Linda Vista Elementary School School Accountability Report Card Reported Using Data from the 2019-2020 School Year Published During 2020-2021

By February 1 of each year, every school in California is required by state law to publish a School Accountability Report Card (SARC). The SARC contains information about the condition and performance of each California public school. Under the Local Control Funding Formula (LCFF) all local educational agencies (LEAs) are required to prepare a Local Control and Accountability Plan (LCAP), which describes how they intend to meet annual school-specific goals for all pupils, with specific activities to address state and local priorities. Additionally, data reported in an LCAP is to be consistent with data reported in the SARC.

- For more information about SARC requirements and access to prior year reports, see the California Department of Education (CDE) SARC web page at https://www.cde.ca.gov/ta/ac/sa/.
- For more information about the LCFF or the LCAP, see the CDE LCFF webpage at https://www.cde.ca.gov/fg/aa/lc/.
- For additional information about the school, parents/guardians and community members should contact the school principal or the district office.

DataQuest

DataQuest is an online data tool located on the CDE DataQuest web page at <u>https://dq.cde.ca.gov/dataquest/</u> that contains additional information about this school and comparisons of the school to the district and the county. Specifically, DataQuest is a dynamic system that provides reports for accountability (e.g., test data, enrollment, high school graduates, dropouts, course enrollments, staffing, and data regarding English learners).

California School Dashboard

The California School Dashboard (Dashboard) https://www.caschooldashboard.org/ reflects California's new accountability and continuous improvement system and provides information about how LEAs and schools are meeting the needs of California's diverse student population. The Dashboard contains reports that display the performance of LEAs, schools, and student groups on a set of state and local measures to assist in identifying strengths, challenges, and areas in need of improvement.

About This School

School Contact Information (School Year 2020-2021)

Entity	Contact Information
School Name	Linda Vista Elementary School
Street	1200 N. Cannon Street
City, State, Zip	Orange, CA 92869
Phone Number	(714) 997-6201
Principal	Ginette Kelley
Email Address	gkelley@orangeusd.org
Website	www.orangeusd.org/schools/elementary/lindavista/index.asp
County-District-School (CDS) Code	30-66621-6071112

District Contact Information (School Year 2020-2021)

Entity	Contact Information
District Name	Orange Unified School District
Phone Number	(714) 628-4000
Superintendent	Gunn Marie Hansen, Ph.D.
Email Address	ghansen@orangeusd.org
Website	www.orangeusd.org

School Description and Mission Statement (School Year 2020-2021)

The purpose of the School Accountability Report Card is to provide parents with information about the school's instructional programs, academic achievement, materials, facilities, and staff. Information about the Orange Unified School District is also provided.

Linda Vista is one of 38 schools in the Orange Unified School District. Approximately 400 students are enrolled in Transitional Kindergarten through sixth grade for the 2020-2021 school year. The school was built in February 1972 on 8.5 acres of land and is located in east Orange. Linda Vista operates on a traditional school calendar.

There are 17 highly qualified general education teachers on staff. The staff also includes two Education Specialists supporting Inclusive Schooling at Linda Vista, along with one Speech and Language Specialist; a 20% school psychologist; a 20% school nurse; and a 20% mental health counselor according to state and national standards. Students receive instruction at their appropriate instructional level. Digital tools are integrated into the curriculum to enhance instruction, and school staff work to meet the needs of all students. Students who require re-teaching, remediation, or additional supports to be successful receive instructional supports and assistance as needed. Students who have mastered the content being studied are provided with opportunities to extend their learning. Student and staff needs are aligned with the appropriate materials, training, and resources necessary for success. School staff has established and maintains a learning environment in which student academic and behavioral expectations are clearly articulated. Positive Behavior Intervention Strategies (PBIS) are used to support student behavior and social-emotional health.

