

Executive Summary

1. EXECUTIVE SUMMARY

Introduction to the Planning Team:

In order to develop this Public School Choice application for Valley New Elementary School #10 (ES #10), a Planning Team representing the Local District and parents and teachers from the feeder schools, have been meeting to develop this plan for ES #10. (Resumes attached.) We are submitting it with the intention that it remain a LAUSD, Local District 1 (LD1) school operating as an Expanded School-Based Management (ESBM) School. Our Team is confident the LD1 track record of success highlighted in this Executive Summary demonstrates our capacity to successfully educate the students in our community. With excellence in our midst, why chance the future of this new school and its students to any other organization?

a. **Assurances** (See Appendix 1)

b. **Student Population:** Valley New Elementary School #10 (ES #10) is located within the Cleveland High School family of schools in LD1 and is being built for 520 students. It will provide relief from overcrowding at Canoga Park ES, Fullbright ES, Hart ES, Melvin ES, Sunny Brae ES and Winnetka ES. Hart ES and Canoga Park ES will not feed directly to the new school but are being relieved by boundary changes. The student population at ES #10 will draw from these neighborhood schools based on the demographics provided by the Office of School Management Services and will reflect the socio-economic and ethnic makeup of the community.

	Canoga Park	Fullbright	Hart	Melvin	Sunny Brae	Winnetka	Local District 1
Poverty Level	87%	84%	98%	77%	88%	85%	58%
% Minority	97%	95%	94%	93%	97%	96%	77%
% EL	69%	51%	53%	37%	54%	49%	35%

Many schools in LD1 have had significant success working with diverse populations. The average Annual Performance Index (API) score of elementary schools in LD1 is 814, which exceeds the LAUSD average of 762 and the State average of 790. The five-year average API gain for schools with predominantly Hispanic populations in LD1 is 87 points. In LAUSD it is 66. It is the expectation of the planning team that by applying strategies that have proven successful at LD1 elementary schools with similar demographics, ES#10 will, at a minimum, experience the same level of success, although we believe our model of innovation can produce extraordinary growth. Stand back and watch!

c. **Mission, Vision and Philosophy:**

Mission – *“The mission of Valley Elementary School #10 is to work with families and the community to educate students to become proficient in language arts, math, science and social science; to be technologically skilled; socially responsible; and able to solve problems through divergent thinking.”*

Vision – *“Valley Elementary School #10 will be an inclusive learning community of school staff, parents, and community members, with all stakeholders dedicated to educating all students to reach their highest potential. ES #10 will implement the best practices from research-based curricula, and decisions will be data-driven to develop lessons and strategies that meet the needs of all students.”*

Certainly a school vision encapsulates the pursuit of many lofty ideals. However, the vision and goals for ES #10 are not just to meet needs, but to ambitiously exceed reasonable expectations as has been done in dozens of other LD1 elementary schools. In LD1 schools, we will not compromise our belief that ALL children can and will learn; every student will be college prepared and career ready.

Philosophy - The underlying philosophy of the ES #10 community is to create a school that projects a sense of purpose and has an unflagging enthusiasm for quality that will permeate the entire organization. This philosophy is dedicated to excellence in every social and academic endeavor, and is committed to inexorable improvement. It encourages qualities the families in this Winnetka community deserve:

- The nurturing of leadership among staff, students, and parents
- Learning as a lifelong practice
- Parents participating as integral partners in their child's education
- Community partnerships that contribute to the success of the school
- The school as a resource to support the needs of the community

The planning team is certain that the vision, mission and philosophy, while ambitious, are attainable and can be measured by multiple objective criteria:

- Student progress as evidenced by summative and formative data that includes Academic Performance Index (API), Adequate Yearly Progress (AYP) scores, and periodic assessment data
- A consistently high attendance rate that meets or exceeds the District goal of 96%
- Student work products, including projects and portfolios, that demonstrate students are mastering grade level standards
- The School Report Card
- A high rate of teacher satisfaction and retention
- A reliable rate of parent and community participation in the school
- Parent, staff and student satisfaction surveys that indicate a high level of approval for the school
- A reduced rate of suspension and other disciplinary measures

A Day in the Life - The vision, mission, and philosophy will be reflected in the daily life of every student. It's 8:00 a.m. Envision a student proudly wearing his sweatshirt emblazoned with the school logo and mascot entering the gates of ES #10 on the way to breakfast. The principal greets him by name. Displayed ahead of the student are the banners for the Six Pillars of *CHARACTER COUNTS!*, which guide the ethical development of student conduct. The bell rings and the student is greeted by a knowledgeable, highly qualified and smiling teacher who notices that he has his books and homework in his backpack and comments on how ready he is to start a new day. The teacher introduces the students to the agenda planned for the day and displayed on the front board.

Throughout the day the student is engaged in a stimulating and rigorous standards-based instructional program addressing all core content areas. Displayed around the room are criteria charts and rubrics to guide his thinking and provide clear expectations for his work. The classroom environment is alive and enriched by several displays of student work and exemplars. His first activity is to meet in the literature circle with other students to discuss the current story they are reading. A classroom assistant is in the classroom working with a small group of students who need extra support in reading. At the same time, the principal quietly slips into the room and takes a seat. He stays for about 15 minutes, then leaves a note on the teacher's desk and slips out. The teacher then models writing a narrative using a thinking map, which the students will use to write their response to the reading. It is now math time. After a brief lesson from the teacher, he meets with other students for a math lesson. They are estimating how many cubes of sugar it will take to

fill the area and volume of a 5x5 cube. In addition to direct instruction and small group interaction, the student will then have opportunities to use classroom computers to research his science project on endangered species. He visits the library during lunch, where a parent volunteer helps him find more books and reference materials on this subject. In the afternoon, he participates in lessons in art, music and physical education. Before dismissal, students copy their homework assignment into their homework journals and review the daily agenda as a reminder of what they learned that day. As the student leaves class, the teacher reminds him of his after school enrichment class and gives him words of encouragement about his progress and effort that day. Knowing that his mother is on campus today for a parent education class, he stops by the Parent Center and goes on to his after-school class.

d. Education Plan: The focus for ES #10 will be on accelerating individual student performance using interactive, systematic, and explicit instruction supported by a consistent process of data analysis and setting Specific, Measurable, Attainable, Reasonable, Timely (SMART) goals, problem solving, and professional development that are all tightly linked to instruction and measurable achievement results. We are committed to meeting or exceeding the goals as stated in the Accountability Matrix (See Appendix 2 and Appendix 3). The educational program for ES #10 will include the key elements of the LD1 Theory of Action:

- *Rigorous standards-based* instruction including the use of standards-aligned materials.
 - School leaders will ensure that academic rigor is embedded in the instructional content for all students, including English learners (EL), standard English learners (SEL), student with disabilities, underachieving students and Gifted and Talented Education (GATE) students. (See Appendix 4)
 - An ambitious academic content will be the norm in every classroom and for every student and will include intervention strategies matched to student needs.
 - Teachers will deliver a curriculum that engages students and communicates clear expectations.
 - A high-quality instructional program will be implemented that begins with excellent first teaching and includes a three-tiered response to intervention that personalizes instruction for selected students and ensures that all students achieve success.
- *Effective use and analysis of data* - The school will foster a culture of inquiry using data to drive a cycle of continuous improvement. Teachers will be proficient in the use of multiple forms of student performance data and to guide the delivery of high-quality instruction.
- *Learning-centered leadership development* - School leaders will communicate a vision of high expectations and maintain a focus on accountability for implementing strategies that align teaching and learning with achievement goals.
- *Targeted professional development* – A model of professional development will be implemented that focuses on both schoolwide identified needs and staff reflection on personalized learning goals.
- *Effective collaboration* – Leaders will ensure that staff is provided with skills and time to reflect on student work performance while collaborating with others around best practices for achieving results. Teachers will be empowered to explore and modify teaching strategies that will produce continuously improving results.
- *Increasing personalization* – The staff will develop and implement a learning environment that is personalized and culturally responsive to the students and families served.

This Education Plan for ES #10 has been developed to build on the demonstrated successes that currently exists at LD1 schools and can be verified by performance data. Our record of success is demonstrated in schools with high socio-economics and in our Title 1 schools, as well. The professionals in identified LD1 high performing schools will serve as models of consistent

improvement in student achievement. Local District 1 will capitalize on this exemplary resource by providing the staff and parents of ES #10 with access to these proven pedagogies in the following innovative ways:

Development of Individual Learning Plans (ILP): Research suggests that teachers must have differentiated opportunities for professional growth. The development of an Individual Learning Plan by every educator on the campus will ensure that growth is differentiated, personalized, and based on data. Teachers and administrators will assess their personal learning needs and have multiple opportunities to pursue their growth through participation in demonstration school activities, best practice institutes, work with NBC teachers and others, and participate in schoolwide and District professional development.

Identification of a Consortium of Demonstration Schools: Selected LD1 schools will serve as demonstration sites and models of effective practices. LD1 has 36 California Distinguished Schools, 22 High Performing Title 1 schools, and five National Blue Ribbon schools. These and other LD1 schools, identified because of strong academic growth, will serve as excellent models for ES #10. Partnerships will be formed between the Demonstration Schools and ES #10 to support the implementation of outstanding teaching strategies and exemplary practices, as well as governance and professional development models. (See page 17.)

