. Source: California Healthy Kids Survey Priority 6C	The most recently available California Healthy Kids Survey data from 2023 is as follows: School Connectedness: 5th Grade: 65% 7th Grade: 35% 9th Grade: 26% 11th Grade: 31%			The California Healthy Kids Survey Data will have: School Connectedness: 5th Grade: 70% 7th Grade: 64% 9th Grade: 64%	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		<p>Sense of Safety: 5th Grade: 66% 7th Grade: 33% 9th Grade: 35% 11th Grade: 32.5%</p>			<p>11th Grade: 54%</p> <p>Sense of Safety: 5th Grade: 90% 7th Grade: 66% 9th Grade: 60% 11th Grade: 70%</p>	
2.10	<p>% of students that have access to required areas of a broad course of study</p> <p>Source: Local indicators on the CA School Dashboard Priority 7A</p>	<p>Based on information analyzed for the reporting of the local indicators on the CA School Dashboard for 2024, 100% of students have access to required areas of a broad course of study</p>			<p>100% of students will have access to required areas of a broad course of study</p>	
2.11	<p>% of our English Learners receiving designated and integrated ELD support.</p> <p>Source: Local data from our student information system (Aeries) and master schedules Priority 7B</p>	<p>Based on our local data from the student reporting system and master schedules, 100% of our students receive designated and integrated ELD support in 2023.</p>			<p>100% of our English Learner students will receive designated and integrated ELD support.</p>	
2.12	<p>% of Students with Disabilities that have access to and received special education programs and services in the least restrictive environment</p>	<p>Using IEP Audits established by the District, 100% of Students with Disabilities had access to and received special education programs</p>			<p>100% of Students with Disabilities will have access to and receive special education programs and services in the</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Source: Local data from SIRAS and Aeries during document reviews established by the district. Priority 7C	and services in the least restrictive environment in 2023.			least restrictive environment.	
2.13	% of students proficient on Unit Exams in Math and English Language Arts Source: Unit Exam Assessment Data Priority 8	During the 2023-2024 school year, the following % of students scored proficient on our local common formative assessments (Unit Exams): 22.98% Proficient in Grades K-12 ELA 21.32% Proficient in Grades K-8 Math, Algebra I, Algebra II and Geometry			% of students scoring proficient on our local common formative assessments (Unit Exams): 52.98% in Grades K-12 ELA 51.32% in Grades K-8 Math, Algebra I, Algebra II and Geometry.	

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	Parent Engagement	<p>Sites and the district will actively invite parents to be engaged in the decision making process through participation in advisory committees, councils, and groups, to improve student outcomes:</p> <ol style="list-style-type: none"> 1. Quarterly LCAP community input meetings will be held by the district. 2. A minimum of quarterly School Site Council meetings will be held at each school site. 3. Quarterly English Language Advisory Committee (ELAC) meetings will be held at each school site. 4. For sites that maintain Parent Teacher Organizations or Parent Teacher Groups—meetings should be held on a quarterly basis. 5. District English Language Advisory Committee meetings will be held at the district level at least four times per year. 6. Parent Involvement Committee meetings will be held annually at the district and site level. 7. African American Advisory Group meetings will be held at the district at least four times a year. 	\$25,372.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>8. Use comparison data from school districts with successful outcomes for African American students to find best practices that can be replicated</p> <p>9. Provide transportation and childcare to increase participation of socio-economically disadvantaged parents in school and district activities.</p>		
2.2	FPM Compliance	<p>District and site leadership will ensure that all appropriate federal and state regulations, as outlined in Federal Program Monitoring instruments, will be followed while conducting School Site Councils, English Language Advisory Committees, District Advisory Committees, Parent Teacher Organizations and Parent Teacher Groups in order to successfully engage stakeholders:</p> <p>1. FPM compliance will be maintained and documented using current instruments on an ongoing basis, not only during years of review.</p>	\$0.00	No
2.3	Increased Parent Participation	<p>Sites and the district will actively invite parents to be engaged partners in the education of their children:</p> <p>1. Explore training opportunities for staff in innovative ways to engage parents.</p> <p>2. Continue and expand school events to engage families and community members. Actively invite community members to school events and strengthen district and community partnership.</p> <p>3. Continue to extend invitations and advertise school activities on campus on a regular basis using social media platforms, messages, school websites, Class Dojo, etc.</p> <p>4. Add staff as necessary to improve services offered to families of unduplicated students.</p>	\$831,032.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>5. Offer programs that assist families in engaging with their students in the educational process.</p> <p>6. Facilitate professional development for EL parents through CAFE.</p> <p>7. Foster youth and homeless stakeholders will be represented on advisory committees to the fullest extent possible.</p> <p>8. Adult education programs will be developed and offered in the evenings when possible.</p> <p>9. Continue and expand PIQE program offerings for all parents.</p> <p>10. Pilot alternative locations for parental access to technology on each school to provide easy access to parent portal and other important resources.</p> <p>11. Use different electronic avenues to promote district events and enhance communication with parents (Facebook, Parent Portal, Class Dojo, Remind101, websites, messages, etc.).</p> <p>12. Both paper copy and electronic newsletters will be provided to keep parents and families connected and updated with school news and events.</p> <p>13. Student Focus groups will be established in order to better understand the needs of academically underperforming or chronically absent student groups.</p> <p>Expenditures to support the actions listed above will include the funding of the Mojave Adult School, Secretaries, and Parent Institute of Quality Education (PIQE) costs.</p>		
2.4	Increased Parent Participation-- Additional Supports	1. Additional staff and translation services will be provided to improve the availability of resources and access for families of Socioeconomically Disadvantaged, Foster Youth and English Learners.	\$33,000.00	Yes

Action #	Title	Description	Total Funds	Contributing
		Expenditures will include contracts for translation and interpretation services.		
2.5	Parent Volunteers	<p>Sites and the district will actively invite parents to be volunteers:</p> <ol style="list-style-type: none"> 1. Sites will recruit highly-qualified volunteers by working with teachers and reaching out to the community. 2. Parent-volunteers will be trained on school expectations for volunteers by using site handbooks, conduct agreements, and through feedback offered by site administration. 3. Sites will coordinate approved volunteers to match them with areas in the most need of assistance. 4. Volunteers will be included to receive notification when advisory committees and other parent groups are meeting or being formed. 5. The district will explore methods to eliminate the financial burden of the volunteer approval process. 	\$2,500.00	No
2.6	SPED Parent Involvement	<p>The district will continue to provide increased opportunities for parents of students with exceptional needs to meet with Special Education staff:</p> <ol style="list-style-type: none"> 1. Annual parent meetings will continue for information regarding a variety of services offered for students with exceptional needs, including but not limited to DIS services, enrichment, mainstreaming, and full participation in the general education curriculum when appropriate. 2. Parent workshops will be offered in the areas of early intervention, IEP participation, Speech, and Language development, age-appropriate milestones, home-to-school connections, and post-educational experiences. 	\$10,000.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>3. Parents will be provided annual notifications with the county, community advisory committee meetings, which would include procedures on how to participate</p> <p>4. Parents will have access to translation and interpretation services.</p> <p>Expenditures will include materials and supplies for parent meetings.</p>		
2.7	PBIS Implementation and Restorative Practices	<p>Improve the ongoing support, training and direction for Positive Behavior Intervention Supports (PBIS) implementation at all schools in order to better meet the significant social/emotional needs of our students:</p> <ol style="list-style-type: none"> 1. Share goals and strategies used in PBIS with parents and students. 2. Provide professional development on PBIS strategies for classified staff. 3. Expand implementation of PBIS to all three tiers, as guided by a hired coach/consultant, intervention coordinators, and deans. 4. Expectations for all parts of campuses will be defined, with schoolwide expectations. 5. The behavior matrix will be used to define behaviors and their progressive discipline steps. 6. Data will be analyzed frequently by PBIS teams and stakeholders to make informed adjustments in our school community. 7. Planned and structured supervision will be implemented across all campuses. 8. Implement restorative practices where possible to avoid the loss of instruction of our student groups. 	\$1,040,204.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>9. Implementation of restorative practices will provide students with SEL support, individual and group counseling, self care and strategies for reintegrating them back to the classroom.</p> <p>10. Increase SEL support with the addition of counseling and training on Youth Mental Health First Aid (YMHFA) on all sites.</p> <p>11. A welcoming environment will be maintained across campuses, and positive relationships and interactions with students will be an area of focus.</p> <p>12. Universal screeners and the California Healthy Kids (CHKS) will be used to identify individual needs and trends.</p> <p>Expenditures to support these actions will include salaries and benefits to fund vice principals, intervention counselors, and a Social Emotional Learning team, as well as funding for Minga, Sachel Pulse and the PBIS points program.</p>		
2.8	PBIS Implementation and Restorative Practices-Additional Supports	<p>1. The diversity in backgrounds of unduplicated students in the district requires a system of behavior expectations that are common at all campuses. Additional staff will be employed to assist with the implementation of school-wide behavior expectations at times and in locations identified as lacking in oversight and supervision–this will include additional paraprofessionals, campus safety staff and other intervention positions.</p> <p>Expenditures to support this action will include 3 extra coordinators.</p>	\$653,629.00	Yes
2.9	Increased Sense of School Safety	Site administrators, staff members, students and stakeholders will maintain comprehensive school safety plans and implement other strategies to foster a healthy school climate and improve the sense of safety:	\$963,169.10	No

Action #	Title	Description	Total Funds	Contributing
		<p>1. Safety teams, along with input from School Site Councils, will annually review and refine comprehensive school safety plans.</p> <p>2. Each site will frequently practice safety-related procedures, as outlined in state and federal mandates (fire drills, lock down procedures, earthquake drills, bus evacuation drills, etc.). Crossing guards, health aides, and—when appropriate—RNs/LVNs/CNAs—will coordinate with other school personnel to increase student safety.</p> <p>3. The safety team will coordinate quarterly during safety meetings and review procedures and protocols as necessary.</p> <p>4. District staff will support sites to develop safety plans, monitor compliance with the plans, identify or develop, and schedule and monitor safety training requirements and protocols, perform regular site walks to identify safety concerns and ensure correction of any deficiencies in order to improve school climates.</p> <p>5. Portions of Healthy Kids survey assist in identifying areas of need based on student and staff input.</p> <p>6. District will reestablish an emergency operations team to assist sites by conducting regularly scheduled visits to identify potential hazards and safety risks.</p> <p>7. To ensure timely communications, each site will have an adequate number of 2-way radios for high needs classrooms to the site office, and for site offices to the central support office.</p> <p>8. BARK app will be used to identify potential safety and security risks.</p> <p>Expenditures in this area will include the funding of health aides, nurses, a licensed vocational nurse, and risk management.</p>		