Linda Vista Elementary School is extremely fortunate to have an involved and supportive parent community. Parents and community members are involved in the school in a variety of formal and informal ways. Parents can serve on several committees, including the School Site Council (SSC), the English Language Acquisition Committee (ELAC), and the Parent-Teacher Association (PTA). Parent volunteers regularly spend time working both directly with students or indirectly to support the instructional program. The Linda Vista school community works hard to nurture an environment that is caring, supportive, and positive, with the goal of maximizing student achievement. The PTA brings special programs to the school such as Art Masters, Specialized Music Instruction, as well as a Physical Education Coach. Students develop the skills of communication, creativity, collaboration, and critical thinking throughout the curriculum, and are active participants in their learning throughout the curriculum.

The mission of Linda Vista Elementary School is to provide a high-quality education for students by meeting the needs of ALL learners, using digital tools to enhance instruction, and strengthening school climate, culture, and community connections. At Linda Vista, we believe that all students have Potential, Aspirations, Wisdom, and Spirit. Linda Vista Leopards have PAWS.

Grade Level	Number of Students
Kindergarten	92
Grade 1	54
Grade 2	61
Grade 3	56
Grade 4	54
Grade 5	59
Grade 6	64
Total Enrollment	440

Student Enrollment by Grade Level (School Year 2019-2020)

Student Enrollment by Student Group (School Year 2019-2020)

Student Group	Percent of Total Enrollment
Black or African American	0.5
American Indian or Alaska Native	0.2
Asian	8.4
Filipino	3.4
Hispanic or Latino	41.1
White	39.8
Two or More Races	6.4
Socioeconomically Disadvantaged	23.2
English Learners	11.1
Students with Disabilities	8.4
Foster Youth	0.2
Homeless	0.2

A. Conditions of Learning

State Priority: Basic

The SARC provides the following information relevant to the State priority: Basic (Priority 1):

- Degree to which teachers are appropriately assigned and fully credentialed in the subject area and for the pupils they are teaching;
- Pupils have access to standards-aligned instructional materials; and
- School facilities are maintained in good repair

Teacher Credentials

Teachers	School 2018-19	School 2019-20	School 2020-21	District 2020-21
With Full Credential	22	18	22	1033
Without Full Credential	0	1	0	5
Teaching Outside Subject Area of Competence (with full credential)	0	0	0	7

Teacher Misassignments and Vacant Teacher Positions

Indicator	2018-19	2019-20	2020-21
Misassignments of Teachers of English Learners	0	0	0
Total Teacher Misassignments*	0	0	0
Vacant Teacher Positions	0	0	0

Note: "Misassignments" refers to the number of positions filled by teachers who lack legal authorization to teach that grade level, subject area, student group, etc. *Total Teacher Misassignments includes the number of Misassignments of Teachers of English Learners.

Quality, Currency, Availability of Textbooks and Other Instructional Materials (School Year 2020-2021)

Year and month in which data were collected: September 2020

All K-8 textbooks are selected from the state matrix provided through the California Board of Education. Teachers peruse the materials and select by majority vote. Selected texts are then submitted to the Board of Education for final approval. Textbooks are procured in sufficient numbers for each student to receive a textbook. High School adoptions are content area based, with teachers selecting appropriate materials for the course objectives as outlined in the course description approved by the Board of Education. Selected texts are submitted to the Board for approved use in classrooms with purchase ratio of one per student. The Public Hearing and Adoption of Resolution No. 9-20-21 of the Board of Education of Orange Unified School District on the sufficiency of textbooks, instructional materials and science lab equipment (9-12) was approved on September 10, 2020.

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy
Reading/Language Arts	McGraw-Hill Reading Wonders ELA/ELD Program adopted in 2017 for Grades K-6 selected from the most recent list of standards-based materials adopted by the State Board of Education consistent with the textbook adoption cycle. Fully available for all students.	Yes	0%

