#### Introduction:

Los Altos School District began an Educational Blueprint process in 2010, bringing together teachers, administrators, staff, parents, and community members to discuss long-range goals and strategic objectives for the school district. From that initial meeting, a set of three-year goals with corresponding detailed objectives for each goal were developed and then approved by the LASD Board of Trustees. In 2014, the district continued the Blueprint process, creating an updated set of three-year goals and objectives. The focus on district goals is critical to the success of all students and schools. The opportunity provided by the Local Control Accountability Plan (LCAP) is a way to further focus on the goals and accelerate the success of the school district. It is important to note that because of its Basic Aid status, LASD will not receive new or additional state aid under the new LCAP and Local Control Funding Formula (LCFF).

The development of the LCAP began with soliciting input from a wide range of stakeholders, including the Administrative Council, Curriculum Council, District English Language Advisory Committee (DELAC), Budget Review Committee, and other district committees. Staff and parents have provided important input into the review and update of the LCAP. The district leadership team has analyzed student achievement and other outcomes and has prioritized a list of needs in all schools and in the district. The DELAC reviewed English learner data for students and provided suggestions for the LCAP. The four district LCAP goals include:

- 1. Meet the individual learning needs of all students.
- 2. Support teachers in their design of relevant learning experiences for all students.
- 3. Engage staff, parents and community members as learning partners.
- 4. Pursue new and effective learning methodologies for implementation in our schools that acknowledge the rapidly changing world in which our students live.

These goals have been shared with parents, teachers, administrators, and the LASD Board of Trustees. The district has identified and developed metrics that will measure the success of the district in meeting each of the goals, including:

- Annual student achievement data from the Smarter Balanced Assessment
- · Local assessments in reading and math
- Attendance and suspension/expulsion data
- · Student, staff, and parent survey data

Actions and services were developed through the input process in support of the achievement of the four LCAP goals. These actions and services are designed to assist all students, with additional or expanded actions and services provided to support students in the following subgroups: students with disabilities, English learners, socioeconomically disadvantaged students, and foster youth.

Examples of the Actions and Services which will be provided to support the success of LASD students are:

High quality professional development for LASD teachers

- High quality, standards-aligned instructional materials
- · Diagnostic, formative, and summative assessments to inform instruction
- · Implementation of social-emotional literacy programs, including Project Cornerstone and Responsive Classroom
- Increased mental health supports for all students
- Implementation of STEM (Science, Technology, Engineering, and Math) curriculum

Stakeholder input and data analysis informed the creation of the LCAP, focusing on the eight state priorities. It reflects the district and school needs, as well as suggestions and recommendations identified by all stakeholder groups throughout the input process. The LASD LCAP will allow the district to achieve its mission: The Los Altos School District will inspire a passion for learning and prepare all K-8 students to thrive in our rapidly changing global community.

**LEA:** Los Altos Elementary

Contact: Sandra McGonagle, Assistant Superintendent Curriculum and Instruction, smcgonagle@lasdschools.org, (650)947-1155

**LCAP Year:** 2016-17

# Local Control and Accountability plan and Annual Update Template

The Local Control and Accountability Plan (LCAP) and Annual Update Template shall be used to provide details regarding local educational agencies' (LEAs) actions and expenditures to support pupil outcomes and overall performance pursuant to Education Code sections 52060, 52066, 47605, 47605.5, and 47606.5. The LCAP and Annual Update Template must be completed by all LEAs each year.

For school districts, pursuant to Education Code section 52060, the LCAP must describe, for the school district and each school within the district, goals and specific actions to achieve those goals for all pupils and each subgroup of pupils identified in Education Code section 52052, including pupils with disabilities, for each of the state priorities and any locally identified priorities.

For county offices of education, pursuant to Education Code section 52066, the LCAP must describe, for each county office of education-operated school and program, goals and specific actions to achieve those goals for all pupils and each subgroup of pupils identified in Education Code section 52052, including pupils with disabilities, who are funded through the county office of education Local Control Funding Formula as identified in Education Code section 2574 (pupils attending juvenile court schools, on probation or parole, or mandatorily expelled) for each of the state priorities and any locally identified priorities. School districts and county offices of education may additionally coordinate and describe in their LCAPs services provided to pupils funded by a school district but attending county-operated schools and programs, including special education programs.

Charter schools, pursuant to Education Code sections 47605, 47605.5, and 47606.5, must describe goals and specific actions to achieve those goals for all pupils and each subgroup of pupils identified in Education Code section 52052, including pupils with disabilities, for each of the state priorities as applicable and any locally identified priorities. For charter schools, the inclusion and description of goals for state priorities in the LCAP may be modified to meet the grade levels served and the nature of the programs provided, including modifications to reflect only the statutory requirements explicitly applicable to charter schools in the Education Code.

The LCAP is intended to be a comprehensive planning tool. Accordingly, in developing goals, specific actions, and expenditures, LEAs should carefully consider how to reflect the services and related expenses for their basic instructional program in relationship to the state priorities. LEAs may reference and describe actions and expenditures in other plans and funded by a variety of other fund sources when detailing goals, actions, and expenditures related to the state and local priorities. LCAPs must be consistent with school plans submitted pursuant to Education Code section 64001. The information contained in the LCAP, or annual update, may be supplemented by information contained in other plans (including the LEA plan pursuant to Section 1112 of Subpart 1 of Part A of Title I of Public Law 107-110) that are incorporated or referenced as relevant in this document.

For each section of the template, LEAs shall comply with instructions and should use the guiding questions as prompts (but not limits) for completing the information as required by statute. Guiding questions do not require separate narrative responses. However, the narrative response and goals and actions should demonstrate each guiding question was considered during the development of the plan. Data referenced in the LCAP must be consistent with the school accountability report card where appropriate. LEAs may resize pages or attach additional pages as necessary to facilitate completion of the LCAP.

# **State Priorities**

The state priorities listed in Education Code sections 52060 and 52066 can be categorized as specified below for planning purposes, however, school districts and county offices of education must address each of the state priorities in their LCAP. Charter schools must address the priorities in Education Code section 52060(d) that apply to the grade levels served, or the nature of the program operated, by the charter school.

# A. Conditions of Learning:

**Basic:** degree to which teachers are appropriately assigned pursuant to Education Code section 44258.9, and fully credentialed in the subject areas and for the pupils they are teaching; pupils have access to standards-aligned instructional materials pursuant to Education Code section 60119; and school facilities are maintained in good repair pursuant to Education Code section 17002(d). (Priority 1)

**Implementation of State Standards:** implementation of academic content and performance standards and English language development standards adopted by the state board for all pupils, including English learners. (Priority 2)

**Course access:** pupil enrollment in a broad course of study that includes all of the subject areas described in Education Code section 51210 and subdivisions (a) to (i), inclusive, of Section 51220, as applicable. (Priority 7)

**Expelled pupils (for county offices of education only):** coordination of instruction of expelled pupils pursuant to Education Code section 48926. (Priority 9)

**Foster youth (for county offices of education only):** coordination of services, including working with the county child welfare agency to share information, responding to the needs of the juvenile court system, and ensuring transfer of health and education records. (Priority 10)

# **B.** Pupil Outcomes:

**Pupil achievement:** performance on standardized tests, score on Academic Performance Index, share of pupils that are college and career ready, share of English learners that become English proficient, English learner reclassification rate, share of pupils that pass Advanced Placement exams with 3 or higher, share of pupils determined prepared for college by the Early Assessment Program. (Priority 4)

**Other pupil outcomes:** pupil outcomes in the subject areas described in Education Code section 51210 and subdivisions (a) to (i), inclusive, of Education Code section 51220, as applicable. (Priority 8)

# C. Engagement:

**Parental involvement:** efforts to seek parent input in decision making at the district and each schoolsite, promotion of parent participation in programs for unduplicated pupils and special need subgroups. (Priority 3)

**Pupil engagement:** school attendance rates, chronic absenteeism rates, middle school dropout rates, high school dropout rates, high school graduations rates. (Priority 5)

**School climate:** pupil suspension rates, pupil expulsion rates, other local measures including surveys of pupils, parents and teachers on the sense of safety and school connectedness. (Priority 6)

#### **Section 1: Stakeholder Engagement**

Meaningful engagement of parents, pupils, and other stakeholders, including those representing the subgroups identified in Education Code section 52052, is critical to the LCAP and budget process. Education Code sections 52060(g), 52062 and 52063 specify the minimum requirements for school districts; Education Code sections 52066(g), 52068 and 52069 specify the minimum requirements for county offices of education, and Education Code section 47606.5 specifies the minimum requirements for charter schools. In addition, Education Code section 48985 specifies the requirements for translation of documents.

**Instructions:** Describe the process used to consult with parents, pupils, school personnel, local bargaining units as applicable, and the community and how this consultation contributed to development of the LCAP or annual update. Note that the LEA's goals, actions, services and expenditures related to the state priority of parental involvement are to be described separately in Section 2. In the annual update boxes, describe the stakeholder involvement process for the review, and describe its impact on, the development of the annual update to LCAP goals, actions, services, and expenditures.

#### **Guiding Questions:**

- 1) How have applicable stakeholders (e.g., parents and pupils, including parents of unduplicated pupils and unduplicated pupils identified in Education Code section 42238.01; community members; local bargaining units; LEA personnel; county child welfare agencies; county office of education foster youth services programs, court-appointed special advocates, and other foster youth stakeholders; community organizations representing English learners; and others as appropriate) been engaged and involved in developing, reviewing, and supporting implementation of the LCAP?
- 2) How have stakeholders been included in the LEA's process in a timely manner to allow for engagement in the development of the LCAP?
- 3) What information (e.g., quantitative and qualitative data/metrics) was made available to stakeholders related to the state priorities and used by the LEA to inform the LCAP goal setting process? How was the information made available?
- 4) What changes, if any, were made in the LCAP prior to adoption as a result of written comments or other feedback received by the LEA through any of the LEA's engagement processes?
- 5) What specific actions were taken to meet statutory requirements for stakeholder engagement pursuant to Education Code sections 52062, 52068, and 47606.5, including engagement with representatives of parents and guardians of pupils identified in Education Code section 42238.01?
- 6) What specific actions were taken to consult with pupils to meet the requirements 5 CCR 15495(a)?
- 7) How has stakeholder involvement been continued and supported? How has the involvement of these stakeholders supported improved outcomes for pupils, including unduplicated pupils, related to the state priorities?

Involvement Process	Impact on LCAP

Parent involvement in the Los Altos School District is high and an asset to the district. This involvement includes both district and school site committees, intentionally comprised of a cross section of parents representing English learners, students with disabilities, low income families, and all significant subgroup populations. The certificated and classified bargaining units, as well as site and district administrators, are also a part of these committees. Those that have provided input into the LASD LCAP include: District English Learner Advisory Council (DELAC) Administrative Council, School Site Councils, the district Curriculum Council, Budget Review Committee, and LASD students.

Los Altos School District began an Educational Blueprint process in 2010, bringing together teachers, administrators, staff, parents, and community members to discuss long-range goals and strategic objectives for the school district. From that initial meeting, a set of threeyear goals with corresponding detailed objectives for each goal were developed and then approved by the LASD Board of Trustees. In 2014, the district continued the Blueprint process, creating an updated set of three-year goals and objectives. In addition, a special needs-finding committee interviewed parents, students, teachers, and classified staff, both current and former, to better understand the needs and wants of our LASD community. As a result of this comprehensive study, seven learning principles were identified as guideposts for teachers to consider when planning instruction. In addition, our mission and vision for learning was validated again.

LASD Learning Principles: Connect Experiences; Personalize Learning; Nurture a Growth Mindset; Process and Outcome; Empower Students; Leverage Technology, Act Now

**LASD Mission:** The Los Altos School District will inspire a passion for learning and prepare all K-8 students to thrive in our rapidly changing global community.

LASD Vision: Los Altos School District will be a leader in revolutionizing |Goal 4: Pursue new and effective learning methodologies for learning for all students.

