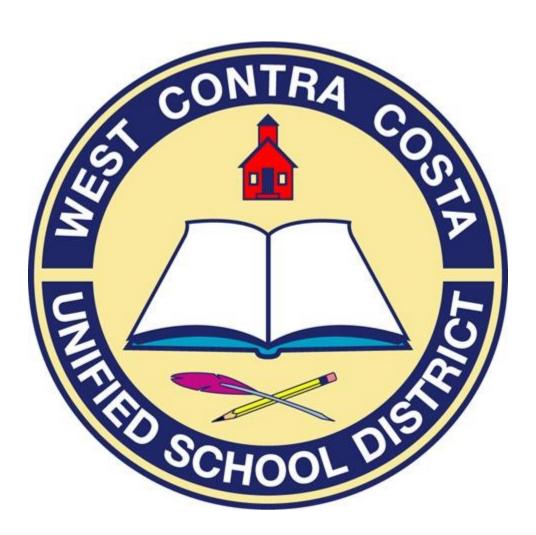
# **West Contra Costa Unified School District** Juan Crespi Middle School Title I - Schoolwide

### SINGLE PLAN FOR STUDENT ACHIEVEMENT

2017 - 2018



Board Approval Date: November 19, 2017 **Guthrie Fleischman** Principal:

(510) 231-1447 Telephone Number:

1121 Allview Avenue Address:

El Sobrante, CA 94803-1099

E-mail address: gfleischman@wccusd.net



# **BOARD OF EDUCATION** 2017 – 2018

BOARD PRESIDENT : ELIZABETH BLOCK BOARD CLERK : VALERIE CUEVAS MADELINE KRONENBERG TOM PANAS MISTER PHILLIPS

Superintendent Matthew Duffy			
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1108 Bissell Avenue	Richmond, CA	94801	
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(510) 231-1101	(510) 236-6784		
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Deputy Superintendent					
Nia Rashidchi					
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- ➤ SSC Roster
- > Executive Summary
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- > System-wide Barriers
- Data Analysis
- > Action Plan for Improving Student Achievement (Academic)

#### Required Student Achievement Strategies

ELA

Math

**ELD** 

African American

Attendance

School Climate

Parent Involvement

#### Optional Student Achievement Strategies

Science

History/Social Studies

World Language

ILT Goals

Other 1

Other 2

- Overall Budget Summary
- > Agreements

#### School Site Council (SSC) Recommendations and Assurances

The school site council recommends this school plan and proposed expenditures to the district governing board for approval, and assures the board of the following:

- 1. The school site council is correctly constituted, and was formed in accordance with district governing board policy and state law.
- 2. The school site council reviewed its responsibilities under state law and district governing board policies, including those board policies relating to material changes in the school plan requiring board approval.
- 3. The school site council sought and considered all recommendations from the following groups or committees before adopting this plan.

X English Learner Advisory Committee
Other (list)

- 4. The school site council reviewed the content requirements for school plans of programs included in this Single Plan for Student Achievement and believes all such content requirements have been met, including those found in district governing board policies and in the Local Improvement Plan.
- 5. This school plan is based on a thorough analysis of student academic performance. The actions proposed herein form a sound, comprehensive, coordinated plan to reach stated school goals to improve student academic performance.
- 6. This school plan was adopted by the school site council on: 6/6/17.
- 7. The School Site Council will monitor the implementation and effectiveness of strategies in the plan at least twice during the **2017 2018** school year, using the WCCUSD monitoring process.

Attested:		
Guthrie Fleischman	<u> </u>	
Typed name of school principal	Signature of school principal	Date
Ronald Zechlin		<u></u>
Typed name of SSC chairnerson	Signature of SSC chairperson	Date

# West Contra Costa Unified School District Juan Crespi Middle School 2017 - 2018

### **School Site Council Membership Roster**

Education Code Section 64001(g) requires that the SPSA be reviewed and updated at least annually, including proposed expenditures of funds allocated through the Consolidated Application, by the school site council. The current make-up of the school site council is as follows:

	Names of Members	Term ends on:	Identify Chair Person:
Parent/Con	nmunity Members		
#1	Richina Siackasom	6/19	
#2	Lidia Souza	6/19	
#3	Yamei Wang	6/19	
Student Me	embers		
#1	Sikendra Thakur	6/19	
#2	Rajwinder Kaur	6/19	
#3	Shreejal Luitel		
School/Oth	er Members		
Tchr #1	Ronald Zechlin	6/19	X
Tchr #2	Kimi Jo Johnson	6/19	
Tchr #3	Mara Valencia	6/19	
Tchr #4			
Other	Sabrina Keys	6/19	
Principal	Guthrie Fleischman		

#### **Membership Composition:**

#### Secondary (12 total)

- 1 Principal
- 4 classroom teachers
- 1 other school staff
- 3 parents/community members
- 3 students

#### **Executive Summary**

The Single Plan for Student Achievement (SPSA) has traditionally served as a vehicle for communicating information about the school's vision, initiatives to improve academic achievement, as well as describe how supplemental categorical funds are used to support these efforts.