Subject	Textbooks and Other Instructional Materials/year of Adoption	From Most Recent Adoption?	Percent Students Lacking Own Assigned Copy	
Mathematics	Pearson/Scott Foresman enVision California Common Core Mathematics Program adopted in 2014 for Grades K-2 & adopted in 2015 for Grades 3-6. Selected from the most recent list of standards-based materials adopted by the State Board of Education consistent with the textbook adoption cycle. Fully available for all students.	Yes	0%	
Science	Amplify Science was adopted in 2019 for grades K-6. Selected from the most recent list of standards-based materials adopted by the State Board of Education consistent with the textbook adoption cycle. Fully available for all students.	Yes	0%	
History-Social Science	Harcourt Social Studies Program adopted in 2006 Grades K-5 selected from the most recent list of standards-based materials adopted by the State Board of Education consistent with the textbook adoption cycle. Fully available for all students. Glencoe Discovering Our Past Social Studies Program adopted in 2006, Grade 6 selected from the most recent list of standards-based materials adopted by the State Board of Education consistent with the textbook adoption cycle. Fully available for all students.	Yes	0%	
Health	Too Good For Drugs Program was adopted in 2008 for Grades 3-6, and adopted for grades 1-2 in 2009. Fully available to all students.	Yes	0%	

Note: Cells with N/A values do not require data.

School Facility Conditions and Planned Improvements

A Facility Inspection Tool (FIT) is completed by the District for each school site on an annual basis. The FIT assesses the safety, cleanliness, and adequacy of the school facility, any planned and/or recently completed facility improvements, and a description of any needed maintenance to ensure that the school facility is in good repair.

Linda Vista Elementary School was found to be in good repair. Repairs completed by the District Maintenance and Operations department included carpet and painting in the primary wing, as well as general maintenance and repair of equipment, plumbing, and fixtures throughout the campus.

Work orders have been created/addressed for all items noted as fair/poor with our custodial staff and/or district maintenance department.

School Facility Good Repair Status

Using the most recently collected FIT data (or equivalent), provide the following:

- Determination of repair status for systems listed
- Description of any needed maintenance to ensure good repair
- The year and month in which the data were collected
- The rate for each system inspected
- The overall rating

Year and month of the most recent FIT report: 9/14/2020

System Inspected	Rating	Repair Needed and Action Taken or Planned
Systems: Gas Leaks, Mechanical/HVAC, Sewer	Good	
Interior: Interior Surfaces	Fair	Hallways: Hole in wall, needs repair and paint. RM B14: Walls have areas in need of painting. RM B15: Small holes in walls in need of repair and paint. RM B19: Areas on wall need touch up paint. RM C1: walls have paint peeling in areas, need repair.
Cleanliness: Overall Cleanliness, Pest/ Vermin Infestation	Good	CARES PORTBLE: AC vent and surrounding ceiling tiles in need of cleaning and replacing.
Electrical: Electrical	Good	RM A1: Outlet loose
Restrooms/Fountains: Restrooms, Sinks/ Fountains	Good	
Safety: Fire Safety, Hazardous Materials	Good	
Structural: Structural Damage, Roofs	Good	RM A8: RM A9:
External: Playground/School Grounds, Windows/ Doors/Gates/Fences	Good	
Overall Rating	Good	

B. Pupil Outcomes

State Priority: Pupil Achievement

The SARC provides the following information relevant to the State priority: Pupil Achievement (Priority 4):

- Statewide assessments (i.e., California Assessment of Student Performance and Progress [CAASPP] System, which includes the Smarter Balanced Summative Assessments for students in the general education population and the California Alternate Assessments [CAAs] for English language arts/literacy [ELA] and mathematics given in grades three through eight and grade eleven. Only eligible students may participate in the administration of the CAAs. CAAs items are aligned with alternate achievement standards, which are linked with the Common Core State Standards [CCSS] for students with the most significant cognitive disabilities); and
- The percentage of students who have successfully completed courses that satisfy the requirements for entrance to the University of California and the California State University, or career technical education sequences or programs of study.

CAASPP Test Results in ELA and Mathematics for All Students Grades Three through Eight and Grade Eleven

Percentage of Students Meeting or Exceeding the State Standard

Subject	School 2018-19	School 2019-20	District 2018-19	District 2019-20	State 2018-19	State 2019-20
English Language Arts/Literacy (grades 3-8 and 11)	65	N/A	57	N/A	50	N/A
Mathematics (grades 3-8 and 11)	59	N/A	44	N/A	39	N/A

Note: Cells with N/A values do not require data.

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

Note: Percentages are not calculated when the number of students tested is ten or less, either because the number of students in this category is too small for statistical accuracy or to protect student privacy.