Annual assessment data is reviewed and analyzed by LASD administrators, teachers, and Board of Trustees. The data include: Suspension and Expulsion data, California Assessment of Student Performance and Progress (CAASPP) assessment results (comprised of California Standards Test in Science [CST], California Modified Assessment [CMA], California Alternate Performance Assessment

Each stakeholder group had an opportunity to submit thoughts and considerations within the 8 state priorities. The LCAP plan is written taking into account the LASD Blueprint goals as well as suggestions from our stakeholders on programs and progress monitoring. Stakeholder groups were particularly concerned about and supportive of increased professional development for teachers, including specialized professional development for EL instruction.

Highlights from the feedback, suggestions, and general input from all constituent groups include the following:

#### Goal 1: Meet the individual learning needs of all students.

- Create individualized plans for EL learners so all constituents understand steps being taken toward Reclassification
- Teachers need greater access to diagnostic and formative assessments

# Goal 2: Support teachers in their design of relevant learning experiences for all students.

- Teachers want focused professional development on standards based teaching and learning
- Teachers want more time to collaborate with their peers to design learning

# Goal 3: Engage staff, parents and community members as learning partners.

- Create informative videos for newcomer families, focusing on local school practices
- Rethink Haiku Learning as an LMS it has not proved to be an effective tool for LASD

# implementation in our schools that acknowledge the rapidly changing world in which our students live.

- Understand the role of NGSS and its relation to our STEM program - investigate the best use of STEM teachers on elementary campuses
- Desire for the expansion of computer science

[CAPA], and Smarter Balanced Assessment Consortium [SBAC]), California English Language Development Test (CELDT) data, English Language (EL) reclassification trends, and local assessment measures of student progress (i.e. reading benchmark assessments).

The Assistant Superintendent of Curriculum and Instruction and school principals aligned the goals of each school site's Single Plans for Student Achievement (SPSA) with the goals of the Los Altos Local Control Accountability Plan and the Educational Blueprint. The LCAP plan was created to satisfy state requirements and the priorities determined by all stakeholders. LCAP was taken through an approval process that includes the Budget Review Committees, the District English Learner Advisory Committee, the Curriculum Council, and the LASD Board of Trustees.

The process of gathering input for the Los Altos School District LCAP provides many opportunities for all stakeholders (parents, teachers, classified employees, administrators, and students) to offer input into the LCAP, as well as Single Plans for Student Achievement. The involvement process ensures that, minimally, all statutory requirements are met, and all school and district plans are aligned with common goals, purpose and intent.

Meeting Dates and Content:

DELAC - October 19, 2015 and January 28, 2916: Standardized Assessment Results, Language Proficiency Test Results, Reclassification Criteria

Curriculum Council - March 7, 2016: Standardized Assessment Results, Language Proficiency Test Results

Budget Review Committee - March 10, 2016, April 21, 2016, May 26, 2016 - LCAP draft reviews and feedback

Some highlights from the Principal's Exchange audit include:

#### Systems:

- Create an "On Target" Map for all students that defines expectations at various times of the school year. This will require identifying metrics and measures to track progress.
- Develop a Central Data Team at the district level, and a Site Data Team at each school, to review the data at each designated time period to devise a response plan for students not on target.
- Explicitly promote the New California Standards, as measured by the SBAC, as the default expectation for all students in every grade, K-8, as an endorsement for the concept that every student will graduate from high school eligible for a 4 year university.

### Instructional Program:

Provide site administrators and classroom teachers with professional development opportunities on the following:

- Strategies for differentiating instruction for students in a heterogeneous classroom-focus on needs of Socio Economically Disadvantaged students in regular classroom
- Designated and integrated English Language Development for EL students

#### Direction:

- Use the model of the 504 Plan cases to address lowerperforming students.
- Direction from the district about minimal program design requirements expected at each school that will support lowerperforming students

# Annual Update:

The first step in re-authoring the LCAP for the 16-17 school year was to review the current year's LCAP. This annual update process went

# Annual Update:

The impact from stakeholder feedback and the achievement audit recommendations on this year's LCAP is significant when looking

through the same committees mentioned above. In addition, parents and through the lens of the eight state priorities. teachers completed surveys related to reporting and the use of Haiku Learning as a Learning Management System (LMS) at the end of January 2016. There were 940 parent responses and 123 teacher responses. Teachers also completed the Learning Forward survey for professional development in December of 2015, with 217 responses. In addition to constituent input, LASD worked with Principals Exchange, a California state approved provider to conduct an achievement audit in October of 2015. They visited three schools, interviewed teachers. shadowed students, and looked into available data. The goal was to provide recommendations for closing the achievement gap. Recommendations ultimately fell into one of three categories: Systems, Instructional Program, and Direction. LASD staff worked in collaboration with the SCCOE staff this year to ensure adherence to the CA Education Code and audit requirements.

- 1. Conditions of Learning (Implementation of Common Core State Standards, Basic Services, Course access):
  - Increased focus on professional development around the Next Generation Science Standards (NGSS), standards based teaching and learning, Fountas and Pinnell literacy benchmark assessment, and social-emotional literacy with Responsive Classroom
  - Implementation of a new placement process for math courses in 6th - 8th grades, ensuring equal access
  - Focus on an acceleration model, as opposed to a remediation model, for support, including a systematic way to support all learners
  - Coordination of cohesive and clearly communicated standards and formative and diagnostic assessments in math and English language arts at all grade levels
  - Professional Learning Communities as a framework for delivering a high quality quaranteed curriculum to all students
- 2. Pupil Outcomes (Pupil achievement, Other pupil outcomes)
  - · Establishment of baseline achievement levels on SBAC in Math and ELA for students in grades 3-8
  - Establishment of baseline data for district literacy benchmark assessment
  - Establishment of assessment protocol for local math assessments, including understanding performance tables, reporting of scores, and using data to inform instruction and provide differentiated instruction
  - Establishment of individual EL plans action plans for reclassification
- 3. Engagement (parental involvement, pupil engagement, school climate)
  - · Improve communication with EL families, including translated written materials and videos in Mandarin and Spanish
  - Survey students more often
  - Increased communication from elementary and middle school teachers about student progress and non-academic behaviors
  - Maintain or increase school attendance rates

<ul> <li>Maintain or decrease suspension rates and expulsion rate</li> <li>Increase proactive support for students' social-emotional well-</li> </ul>
being and mental health

### Section 2: Goals, Actions, Expenditures, and Progress Indicators

#### Instructions:

All LEAs must complete the LCAP and Annual Update Template each year. The LCAP is a three-year plan for the upcoming school year and the two years that follow. In this way, the program and goals contained in the LCAP align with the term of a school district and county office of education budget and multiyear budget projections. The Annual Update section of the template reviews progress made for each stated goal in the school year that is coming to a close, assesses the effectiveness of actions and services provided, and describes the changes made in the LCAP for the next three years that are based on this review and assessment.

Charter schools may adjust the table below to align with the term of the charter school's budget that is submitted to the school's authorizer pursuant to Education Code section 47604.33.

For school districts, Education Code sections 52060 and 52061, for county offices of education, Education Code sections 52066 and 52067, and for charter schools, Education Code section 47606.5 require(s) the LCAP to include a description of the annual goals, for all pupils and each subgroup of pupils, to be achieved for each state priority as defined in 5 CCR 15495(i) and any local priorities; a description of the specific actions an LEA will take to meet the identified goals; a description of the expenditures required to implement the specific actions; and an annual update to include a review of progress towards the goals and describe any changes to the goals.

To facilitate alignment between the LCAP and school plans, the LCAP shall identify and incorporate school-specific goals related to the state and local priorities from the school plans submitted pursuant to Education Code section 64001. Furthermore, the LCAP should be shared with, and input requested from, schoolsite-level advisory groups, as applicable (e.g., schoolsite councils, English Learner Advisory Councils, pupil advisory groups, etc.) to facilitate alignment between school-site and district-level goals and actions. An LEA may incorporate or reference actions described in other plans that are being undertaken to meet the goal.

Using the following instructions and guiding questions, complete a goal table (see below) for each of the LEA's goals. Duplicate and expand the fields as necessary.

**Goal:** Describe the goal:

When completing the goal tables, include goals for all pupils and specific goals for schoolsites and specific subgroups, including pupils with disabilities, both at the LEA level and, where applicable, at the schoolsite level. The LEA may identify which schoolsites and

subgroups have the same goals, and group and describe those goals together. The LEA may also indicate those goals that are not applicable to a specific subgroup or schoolsite.

**Related State and/or Local Priorities:** Identify the state and/or local priorities addressed by the goal by placing a check mark next to the applicable priority or priorities. The LCAP must include goals that address each of the state priorities, as defined in 5 CCR 15495(i), and any additional local priorities; however, one goal may address multiple priorities.

**Identified Need:** Describe the need(s) identified by the LEA that this goal addresses, including a description of the supporting data used to identify the need(s).

**Schools:** Identify the schoolsites to which the goal applies. LEAs may indicate "all" for all schools, specify an individual school or a subset of schools, or specify grade spans (e.g., all high schools or grades K-5).

**Applicable Pupil Subgroups:** Identify the pupil subgroups as defined in Education Code section 52052 to which the goal applies, or indicate "all" for all pupils.

**Expected Annual Measurable Outcomes**: For each LCAP year, identify and describe specific expected measurable outcomes for all pupils using, at minimum, the applicable required metrics for the related state priorities. Where applicable, include descriptions of specific expected measurable outcomes for schoolsites and specific subgroups, including pupils with disabilities, both at the LEA level and at the schoolsite level.

The metrics used to describe the expected measurable outcomes may be quantitative or qualitative, although the goal tables must address all required metrics for every state priority in each LCAP year. The required metrics are the specified measures and objectives for each state priority as set forth in Education Code sections 52060(d) and 52066(d). For the pupil engagement priority metrics, LEAs must calculate the rates specified in Education Code sections 52060(d)(5)(B), (C), (D) and (E) as described in the Local Control Accountability Plan and Annual Update Template Appendix, sections (a) through (d).

**Actions/Services:** For each LCAP year, identify all annual actions to be performed and services provided to meet the described goal. Actions may describe a group of services that are implemented to achieve the identified goal.

**Scope of Service:** Describe the scope of each action/service by identifying the schoolsites covered. LEAs may indicate "all" for all schools, specify an individual school or a subset of schools, or specify grade spans (e.g., all high schools or grades K-5). If supplemental and concentration funds are used to support the action/service, the LEA must identify if the scope of service is districtwide, schoolwide, countywide, or charterwide.

Pupils to be served within identified scope of service: For each action/service, identify the pupils to be served within the identified scope of

service. If the action to be performed or the service to be provided is for all pupils, place a check mark next to "ALL."

For each action and/or service to be provided above what is being provided for all pupils, place a check mark next to the applicable unduplicated pupil subgroup(s) and/or other pupil subgroup(s) that will benefit from the additional action, and/or will receive the additional service. Identify, as applicable, additional actions and services for unduplicated pupil subgroup(s) as defined in Education Code section 42238.01, pupils redesignated fluent English proficient, and/or pupils subgroup(s) as defined in Education Code section 52052.

**Budgeted Expenditures:** For each action/service, list and describe budgeted expenditures for each school year to implement these actions, including where those expenditures can be found in the LEA's budget. The LEA must reference all fund sources for each proposed expenditure. Expenditures must be classified using the California School Accounting Manual as required by Education Code sections 52061, 52067, and 47606.5.