Examples of demonstration schools' best practices include:

- Effective Use of Data to inform and drive instructional planning
- Collaboratively designed Professional Development
- Grade-level meetings and articulation to share best practices and track student progress
- Identification and education of GATE students
- Effective models of schoolwide English language development
- Exemplary program of parent involvement

Best Practice Institutes that focus on closing the achievement gap for all students including English learners, underachieving students, students with special needs, and gifted and talented students, will be provided for staff and parents beginning in the summer of 2010 and will continue throughout the school year. The essence of these institutes is "teachers helping teachers," and "parents helping parents." Stakeholders at LD1 schools that have been recognized for excellence will present institutes facilitated by administrators, teachers, and parents. These institutes will be replicated for other LD1 schools as models of outstanding practice.

NBC teachers are another LD1 resource available to ES #10. Local District 1 has approximately 170 classroom teachers who have achieved National Board Certification. NBC was recently recognized by the National Research Council as having a positive impact on student achievement, teacher retention, and professional development. NBC teachers serve as mentors to new teachers. They also mentor teachers with less than five years of experience or those new to a grade level or department. Planning and delivering professional development is another key responsibility. NBC teachers can be matched to the learning needs of staff as identified in their ILPs.

- e. **Community Impact and Involvement:** Local District 1 has long-established ties to many of the community organizations connected to the current feeder schools. After many years of partnership building, the partners have developed a clear understanding of the needs of our families and have working relationships with staff. Most importantly, they have a proven track record of participation and success in serving the needs of students in schools with similar demographics. Our partners are committed to support this new school. As a result of grants, donations, and volunteer resources we are addressing the wraparound needs of many families. Section 8 of this application includes a comprehensive description of the ways in which parents and community

members, and organizations will impact the students and families. To name just a few: PacifiCare Health Initiative (\$500,000 grant); Northridge Hospital provides fiscal and human resources to support the LD1 Wellness and Diabetes Initiative; Lowe's Foundation Grant to fund community parks (\$500,000); Hart Street Dental Clinic; Lenscrafters Gift of Site Program (eye exams and glasses for hundreds of students); Parent Centers; Economic Alliance of the San Fernando Valley; and a Memorandum of Understanding currently being developed with Supervisor Zev Yaroslavsky to build a community health center on the campus of Monroe High School.

- f. Leadership/Governance:** The Planning Team for ES #10 discussed various governance models that would balance the need for more local autonomy with the accountability metrics of the plan. Team members were excited by what they learned about the ESBM model and the enthusiasm generated by Woodland Hills Academy staff. Recognizing that the ESBM model was born in LD1, it seems to be the best choice for the new school.

The proposed ESBM model will support the mission, vision, and education plan at ES #10 through visionary decision-making, inclusive participation of all stakeholders, flexible fiscal decisions, and innovative instructional planning to meet the needs of all students and staff.

If the school remains with LD1, the Local District will fund stipends that would allow each of the feeder schools to immediately identify a Lead Teacher and a Lead Parent. These leaders would also be the conduit for communication with teachers and parents at the feeder schools as final details of construction and planning move ahead. They would also begin the process of selecting a visionary principal with demonstrated success and a personal philosophy that aligns to the identified philosophy of this school.

- g. Fiscal Plan:** The allocation of all fiscal resources will be aligned to support the mission, vision, and the education plan for ES #10. Categorical funds will be allocated to support the educational needs of identified students. The school leadership council will examine data to align the use of discretionary funds. All resources, including time, personnel, and money, will be aligned to the educational plan.

In order for the programs at ES #10 to be successful, the school will need the ability to control how resources allocated to the school are spent. The ESBM Leadership Council will operate with a "per-pupil funding" model with maximum authority including carryover ability.

2. CURRICULUM AND INSTRUCTION

- a. **Curriculum Map and Summary:** The educational plan for ES #10 is based on a theory of action that has been implemented in Local District 1 schools for more than five years. This theory has evolved as a result of research conducted by the University of Pittsburgh and Dr. Lauren Resnick and the District's work with the Institute for Learning. It has been further defined by the work of Dr. Richard Elmore on the challenges of implementing a standards-based model of instruction, and the work of Mike Schmoker centered on the use and analysis of data. Most recently, research at Vanderbilt University focused on learning-centered leadership has helped the LD1 to strengthen its goal to move all students to proficiency.

Our theory of action for ES #10 includes the following:

- Rigorous standards-based instruction and the use of standards-aligned materials previously adopted by the feeder schools.
 - School leaders will ensure that academic rigor is embedded in the instructional content for all students (including ELs, SELs, students with disabilities, underachieving students and GATE students).
 - An ambitious academic content will be norm in every classroom and for every student and will include intervention strategies matched to student needs.
 - Teachers will deliver a curriculum that engages students and communicates clear expectation.
 - A high-quality instructional program will be implemented that begins with excellent first teaching and includes a three-tiered response to intervention that personalizes instruction for selected students and ensures that all students achieve success.
- Effective use and analysis of data will foster a culture of inquiry using data to drive a cycle of continuous improvement. Teachers will be proficient in the use of multiple forms of student performance data and to guide the delivery of high-quality instruction.
- Learning-centered leadership development will communicate a vision of high expectations and maintain a focus on accountability for implementing strategies that align teaching and learning with achievement goals and student needs.
- Targeted professional development will be implemented that focuses on both schoolwide identified needs and staff reflection on personalized learning goals.
- Effective collaboration will ensure that staff is provided with skills and time to reflect on student work performance while collaborating with others around best practices for achieving results. Teachers will be encouraged and expected to explore and modify teaching strategies that will produce improved results.
- Increasing personalization will support a learning environment that is personalized and culturally responsive to the students and families served.

The scope and sequence for each grade level is delineated in the *California State Framework* for pre-K through grade 5 for each of the core content areas and will be fully implemented.

Reliable assessment of quantitative and qualitative measures of student achievement will be ongoing to ensure attainment of benchmarks and the implementation of appropriate teaching strategies.

In the first year of operation, the teachers will use the core instructional materials currently used in the feeder schools. This will include:

- Open Court Reading, grades K-5
- Desired Results for Pre-school
- *Into English!* for ELD instruction, grades K-5

- ELD Practicum lessons
- Scott Foresman *enVision MATH*, grades K-5
- FOSS Science, grades K-5
- Scott Foresman Content Reader Library series for Social Sciences, grades K-2
- Scott Foresman Social Sciences, grades 3-5

In subsequent years, the staff and Leadership Team will analyze data to evaluate the effectiveness of the instructional program and consider alternate and/or supplementary materials and methodologies to better meet the academic needs of all students.

The academic needs of students, K-5 will be supported by research-based instructional strategies to provide differentiated instruction. These particular strategies have been identified because of their success when targeting underperforming students. They are:

- Specially Designed Academic Instruction in English (SDAIE)
- Culturally Relevant and Responsive Education (CRRE)
- Application of *Thinking Maps* throughout the curriculum
- Interactive technology
- Extended school day to expand learning opportunities
- Schoolwide English Language Development implementation
- Rubrics and criteria charts
- Scaffolding instruction
- Flexible student groupings to allow for differentiated student conversations
- Individual and small group learning settings to target specific areas of identified need
- Accelerated learning opportunities for high performing students (see section 2d)

ES #10 will participate in the District's year two roll-out of the Response to Intervention Program (RtI) and will implement the four elements of the framework including: multi-tiered approach to intervention, four-step problem solving model, progress monitoring and data-based decision-making. RtI will be used to address both the academic and behavioral systems. The program will include the components of consensus building, infrastructure building and implementation.

Local District 1 has 55 Arts Prototype schools. Several excellent programs have been identified that will serve as models for instruction and demonstration in the visual and performing arts. The new school will implement an arts program to enhance the core instruction as outlined in the state framework. Teachers will embed art, music, dance and physical education in the daily instructional program to address a variety of learning modalities. As they become available, additional fiscal resources and grants may be used to implement the Arts Prototype program.

All students will have access to the school library on a regular basis. Students will be trained in the use of library media to enhance literacy, including research strategies and the use of technology as a learning tool. A District-funded library aide will be available to assist students in the use of library media and materials and will provide training to parent volunteers and teachers to increase the opportunities for students to use the library including before and after school.

The construction of this new school on a corner of the Sutter Middle School campus provides a unique opportunity for regular, ongoing, and seamless articulation between the two schools. Teachers will meet together to discuss student needs, attend professional development and review student data. In addition, fifth grade students from ES #10 will also have access to classes offered at Sutter Middle School in preparation for a smooth transition. Both schools will participate in assemblies, activities, parenting and community activities on one campus.

- b. Track Record of Proposed Curriculum:** Local District 1 is a family of 135 schools (78 elementary schools) that, for more than five years has implemented the theory of action noted above that has resulted in significant growth in student achievement. In the 2004/2005 school year, 26 elementary schools met or exceeded the state's API benchmark of 800. Today 56 of 78 elementary schools have achieved this status. Local District 1 has 36 California Distinguished Schools, five National Blue Ribbon Schools, 22 schools have been recognized for the Title 1 Academic Achieving Award for one or more years, and a significant list of schools that have achieved recognition for highly effective programs focused on student achievement and closing the achievement gap.