Action #	Title	Description	Total Funds	Contributing
2.10	Increased Sense of School Safety-Additional Supports	<p>1. Additional staffing will be added to focus on improvements to safe routes and crossings, and implementation of measures to address student needs identified through the Healthy Kids Survey.</p> <p>Expenditures will include additional staffing for campus safety personnel (13 FTE campus safety)</p>	\$1,519,928.90	Yes
2.11	Cultural Awareness	<p>Implement implicit-bias and cultural awareness training, as needed, to develop strategies for meeting the needs of a diverse population of students, improving teacher-student relationships and building school-community trust:</p> <p>1. Professional development will be offered at the site and district level to improve teacher-student relationships and school-community trust in order to improve the behavioral and academic outcomes of pupils.</p> <p>2. A certificated librarian will assist in expanding the selection of books to include Culturally Responsive books.</p> <p>3. With a revised hiring protocol, the district will continue to hire employees who are equity-focused and will provide a culturally responsive learning environment for all students.</p>	\$50,000.00	No
2.12	Cultural Awareness-Additional Supports	<p>1. Include 1 vice principal position to assist with improving cultural awareness, identifying and addressing implicit biases, and ensuring equity across programs for unduplicated student groups.</p>	\$110,000.00	Yes
2.13	Sports and Recreation	<p>School sites will provide extracurricular, intramural, and organized sports activities to increase resilience, engagement, and self-efficacy of students:</p> <p>1. Provide intramural and cooperative activities for students during lunch (jump roping, etc.).</p>	\$364,081.32	No

Action #	Title	Description	Total Funds	Contributing
		<p>2. Provide structured physical education for elementary students.</p> <p>3. Provide middle school stipends and transportation to maintain and increase middle school sports and enrichment programs.</p> <p>4. Continue to provide and enhance extracurricular clubs and activities.</p> <p>5. Expand extracurricular activities that focus on cultural and performing arts to increase student engagement, pride and confidence.</p> <p>6. Renovation of school playgrounds to offer improved outdoor opportunities to all students.</p> <p>Expenditures to support this action will include the funding of certificated stipends for extra-curricular activities.</p>		
2.14	Sports and Recreation-Additional Supports	<p>1. MUSD will provide after school and extra-curricular activities to keep unduplicated students engaged and connected to their school and community; middle school sports and activities stipends, equipment, supplies, uniforms, and transportation.</p> <p>Expenditures to support this action will include the funding of classified stipends.</p>	\$201,683.49	Yes
2.15	Increased Student Engagement	<p>MUSD will provide classes that incorporate student interests and increase courses that include content areas that students might not otherwise have adequate access to in our remote community (visual, performing and industrial arts, technology, etc.):</p> <p>1. Site and District personnel will monitor gradebook participation, transcripts and master schedules to verify that students are enrolled in and have access to all required areas of coursework.</p>	\$979,337.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>2. Provide students opportunities to experience visual and performing arts through cross-curricular projects and events.</p> <p>3. Maintain access to high quality digital project based tools and resources for students and staff.</p> <p>4. Continue to provide a variety of opportunities for middle school students</p> <p>5. Continue to provide electives and opportunities to enhance and enrich learning experiences of high school students.</p> <p>6. Offer summer enrichment and grade recovery options, as available.</p> <p>7. Maintain and expand college dual enrollment offerings.</p> <p>8. Maintain and expand high school workability programs for students with special needs.</p> <p>9. Expand student access to music and art instruction and engagement in related experiences.</p> <p>Expenditures to support this area will include the funding of electives teachers.</p>		
2.16	Increased Student Engagement-Additional Support	<p>1. The remote location of the district limits opportunities for our unduplicated student groups that are available to their peers. To bridge opportunity gaps, a variety of courses will be offered during the school year, and enrichment beyond the school day will be provided. This action will be supported through the funding of activities stipends.</p>	\$681,456.00	Yes
2.17	WASC	<p>California City High School and Mojave Jr./Sr. High schools will maintain their WASC accreditation:</p> <p>1. WASC Self-study activities will be performed on an ongoing basis, not just during years of review.</p>	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>2. District administration will schedule quarterly meetings with each high school in order to ensure alignment between WASC, SSC, and LCAP.</p>		
2.18	Increased Supervision and Bullying Prevention	<p>1. Increased security personnel will be added and maintained on school campuses to increase the level of supervision; increase the level of engagement on campus; and reduce the likelihood of bullying, fights, and suspensions.</p> <p>2. Digital Bullying Report forms are available for students and parents to report occurrences of bullying, with the assistance of staff or an interpreter if necessary. This report notifies both school and district administration immediately.</p> <p>3. All reports of bullying will be thoroughly investigated per board policy and state law. Corrective actions will be implemented to address any misbehavior, and appropriate social/emotional support will be offered for the victim.</p>	\$503,613.00	No
2.19	Increased Attendance	<p>School sites, in conjunction with the Student Services Department will evaluate and refine best practices and methods used to reduce the level of chronic absenteeism:</p> <p>1. Teachers will submit timely and accurate attendance daily.</p> <p>2. Automated phone calls will be used to notify parents of absences.</p> <p>3. Student engagement—inside of the classroom and in other activities—should be prioritized to increase the desire to attend school.</p> <p>4. Acknowledge and incentivize improvement in attendance.</p> <p>5. Continue to offer transportation for socio-economically disadvantaged students to promote daily student attendance and encourage participation.</p>	\$6,216,070.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>6. Include bus aides for socio-economically disadvantaged SPED students to supervise and offer instructional activities.</p> <p>7. Continue to offer nutritious meals at breakfast and lunch to promote daily student attendance and improved wellness.</p> <p>8. Teachers and school sites will create opportunities to strengthen relationships with parents to engage in a positive way by increasing informal meetings like 'Coffee with the Principal,' Chat with Staff,' and other outreach initiatives.</p> <p>9. Actively seek out students in need of resources.</p> <p>10. Continue to offer culturally responsive trainings to all staff to create a positive school climate.</p> <p>11. Provide campus supervisors and paraprofessionals with tools and resources to organized activities during typically unstructured playtime for students.</p> <p>12. Continue to implement a site SART and district SARB process and contract with outside agencies when and if deemed necessary to provide additional resources.</p> <p>Expenditures to support these actions will include the funding of a food service department, attendance clerks, parent square, smart sites, parent meeting supplies and bus drivers.</p>		
2.20	Increased Attendance-Additional Supports	<p>1. Unduplicated student groups depend upon home-to-school transportation to attend school on a regular basis. Saturday school is offered to allow for access to missed instruction; to recover attendance credit; and to qualify for attendance incentives such as "perfect attendance". This action will be supported through the funding of Summer School Transportation, Additional Home-to-School Transportation costs, and Saturday School Staff.</p>	\$888,499.00	Yes

Action #	Title	Description	Total Funds	Contributing
		Expenditures to support this area will include the funding of Saturday school attendance recovery opportunities and field trips.		
2.21	Facilities and Improved School Safety	<p>School sites will research and implement improved strategies and services to foster a healthy and positive school environment to bolster the social and emotional progress of students:</p> <ol style="list-style-type: none"> 1. Perform ongoing routine repair and maintenance for all school sites and remote support facilities. 2. Increase services where necessary to improve the learning environment for pupils. 3. Custodial Services: clean classrooms and offices every other day; clean restrooms daily and check them throughout the day. 4. Grounds keeping: maintain “curb appeal” of seven school sites and four remote support facilities, safety and ambiance of student areas, and prepare fields for physical education and athletics. 5. Any complaints or other deficiencies identified will be promptly addressed. 6. Information will be provided annually on progress toward meeting this standard to the local governing board at regularly scheduled meetings and to stakeholders and the public through the accountability dashboard. 7. Provide district security patrols to monitor facilities after-hours. 8. Explore and implement technology-enhanced security measures at campuses across the district. 	\$3,337,284.00	No

Action #	Title	Description	Total Funds	Contributing
2.22	Facilities and Improved School Safety-Additional Supports	<p>1. Clean, safe, and secure facilities are important for the stability and social-emotional well-being of all students. However, low income and foster students are particularly sensitive to, and likely to have a negative reaction to, an environment that is in a state of disrepair. Stakeholders pointed out the need to employ additional staff to ensure facilities are cleaned and sanitized more often in order to reduce the incidents of illness for low income and foster students, in particular, who lack transportation and access to distant health care options and who miss more school as a result. They also noted that traumatic visual stimuli often produced negative behaviors in low income and foster students. To reduce the likelihood of responsive behavior incidents, stakeholders recommended that damage be repaired quickly and graffiti be removed promptly.</p> <p>This action will be supported through the funding of additional custodial staff, maintenance staff, and security monitoring and patrolling to ensure that low income and foster students are not further traumatized by arriving at schools that have been broken into and vandalized overnight.</p> <p>Expenditures to support these actions will include funding for security patrol and custodial support needed beyond base (6 FTE other classified, 8 FTE Classified Support)</p>	\$1,001,763.00	Yes
2.23	Trauma-Informed Practices	<p>The Student Services Department, in conjunction with school sites, will implement Trauma Informed Practices to improve outcomes for students that have faced adversity.</p> <ol style="list-style-type: none"> 1. Research Trauma Informed Practices. 2. Develop a TIPS implementation plan. 3. Train staff on TIPS. 4. Incorporate TIPS as an area of focus in PBIS committee agendas. 	\$0.00	No
2.24	Needs Identification	The Student Services and Educational Services Departments will develop a system for identifying and communicating the social/emotional needs of individual students and student groups	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
		<ol style="list-style-type: none"> 1. Identify the criteria that will be used for identifying students in need of services. 2. Develop data dashboards that integrate the identified “at risk” criteria. 3. Create contingency plans that trigger standard operating procedures for specific Adverse Childhood Experiences (such as homelessness). 4. Write and revise SSTs and procedures. SST procedures will be disseminated to sites to address the needs of students at risk (including homeless students) 5. Develop an intake process for any TIPS ACE (Adverse childhood Experience) to ensure support is in place for students in need. 6. Develop a communication plan, protocols, and procedures for staff to support students who are experiencing adverse childhood experiences to mitigate trauma. 		
2.25	Educational Partnerships	<p>District leadership and school sites will provide increased community outreach efforts and coordinate input opportunities for community groups and organizations in order to magnify outcomes for our English Learners, Foster Youth, and Low income students:</p> <ol style="list-style-type: none"> 1. Pursue community connections that can create increased curricular possibilities. 2. Continue and expand NASA partnership to provide specialized STEM opportunities. 3. Organize frequent opportunities for community participation in the development of the LCAP, disaggregating annual expected measurable outcome data by student group. 4. Develop site plans to enhance family and community engagement. 	\$262,187.00	Yes