#### **Guiding Questions:**

- 1) What are the LEA's goal(s) to address state priorities related to "Conditions of Learning"?
- 2) What are the LEA's goal(s) to address state priorities related to "Pupil Outcomes"?
- 3) What are the LEA's goal(s) to address state priorities related to parent and pupil "Engagement" (e.g., parent involvement, pupil engagement, and school climate)?
- 4) What are the LEA's goal(s) to address any locally-identified priorities?
- 5) How have the unique needs of individual schoolsites been evaluated to inform the development of meaningful district and/or individual schoolsite goals (e.g., input from site level advisory groups, staff, parents, community, pupils; review of school level plans; in-depth school level data analysis, etc.)?
- 6) What are the unique goals for unduplicated pupils as defined in Education Code sections 42238.01 and subgroups as defined in section 52052 that are different from the LEA's goals for all pupils?
- 7) What are the specific expected measurable outcomes associated with each of the goals annually and over the term of the LCAP?
- 8) What information (e.g., quantitative and qualitative data/metrics) was considered/reviewed to develop goals to address each state or local priority?
- 9) What information was considered/reviewed for individual schoolsites?
- 10) What information was considered/reviewed for subgroups identified in Education Code section 52052?
- 11) What actions/services will be provided to all pupils, to subgroups of pupils identified pursuant to Education Code section 52052, to specific schoolsites, to English learners, to low-income pupils, and/or to foster youth to achieve goals identified in the LCAP?
- 12) How do these actions/services link to identified goals and expected measurable outcomes?
- 13) What expenditures support changes to actions/services as a result of the goal identified? Where can these expenditures be found in the LEA's budget?

GOAL: 1. Me	eet the individual learning needs of all students.	Related State and/or Local Priorities: X 1 X 2 X 3 X 4 X 5 X 6 X 7 X 8  Local:				
Identified Need:	LASD students, like all students, have a variety of needs. Many students score academically, while there are also students who continue to struggle academic academic measures year to year. This goal ensures that teachers are meeting performing, struggling, or on target. Some items to consider:  • Ensure meaningful formative feedback is included as a constant in stude. • Develop a communication process that allows teachers, students and pareach child's learning. • Regularly incorporate small group instruction as a method for meeting in Design learning opportunities that allow for student choice and passion.	ally and show inadequate growth in all students where they are, whether high ent/teacher interactions.  arents to utilize actionable feedback about adividual student needs.				
Goal Applies to:	All Schools   Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th					
	Applicable Pupil Subgroups: All LCAP Year 1					

# Expected Annual Measurable Outcomes:

#### Metrics:

- CAASPP (SBAC, CST, CAA) results increase the number of students exceeding or meeting standards in ELA and Math by 5%
- CELDT results 75% of English Learners will make annual progress and 40% of students will become English proficient in less than five years
- Local assessment results (Fountas and Pinnel, iReady math and reading assessments) 90% of 3rd grade students will be on grade level by the end of the school year according to the Fountas and Pinnell assessment; 90% of all students will be on grade level in ELA and Math using the iReady placement tables
- EL Reclassification rates we will increase our reclassification rate by 5%
- Surveys using the professional development survey, 50% of teachers will see success using personalized data practices (up 25%)
- Williams Report 100% teacher credential compliance
- Less than 4% opt out rate for SBAC
- 100% use of new standards-based year-end reporting document in TK 8.
- Research, field test, and administer consistent formative and diagnostic assessments which yield actionable data to meet the needs of all LASD students.
- Successful implementation of the Academic Summer School Academy for students in grades K 6, using focused criteria for qualification and identified teaching strategies for targeted impact. Stduents one or more years below grde level in reading according to Fountas and Pinnell.
- Provide daily systematic time for designated English instruction for EL learners as outlined in the ELA/ELD framework.
- Maintain 100% Williams Compliance.

Actions/Services	Scope of	Pupils to be served within identified scope of	Budgeted
	Service	service	Expenditures

<ol> <li>LASD teachers will be provided with high quality professional development on the new reporting system. Students and parents will have access to formative feedback related to identified essential standards and non-academic indicators.</li> <li>Report out formally three times per year this year to parents and students while we build our online reporting skills.</li> <li>Gather feedback from stakeholders regarding new reporting system and reporting document.</li> </ol>	All Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th	X All	1. PowerSc hool PowerTe acher PRO - no additiona I cost for the tool.  2. PowerSc hool - Professi onal/Con sulting Services And Operatin g Expendit ures [060-4035-403500-5000] Title II \$2000
2. Provide targeted instruction through a needs-based Summer School program.	All elementary K- 6 schools Grades: K, 1st, 2nd, 3rd, 4th, 5th, 6th	_ All	1. Summer Academy - \$100,000 [010- 0000- 018700- 1000 thru 4000]

3. Ensure a guaranteed and viable curriculum and assessment system is in place to support student learning.  3.1 Identify new CCSS math resources for grades 7-8 and Algebra/Geometry courses.  3.2 Examine current ELA/ELD materials and resources for alignment to CCSS – pursue the purchase of resources if warranted  3.3 Pilot common assessments across LASD in ELA and Math – diagnostic/computer adaptive  3.4 Implement new assessment for math placement in grades 5-8	All Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th	X All	3.1,3.2 - Instructional materials and resources - \$200,000 [018- 0000- 715600- 4310] 3.3 - iReady Assessment - \$65,000 [060- 6300-630000- 4000] 3.4 - MDTP math assessment - \$1,200 [060- 6300-630000- 4000]
4. LASD teachers, administrators, and classified staff will coordinate successful SBAC implementation. Teachers will prepare 3 - 8 grade students for annual summative SBAC by providing practice opportunities. The SBAC Implementation Team will train teachers and administrators to administer SBAC to students.	All Grades: 3rd, 4th, 5th, 6th, 7th, 8th	X All  Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other	No additional expenditures anticipated.
<ol> <li>LASD will support English Language Learners and analyze program efficacy, looking at student learning outcomes and reclassification rates.</li> <li>General education teachers, EL teachers, and EL instructional assistants will participate in Professional Development on the ELA/ELD framework and effective pedagogical practices for EL students, for both integrated and designated instruction.</li> </ol>	All Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th	_ All	5.1 English Language Development Professional Development - expenditures included in Goal 2. 5.2 EL

- 5.2 Almond and Santa Rita Schools will increase before or after school intervention class opportunities for English Language Learners during the school year.
- 5.3 Each Elementary School will provide integrated and designated EL instruction during the school day for English Learners
- 5.4 Provide Rosetta Stone online program for English Learners with CELDT levels 1 and 2 to use at school and at home.
- 5.6 Administer CELDT test annually to all English Learners.
- 5.7 Create an individual EL action plan for all students with a clear path for redesignation.
- 5.8 Form a district ELD Leadership to guide the work around implementing the new framework in LASD.

Intervention Before/After School Classes with certificated staff [Title 3 LEP: 060-4203-420300] 1000-3000]: Certificated Personnel Salaries Title 3 \$22,750

5.2 EL Intervention Support with classified staff [General Fund: 010-0000-070900] 2000-2999: Classified Personnel Salaries Basic Aid \$50,455

5.3 Certificated Salary of 3.5 FTE [Gener al Fund: 010-0000-017900] 1000-3000]: Certificated Personnel Salaries Basic Aid \$325,000

5.3 Classified S alary of FTE [General Fund: 010-0000 -017900] 2000-3999: Certificated

4000-4999: Books And Supplies Title III \$7960  5.6 CELDT Test - no additional expenditures  5.7 No additional cost
5.8 No additional cost

# Expected Annual Measurable Outcomes:

### Metrics:

- CAASPP (SBAC, CST, CAA) results increase the number of students exceeding or meeting standards in ELA and Math by 5%
- CELDT results 75% of English Learners will make annual progress and 40% of students will become English proficient in less than five years
- Local assessment results (Fountas and Pinnel, iReady math and reading assessments) 90% of 3rd grade students will be on grade level by the end of the school year according to the Fountas and Pinnell assessment; 90% of all students will be on grade level in ELA and Math using the iReady placement tables
- EL Reclassification rates we will increase our reclassification rate by 5%
- Surveys using the professional development survey, 50% of teachers will see success using personalized data practices (up 25%)
- Williams Report 100% teacher credential compliance
- Less than 4% opt out rate for SBAC
- 100% use of new standards-based year-end reporting document in TK 8.
- Research, field test, and administer consistent formative and diagnostic assessments which yield actionable data to meet the needs of all LASD students.
- Successful implementation of the Academic Summer School Academy for students in grades K 6, using focused criteria for qualification and identified teaching strategies for targeted impact. Stduents one or more years below grde level in reading according to Fountas and Pinnell.
- Provide daily systematic time for designated English instruction for EL learners as outlined in the ELA/ELD framework.
- Maintain 100% Williams Compliance.

Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
Refine summer learning program as a needs-based Summer School program.		_ All	1. Summer Academy - \$100,000 [010- 0000- 018700- 1000 thru 4000]

3. LASD teachers, administrators, and classified staff will coordinate successful SBAC implementation. Teachers will prepare 3 - 8 grade students for annual summative SBAC by providing practice opportunities. The SBAC Implementation team will train teachers and administrators to administer SBAC to students.	All Grades: 3rd, 4th, 5th, 6th, 7th, 8th	X All	No additional expenditures anticipated.
5. Report out formally twice per year this year to parents and students while we build our online reporting skills.	All Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th	X All	No additional cost anticipated.
4. Ensure a guaranteed and viable curriculum and assessment system is in place to support student learning.  4.1 Examine current science materials and resources for alignment to NGSS – pursue the purchase of resources if warranted  4.2 Review and expand upon common assessments across LASD – diagnostic/computer adaptive and teacher created		X All	4.1,4.2 - Instructional materials and resources - \$200,000 [018- 0000- 715600- 4310]  4.3 - iReady Assessment - \$65,000 [060- 6300-630000- 4000]  4.4 - MDTP math assessment - \$1,200 [060- 6300-630000- 4000]

IAII 5. LASD will support English Language Learners. ΑII 5.1 English Language 5.1 General education teachers. EL teachers, and EL Grades: TK. Foster Youth American Indian or Alaska Development instructional assistants will stay current with Professional K, 1st, 2nd, Native Hispanic or Latino \_ Two or More Professional Development on the ELA/ELD framework and effective 3rd. 4th. 5th. Races Low Income Pupils X Redesignated fluent Development pedagogical practices for EL students, for both integrated 6th, 7th, 8th English proficient Asian Native Hawaiian or expenditures and designated instruction. Pacific Islander X English Learners Black or included in Goal African American \_ Filipino \_ White \_ Students 5.2 Almond and Santa Rita Schools will offer a before or with Disabilities Homeless after school intervention class for English Language Other 5.2 EL Learners during the school year. Intervention Before/After 5.3 Each School will provide integrated and designated School Classes EL instruction during the school day for English Learners with certificated staff [Title 3 5.4 Administer CELDT test annually to all English LEP: 060-4203-Learners. 420300] 1000-30001: 5.5 Refine individual EL action plans for all students with Certificated a clear path for redesignation. Personnel Salaries Title 3 \$22,750 5.2 EL Intervention Support with classified staff [General Fund: 010-0000-0709001 2000-2999: Classified Personnel Salaries Basic Aid \$50,455 5.3 Certificated Salary of 3.5 FTE [Gener al Fund: 010-0000-0179001 1000-30001: Certificated Personnel

	Salaries Basic Aid \$325,000  5.3 Classified S alary of FTE [General Fund: 010-0000 -017900] 2000- 3999: Certificated Personnel Salaries Basic Aid \$125,000  5.4 CELDT Test - no additional expenditures  5.5 No additional cost
LCAP Year 3	

# Expected Annual Measurable Outcomes:

#### Metrics:

- CAASPP (SBAC, CST, CAA) results increase the number of students exceeding or meeting standards in ELA and Math by 5%
- CELDT results 75% of English Learners will make annual progress and 40% of students will become English proficient in less than five years
- Local assessment results (Fountas and Pinnel, iReady math and reading assessments) 90% of 3rd grade students will be on grade level by the end of the school year according to the Fountas and Pinnell assessment; 90% of all students will be on grade level in ELA and Math using the iReady placement tables
- EL Reclassification rates we will increase our reclassification rate by 5%
- Surveys using the professional development survey, 50% of teachers will see success using personalized data practices (up 25%)
- Williams Report 100% teacher credential compliance
- Less than 4% opt out rate for SBAC
- 100% use of new standards-based year-end reporting document in TK 8.
- Research, field test, and administer consistent formative and diagnostic assessments which yield actionable data to meet the needs of all LASD students.
- Successful implementation of the Academic Summer School Academy for students in grades K 6, using focused criteria for qualification and identified teaching strategies for targeted impact. Stduents one or more years below grde level in reading according to Fountas and Pinnell.
- Provide daily systematic time for designated English instruction for EL learners as outlined in the ELA/ELD framework.
- Maintain 100% Williams Compliance.

Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
Top committee and the control of an entire termination and annual and an entire termination and	3rd, 4th, 5th,	X All	none

Refine summer learning program as a needs-based Summer School program.	All Elementary Schools Grades: K, 1st, 2nd, 3rd, 4th, 5th, 6th		1. Summer Academy - \$100,000 [010- 0000- 018700- 1000 thru 4000]
	All Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th		3.1,3.2 - Instructional materials and resources - \$200,000 [018- 0000- 715600- 4310] 3.3 - iReady Assessment - \$65,000 [060- 6300-630000- 4000] 3.4 - MDTP math assessment - \$1,200 [060- 6300-630000- 4000]
3. LASD teachers, administrators, and classified staff will coordinate successful SBAC implementation. Teachers will prepare 3 - 8 grade students for annual summative SBAC by providing practice opportunities. The SBAC Implementation team will train teachers and administrators to administer SBAC to students.	All Grades: 3rd, 4th, 5th, 6th, 7th, 8th	X All	No additional expenditures anticipated.

IAII 4. LASD will support English Language Learners. ΑII 4.1 English Language 4.1 General education teachers, EL teachers, and EL Grades: TK. Foster Youth American Indian or Alaska Development instructional assistants will stay current with Professional K, 1st, 2nd, Native Hispanic or Latino \_ Two or More Professional Development on the ELA/ELD framework and effective 3rd. 4th. 5th. Races Low Income Pupils X Redesignated fluent Development pedagogical practices for EL students, for both integrated 6th, 7th, 8th English proficient Asian Native Hawaiian or expenditures and designated instruction. Pacific Islander X English Learners Black or included in Goal African American \_ Filipino \_ White \_ Students 4.2 Almond and Santa Rita Schools will offer a before or with Disabilities Homeless after school intervention class for English Language Other 4.2 EL Learners during the school year. Intervention Before/After 4.3 Each School will provide integrated and designated School Classes EL instruction during the school day for English Learners with certificated staff [Title 3 4.4 Administer CELDT test annually to all English LEP: 060-4203-Learners. 420300] 1000-30001: 4.5 Refine individual EL action plans for all students with Certificated a clear path for redesignation. Personnel Salaries Title 3 \$22,750 4.2 EL Intervention Support with classified staff [General Fund: 010-0000-0709001 2000-2999: Classified Personnel Salaries Basic Aid \$50,455 4.3 Certificated Salary of 3.5 FTE [Gener al Fund: 010-0000-0179001 1000-30001: Certificated Personnel

	Salaries Basic Aid \$325,000
	4.3 Classified S alary of FTE [General Fund: 010-0000 -017900] 2000-3999: Certificated Personnel Salaries Basic Aid \$125,000
	4.4 CELDT Test - no additional expenditures  4.5 No
	additional cost

GOAL: 2. Suppor	t teachers in their design of relevant lea	arning experien	ces for all students.	Related State and/or 1 X 2 _3 _4 X 5 _ N/A	
Identified Need:	Teacher professional development need Going away from a one size fits all mospersonal learning plans. The feedback on student learnign outcomes, differently	del is imperativ	e. LASD is assessing teacher need ents indicates that professional leads	eds frequently and v	alues choice and
Goal Applies to:	Schools:   All   Grades: All   Applicable Pupil Subgroups: All				
		LCAP Y	ear 1		
Expected Annual Measurable Outcomes:  Expand on the LASD Roadmap for professional development to address CCSS and NGSS curriculum, literacy in all subject areas, differentiated instruction, and instructional shifts in math, English language arts, social science, and science which is consistent with our LCAP and Educational Blueprint. We will include three workshops for teachers in these areas.  Improvement on the Standards Assessment Inventory professional development survey: the Average Standard Value in the areas of DATA and OUTCOMES will increase by 1 full point each per school. (ex. 2.2 to 3.2)  Implement a Teachers Teaching Teachers professional development support model. Offer 3 courses per trimester throughout the school year.  Implement Phase 2 of the LASD NGSS Implementation Plan - 95% of teachers will be trained					
	Actions/Services	Scope of Service	Pupils to be served within ide service	entified scope of	Budgeted Expenditures
and consistent prof	rs will participate in high quality essional development and structured achers in CCSS Math & ELA and	All Grades: All	X All Foster Youth _ American India Native Hispanic or Latino Tv	an or Alaska wo or More	1.1 Curriculum Mapping and Unit

NGSS Science with a focus on instructional shifts, differentiated instruction, research supported practices, assessment data analysis, and assessment methods to meet the needs of all LASD students

- 1.1 Curriculum Mapping and Unit Development PD
- 1.2 PD on Professional Learning Communities data analysis, differentiation, and assessment methods
- 1.3 Substitutes for PD
- 1.4 Curriculum Development and Professional Development around Math, Tech integration, social science, ELA, NGSS, ELD, SEL, physical education, electives
- 1.5 SVMI Conference
- 1.6 Teachers College Reader's and/or Writer's Workshop
- 1.7 Subs for Conferences
- 1.8 NGSS specific PD year two implementation for K-8 teachers
- 1.9 Teachers Teaching Teachers in LASD to support current initiatives

Races \_ Low Income Pupils \_ Redesignated fluent English proficient \_ Asian \_ Native Hawaiian or Pacific Islander \_ English Learners \_ Black or African American \_ Filipino \_ White \_ Students with Disabilities \_ Homeless Other Operating

Development PD Professional/Consulting
Services And
Operating
Expenditures TBD Profession
al/Consulting
Services And
Operating
Expenditures
[060-4035403500-5000]
Title II \$5500

- 1.2 PD on Professional Learning Communities -Solution Tree Profession al/Consulting Services and Conference [060-6264-626400-5000] \$50,000 -Educator Effectiveness Funds
- 1.3 Subs for PD
   Certificated
  Personnel
  Salaries [0604035-4035001000 thru 3000]
  Title II \$1800
- 1.4 Curriculum Development and

Professional Development around Math, Tech integration, ELA, NGSS, ELD, SEL, PE, Electives TBD Professio nal/Consulting Services And Operating Expenditures [060-4035-403500-5000] Title II \$5500

1.5 SVMI
Conference Silicon Valley
Math Initiative
Leadership
Institute Profess
ional/Consulting
Services And
Operating
Expenditures
[060-4035403500-5000]
Title II \$12,000

1.6 Teachers
College Reading
Workshop at
Columbia
University Profe
ssional/Consulti
ng Services
And Operating
Expenditures
[060-4035403500-5000]

			Title II \$8000  1.7 Subs for Conferences - Certificated Personnel Salaries [060-4035-403500-1150 thru 3999] Title II \$1800  1.8 Subs for PD - Certificated Personnel Salaries [060-4035-403500-1150 thru 3999] Title II \$1800  1.9 Teachers Teaching Teachers [060-4035-403500-1150 thru 3999] Title II \$1800
Those new teachers requiring induction will be supported by a mentor and participate in professional development with the Silicon Valley New Teacher Project (SVNTP) /Beginning Teacher Support and Assessment (BTSA). Teachers not requiring induction will also be provided district support.	All Grades: All	X All	2.1 \$2000 per participating teacher - 20 teachers @ \$2,000 each or \$40,000 [ - 2.1 New teacher mentor cost \$115,672 [010- 018100-1000 thru 3999]

LASD special education staff will participate in Professional Development to address implementation of ELA and Math CCSS and NGSS for Special Education students and underperforming students, including differentiation, writing appropriate goals, and supports for the general education classroom.	All Grades: All	_ Foster Youth _ American Indian or Alaska	No additional expenditures anticipated.
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#### LCAP Year 2

# Expected Annual Measurable Outcomes:

Expand on the LASD Roadmap for professional development to address CCSS and NGSS curriculum, literacy in all subject areas, differentiated instruction, and instructional shifts in math, English language arts, social science, and science which is consistent with our LCAP and Educational Blueprint.

Improvement on the Standards Assessment Inventory professional development survey: the Average Standard Value in the areas of DATA and OUTCOMES will increase by 1 full point each per school. (ex. 2.2 to 3.2)

Implement a Teachers Teaching Teachers professional development support model. Offer 3 courses per trimester throughout the school year.

Implement Phase 3 of the LASD NGSS Implementation Plan - 95% of teachers will be trained

Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
1. All LASD teachers will participate in high quality and consistent professional development and structured collaboration for teachers in CCSS Math & ELA and NGSS Science with a focus on instructional shifts, differentiated instruction, research supported practices, assessment data analysis, and assessment methods to meet the needs of all LASD students  1.1 Curriculum Mapping and Unit Development PD  1.2 PD on Professional Learning Communities - data analysis, differentiation, and assessment methods  1.3 Substitutes for PD	All Grades: All	X All	1.1 Curriculum Mapping and Unit Development P D - Professional/C onsulting Services And Operating Expenditures - TBD Profession al/Consulting Services And Operating Expenditures Expenditures Expenditures

- 1.4 Curriculum Development and Professional Development around Math, Tech integration, social science, ELA, NGSS, ELD, SEL, physical education, electives
- 1.5 SVMI Conference
- 1.6 Teachers College Reader's and/or Writer's Workshop
- 1.7 Subs for Conferences
- 1.8 NGSS specific PD year two implementation for K-8 teachers
- 1.9 Teachers Teaching Teachers in LASD to support current initiatives

[060-4035-403500-5000] Title II \$5500

1.2 PD on Professional Learning Communities -Solution Tree Profession al/Consulting Services and Conference [060-6264-626400-5000] \$50,000 -Educator Effectiveness Funds

1.3 Subs for PD - Certificated Personnel Salaries [060-4035-403500-1000 thru 3000] Title II \$1800

1.4 Curriculum
Development
and
Professional
Development
around Math,
Tech
integration,
ELA, NGSS,
ELD, SEL, PE,
Electives
TBD Professio
nal/Consulting
Services And
Operating

Expenditures [060-4035-403500-5000] Title II \$5500 1.5 SVMI Conference -Silicon Valley Math Initiative Leadership Institute Profess ional/Consulting Services And Operating Expenditures [060-4035-403500-5000] Title II \$12,000 1.6 Teachers College -Reading Workshop at Columbia University Profe ssional/Consulti ng Services And Operating Expenditures ` [060-4035-403500-5000] Title II \$8000 1.7 Subs for Conferences - Certificated Personnel Salaries [060-4035-403500-1150 thru 3999] Title II \$1800 1.8 Subs for PD

			- Certificated Personnel Salaries [060- 4035-403500- 1150 thru 3999] Title II \$1800  1.9 Teachers Teaching Teachers [060- 4035-403500- 1150 thru 3999] Title II \$1800
Those new teachers requiring induction will be supported by a mentor and participate in professional development with the Silicon Valley New Teacher Project (SVNTP) /Beginning Teacher Support and Assessment (BTSA). Teachers not requiring induction will also be provided district support.	All Grades: All	X All	2.1 \$2000 per participating teacher - 20 teachers @ \$2,000 each or \$40,000 [ - 2.1 New teacher mentor cost \$115,672 [010- 018100-1000 thru 3999]
LASD special education staff will participate in Professional Development to address implementation of ELA and Math CCSS and NGSS for Special Education students and underperforming students, including differentiation, writing appropriate goals, and supports for the general education classroom.	All Grades: All	_ All	No additional expenditures anticipated.

# Expected Annual Measurable Outcomes:

Expand on the LASD Roadmap for professional development to address CCSS and NGSS curriculum, literacy in all subject areas, differentiated instruction, and instructional shifts in math, English language arts, social science, and science which is consistent with our LCAP and Educational Blueprint.