Local District 1 is very proud of its status as the only Local District in which students with disabilities have met the Modified Consent Decree's (MCD) Outcomes 2 and 3. Outcome 2 reflect students' ability to meet District's California Standards Test (CST) proficiency targets. Outcome 3 reflects the students' ability to graduate with their peers.

ES #10's feeder/neighboring schools have successfully increased achievement as measured by their API scores for all students by using a rigorous standards-based curriculum. Some of the schools that have shown exceptional growth over a five-year period are: Canoga Park ES (+75), Fullbright ES (+172), Sunny Brae ES (+71).

We anticipate that a majority of the teachers at ES #10 will come from the feeder and/or LD1 schools and have been participating in the theory of action that has produced the results noted above. While the new school team will need to develop their own identity and adapt and/or modify the school's vision, mission and philosophy, they will be able to hit the ground running on day one with the implementation of their instructional program.

- c. Addressing the Needs of All Students:** (See also Section 7 Addressing Specialized Populations) All students, including students with disabilities, ELs, SELs, socio-economically disadvantaged students, and GATE students who need additional support, including those who are below grade level, will receive a rigorous core instructional program using multi-tiered, standards-based lessons and differentiated classroom experiences. Specific research-based strategies that have been used successfully in schools with similar populations will include:
- Daily effective and targeted Independent Work Time (IWT)
 - Specific intervention based on data to implement Response to Intervention
 - Consistent structured and coherent daily English Language Development (ELD) instruction
 - Vertical teaming across grade levels to increase redesignation rates
 - CRRE that is monitored to ensure that all student subgroups including ELs, SELs, and students with disabilities are engaged as active participants in their learning
 - Specially Designed Academic Instruction in English (SDAIE) strategies to support learning in the content areas for EL and SEL students
 - Accelerated lessons that provide greater depth and breadth for GATE students
 - Monitoring the progress of Individualized Education Plan (IEP) goals and objectives for students with special needs
 - Providing opportunities for special needs students to receive instruction in a general education setting (mainstreaming)
 - Ensuring that students with interrupted education are supported to close their learning gap

The progress of students in English language arts and mathematics will be evaluated by the percentage of students meeting benchmark after the administration of each of the periodic assessments. Targeted intervention will be implemented during IWT and/or extended learning time for those students not meeting benchmarks. Students who are identified as "at-risk" through

data analysis will receive the most intensive intervention in order to bridge their learning gap and enhance their opportunity to reach proficiency. ELD student progress will be monitored using the ELD portfolios and ELD Practicum/Into English Assessments. It is the expectation of the leadership team that the above-referenced strategies will enable all students to meet or exceed the academic goals as outlined on the Accountability Matrix for 2010-2011.

- d. Accelerated Learning:** GATE students will be identified based on a variety of high-performance capabilities. Parents, teachers and administrators will identify and cultivate giftedness among children beginning in kindergarten. Teachers will collect products of student work, make observations and keep anecdotal records about the child, and maintain a portfolio over time. Additional achievement data will be accessed on MyData to target students for additional assessment by the school psychologist. Differentiated instruction will be provided for all students and will reach across learning styles and modalities to allow students the opportunity to perform at their optimum levels.

The program, *Depth and Complexity*, developed by Dr. Sandra Kaplan, USC Rossier School of Education, has been successfully implemented at many LD1 schools for teaching GATE students and will be used as a model for the GATE program at ES #10. *Depth* refers to the concept of challenging learners by enabling them to dig deeper, venture further and more elaborately into a current area of study. *Complexity* refers to the concept of broadening the learner's understanding of an area of study by making relationships and associations between and across subjects and disciplines. Teachers will receive professional development that will enable them to use the *Depth and Complexity* instructional icons in the program to increase student thinking skills and to differentiate instruction. (See Appendix 5)

In order to ensure that there is an equitable representation of minority students and students with disabilities that are identified for the GATE program, a school screening committee will be trained to make student referrals in the following categories: intellectual ability, high achievement, specific academic ability, performing and visual arts.

- e. Instructional Strategies:** The instructional practices that will be implemented and supported through professional development have demonstrated success in serving students with similar demographics and educational needs at neighboring schools. The following research-based strategies will serve all students, including students with disabilities, socio-economically disadvantaged students, EL and SEL learners, and GATE students:
- Direct instruction
 - Project-based learning
 - Academic dialogue and accountable talk
 - Use of rubrics and criteria charts
 - Higher order questioning using Question/Answer/Relationship (QAR) strategies
 - Scaffolding new skills
 - Use of SDAIE strategies
 - Use of CRRE strategies
 - Providing cues and prompts that lead students to correct answers
 - Sequencing instructions to achieve high rates of accuracy
 - Peer tutoring
 - Cooperative learning
 - Lesson Study
 - Response to Intervention
 - Implementation and monitoring of specific Individualized Education Plans (IEP)
 - Clustering and enhanced lessons for gifted and talented students

- Monitoring the progress of EL and SEL students through portfolio documentation

3. SCHOOL CULTURE AND CLIMATE

As an Internal Applicant, ES #10 will adhere to Article IX- Hours, Duties and Work Year, Article XXIV-Student Discipline and Article XXVII-Shared Decision-Making and School-Based Management, as described in the LAUSD Collective Bargaining Agreements unless otherwise determined by the local ESBM Leadership Team.

a. Description of Culture: The culture envisioned for ES#10 is one in which the school community functions around a shared vision and purpose. The rich cultural diversity of the school community will be a positive influence on building respect for others, celebrating differences, and developing a nurturing school environment. Sergiovanni (2001) states that, “Once established in a school, strong culture acts as a powerful socializer of thought and programmer of behavior.” A strong school culture creates a climate that aligns values and philosophy. Attributes of a positive school culture include:

- Continual sharing of ideas
- Collaboration
- Inclusivity
- Analysis of practice
- High expectations for students and other stakeholders
- Schoolwide recognition of individual and group accomplishments

Research shows that effective schools demonstrate a strong allegiance to the school community by building a common mission, vision and philosophy. There is a unique opportunity having Sutter Middle School on the same campus as ES #10 with a shared commitment that will strengthen the culture and sense of family in the community.

All employees and adults working and interacting with students will be expected to follow the LAUSD Code of Conduct with Students which also will be shared with parents via parent meetings and school-to-home information.

Students will develop their awareness of the ethical values taught in the *CHARACTER COUNTS!* Program through participation in schoolwide activities. The Six Pillars of Character are Trustworthiness, Respect, Fairness, Caring, Citizenship, and Responsibility. These Pillars of Character will guide the interactions of students and adults on the campus.

- b. College and Career Readiness:** Community partnerships, including the local colleges and universities, will be utilized as models and resources to promote college and career preparedness as an integral part of the culture of the school. The school will hold college awareness and career activities and will participate in the Local District 1 Annual College Fair. The school will also participate in the Cleveland family of schools events designed to promote articulation and preparation for middle and high school. The school will reach out to community businesses and organizations to promote mentoring relationships with students. The Parent Center Director will receive training on K-12 issues such as A-G graduation requirements and CAHSEE. Parent education opportunities will include a focus on understanding K-12 standards, how to help students at home, how to create a college going focus and how to maintain the vision of all students college-prepared and career ready.
- c. School Calendar/Schedule:** The school will operate on a 180-day Traditional Calendar. The annual average number of instructional minutes will total 55,100 for grades K-5. Targeted enrichment and intervention instruction will be embedded in the normal school day to provide additional opportunities for students to meet or exceed grade-level standards. Under the proposed

ESBM model, the school community will examine priorities and budget and explore the possibility of innovative scheduling such as extending the school day or year or divided-day instructional models to address the needs of at-risk students.

Banked Tuesday meeting time and shortened days will be used for teachers to work collaboratively and review student work samples and formative data for lesson planning. This will also afford time for vertical grade-level articulation, allowing teachers opportunities to discuss and plan for optimal grade-level transitions for students. In LD1, most schools have received waivers to expand the calendar of Banked Tuesdays providing teachers with additional collaborative planning time. ES #10 will be allowed to implement this schedule.

ES#10 will implement an instructional schedule that follows the mandates of LAUSD and the State to provide the appropriate number of minutes for each subject. Additional time for students needing intervention instruction opportunities will be addressed through focused budgetary planning decisions for at-risk services, using categorical budget allotments.