Note: ELA and mathematics test results include the Smarter Balanced Summative Assessment and the CAA. The "Percent Met or Exceeded" is calculated by taking the total number of students who met or exceeded the standard on the Smarter Balanced Summative Assessment plus the total number of students who met the standard (i.e., achieved Level 3-Alternate) on the CAAs divided by the total number of students who participated in both assessments.

CAASPP Test Results in ELA by Student Group Grades Three through Eight and Grade Eleven (School Year 2019-2020)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	N/A	N/A	N/A	N/A	N/A
Male	N/A	N/A	N/A	N/A	N/A
Female	N/A	N/A	N/A	N/A	N/A
Black or African American	N/A	N/A	N/A	N/A	N/A
American Indian or Alaska Native	N/A	N/A	N/A	N/A	N/A
Asian	N/A	N/A	N/A	N/A	N/A
Filipino	N/A	N/A	N/A	N/A	N/A
Hispanic or Latino	N/A	N/A	N/A	N/A	N/A
Native Hawaiian or Pacific Islander	N/A	N/A	N/A	N/A	N/A
White	N/A	N/A	N/A	N/A	N/A

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
Two or More Races	N/A	N/A	N/A	N/A	N/A
Socioeconomically Disadvantaged	N/A	N/A	N/A	N/A	N/A
English Learners	N/A	N/A	N/A	N/A	N/A
Students with Disabilities	N/A	N/A	N/A	N/A	N/A
Students Receiving Migrant Education Services	N/A	N/A	N/A	N/A	N/A
Foster Youth	N/A	N/A	N/A	N/A	N/A
Homeless	N/A	N/A	N/A	N/A	N/A

Note: Cells with N/A values do not require data.

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

CAASPP Test Results in Mathematics by Student Group Grades Three through Eight and Grade Eleven (School Year 2019-2020)

Student Group	Total Enrollment	Number Tested	Percent Tested	Percent Not Tested	Percent Met or Exceeded
All Students	N/A	N/A	N/A	N/A	N/A
Male	N/A	N/A	N/A	N/A	N/A
Female	N/A	N/A	N/A	N/A	N/A
Black or African American	N/A	N/A	N/A	N/A	N/A
American Indian or Alaska Native	N/A	N/A	N/A	N/A	N/A
Asian	N/A	N/A	N/A	N/A	N/A
Filipino	N/A	N/A	N/A	N/A	N/A
Hispanic or Latino	N/A	N/A	N/A	N/A	N/A
Native Hawaiian or Pacific Islander	N/A	N/A	N/A	N/A	N/A
White	N/A	N/A	N/A	N/A	N/A
Two or More Races	N/A	N/A	N/A	N/A	N/A
Socioeconomically Disadvantaged	N/A	N/A	N/A	N/A	N/A
English Learners	N/A	N/A	N/A	N/A	N/A
Students with Disabilities	N/A	N/A	N/A	N/A	N/A
Students Receiving Migrant Education Services	N/A	N/A	N/A	N/A	N/A
Foster Youth	N/A	N/A	N/A	N/A	N/A
Homeless	N/A	N/A	N/A	N/A	N/A

Note: Cells with N/A values do not require data.

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

CAASPP Test Results in Science for All Students Grades Five, Eight, and High School Percentage of Students Meeting or Exceeding the State State

Percentage of Students Meeting or Exceeding the State Standard	
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Subject	School	School	District	District	State	State
	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20
Science (grades 5, 8 and high school)	41	N/A	32	N/A	30	N/A

Note: Cells with N/A values do not require data.

Note: The 2019-2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-30-20 was issued which waived the requirement for statewide testing for the 2019-2020 school year.

Note: The new California Science Test (CAST) was first administered operationally in the 2018-2019 school year.

State Priority: Other Pupil Outcomes

The SARC provides the following information relevant to the State priority: Other Pupil Outcomes (Priority 8):

• Pupil outcomes in the subject areas of physical education.

California Physical Fitness Test Results (School Year 2019-2020)

Grade Level	Percentage of Students Meeting Four of Six Fitness Standards	Percentage of Students Meeting Five of Six Fitness Standards	Percentage of Students Meeting Six of Six Fitness Standards		
5	N/A	N/A	N/A		
7	N/A	N/A	N/A		
9	N/A	N/A	N/A		

Note: Cells with N/A values do not require data.