Action #	Title	Description	Total Funds	Contributing
		<p>5. Utilize social media, surveys and other communication resources to actively seek stakeholder feedback and organize community outreach activities.</p> <p>This action will be supported through the addition of, and partial funding of, 1 Director of Student Services.</p>		
2.26	#18: Extended Learning Opportunities and Learning Loss Mitigation	<p>District leadership and school sites will implement the following supports/strategies to improve student outcomes across school sites:</p> <p>Supplemental Instruction and Support Strategies</p> <ol style="list-style-type: none"> 1. Continue to provide social-emotional counseling and work with site-level staff to identify root causes of chronic absenteeism and collaboratively work through solutions to boost attendance. 2. Implementation of restorative practices will provide students with SEL support, individual and group counseling, self-care and strategies for reintegrating them back to the classroom. 3. Increase SEL support with the addition of counseling and training on Youth Mental Health First Aid (YMHFA) on all sites. 4. Provide additional transportation for students and families to increase participation in school and district activities. 5. Weekly professional development will be offered to paras on early release Wednesdays, in part in the area of behavior de-escalation strategies and positive interactions with students in order to improve classroom environments. <p>Accelerating progress to close learning gaps through the implementation, expansion, or enhancement of learning supports</p>	\$119,271.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>1. Counselors will work with students to develop trust and build relationships to enhance school-to-home connections and improve student engagement.</p> <p>2. Organize field trips to provide additional opportunities for students to connect academic studies with real-life experiences and to make learning fun again.</p> <p>3. Enhance the learning environment by providing flexible furniture that allows for a variety of classroom set-ups to create individual and cooperative workspaces for instructional activities.</p> <p>4. Establish partnerships with post-secondary institutions to rehabilitate the Red Rock School site to provide a field site for college classes and to provide a space for in district field trips that inspire students to better understand their environment; lead to learning pathways in the sciences; and develop an interest in pursuing desert studies in college and as a career.</p> <p>Integrated student supports to address other barriers to learning</p> <p>1. Expand PBIS to Tier 2 and develop SEL programs to strengthen connections, build relationships with students and families, and establish trust.</p> <p>2. Provide a safe location and designated staff at each school site where students can receive support and assistance when needed.</p> <p>3. Provide a Foster Youth Liaison to promote school stability by ensuring and facilitating their access to their entitled educational rights.</p> <p>4. Provide a Homeless Liaison to serve as the primary connection between homeless families and school staff to coordinate services and resources and to ensure that homeless students have the opportunity to succeed academically.</p> <p>5. Expand training opportunities for PBIS to students and parents.</p>		

Action #	Title	Description	Total Funds	Contributing
		<p>Supports for credit deficient students to complete graduation or grade promotion requirements and to increase or improve students' college eligibility</p> <ol style="list-style-type: none"> 1. Family nights will be held to inform students and parents about college/career readiness; the college entrance application process; the FAFSA application process. 2. College and career fairs will be hosted to expose students to the wide variety of options that are available to them after graduation. 3. Continue to offer initial and follow-up training in Youth Mental Health First Aid training to staff. 4. Expand training in Youth Mental Health First Aid to students and families. <p>Expenditures for these actions will include funding for Positive Behavior Intervention and Supports, Social Emotional Learning, and related supplies.</p>		
2.27	Increased Fidelity & Monitoring	<ol style="list-style-type: none"> 1. In order to ensure that actions 1-26 are being implemented according to plan, district leadership will monitor local data and action implementation during Administrative Council meetings (twice per month). <p>Data will focus on expected progress toward the metrics identified above, and will be disaggregated to include the following student groups, and others as needed:</p> <ol style="list-style-type: none"> a. All Students b. English Learners c. Foster Youth d. Homeless Students e. Long Term English Learners 	\$0.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>f. Socioeconomically Disadvantaged Students g. Students with Disabilities h. African American Students i. Hispanic Students j. Two or More Races k. White Students</p> <p>Data will also include breakdowns for the following schools, including the student groups listed above:</p> <p>a. Mojave Elementary School b. Mojave Jr./Sr. High School c. Robert P. Ulrich Elementary School d. Hacienda Elementary School e. California City Middle School f. California City High School g. District Wide</p>		

Goals and Actions

Goal

Goal #	Description	Type of Goal
3	By the 2025-2026 school year, MUSD will improve the attendance, suspension rates, academic achievement and % of appropriately credentialed and assigned teachers of Mojave Elementary School, Mojave Jr./Sr. High School and Robert P. Ulrich Elementary students, as measured on the California School Dashboard indicators.	Equity Multiplier Focus Goal

State Priorities addressed by this goal.

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

An explanation of why the LEA has developed this goal.

The following CA School Dashboard Data supports the development of this goal in order to meet student needs:

Mojave Elementary School: Yellow in Chronic Absenteeism, Red in Suspension Rate, Red in English Learner Progress, Red in English Language Arts, and Orange in Mathematics. The following needs were also identified by student groups: English Learners, Red on ELPI, Suspension Rate; Socioeconomically Disadvantaged, Red on Suspension Rate and English Language Arts; Students with Disabilities, Red on Suspension Rate; African American, Red on Suspension Rate and English Language Arts; Hispanic, Red on English Language Arts; White, Red on Suspension Rate.

Mojave Jr./Sr. High School: Yellow in Chronic Absenteeism, Red in Suspension Rate, Red in English Learner Progress, Orange in Graduation Rate, Low in College/Career, Orange in English Language Arts, Red in Mathematics. The following needs were also identified by student groups: English Learners, Red on English Learner Progress, Suspension Rate, English Language Arts and Mathematics; Socioeconomically Disadvantaged, Red on Suspension Rate and Mathematics; Students with Disabilities, Red on Suspension Rate, English Language Arts and Mathematics; African American, Red on Suspension Rate and Mathematics; Hispanic, Red on Suspension Rate and Mathematics; White, Red on Suspension Rate.

Robert P. Ulrich Elementary School: Yellow in Chronic Absenteeism, Orange on Suspension Rate, Red on English Language Arts, and Red in Mathematics. The following needs were also identified by student groups: Socioeconomically Disadvantaged, Red on Suspension Rate; Two or More Races, Red on Suspension Rate.

Currently, due to an unprecedented staffing shortage across the state of California, which our remote district has been more acutely impacted by, we have the following areas of need: Mojave Elementary School has 68.1% of teachers that possess clear credentials and 15.3% are out of field; Robert P. Ulrich Elementary has 65% of teachers in possession of clear credentials and 10% are out of field.

Additionally, the California Department of Education has identified Mojave Elementary School, Mojave Jr./Sr. High School, and Robert P. Ulrich Elementary School, as qualifying for Equity Multiplier funding, requiring this goal to plan for the use of the funds.

Measuring and Reporting Results

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
3.1	<p>Mojave Elementary School % of students chronically absent</p> <p>Source: CA School Dashboard Chronic Absenteeism Indicator Priority 5</p>	<p>On the 2023 California School Dashboard, Mojave Elementary School had a Chronic Absenteeism rate of 67.6%, with the following student group rates:</p> <p>African American: 74.6% English Learners: 49.4% Students with Disabilities: 71.1% White: 63.3% Hispanic: 66.1% Socioeconomically Disadvantaged: 67%</p>			<p>Mojave Elementary School will have a Chronic Absenteeism Rate of 37.6% or better, with student groups at the following rates:</p> <p>African American: 44.6% English Learners: 19.4% Students with Disabilities: 41.1% White: 33.3% Hispanic: 36.1% Socioeconomically Disadvantaged: 37%</p>	
3.2	<p>Mojave Jr./Sr. High School % of students chronically absent</p> <p>Source: CA School Dashboard Chronic Absenteeism Indicator Priority 5</p>	<p>On the 2023 California School Dashboard, Mojave Jr./Sr. High School had a Chronic Absenteeism rate of 63.7%, with the following student group rates:</p>			<p>Mojave Jr./Sr. High School will have a Chronic Absenteeism Rate of 33.7% or better, with student groups at the following rates:</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		African American: 67.9% English Learners: 57.1% Hispanic: 60.5% Students with Disabilities: 71.7% Socioeconomically Disadvantaged: 63.2%			African American: 37.9% English Learners: 27.1% Hispanic: 30.5% Students with Disabilities: 41.7% Socioeconomically Disadvantaged: 33.2%	
3.3	Robert P. Ulrich Elementary School % of students chronically absent Source: CA School Dashboard Chronic Absenteeism Indicator Priority 5	On the 2023 California School Dashboard, Robert P. Ulrich Elementary School had a Chronic Absenteeism rate of 62.1%, with the following student group rates: English Learners: 57.8% Two or More Races: 67.4% Students with Disabilities: 62.2% White: 46.2% African American: 69.1% Hispanic: 62.1% Socioeconomically Disadvantaged: 63.6%			Robert P. Ulrich Elementary School will have a Chronic Absenteeism Rate of 32.1% or better, with student groups at the following rates: English Learners: 27.8% Two or More Races: 37.4% Students with Disabilities: 32.2% White: 16.2% African American: 39.1% Hispanic: 32.1% Socioeconomically Disadvantaged: 33.6%	
3.4	Mojave Elementary School Distance from	On the 2023 California School Dashboard, Mojave Elementary			Mojave Elementary School will have an ELA	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Standard on the ELA CAASPP Source: CA School Dashboard Priority 4	School had an ELA Distance from Standard of -118.1, with student groups at the following: African American: -129.8 Hispanic: -115.3 Socioeconomically Disadvantaged: -120.1 Students with Disabilities: -134			Distance from Standard of -103.1 with student groups at the following: African American: -114.8 Hispanic: -100.3 Socioeconomically Disadvantaged: -105.1 Students with Disabilities: -119	
3.5	Mojave Jr./Sr. High School Distance from Standard on the ELA CAASPP Source: CA School Dashboard Priority 4	On the 2023 California School Dashboard, Mojave Jr./Sr. High School had an ELA Distance from Standard of -101.3, with student groups at the following: English Learners: -127.9 Students with Disabilities: -218.7 African American: -120.8 Hispanic: -86.3 Socioeconomically Disadvantaged: -103.7			Mojave Jr./Sr. High School will have an ELA Distance from Standard of -86.3 with student groups at the following: English Learners: -112.9 Students with Disabilities: -203.7 African American: -105.8 Hispanic: -71.3 Socioeconomically Disadvantaged: -88.7	
3.6	Robert P. Ulrich Elementary School	On the 2023 California School Dashboard,			Robert P. Ulrich Elementary School	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
	Distance from Standard on the ELA CAASPP Source: CA School Dashboard Priority 4	Robert P. Ulrich Elementary School had an ELA Distance from Standard of -114.8.			will have an ELA Distance from Standard of -99.8.	
3.7	Mojave Elementary School Distance from Standard on the Math CAASPP Source: CA School Dashboard Priority 4	On the 2023 California School Dashboard, Mojave Elementary School had a Math Distance from standard of -121.9 with student groups at the following: African American: -125 Hispanic: -120 Socioeconomically Disadvantaged: -123.3 Students with Disabilities: -153.9			The Mojave Elementary School Math Distance from Standard will be -106.9 with student groups at the following: African American: -110 Hispanic: -105 Socioeconomically Disadvantaged: -108.3 Students with Disabilities: -138.9	
3.8	Mojave Jr./Sr. High School Distance from Standard on the Math CAASPP Source: CA School Dashboard Priority 4	On the 2023 California School Dashboard, Mojave Jr./Sr. High School had a Math Distance from standard of -185.3 with student groups at the following: African American: -196.1 English Learners: -205.1 Hispanic: -166.8			The Mojave Jr./Sr. High School Math Distance from Standard will be -170.3, with student groups at the following: African American: -181.1 English Learners: -190.1 Hispanic: -151.8	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
		Socioeconomically Disadvantaged: -184.9 Students with Disabilities: -259.9			Socioeconomically Disadvantaged: -169.9 Students with Disabilities: -244.9	
3.9	Robert P. Ulrich Elementary School Distance from Standard on the Math CAASPP Source: CA School Dashboard Priority 4	On the 2023 California School Dashboard, the Robert P. Ulrich Elementary School had a Math Distance from Standard of -107.5.			The Robert P. Ulrich Elementary School will have a Math Distance from Standard of -92.5	
3.10	Mojave Elementary School Suspension Rate % Source: CA School Dashboard Priority 6	On the 2023 California School Dashboard, Mojave Elementary School had a suspension rate of 10.7%, with the following student group rates: African American: 20.3% English Learners: 6.1% Socioeconomically Disadvantaged: 10.9% Students with Disabilities: 14.1% White: 12.5% Hispanic: 5.7%			The Mojave Elementary School Suspension rate will be 4.7% or lower, with the following student group rates: African American: 14.3% English Learners: 1.5% or lower Socioeconomically Disadvantaged: 4.9% Students with Disabilities: 8.1% White: 6.5% Hispanic: 1.5% or lower	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
3.11	<p>Mojave Jr./Sr. High School Suspension Rate %</p> <p>Source: CA School Dashboard Priority 6</p>	<p>On the 2023 California School Dashboard, Mojave Jr./Sr. High School had a suspension rate of 24.8%, with the following student group rates:</p> <p>African American: 34.5% English Learners: 20.6% Hispanic: 21.1% Socioeconomically Disadvantaged: 24.8% Students with Disabilities: 26.7% White: 22.9%</p>			<p>The Mojave Jr./Sr. High School Suspension rate will be 18.8% with the following student group rates:</p> <p>African American: 28.5% English Learners: 14.6% Hispanic: 15.1% Socioeconomically Disadvantaged: 18.8% Students with Disabilities: 20.7% White: 16.9%</p>	
3.12	<p>Robert P. Ulrich Elementary Suspension Rate %</p> <p>Source: CA School Dashboard Priority 6</p>	<p>On the 2023 California School Dashboard, Robert P. Ulrich Elementary School had a suspension rate of 2.8%, with the following student group rates:</p> <p>Two or More Races: 7.5% Socioeconomically Disadvantaged: 3.1% African American: 3.2% Hispanic: 1.7% Students with Disabilities: 2.4% White: 3.7%</p>			<p>The Robert P. Ulrich Elementary School suspension rate with the following student group rates:</p> <p>Two or More Races: 1.5% or lower Socioeconomically Disadvantaged: 1.5% or lower African American: 1.5% or lower Hispanic: 1.5% or lower</p>	

