

**Local Control and Accountability Plan (LCAP)
Every Student Succeeds Act (ESSA)
Federal Addendum**

LEA name:

Ravenswood City School District

CDS code:

41689990000000

Link to the LCAP:

[Provide Link - Optional]

**For which ESSA programs
will your LEA apply?**

Choose from:

TITLE I, PART A

Improving Basic Programs Operated by
State and Local Educational Agencies

TITLE I, PART D

Prevention and Intervention Programs for
Children and Youth Who Are Neglected,
Delinquent, or At-Risk

TITLE II, PART A

Supporting Effective Instruction

TITLE III, PART A

Language Instruction for English Learners
and Immigrant Students

TITLE IV, PART A

Student Support and Academic
Enrichment Grants

*(NOTE: This list only includes ESSA programs
with LEA plan requirements; not all ESSA
programs.)*

Title I, Part A
Title II, Part A
Title III, Part A
Title IV, Part A

In the following pages, ONLY complete the sections for the corresponding programs.

Instructions

The LCAP Federal Addendum is meant to supplement the LCAP to ensure that eligible LEAs have the opportunity to meet the Local Educational Agency (LEA) Plan provisions of the ESSA.

The LCAP Federal Addendum Template must be completed and submitted to the California Department of Education (CDE) to apply for ESSA funding. LEAs are encouraged to review the LCAP Federal Addendum annually with their LCAP, as ESSA funding should be considered in yearly strategic planning.

The LEA must address the Strategy and Alignment prompts provided on the following page. Each provision for each program must be addressed, unless the provision is not applicable to the LEA.

In addressing these provisions, LEAs must provide a narrative that addresses the provision **within the LCAP Federal Addendum Template.**

Under State Priority Alignment, state priority numbers are provided to demonstrate where an ESSA provision aligns with state priorities. This is meant to assist LEAs in determining where ESSA provisions may already be addressed in the LEA's LCAP, as it demonstrates the LEA's efforts to support the state priorities.

The CDE emphasizes that **the LCAP Federal Addendum should not drive LCAP development.** ESSA funds are supplemental to state funds, just as the LCAP Federal Addendum supplements your LCAP. LEAs are encouraged to integrate their ESSA funds into their LCAP development as much as possible to promote strategic planning of all resources; however, this is not a requirement. In reviewing the LCAP Federal Addendum, staff will evaluate the LEA's responses to the ESSA plan provisions. There is no standard length for the responses. LEAs will be asked to clarify insufficient responses during the review process.

California's ESSA State Plan significantly shifts the state's approach to the utilization of federal resources in support of underserved student groups. This LCAP Federal Addendum provides LEAs with the opportunity to document their approach to maximizing the impact of federal investments in support of underserved students.

The implementation of ESSA in California presents an opportunity for LEAs to innovate with their federally-funded programs and align them with the priority goals they are realizing under the state's Local Control Funding Formula (LCFF).

LCFF provides LEAs flexibility to design programs and provide services that meet the needs of students in order to achieve readiness for college, career, and lifelong learning. The LCAP planning process supports continuous cycles of action, reflection, and improvement.

Please respond to the prompts below, and in the pages that follow, to describe the LEA's plan for making the best use of federal ESEA resources in alignment with other federal, state, and local programs as described in the LEA's LCAP.

Strategy

Explain the LEA's strategy for using federal funds to supplement and enhance local priorities or initiatives funded with state funds, as reflected in the LEA's LCAP. This shall include describing the rationale/evidence for the selected use(s) of federal funds within the context of the LEA's broader strategy reflected in the LCAP.

Our LEA's strategy for using federal funds to supplement and enhance local priorities or initiatives funded with state funds is reflected in our 8 LCAP goals. Each goal in our LCAP is supported by measurable outcomes that represent one or more of the State Priorities, demonstrating how the goals and actions support student outcomes, and sharing performance measure data.

The first four goals are considered "Broad Goals", and came from our district's existing 5 year Strategic Plan, developed in 2020-2021. Broad Goals are intended to be wide in scope, reflect district-wide priorities over the next 3 years, and be measured across a range of various metrics.

- Broad Goal 1: Engage students with relevant, rigorous and standards-aligned instruction, supports and materials across all subjects
- Broad Goal 2: Provide safe, joyful and productive learning environments with the proper social-emotional supports
- Broad Goal 3: Recruit and retain highly effective and diverse team members
- Broad Goal 4: Partner with families and the community to support the whole child

The second four goals are considered "Focus Goals", and these came from looking at areas of need on the California Dashboard, and stakeholder feedback. Focus Goals are intended to be narrow in scope, addressing specific areas of need that may benefit from a targeted approach for 1 year, and improvement will likely be measured with fewer metrics.

- Focus Goal 1: By June 2022, Ravenswood students with an IEP will increase their reading levels on local assessments to meet their reading goals as identified on their IEP
- Focus Goal 2: By June 2022, Ravenswood middle school students will demonstrate growth in two key Common Core Standards for Mathematical Practices: *SMP 1 (making sense of problems and persevering in solving them)*, and *SMP 3 (constructing viable arguments and critiquing the reasoning of other)*.
- Focus Goal 3: By June 2022, 50% of our students who are English Learners at Level 4 on the ELPAC will be reclassified
- Focus Goal 4: For the school year 2021-2022, Decrease chronic absenteeism by 10 percentage points

Our LCAP development was comprehensive, with significant involvement from the community. It is through these processes that the goals and actions were identified and refined. Ravenswood sees the LCAP as a comprehensive plan for the district, and therefore the actions identified under each of our goals are funded through a variety of sources. Federal funding used at the district level has

been integrated into our LCAP, in the same way that federal funding used at the site level is integrated into their School Plan for Student Achievement (SPSA).

Alignment

Describe the efforts that the LEA will take to align use of federal funds with activities funded by state and local funds and, as applicable, across different federal grant programs.

Federal funding used at the district level has been integrated into the planning, development, monitoring, evaluation, and update cycle of the district LCAP. The services, actions, strategies, and programs funded federally are reviewed with staff, families, community members, and other interested parties.

Federal funding used at the site level is determined in collaboration with the combined School Site Council/English Learner Advisory Committees (SSC/ELACs), following a needs assessment, and an evaluation of the previous year's expenditures. In an effort to ensure that federal funding is aligned appropriately, all site goals (as outlined in their SPSA) are now closely aligned with the district's LCAP goals.

At different community meetings (Board meetings, DAC/DELAC, SSC/ELAC, Superintendent Office Hours etc.), the district informs the participants about the different funding sources available, and how they support and supplement activities and programs for different student groups. The feedback and input of participants is used for the future development of our activities and budgetary planning. The SPSA goals, actions, and services are revised annually based on site, district, and state-reported data. Using data effectively, to make informed and strategic decisions, is a key goal for our school sites, district, and Board.

Federal expenditures from both the district and individual sites are reviewed regularly, together by members of both the Curriculum & Instruction department and Business Services department, to ensure that funds are being used appropriately to enhance and support the initiatives in place, to ensure alignment with the LCAP, and compliance with any programmatic or fiscal rules and guidelines.

ESSA Provisions Addressed Within the LCAP

Within the LCAP an LEA is required to describe its goals, and the specific actions to achieve those goals, for each of the LCFF state priorities. In an approvable LCAP it will be apparent from the descriptions of the goals, actions, and services how an LEA is acting to address the following ESSA provisions through the aligned LCFF state priorities and/or the state accountability system.