Improvement on the Standards Assessment Inventory professional development survey: the Average Standard Value in the areas of DATA and OUTCOMES will increase by 1 full point each per school. (ex. 2.2 to 3.2)

Implement a Teachers Teaching Teachers professional development support model. Offer 3 courses per trimester throughout the school year.

Implement Phase 4 of the LASD NGSS Implementation Plan - 95% of teachers will be trained

Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
1. All LASD teachers will participate in high quality and consistent professional development and structured collaboration for teachers in CCSS Math & ELA and NGSS Science with a focus on instructional shifts, differentiated instruction, research supported practices, assessment data analysis, and assessment methods to meet the needs of all LASD students  1.1 Curriculum Mapping and Unit Development PD  1.2 PD on Professional Learning Communities - data analysis, differentiation, and assessment methods  1.3 Substitutes for PD  1.4 Curriculum Development and Professional Development around Math, Tech integration, social science, ELA, NGSS, ELD, SEL, physical education, electives  1.5 SVMI Conference  1.6 Teachers College - Reader's and/or Writer's Workshop  1.7 Subs for Conferences	All Grades: All	X All  Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other	1.1 Curriculum Mapping and Unit Development P D - Professional/C onsulting Services And Operating Expenditures - TBD Profession al/Consulting Services And Operating Expenditures [060-4035- 403500-5000] Title II \$5500  1.2 PD on Professional Learning Communities - Solution Tree Profession al/Consulting Services and

1.8 NGSS specific PD - year two implementation for K-8 teachers		
1.9 Teachers Teaching Teachers in LASD to support current initiatives		

Conference [060-6264-626400-5000] \$50,000 -Educator Effectiveness Funds

1.3 Subs for PD - Certificated Personnel Salaries [060-4035-403500-1000 thru 3000] Title II \$1800

1.4 Curriculum Development and Professional Development around Math, Tech integration, ELA, NGSS, ELD, SEL, PE, Electives TBD Professio nal/Consulting Services And Operating Expenditures [060-4035-403500-5000] Title II \$5500

1.5 SVMI Conference -Silicon Valley Math Initiative Leadership Institute Profess ional/Consulting

Services And Operating Expenditures [060-4035-403500-5000] Title II \$12,000 1.6 Teachers College -Reading Workshop at Columbia University Profe ssional/Consulti ng Services And Operating Expenditures ` [060-4035-403500-5000] Title II \$8000 1.7 Subs for Conferences - Certificated Personnel Salaries [060-4035-403500-1150 thru 3999] Title II \$1800 1.8 Subs for PD - Certificated Personnel Salaries [060-4035-403500-1150 thru 3999] Title II \$1800 1.9 Teachers Teaching Teachers [060-4035-403500-1150 thru 3999]

			Title II \$180
Those new teachers requiring induction will be supported by a mentor and participate in professional development with the Silicon Valley New Teacher Project (SVNTP) /Beginning Teacher Support and Assessment (BTSA). Teachers not requiring induction will also be provided district support.	All Grades: All	X All	2.1 \$2000 per participating teacher - 20 teachers @ \$2,000 each or \$40,000 [ - 2.1 New teacher mentor cost \$115,672 [010- 018100-1000 thru 3999]
LASD special education staff will participate in Professional Development to address implementation of ELA and Math CCSS and NGSS for Special Education students and underperforming students, including differentiation, writing appropriate goals, and supports for the general education classroom.	All Grades: All	_ All	No additional costs are anticipated.

GOAL: 3. Engage	e staff, parents and community member	Related State and/or _1 _2 X 3 _4 _5 X N/A					
Identified Need:	An engaged community is a strong communicty. It is also imperative to inform all stakeholders in the community about Los Altos School District's progress. In addition, LASD must consider all stakeholders as learners, and provide appropriate learning opportunities for each.						
Goal Applies to:	Applies to:   Schools:   All   Grades: All   Applicable Pupil Subgroups:   All						
		LCAP Y	ear 1				
Expected Annual Measurable Outcomes:	Measurable						
	Actions/Services	Scope of Service	Pupils to be served within ide service	ntified scope of	Budgeted Expenditures		

Engage staff, parents and community members in their areas of interest/expertise to support our students in learning.  1. Continue to partner with LAEF to match community resources to the district vision  2. Educate parents on using PowerSchool Parent Portal.  3. Increase the frequency of EdTalks to include more opportunities to inform and hear from parents and community members.  4. Include parents in district and site level committees: Budget Advisory Committee, Citizens Advisory Committee for Finance, DELAC, School Site Council, Curriculum Council	All Grades: All	X All	no anticipated additional cost
Inform all stakeholders in the community about Los Altos School District's progress.	All Grades: All	X All	Cost of mailers/commu nication - \$5,000 Public Information [01 0-0000-071800- 4000 thru 5999]
Provide translation services for publications and communications with parents who are Spanish and/or Mandarin speaking	All Grades: All	_ All	cost of translation services - [060- 4203-420300- 2000 thru 3999] Title III \$2,000

ontinue with podcast updates for staff, emphasizing onsistent messages and timely decisions.	All	I	
eachers are engaged through staff meetings, district leetings, teacher work teams and district and site ommittees.	Grades: All	Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other	none anticipated
ASD teachers will be provided with high quality rofessional development on the new reporting system. tudents and parents will have access to formative redback related to identified essential standards and on-academic indicators.  Report out formally three times per year this year to arents and students while we build our online reporting kills.  Gather feedback from stakeholders regarding new exporting system and reporting document.	All Grades: All	Toster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other	1. PowerSo hool PowerTe acher PRO - no additional cost for the tool. 2. PowerSo hool - Professi onal/Con sulting Services And Operatin g Expendit ures [060-4035-403500-5000] Title II \$2000
	LCAP	Year 2	

Measurable

Outcomes:

- Mailers will be sent out twice per year and digital communications will go out monthly to LASD parents.
- The percentage of parents using PowerSchool to access student learning information will be at least 70%.
- Parent satisfaction survey for new reporting system will be at least 70%.
- The curriculum department will create monthly podcasts for staff 10 in all.

Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
Engage staff, parents and community members in their areas of interest/expertise to support our students in learning.  1. Continue to partner with LAEF to match community resources to the district vision  2. Educate parents on using PowerSchool Parent Portal.  3. Increase the frequency of EdTalks to include more opportunities to inform and hear from parents and community members.  4. Include parents in district and site level committees: Budget Advisory Committee, Citizens Advisory Committee for Finance, DELAC, School Site Council, Curriculum Council	All Grades: All	X All	no anticipated additional cost
Continue with podcast updates for staff, emphasizing consistent messages and timely decisions.  Teachers are engaged through staff meetings, district meetings, teacher work teams and district and site committees.	All Grades: All	X All	none anticipated
Inform all stakeholders in the community about Los Altos School District's progress.	All Grades: All	X All	Cost of mailers/commu nication - \$5,000 Public Information [01 0-0000-071800- 4000 thru 5999]

	Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
<ul> <li>Mailers will be sent out twice per year and digital communications will go out monthly to LASD parents.</li> <li>Measurable</li> <li>Outcomes:</li> <li>Parent satisfaction survey for new reporting system will be at least 75%.</li> <li>The curriculum department will create monthly podcasts for staff - 10 in all.</li> </ul>				
		LCAP Y	ear 3	
	services for publications and th parents who are Spanish and/or	All Grades: All	_ All	cost of translation services - [060- 4203-420300- 2000 thru 3999] Title III \$2,000
professional develo Students and paren feedback related to non-academic indic - Report out formall parents and studen skills. - Gather feedback f	be provided with high quality open on the new reporting system. Its will have access to formative identified essential standards and eators.  The system of	All Grades: All	X All	1. PowerSc hool PowerTe acher PRO - no additiona I cost for the tool.

Engage staff, parents and community members in their areas of interest/expertise to support our students in learning.  1. Continue to partner with LAEF to match community resources to the district vision  2. Educate parents on using PowerSchool Parent Portal.  3. Increase the frequency of EdTalks to include more opportunities to inform and hear from parents and community members.  4. Include parents in district and site level committees: Budget Advisory Committee, Citizens Advisory Committee for Finance, DELAC, School Site Council, Curriculum Council	All Grades: All	X All	no anticipated additional cost
Continue with podcast updates for staff, emphasizing consistent messages and timely decisions.  Teachers are engaged through staff meetings, district meetings, teacher work teams and district and site committees.	All Grades: All	X All	none anticipated
Inform all stakeholders in the community about Los Altos School District's progress.	All Grades: All	X All	Cost of mailers/commu nication - \$5,000 Public Information [01 0-0000-071800- 4000 thru 5999]

LASD teachers will be provided with high quality professional development on the new reporting system. Students and parents will have access to formative feedback related to identified essential standards and non-academic indicators.  - Report out formally three times per year this year to parents and students while we build our online reporting skills.  - Gather feedback from stakeholders regarding new reporting system and reporting document.	All Grades: All	X All	1. PowerSc hool PowerTe acher PRO - no additiona I cost for the tool.
Provide translation services for publications and communications with parents who are Spanish and/or Mandarin speaking	All Grades: All	_ All	cost of translation services - [060- 4203-420300- 2000 thru 3999] Title III \$2,000

	OAL:  4. Pursue new and effective learning methodologies for implementation in our schools that acknowledge the rapidly changing world in which our students live.  Related State and/or Local Priorities:  _1 _2 _3 X 4 X 5 X 6 _7 _8 Local N/A						
Identified Need:	LASD strives to revolutionize learning by continuing to remain on the forefront of education. Students should experience a balanced educational program that includes innovative expereinces with solid instructional practices. We are preparing students for a world that is not yet clear, so effective learning methodologies is critical. This could include:  • Create relationships with new and existing partner organizations to support the LASD educational program and create new opportunities for students in LASD.  • Create a robust network of early innovators within LASD that supports change, shares best practices, and moves into uncharted areas of reinvention.  • Identify initiatives for longer-term implementation.  • Document and evaluate innovative strategies within LASD. If warranted, create a plan to scale such innovations.						
Goal Applies to:	All   Grades: All   Applicable Pupil Subgroups: All						
Expected Annual Measurable Outcomes:  Metrics:  All STEM teachers will co-create one project based learning unit that integrates STEM into daily classroom learning.  100% of 6th grade students will have weekly cStem classes.  The junior high schools will increase the Computer Science elective from one to two classes next year.  Teachers Teaching Teachers will provide 3 classes per trimester in the catalog and attendance rates will be measured this year as a baseline.  Number of Badges awarded will baseline at 3 internal or external badges per teacher.							
	Actions/Services	Scope of Service	Pupils to be served within ide service	entified scope of	Budgeted Expenditures		

<ul> <li>Expand STEM program at all schools.</li> <li>Finalize integrated STEM model for TK-6</li> <li>Expand STEM opportunities for students</li> <li>Create 7-8 STEM plan</li> <li>Determine metrics for and measure student learning outcomes</li> </ul>	All Elementary Schools Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th	X All	STEM program costs: \$20,000 [060-9010- 918300-4000] LAEF 8.0 FTE certificated personnel \$975,000 [060- 9010-918300- 1000 thru 3999]
<ul> <li>Expand computer science offerings for students.</li> <li>Determine metrics and measure student learning outcomes of current 6th grade cSTEM program.</li> <li>Explore the possibility of expanding cSTEM program to 5th grade</li> <li>Expand Computer Science elective in the junior high schools</li> <li>Incorporate more computer science opportunities into the STEM program</li> </ul>	All Grades: All	X All	cSTEM program 1.5 FTE LAEF \$155,000 [060- 9010-918400- 1000 thru 3999]
Implement a Teachers Teaching Teachers Professional Development model, including afterschool and online learning options in support of district vision and Blueprint goals.  • develop catalog and digital materials • measure attendance for impact	All Grades: All	X All	Title II - teacher stipend for course creation and delivery - \$10,000 [060- 4035-403500- 1190 thru 3999]

Implement badging system as a way to understand areas of expertise and training needs of teachers and deliver online content.	Grades: All	_ Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent	Title II \$5,000 for badging system [060- 4035-403500- 5000]
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#### LCAP Year 2

# Expected Annual Measurable Outcomes:

- All STEM teachers will co-create one project based learning unit that integrates STEM into daily classroom learning.
- 100% of 6th grade students will have weekly cStem classes.
- The junior high schools will increase the Computer Science elective from two to three classes next year.
- Teachers Teaching Teachers will provide 5 classes per trimester in the catalog and attendance rates will increase 10% from last year.
- Number of Badges awarded will increase to 5 internal or external badges per teacher.

Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
<ul> <li>Expand STEM program at all schools.</li> <li>Finalize integrated STEM model for TK-6</li> <li>Expand STEM opportunities for students</li> <li>Create 7-8 STEM plan</li> <li>Determine metrics for and measure student learning outcomes</li> </ul>	Grades: TK, K, 1st, 2nd,	X All  Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other	STEM program costs: \$20,000 [060-9010- 918300-4000] LAEF 8.0 FTE certificated personnel \$975,000 [060- 9010-918300- 1000 thru 3999]

learning options in support of district vision and Blueprint goals.  Grades: All  Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students  for course creation and delivery - \$10,000 [060- 4035-403500-	<ul> <li>Expand computer science offerings for students.</li> <li>Determine metrics and measure student learning outcomes of current 6th grade cSTEM program.</li> <li>Explore the possibility of expanding cSTEM program to 5th grade</li> <li>Expand Computer Science elective in the junior high schools</li> <li>Incorporate more computer science opportunities into the STEM program</li> </ul>	All Grades: All	X All	cSTEM program 1.5 FTE LAEF \$155,000 [060- 9010-918400- 1000 thru 3999]
Implement a Teachers Teaching Teachers Professional Development model, including afterschool and online learning options in support of district vision and Blueprint goals.	of expertise and training needs of teachers and deliver			for badging system [060- 4035-403500-
LCAP Year 3	Development model, including afterschool and online learning options in support of district vision and Blueprint goals.  • develop catalog and digital materials	Grades: All	X All	teacher stipend for course creation and delivery - \$10,000 [060-

# Expected Annual Measurable Outcomes:

- All STEM teachers will co-create one project based learning unit that integrates STEM into daily classroom learning.
- 100% of 6th grade students will have weekly cStem classes.
- The junior high schools will maintain the Computer Science elective at three classes next year.
- Teachers Teaching Teachers will provide 7 classes per trimester in the catalog and increase attendance 10% from the year prior.
- Number of Badges awarded will maintain at 5 internal or external badges per teacher.

Actions/Services	Scope of Service	Pupils to be served within identified scope of service	Budgeted Expenditures
<ul> <li>Expand STEM program at all schools.</li> <li>Finalize integrated STEM model for TK-6</li> <li>Expand STEM opportunities for students</li> <li>Create 7-8 STEM plan</li> <li>Determine metrics for and measure student learning outcomes</li> </ul>	All Elementary Schools Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th	X All	STEM program costs: \$20,000 [060-9010- 918300-4000] LAEF 8.0 FTE certifcated personnel \$975,000 [060- 9010-918300- 1000 thru 3999]
<ul> <li>Expand computer science offerings for students.</li> <li>Determine metrics and measure student learning outcomes of current 6th grade cSTEM program.</li> <li>Explore the possibility of expanding cSTEM program to 5th grade</li> <li>Expand Computer Science elective in the junior high schools</li> <li>Incorporate more computer science opportunities into the STEM program</li> </ul>	All Grades: All	X All	cSTEM program 1.5 FTE LAEF \$155,000 [060- 9010-918400- 1000 thru 3999]

Implement badging system as a way to understand areas of expertise and training needs of teachers and deliver online content.	All Grades: All	X All Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other	Title II \$5,000 for badging system [060- 4035-403500- 5000]
Implement a Teachers Teaching Teachers Professional Development model, including afterschool and online learning options in support of district vision and Blueprint goals.  • develop catalog and digital materials • measure attendance for impact	All Grades: All	X All	Title II - teacher stipend for course creation and delivery - \$10,000 [060- 4035-403500- 1190 thru 3999]

### **Annual Update**

**Annual Update Instructions:** For each goal in the prior year LCAP, review the progress toward the expected annual outcome(s) based on, at a minimum, the required metrics pursuant to Education Code sections 52060 and 52066. The review must include an assessment of the effectiveness of the specific actions. Describe any changes to the actions or goals the LEA will take as a result of the review and assessment. In addition, review the applicability of each goal in the LCAP.

### **Guiding Questions:**

- 1) How have the actions/services addressed the needs of all pupils and did the provisions of those services result in the desired outcomes?
- 2) How have the actions/services addressed the needs of all subgroups of pupils identified pursuant to Education Code section 52052, including, but not limited to, English learners, low-income pupils, and foster youth; and did the provision of those actions/services result in the desired outcomes?
- 3) How have the actions/services addressed the identified needs and goals of specific schoolsites and were these actions/services effective in achieving the desired outcomes?
- 4) What information (e.g., quantitative and qualitative data/metrics) was examined to review progress toward goals in the annual update?
- 5) What progress has been achieved toward the goal and expected measurable outcome(s)? How effective were the actions and services in making progress toward the goal? What changes to goals, actions, services, and expenditures are being made in the LCAP as a result of the review of progress and assessment of the effectiveness of the actions and services?
- 6) What differences are there between budgeted expenditures and estimated actual annual expenditures? What were the reasons for any differences?

Original Goal from prior year LCAP:		e individual learning nee academic and social em	Related State and/or Local Priorities: _1 X 2 _3 X 4 _5 X 6 X 7 X 8 Local:	
Goal Applies to:	Schools:	All		
		Grades: All		
Applicable Pupil Subgroups:		Pupil Subgroups:	All	

### Expected Annual Measurable Outcomes:

Improvement in key performance indicators including statewide testing results, program satisfaction survey results, teacher satisfaction, teacher implementation data, attendance rates, and pupil suspension/expulsion rates. Maintain current rate of zero dropouts per year.

actual: Statewide testing (CAASPP) results were analyzed, as were parent and teacher surveys. We have not had data around teacher implementation. Attendance, suspension and explusion rates remain steady. We had no dropouts this year.

# Actual Annual Measurable Outcomes:

Statewide testing (CAASPP) results were analyzed, as were parent and teacher surveys. We have not had data around teacher implementation.

Attendance, suspension and explusion rates remain steady. We had no dropouts this year.

CAASPP results in ELA:

59.4% standard exceeded

27.83% standard met

8.32% standard nearly met

4.45% standard not met

CAASPP results in Math:

64.26% standard exceeded

21.97% standard met

9.09% standard nearly met

4.68% standard not met

In 2014-2015, the district suspension rate was 0.44 with 0 expulsions. Data for 15/16 has not been updated by the state yet.

		LCAP Year	: 2015-16		
	Planned Actions/Services			Actual Actions/Services	
		Budgeted Expenditures			Estimated Actual Annual Expenditures
<ul> <li>Implement the new Learning Management System (Haiku Learning) as a vehicle to provide more meaningful formative information on student learning         <ul> <li>actual: all teachers were trained on Haiku Learning. Tool was found to be ineffective for teachers and parents around reporting.</li> </ul> </li> <li>Provide training and support for teachers in the areas of formative assessment and standards-based grading         <ul> <li>actual: all TK-8 teachers received training in standards based teaching and learning.</li> </ul> </li> </ul>		Actual cost: \$25,000 (yearly subscription fees for Haiku Learning) [Fund- Resource- Cost Center- Object: 060- 7405- 740500 - 5800]  Actual cost: Kristen Swanson consult \$2000 Title II funds	All teachers were trained on Haiku Learning. Tool was found to be ineffective for teachers and parents around reporting. all TK-8 teachers received training in standards based teaching and learning, including formative feedback.		\$25,000 (yearly subscription fees for Haiku Learning) [060- 7405- 740500 - 5800] Actual cost: Kristen Swanson consult \$2000 Title II funds
Scope of service:	All		Scope of service:	All	
)	Grades: All		 	Grades: All	
X AII			X All		
_ Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other			_ Foster Youth _ American Indian or Alaska Native _ Latino _ Two or More Races _ Low Income Pupils _ fluent English proficient _ Asian _ Native Hawaiian or Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other		Redesignated

students and pareach child's learners as school Nopportunes as sch	nt the new Learning Management System earning) as supplement/replacement for	created bridge reare in the process year within Power back to PowerScommunicating sworking to custo trained teachers training and rescon how to access Teachers continuand Open House	either Haiku reports or a newly eport for report cards this year. We as of creating new reports for next erSchool. The district will be going chool for reporting and student learning progress. We are mize our parent portal and have in the new system. Parents will get ources once the school year begins as student learnign information.  The triangle of the school of of the sch	no additional expense
Scope of service:	AII	Scope of service:	All	
	Grades: All		Grades: All	

X All			X All		
Provide remedial instruction through a needs- based Summer School program.  actual: 255 students were served in our summer program last year. This includes both English Learners and Special Education student, as well as students struggling academically.		\$135,000 [010-0000- 018700-1000 thru 4000]	last year. This includes both English Learners and 0000-01		\$135,000 [010- 0000- 018700- 1000 thru 4000]
Scope of service:	All		Scope of service:	All	
	Grades: All			Grades: All	
_ All			_ All	_ All	
_ Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races X Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander X English Learners _ Black or African American _ Filipino _ White X Students with Disabilities _ Homeless _ Other			_ Foster Youth _ American Indian or Alaska Native _ Hispanic Latino _ Two or More Races X Low Income Pupils _ Redesign fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander X English Learners _ Black or African American _ Filipino _ White X Students with Disabilities _ Homeless _Other		

for meeting individual student needs.  • Generate common understanding of the LASD definition of small group instruction and increase its use in all grade levels  • actual: Using the Fountas and Pinnell Reading Benchmark Assessment as a vehicle for creating small groups, teachers created small groups for targeted reading instruction.  • Gain baseline data as to the use of effective small		Actual: iReady Diagnostic Assessments \$58,000 Lottery	Assessment as a vehicle for creating small groups, teachers created small groups for targeted reading		iReady Diagnostic Assessments \$58,000 Lottery
group instruction based on core content areas – ELA, Math, Science, Social Studies					
Scope of service:	All Grades: TK, K, 1st, 2nd, 3rd, 4th, 5th, 6th		Scope of service:	All Grades: All	
X All			X All		
			Foster Youth Latino _ Two or fluent English pr Islander _ Engl American _ Fili Disabilities _ He _Other	Redesignated	

• Continued exensure they • actual both j • Offer Studen • actual • Continue to o Film Festival • actual this ye	examination of JH elective classes to are meeting student needs in Computer Science elective added to unior high schools. In the EdCon	Actual: \$1,50 0 (student events) [010- 0000- 010500 - 4310]			Actual: \$1,500 (student events) [010- 0000- 010500 - 4310]	
Scope of service:	All Grades: All		Scope of service:	All Grades: All		
X All	Orados. All		X All			
Provide professional development opportunities for teachers and instructional leaders to enhance their understanding of new instructional frameworks and the applicability to student learning		actual: \$7500 Title II	25 teachers and 5 principals attended the ELA/ELD Framework 3 day Access for All training at SCCOE; 4 teachers attended the Phase Two Network.		\$7500 Title II	
(such as cou actual attend Acces	ers and administrators in PD offerings inty-sponsored Access for All) 1: 25 teachers and 5 principals ded the ELA/ELD Framework 3 day as for All training at SCCOE; 4 ers attended the Phase Two Network					