WCCUSD's new district Local Control Accountability Plan (LCAP) is designed to improve student achievement, support the whole child socially and emotionally, and involve stakeholders to ensure all WCCUSD students are college and career-ready, able to make life choices that have successful, productive outcomes.

**Improve Student Achievement:** Provide a clear, well-resourced and rigorous student achievement program that addresses the full range of student needs and results in all students being prepared for a successful life.

Support the Whole Child Socially and Emotionally: For students to achieve at high academic levels, schools, families, and communities must focus on the child's social, emotional, physical and behavioral health, as well as the acquisition of academic skills.

**Involve All Stakeholders:** Engage the community in a process that provides for open, transparent, and inclusive participation of community stakeholders in WCCUSD planning.

Ensure All WCCUSD Students Are College and Career-Ready: Students can demonstrate independence, build strong content knowledge, respond to the varying demands of audience, task, purpose, and discipline, comprehend as well as critique, value evidence, use technology and digital media strategically and capably, and understand other perspectives and cultures.

Through data metrics and analysis, the LCAP also addresses the State's Priority Areas: Student Achievement, Student Engagement, Other Critical Student Outcomes, School Climate, Parental Involvement, Basic Services, Implementation of Common Core State Standards, and Course Access.

We are transitioning our school's SPSA to becoming a true companion document to the district LCAP so that it focuses on programs, activities and actions which are designed to continually address and support the district LCAP goals.

As we go deeper into this work, we will continue to connect these two critical plans, driving the academic needle forward for WCCUSD students.

Please read on to learn about Juan Crespi Middle School's specific SPSA plan of action for the 2017-18 school year.

#### **Theory of Action**

As a reflective community, Crespi embraces the following core values:
Academic Rigor
Empathy
Caring Relationships
Integrity
Cultural Humility
Laughter/Humor

#### Vision:

Crespi Middle School will foster students' love for learning, cultivate students' confidence in their own abilities to learn and grow, and equip students with the tools, skills, and habits to navigate high school and beyond.

#### Mission

Crespi Middle School believes in building a reflective community, expanding academic, physical, social-emotional opportunities and cultivating education equity. As a school we will address the needs of the whole student. While still holding students to high expectations, be able to recognize the various academic barriers and circumstances that affect a student's academic performance. We are committed to creating future leaders through the use of innovative teaching practices. Students will build their academic vocabulary and develop the skills to debate relevant topics. Students will develop a love for learning to become lifelong learners through the use of technology, project based curriculum, and learning communities. Student successes will be celebrated and recognized through ongoing celebrations.

As a staff we will provide rigorous academic instruction, foster relationships with empathy, exercise integrity, practice cultural humility, and laugh often. Teachers will aim to engage in a lifelong learning process through challenging their own worldview. We will provide a space for open-ended questions and reflective conversations to learn and grow from one another and better address the needs of our community. Teachers will develop caring relationships with students where students feel known, valued, trusted and affirmed. Their identities will be validated through the teaching practices and relationships that their teachers employ. As a full service community school we provide students with social-emotional support through our wellness center.

#### Theory of Action:

#### Learning and Teaching

If we support teachers in the effective implementation of technology in the classroom, then students will have greater access to individualized and differentiated instruction within their zones of proximal development.

If we develop CCSS based units and lessons, designed with student inquiry and clearly stated end products, then students will develop critical thinking skills, deepen their engagement, and demonstrate greater learning in all areas.

#### Student Culture and Climate

If we support the Wellness Center to develop systems of support for struggling and traumatized students, then Crespi students with the greatest social-emotional needs will have increased access to targeted interventions and will experience success as barriers to learning are removed.

If we increase extra-curricular offerings and evening events with a focus on student and community needs and engagement, then students will demonstrate more authentic engagement in school community and empathy for all members of the Crespi family.

#### Adult Learning and Collaboration

If we develop targeted Professional Learning Communities within our staff, then teachers' collaborative investment, effectiveness, and student-centered practice will increase.

If we provide variety of opportunities for adults to interact with one another outside of mandatory collaboration hours, then we will develop adult relationships and empathy for one another.

#### **SPSA Stakeholder Involvement**

The School Site Council (SSC) works effectively with its stakeholders to complete the variety of tasks involved in developing, implementing, and monitoring the effectiveness of the Single Plan for Student Achievement (SPSA).