TITLE I, PART A

Monitoring Student Progress Towards Meeting Challenging State Academic Standards

ESSA SECTION	STATE PRIORITY ALIGNMENT
1112(b)(1) (A–D)	1, 2, 4, 7, 8 <i>(as applicable)</i>

Describe how the LEA will monitor students' progress in meeting the challenging state academic standards by:

- (A) developing and implementing a well-rounded program of instruction to meet the academic needs of all students;
- (B) identifying students who may be at risk for academic failure;
- (C) providing additional educational assistance to individual students the LEA or school determines need help in meeting the challenging State academic standards; and
- (D) identifying and implementing instructional and other strategies intended to strengthen academic programs and improve school conditions for student learning.

Overuse in Discipline Practices that Remove Students from the Classroom

ESSA SECTION	STATE PRIORITY ALIGNMENT
1112(b)(11)	6 <i>(as applicable)</i>

Describe how the LEA will support efforts to reduce the overuse of discipline practices that remove students from the classroom, which may include identifying and supporting schools with high rates of discipline, disaggregated by each of the student groups, as defined in Section 1111(c)(2).

Career Technical and Work-based Opportunities

ESSA SECTION	STATE PRIORITY ALIGNMENT
1112(b)(12)(A–B)	2, 4, 7 <i>(as applicable)</i>

If determined appropriate by the LEA, describe how such agency will support programs that coordinate and integrate:

- (A) academic and career and technical education content through coordinated instructional strategies, that may incorporate experiential learning opportunities and promote skills attainment important to in-demand occupations or industries in the State; and
- (B) work-based learning opportunities that provide students in-depth interaction with industry professionals and, if appropriate, academic credit.

TITLE II, PART A

Title II, Part A Activities

ESSA SECTION	STATE PRIORITY ALIGNMENT
2102(b)(2)(A)	1, 2, 4 (<i>as applicable</i>)

Provide a description of the activities to be carried out by the LEA under this Section and how these activities will be aligned with challenging State academic standards.

TITLE III, PART A

Parent, Family, and Community Engagement

ESSA SECTION	STATE PRIORITY ALIGNMENT
3116(b)(3)	3, 6 (<i>as applicable</i>)

Describe how the eligible entity will promote parent, family, and community engagement in the education of English learners.

ESSA Provisions Addressed in the Consolidated Application and Reporting System

An LEA addresses the following ESSA provision as part of completing annual reporting through the Consolidated Application and Reporting System (CARS).

TITLE I, PART A

Poverty Criteria

ESSA SECTION	STATE PRIORITY ALIGNMENT
1112(b)(4)	N/A

Describe the poverty criteria that will be used to select school attendance areas under Section 1113.

ESSA Provisions Not Addressed in the LCAP

For the majority of LEAs the ESSA provisions on the following pages do not align with state priorities. **Each provision for each program provided on the following pages must be addressed**, unless the provision is not applicable to the LEA. In addressing these provisions, LEAs must provide a narrative that addresses the provision **within this addendum**.

As previously stated, the CDE emphasizes that the LCAP Federal Addendum should not drive LCAP development. ESSA funds are supplemental to state funds, just as the LCAP Federal Addendum supplements your LCAP. LEAs are encouraged to integrate their ESSA funds into their LCAP development as much as possible to promote strategic planning of all resources; however, this is not a requirement. In reviewing the LCAP Federal Addendum, staff will evaluate the LEA's responses to the ESSA plan provisions. There is no standard length for the responses. LEAs will be asked to clarify insufficient responses during the review process.

TITLE I, PART A

Educator Equity

ESSA SECTION 1112(b)(2)

Describe how the LEA will identify and address, as required under State plans as described in Section 1111(g)(1)(B), any disparities that result in low-income students and minority students being taught at higher rates than other students by ineffective, inexperienced, or out-of-field teachers.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood has minor disparities in teacher credentialing and experience between schools. Awareness of this issue allows us to monitor the situation and provide additional support as needed. All of our schools are school-wide Title I schools with near 100% minority students, as defined by the California ESSA State Plan for the purposes of collecting equity data.

To identify disparities, the Director of Human Resources gathers the data on teacher credentialing and experience and shares it with the board of trustees each year. We also review teacher credentialing status statistics as part of our SARC, Strategic Plan, and LCAP review processes each year. We have metrics around teacher credentialing and experience that we are tracking in these plans.

Quality instruction from the classroom teacher is one of the biggest factors in impacting student learning. As a district, turnover of effective teachers, teacher leaders, and administrators has been a barrier to making progress on district initiatives. It is also challenging to recruit staff for specialized positions. Due to the inequitable funding structure of California public schools, teachers can often make 25-30% higher salaries in nearby districts than in our district, serving a wealthier student body. As part of our development of both the Strategic Plan, and the LCAP, we engaged extensively with Ravenswood staff and our community. Each emphasized the importance of retaining high quality, hard-working staff, and paying our teachers equitably for the work they put in. At times in the recent past, we have seen some teacher openings go unfilled, or classes staffed by substitutes.

We know that the student learning experience can be disrupted when this happens, and is a product of our highly inequitable system. Hard-to-staff areas are present district-wide, across varying grade levels and content areas in all of our schools. Since recruiting and retaining high quality teachers is specifically one of our major Strategic Plan priorities and LCAP broad goals, we update stakeholders on our progress annually, and invite them to participate in the process for giving feedback and planning future improvement activities, through stakeholder engagement meetings, focus groups, and forms or surveys.

We will continue and establish partnerships with organizations to help increase our access to teacher recruitment pipelines for hard-to-staff areas, so that our students can always have their classes staffed by qualified teachers. Some of these partnerships also provide opportunities for mentorship and growth, to improve teacher effectiveness.

All staff are supported through a comprehensive schedule of professional development over the school year, both within the school, within grade-levels and across the district. "Teachers on Special Assignment" (TOSAs) provide coaching to inexperienced teachers. Effective and experienced teachers are encouraged to share their knowledge and wisdom with their peers, especially through collaboration meetings.

The distribution of misassigned, inexperienced, or out-of-field teachers at each school site each year working with low-income and minority students is identified in the table below. We have two elementary schools serving Transitional Kindergarten through 5th grades in a Structured English Immersion model, one elementary school serving Kindergarten through 5th graders in a Dual Immersion model, and one middle school serving 6th through 8th graders in a Structured English Immersion model. In reviewing the teacher assignment data for each site, it can be observed that our rates of misassigned or inexperienced (2 or fewer years of teaching experience) teachers are highest at our middle school. This matches our experience and prior years' data with our middle school positions being the most difficult to staff, with some classrooms at the middle school going unfilled or staffed with substitute teachers even after the start of the school year. We have also observed that middle school grades have a higher turnover rate compared with TK-5 teachers. Last year, 21% of teachers at Cesar Chavez Ravenswood Middle School were misassigned because we have a cohort of interns at this school. There were 10 interns assigned to homeroom classes, but we have since learned that they are not qualified for this assignment because they had not completed their student teaching, so this has been corrected for the 21-22 school year. The out-of-field percentages for all four schools are for emergency EL authorizations, emergency bilingual permits, waivers, and local assignment options. Los Robles-Ronald McNair has the highest percentage of out-of-field assignments of the four schools because a BCLAD credential is required for the dual immersion model and Spanish language instruction that occurs at this site. BCLAD teachers is the second most difficult position to staff after middle school positions, according to our historical data. We have developed partnerships with teacher preparation programs at local universities to improve our pipeline of middle school and BCLAD teacher candidates, particularly single subject candidates which are difficult to recruit for the middle school grades.