Metric #	Metric	Baseline	Year 1 Outcome	Year 2 Outcome	Target for Year 3 Outcome	Current Difference from Baseline
					Students with Disabilities: 1.5% or lower White: 1.5% or lower	

Goal Analysis [2023-24]

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

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

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

Not Applicable.

Actions

Action #	Title	Description	Total Funds	Contributing
3.1	Improved Outcomes	1. Mojave Elementary School, Robert P. Ulrich Elementary School, and Mojave Jr./Sr. High School will implement the following evidence-based services and supports to improve student attendance, decrease suspension rates, and improve performance on the ELA & Math CAASPP:	\$1,186,704.00	No

Action #	Title	Description	Total Funds	Contributing
		<p>a. Revamping student libraries, as needed, to support student learning and literacy through the addition of high-interest, culturally relevant texts, research technology, and improved learning spaces.</p> <p>b. Expanded access to technology, as needed, to connect students with targeted instructional experiences and support: student devices, carts, interactive displays, other classroom technology components and related installation.</p> <p>c. Preserve staffing, as needed, for positions designed to directly support student learning and safety, that may otherwise be eliminated.</p> <p>d. Add experiential learning opportunities, including field trips, to expand depth of knowledge and the relevance of learning topics.</p>		

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

Total Projected LCFF Supplemental and/or Concentration Grants	Projected Additional 15 percent LCFF Concentration Grant
\$11875830	\$1532248

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
40.664%	0.000%	\$0.00	40.664%

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
1.3	<p>Action: Improved Literacy--Additional Supports</p> <p>Need: The following identified needs reveal a need to increase and improve actions dedicated to improving literacy outcomes for our unduplicated student groups:</p> <p>English Learners: Orange on Graduation Rate Indicator; Medium on the College/Career</p>	<p>Given the identified needs discussed above, increased efforts are needed in order to improve the literacy of our unduplicated students. Offering increased instructional time in a setting with smaller groups is a reasonable way to create the conditions needed to foster these improvements.</p> <p>Given the nature of the planned actions, it is not feasible to have increased instructional minutes or reduced class sizes for just unduplicated students;</p>	<p>English Learner ELPAC scores, and CAASPP ELA scores Disaggregated for English Learners, Foster Youth and Socioeconomically Disadvantaged students.</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
	<p>Readiness Indicator; Yellow on the English Learner Progress Indicator; Red on the ELA Indicator.</p> <p>Foster Youth: Orange on the ELA Indicator.</p> <p>Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA Indicator.</p> <p>A major theme that arose during our community input meetings and data walks was that there is a critical need for us to increase and improve our literacy supports for our English Learners, Foster Youth, and Socioeconomically disadvantaged students.</p> <p>Scope: Schoolwide</p>	<p>therefore, these will have to be planned on a schoolwide basis.</p>	
<p>1.4</p>	<p>Action: Improved Professional Learning Communities</p> <p>Need: English Learners: Orange on Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Yellow on the English Learner Progress Indicator; Red on the ELA and Math Indicators.</p> <p>Foster Youth: Orange on the ELA and Math Indicators.</p>	<p>Improving professional learning communities to include a nested data system will allow for the disaggregated review of unduplicated student data at all levels of the district, allowing for the monitoring of the closure of achievement gaps, and targeted instructional experiences. Given the nature of disaggregating student data by student group, and the need to use comparison data with other student groups, justifies the use of this action on an LEA-Wide basis.</p>	<p>The following metrics will be disaggregated by student group, to include our Socioeconomically Disadvantaged students: Graduation Rate Indicator; College/Career Readiness Indicators; ELA and Math Indicators; English Learner Progress Indicator; Graduation Rate Indicator</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
	<p>Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Staff members will participate in weekly collaboration in the PLC Setting, in order to disaggregate data by student group (including Foster Youth, English Learner and Socioeconomically Disadvantaged students) and closely monitor academic, attendance and behavioral progress.</p> <p>Staff and administrator input has emphasized the need for planning, time for professional learning communities, and the use of disaggregated data systems to monitor and improve unduplicated student outcomes.</p> <p>Scope: LEA-wide</p>		
1.7	<p>Action: Improved Instruction--Additional Supports</p> <p>Need: English Learners: Orange on Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Yellow on the English Learner Progress Indicator; Red on the ELA and Math Indicators.</p> <p>Foster Youth: Orange on the ELA and Math Indicators.</p>	<p>The described actions are designed to increase the quality of instruction received by our English Learners, Foster Youth, and Socioeconomically Disadvantaged students by connecting them with more small group targeted support as supported by more highly trained staff. These improvements to the instructional environment, while designed with the unduplicated students in mind, will secondarily benefit other students on an LEA-wide basis.</p>	<p>The following metrics will be disaggregated by student group, to include our Foster Youth, English Learners and Socioeconomically Disadvantaged pupils: Graduation Rate Indicator; College/Career Readiness Indicators; ELA and Math Indicators; English Learner Progress Indicator; Graduation Rate Indicator</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
	<p>Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Parent and Teacher input through surveys and LCAP input meetings has prioritized supporting small group instruction and the reduction of class sizes when possible, allowing teachers to meet the literacy needs of our unduplicated students through targeted supports.</p> <p>Scope: LEA-wide</p>		
1.8	<p>Action: Improved Assessments & Monitoring</p> <p>Need: English Learners: Orange on Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Yellow on the English Learner Progress Indicator; Red on the ELA and Math Indicators.</p> <p>Foster Youth: Orange on the ELA and Math Indicators.</p> <p>Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p>	<p>Timely and meaningful feedback is essential to improving academic achievement of students that are in need of improvement (see identified unduplicated student needs above). This system of assessments and monitoring, principally designed to close achievement gaps, will require the participation of all students, and thus, is LEA-Wide.</p>	<p>The following data will be used to monitor effectiveness, disaggregated by English Learners, Foster Youth and Low income: Graduation Rate Indicator; College/Career Readiness Indicators; ELA and Math Indicators; English Learner Progress Indicator; Graduation Rate Indicator</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
	<p>Our administrator, teacher and parent input during the 2023-2024 school year valued the transparent use of data and monitoring of student progress disaggregated to emphasize unduplicated pupil groups.</p> <p>Scope: LEA-wide</p>		
1.12	<p>Action: Targeted Learning Opportunities</p> <p>Need: Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Student and parent input has emphasized a demand for dual enrollment offerings to improve the data points discussed above, especially for our socioeconomically disadvantaged students and first generation college students .</p> <p>Scope: LEA-wide</p>	<p>Many of our socioeconomically disadvantaged (SED) students (especially in our remote area) will be first generation college students, and have not been exposed to the career paths that are open to them. Expanding the offering of high level, college/career prep courses will assist or SED students in developing their interests and engaging in the possibility of college/careers. Expanding these course offerings will allow all student groups to participate as there will be open seats, categorizing this action as LEA-wide.</p>	<p>Disaggregated by Socioeconomically Disadvantaged: Graduation Rate Indicator; College/Career Readiness Indicator; ELA & Math Indicators</p>
1.20	<p>Action: Credit Monitoring & Secondary Support-Additional Supports</p> <p>Need:</p>	<p>Providing increased counseling and guidance for academic and social-emotional progress is likely to improve outcomes for our unduplicated students. The capacity of these added positions will allow for</p>	<p>Disaggregated by socioeconomically disadvantaged students: graduation rate indicator, college/career readiness</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
	<p>Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Our MUSD parents have expressed that they value increased opportunities for input, and have identified the need for us to increase our graduation and College/career outcomes for our socioeconomically disadvantaged student group.</p> <p>Scope: Schoolwide</p>	<p>other student groups to be served as well on a school-wide basis.</p>	<p>indicator, ELA and Math Indicators.</p>
<p>1.21</p>	<p>Action: Grade Recovery</p> <p>Need: Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Over the course of multiple years, a theme of input provided among multiple educational partner groups has established a demand for improved grade recovery opportunities and instructional support for our socioeconomically disadvantaged students</p> <p>Scope:</p>	<p>Based on the identified needs above and educational partner feedback, our Socioeconomically Disadvantaged students would benefit from opportunities to get assistance with coursework and recover grades in order to stay on the path of college/career readiness. Given the small enrollment size of our secondary schools, the services described could be made available to students on a school-wide basis.</p>	<p>Disaggregated by socioeconomic status: Graduation Rate Indicator; College/Career Readiness Indicator; ELA & Math Indicators.</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
	Schoolwide		
1.22	<p>Action: Secondary Attendance Monitoring</p> <p>Need: Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; 22.1% of SED students did not graduate according to the CA School Dashboard; Yellow on the Chronic Absenteeism indicator.</p> <p>Teacher and Administrator input has emphasized the need to address our chronic absenteeism rates for our low income students.</p> <p>Scope: Schoolwide</p>	Monitoring the enrollment and attendance status of our SED students on a regular basis, and conducting necessary outreach through increased staffing is likely to produce increased outcomes, given the identified need listed above. These efforts are applied on a school-wide basis, as the reporting will include all students.	Disaggregated by socioeconomic status: Graduation rate indicator; chronic absenteeism indicator.
1.25	<p>Action: College/Career Readiness-Additional Supports</p> <p>Need: Socioeconomically Disadvantaged: Medium on the College/Career Readiness Indicator.</p> <p>Student and parent input has revealed a demand for CTE pathways to improve career readiness and student engagement.</p> <p>Scope:</p>	Integrating a CTE pathway is another option for our SED students to become college/career ready according to the CA School Dashboard. Given the small size of our schools, seats will be available for non-SED students to also enroll in these courses; thus, they will be on a "Schoolwide" basis.	Disaggregated by economic status: College/Career Readiness Indicator

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
	Schoolwide		
1.27	<p>Action: Teacher Recruitment-Additional Supports</p> <p>Need: Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Staff input has emphasized the need to incentivize employees to recruit teachers that are more highly qualified to meet the needs above.</p> <p>Scope: LEA-wide</p>	Increasing our ability to recruit stable staffing for our socioeconomically disadvantaged students will increase our ability to provide high quality first time instruction. Adding teachers through the credential support program will, by nature, also add seats in classes for non-SED students, and are therefore offered on an LEA-Wide basis.	Disaggregated by economic status: Graduation Rate Indicator, College/Career Readiness Indicator; ELA & Math Indicators.
1.29	<p>Action: Capacity Building-Additional Supports</p> <p>Need: Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Staff input has revealed a need for mentorship opportunities for our new teachers to better meet the needs of our socioeconomically disadvantaged students.</p>	Mentorship is an evidence-based approach for the support of new teachers, especially those in high-demand environments. Providing mentor teachers that are familiar with our local context and needs, provides an opportunity to increase outcomes for our socioeconomically disadvantaged students. Since our teachers serve SED and non-SED students, these will be offered on an LEA-Wide basis.	Disaggregated by economic status: Graduation Rate Indicator, College/Career Readiness Indicator, ELA & Math Indicators.