- d. Athletics Programs and Extra Curricular Programs:** The physical education program will be a regular part of the educational plan as required by the California Education Code. A standards-based curriculum for all grade levels will be implemented as outlined in the *State Framework for Physical Education*. Students in grades K-5 will participate in physical activities in preparation for the culminating annual Assessment of Physical Fitness in grade 5. Included in the curriculum will be a focus on cultivating fairness and good sportsmanship, and developing lifelong habits of a healthy lifestyle. Partnerships with Northridge Hospital, Kaiser Hospital, Pacific Healthcare, Heart Association, Cancer Society, and the American Diabetes Association will be included as resources for students and families to support health diets, regular exercise, and positive lifestyles. In addition to the mandated physical education program, as funds become available, a credentialed physical education teacher could be budgeted to implement a psychomotor program which would further enhance the physical education development of students, while allowing additional release time for grade-level teachers to meet for common planning.
- e. Student Discipline and Safe and Respectful Campus:** The school will adhere to the LAUSD Discipline Foundation Policy. The focus of the schoolwide discipline plan will be to promote respect, cultivate character and encourage understanding and empathy among students, adults, and others. Based on the District Code of Ethics for employees and students, staff will model and reinforce best practices throughout the instructional day. Schoolwide positive behavior supports will be implemented and monitored to ensure a safe, caring environment for all students. A system of rewards and recognition will be used to positively affect individual and group behavior. Clear expectations for conflict resolution will be articulated to teachers, parents, and students, and a shared responsibility for all student behavior will be established. The school will implement a systematic progressive discipline process to address individual and group behavioral issues.

A school safety team will be established that is representative of all stakeholders. The team will meet regularly to review discipline data, disseminate information, make decisions, recommend changes, and evaluate the effectiveness of the Safe School Plan. School personnel will work with the community and local law enforcement to establish a zone of safe passage to and from school and implement a Neighborhood Watch Program.
- f. Meeting Health Mandates/Health Care Needs of Chronically Ill Students:** As an Internal Applicant, nursing time will be allocated based on District norms. Categorical resources may be used to increase the hours of nursing service. Students with special health needs, including students with 504 plans and Individual Education Plans will be monitored for their required health care needs by the teacher, the nurse, and any outside providers as identified for individual

students. Parents will be integral partners in assisting the school in meeting their child’s health requirements. PSA services will be coordinated to ensure punctual and daily attendance by all students. The Special Education Office will identify support and community resources in development of Individual Education Plans for students with disabilities. Local District 1 has established partnerships with community resources that parents can access for family support. (See also Key Community Partnerships, Section 8.)

- g. Nutritional Needs:** Based on the demographics of students in the feeder schools, the socioeconomic levels of students who will be attending ES #10 indicates that 81% of students will qualify for free and reduced meals. As an Internal Applicant, the school will provide for the nutritional needs of all students through the LAUSD Food Services Branch. Students with special dietary needs, such as diabetes, food allergies, and other special diet requirements will be addressed on an individual basis in collaboration with parents and Food Services. Community partnerships will be available as resources to address specific nutritional needs of students. In addition, a focus on healthy eating habits and fitness will be included in the curriculum to encourage healthy living habits, to prevent obesity and promote the well-being of students.

4. ASSESSMENTS AND SCHOOL DATA

a. Educational Goals and Metrics:

As indicated in the following chart, over the past four years, LAUSD and the state of California have averaged an increase of 2-3% per year in Advanced or Proficient. Two of the six schools in the area of ES #10 (Hart St. and Sunny Brae ES) have been increasing at rates exceeding the District and state rates, and two other schools (Fullbright ES and Winnetka ES) have been increasing at rates similar to the District and state rates. The Accountability Matrix has an LAUSD target of 10% growth and the Adequate Yearly Progress (AYP) has a expected increase in the Annual Measurable Objective (AMO) of 10.2%. ES #10 will use these targets as their goals for annual progress on the CST.

CST Scores for Language Arts

Change in the Percentage of Students Scoring Proficient or Advanced
on the English Language Arts California Standards Test, Spring 2005 to 2009

	Schools Currently in ES #10 Attendance Area						LAUSD	California
	Canoga ES	Fullbright ES	Hart ES	Melvin ES	Sunny Brae ES	Winnetka ES		
All Students	+14.0	+10.4	+24.4	+7.5	+22.9	+11.6	+11.5	+10.1
Hispanic	+13.2	+12.3	+21.9	+8.5	+21.0	+15.4	+11.8	+10.9
Socio-economically Disadvantaged	+13.2	+13.3	+23.8	+6.3	+24.1	+10.4	+11.6	+11.9
English Learners	+7.9	+8.5	+22.5	+8.3	+16.5	+6.8	+7.6	+11.3

As indicated in the following chart, over the past four years, LAUSD and the state of California have averaged an increase of 2-3% per year Advanced or Proficient. Four of the six schools in the area of ES #10 have been increasing at rates that exceed both the District and state rates (except at Winnetka ES for English Learners). The Accountability Matrix has an LAUSD target of 10% growth and the AYP has an expected increase in the AMO of 10.5%. ES #10 will use these targets as their goals for annual progress on the CST.

CST Scores for Mathematics

Change in the Percentage of Students Scoring Proficient or Advanced
on the Mathematics California Standards Test from Spring 2005 to Spring 2009

Schools Currently in ES #10 Attendance Area								
	Canoga ES	Fullbright ES	Hart ES	Melvin ES	Sunny Brae ES	Winnetka ES	LAUSD	California
All Students	+16.3	+16.5	+19.8	+3.1	+17.9	+11.8	+10.7	+9.2
Hispanic	+16.7	+18.6	+19.2	+2.2	+17.2	+11.5	+10.9	+11.2
Socio-economically Disadvantaged	+17.1	+18.5	+19.2	+1.1	+18.5	+12.4	+10.3	+10.8
English Learners	+13.9	+15.2	+20.2	+2.8	+14.6	+5.3	+7.6	+10.9

Attendance Levels

The schools in this area have an average attendance exceeding 95%. This rate of attendance meets or exceeds the attendance goal of 96% for LAUSD. The school will continue to monitor the rate of attendance to meet future district goals.

Schools Currently in ES #10 Attendance Area						
School Year	Canoga ES	Fullbright ES	Hart ES	Melvin ES	Sunny Brae ES	Winnetka ES
2008-09	95.51	96.39	95.73	96.61	95.57	95.88
2007-08	95.18	96.47	95.28	96.58	95.50	95.63
2006-07	96.05	96.16	95.53	96.61	95.65	95.73
2005-06	96.08	96.10	95.24	96.70	95.09	95.43
2004-05	96.25	96.65	95.44	96.90	95.47	95.77

Teacher Retention Rates

Based on the data shown in the following chart, the trend for teacher retention at the neighboring schools indicates teachers generally remain at the school location 6+ years. It is projected that teachers will continue to follow the same pattern of retention at ES #10.

Schools Currently in ES #10 Attendance Area												
Assigned to Location	Canoga ES		Fullbright ES		Hart ES		Melvin ES		Sunny Brae ES		Winnetka ES	
	#	%	#	%	#	%	#	%	#	%	#	%
1 year	1	1.9	3	9.7	3	6.1	3	8.1	4	9.1	3	8.3
2-5 years	9	17.0	12	38.7	17	34.7	11	29.7	12	27.3	7	19.4
6-10 years	11	20.8	5	16.1	10	20.4	8	21.6	17	38.6	9	25.0
11+ years	32	60.4	11	35.5	19	38.8	15	40.5	11	25.0	17	47.2

Number of Behavioral Incidents

As indicated by the data on the following charts, the neighboring schools indicate a low rate of suspension and expulsion referrals. As we know, students cannot learn if they are not in attendance. Therefore, a goal of minimal suspensions will be a focus for ES #10.

Opportunity Transfers						
School year	Canoga ES	Fullbright ES	Hart ES	Melvin ES	Sunny Brae ES	Winnetka ES
2008-09	0	0	0	0	0	0
2007-08	0	0	0	0	0	0
2006-07	0	0	0	0	0	0
2005-06	0	0	0	0	0	0
2004-05	0	0	0	0	0	0

Suspension Data												
School Year	Canoga ES		Fullbright ES		Hart ES		Melvin ES		Sunny Brae		Winnetka ES	
	No.	Average # Days	No.	Average # Days	No.	Average # Days	No.	Average # Days	No.	Average No. Days	No.	Average No. Days
2008-09	10	1.40	17	1.06	0	0.00	11	2.18	6	1.50	1	2.00
2007-08	10	1.40	9	1.22	1	1.00	18	1.50	3	1.67	1	2.00
2006-07	5	1.20	16	1.31	3	2.33	16	1.63	2	1.50	14	1.50
2005-06	14	1.29	12	1.50	3	1.67	8	2.75	9	1.67	3	1.00
2004-05	6	1.63	9	1.33	6	2.00	18	1.22	14	1.93	18	1.33

Expulsion Referrals						
School year	Canoga ES	Fullbright ES	Hart ES	Melvin ES	Sunny Brae ES	Winnetka ES
2008-09	0	0	0	1	0	0
2007-08	0	0	0	1	0	0
2006-07	0	0	0	0	0	0
2005-06	0	0	0	2	0	0
2004-05	0	0	0	1	0	0

Progress on IEP Goals

At every reporting period, the progress of IEP goals will be reviewed and shared with parents and students. The process for determining the student's progress on their IEP goals takes place annually and is monitored by the IEP team, which consists of an administrator, the parent, the special education teacher, and a general education teacher.

As indicated by the data from the schools in the surrounding neighborhood, the majority of Special Education students are making progress towards scoring basic and above on the CST. Based on these trends, the same level of student performance is expected at ES #10 and will establish baseline data towards increased expectations.