The potential effects that these disparities might have on student achievement is monitored throughout the year, and if needed, additional support is offered to these teachers. Monitoring occurs both through the tracking of student achievement and progress of student achievement on subject-matter, grade-level and standardized testing, as well as regular, observational walk-throughs by school and district administrative staff. Feedback from these walk-throughs is provided to the teacher by their site administrator, and together they address any issues that come up and work towards better instructional and student-focused practices. A Collaboration Structure provides a support system for developing standards-aligned lesson-planning practices. Our grade level collaboration teams are encouraged to bring videos of their classroom practices to reflect on. This helps all teachers reflect on what they can do to improve, and to share ideas with others, with less experienced teachers able to learn from their more experienced colleagues.

2020-21	% EL	% Low Income	% Minority	% Misassigned	% Inexperienced	% Out-of- field
Belle Haven	53.8%	93.9%	98.7%	0	23%	10%
Costaño	47.9%	93.1%	98.8%	0	23%	3%
Los Robles-Ronald McNair	79.6%	95.1%	100%	0	10%	18%
Cesar Chavez RMS	55.8%	93.6%	98.9%	21%	42%	10%

Parent and Family Engagement

ESSA SECTIONS 1112(b)(3) and 1112(b)(7)

Describe how the LEA will carry out its responsibility under Section 1111(d).

Describe the strategy the LEA will use to implement effective parent and family engagement under Section 1116.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Aligning Parent Engagement with the LCAP Process:

Regular, ongoing communication with the Ravenswood community has been integral to the decisions made by the district, particularly in response to the COVID-19 Pandemic. Ravenswood has worked to involve everyone in developing our plans throughout the pandemic. This included creating cross-functional working groups that included parents, teachers, union leaders, principals, central office staff, and community members during the initial shift to distance learning, and continuing to communicate with and through these groups as we transitioned back to in-person instruction. A significant number of diverse peoples have provided input on our Learning Continuity and Attendance Plan, COVID safety plans and checklists, the return to school Recovery & Reopening Plan, and our budget approach and strategy, and the new 3-year LCAP. We wanted to ensure that the goals and actions were decided with community input, and to focus on ways we could make meaningful impacts for our students. Annually, we will hold a series of engagement

opportunities for all interested parties to support the progress monitoring of the existing goals and actions, evaluate the effectiveness, and provide input and suggestions on plans for the upcoming year.

LEA Parent and Family Engagement Policy joint development, and distribution:

Families and staff work together to develop and agree on the LEA parent and family engagement policy during the DAC/DELAC meetings. After the first DAC/DELAC meeting of each year, families have the opportunity to review the drafted parent and family engagement policy in order to evaluate its content and effectiveness. The District sends out the draft policy via our newsletter and parent square to solicit feedback via a google form. Once input has been received, the Board approves the plan, and it is then distributed to all families via our newsletter, and parentsquare. Hard copies of the policy are also available at the school or district office.

The LEA fosters parent involvement and provides assistance to parents in understanding and supporting their child's education, to improve academic achievement:

Ravenswood district staff support each school in holding parent and family engagement meetings and events throughout the year. We also established a parent Outreach Coordinator at each site, as a first contact for many parents when looking for resources or support, as well as to help facilitate site engagement events. Events provide assistance in understanding topics including challenging State academic standards, assessments, how to monitor each student's progress, and improve the achievements of their children. There are parent education topics addressed at each SSC/ELAC meeting, as well as specialized evening events. For example, sites hold an annual "Literacy Night" where staff members run stations for parents targeted at strategies for working with students to understand their reading level and provide resources to work with them at home in specific grade levels. Another site-based evening event is "Parent University" where staff members and community partners run workshops for parents on additional topics including information on High School Transition, Technology Tools for use at home, Digital Citizenship, and Career Pathways. Additionally, every Monday that is a school-day, the District hosts family workshops on a range of topics - including but not limited to how to use technology platforms to access information on student progress and how to support students when there are assignments online. District staff and local non-profit organizations use this time to present information to families, and are available to answer questions or continue the discussion where possible. The District will also use the parent square app, social media, flyers, email and USPS to connect with families to exchange best practices and ideas to support children. Ravenswood will also provide support for other parent involvement activities that may be requested by our community.

Training staff on communicating and working with parents:

Staff receive training through site staff meetings and collaboration meetings regarding how to effectively communicate and engage with parents and families, particularly through our MTSS and SST processes to help to reduce chronic absenteeism in students and increase student achievement. Staff also receive training on how to conduct report card conferences with parents and families. Each school has their own form of parent engagement committee run by staff who collaborate with parents to implement and coordinate events and increase parent involvement.

Ensure that information is provided in a language and format that parents can understand, allowing opportunities for informed participation by families:

Making participation in our schools accessible to parents of diverse backgrounds is of utmost importance to us. Wherever possible we provide information to our families and community in flyers or a slide-deck/presentation format, instead of using the required federal, state, or county templates. In addition to providing written materials in both English and Spanish, translation is always provided for meetings and events. For Individualized Education Plan (IEP) meetings for parents of students with disabilities, we have a representative of the organization Parents Helping Parents (PHP) present as a support. We prioritize accommodating parent needs in coordinating meeting times and location, and parents are encouraged to contact staff if any additional needs are present.

District supports parent involvement in the development of the CSI Plan:

Ravenswood District has one school (Belle Haven Elementary) that was identified for Comprehensive Support and Improvement. District staff support the leadership of Belle Haven Elementary School in the development of their CSI plan, embedded within the SPSA process. The SPSA encompasses the key areas of the CSI plan including: conducting school-level needs assessments, implementing evidence-based interventions, and identifying and addressing any systematic resource inequities within the school or across the district. District staff and school-site leadership recognize the importance of parent, family, and community involvement in the development of goals and actions, with a key community touch-point being the SSC/ELAC meetings. The content of the SPSA (including budgetary planning, activity monitoring and evaluation, and data analysis) are also discussed at other events to invite our community to collaboratively develop the SPSA with school staff and the SSC/ELAC. School leadership also receives support from the San Mateo County Office of Education (SMCOE) CSI team, including training and resources on Continuous Improvement processes and strategies. District staff will also support the principal of Belle Haven Elementary School to review the implementation of the CSI plan with key participants such as the Instructional Leadership Team and the SSC/ELAC. Ravenswood district staff will evaluate the effectiveness of the plan to support student and school improvement alongside the school principal and the SSC/ELAC, by monitoring agreed-upon data points connected to the plan's strategies, and reviewing and analyzing data in a regular, ongoing manner together.

Schoolwide Programs, Targeted Support Programs, and Programs for Neglected or Delinquent Children

ESSA SECTIONS 1112(b)(5) and 1112(b)(9)

Describe, in general, the nature of the programs to be conducted by the LEA's schools under sections 1114 and 1115 and, where appropriate, educational services outside such schools for children living in local institutions for neglected or delinquent children, and for neglected and delinquent children in community day school programs.

Describe how teachers and school leaders, in consultation with parents, administrators, paraprofessionals, and specialized instructional support personnel, in schools operating a targeted

assistance school program under Section 1115, will identify the eligible children most in need of services under this part.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Schoolwide Program - The purpose of a schoolwide program (SWP) is to improve academic achievement of all students, particularly the lowest-achieving students, through the improvement of the entire educational program of the school. A school operating a SWP must conduct a comprehensive needs assessment to help the school understand the subjects and skills for which teaching and learning need to be improved, and identify the specific academic needs of students and groups of students who are not yet achieving the State's academic standards. A school operating a SWP must annually evaluate the implementation of, and results achieved by, the SWP, using data from the State's annual assessments and other indicators of academic achievement; determine whether the SWP has been effective in increasing the achievement of students in meeting the State's academic standards, particularly for those students who had been furthest from achieving the standards; and revise the plan, as necessary, based on the results of the evaluation, to ensure continuous improvement of students in the SWP.