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>Scope: LEA-wide</p>		
<p>1.31</p>	<p>Action: Instructional and supplemental materials in ELA/ELD & Math</p> <p>Need: Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Staff and administrators have expressed that they value ongoing professional development opportunities and time to plan rigorous, differentiated instruction for our low income student population.</p> <p>Scope: LEA-wide</p>	<p>Increasing the capacity of teachers and the access to digitized resources will help add stability of instructional quality for our socioeconomically disadvantaged students who, research has demonstrated, benefit from consistency. As it is not feasible to restrict the professional development and digital resources to only teachers that teach SED students (since all teachers teach a combination of student groups), these services will be carried out on an LEA-wide basis.</p>	<p>Disaggregated by economic status: Graduation rate indicator; college/career readiness indicator; ELA & Math Indicator.</p>
<p>1.33</p>	<p>Action: District Technology-Additional Supports</p> <p>Need: Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>In recent years, community survey data has emphasized the need to support the access to</p>	<p>Expanding technological resources for SED students will allow them to access educational opportunities that they may not otherwise have access to. As other students will secondarily benefit from the technological expansion, this action will be included on an LEA-wide basis.</p>	<p>Disaggregated by economic status: Graduation Rate Indicator; College/Career Readiness Indicator; ELA & Math Indicator.</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
	<p>instructional technology for our low income students.</p> <p>Scope: LEA-wide</p>		
<p>1.34</p>	<p>Action: Curriculum Integration</p> <p>Need: English Learners: Orange on Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Yellow on the English Learner Progress Indicator; Red on the ELA and Math Indicators.</p> <p>Foster Youth: Orange on the ELA and Math Indicators.</p> <p>Socioeconomically Disadvantaged: Orange on the Graduation Rate Indicator; Medium on the College/Career Readiness Indicator; Red on the ELA and Math Indicators.</p> <p>Teachers, administrators, and community members have advocated for the execution of systems work that will result in identifying and meeting the needs of our unduplicated pupils.</p> <p>Scope: LEA-wide</p>	<p>Funding a director will allow for the increased professional development and support needed to build the capacity of our teachers serving unduplicated students. As all of our teachers serve a combination of student groups, it is feasible to offer these services on an LEA-Wide level.</p>	<p>Disaggregated by English Learners, Foster youth, and low income students: Graduation Rate Indicator; College/Career Readiness Indicator; English Learner Progress Indicator; ELA & Math Indicators.</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
<p>2.4</p>	<p>Action: Increased Parent Participation--Additional Supports</p> <p>Need: Attendance rates: EL: 88.11%, Foster: 85.25%, Socioeconomically Disadvantaged: 87.07%</p> <p>CA School Dashboard Chronic Absenteeism Indicator: EL: 50.52%, Foster: 42.39%, Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: EL: 12.1%, Foster: 27.1%, Socioeconomically Disadvantaged: 17.1%</p> <p>Our MUSD parents and staff value prioritization of improving the district's ability to improve family engagement.</p> <p>Scope: LEA-wide</p>	<p>Increased staffing will improve the district's ability to improve family engagement for our unduplicated pupils. Given the small % of pupils that are not unduplicated, it is feasible to include this as an LEA-wide action.</p>	<p>Disaggregated by English Learners, Foster Youth, and socioeconomically disadvantaged: Attendance rates, Chronic Absenteeism Indicator, Suspension Rate Indicator.</p>
<p>2.8</p>	<p>Action: PBIS Implementation and Restorative Practices-Additional Supports</p> <p>Need: Attendance rates: EL: 88.11%, Foster: 85.25%, Socioeconomically Disadvantaged: 87.07%</p>	<p>The diversity in backgrounds of unduplicated students in the district requires a system of behavior expectations that are common at all campuses. Additional staff will be employed to assist with the implementation of school-wide behavior expectations at times and in locations identified as lacking in oversight and supervision--this will include additional paraprofessionals, campus safety staff and other intervention</p>	<p>Disaggregated by English Learners, Foster Youth and Socioeconomically Disadvantaged students: Attendance rates, Chronic Absenteeism Indicator, Suspension Rate Indicator.</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
	<p>CA School Dashboard Chronic Absenteeism Indicator: EL: 50.52%, Foster: 42.39%, Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: EL: 12.1%, Foster: 27.1%, Socioeconomically Disadvantaged: 17.1%</p> <p>Multiple educational partner groups have emphasized this area as an urgent need.</p> <p>Scope: LEA-wide</p>	<p>positions. Given that these additional staff members will interact with non-unduplicated students due to the nature of the school setting, these services will be included on an LEA-Wide basis.</p>	
<p>2.10</p>	<p>Action: Increased Sense of School Safety-Additional Supports</p> <p>Need: Attendance rates: EL: 88.11%, Foster: 85.25%, Socioeconomically Disadvantaged: 87.07%</p> <p>CA School Dashboard Chronic Absenteeism Indicator: EL: 50.52%, Foster: 42.39%, Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: EL: 12.1%, Foster: 27.1%, Socioeconomically Disadvantaged: 17.1%</p>	<p>Additional staffing will increase the district's capacity to prioritize safety-related measures and ensure they are being monitored regularly. Given that these additional staff members will interact with non-unduplicated students due to the nature of the school setting, these services will be included on an LEA-Wide basis.</p>	<p>Disaggregated by economic status: Attendance rates, Chronic Absenteeism Indicator, Suspension Rate indicator</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
	<p>Input from the California Healthy Kids Survey has identified this as an urgent need as well.</p> <p>Scope: LEA-wide</p>		
2.12	<p>Action: Cultural Awareness-Additional Supports</p> <p>Need: Attendance rates: Socioeconomically Disadvantaged: 87.07%</p> <p>CA School Dashboard Chronic Absenteeism Indicator: Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: Socioeconomically Disadvantaged: 17.1%</p> <p>Parent and community input has revealed that cultural awareness is an area of priority.</p> <p>Scope: Schoolwide</p>	<p>Increased staffing to focus on cultural awareness and expand the sense of connectedness will emphasize the district's priority to ensure that all students are ok. It is not feasible that the person fulfilling this job description would be able to reasonably identify only low income students to work with; therefore, it is considered an LEA-Wide service.</p>	<p>Disaggregated by economic status: Attendance Rates, Chronic Absenteeism Indicator, Suspension Rate Indicator.</p>
2.14	<p>Action: Sports and Recreation-Additional Supports</p> <p>Need: Attendance rates: Socioeconomically Disadvantaged: 87.07%</p>	<p>The metrics discussed above indicate an increased need to engage our low income students--adding these additional sports and recreation opportunities will give students more opportunities to become positively affiliated with the school community. These activities will have</p>	<p>Disaggregated by economic status: Attendance rates, chronic absenteeism indicator, suspension rate indicator.</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
	<p>CA School Dashboard Chronic Absenteeism Indicator: Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: Socioeconomically Disadvantaged: 17.1%</p> <p>Parent and student input has identified after school engagement as a critical area of need for our low income students.</p> <p>Scope: Schoolwide</p>	<p>space available for non low-income students as well, and are therefore offered on a schoolwide level.</p>	
<p>2.16</p>	<p>Action: Increased Student Engagement-Additional Support</p> <p>Need: Attendance rates: Socioeconomically Disadvantaged: 87.07%</p> <p>CA School Dashboard Chronic Absenteeism Indicator: Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: Socioeconomically Disadvantaged: 17.1%</p> <p>Parent and student input prioritizes increased engagement opportunities.</p>	<p>Our remote area and high level of poverty inhibits the opportunities that our families are able to access. Increasing the level of course offerings and enrichment opportunities for our low income students will ensure that we foster the development of their interests and awareness of their potential. Space will be available to allow for other student groups to also participate in these opportunities, and are therefore offered on the LEA-wide level.</p>	<p>Disaggregated by socioeconomically disadvantaged: Attendance Rates, Chronic Absenteeism Indicator, Suspension Rate Indicator.</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
	<p>Scope: LEA-wide</p>		
<p>2.20</p>	<p>Action: Increased Attendance-Additional Supports</p> <p>Need: Attendance rates: EL: Socioeconomically Disadvantaged: 87.07%</p> <p>CA School Dashboard Chronic Absenteeism Indicator: Socioeconomically Disadvantaged: 53.22%</p> <p>Ongoing feedback from our teachers and community has revealed a need for Saturday learning opportunities to meet the needs of our low income students.</p> <p>Scope: LEA-wide</p>	<p>In our large geographical area, our low-income students largely depend upon home-to-school transportation to attend school on a regular basis. Saturday school is offered to allow for access to missed instruction; to recover attendance credit; and to qualify for attendance incentives such as "perfect attendance". This action will be supported through the funding of Summer School Transportation, Additional Home-to-School Transportation costs, and Saturday School Staff. Given the fact that there will be space available for other students, these services will be offered on an LEA-wide basis.</p>	<p>Disaggregated by socioeconomically disadvantaged: School Attendance Rates; Chronic Absenteeism Indicator.</p>
<p>2.22</p>	<p>Action: Facilities and Improved School Safety-Additional Supports</p> <p>Need: Attendance rates: Foster: 85.25%, Socioeconomically Disadvantaged: 87.07%</p> <p>CA School Dashboard Chronic Absenteeism Indicator:</p>	<p>Clean, safe, and secure facilities are important for the stability and social-emotional well-being of all students. However, low income and foster students are particularly sensitive to, and likely to have a negative reaction to, an environment that is in a state of disrepair. Stakeholders pointed out the need to employ additional staff to ensure facilities are cleaned and sanitized more often in order to reduce the incidents of illness for low income and foster students, in particular, who lack transportation and access to distant health care</p>	<p>Disaggregated by socioeconomic disadvantaged: Attendance Rates; Suspension Indicator; Chronic Absenteeism Indicator</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
	<p>Foster: 42.39%, Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: Foster: 27.1%, Socioeconomically Disadvantaged: 17.1%</p> <p>Stakeholders pointed out the need to employ additional staff to ensure facilities are cleaned and sanitized more often in order to reduce the incidents of illness for low income and foster students, in particular, who lack transportation and access to distant health care options and who miss more school as a result. They also noted that traumatic visual stimuli often produced negative behaviors in low income and foster students. To reduce the likelihood of responsive behavior incidents, stakeholders recommended that damage be repaired quickly and graffiti be removed promptly.</p> <p>Scope: LEA-wide</p>	<p>options and who miss more school as a result. They also noted that traumatic visual stimuli often produced negative behaviors in low income and foster students. To reduce the likelihood of responsive behavior incidents, stakeholders recommended that damage be repaired quickly and graffiti be removed promptly. This action will be supported through the funding of additional custodial staff, maintenance staff, and security monitoring and patrolling to ensure that low income and foster students are not further traumatized by arriving at schools that have been broken into and vandalized overnight. It is not possible to only offer these services to a specific student group, therefore, they will be included on an LEA-Wide level.</p>	
2.25	<p>Action: Educational Partnerships</p> <p>Need: Attendance rates: EL: 88.11%, Foster: 85.25%, Socioeconomically Disadvantaged: 87.07%</p> <p>CA School Dashboard Chronic Absenteeism Indicator:</p>	<p>Adding a director of educational partnerships will enable the district to solicit critical student group feedback, and also expand student opportunities to industries in our surrounding area. These services will have space for all student groups, and therefore are offered on an LEA-Wide level.</p>	<p>Disaggregated by English Learners, Foster Youth and Socioeconomically Disadvantaged: Attendance Rates, Chronic Absenteeism Indicator, Suspension Rate Indicator</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
	<p>EL: 50.52%, Foster: 42.39%, Socioeconomically Disadvantaged: 53.22%</p> <p>CA School Dashboard Suspension Rate Indicator: EL: 12.1%, Foster: 27.1%, Socioeconomically Disadvantaged: 17.1%</p> <p>Our community has expressed that they value the district's efforts to increase community outreach opportunities.</p> <p>Scope: LEA-wide</p>		