Scope of service:	All Grades: All		Scope of service:	All Grades: All	
_ All			All		Redesignated
assessment system learning.  • Implement in Algebra/Geo o actual in 2000 • Examine cur for alignment of resources o actual mater we for in all currice identities focus. • Pilot NGSS 3rd grade classification actual attending the so how the since timelitic identities and the solution actual actual actual actual actual actual in the solution actual actu	ed and viable curriculum and is in place to support student new math resources in grades 6-8 and ometry courses.  I: new resources will be implemented 16/2017  Trent ELA/ELD materials and resource at to CCSS – pursue the purchase if warranted  I: a needs assessment in ELA/ELD rials will occur in 2016/2017. This year cused on identifing essential standards content areas for a guaranteed viable rulum. Now that those have been fied, our materials search will have the it needs.  aligned Hands-on Science kits in select asses  I: This did not accur. All K-6 teachers ded professional development aroudn beince and engineering principles and hey can be used with current materials the material adoption for science ne has been extended.  aligned lessons, units, and strategies	4201- 420100 -1000 thru 5000]	implemented in ELA/ELD materi year we focused all content areas Now that those I search will have NGSS: This did professional devengineering prin with current mat science timeline science teachers design and implestudy, including expectations, copractices.  Almond school period implemented Reading and Mat Assessment in Fivide this year.	d Geometry resources will be 2016/2017. A needs assessment in ials will occur in 2016/2017. This is on identifing essential standards in a for a guaranteed viable curriculum. have been identified, our materials the focus it needs.  Inot accur. All K-6 teachers attended velopment aroudn the science and iciples and how they can be used erials since the material adoption for has been extended. 6-8 grade is have met regularly this year to ement 1-3 NGSS aligned units of the student performance ore disciplinary content, and colloted iReady assessments. It will district-wide next school year in ath. Fountas and Pinnell Benchmark Reading was implemented district or transition to the new work for designated and integrated cition at all schools.	\$80,000 [060- 4201- 420100 - 1000 thru 5000]

					00 01 02
regula 1-3 N the st discip Pilot commo diagnostic/co cactua be im year i Pinne was ii Provide diffe students cactua frame langu	e classes I: 6-8 grade science teachers have met arly this year to design and implement GSS aligned units of study, including udent performance expectations, core linary content, and practices. In assessments across LASD — omputer adaptive I: Almond school piloted iReady. It will plemented district-wide next school in Reading and Math. Fountas and II Benchmark Assessment in Reading implemented district wide this year. It will rentiated instruction as needed for EL I: We continue our transition to the new work for designated and integrated instruction at all schools.				
Scope of service:	AII		Scope of service:	All	
	Grades: All			Grades: All	
X All			X All		
			_ Foster Youth _ American Indian or Alaska Native _ Hispan Latino _ Two or More Races _ Low Income Pupils _ Redesignent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other		
are fully credentialed – goal 100%—and that students		0 [done by in- house staff]	All teachers are assigned appropriately and are fully credentialed.		Done by in- house staff.

Scope of service:	AII		Scope of service:	AII		
	Grades: All			Grades: All		
X All			X All			Redesignated
Disabilities _ Homeless _ Other  What changes in actions, servivces, and expenditures in an effort to better meet the n successful pilots this school ye			Other implementation o students. New as	f professional leari sessments will be		
Original Goal					Related State and/or	Local Priorities: X

Original Goal from prior year LCAP:	students. T	achers in their design of relevant learning experiences for all eacher professional development needs to be relevant and personalized in st help them meet student needs.	Related State and/or Local Priorities: X 1 X 2 _3 _4 _5 _6 _7 _8 Local:	
Goal Applies to:	Schools: Applicable	All Grades: All Pupil Subgroups: All		

### Expected Annual Measurable Outcomes:

Improvement in key performance indicators including appropriate teacher assignments and credentialing (Williams Report compliance), teacher retention rates, staff satisfaction, and teacher participation rates in key professional development activities.

actual: 100% Williams compliance; we have just begun to interview teachers who are leaving the district to better understand rationale (cost of living, teacher dissatisfaction, relocation, etc); we have not collected data around staff satisfaction; starting next year we will have a reliable way to track teacher participation in professional development.

### Actual Annual Measurable Outcomes:

100% Williams compliance; we have just begun to interview teachers who are leaving the district to better understand rationale (cost of living, teacher dissatisfaction, relocation, etc); we have not collected data around staff satisfaction; starting next year we will have a reliable way to track teacher participation in professional development.

LCAP Year: 2015-16				
Planned Actions/Services			Actual Actions/Services	
	Budgeted Expenditures			Estimated Actual Annual Expenditures
<ul> <li>Expansion and formalization of the use of 3 PLP days that each teacher is provided.</li> <li>actual: Teachers continue to work with</li> </ul>	actual: \$75,000 (substitute costs) [010- 0000- 018100 -1150 thru 3000]	setting and using meet goals. We year that allows learning opportupractices. This could slides, etc. The most effective most team of teams.	tue to work with pincipals in goal g Professional Learning days to will be using a platform next school us to deliver and house professional unities around initiatives and best could include videos, documents, STEM coach model has been our nodel to date. She has been working eachers from every school site. Next using a similar model with a new ol math coach.	\$75,000 (substitute costs) [010- 0000- 018100 - 1150 thru 3000]
Scope of service: All Grades: All		Scope of service:	All Grades: All	

X All	X All	
		Redesignated
Provide opportunities for teachers to create & strengthen professional learning networks (PLNs)  • Utilize twitter as a tool to connect educators across LASD and external to LASD  • actual: Twitter continues to be a tool for teachers and principals to expand their PLN.  • Include collaboration and connection of educators in district-wide professional development experiences.  • This year we have begun to explore professional learning communities as a framework for collaboration. All administrators and several teachers have attended a Solution Tree PLC conference. As a district, we will be incorporating our professional development and PLC work.  • Expand the use of the LASD Learning Principles to focus professional development and provide coherence for teachers  • actual: Early next year all staffs will be going through a school site mission and vision process that will include the LASD Learning Principles and LCAP/district goals.  • Pilot the use of Haiku Learning as a means of delivering personalized, online professional	Twitter continues to be a tool for teachers and principals to expand their PLN. This year we have begun to explore professional learning communities as a framework for collaboration. All administrators and several teachers have attended a Solution Tree PLC conference. As a district, we will be incorporating our professional development and PLC work. Early next year all staffs will be going through a school site mission and vision process that will include the LASD Learning Principles and LCAP/district goals.	\$35,000 Educator Effectiveness Fund

next follo one Rep hits : with	al: Haiku Learning will be phased out for year and elimintaed altogether the wing year. This year we did create online course on Standards Based orting in Haiku. The course got 3600 and teachers spent a total of 49 hours the content. We will expand online ings through a new online platform.				
Scope of service:	All		Scope of service:	All	
SCI VICE.	Grades: All		SCIVICE.	Grades: All	
X All	Grades. All		X All	Grades. All	
			Latino _ Two or fluent English pr Islander _ Engli	_ American Indian or Alaska Native More Races _ Low Income Pupils _ roficient _ Asian _ Native Hawaiian of the state o	Redesignated
Ensure that all teachers are assigned appropriately and are fully credentialed – goal 100%—and that students have sufficient access to standards-based instructional materials and that all facilities are in good repair.  • actual: 100% teacher assignment by credential		0 [done by in- house staff]	All teachers are credentialed.	assigned appropriately and are fully	Done by in house staff.
Scope of service:	All		Scope of service:	All	
	Grades: All			Grades: All	

X All	X AII
_ Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other	_ Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other
	as a way for us to track teacher participation for professional feedack on quality, implementation, and needed support.

Original Goal from prior year LCAP:	Engage sta	aff, parents and community members as learning partners.	Related State and/or Local Priorities: _1 _2 X 3 _4 _5 _6 _7 _8 Local:
Goal Applies to:	Schools:	All	
		Grades: All	
	Applicable	Pupil Subgroups: All	

## Expected Annual Measurable Outcomes:

Improvement in key performance indicators including parent participation and satisfaction survey results.

actual: There were 940 parent responses and 123 teacher responses to a survey on Haiku Learning and Standards Based Reporting. Based on the feedback from both groups, we have researched and found a new reporting tool for communicating student learning progress to parents. Teacher survey results from the same survey, as well as from the Learning Forward survey on professional development indicated that the district could use a more transparent, outcome oriented, and needs focused professional development plan for teachers. With this in mind, an LASD roadmap that includes professional learning and curriculum goals and a needs based PD survey were developed.

### Actual Annual Measurable Outcomes:

There were 940 parent responses and 123 teacher responses to a survey on Haiku Learning and Standards Based Reporting. Based on the feedback from both groups, we have researched and found a new reporting tool for communicating student learning progress to parents. Teacher survey results from the same survey, as well as from the Learning Forward survey on professional development indicated that the district could use a more transparent, outcome oriented, and needs focused professional development plan for teachers.

LCAP Year: 2015-16

Planned Actions/Services	Actual Actions/Services					
	Budgeted Expenditures		Estimated Actual Annual Expenditures			
Engage staff, parents and community members in their areas of interest/expertise to support our students in learning.  • Continue to partner with LAEF to match community resources to the district vision  • actual: This year LAEF committed to a \$3.15 million dollar grant.  • Develop a pool of community experts in related fields to bring those experts into the classrooms to share and teach real-world skills and applications.  • actual: Work has not been done in this area.	interest/expert	This year LAEF committed to a \$3.15 million dollar grant. Work around compiling a pool of community experts has not been done. Haiku Learning proved to be ineffective for parent commnication. We are exploring other processes for effective parent communication in 2016/2017. Communication comes from the district and school sites on a regular basis. We have both volunteer and contracted translation services that are used regularly to communicate with families. We hosted only one EdTalk this year, two times, on standards based teaching and learning. Approximately 200 parents and community memebers attended. We did not host EdSummit again this year. Our junior high school math teachers met seevral times with the high school math department. They have	Haiku fee \$ 2 5 , 0 0 0 f e e [ 0 6 0 - 7 4 0 5 - 7 4 0 5 0 0 - 5 8 0 0 ]  District communication: \$65,00 0 [010- 0000- 071800 - 4000 thru 5000]  Translation services: \$15,00 0 [010- 0000- 017090 -			

Inform all stakeholders in the community about Los Altos School District's progress.

- Maximize the use of Haiku Learning to keep parents and community informed of key happenings across the district.
  - actual: Haiku Learning proved to be ineffective for parent commnication. We are exploring other processes for effective parent communication in 2016/2017.

Periodically communicate with parents and community members about district programs, activities, and issues

 actual: Communication comes from the district and school sites on a regular basis.

Provide translation services for publications and communications with parents who are Spanish and/or Mandarin speaking

 actual: We have both volunteer and contracted translation services that are used regularly.

Consider all stakeholders as learners, and provide appropriate learning opportunities.