The School Plan for Student Achievement (SPSA) outlines all site goals and actions to raise the academic performance of all students, and is consistent with the Ravenswood City School District LCAP. California Education Code 64001 and the Every Student Succeeds Act (ESSA) requires schools that receive federal funds through ConApp to consolidate all school planning requirements into the SPSA. In order to realign the SPSA to ESSA and the LCAP, the CDE provided an updated SPSA template in January 2020 which assists schools in meeting the content requirements for consolidating all school plans. Each school site SPSA is also consistent with the approved district LCAP Federal Addendum. Each school uses the LCAP as a starting point in developing their SPSA for each year. For 21-22, the LCAP has 4 Broad Goals (3-year timeline), and 4 Focus Goals (1-year timeline). All schools include Broad Goals 1, 2, 4, and Focus Goals 1, 3, 4 in their SPSA, while Cesar Chavez Ravenswood Middle School also includes Focus Goal 2. Schools have also had the opportunity to add site-specific goal descriptions based on feedback and discussion from parents, families, and staff through SSC/ELAC meetings.

Some examples of the programs include, but are not limited to, the adoption and implementation of CA Common Core and NGSS-aligned instructional materials for teachers and students, literacy intervention instruction for struggling readers, effective English Language Development instruction and a focus on student reclassification, developing strong partnerships with families, Positive Behavior Interventions and Supports (PBIS), and access to comprehensive social-emotional learning resources.

Targeted Support - Not Applicable

Neglected or Delinquent - Not Applicable

Homeless Children and Youth Services

ESSA SECTION 1112(b)(6)

Describe the services the LEA will provide homeless children and youths, including services provided with funds reserved under Section 1113(c)(3)(A), to support the enrollment, attendance, and success of homeless children and youths, in coordination with the services the LEA is providing under the McKinney-Vento Homeless Assistance Act (42 United States Code 11301 et seq.).

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood has a policy to ensure homeless students and families are not segregated or stigmatized, and a dispute resolution process. Ravenswood has implemented several services to help support our homeless students and families. Ravenswood collaborates with a local food bank to distribute food, which helps to reduce food insecurity for homeless students and families. Additionally, Ravenswood provides transportation to all homeless students, with almost 100% of our Title I, Part A Homeless Education Reservation funding the transportation of homeless students to and from school. This may include students residing in shelters, motels, or other temporary residences including those outside of district boundaries. We are committed to ensuring continuity of educational opportunity and teacher support for homeless students in a consistent school environment.

Student Transitions

ESSA SECTIONS 1112(b)(8) and 1112(b)(10) (A–B)

Describe, if applicable, how the LEA will support, coordinate, and integrate services provided under this part with early childhood education programs at the LEA or individual school level, including plans for the transition of participants in such programs to local elementary school programs.

Describe, if applicable, how the LEA will implement strategies to facilitate effective transitions for students from middle grades to high school and from high school to postsecondary education including:

- (A) through coordination with institutions of higher education, employers, and other local partners; and
- (B) through increased student access to early college high school or dual or concurrent enrollment opportunities, or career counseling to identify student interests and skills.

THIS ESSA PROVISION IS ADDRESSED BELOW:

The Ravenswood City School District convenes a P3 Alignment Collaborative called the Big Lift Collaborative to meet monthly with local preschool and other early childhood education service providers in the community. Through this collaborative, the district strives to form relationships with local preschools and service providers, align curriculum and practices, and help make students' transition to our district for TK or Kindergarten as smooth as possible. We also provide Special Education assessment and services for preschool aged children, who then become students in our district and continue the services as detailed in their IEPs.

Our LEA has Academic Counselors and a designated 8th Grade Vice Principal at our middle school

to ensure a smooth transition for our middle school students to high school. Our students attend the Sequoia Union High School District for high school, so our Curriculum & Instruction department and our Cesar Chavez Ravenswood Middle School leadership staff collaborate with district and school staff to align our practices. Our Counselors meet regularly with our 8th graders individually and in small groups to support them in the transition to high school.

Additional Information Regarding Use of Funds Under this Part

ESSA SECTION 1112(b)(13) (A–B)

Provide any other information on how the LEA proposes to use funds to meet the purposes of this part, and that the LEA determines appropriate to provide, which may include how the LEA will:

- (A) assist schools in identifying and serving gifted and talented students; and
- (B) assist schools in developing effective school library programs to provide students an opportunity to develop digital literacy skills and improve academic achievement.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Our LEA also uses Title I Part A funds to support our school library programs at all schools. We use Title I to partially fund the Library Instructional Media Specialist (LIMS) role. The two LIMS work across schools to staff the libraries every week, with tasks including assisting, instructing and directing teachers and students in the use of library physical and digital resources, maintaining the library collection, attending training with the San Mateo County Office of Education Certificated Librarian, and aligning the use the library materials with grade level curriculum maps in the core content areas.

TITLE II, PART A

Professional Growth and Improvement

ESSA SECTION 2102(b)(2)(B)

Provide a description of the LEA's systems of professional growth and improvement, such as induction for teachers, principals, or other school leaders and opportunities for building the capacity of teachers and opportunities to develop meaningful teacher leadership.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood City School District provides professional development (PD), to deepen staff understanding of the CCSS and NGSS, and analyze common formative assessments to inform instruction. PD for teachers in core content areas and curricula occurs throughout the school year, from two dedicated days before school starts, an additional two days across Fall and Winter, every other Wednesday afternoon (during early release for students), optional after-school sessions, and also during Teacher Collaboration time which happens about twice a week. For all PD received during contract time, the PD calendar is developed by site and district instructional leaders. Wednesday PD is conducted at the site level facilitated by administrators and instructional coaches. Site and District PD topics are aligned to key areas of improvement, as indicated by student data and classroom walkthroughs.

This year we are focusing on expanding teacher's instructional skills and practices in both integrated and designated English Language Development to ensure that rigorous grade-level, standards-aligned instruction is accessible to all students, across all content areas; as well as launching our Math Initiative to build a vision for inquiry-based math teaching and learning in our classrooms aligned to the forthcoming California Mathematics Framework revision; and reinforcement of our district literacy practices. Teachers collaborate consistently with their grade level and/or content area team to plan instruction, analyze student data, and address student concerns. Teacher collaboration across grade level and/or content areas provides time to share best instructional practices, and analyze student data. Teachers, and other staff are also provided training from outside resources to support the social and emotional wellbeing of students where they learn techniques to help understand when/how to refer children who are affected by trauma, at risk of mental illness, and have any form of disability. This PD also helps educators to understand and address issues such as safety, drug and alcohol abuse, peer interaction and chronic absenteeism, all of which relate to school conditions for student learning.

Our LEA partners with various organizations to provide additional PD for district and site leaders. "New Leaders" works with district leaders. This includes a two-day launch and five full days of PD throughout the year, as well as monthly 1:1 coaching sessions. The training centers on the 'Transformative Leadership Framework' (TLF), focusing on data driven instruction, leadership and equity. We also have an ongoing partnership with "The Unwound Mind" who support ongoing training and 1:1 mentoring directly to instructional coaches. Our coaches are trained in how to coach a teacher with specific strategies. District and site administrators also have the opportunity to participate in the San Mateo County Office of Education's Preliminary Administrative Services Credential Program and the Clear Administrative Services Credential Program if they want to earn

their preliminary administrative credential, or clear it. District and site leaders have also been offered the opportunity to participate in the Stanford-Sequoia Collaborative for Leadership, a leadership support structure offered through the Stanford Graduate School of Education in partnership with nearby districts.