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
1.13	<p>Action: EL Progress & Reclassification</p> <p>Need: English Learners: Yellow on the English Learner Progress Indicator; Red on the ELA and Math Indicators.</p>	<p>The state of California has issued the English Learner roadmap as a guide of best practices for supporting the learning and reclassification of our English Learners. Integrating these strategies into consistent professional development, utilizing the ELlevation platform for monitoring/supporting students, and engaging parents through the PIQE process offers an evidence based approach at improving outcomes for our English Learners.</p>	<p>English Learner Progress Indicator; ELA & Math Indicators disaggregated by English Learners.</p>

Goal and Action #	Identified Need(s)	How the Action(s) are Designed to Address Need(s)	Metric(s) to Monitor Effectiveness
	<p>Our administrator input has emphasized the need for ongoing professional development and data monitoring for our English Learners.</p> <p>Scope: Limited to Unduplicated Student Group(s)</p>		
1.17	<p>Action: ELD Instruction</p> <p>Need: English Learners: Yellow on the English Learner Progress Indicator; Red on the ELA and Math Indicators.</p> <p>Leveraging additional staff to improve our English Learner outcomes is highly valued by our English Learner families.</p> <p>Scope: Limited to Unduplicated Student Group(s)</p>	<p>The consistent implementation of integrated and designated high leverage strategies are state-recommended approaches for English Learner support. Funding additional, well-trained, English Learner paraprofessionals will increase our ability to meet the needs of our English Learners.</p>	<p>English Learner Progress Indicator; ELA & Math indicators disaggregated by English Learners.</p>
1.36	<p>Action: Improve Homeless Student Outcomes</p> <p>Need: Our homeless students, members of the socioeconomically disadvantaged student group, had the following levels on the CA School Dashboard Indicators: ELA, Red; Math, Orange; Suspension, Red; Chronic Absenteeism, Red. Educational partner input, particularly through the differentiated assistance process over the last several years</p>	<p>Increasing engagement with families, providing extended learning opportunities, and establishing SST procedures are evidence-based, high-yield strategies.</p>	<p>Disaggregated by homeless students: ELA Indicator; Math Indicator; Suspension Rate Indicator; Chronic Absenteeism Indicator.</p>

Goal and Action #	Identified Need(s)	How the Action(s) are Designed to Address Need(s)	Metric(s) to Monitor Effectiveness
	<p>has also identified this as a critical and ongoing need.</p> <p>Scope: Limited to Unduplicated Student Group(s)</p>		

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

N/A

Additional Concentration Grant Funding

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

The following sites have an enrollment of unduplicated student groups greater than 55%: Mojave Elementary School, Mojave Jr./Sr. High School, Robert P. Ulrich Elementary School, Hacienda Elementary School, California City Middle School, and California City High School. When considering the use of additional concentration grant add-on funding to support our low-income students, English Learners, and Foster Youth, there are several areas of need that have been identified throughout recent educational partner engagement, data analysis, and the LCAP development. These needs have been magnified by the impacts of the COVID-19 pandemic on public education in California, and have been, or will be, addressed in the following ways:

- -Where possible, we have expanded our staff to increase student support, high quality first instruction and small group instruction. This includes 6 FTE teachers to include combo classes, beyond base to reduce class sizes at the kindergarten-3rd grade level (goal 1, action 3), 25 instructional aides (Goal 1 action 7), 6 English Learner Instructional Aides (Goal 1, action 17) and a Director position (Goal 1, Action 34). In order to increase the monitoring and academic (as well as Social Emotional) support of our unduplicated student progress toward graduation and college/career readiness, 2 FTE guidance and counseling service positions have been added(Goal 1, action 20). To improve our attendance monitoring for our unduplicated pupil groups, 2 FTE clerical and office support positions have been added (Goal 1, Action 22)
- -To further expand unduplicated student engagement and outcomes, 1.5 FTE have been added to support CTE and College/Career readiness (Goal 1, Action 25)
- -In light of the social emotional needs of our unduplicated pupils identified in our LCAP, which have been exacerbated by the pandemic, the following additions and considerations have been made: 3 additional intervention coordinators (Goal 1, Action 8), 13 campus safety have been added (Goal 2, Action 10), additional security patrol and custodial support were added (Goal 2, Action

22), a vice principal position was added to assist with improving cultural awareness, identifying and addressing implicit biases and ensuring equity (Goal 2, Action 12), and a director of student services position was created (Goal 2, Action 25)

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	0	1:19
Staff-to-student ratio of certificated staff providing direct services to students	0	1:21

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	29204499	11875830	40.664%	0.000%	40.664%

Totals	LCFF Funds	Other State Funds	Local Funds	Federal Funds	Total Funds	Total Personnel	Total Non-personnel
Totals	\$42,021,850.90	\$4,458,100.00	\$1,329,199.00	\$13,328,804.87	\$61,137,954.77	\$43,903,527.77	\$17,234,427.00

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	Pacing, Essential Standards	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.2	Improved Literacy	All	No			All Schools	Ongoing	\$2,605,864.00	\$103,591.00	\$2,506,171.00	\$0.00	\$0.00	\$203,284.00	\$2,709,455.00	
1	1.3	Improved Literacy--Additional Supports	English Learners Foster Youth Low Income	Yes	School wide	English Learners Foster Youth Low Income	Specific Schools: Elementary Schools	Ongoing	\$428,121.50	\$350,368.45	\$751,929.95	\$0.00	\$0.00	\$26,560.00	\$778,489.95	
1	1.4	Improved Professional Learning Communities	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$658,665.00	\$2,000.00	\$660,665.00	\$0.00	\$0.00	\$0.00	\$660,665.00	
1	1.5	Individual Learning Goals	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.6	Improved Instruction	All	No			All Schools	Ongoing	\$9,058,816.74	\$103,591.00	\$9,162,407.74	\$0.00	\$0.00	\$0.00	\$9,162,407.74	
1	1.7	Improved Instruction--Additional Supports	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	Ongoing	\$3,826,663.81	\$621,437.45	\$3,983,071.56	\$6,000.00	\$4,354.00	\$454,675.70	\$4,448,101.26	
1	1.8	Improved Assessments & Monitoring	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	Ongoing	\$0.00	\$81,856.00	\$0.00	\$0.00	\$0.00	\$81,856.00	\$81,856.00	
1	1.9	Acceleration	All	No			All Schools	Ongoing	\$0.00	\$89,600.00	\$0.00	\$3,600.00	\$0.00	\$86,000.00	\$89,600.00	
1	1.10	Acceleration-Additional Supports	All	No				Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

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	1.11	Special Education	Students with Disabilities	No			All Schools	Ongoing	\$8,741,854.00	\$1,483,617.00	\$8,573,517.84	\$0.00	\$0.00	\$1,651,953.16	\$10,225,471.00	
1	1.12	Targeted Learning Opportunities	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$0.00	\$53,500.10	\$3,500.10	\$0.00	\$50,000.00	\$0.00	\$53,500.10	
1	1.13	EL Progress & Reclassification	English Learners	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	Ongoing	\$0.00	\$75,000.00	\$0.00	\$0.00	\$0.00	\$75,000.00	\$75,000.00	
1	1.14	Long Term EL Progress	English Learners	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.15	Reclassified EL Monitoring	English Learners	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.16	Specially Designed Academic Instruction in English (SDAIE)	English Learners	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.17	ELD Instruction	English Learners	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	Ongoing	\$309,158.00	\$1,000.00	\$310,158.00	\$0.00	\$0.00	\$0.00	\$310,158.00	
1	1.18	Middle School Drop Out Rate	All	No			Specific Schools: Middle Schools	Ongoing	\$0.00	\$5,000.00	\$2,999.90	\$0.00	\$0.00	\$2,000.10	\$5,000.00	
1	1.19	Credit Monitoring & Secondary Support	All	No			Specific Schools: Middle Schools, High Schools	Ongoing	\$918,605.00	\$30,500.00	\$697,992.00	\$0.00	\$10,500.00	\$240,613.00	\$949,105.00	
1	1.20	Credit Monitoring & Secondary Support-Additional Supports	Low Income	Yes	School wide	Low Income	Specific Schools: Middle Schools, High Schools	Ongoing	\$220,613.00	\$0.00	\$220,613.00	\$0.00	\$0.00	\$0.00	\$220,613.00	

