



# IMAGINE THE POSSIBILITIES

Celebrating One Year  
at Los Angeles Unified



Dear Los Angeles Unified Family,

Today marks one year since the beginning of my journey as Superintendent of Los Angeles Unified. What a journey it has been.

On February 24, 2022, 10 days after my official arrival to the District, I released my 100-Day Plan. This Plan outlined four actions: learning, assessing, communicating and acting. These crucial actions set a foundation for the 2022–26 Strategic Plan through community engagement, trust, collaboration and momentum. The 100-Day Plan Report provides detailed information on the outcomes of the four actions. During our learning sessions, it was a privilege to sit in focus groups with foster and unhoused youth and learn about how we can better engage them in coursework, to speak with parents after a town hall session about the needs of their child and to engage with longtime leaders in our community about a shared vision for student success.

In June 2022, the Board of Education unanimously adopted our District’s 2022–26 Strategic Plan, the result of a collaborative process with our community, families and employees. Together, we are moving intentionally toward a common north star: to ensure our students graduate “Ready for the World.” The District has proposed five high-level Pillars that represent critical areas we are focusing on over four years. Each Pillar contains several priorities and associated targets so we can gauge our progress in meeting our goals. Subsequent strategies are specific actions we can take from across the District to advance these priorities and help us meet our targets. Besides creating a blueprint for our path to our students’ success, our Plan is leading change on a national scale: local and state education agencies and professional educator networks from across the country have used the Plan as a best-in-class example.

Today I present *Imagine the Possibilities: Celebrating One Year at Los Angeles Unified*, a document that highlights the incredible work of our District. There is a lot to take pride in and certainly areas to grow and perfect. Our shared passion for ensuring our students, employees and District are thriving is palpable in the work we do.

This District will be the best urban district in America. Our students have the potential to achieve beyond their wildest dreams. Our teachers are inspiring them toward greatness. Our school leaders are moving the needle on achievement, even where achievement has been stagnant for decades. These last 12 months have shown me what greatness looks like. I have also seen the challenges our systems, schools and students face. In some ways, they appear insurmountable. But student by student, teacher by teacher, employee by employee, and partner by partner we will continue to deploy solutions and resources to produce the results we are all hungry for. This is the work of turning the impossible into the inevitable.

I am humbled to lead Los Angeles Unified as Superintendent. The highlights from the past year represent the enormous efforts from our schools, regional and central office staff. Their ongoing commitment and energy to the communities we serve is nothing short of extraordinary. Let’s continue to do whatever it takes to ensure Los Angeles Unified graduates all students Ready for the World. Thank you for your partnership in this work.

Sincerely,  
Alberto M. Carvalho

# READY FOR THE WORLD

## Hitting the Ground Running

Within 10 days, we released an ambitious 100-Day Plan to take immediate actions to support Los Angeles Unified, while devising the foundation for the work ahead, including the development of our 2022-26 Strategic Plan.

**100**

strategy sessions with community members

## Creating a Blueprint for Student Success

**237,000**  
survey responses

The Board of Education unanimously adopted the District's 2022-26 Strategic Plan, the result of a collaborative process with our community, families and employees. Together, we are moving intentionally toward a common north star: to ensure our students graduate "Ready for the World."

# ACADEMIC ACHIEVEMENT

## Graduation Rate Rises to New High

Highest four-year graduation rate of 87.4% and for the first time outpaced the State of California.

**87.4%**  
graduation rate

## NAEP Scores in Reading and Math Outpace the Nation

Since 2019, 8<sup>th</sup>  
grade reading  
scores improved by

**9 points**

National Assessment of Educational Progress (NAEP) scores in reading and math outpaced the nation's scores in both grades 4 and 8. Compared to other large cities, Los Angeles Unified demonstrated greater improvement between 2019 and 2022. This is particularly evident in 8<sup>th</sup> grade reading, where scores improved by 9 points since 2019.

## Breaking National Merit Award Records

Thirty-Nine Los Angeles Unified schools were named National Merit Awards winners by the Magnet Schools of America, shattering the District's prior record of 16 schools — including one School of Excellence, eight Schools of Excellence and 30 Schools of Distinction.



## Increasing Efforts for Student Progress Monitoring

Individual Acceleration Plan, a unique progress report for every student, will provide parents with a clear explanation of how their children are doing in school.



# MODERNIZING FACILITIES

## Bond Dollars At Work

More than 900 facilities bond projects valued at approximately \$6.6 billion are underway at nearly 1,000 schools. This school year alone, Los Angeles Unified anticipates completing nearly 425 projects valued at more than \$1 billion.

These projects include 21<sup>st</sup> century general and specialty classrooms, addressing earthquake safety and failing building systems, providing accessibility and site upgrades and removing portable classrooms.

# NEW INITIATIVES

## Increasing Engagement with Families

The Family Academy is offering Equity Course Pathways classes for families to engage in culturally relevant curriculum, define family engagement and develop action plans to stay engaged in their children's education.

**18,000**

participants signed up for the Family Academy



**2,760**

students participated in the Week of Wonder

## Setting the Stage with the Cultural Arts Passport

Los Angeles Unified has partnered with Southern California's finest cultural organizations and venues to launch the Cultural Arts Passport, ensuring equal access to arts, culture and environmental experiences for every child.

## Connecting the Community for Everyone Mentors LA

Everyone Mentors LA matches students contending with declining grades, chronic absenteeism, social emotional support and other challenges that have inhibited their academic success with a mentor from the Los Angeles community.