The district creates a professional growth pathway in the following ways:

Classified staff have the opportunity to earn their teaching credential through a partnership with Alder Graduate School of Education; Hosting local university student teachers, and intern teachers in classrooms to explore the teaching profession and earn credentials; Induction support for first and second year teachers to clear their credential; Grow leadership skills through leadership opportunities such as the site Instructional Leadership Team (ILT); Attend professional development workshops and conferences outside of the district; Instructional Coaching positions for expert veteran teachers to move out of the classroom; Make available opportunities to enter into preliminary administrative credential program with the County Office of Education.

We use a Continuous Improvement approach in our PD planning. In order to measure impact of PD, staff are asked to fill out a short survey after each session. Responses are reviewed by facilitators, compared across school sites/grade levels, to ensure that each session meets the needs. Facilitators then use survey feedback to inform planning of future sessions. We also use classroom walkthroughs to find trends of instructional strengths and needs. Based on these observations, we establish short- and long-term instructional goals, and align PD accordingly.

Prioritizing Funding

ESSA SECTION 2102(b)(2)(C)

Provide a description of how the LEA will prioritize funds to schools served by the agency that are implementing comprehensive support and improvement activities and targeted support and improvement activities under Section 1111(d) and have the highest percentage of children counted under Section 1124(c).

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood's process to determine how Title II, Part A funds are used is primarily based on both student achievement data, and staff feedback relating to instructional support and needs. All of our schools are considered "high-needs" schools using different metrics, which makes prioritization within our budgeting process a challenge. All of the district's schools have student populations with over 93% socioeconomically disadvantaged students (as indicated on the California Schools Dashboard).

Title II, Part A funds are typically budgeted at the district level (integrated with LCAP processes), and only distributed directly to schools for authorized activities on an as-needed basis, as reflected in their SPSA. The specific and additional needs of our CSI school are also identified through the SPSA planning processes. The proposed activities, their estimated expenditure amount, and funding sources, are aligned with our master budget. This alignment between the LCAP, SPSAs, and the district master budget ensures that priority funding is used strategically, and adequate to

support high-needs schools, and CSI specific activities.

Meaningful consultation to determine the appropriate apportionment of funding is integrated with our LCAP planning, development, monitoring, evaluation, and update process. Participants are encouraged to attend multiple events and meetings, to see how their feedback and input influences district plans. This regular cycle of continuous improvement also ensures that we continue to evaluate how priority funding contributes to positive outcomes for our schools. We also consider the sustainability of activities supported by priority funding, which is why we invest in improving teacher effectiveness, and retaining effective teachers.

A portion of our Title II, Part A allocation is used to fund after-school professional development across all sites, therefore all school sites benefit from these offerings. As all of our schools have high populations of at-risk students, we offer these sessions to all teachers. Topics are prioritized to help teachers better understand and educate these at-risk student groups, such as math practices for inquiry-based learning. A portion of our Title II, Part A funding is also used to bring in staff developers aligned to district areas of focus, such as literacy staff developers who work with elementary schools to model lessons, support collaborative planning, and reflect on best practices. We also offer teachers the opportunity to attend PD workshops outside of the district, and support and target teachers across school sites based on topic or content area, as well as need of training for either newer teachers or differentiation of training for more veteran teachers.

Data and Ongoing Consultation to Support Continuous Improvement

ESSA SECTION 2102(b)(2)(D)

Provide a description of how the LEA will use data and ongoing consultation described in Section 2102(b)(3) to continually update and improve activities supported under this part.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood City School District uses a continuous improvement process to elicit feedback from stakeholders to inform our plans for professional development each school year, including teachers, administrators, coaches, Curriculum & Instruction staff, and other staff. We also track student growth data for key instructional initiatives linked to specific multi-year PD initiatives, to identify impact on student achievement. Planning for each school year's instructional foci and PD goals begins the previous year. In the winter and spring, the Curriculum & Instruction team consults with key stakeholders such as district administrators, site administrators, coaches, and teacher leaders through facilitated meetings and a formal teacher PD survey to reflect on our instructional strengths and areas for improvement. We compare components of the adopted instructional framework in our district's Curriculum and Assessment Guide against observational data and student data. For student data, we review both state data such as ELA and Math CAASPP scores, and local assessments such as the Fountas & Pinnell Benchmark Assessment and the End of Year Investigations Math Benchmarks. We look at both end of year student achievement and growth data.

Our planning process is linked to our LCAP development. Through our LCAP Stakeholder

Engagement process, certificated and classified staff, community partners, and parent stakeholders learn about our LCAP goals, and provide feedback through focus group conversations and a comprehensive online feedback form on each goal and action/service. Our district leadership then review this feedback to update any actions and services as needed. We meet with leadership from our certificated and classified bargaining units each winter to shape the PD calendar for the year to come, and each unit leadership gets input from their members.

Regular, ongoing communication with the Ravenswood community has been integral to the decisions and plans developed by the district. Feedback and data collected throughout the various engagement and consultation opportunities have informed the Ravenswood Reopening & Recovery Plan (RR&RP), the 5-year Strategic Plan, the Expanded Learning Opportunities Plan (ELO), the Local Control and Accountability Plan (LCAP), individual School Plans for Student Achievement (SPSAs), Ravenswood's District Budget, the ESSER III Safe Return to In-Person Instruction and Continuity of Services Plan, the ESSER III Expenditure Plan, the Educator Effectiveness Block Grant Plan, and the LCAP Federal Addendum. There are multiple spaces and places for anyone to provide feedback and input on the direction of the school and district plans, including instructional leadership and staff meetings, SELPA and SMCOE consultations, CSEA and RTA consultations, DAC/DELAC meetings, SSC/ELAC meetings at the school-sites, Board meetings, "Community in Action" office hours with the Superintendent, Newsletters, Surveys, and Parent-Teacher or Family-School communications.

In review of our data last year, we noted areas for improvement in both ELA and Math. We decided to focus on rigorous grade level standard-aligned instruction in both subjects, with the Instructional Core as the measure for high quality instruction.

We engage in classroom visits throughout the year in order to create a continuous feedback loop where we are observing for implementation of content from PD and from specific teacher feedback or coaching. Our observation data then informs our ongoing PD, coaching, and collaborative planning activities. We meet with the instructional coach team a few times per month, and with principals once per month to review progress on the site action plan. We also collect feedback on PD from participants. Facilitators review this feedback to determine strengths and needs, shape future sessions, and evaluate partnerships with outside entities supporting that PD if applicable.

In addition to contract time PD activities, we offer opt-in after school PD series facilitated by our coaches. Teachers are compensated for their time with Title II funds, and have the opportunity to earn units for advancement on the salary schedule. We also have an initiative funded by the Ravenswood Education Foundation, where teachers can apply for funding to attend an outside PD opportunity that is aligned to the district's goals. This allows for greater differentiation of PD opportunities.

TITLE III, PART A

Title III Professional Development

ESSA SECTION 3115(c)(2)

Describe how the eligible entity will provide effective professional development to classroom teachers, principals and other school leaders, administrators, and other school or community-based organizational personnel.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood City School District will provide professional development, facilitated by site administrators and supported by the Curriculum & Instruction department and outside partners when applicable, to deepen teacher and administrator understanding of the CCSS and NGSS, and analyze common formative assessments to inform instruction. English Language Development will be embedded in professional development around Common Core State Standards.