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	1.21	Grade Recovery	Low Income	Yes	School wide	Low Income	Specific Schools: Middle Schools, High Schools	Ongoing	\$25,000.00	\$75,000.00	\$25,000.00	\$75,000.00	\$0.00	\$0.00	\$100,000.00	
1	1.22	Secondary Attendance Monitoring	Low Income	Yes	School wide	Low Income	Specific Schools: Middle Schools, High Schools	Ongoing	\$228,882.00	\$5,000.00	\$233,882.00	\$0.00	\$0.00	\$0.00	\$233,882.00	
1	1.23	Student Acclimation	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.24	College/Career Readiness	All	No			Specific Schools: High Schools	Ongoing	\$0.00	\$74,000.00	\$0.00	\$74,000.00	\$0.00	\$0.00	\$74,000.00	
1	1.25	College/Career Readiness-Additional Supports	Low Income	Yes	School wide	Low Income	Specific Schools: High Schools	Ongoing	\$162,670.00	\$0.00	\$0.00	\$0.00	\$0.00	\$162,670.00	\$162,670.00	
1	1.26	Teacher Recruitment	All	No			All Schools	Ongoing	\$0.00	\$5,800.00	\$5,800.00	\$0.00	\$0.00	\$0.00	\$5,800.00	
1	1.27	Teacher Recruitment-Additional Supports	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$0.00	\$62,000.00	\$62,000.00	\$0.00	\$0.00	\$0.00	\$62,000.00	
1	1.28	Capacity Building	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1	1.29	Capacity Building-Additional Supports	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$161,671.00	\$0.00	\$161,671.00	\$0.00	\$0.00	\$0.00	\$161,671.00	
1	1.30	CCSS Materials and Improved Implementation	All	No			All Schools	Ongoing	\$1,196,601.00	\$1,500,000.00	\$1,196,601.00	\$1,500,000.00	\$0.00	\$0.00	\$2,696,601.00	
1	1.31	Instructional and supplemental materials in ELA/ELD & Math	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$75,735.00	\$380,345.00	\$250,000.00	\$0.00	\$0.00	\$206,080.00	\$456,080.00	
1	1.32	District Technology	All	No			All Schools	Ongoing	\$361,525.00	\$440,376.00	\$361,525.00	\$440,376.00	\$0.00	\$0.00	\$801,901.00	
1	1.33	District Technology-Additional Supports	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$47,236.00	\$307,575.00	\$0.00	\$0.00	\$0.00	\$354,811.00	\$354,811.00	
1	1.34	Curriculum Integration	English Learners Foster Youth	Yes	LEA-wide	English Learners Foster Youth	All Schools	Ongoing	\$323,832.00	\$72,694.00	\$373,832.00	\$0.00	\$0.00	\$22,694.00	\$396,526.00	

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
			Low Income			Low Income										
1	1.35	Extended Learning Opportunities and Learning Loss Mitigation	All	No			All Schools	3 Years	\$389,007.91	\$3,752,216.00	\$0.00	\$246,762.00	\$0.00	\$3,894,461.91	\$4,141,223.91	
1	1.36	Improve Homeless Student Outcomes	Low Income	Yes	Limited to Unduplicated Student Group(s)	Low Income	All Schools	Ongoing	\$287,485.00	\$46,800.00	\$287,485.00			\$46,800.00	\$334,285.00	
1	1.37	Improved African American Outcomes	African American Students	No			All Schools	Ongoing	\$0.00	\$406,298.00	\$406,298.00	\$0.00	\$0.00	\$0.00	\$406,298.00	
1	1.38	Increased Fidelity & Monitoring	All	No			All Schools		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
2	2.1	Parent Engagement	All	No			All Schools	Ongoing	\$0.00	\$25,372.00	\$0.00	\$14,372.00	\$0.00	\$11,000.00	\$25,372.00	
2	2.2	FPM Compliance	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
2	2.3	Increased Parent Participation	All	No			All Schools	Ongoing	\$820,575.00	\$10,457.00	\$286,082.00	\$7,457.00	\$534,493.00	\$3,000.00	\$831,032.00	
2	2.4	Increased Parent Participation--Additional Supports	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	Ongoing	\$0.00	\$33,000.00	\$0.00	\$0.00	\$0.00	\$33,000.00	\$33,000.00	
2	2.5	Parent Volunteers	All	No			All Schools	Ongoing	\$0.00	\$2,500.00	\$2,500.00	\$0.00	\$0.00	\$0.00	\$2,500.00	
2	2.6	SPED Parent Involvement	Students with Disabilities	No			All Schools	Ongoing	\$0.00	\$10,000.00	\$0.00	\$0.00	\$10,000.00	\$0.00	\$10,000.00	
2	2.7	PBIS Implementation and Restorative Practices	All	No			All Schools	Ongoing	\$566,804.00	\$473,400.00	\$0.00	\$0.00	\$18,000.00	\$1,022,204.00	\$1,040,204.00	
2	2.8	PBIS Implementation and Restorative Practices-Additional Supports	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	Ongoing	\$603,629.00	\$50,000.00	\$603,629.00	\$50,000.00	\$0.00	\$0.00	\$653,629.00	
2	2.9	Increased Sense of School Safety	All	No			All Schools	Ongoing	\$955,669.10	\$7,500.00	\$278,611.10	\$684,558.00	\$0.00	\$0.00	\$963,169.10	

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	2.10	Increased Sense of School Safety-Additional Supports	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$1,269,928.90	\$250,000.00	\$1,519,928.90	\$0.00	\$0.00	\$0.00	\$1,519,928.90	
2	2.11	Cultural Awareness	All	No			All Schools	Ongoing	\$0.00	\$50,000.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$50,000.00	
2	2.12	Cultural Awareness-Additional Supports	Low Income	Yes	School wide	Low Income	All Schools	Ongoing	\$110,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$110,000.00	\$110,000.00	
2	2.13	Sports and Recreation	All	No			Specific Schools: Middle Schools, High Schools	Ongoing	\$289,081.32	\$75,000.00	\$364,081.32	\$0.00	\$0.00	\$0.00	\$364,081.32	
2	2.14	Sports and Recreation-Additional Supports	Low Income	Yes	School wide	Low Income	Specific Schools: Middle Schools, High Schools	Ongoing	\$141,683.49	\$60,000.00	\$201,683.49	\$0.00	\$0.00	\$0.00	\$201,683.49	
2	2.15	Increased Student Engagement	All	No			All Schools	Ongoing	\$378,886.00	\$600,451.00	\$378,886.00	\$0.00	\$0.00	\$600,451.00	\$979,337.00	
2	2.16	Increased Student Engagement-Additional Support	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$313,466.00	\$367,990.00	\$250,000.00	\$0.00	\$0.00	\$431,456.00	\$681,456.00	
2	2.17	WASC	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
2	2.18	Increased Supervision and Bullying Prevention	All	No			All Schools	Ongoing	\$0.00	\$503,613.00	\$0.00	\$0.00	\$0.00	\$503,613.00	\$503,613.00	
2	2.19	Increased Attendance	All	No			All Schools	Ongoing	\$4,451,390.00	\$1,764,680.00	\$3,206,747.00	\$0.00	\$0.00	\$3,009,323.00	\$6,216,070.00	
2	2.20	Increased Attendance-Additional Supports	Low Income	Yes	LEA-wide	Low Income	All Schools	Ongoing	\$171,875.00	\$716,624.00	\$888,499.00	\$0.00	\$0.00	\$0.00	\$888,499.00	
2	2.21	Facilities and Improved School Safety	All	No			All Schools	Ongoing	\$2,367,207.00	\$970,077.00	\$2,715,801.00	\$0.00	\$621,483.00	\$0.00	\$3,337,284.00	
2	2.22	Facilities and Improved School Safety-Additional Supports	Foster Youth Low Income	Yes	LEA-wide	Foster Youth Low Income	All Schools	Ongoing	\$906,464.00	\$95,299.00	\$826,095.00	\$0.00	\$80,369.00	\$95,299.00	\$1,001,763.00	
2	2.23	Trauma-Informed Practices	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
2	2.24	Needs Identification	All	No			All Schools	Ongoing	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

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	2.25	Educational Partnerships	English Learners Foster Youth Low Income	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	Ongoing	\$232,187.00	\$30,000.00	\$262,187.00	\$0.00	\$0.00	\$0.00	\$262,187.00	
2	2.26	#18: Extended Learning Opportunities and Learning Loss Mitigation	All	No			All Schools	3 Years	\$0.00	\$119,271.00	\$0.00	\$119,271.00	\$0.00	\$0.00	\$119,271.00	
2	2.27	Increased Fidelity & Monitoring	All	No			All Schools		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
3	3.1	Improved Outcomes	All	No			Specific Schools: Mojave Elementary School, Mojave Jr./Sr. High School, Robert P. Ulrich Elementary School	Ongoing	\$296,676.00	\$890,028.00	\$0.00	\$1,186,704.00	\$0.00	\$0.00	\$1,186,704.00	
4	4.1								\$0.00	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00	
5	5.1	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
29204499	11875830	40.664%	0.000%	40.664%	\$11,875,830.00	0.000%	40.664 %	Total:	\$11,875,830.00
								LEA-wide Total:	\$9,845,078.56
								Limited Total:	\$597,643.00
								Schoolwide Total:	\$1,433,108.44

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	1.3	Improved Literacy--Additional Supports	Yes	Schoolwide	English Learners Foster Youth Low Income	Specific Schools: Elementary Schools	\$751,929.95	
1	1.4	Improved Professional Learning Communities	Yes	LEA-wide	Low Income	All Schools	\$660,665.00	
1	1.7	Improved Instruction--Additional Supports	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$3,983,071.56	
1	1.8	Improved Assessments & Monitoring	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$0.00	
1	1.12	Targeted Learning Opportunities	Yes	LEA-wide	Low Income	All Schools	\$3,500.10	
1	1.13	EL Progress & Reclassification	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$0.00	
1	1.17	ELD Instruction	Yes	Limited to Unduplicated Student Group(s)	English Learners	All Schools	\$310,158.00	

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	1.20	Credit Monitoring & Secondary Support-Additional Supports	Yes	Schoolwide	Low Income	Specific Schools: Middle Schools, High Schools	\$220,613.00	
1	1.21	Grade Recovery	Yes	Schoolwide	Low Income	Specific Schools: Middle Schools, High Schools	\$25,000.00	
1	1.22	Secondary Attendance Monitoring	Yes	Schoolwide	Low Income	Specific Schools: Middle Schools, High Schools	\$233,882.00	
1	1.25	College/Career Readiness-Additional Supports	Yes	Schoolwide	Low Income	Specific Schools: High Schools	\$0.00	
1	1.27	Teacher Recruitment-Additional Supports	Yes	LEA-wide	Low Income	All Schools	\$62,000.00	
1	1.29	Capacity Building-Additional Supports	Yes	LEA-wide	Low Income	All Schools	\$161,671.00	
1	1.31	Instructional and supplemental materials in ELA/ELD & Math	Yes	LEA-wide	Low Income	All Schools	\$250,000.00	
1	1.33	District Technology-Additional Supports	Yes	LEA-wide	Low Income	All Schools	\$0.00	
1	1.34	Curriculum Integration	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$373,832.00	
1	1.36	Improve Homeless Student Outcomes	Yes	Limited to Unduplicated Student Group(s)	Low Income	All Schools	\$287,485.00	
2	2.4	Increased Parent Participation--Additional Supports	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$0.00	
2	2.8	PBIS Implementation and Restorative Practices-Additional Supports	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$603,629.00	
2	2.10	Increased Sense of School Safety-Additional Supports	Yes	LEA-wide	Low Income	All Schools	\$1,519,928.90	
2	2.12	Cultural Awareness-Additional Supports	Yes	Schoolwide	Low Income	All Schools	\$0.00	
2	2.14	Sports and Recreation-Additional Supports	Yes	Schoolwide	Low Income	Specific Schools: Middle Schools, High Schools	\$201,683.49	