Note: The 2019–2020 data are not available. Due to the COVID-19 pandemic, Executive Order N-56-20 was issued which waived the requirement to administer the physical fitness performance test for the 2019–2020 school year.

C. Engagement

State Priority: Parental Involvement

The SARC provides the following information relevant to the State priority: Parental Involvement (Priority 3):

• Efforts the school district makes to seek parent input in making decisions for the school district and each school site

Opportunities for Parental Involvement (School Year 2020-2021)

The staff at Linda Vista welcomes and encourages parent and community involvement. The PTA is an integral part of the ongoing instructional program. They provide supplemental programs such as Art Masters, Science-on-the-Go, and monthly music instruction, as well as supporting the implementation of technology to enhance the curriculum. Parents are encouraged to participate in the instructional program by volunteering in classrooms and at school/community events and activities. Linda Vista's parents are knowledgeable, informed, and have high expectations.

Parents are encouraged to be partners in their children's education in formal and informal ways. Examples of formal involvement include opportunities to serve as elected representatives on the Linda Vista School Site Council (SSC), composed of equal numbers of staff and parents. The SSC provides input into the development of the school's annual School Plan for Student Achievement (SPSA) and approves Local Control Funding Formula (LCFF) State funding for staff development, supplemental educational materials, and additional staff support. The School Site Council meets a minimum of five times per year and all interested parents are invited to attend these meetings. In addition, Linda Vista's English Learner Advisory Committee (ELAC) has joined our School Site Council in overseeing the business of the school. The ELAC, as well as the SSC, provide input about the instructional program and ways to support English Learners at the school.

Parents are always welcome to volunteer and involve themselves in the life of Linda Vista.

State Priority: School Climate

The SARC provides the following information relevant to the State priority: School Climate (Priority 6):

- Pupil suspension rates;
- Pupil expulsion rates; and
- Other local measures on the sense of safety.

Suspensions and Expulsions

(data collected between July through June, each full school year respectively)

Rate	School 2017-18	School 2018-19	District 2017-18	District 2018-19	State 2017-18	State 2018-19
Suspensions	0.0	0.0	2.8	2.6	3.5	3.5
Expulsions	0.0	0.0	0.0	0.0	0.1	0.1

Suspensions and Expulsions for School Year 2019-2020 Only (data collected between July through February, partial school year due to the COVID-19 pandemic)

Rate	School 2019-20	District 2019-20	State 2019-20
Suspensions	0.00	0.003%	
Expulsions	0.0	2.027%	

Note: The 2019-2020 suspensions and expulsions rate data are not comparable to prior year data because the 2019-2020 school year is a partial school year due to the COVID-19 crisis. As such, it would be inappropriate to make any comparisons in rates of suspensions and expulsions in the 2019-2020 school year compared to prior years.

School Safety Plan (School Year 2020-2021)

Each of the district's schools develops and adopts a Comprehensive Safe School Plan for their specific school site in accordance with Education Code § 32280 – 32289. This plan is updated and reviewed with parents, community members, and staff on an annual basis. The plans for each District school are kept on file in the office of Student and Community Services at the District office.

A comprehensive disaster plan is in effect and fire and/or earthquake drills are conducted monthly. All schools in the District are linked through an emergency radio contact system, and District radio drills are held periodically to ensure preparedness in case of an actual disaster. Providing a safe environment for our students is of paramount concern at Linda Vista. The Fire Marshal inspects the school annually to verify that Linda Vista meets both every day and emergency standards. Linda Vista's certificated and classified staff have been assigned to specific disaster teams and have been instructed as to the duties they are to carry out in the event of an emergency. These teams include Command Center, Sweep and Rescue, First Aid, Student Assembly Area, Student Release, Site Security, and Psychological Services. All classrooms have an emergency walkie-talkie, with teachers also using them when they are outside with students.

D. Other SARC Information

The information in this section is required to be in the SARC but is not included in the state priorities for LCFF.