Professional development provided includes:

- Provide induction support for 1st and 2nd year teachers to clear their credential through professional development workshops, induction activity completion, and coaching
- TK-5 teachers will receive training and support at the district level on the newly adopted FOSS science curriculum for their grade span, and accompanying instructional practices that support English learners
- TK-5 teachers will receive training and support at the site level on literacy practices, English Language Development strategies, Social Emotional Learning, and Culturally Responsive Teaching
- 6-8 teachers will receive training and support on literacy development strategies across the content areas, English Language Development strategies, and content-specific instructional strategies and analysis of student work

Teachers will collaborate consistently with their grade level and/or content area team to plan instruction, analyze student data, and address student concerns. Teacher collaboration across grade level and/or content areas provides time to share best instructional practices, look at student data, and address concerns about English Learners. Action steps from teacher collaboration will address concerns about specific students and data trends related to instructional practices, better supporting our English Learners. Additionally, Ravenswood City School District will provide induction support for 1st and 2nd year teachers to clear their credential through professional development workshops, induction activity completion, and coaching. Ravenswood City School District will build instructional leadership capacity in the district through regular Ravenswood Leadership professional development sessions focused on key district initiatives.

Enhanced Instructional Opportunities

ESSA SECTIONS 3115(e)(1) and 3116

Describe how the eligible entity will provide enhanced instructional opportunities for immigrant children and youth.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood City School District will expand our existing districtwide Newcomer/ELD Program, increasing the number of specialist teachers to provide targeted intervention support to students at each of our structured English immersion school sites. This was discussed with staff, parents and families, and the community through our LCAP processes, and integrated into our LCAP actions.

Students who arrive to our English instruction schools at any grade from another country with little to no English language are immediately immersed in an environment where they do not understand the language of their peers and teachers and often don't have experience with a similar school system. So, the Newcomer English class provides targeted support for their students where they can learn introductory English skills that are not part of the typical grade level curriculum. This is an expansion on an existing role, so we can serve all students who need this level of intervention and support, as spaces were previously very limited due to the capacity of each class, with the program staffed by a single teacher.

We found the initial Newcomer program to be effective, because students who receive Newcomer English instruction are able to improve their beginning English skills and learn the survivor vocabulary and sentence structures to feel comfortable in the school environment. It is being modified and expanded to support EL students, as well as providing onsite Newcomer student support, which will allow for more students to have access to the program as there will no longer need to be additional time spent transporting students via bus.

Almost all of our Newcomer students are Spanish speaking, so when they enroll at our dual immersion school, Los Robles-Ronald McNair Academy, and are placed in a class where a significant percentage of the day's instruction is in Spanish, and their teacher and peers speak Spanish, they have a notably different experience entering school, and any additional support for these students is able to be provided by the existing teachers. Newcomer and early English Learner students will benefit from instruction by the Newcomer/ELD Teachers by progressing in their English acquisition, as measured by local assessments and the English Language Proficiency Assessment for California (ELPAC). This action helps to provide high quality instruction to early English Learners because it is very specialized towards their needs.

Title III Programs and Activities

ESSA SECTION 3116(b)(1)

Describe the effective programs and activities, including language instruction educational programs, proposed to be developed, implemented, and administered under the subgrant that will help English learners increase their English language proficiency and meet the challenging State academic standards.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Approximately 60% of students in our district are English Learners, so every class in our district has a significant number of ELs. Strategies implemented for all students are critical to implement with a

lens of language learning. We aim to have all students in the district served by teachers who are appropriately assigned and fully credentialed in their subject areas. Ravenswood City School District will provide high quality instruction to our English Learners by recruiting and retaining highly qualified teachers. The quality of a student's teacher has a high impact on their educational experience and outcomes. By providing highly qualified teachers, we ensure our English Learners receive high quality instruction and support from teachers who are skilled in the teaching of state standards. To meet the needs of our English Learners, Ravenswood City School District will also recruit and retain teachers with experience working with culturally and linguistically diverse pupils. Highly qualified teachers will provide supplemental support to our English Learners and access to differentiated content.

It was important to us that all staff, parents, families, and community members had a number of opportunities for input and feedback as we established key themes, drafted, and then refined our goals, metrics, and actions for the LCAP. At meetings and events District staff presented updates on the writing of the LCAP, identified how the input provided was included, and how the entire process connected with the budget development and alignment process that was ongoing throughout the school year. The planning and prioritization of federal funds for high-needs schools has been integrated into our larger LCAP planning, development, monitoring, and update processes. In order to ensure accessibility for all participants, we support flexible and inclusive consultation opportunities. This may include holding meetings or conferences at different times throughout the day or week, and by using a range of communication tools, including online surveys. The materials and resources used throughout any engagement processes should be adapted to be relevant to the specific audience. Wherever possible we provide information to our families and community in flyers or a slide-deck/presentation format, instead of using the required federal, state, or county templates. As part of our planning process we collaboratively review the past and current uses of Title III funds, their effectiveness, any suggestions for improvement, and discuss any new uses that have been proposed. The sustainability of current and future uses is also considered as part of the discussions.

Ravenswood City School District will provide student access to all content areas through integrated ELD and development of English acquisition through designated ELD based on the assessed students' English language proficiency.

Integrated ELD is ELD instruction taught throughout the day and across disciplines, where teachers use content standards paired with the CA ELD Standards to make content accessible to English Learners, and to support their ELs' linguistic and academic progress. There are many strategies teachers can use to make content accessible to their English Learners and help ELs learn through English. The Guided Language Acquisition Development (GLAD) model, the Sheltered Instruction Observation Protocol (SIOP), and Specially Designed Academic Instruction in English (SDAIE), all offer many research-based strategies for students to grow their English language proficiency while learning through English.

Well-implemented Designated ELD is an effective language instructional program specifically designed to support the needs of English learners. Designated ELD is a protected time during the

regular school day in which teachers use the CA ELD Standards as the focal standards in ways that build into and from content instruction in order to develop critical language ELs need for content learning in English. This means that designated ELD should not be viewed as separate and isolated from ELA, science, social studies, mathematics, and other disciplines but rather as an opportunity during the regular school day to support ELs to develop the discourse practices, grammatical structures, and vocabulary necessary for successful participation in academic tasks across the content areas. During this protected time, ELs should be actively engaged in collaborative discussions where they build up their awareness about language and develop their skills and abilities to use language. Accordingly, during designated ELD, there is a strong emphasis on oral language development. Naturally, designated ELD instruction will also involve some level of reading and writing tasks as students learn to use English in new ways and develop their awareness of how English works in both spoken and written language. Long Term English Learners (LTELs) will be identified and current data will be used to alter the composition of ELD classes and/or groups to ensure students receive the most relevant instruction.

Intervention is necessary to ensure our most struggling students receive the instruction they need to achieve at the same level as all other students. By identifying intervention instruction, systems, and supports across content areas, our English Learners will be provided varied and differentiated instruction within their zone of proximal development. With this support, students will be able to better access the curriculum and content area standards, therefore increasing their development in understanding grade level materials and improving on district and state assessments.

We develop our language instructional education programs through review of professional research and documentation of best practices from resources throughout the state and EL professional community. For example, staff members are engaged in training in the four major principles of the EL Roadmap through the statewide initiative EL RISE; we partner with the San Mateo County Office of Education for consultation and professional development facilitation specific to service of English Learners; we partner with the Stanford Graduate School of Education through the Stanford Sequoia Collaborative Research Practice Partnership to participate in academic studies that inform us about the effectiveness of our services to ELs.