Progress on IEP Goals - English Language Arts – Goal = 25.7%						
School year	Canoga ES	Fullbright ES	Hart ES	Melvin ES	Sunny Brae ES	Winnetka ES
2008-09	10.9	59.1	11.7	48.3	23.8	32.8
2007-08	21.5	49.9	13.4	39.5	15.8	29.6
2006-07	22.2	37.8	24.6	27.4	15.3	27.1
2005-06	16.3	40.5	16.2	38.3	21.1	21.6
2004-05	17.5	37.2	13.5	41.3	11.2	23.4

Progress on IEP Goals - Mathematics – Goal = 30.2%						
School year	Canoga ES	Fullbright ES	Hart ES	Melvin ES	Sunny Brae ES	Winnetka ES
2008-09	30.9	71.5	48.4	65.5	50.0	34.7
2007-08	38.6	55.8	51.7	53.5	29.8	37.5
2006-07	30.0	50.0	45.2	48.0	36.1	37.1
2005-06	20.3	48.6	41.2	36.6	26.8	36.9
2004-05	30.4	46.5	25.3	31.0	24.1	39.5

- b. Student Assessment Plan:** LAUSD has developed a comprehensive matrix of formative and summative assessments that will be used to develop and monitor the instructional program. The administrative team and teachers at ES #10 will use assessment tools to measure student progress, and drive program decisions that will improve results. Albert Einstein commented, “Not all things that are counted really count, and not all things that truly count, get counted.” This applies to all the numerous assessments available, and it is the expertise of the professional staff that must weigh and balance the value of each assessment tool as a guide to determine the instructional program that will create learning success. (See Appendix 6)

- c. **Data Team and Instructional Team:** To succeed in a rapidly changing and increasingly complex world, it is vital that schools grow, develop, and take charge of change so that they can control their own futures (Stoll, et al., 2003). Schools that are able to take charge of change, rather than being controlled by it are more effective and improve more rapidly than ones that are not (Rosenholtz, 1989; Stoll & Fink, 1996; Gray, et al., 1999). ES #10 will establish stakeholder teams that analyze formative and summative data, modify the education plan and align the budget to student needs. As an Internal Applicant, the school will have access to and will utilize the LAUSD data systems to monitor student achievement and attendance, including: Integrated Student Information System (ISIS) and Elementary Student Information System (ESIS), MyData System, Student Online Assessment and Reporting (SOAR), Core K-12, School Report Card, Welligent Support System.

Data analysis will guide the focus of the professional development planning based on student needs. Grade-level lesson plan designs will also be based on the ongoing analysis of student work and data.

In LD1, we agree with Peter Deming who said, “Views not backed by data are more likely to include personal opinions, exaggeration and mistaken impressions.” It is absolutely a core value that reliable data be gathered, analyzed, shared and then utilized to inform the instructional program and cause an organized abandonment of practices that are not proven to be effective. It is the knowledge gained about the effectiveness of instruction on student progress that the principal and teachers at Plummer ES have found so valuable during their Data Dialogues held after each assessment period. The principal meets with teachers individually, analyzes the assessment data to identify gaps in the learning, and determines adjustments in the teaching to meet the student needs. These timely adjustments are part of their tiered intervention program. Based on teacher input, the support staff (nurse, psychologist, and the categorical program coordinator) are then consulted and provide additional information and support for each student as needed. Parents are also included in the process to provide support in the student’s educational and social/emotional development. Plummer ES has been selected as a demonstration site and will be able to share this process with the staff at ES #10 for replication.

- d. **Data Systems:** As an Internal Applicant, the new school will fulfill the requirements of MCD and follow the guidelines of the LAUSD Special Education Policies and Procedures Manual. (See Appendix 7)
- Implement RtI strategies in the general education classrooms
 - Implement District Foundation Policy (Behavior) by developing and implementing a Schoolwide Discipline Program for all Students
 - Development alternatives to suspension
 - Develop effective individual Behavior Support Plans for students with behavioral challenges
 - Establish a Student Success Team to consider the needs of at-risk students
 - Establish a Section 504 Team to identify, monitor and review the needs of eligible students
 - Adhere to federal, state and District timelines regarding assessment, IEPs and Due Process
 - Ensure that students with disabilities have access to core curriculum
 - Ensure educational placement in the LRE
 - Ensure integration of students with disabilities into the general education programs
 - Promote parent participation
 - Implement IEP as written
 - Maintain ongoing progress monitoring to develop and implement student programs
 - Utilize the LAUSD data systems to track student progress and identified services (Welligent, ISIS, MyData) in relation to each of the 18 MCD outcomes

- Analyze the monthly MCD Progress Report to guide actions
 - Provide a culturally relevant educational environment that is safe for all students
 - Maintain regular professional development that includes special education
 - Maintain document of service provision (tracking logs)
- e. **LAUSD School Report Card:** The School Report Card data is available in Spanish, as well as other languages for parents and will be shared with all stakeholders as an ongoing process throughout the year with the goal of continuous improvement of student achievement. Staff and parents will discuss and analyze the possible causes of strengths and weaknesses of school programs, and will determine changes that may be necessary. The annual LAUSD parent and staff satisfaction survey (See Appendix 8) will be disseminated to the school community through a variety of methods including meetings, websites, and written communications.

The sharing of information will make possible the development of common goals and collaboration toward continuous improvement of student achievement at ES #10. Parents are essential in this process as members of the learning community. We will ensure that translation will always be available.

- f. **Research and Evaluation:** The school staff will agree to participate in appropriate research and evaluation projects that collect and disseminate data and best practices. Feedback from research and evaluation will be used to formulate improvement strategies for teaching and learning.
- g. **Operational Goals and Metrics:** Internal applicants are not required to submit this section.

5. PROFESSIONAL DEVELOPMENT PROGRAM:

- a. The professional development program at ES #10 will foster the norms of continuous improvement and be viewed as a dynamic process in which every educator is committed to professional growth as a lifelong process. The professional development plan for ES #10 is intended to be innovative, personalized, and built on strong models that exist within the Local District and have demonstrated success.

The establishment of a new school presents a unique opportunity to develop professional learning community relationships between the new school and schools with exemplary models of programs successful in increasing student achievement. As Mike Schmoker states, “The experts are among us.” With this in mind, the model of professional development for ES #10 is based on these key elements:

Consortium of Demonstration Schools – Selected LD1 schools will serve as demonstration sites and models of effective practices. With 36 California Distinguished Schools, 22 High Performing Title 1 schools, and five National Blue Ribbon schools, LD1 schools will serve as models for ES #10. Partnerships will be formed between the Demonstration Schools and ES #10 to support the implementation of outstanding teaching strategies and exemplary practices. Following are some examples. Staff at ES #10 will be able to observe demonstration lessons, dialogue with teacher and other staff, model lessons for peers or receiving coaching based on their identified needs.

- **Parthenia Elementary – Demonstration School Modeling Strong Implementation of Open Court Reading – API 771, 89% Poverty Level, 99% Minority, 55% EL**
This school was recognized as a California Distinguished School in 2008 and has been a national demonstration site for the Reading Lions Center in Sacramento hosting visitors from around the country to observe the English language arts program. Under the direction of a highly skilled principal, the school has developed an exemplary program that includes a rigorous standards-based writing component. In addition, they have developed a highly

effective RtI model to provide intervention opportunities for all students. Resources are aligned to support the continuance of these accelerated learning opportunities for all students. The school implements focused “Reflective Journeys” to open classroom doors and make instruction public.

- **Plummer St. Elementary – Demonstration School Modeling Excellent Techniques for Analyzing Student Performance Data – API 777 with growth of 151 points in three years, 90% Poverty Level, 99% Minority, 69% EL**
This is a Title 1 High Achieving school recently nominated as a Distinguished School. The Principal is the 2009 ACSA California Principal of the Year. The school has developed a highly effective data conferencing process between teachers and the principal. Quarterly student achievement data is analyzed to determine modifications to the instructional program. This school will provide a unique opportunity for the staff at the new school to replicate a similar approach to analyzing data. The school also implements a process called “Fishbowl” in which grade-level teachers and the administrator provide demonstration lessons to improve instruction.
- **Stagg St. School – Demonstration School Modeling Powerful Grade Level Meetings and Grade Level Articulation – API 846, 75% Poverty Level, 88% Minority, 38% EL**
Stagg Elementary School has been designated as a “*Closing the Achievement Gap*” school by the Education Trust. It is also a California Distinguished School and a Title 1 High Achieving School. The staff at Stagg has developed and implemented a very successful process for teacher meetings and grade level articulation that has been sustained under three successive principals, and has resulted in significant growth in student achievement.
- **Lemay St. School – Demonstration School Modeling a Strong Program of English Language Development – API 846, 74% Poverty, 92% Minority, 30% EL**
This school has been recognized as a California Distinguished School and as a National Blue Ribbon School. The school has focused on implementing a strong English Language Development program ensuring that EL students receive pre- and post-instruction in all areas of the CORE curriculum, allowing students to participate fully with non-EL students during classroom instruction.
- **Cohasset Elementary School – Demonstration School Modeling Strong Parent Education Program – API 754, 88% Poverty, 96% Minority, 61% EL**
The Parent Center at Cohasset will serve as a strong model of school support. Parents are trained to serve as classroom volunteers working directly with students and freeing teachers of non-instructional responsibilities. Parent classes are offered regularly.
- **Dearborn Elementary School – Demonstration School Modeling a Strong Screening and Instructional Program for Gifted Students – API 838, 41% minority 17% gifted students with very high percentage of minority students**
This school has developed an excellent screening process that ensures a high representation of minority students in the GATE Program. This will serve as a model for ES #10 as they work to significantly increase the number of identified gifted in their high minority community. Through ongoing work with Dr. Sandra Kaplan at USC, Dearborn is an excellent model of the implementation of the *Depth and Complexity* Program.