Average Class Size and Class Size Distribution (Elementary)

	Average	# of	# of	# of	Average	# of	# of	# of	Average	# of	# of	2019-20 # of Classes* Size 33+
к	31		2		20	1	2		31		3	
1	29		2		30		2		27		2	
2	28		2		29		2		46		1	1
3	30		2		23	1	2		42		1	1
4	29		2		28		2		27		2	
5	21	1	2		29		2		30		2	
6	24	1	2		32		2		21	1	2	
Other**	7	1			12	1						

*Number of classes indicates how many classes fall into each size category (a range of total students per class).

** "Other" category is for multi-grade level classes.

Ratio of Pupils to Academic Counselor (School Year 2019-2020)

Title	Ratio
Academic Counselors*	0

*One full time equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

Student Support Services Staff (School Year 2019-2020)

Number of FTE* Assigned to School
0.6

*One Full Time Equivalent (FTE) equals one staff member working full time; one FTE could also represent two staff members who each work 50 percent of full time.

Expenditures Per Pupil and School Site Teacher Salaries (Fiscal Year 2018-2019)

Level	Total Expenditures Per Pupil	Expenditures Per Pupil (Restricted)	Expenditures Per Pupil (Unrestricted)	Average Teacher Salary
School Site	\$4814.29	0	\$4814.29	\$79940.64
District	N/A	N/A	\$6616.90	\$86,774
Percent Difference - School Site and District	N/A	N/A	-31.5	-8.2
State	N/A	N/A	\$7,750	\$83,052
Percent Difference - School Site and State	N/A	N/A	-46.7	-3.8

Types of Services Funded (Fiscal Year 2019-2020)

Linda Vista Elementary School has a highly trained and dedicated staff. LCFF and Lottery funds are used to support the instructional program. A full-time and half-time Education Specialist, as well as a 40% Speech and Language Therapist, support our students' academic needs,

The Linda Vista PTA raises funds that directly support technology implementation in all grades as well as supplemental programs including Art Masters, Science on the Go, and P.E.

Teacher and Administrative Salaries (Fiscal Year 2018-2019)

Category	District Amount	State Average For Districts In Same Category
Beginning Teacher Salary	\$53,446	\$50,029
Mid-Range Teacher Salary	\$83,885	\$77,680
Highest Teacher Salary	\$109,082	\$102,143
Average Principal Salary (Elementary)	\$129,252	\$128,526
Average Principal Salary (Middle)	\$131,552	\$133,574
Average Principal Salary (High)	\$153,039	\$147,006
Superintendent Salary	\$256,476	\$284,736
Percent of Budget for Teacher Salaries	35.0	33.0
Percent of Budget for Administrative Salaries	5.0	5.0

For detailed information on salaries, see the CDE Certificated Salaries & Benefits web page at https://www.cde.ca.gov/ds/fd/cs/.

Professional Development (Most Recent Three Years)

Measure	2018-19	2019-20	2020-21
Number of school days dedicated to Staff Development and Continuous Improvement	19	19	17

The 2020-2021 school year has lent itself to natural professional development opportunities and needs. Teachers have participated in iReady Math training; as this is a focus for our school site to ensure that we mitigate the learning loss that occurred due to the COVID-19 Pandemic.

Professional development training has been conducted at the site level monthly as site and in collaboration with teachers from neighboring Elementary Schools to support grade-level collaboration across schools, as well as with teachers and staff from across the District. Teachers have also participated in training with their grade level colleagues or individually as needed.

The format for training varies depending on the content and program in which the training is being conducted. Teachers attend one site level training with other Linda Vista teaching staff at least once each month, and join with their colleagues from Serrano and Villa Park Elementary Schools throughout the year. Some training is ongoing and teachers meet digitally with colleagues from across the District every month, while most self-selected sessions are done on an as needed basis and are usually one-time sessions. The majority of the training sessions are taught in after school workshops and often use restructured Wednesdays to provide training within the teachers' contract day.

Teachers are supported during the training and implementation of what is learned through curricular specialist and/or principal coaching, peer mentoring, and with the assistance of District personnel working directly with an individual or small groups of teachers.