In order to implement these programs and activities, we meet regularly with administrative and teaching staff around the relevant topics, and provide professional development when needed. Recognizing that professional learning and honing of instructional practice is a long-term practice, we set incremental goals for each school year in order to build staff buy-in and understanding of our need to focus on supports for English Learners, as well as training in strategies that can have a positive impact on our English Learners. We also strive to create inclusive, welcoming, and responsive school environments so our English Learners are attending school in an environment where their affective filter can be lowered, and they can experience trusting relationships that help them learn, and access academics.

Ravenswood City School district will identify supplemental material needs for English Learners and provide training to site administrators to support teachers in monitoring the progress of English Learners through data analysis and ongoing collaboration, further detailed in the section below

(English Proficiency and Academic Achievement). Access to online blended learning programs support English Learners access to core content by providing diagnostic assessments, differentiated lesson materials, and an engaging platform. It also reinforces 21st century skills, which students need for success. Many of our English Learners do not have access to technology at home, so providing access during the school day is essential for skill building.

Consistent with the purposes of Title III, and to supplement the core program, we also have four teachers who provide targeted English Language Development support to our English Learner students across our elementary schools and our middle school. Three years ago, we had one EL specialist teacher providing Newcomer support to 3rd through 5th grade, and 6th through 8th grade students. Recognizing the value of this role in supporting specialized needs of English Learners as a supplement to our core program, we now have four teachers who provide support not only to Newcomer students, but also to English Learners needing extra support with language learning. The specific funding sources utilized are aligned with our district planning and budgeting processes for strategic use of targeted funds.

We evaluate implementation of our programs and activities annually as part of our LEA plan review, and also periodically throughout the year at the site and classroom level through inquiry cycles. We are building our practices around inquiry cycles, also called Plan-Do-Study-Act cycles. Site administrators will have the opportunity to deepen understanding of classroom strategies that will better support ELs with language development. They will then engage in 8-week Plan-Do-Study-Act cycles, where they analyze needs based on student data and observational data in their schools, and in consultation with teachers, determine reasonable expectations for growth and implementation of strategies through the 8-week cycle. They will select 1-3 focus instructional strategies for their school, facilitate PD or collaboration for their teachers around the strategies, and observe instruction and get feedback from teachers to learn about implementation of the strategies. As site administrators work with teachers around EL strategies and progress monitoring, they will collect formal and informal data to bring back to the next administrator PD session, which can include local assessment data, formative assessment data, language-related observational data connected to the four domains, or students interviews. We are interested in expanding the types of data we use to evaluate the effectiveness of programs, including using more qualitative data through focus groups, empathy interviews, or surveys of students, staff, and parents. It is important to us to get feedback on how programs are being implemented from the stakeholders who are closest to the work.

English Proficiency and Academic Achievement

ESSA SECTION 3116(b)(2)(A-B)

Describe how the eligible entity will ensure that elementary schools and secondary schools receiving funds under Subpart 1 assist English learners in:

- (A) achieving English proficiency based on the State's English language proficiency assessment under Section 1111(b)(2)(G), consistent with the State's long-term goals, as described in Section 1111(c)(4)(A)(ii); and
- (B) meeting the challenging State academic standards.

THIS ESSA PROVISION IS ADDRESSED BELOW:

Ravenswood will use the alignment and approval of the School Plan for Student Achievement (SPSA) to ensure each school is assisting English learners in achieving English proficiency, and meeting the challenging state academic standards. The SPSA outlines all site goals and actions to raise the academic performance of all students. Each school uses the Ravenswood City School District LCAP as a starting point in developing their SPSA for each year, which assists schools to remain consistent and aligned with district goals and initiatives.

One of Ravenswood's Focus Goals for the 2021-2022 LCAP is centered around increasing and improving English learner reclassification (*Focus Goal 3: By June 2022, 50% of our students who are English Learners at Level 4 on the ELPAC will be reclassified*).

- A significant percentage of our students are emerging bilinguals, or English Learners, so we are responsible for supporting them to learn English and become fluent English proficient. Our most recent CA Dashboard data has shown that while 46% of our ELs are progressing in their English skills, 29% of ELs maintained the same EL progress indicator level as the previous year, and 24% declined in levels.
- We received a lot of feedback from various community members, staff, families, and other interested parties about the status of English learners at Ravenswood and considered a number of EL typologies or student groups to target.
- Collaboratively, it was determined that it would be most effective for us to emphasize the importance of reclassifying students from "English Learner" to "English Proficient", particularly in the elementary school years, as proficiency in English is critical to measures of student success throughout the educational lifespan of a student in the USA. We also want to focus on accelerating student growth in English language proficiency across all four domains (listening, speaking, reading, writing) through strong English Language Development (ELD) programs, interventions, and supports.
- Our data demonstrates a clear need to improve outcomes for English Learners. Through prioritization exercises and disaggregated data analysis, this became focused on looking into why English Learners who score Level 4 on the ELPAC have not been reclassified yet. We want to inquire into why these students have not been reclassified as English proficient, and what we can do to address those barriers.
- We want all English Learners to progress in their English skill development, and to increase the number of students who are reclassifying as fluent English proficient, particularly before they become Long Term English Learners (LTELs).
- This has become even more important with the extensive impact that the COVID-19 pandemic has had in exacerbating the inequities evident in the education system. There was a significantly lower rate of reclassification in 20-21, and we want to ensure that all English learners have access to the resources, supports, and opportunities they need to succeed, and to demonstrate their proficiency in English language acquisition.

While this goal, and its associated actions are specifically targeted on supporting the needs of English learners who have scored Level 4 on the ELPAC, we hope that our efforts to clarify and improve both the data review, data analysis, and reclassification processes and procedures will assist all English Learners, as staff become more adept at recognizing where students are on their

journey and providing targeted support as needed. We expect to see an increase in reclassifications from students who have previously scored Level 4 on the ELPAC, as well as an increase in the percentage of all English Learners who are eligible for reclassification. Due to the refined processes, we also expect that teachers and site administrators know throughout the year which students are close to meeting the requirements, and by the end of the year which students are likely to be eligible for reclassification, pending the return of ELPAC results in the Summer.

Ravenswood is developing clear and consistent processes, supporting the regular review of student data, at all levels in the district. These data review processes will aid in collecting assessment data and other information about our EL students, to use language development as a lens when looking at any source of student data. Using these data tracking tools and processes, will increase teacher and administrator access to student data, making it easier to see “at a glance” how all students, especially English learners, are progressing across different domains and content areas, and review the interventions being implemented. During weekly or bi-weekly (twice per week) grade level collaboration meetings, grade level teams collaborate around instruction, intervention and data. When reviewing instructional practices, interventions, assessments, and other topics, teachers and staff will have a class list in-hand identifying student names, areas of concern, potential interventions or support strategies, EL Scores and other pertinent information. By monitoring this data regularly, sites are able to hold themselves accountable to their achievement and progress goals for English learners, as well as share aggregated information with their community and SSC//ELAC. Having student data collected and readily available also makes it easy for district staff to see how sites are doing, and provide specific support as needed.

Professional development of site administrators also supports the implementation of our district professional development plan concerning English Learners. The knowledge and reflections gained in this series will be used to facilitate PD for district leaders and teachers, and, together work with a partner from EL Rise and our local county office of education, to bring the relevant information and strategies for implementing the four strategies of the EL Roadmap to leaders and teachers in our district. Having a consistent yearlong focus on ELD and supporting English Learners aligned to the four principles of the EL Roadmap is key for building teacher investment in and understanding of the needs to ELs and how to meet them in the classroom, as well as the ongoing data review to monitor student progress.