Best Practice Institutes – One day Institutes offered by Demonstration Schools, the Local District, or visiting experts and will focus on closing the achievement gap for all students including English learners, underachieving students, students with special needs, and GATE students and will be provided for staff and parents beginning in the summer of 2010 and

continuing throughout the year. The essence of these institutes is “teachers helping teachers,” and “parents helping parents.” Topics will be based on ES #10 identified needs.

Use of NBC Teachers – There are approximately 170 classroom teachers in LD1 who have achieved National Board Certification. NBC was recently recognized by the National Research Council as having a positive impact on student achievement, teacher retention, and professional development. NBC teachers will be available and matched to work with selected teachers and/or to offer professional development.

Development of Individual Learning Plans – The development of an Individual Learning Plan by every educator on the campus will ensure that growth is differentiated, personalized, and based on data. Teachers and administrators will assess their personal learning needs and have multiple opportunities to pursue their growth through participation in demonstration school activities, best practice institutes, work with NBC teachers and others, and participation in schoolwide and District professional development.

b. Teacher Orientation: New teachers hired by LAUSD will attend a 40-hour induction program to prepare them with knowledge of instructional programs and classroom management strategies. Newly hired teachers also receive support from the Beginning Teacher Support Assessment Program (BTSA) during the first and second year of their employment. Through structured professional development and formative assessment activities, new teachers will meet the following program goals:

- Increase student achievement by effectively implementing the elements of the *California Standards for the Teaching Profession*.
- Enhance knowledge of content specific pedagogy and strategies to increase student achievement in the core content areas.
- Strengthen knowledge and implementation of effective assessment tools and strategies to correctly diagnose student attainment of identified standards in the core content areas.
- Increase knowledge and implementation of English Language proficiency assessments.
- Develop proficiency in state-adopted academic content standards and District curriculum.

Prior to the opening of the new school, all teachers will participate in a 4-day orientation funded by LAUSD new school start-up funds and support from the Local District. The orientation will focus on team building, culture shaping, data analysis, and grade-level instructional planning.

c. Professional Development Calendar: The formulation of the Professional Development Plan will be a collaborative process based on identified needs of students as indicated by data analysis and teacher observation. Professional Development topics will be aligned with the Instructional Plan of the school, focus areas of the District, and in response to needs indicated on parent and teacher surveys. A minimum of 90 hours for professional development will be available.

The school will use its discretionary and categorical funds, to implement regularly scheduled and uninterrupted grade level meetings during the professional day to allow teachers additional time for common planning. Substitute release time will be provided for differentiated professional development. The new school leadership team will coordinate observation and interaction opportunities with the school staffs at Demonstration Schools and Institutes.

Professional Development Opportunities

New School Orientation	Four days prior to the opening of school	Activities will include team building
Banked Tuesdays	Approximately 1 hour each week	Schoolwide or individualized professional development
Shortened and minimum days	Approximately 20 hours annually	Schoolwide professional development, personalized engagement, parent conferencing
Psychomotor Program (Contingent on school budget for 2010-2011)	Approximately 1 hour each week	Grade level meetings focused on examining student work, reviewing assessment data and lesson study
Use of substitutes for release time	To be determined based on school resources	Address differentiated professional development needs through participation at Demonstration Schools, Institutes, or other school identified activities.

- d. **Program Evaluation:** The evaluation of the professional development plan will be an ongoing process based on the identified needs of students and staff. Benchmarks and achievement goals will be established using the process of setting SMART goals. The plan will be revised as formative and summative student data and work products indicate measurable growth and attainment of benchmark metrics. Administrators will use observation to monitor classroom practice in order to ensure that teachers are implementing the focus areas of the professional development plan. Teachers will receive timely feedback through documentation and dialogues with the administrator.

6. PROFESSIONAL CULTURE

- a. **Professional Culture:** The school will operate as a Professional Learning Community that provides time for substantive discussions of common problems, collaborative planning, and refining the curriculum to better ensure coherent learning experiences for all students. Teachers will:

- Analyze summative and formative data
- Analyze student work products
- Observe their colleagues' lessons and provide feedback
- Formulate common agreements about instructional goals
- Develop a process for on-going evaluation of student achievement
- Articulate with Sutter Middle School teachers to improve student achievement

The school community will formally celebrate accomplishments and successful collective behaviors. Teachers will form teams to demonstrate effective pedagogy and present professional development sessions to colleagues to further develop their leadership skills.

- b. **Evaluation:** As an Internal Applicant, staff will be evaluated in accordance with the LAUSD Collective Bargaining Agreements for all bargaining units. The Stull process will be followed for administrator and teacher evaluations. Guidelines and timelines will be met as required. Under the proposed ESBM model, teachers will have the opportunity to develop a new supplemental evaluation process modeled on the *California Standards for the Teaching Profession*. The model may incorporate elements of self-evaluation, professional growth activities, individual learning plans, portfolio documentation, peer observation, and demonstration lessons.

Individuals having challenges in helping students achieve will receive support using the following methods:

- Opportunities to observe best practices in other classrooms and other successful schools

- Opportunities to observe model lessons provided by National Board Certified and demonstration teachers
 - Regularly scheduled grade level meetings for lesson study leading to the development of lesson plans with colleagues
 - Conferencing and strategizing with the principal to improve instructional practices and classroom management techniques
 - Differentiated professional development opportunities and conference attendance
 - Consistent observations by the administrator to provide teachers on-going and timely verbal and written feedback with specific recommendations for improvement
 - Data dialogues between teachers and the principal on a quarterly basis to allow teachers to review the progress of their students and to develop strategies to improve student achievement
- c. **Feedback:** The annual LAUSD Parent Satisfaction Survey and a locally designed Staff Satisfaction Survey will be implemented at ES #10. Parent surveys will be collected and collated by parent council representatives; teacher and staff surveys will be collected and collated by representatives of each group. The results of the surveys will be shared with the principal and published for dissemination to the school community. The school community will use the information that is gathered to modify and amend the school education plan leading to a culture focused on continuous improvement at ES#10.

7. SERVING SPECIALIZED POPULATIONS

- a. **Specialized Instruction:** All students will be provided a core instructional program that is research-based and prescribed by state and district guidelines that:
- Provide a rigorous standards-based program with differentiated instructional strategies and on-going analysis of academic benchmarks.
 - Ensure that core instructional minutes are protected and uninterrupted.
 - Embed Culturally Relevant and Responsive Education strategies to provide access to the core for all students.
 - Implement pedagogies that are used in effective first teaching
 - Ensure that all staff support initial instruction that is well planned and effective
 - Establish a common understanding of rigorous instruction, “How does it look and sound?”
- b. **Special Education:** ES#10 will implement, with fidelity, all of the policies and procedures in the District’s Special Education Manual. This will ensure all special education students will receive a free and appropriate public education (FAPE) in the least restrictive environment (LRE). From a fine-tuned organized procedure of identifying appropriate students in need before they fail, to ensuring a timely completion of the evaluation with a high-level of targeted service, every special education student will succeed at the same high level that is expected of all students.

There will be an expectation that special education students will be included in an general education classes as appropriate. Both general and special education teachers will receive ongoing professional development, as well as time during the school day for collaborative planning.

Learning centers will be staffed by both general and special education teachers so all students can be “jet-streamed” for targeted intervention, as needed.

Extended school year (ESY) will be available and provided for all special education students who are eligible as determined by their IEP. The ESY program will be departmentalized so as to meet each individual student’s goals with the teachers’ expertise.

Identification of special education students that are currently living in the community, but not attending the school, will be addressed with an ongoing Search and Serve service. Information about this service will be on the agenda of community meetings and outreach activities of the school.