Goal	Action #	Action Title	Contributing to Increased or Improved Services?	Scope	Unduplicated Student Group(s)	Location	Planned Expenditures for Contributing Actions (LCFF Funds)	Planned Percentage of Improved Services (%)
2	2.16	Increased Student Engagement-Additional Support	Yes	LEA-wide	Low Income	All Schools	\$250,000.00	
2	2.20	Increased Attendance-Additional Supports	Yes	LEA-wide	Low Income	All Schools	\$888,499.00	
2	2.22	Facilities and Improved School Safety-Additional Supports	Yes	LEA-wide	Foster Youth Low Income	All Schools	\$826,095.00	
2	2.25	Educational Partnerships	Yes	LEA-wide	English Learners Foster Youth Low Income	All Schools	\$262,187.00	

2023-24 Annual Update Table

Totals	Last Year's Total Planned Expenditures (Total Funds)	Total Estimated Expenditures (Total Funds)
Totals	\$58,951,866.00	\$58,690,322.00

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	Action #1: Pacing, Essential Standards	No	\$170,699.00	18
1	1.2	Action #2A: Improved Early Literacy	No	\$2,434,704.00	2857158
1	1.3	Action #2B: Improved Early Literacy--Additional Supports	Yes	\$705,949.00	805864
1	1.4	Action #3: Improved Professional Learning Communities	Yes	\$118,731.00	106858
1	1.5	Action #4: Goal Setting	No	\$0.00	4319
1	1.6	Action #5A: Improved Instruction	No	\$7,803,265.00	7775578
1	1.7	Action #5B: Improved Instruction--Additional Supports	Yes	\$3,146,231.00	3175940
1	1.8	Action #6: Improved Assessment & Monitoring	Yes	\$92,061.00	81856
1	1.9	Action #7A: Intervention	No	\$505,549.00	251899
1	1.10	Action #7B: Intervention-Additional Supports	Yes	\$270,183.00	270183
1	1.11	Action #8: Special Education & 504s	No	\$9,673,447.00	9033738

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	Action #9: Targeted Learning Opportunities	Yes	\$225,237.00	101085
1	1.13	Action #10: EL Progress & Reclassification	Yes	\$171,708.00	274
1	1.14	Long Term EL Progress	No	\$0.00	0
1	1.15	Action #12: Reclassified EL Monitoring	No	\$0.00	376
1	1.16	Action #13: SDAIE	No	\$0.00	0
1	1.17	Action #14: ELD Instruction	Yes	\$380,056.00	581018
1	1.18	Action #15: Middle School Drop Out Rate	No	\$21,106.00	0
1	1.19	Action #16A: Credit Monitoring & Secondary Support	No	\$473,472.00	564501
1	1.20	Action #16B: Credit Monitoring & Secondary Support-Additional Supports	Yes	\$349,591.00	401190
1	1.21	Action #17: Credit Retrieval and Blended Learning	Yes	\$183,898.00	181855
1	1.22	Action #18: Secondary Attendance Monitoring	Yes	\$374,285.00	333160
1	1.23	Action #19: Student Acclimation	No	\$0.00	2100
1	1.24	Action #20A: College/Career Readiness	No	\$145,055.00	135785

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	1.25	Action #20B: College/Career Readiness-Additional Supports	Yes	\$140,570.00	130461
1	1.26	Action #21A: Teacher Recruitment	No	\$59,310.00	59579
1	1.27	Action #21B: Teacher Recruitment-Additional Supports	Yes	\$126,469.00	104301
1	1.28	Action #22A: Capacity Building	No	\$54,144.00	51160
1	1.29	Action #22B: Capacity Building-Additional Supports	Yes	\$17,130.00	17000
1	1.30	Action #23: CCSS Materials and Improved Implementation	No	\$372,196.00	372197
1	1.31	Action #24: Instructional and supplemental materials in ELA/ELD & Math	Yes	\$49,220.00	49220
1	1.32	Action #25A: District Technology	No	\$1,138,894.00	908938
1	1.33	Action #25B: District Technology-Additional Supports	Yes	\$140,905.00	120441
1	1.34	Action #26: Curriculum Integration	Yes	\$95,630.00	148501
1	1.35	Action #27: Extended Learning Opportunities and Learning Loss Mitigation	No	\$9,917,277.00	9791590
2	2.1	Action #1: Parent Engagement	No	\$66,118.00	66000
2	2.2	Action #2: FPM Compliance	No	\$0.00	0
2	2.3	Action #3A: Increased Parent Participation	No	\$38,500.00	38000

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	2.4	Action #3B: Increased Parent Participation--Additional Supports	Yes	\$33,000.00	33000
2	2.5	Action #4: Parent Volunteers	No	\$548,300.00	533347
2	2.6	Action #5: SPED Parent Involvement	No	\$0.00	0
2	2.7	Action #6A: PBIS Implementation and Restorative Practices	No	\$1,395,679.00	1389015
2	2.8	Action #6B: PBIS Implementation and Restorative Practices-Additional Supports	Yes	\$563,990.00	567344
2	2.9	Action #7A: Increased Sense of School Safety	No	\$336,008.00	395255
2	2.10	Action #7B: Increased Sense of School Safety-Additional Supports	Yes	\$257,164.00	298175
2	2.11	Action #8A: Cultural Awareness	No	\$109,678.00	16681
2	2.12	Action #8B: Cultural Awareness-Additional Supports	Yes	\$110,000.00	0
2	2.13	Action #9A: Sports and Recreation	No	\$177,590.00	127697
2	2.14	Action #9B: Sports and Recreation-Additional Supports	Yes	\$210,592.00	200041
2	2.15	Action #10A: Increased Student Engagement	No	\$1,575,605.00	1032608
2	2.16	Action #10B: Increased Student Engagement-Additional Support	Yes	\$1,516,737.00	1176308

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	2.17	Action #11: WASC	No	\$0.00	6517
2	2.18	Action #12: Increased Supervision and Bullying Prevention	Yes	\$559,580.00	208115
2	2.19	Action #13A: Increased Attendance	No	\$1,512,090.00	3547802
2	2.20	Action #13B: Increased Attendance-Additional Supports	Yes	\$2,256,900.00	2650936
2	2.21	Action #14A: Facilities and Improved School Safety	No	\$3,834,095.00	4142238
2	2.22	Action #14B: Facilities and Improved School Safety-Additional Supports	Yes	\$1,177,489.00	1567523
2	2.23	Action #15: Trauma-Informed Practices	No	\$59,694.00	0
2	2.24	Action #16: At-Risk Identification	No	\$0.00	0
2	2.25	Action #17: Educational Partnerships	Yes	\$241,684.00	2577
2	2.26	Action #18: Extended Learning Opportunities and Learning Loss Mitigation	No	\$2,273,818.00	2273000
3	3.1	Action #1: Improve African American student outcomes	No	\$406,298.00	0
4	4.1	Action #1: Improve Homeless Student Outcomes	Yes	\$334,285.00	0

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)
11658117	\$13,849,275.00	\$13,353,515.00	\$495,760.00	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	1.3	Action #2B: Improved Early Literacy--Additional Supports	Yes	\$705,949.00	805864		
1	1.4	Action #3: Improved Professional Learning Communities	Yes	\$118,731.00	106858		
1	1.7	Action #5B: Improved Instruction--Additional Supports	Yes	\$3,146,231.00	3175940		
1	1.8	Action #6: Improved Assessment & Monitoring	Yes	\$92,061.00	81856		
1	1.10	Action #7B: Intervention-Additional Supports	Yes	\$270,183.00	270183		
1	1.12	Action #9: Targeted Learning Opportunities	Yes	\$225,237.00	101085		
1	1.13	Action #10: EL Progress & Reclassification	Yes	\$171,708.00	274		
1	1.17	Action #14: ELD Instruction	Yes	\$380,056.00	581018		
1	1.20	Action #16B: Credit Monitoring & Secondary Support-Additional Supports	Yes	\$349,591.00	401190		
1	1.21	Action #17: Credit Retrieval and Blended Learning	Yes	\$183,898.00	181855		
1	1.22	Action #18: Secondary Attendance Monitoring	Yes	\$374,285.00	333160		
1	1.25	Action #20B: College/Career Readiness-Additional Supports	Yes	\$140,570.00	130461		

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	1.27	Action #21B: Teacher Recruitment-Additional Supports	Yes	\$126,469.00	104301		
1	1.29	Action #22B: Capacity Building-Additional Supports	Yes	\$17,130.00	17000		
1	1.31	Action #24: Instructional and supplemental materials in ELA/ELD & Math	Yes	\$49,220.00	49200		
1	1.33	Action #25B: District Technology-Additional Supports	Yes	\$140,905.00	120441		
1	1.34	Action #26: Curriculum Integration	Yes	\$95,630.00	148501		
2	2.4	Action #3B: Increased Parent Participation--Additional Supports	Yes	\$33,000.00	33000		
2	2.8	Action #6B: PBIS Implementation and Restorative Practices-Additional Supports	Yes	\$563,990.00	567344		
2	2.10	Action #7B: Increased Sense of School Safety-Additional Supports	Yes	\$257,164.00	298175		
2	2.12	Action #8B: Cultural Awareness-Additional Supports	Yes	\$110,000.00	0		
2	2.14	Action #9B: Sports and Recreation-Additional Supports	Yes	\$210,592.00	200041		
2	2.16	Action #10B: Increased Student Engagement-Additional Support	Yes	\$1,516,737.00	1176308		
2	2.18	Action #12: Increased Supervision and Bullying Prevention	Yes	\$559,580.00	248424		
2	2.20	Action #13B: Increased Attendance-Additional Supports	Yes	\$2,256,900.00	2650936		

Last Year's Goal #	Last Year's Action #	Prior Action/Service Title	Contributing to Increased or Improved Services?	Last Year's Planned Expenditures for Contributing Actions (LCFF Funds)	Estimated Actual Expenditures for Contributing Actions (Input LCFF Funds)	Planned Percentage of Improved Services	Estimated Actual Percentage of Improved Services (Input Percentage)
2	2.22	Action #14B: Facilities and Improved School Safety-Additional Supports	Yes	\$1,177,489.00	1567523		
2	2.25	Action #17: Educational Partnerships	Yes	\$241,684.00	2577		
4	4.1	Action #1: Improve Homeless Student Outcomes	Yes	\$334,285.00	0		

2023-24 LCFF Carryover Table

9. Estimated Actual LCFF Base Grant (Input Dollar Amount)	6. Estimated Actual LCFF Supplemental and/or Concentration Grants	LCFF Carryover — Percentage (Percentage from Prior Year)	10. Total Percentage to Increase or Improve Services for the Current School Year (6 divided by 9 + Carryover %)	7. Total Estimated Actual Expenditures for Contributing Actions (LCFF Funds)	8. Total Estimated Actual Percentage of Improved Services (%)	11. Estimated Actual Percentage of Increased or Improved Services (7 divided by 9, plus 8)	12. LCFF Carryover — Dollar Amount (Subtract 11 from 10 and multiply by 9)	13. LCFF Carryover — Percentage (12 divided by 9)
29268520	11658117	0	39.832%	\$13,353,515.00	0.000%	45.624%	\$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.

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 2024–25 or when adding a new metric.	Enter information in this box when completing the LCAP for 2024–25 or when adding a new metric.	Enter information in this box when completing the LCAP for 2025–26 . Leave blank until then.	Enter information in this box when completing the LCAP for 2026–27 . Leave blank until then.	Enter information in this box when completing the LCAP for 2024–25 or when adding a new metric.	Enter information in this box when completing the LCAP for 2025–26 and 2026–27 . 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).