**27,000**

students at priority schools identified for mentorship

**14,000**

early education students enrolled by 2024-25

## Addressing Early Childhood Needs

Through the Born to Learn campaign, Los Angeles Unified provides young families with information to help track their children's development milestones, engage in educational experiences and connect them with services and schools in the District.

## Bridging the Digital Divide

Leveraging federal funding, the District is ensuring students can access every learning opportunity available to them, regardless of their family's income. The All Families Connected campaign is closing the digital divide and meeting family connectivity needs by providing our families with free internet.

**101,000**

students receiving free internet at home

# SCHOOL SAFETY

## Leading Against the Opioid Crisis

To combat a national opioid crisis, Los Angeles Unified has made Naloxone (Narcan) available at all K-12 schools. The District is also empowering students to be part of the solution by allowing them to carry Narcan in schools.

## Increasing Community-Focused Public Safety

The District's LASAR app allows students, families and community members to anonymously report non-emergency public safety incidents in and around the District.



## Expanding School Safety Procedures

Los Angeles Unified has expanded safety procedures, communications protocols and investments in technology to enhance safety and security.

# HEALTH AND WELLNESS

## Expanding Mental Health Support

Students are able to access telehealth mental health support through a new District partnership with Los Angeles County, resulting in greater support with licensed therapists.

**All K-12**

students eligible for virtual mental health support

**107 million**  
meals served a year

## Elevating School Nutrition

The Food Services Division overhauled its school nutrition to provide nourishing, flavorful and student-approved food. The District is leveraging student voices and experiences to improve offerings by surveying students, offering food-tasting events and implementing social media campaigns.

## Providing Real-Time Air Quality Updates

**200**

air quality sensors  
installed at schools

The Know Your Air Network initiative, which includes the installation of sensors within

a 1.6-mile radius of every school, provides students, parents, teachers and the community with important real-time data about their local air quality.

## Ensuring Safe Passage to School

To ensure students have a safe passage to school, Los Angeles Unified, local law enforcement and community municipalities have provided an interconnected response to address unsafe areas.



# SUSTAINABILITY

## Clean Energy Efficiency

To mitigate the District's carbon footprint and do its part to fight climate change, Los Angeles Unified launched an ambitious sustainability effort including an investment in the nation's largest electric school bus fleet and implemented a new Eco-Sustainability Office led by a Chief Eco-Sustainability Officer.

**\$50 million**

for outdoor learning spaces with landscaping and greening upgrades

## Prioritizing Greening Needs

The District's Greening Index assesses the needs

of schools and the surrounding community and prioritizes greening projects for the top 150 schools on the Index. Renovations have removed 10,000 square feet of asphalt.

# INSPIRATIONAL EDUCATORS

## Teachers of the Year

Theodore Roosevelt High School English teacher Jason Torres-Rangel was named both Los Angeles and California Teacher of the Year and is a candidate for National Teacher of the Year. Bridgette Donald-Blue, a 28-year veteran from Coliseum Street Elementary School, was selected as one of five California State Teachers of the Year.

# FISCAL RESPONSIBILITY

Los Angeles Unified is committed to offsetting the pressures of inflation and has set-aside an Inflation Protection fund to safeguard Los Angeles Unified from economic uncertainties. Negotiations take time but Los Angeles Unified is determined to exceed local inflationary pressures and stabilize the workforce to avoid disruption to student learning, nutrition and social emotional support.

## Boosting the District's Credit Rating

The four prominent credit rating agencies — S&P Global Ratings, Moody's Investor Service, FitchRatings and KBRA — are in agreement about the financial outlook of Los Angeles Unified and view the District's long-term budget outlook in positive terms, which will result in significant ongoing borrowing cost savings.

## Making Targeted Investments to Accelerate Learning

Los Angeles Unified allocated \$1.9 billion in targeted investments for the 2022-23 school year to accelerate learning with expansion in early education, dual language programs, special education, SENI and BSAP.

## Savings Through Efficiency

The District's new organizational alignment will result in a savings of almost \$40 million through the elimination of redundancies and increased effectiveness.

# RECOVERY EFFORTS

## Providing Additional Instruction

More than 36,000 students attended the first Acceleration Days on December 19-20, 2022 and were provided customized, individual learning experiences to address credit recovery and learning loss.

## Expanding the Workforce

Los Angeles Unified hired approximately 2,000 new teachers to ensure every classroom was filled with a certificated educator.

## Strengthening Struggling Schools

100 schools were identified to foster a data driven conversation to assess needs of additional funding, support and monitoring. Through this effort, the District expanded transportation, tutoring programs and instructional support.

## Restructuring Tutoring Services

Los Angeles Unified is offering an array of tutoring options to support its diverse student population including on-demand tutoring, locally designed intervention programs and virtual or in-person high-dose tutoring at the 100 priority schools.

## Expanding Summer of Learning

**100,000**

students participated in summer school

More than 100,000 students participated in the Summer of Learning, which

included arts, athletics, online learning opportunities and a variety of academic programs. It was the most attended summer school to date.

# ENROLLMENT AND ATTENDANCE

## Stabilizing of Enrollment

The enrollment decline has stabilized with the best matriculation rate in over a decade.

## Improving Attendance

Through numerous attendance initiatives, chronic absenteeism rates decreased by nearly 10 percentage points compared to last year.

**9,000 homes**

visited during iAttend student outreach days

The iAttend initiative, deployed to support attendance and reduce chronic

absenteeism, included visits to nearly 9,000 homes during three student outreach days and to almost 30 crisis housing sites for unhoused students and families.