The new school will ensure that the following strategies will be employed and monitored:

- Implement IEP goals and modify when necessary
- Assess student progress using MCD indicators to measure growth
- Adhere to timelines
- Include parents as integral to the educational process
- Provide parents services in their home
- Measure the success in meeting the MCD outcomes
- Utilize the LAUSD data systems to track student progress and identified services (Welligent, ISIS, MyData)

c. Gifted and Talented Students: The school will provide a rigorous GATE program with funding provided by LAUSD based on the number of identified students in the program. The program will be consistent with state frameworks, national and District standards to facilitate the implementation of its goals and objectives. Students will be clustered for instruction provided by a classroom teacher who has extensive training in the implementation of differentiated, accelerated learning strategies. These strategies will:

- Advance the mastery of literacy in reading, mathematics, science, history and the arts at a pace and depth appropriate to the ability of the learner.
- Provide a diagnostic prescriptive model of instruction that allows for individual rates of mastery.
- Cultivate an environment that encourages creativity through divergent thinking.
- Encourage the development of originality, fluency, flexibility, and the elaboration of thought processes and products.
- Develop inquiry and challenging attitudes toward learning.
- Cultivate a commitment to life long learning and develop student capacity in the areas of civic, social, and personal responsibility.
- Enhance the use and application of technology as a learning tool to organize and present ideas.

d. English Learners and Standard English Learners: The majority of students attending the new school will require services and programs designed for English learners. As an Internal Applicant, the school will adhere to the federal, state and District accountabilities to meet the needs of EL and SEL students. The school will use the following instructional programs and strategies to meet the diverse needs of these learners:

- The CRRE instructional framework will be implemented for SEL students and EL students to build on prior knowledge, integrate cultural strengths to develop instructional plans, use culturally relevant literature, music, and art.
- Strategies for ELD instruction will include SDAIE to provide access to the core content in English.
- ELD Practicum strategies including *Thinking Maps*, Think Pair-Share, RASP, Backwards Build Up, Pull Out and Talk, Pull Out and Write will be used to promote mastery of the English Language.
- A schoolwide common ELD instructional block will be implemented to provide for flexible grouping and team teaching with targeted language development in EL level alike groups.
- The state adopted program, *Into English!*, along with Enhanced Task Based Language Teaching lessons will be used as the common curriculum.

- Core instructional minutes will be protected from interruption.

Student progress and program implementation will be assessed and monitored with the following:

- Individual student ELD Portfolios
 - The LAUSD ELD Instructional Tool, which allows teachers to plan and differentiate instruction, and enables teachers to develop lessons with the components of an effective ELD lesson (See Appendix 9)
 - The LAUSD ELD Instructional Tool, which assists administrators in assessing the implementation of ELD strategies in the classroom
 - The Classroom Visitation Guide will be used to monitor the fidelity of program implementation (See Appendix 10)
 - The Home Language Survey identifies students who qualify for EL program placement and triggers additional assessment, including the California English Language Development Test that determines the student's English language level
 - Assessments, along with parent input, determine the placement of the student in the EL program
 - Percent of ELs making annual progress of learning English on California English Language Development Test (CELDT) (AMAO 1)
 - Percent of ELs attaining English proficiency on the CELDT (AMAO 2)
 - Redesignation rate
- e. **At-Risk Students:** Schools in LD1 have designed and implemented a wide variety of successful support programs and strategies that have increased achievement for at-risk students. The new school will be able to draw from those models to develop a compendium of supports for at-risk students. Successful strategies will be developed for implementation that target instruction and provide additional support for at-risk students. Examples of successful strategies include:
- Establishment of a learning center
 - Use of flexible grouping
 - Instruction during IWT is consistently taught with fidelity for language arts and math
 - Use of adult and peer tutors
 - Training of volunteers for classroom assistance
 - Targeted use of trained paraprofessionals
 - Parent education opportunities through the parent center
 - Counseling for students with social/emotional needs
 - Technology training as a learning and teaching tool

ES #10 will apply for a State pre-school program, which is research-based and aligned to the District's core curriculum. The application process includes the identification of a facility or classroom at the school which must be licensed by the Department of Social Services and approved by the Fire Marshall.

Research indicates that students who have attended pre-school programs outpace their peers in kindergarten. Attendance in a pre-school program facilitates greater student success in the following areas: social/emotional adjustments, lower drop out rates, improved attendance rates, higher academic achievement, increased parent participation throughout the child's education, easier transition to kindergarten, increased language acquisition and earlier English language development.

Recognizing the importance of school readiness programs especially for economically disadvantaged families with children ages 0-5, LAUSD's First 5 Ready for School Program, as well as the Early Education Centers located at Cleveland High and Northridge Middle School will

be able to provide or link the school to services and programs specific to the needs of pre-school children.

The organizational structure of the State Pre-school Program provides opportunities for early identification of students with special needs; promotes parent volunteerism; creates the design of collaborative classrooms between special education and general education students; offers mental health support for students and families; and offers parent education trainings based on a parent needs survey in which training is provided in nutrition, educational and social/emotional topics, parenting skills, citizenship training, and ESL distance learning. The State pre-school programs in Local District 1 provide unique articulation opportunities for pre-school and kindergarten teachers through reciprocal observations and the sharing of information about students and families leading to greater student success.

8. FAMILY AND COMMUNITY ENGAGEMENT STRATEGY

- a. **Identification:** Students within the attendance area are identified based on District-determined boundaries. The student population will reflect the demographics of the community, which is primarily Hispanic with a low socio-economic level. The population of the feeder schools is 78% Hispanic, and 22% African-American, Asian, Caucasian and other ethnicities. The socio-economic status of the population is approximately 81% economically disadvantaged. The majority of parents are working class and have minimal opportunities for educational and employment advancement. Existing community partnerships and resources will provide support to families.
- b. **Family and Community Engagement:** Research on the Michigan Department of Education website suggests that the most consistent predictors of children's academic achievement and social adjustment are parent expectations of the child's academic attainment and satisfaction with their child's education. Parents need specific information on how to help and what to do. The school must monitor parent satisfaction to ensure that parents are supported.

The use of the LAUSD School Report Card will provide feedback on parent satisfaction with the school and the education that the students are receiving.

Dr. Joyce Epstein, Director of the Center on School, Family, and Community Partnerships at Johns Hopkins University has developed a framework for defining six types of parent involvement. These standards for involvement reflect the criteria identified and expected by parents participating in ES #10 focus-group meetings.

- Communication – Communication between home and school will be regular, two-way, and meaningful. It will include written correspondence, email and the use of ConnectEd and will reflect the school's understanding of the needs of the community it serves.
- Parenting – Parenting skills will be promoted and supported through parent education and engagement activities offered at the school.
- Student Learning – Parents will play an integral role in assisting student learning.
- Volunteering – Parents will feel welcome in the school, and their support and assistance will be sought and valued.
- School Decision Making and Advocacy – Parents will be full partners in the decisions that affect children and families and active members of ESBM Council.
- Collaborating with Community – Community resources, including, but not limited to, those listed in section 8c will be used to strengthen schools, families, and student learning.

Most of the families and organizations located in the ES #10 community have been part of the LD1 family and will continue to be engaged and supported in the following ways:

- Representation on LD1 parent councils including the ELAC, CEAC, Council of Councils and Parent Community Advisory Committee.
- The Director of the ES #10 Parent Center will participate in monthly professional development and networking meetings and offer regular training at the school and will work collaboratively with the Parent Center Director at Sutter Middle School.
- A LD1 Parent Facilitator will provide direct support and training to parents of ES #10 based on needs assessments to be conducted at the school by parents for parents.
- Parents will participate in Local District parent summits, complex articulation activities and all other LAUSD opportunities for parents.

A parent center will be established at the school to provide parent training and education as an ongoing practice. Topics identified by focus group parents include: school-to-school transitions; A-G Requirements; CAHSEE and State Testing Program; School Report Card; standards in the content areas, effective parenting techniques; special education rights and procedures; culturally relevant and responsive education; closing the achievement gap; English language development; leadership development; helping children with homework; early childhood education; health and nutrition; gang prevention and domestic violence as well as other topics identified on parent assessments.

c. Key Community Partnerships:

ES #10 will benefit from the long-standing and productive relationships that exist between a significant number of community organizations and LD1 schools. In addition to the most obvious, the current relationship that exists with the parents, staff and partners of the 6 feeder schools, the programs listed below will now include the families of the new school.

Health Care and Health Education Resources

- Pacificare/Northridge Hospital Wellness Initiative - Grants will offer health related services and referrals for students, parents and staff to wellness programs.
- Within the Wellness Initiative, ES #10 will be able to access additional in-kind partnerships facilitated by Northridge Hospital's Center for Healthier Communities including Cardiology Pulmonary Laboratory, Cancer Center Navigator, Alzheimer's Association, American Cancer Society, American Diabetes Association, American Heart Association, Department of Dietetic Internship Program; Enrichment Works, General Mills Foundation - Champions for Healthy Kids, Mid-Valley/West Valley YMCA, Network for a Healthy California, Latino Campaign, Providence Holy Cross Latino Health Promoter Parent Health/Walking Program, Sustainable Economic Enterprises of Los Angeles and Valley Care Community Consortium.
- Hart Street Dental/Vision Clinic will offer free dental care and free eye exams.
- Lenscrafters Gift of Sight Program will offer free eye exams and eyeglasses for students.
- Kaiser Permanente will offer health education programs, low-cost insurance programs, and speaker's bureau opportunities.
- The current partnership between Sutter Middle School and Child and Family Guidance Center will be expanded to include ES #10. Services include on-site mental health counseling, case management and parenting classes.
- Columbus Middle School's School-Based Clinic will be able to provide an array of no-cost services for the students and families including: treatment for minor illnesses, physical examinations, sports physicals, immunizations, TB testing, insurance enrollment, food stamp programs, parenting classes, case management, individual and group mental health therapy.
- New Economics for Women will offer programs that focus on Hispanic family values and cultural strengths, and they provide parent classes in financial literacy, life skills, child rearing, child and passenger car and traffic safety.