- Increase the frequency of EdTalks to include more opportunities to inform and hear from parents and community members.
  - actual: We hosted only one EdTalk this year, two times, on standards based teaching and learning. Approximately 200 parents and community memebers attended.
- Host events like EdSummit that can be open to the community.
  - We did not host EdSummit again this year.
- Engage with the high school district at a deeper

match	collaborated around algebra specifically.	2000 thru 3000]
commu nity		Stakeholder
resourc		learning: \$5,000 [060- 9010- 902800 -1000
es to the		902800 -1000
district		thru 3000]
vision		
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social-emotional transition to high school.			
Social-emotional transition to high school.	pa		
Our junior high asheal moth tagghers mot	pool of		
<ul> <li>Our junior high school math teachers met</li> </ul>	commu		
seevral times with the high school math	nity		
department. They have collaborated around	experts		
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Periodically communicate with parents and community members about district programs, activities, and issues actual: \$65,00 0 [010-0000-071800 -4000 thru 5000] Provide translation services for publications and communicatio ns with parents who are Spanish and/or Mandarin speaking actual:

		\$15,00 0 [010- 0000- 017090 -2000 thru 3000] Consider all stakeholders as learners, and provide appropriate learning opportunities. • actual: \$5,000 [060- 9010- 902800 -1000 thru 3000]			
Scope of service:	All		Scope of service:	All	
	Grades: All			Grades: All	
X All	X All		X All		
					_ Redesignated

	With this in mind, an LASD Roadmap that includes professional learning and curriculum goals and a needs based PD survey were developed.
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Original Goal from prior year LCAP:	Pursue new and effective learning methodologies for implementation in our schools that acknowledge the rapidly changing world in which our students live.  Related State and/or Local Priorities:  _1 _2 _3 X 4 _5 X 6 _7 _8 Local:					
Goal Applies to:	Schools:	All Grades: All			•	
	Applicable	Pupil Subgroups:	All			
Expected Annual Measurable Outcomes:  Improvement in key performance indicators including statewide testing results, program satisfaction survey results, teacher satisfaction, teacher implementation data, attendance rates, and pupil suspension/expulsion rates. Maintain current rate of zero dropouts per year.  actual: CAASPP statewide testing data has been analyzed, as well as survey data form parents and teachers. Attendance, suspensions, and expulsion rates remain steady. We had zero dropouts this year.		Actual Annual Measurable Outcomes:	CAASPP statewide testing data as well as survey data form pare Attendance, suspensions, and e remain steady. We had zero dro	ents and teachers. xpulsion rates		
			LCAP Year:	2015-16		
	Planned	d Actions/Services		Actual Actions/Services		
			Budgeted Expenditures			Estimated Actual Annual Expenditures
Create relationships with new and existing partner organizations to support the LASD educational program and create new opportunities for students in LASD.  • Work with the LAEF leadership to develop a partnerships plan  • actual: we continue to work with LAEF on ideas around bringing in more community participation to support the LASD educational program.		on	We continue to work with LAEF on ideas around bringing in more community participation to support the LASD educational program.		None	

Scope of service:	All		Scope of service:	All	
Grades: All   X All			X All	Grades: All	
					_ Redesignated
• Expand the to meet the as a means teacher lea	use of the iLearn program as a means needs of early innovators and adopters al: We are in the process of revamping rebranding iLearn and professional elopment in LASD.  use of badging within Haiku Learning of encouraging and acknowledging our	Create a robust network of early innovators within LASD that supports change, shares best practices, and moves into uncharted areas of reinvention.  • actual: none  • Explor e the use of badgin g within Haiku Learnin g as a means	iLearn and profe will likely be wor Innovation and t support and ack	rocess of revamping and rebranding essional development in LASD. We rking with Krause Center for their badging system as a way to knowledge all teachers.	Haiku fee: \$ 2 5 , 0 0 0 [ 0 6 0 - 7 4 0 5 - 7 4 0 5 0 0 - 58 0 0 ]

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of encour aging and ackno wledgi ng our teacher leaders	
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Scope of service:	All Grades: All	8 C C ]	Scope of service:	All Grades: All	
X All			X All		
_ Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _ Other			_ Foster Youth _ American Indian or Alaska Native _ Hispanic or Latino _ Two or More Races _ Low Income Pupils _ Redesignated fluent English proficient _ Asian _ Native Hawaiian or Pacific Islander _ English Learners _ Black or African American _ Filipino _ White _ Students with Disabilities _ Homeless _Other		
Monitor and evaluate the effectiveness of the TK and Extended day Kindergarten programs – support and adjust as necessary.		n. If warranted, create a plan to scale such innovations.  actual: \$2,575, 000 [010- 0000- 018100 -1000	equipped to mea Extended Kinde Santa Clara Cou A team was sen leadership team for district wide i working on a mo team has create TK-6. Looking a be a focus for no a computer scie has proven to be next school year STAR Log Nova project. We have as a supplement trained over 100	t for training this year and a will be formed in early fall of 2016 mplementation. The STEM team is one integrated model fo STEM. The d a clear plan for projects and skills t ways to measure the program will	Trainings: \$2,575, 000 [010- 0000- 018100 -1000 thru 3000] Computer Science: \$105,000 [060 - 9010- 918400 - 1000 thru 3000] STEM: \$940,000 [060 - 9010- 918300 - 1000 thru 5000]

team was sent for training this year and a
leadership team will be formed in early fall of
2016 for district wide implementation.

- Formalize the STEM program for further implementation throughout LASD elementary schools
  - actual: The STEM team is working on a more integrated model fo STEM. The team has created a clear plan for projects and skills TK-6. Looking at ways to measure the program will be a focus for next year.
- Expand Computer Science into the Junior High school through elective offerings and science classes.
  - actual: Both junior high schools ran a computer science elective this spring semester. It has proven to be very successful and will expand next school year. All students in junior high used STAR Log Nova in science for an integrated coding project.
- Expand Social-Emotional Learning program replacement or supplement to Project Cornerstone
  - actual: We have invested in Responsive Classroom as a supplement to Project Cornerstone. We have trained over 100 teachers in the model.
- Investigate and plan for a transition to the Middle School model (6th-8th grade)
  - actual: This work will continue into next year.

3000]
\$105,0 00 [060 -9010- 918400 -1000 thru 3000]
\$940,0 00 [060 -9010- 918300 -1000 thru 5000]
\$350,0 00 [010 -0000- 017090 -1000 thru 3000]

Scope of service:	All		Scope of service:	All		
	Grades: All			Grades: All		
X All	X All		X All	X All		
					Redesignated	
What changes ir servivces, and e	What changes in actions, servivces, and expenditures Looking at professional learning communicties as way to provide a structure for collaboration around building units of instruction that balance skill building and innovative methods.					

### Section 3: Use of Supplemental and Concentration Grant funds and Proportionality

A. In the box below, identify the amount of funds in the LCAP year calculated on the basis of the number and concentration of low income, foster youth, and English learner pupils as determined pursuant to 5 CCR 15496(a)(5).

Describe how the LEA is expending these funds in the LCAP year. Include a description of, and justification for, the use of any funds in a districtwide, schoolwide, countywide, or charterwide manner as specified in 5 CCR 15496.

For school districts with below 55 percent of enrollment of unduplicated pupils in the district or below 40 percent of enrollment of unduplicated pupils at a schoolsite in the LCAP year, when using supplemental and concentration funds in a districtwide or schoolwide manner, the school district must additionally describe how the services provided are the most effective use of funds to meet the district's goals for unduplicated pupils in the state and any local priority areas. (See 5 CCR 15496(b) for guidance.)

Total amount of Supplemental and Concentration grant funds calculated:	788408
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Based on the district's unduplicated pupil count (14% of total district enrollment), the calculated amount of supplemental and concentration grant funding for 2016-17 is \$788,408. The district is providing services to these students in excess of this amount? The services include the following:

- ‡ Our needs-based Summer School program provides remedial instruction and learning, particularly for the subidentified as unduplicated pupils. (see Goal 1, Action/Services 2; p. 14; \$100,000)
- ‡ Our before- and after-school intervention classes at schools with larger populations of English Learners supports the school-day learning for these students. (see Goal 1, Action/Services 5.2; p. 16; \$50,455)
- ‡ Certificated and classified staff who are specialists in English Language Development provide support and instruction, particularly at our schools with the highest concentration of EL students. (see Goal 1, Action/Services 5.3; p. 16-17; \$450,000)
- ‡ Some of the supplemental grant funding is used in conjunction with funds from our local foundation (Los Altos Educational Foundation—LAEF), to provide services for all students but which provide significant and particular benefit to our unduplicated students.
  - We have added computer science offerings in the upper elementary and junior high grades. (see Goal 4, Action/Services 2.1; p. 43: \$155.000)
  - We have expanded the STEM program at all schools, utilizing a dedicated teacher at each elementary school and a STEM coordinator to assist the science and math teachers at the junior highs. (see Goal 4, Action/Services 1.1 and 1.2; p 43; \$995,000)

District-wide actions used to support all students and which are the most effective use of funds to meet our goals for unduplicated pupils include the following:

- 1. Professional development for our teaching staff on differentiated instruction and learning.
- 2. Literacy aides in the primary grades to enable reading instruction tailored to fit each student's needs.
- 3. Data mining for relevant information to assist teachers in developing individualized learning strategies.
- B. In the box below, identify the percentage by which services for unduplicated pupils must be increased or improved as compared to the services provided to all pupils in the LCAP year as calculated pursuant to 5 CCR 15496(a).

Consistent with the requirements of 5 CCR 15496, demonstrate how the services provided in the LCAP year for low income pupils, foster youth, and English learners provide for increased or improved services for these pupils in proportion to the increase in funding provided for such pupils in that year as calculated pursuant to 5 CCR 15496(a)(7). An LEA shall describe how the proportionality percentage is met using a quantitative and/or qualitative description of the increased and/or improved services for unduplicated pupils as compared to the services provided to all pupils.

%

The services we have identified in our LCAP demonstrate more than 2.42%% increased or improved services to unduplicated students as compared to the services provided to all pupils in the 2016-17 school year. The increase in services is shown below.

- Additional staffing to assist English Learner and at-risk students.
- Professional development designed around differentiated instruction for all types of learners, with an emphasis on at-risk students.
- Acquisition of instructional materials relevant to English Learner students, including Rosetta Stone.
- A four-week intensive remedial summer school program provides a significant boost for at-risk and struggling English Learners.
- · Increased training on cultural diversity and acceptance for teachers, administrators, and students.
- Additional intervention activities to assist struggling EL and low income students.
- The use of relevant assessment data to identify those students who are struggling and follow-up with individualized learning strategies to help them succeed.

#### LOCAL CONTROL AND ACCOUNTABILITY PLAN AND ANNUAL UPDATE APPENDIX

For the purposes of completing the LCAP in reference to the state priorities under Education Code sections 52060 and 52066, the following shall apply:

- (a) "Chronic absenteeism rate" shall be calculated as follows:
  - (1) The number of pupils with a primary, secondary, or short-term enrollment during the academic year (July 1– June 30) who are chronically absent where "chronic absentee" means a pupil who is absent 10 percent or more of the schooldays in the school year when the total number of days a pupil is absent is divided by the total number of days the pupil is enrolled and school was actually taught in the total number of days the pupil is enrolled and school was actually taught in the regular day schools of the district, exclusive of Saturdays and Sundays.
  - (2) The unduplicated count of pupils with a primary, secondary, or short-term enrollment during the academic year (July 1 June 30).
  - (3) Divide (1) by (2).
- (b) "Middle School dropout rate" shall be calculated as set forth in California Code of Regulations, title 5, section 1039.1.
- (c) "High school dropout rate" shall be calculated as follows:
  - (1) The number of cohort members who dropout by the end of year 4 in the cohort where "cohort" is defined as the number of first-time grade 9 pupils in year 1 (starting cohort) plus pupils who transfer in, minus pupils who transfer out, emigrate, or die during school years 1, 2, 3, and 4.
  - (2) The total number of cohort members.

- (3) Divide (1) by (2).
- (d) "High school graduation rate" shall be calculated as follows:
  - (1) The number of cohort members who earned a regular high school diploma [or earned an adult education high school diploma or passed the California High School Proficiency Exam] by the end of year 4 in the cohort where "cohort" is defined as the number of first-time grade 9 pupils in year 1 (starting cohort) plus pupils who transfer in, minus pupils who transfer out, emigrate, or die during school years 1, 2, 3, and 4.
  - (2) The total number of cohort members.
  - (3) Divide (1) by (2).
- (e) "Suspension rate" shall be calculated as follows:
  - (1) The unduplicated count of pupils involved in one or more incidents for which the pupil was suspended during the academic year (July 1 June 30).
  - (2) The unduplicated count of pupils with a primary, secondary, or short-term enrollment during the academic year (July 1 June 30).
  - (3) Divide (1) by (2).
- (f) "Expulsion rate" shall be calculated as follows:
  - (1) The unduplicated count of pupils involved in one or more incidents for which the pupil was expelled during the academic year (July 1 June 30).
  - (2) The unduplicated count of pupils with a primary, secondary, or short-term enrollment during the academic year (July 1 June 30).
- (3) Divide (1) by (2).