In the administrator PD series, site administrators will deepen understanding of classroom strategies that will better support ELs with language development. They will then engage in 8-week Plan-Do-Study-Act cycles, where they analyze needs based on student data and observational data in their schools, and in consultation with teachers, determine reasonable expectations for growth and implementation of strategies through the 8-week cycle. They will select 1-3 focus instructional strategies for their school, facilitate PD or collaboration for their teachers around the strategies, and observe instruction and get feedback from teachers to learn about implementation of the strategies. As site administrators work with teachers around EL strategies and progress monitoring, they will collect formal and informal data to bring back to the next administrator PD session, which can include local assessment data, formative assessment data, language-related observational data connected to the four domains, or students interviews. Site administrators will reflect on progress

as connected to supports for teachers, and meeting the needs of diverse groups within the English Learner umbrella, and then launch the next 8-week Plan-Do-Study-Act cycle.

Title III, Part A funds are typically budgeted and planned for at the district level, as they are integrated with our LCAP processes. This also ensures that we are able to prioritize the funding for high-needs across the district, specific to our English Learners. Our LCAP processes involve significant input and feedback from a diverse range of interested peoples, with extensive effort put forth by the district to engage with our community around our goals, actions, and expenditures for the upcoming years. As part of these planning processes, past and current uses of Title III funds, their effectiveness, any suggestions for improvement, and any proposed new uses are discussed. If there are any concerns or questions raised that district staff are not able to answer immediately, we will spend time developing a measured and accurate response with concrete explanations and plans, to fully address these concerns or questions. The proposed activities, their estimated expenditure amount, and funding sources, are all aligned with our master budget, ensuring that funding is prioritized effectively, and used strategically.

TITLE IV, PART A

Title IV, Part A Activities and Programs

ESSA SECTION 4106(e)(1)

Describe the activities and programming that the LEA, or consortium of such agencies, will carry out under Subpart 1, including a description of:

- (A) any partnership with an institution of higher education, business, nonprofit organization, community-based organization, or other public or private entity with a demonstrated record of success in implementing activities under this subpart;
- (B) if applicable, how funds will be used for activities related to supporting well-rounded education under Section 4107;
- (C) if applicable, how funds will be used for activities related to supporting safe and healthy students under Section 4108;
- (D) if applicable, how funds will be used for activities related to supporting the effective use of technology in schools under Section 4109; and
- (E) the program objectives and intended outcomes for activities under Subpart 1, and how the LEA, or consortium of such agencies, will periodically evaluate the effectiveness of the activities carried out under this section based on such objectives and outcomes.

THIS ESSA PROVISION IS ADDRESSED BELOW:

All families, staff, and community members are provided opportunities to be involved at each stage of the LCAP and Strategic Planning processes through surveys and input meetings. Families, community-based organizations, and the public are invited to attend DAC/DELAC, District Board, SSC/ELAC, and “cafecito” meetings, and to complete surveys. Information is distributed to families and students in English and Spanish, and Spanish translation is offered at all parent events, conferences, and Board meetings, as at least 60% of our students and families are Spanish-speaking.

The Needs Assessment involves a range of metrics (eg. Demographics, Achievement, C&I Program, Staffing, PD, Family Involvement, School Context, and Fiscal), looking at disparities and inequalities across various subgroups. Data collection methodology includes official records, surveys, observations, student work analysis, and small-group discussions. Ensuring we have sufficient data to make judgements about the status of each focus area, we can assess the distribution of skills and resources. These metrics are a valuable tool for evaluating strategies.

Well-Rounded Education:

We aim to increase student learning quality in science & engineering, and art. These funds will provide materials budgets for credentialed art teachers to implement their standards-aligned art curriculum, and begin integrating that curriculum with core content areas. One partnership that helps build our integrated art program is with the nationally recognized John F. Kennedy Center for the Arts. The Turnaround Arts School program allows us to provide students with greater opportunities to learn artistic strategies and processes, including the Habits of Mind. These strategies are also effective in teaching core curriculum concepts and skills, and help students to acquire 21st Century skills. When students learn these skills in an engaged and performance-based way, they are able to more easily use these skills in other areas of the curriculum. Students will

attend an arts elective weekly, and we intend to see growth in our students' abilities to create, communicate, and collaborate. Our Makerspace program gives students access to engineering and design-centered learning. Title IV funds will be used to provide materials needed to fully support the program. Students explore critical thinking, problem solving and innovating skills in an iterative and engaging environment, skills that will help students flourish in the 21st Century future. "Tinkerer" teachers lead grade-appropriate lessons in computer science, engineering/design challenges, SEL lessons, robotics, etc.; collaborate with teachers to explore core curriculum topics (including NGSS) in greater depth; and complimentary hands-on and design-based activities. Students will develop flexibility of thought and adaptability, demonstrated through iterating concepts and designs. We also partner with the San Mateo County Office of Education (SMCOE) to have select teachers participate in the Environmental Solutionary Teacher Fellowship (ESTF) where teachers attend training throughout the year on connections between science topics and environmental issues, and develop a cross-disciplinary unit to teach with their students. Formal student evaluations occur 3 times/year with elective teachers commenting on students' strengths, areas for improvement, and suggestions for at-home support/encouragement. Student achievement, progress growth data in core content areas (ELA, Math), engagement, and school climate data, will be used to evaluate effectiveness of the program in mid-year and end-of-year reviews.

Safe and Healthy Students:

Our student demographics challenge "normal" school discipline systems and practices, which have traditionally been employed to oppress students of color. Students who are not from the dominant culture are often seen as not successful in school because their behavior does not reflect the hegemonic cultural expectations. So at Ravenswood, we aim to build school cultures that are culturally responsive and relevant, trauma-informed, actively empowering students. Feedback from stakeholders both during the development of the Strategic Plan, and the LCAP, emphasized that building trusting relationships, and partnering with staff, students, families, and the community is a critical part of this work. When asked to give input on how to improve student academic outcomes and attendance, community members and families also consistently say that fostering positive relationships with peers and staff and having safe and healthy learning environments contribute directly to ensuring students want to come to school, feel welcomed, and are able to learn. We have put significant effort into ensuring the accessibility of mental health services for students, families, and staff. Another example of our efforts in this area is the training that staff will receive from our PBIS coordinator on the Community Resilience Model (CRM). This will help to create trauma-informed and resiliency-focused school communities that share a common understanding of the impact of trauma and chronic stress on the nervous system and how resiliency can be reestablished or increased using the CRM skills-based approach and strategies so that staff are able to apply trauma informed strategies to support students. The PBIS Coordinator will also work with school teams to ensure implementation of tiered systems and supports towards a positive school culture and climate, and support district's MTSS framework that drives selection, integration, and implementation of the best evidence-based academic and behavioral practices for improving outcomes for all students and creating a more joyful learning environment. The implementation of these systems and supports towards a positive school culture and climate, to make a more joyful learning environment for students, will be supported by Title IV funding.

Effective Use of Technology:

Access to technology is a barrier that Ravenswood can address for low-income students. Students today are expected to access the curriculum and resources online and in digital formats both at school, and at home when needed. The need for continued access highlighted by the pandemic and long-term distance learning demonstrates that students must not be prevented from achieving success purely due to lack of access to foundation technology. Ravenswood provides students with access to appropriate technology so they can access curriculum and instructional resources in digital formats in school and at home when required. Increased access to technology will help students develop the essential skills that students in the 21st century need to be successful, which are applicable across all grade levels and content areas, and much needed for future years in education and in the workplace. Title IV funding will support our efforts in this area. We will know students are being successful with their technology use both by the access provided through the number of devices accessed in school and at home, and through classroom based measures such as use of digital programs and typing skill.