- LAUSD School Mental Health Clinic will provide free counseling services for students and families.
- California State University Northridge Department of Kinesiology will offer to assist with physical education equipment, increased structured physical activities for students, assistance with fifth grade California Fitnessgram testing, training in physical education for teachers, physical fitness, nutrition, and stress management programs for teachers and staff, nutrition education, health screenings for parents, and school-wide promotional campaigns encouraging healthy diets.

Access to Community Resources

- The Winnetka/Melvin Healthy Start Program will provide links to community agencies.
- New partnerships will be established with several health, mental health and social service providers in the community including American Red Cross, El Proyecto del Barrio Health Center, and Haven Hills Domestic Violence Shelter.

Ensuring School Safety

- A California Department of Education Safe Schools Grant is currently funded and supports partnerships with law enforcement agencies, safe passage programs, cyber-safety, Jeopardy program, conflict resolution, drug prevention, and parenting programs.
- The school will participate in and benefit from the Cleveland High School Safe School Collaborative.

The community will benefit from school staff visits to neighborhood council meetings, Kiwanis, Rotary, Chamber of Commerce and Los Angeles Police/School Police/Gang Prevention Task Force meetings. The school will become a community center hosting community events and encouraging organizations to take advantage of school facilities. Community members, including business leaders, will be invited to actively participate on school committees and will be viewed as classroom resources.

Local District 1 and ES #10 is most fortunate to have the ongoing services of Janis Lake, Organization Facilitator Extraordinaire who will manage existing partnerships and cultivate new ones on behalf of the school.

9. SCHOOL GOVERNANCE

In line with the spirit of a true community school, policies and procedures for decision making will be developed and valued by the school community. Staff, parents, community members, and students will have opportunities to provide meaningful input on matters that affect the quality of the school program, the allocation of resources, and school protocols that impact student behavior and performance. The school governance will be developed collaboratively at the school with the goal of designing unique and innovative responses to challenges at the school.

The proposed governance structure will be developed following the guidelines of the ESBM model being implemented at Woodland Hills Academy. This model will allow the school greater flexibility and autonomy to make local decisions over instruction, assessment, and fiscal matters. As an Internal Applicant, school governance will adhere to Article XXVII-Shared Decision-Making and School-Based Management, as described in the LAUSD Collective Bargaining Agreements except for specific waivers that will be requested. The Council will be formed following Education Code 62002.5 and 52852. The Council shall be composed of: the principal, classroom teachers, other school personnel elected by their peers, parents of pupils attending the school and community members. Classroom teachers are a majority of the staff members. The English Learners Advisory Council and

the Compensatory Education Advisory Council will be formed based on the appropriate composition guidelines for each council.

a. School and Advisory Organizational Chart: (See Appendix 11)

10. SCHOOL LEADERSHIP & STAFFING PLANS

a. Leadership Team Capacity: As an Internal Applicant, the selection process for the administrator(s) will follow the LAUSD Collective Bargaining agreement with AALA (Association of Administrators of Los Angeles). All timelines and deadlines will be adhered to, and the LD1 Superintendent and Elementary Directors responsible for the schools will coordinate interviews for candidates. The interview team will comprise members of the school community, including teachers, parents and community members. (See School Leadership description 10d. below.)

b. Staffing Model: The administrator(s) will be selected based on demonstrated success in increasing student achievement and creating collaborative interaction with parents and staff at schools with similar populations.

Teacher staffing will be implemented in accordance with the LAUSD Bargaining Agreements and norms for student to teacher ratio. Teachers will be selected as outlined in the LAUSD/UTLA Bargaining Agreement. Every effort will be made to attract outstanding teachers who demonstrate proven success with students in like populations. Exemplary NBC Teachers will be recruited for ES #10. Candidates with professional references and previous experiences will fill further openings through a school-designed selection process that will include an interview committee, demonstration lessons, and resumes. Teachers will be selected based on the specific needs of the grade-level vacancy and student needs. The Leadership Council will formulate job descriptions that delineate the specific qualities and responsibilities for each classroom staff position. The goal is to attract and retain the most qualified candidates.

c. Compensation: Compensation of staff is based on the LAUSD salary tables. Individual teacher salary is determined by the number of service years with the District and step advancement based on the number of units completed and degrees held by the teacher or administrator. Administrator salaries will be determined by the LAUSD Master Salary schedule.

d. School Leadership: The principal shall be a visionary and collaborative leader who has demonstrated success in increasing the academic achievement of students at similar schools. The administrator shall welcome and recognize the value of different points of view in problem solving. The principal must be able to:

- Create and maintain a culture of high expectations
- Maintain a schoolwide focus on teaching and learning
- Enforce clear and consistent expectations for student and staff behavior
- Build and maintain strong positive relationships with students, staff, parents, and community members
- Ensure appropriate services are provided for at-risk and special needs students
- Ensure a safe and clean school environment
- Ensure that school resources are focused on student needs (human resources, fiscal resources, and time)

(See Appendix 12)

e. Leadership Beyond the Principal: The Leadership Council in the proposed governance model shall comprise the Principal, UTLA Chapter Chair, teacher representatives, classified support

staff, and parents. The goal of the Leadership Council is to focus on ensuring an increased rate of student achievement through the implementation of innovative programs, a collaborative approach to problem solving and setting clear data-driven goals and benchmarks. Teacher leaders should demonstrate a track record of teaching success at similar schools. Teachers will demonstrate a thorough knowledge of best research-based pedagogy, classroom management, use of technology, and fostering positive relations among all stakeholders and a collaborative work ethic. (See Appendix 13)

- f. **Recruitment of Teaching Staff:** This school was built to relieve overcrowding at neighborhood schools; therefore, teachers at the feeder schools will have the opportunity to apply for positions. In order to fill any remaining openings, teacher applicants must demonstrate:
- Expertise in developing and delivering standards-based instruction in a variety of learning modalities
 - Expertise developing effective classroom management strategies
 - Expertise integrating technology into the instructional program
 - Expertise teaching EL and SEL students, sensitivity to learning styles and language development needs
 - Expertise meeting the needs of students with disabilities
 - A desire to work collaboratively with colleagues to analyze student work and develop lessons that will continuously improve student achievement
 - The ability to develop positive parent-teacher interactions
 - A commitment to doing whatever it takes to help students achieve

11. OPERATIONS

- a. **Internal Applicants:** As an internal partner, ES #10 will continue to use the LAUSD operational services.
- c. **Master Service Agreements:** All applications for Master Service agreements at Valley Region ES#10 will follow LAUSD procedures and be handled through the Procurement Services Division. (See Appendix 14)
- d. **School Operations Experience:** As an Internal Applicant, the school will be allocated a Plant Manager, School Administrative Assistant; Cafeteria Manager; district facilities support personnel; district fiscal support personnel; district transportation services; and food services based on district formulas and guidelines.
- e. **Operations Start-up Plan:** As an Internal Applicant, the planning team will work with School Management Services and School Demographics to identify school boundaries and student attendance, and develop a timeline for hiring key personnel and staff. The team will also work with School Operations and Transition Unit to coordinate the purchase of furniture. Textbooks will travel with students from the feeder schools. LAUSD will provide start up funds to support the opening of the school with educational materials and supplies.
- f. **Operations Plan:** LAUSD will provide a menu of services based on the Workforce Stability Taskforce Plan upon finalization.

12. FINANCES

- a. **Funding:** Internal applicants will receive funding via LAUSD's transparent budgeting process (based on student ADA). Charter providers will receive funding via charter funding formulas.
- b. **Budget Narrative:** See page Fiscal Plan in Executive Summary

The budget is based on the academic achievement goals as recommended by the proposed Leadership Council in the ESBM model. The budget will be based on financial principles that maintain sound financial conditions and sustain key programs. All stakeholders will receive training in the budget development process so that it is transparent and clear for all to understand. The budget process will be timely and closely managed at the school level, and shall include and inform all stakeholders.

The proposed Leadership Council will advise and/or approve the expenditure of district funds and categorical budgets. Decisions for expenditures are based on analysis of data, identification of achievement goals, and social/emotional needs of students in order to support the operations and instructional programs at the school.

- c. **Internal Financial Controls:** As an Internal Applicant, ES #10 will use the financial controls available to LAUSD schools to monitor their budgets and expenditures. The school will have access to Financial Reporting Data Base (FRDB) and Business Tools for Schools (BTS) control sheets. School-based control sheets will be used to provide “real time” monitoring of expenditures on the P-card, Imprest Claims, budgets for day-to-day substitutes, supervision, overtime for classified, Instructional Materials Account, general supplies, personal service contracts, and advisory council expenses. Other school budget process documents, such as budget transfers, and Human Resource reports will allow the school to monitor that money is in the appropriate accounts and is being spent correctly.

Fiscal Specialists are available in the LD1 office to assist with the budget development process, train school personnel in budget procedures, and meet with the Principal and School Administrative Assistant on a quarterly and as needed basis.

Agendas and minutes from the budget development meetings are maintained to ensure that the budget was developed collaboratively with all stakeholders and that the budget is appropriately implemented at the school.

13. FACILITIES

- a. LAUSD will provide facilities use agreement to be finalized by the Workforce Stability Taskforce.