As the lead group, the SSC agrees to the following procedures for completing all work involving the SPSA:

		Choose one task management option for each step				
	Task	SSC Actively Involved in Task	or	Task Delegated to		
Step 1	Analyze local assessment data	Process: SSC reviews what each department submits as their goals and objectives. The SSC offers advice and additions for the SPSA.	or	Process: CST, SBAC, and local assessment data will be assessed by departments to drive curriculum.		
Step 2	Gather input from (check all that apply) X GATE X ELAC CAC X Others Departments/ ILT	Process: The GATE and ELAC committees as well as the ILT will attend meetings and give their input to the principal who will disseminate the information to the SSC.	or	Process: The GATE and ELAC committes and the ILT will gather imput about the effectiveness of the programs and disseminate the information to the principal. The principal will then give the information to the SSC.		
Step 3	SPSA strategies development	Process: ILT Review and Monitoring	or	Process: Each department will have input to the strategies they will use to ensure student achievement. Each department will coordinate Round I and Round II monitoring.		
Step 4	Budget development	Process: The SSC will scrutinize the proposals from our staff and make sure that all students' needs are being met by the resources we provide to each department. The budgets will be completed by the principal.	or	Process: The principal will develop the budget. The budget may be changed as needed to fit the needs of the students.		
Step 5	Finalize and submit SPSA for School Board Approval	Date: 10/20/16				
Step 6	SPSA monitoring	Process: Round 1 and Round 2 monitoring process.	or	Process: Administration, departments and the SSC will be responsible for monitoring the strategies used for student learning.		

### **System-wide Barriers**

The following system-wide barriers have impacted our ability to meet our academic goals. Check all that apply and provide brief description of issue(s) and where applicable any site determined strategy for overcoming the barrier(s).

Barrier Description	Strategy for Overcoming Barrier				
Staffing:	*				
Facilities maintenance: We have challenges due to the age of our building.	* Coordinating with M&O to update heating systems and other necessities.				
Facility capacity (space for classrooms/programs):	*				
Safety:	*				
Materials availability:	*				
Technology:	*				
Fiscal Support:	*				
Compliance Support:	*				
Curriculum and Instruction Support:	*				
Other:	*				

<sup>\*</sup> A check in the box indicates that completion of this section requires additional central administrative department support.

# **Data Analysis**

	Data Reviewed	Concern/Strength Determine if data results indicate an area of growth school wide or an area of concern/need	Description of Findings (400 character max)  Provide a brief description of what the data shows/implications for instruction
		Academ	nic Data
	Accelerated Reader/Star Reading: Grade level equivelancy	XArea of concern Area of strength	Majority of students below grade level reading.
	Benchmarks:	Area of concern Area of strength	
	Benchmarks:	Area of concern Area of strength	
	Benchmarks:	Area of concern Area of strength	
	SBA: Math	XArea of concern Area of strength	Majority of students did not meet proficiency.
se 3	AMAO Data:	Area of concern Area of strength	
Choose 3	CELDT: Reclassification rates.	XArea of concern XArea of strength	High matriculation rates at ELD 1-3 but low matriculation rates at ELD 4.
	Grade Count: (Secondary Only)	Area of concern Area of strength	
	GPA: (Secondary Only)	Area of concern Area of strength	
	Credits Earned: (Secondary Only)	Area of concern Area of strength	
	Other:	Area of concern Area of strength	
	Other:	Area of concern Area of strength	
		Student Su	pport Data
	Attendance:	Area of concern XArea of strength	Approximately 95% attendance consistently.
	Suspension Over-Representation	XArea of concern Area of strength	African American students make up 22% of population but 45% of suspensions.
Choose 2	Parent/Community Survey:	Area of concern Area of strength	
Cho	Healthy Kids Survey:	Area of concern Area of strength	
	Other:	Area of concern Area of strength	
	Other:	Area of concern Area of strength	



# **English Language Arts (ELA)**

		LCAP A	lignment					
1. 0	1. Content Area  2. What student needs have been identified and what metrics were used to measure/identify progress?  3. Des		3. Description of 2017-18 School SMART Goal	4. Targeted Pupil Subgroup(s)	5. What Local Assessment/Metric will be used to measure School SMART Goal?		6. District LCAP Goal	7. Annual Measurable Outcome
Englisl Arts	n Language	As of Septemeber, 2017 26% of 7th grade students and 20% of 8th grade students scored at or above grade level on STAR reading assessment.	grade students and 35% of 8th grade students will perform at	all students	Individualized Assessments through Study Sync and STAR Reading.		Improve student achievement for all students and accelerate student learning increases for English Learners (EL), low income (LI) students, and foster youth (FY). Goal 1	from 2016-17 score to move closer to SBAC
Actio	ns to Suppor	rt Goal: (one action per lin	e)	By When:		Cost:	Site Funding S	Source
1	Arrange PD an	d Collaboration Hours		Throughout the year 1500		Title I		
2	Library Books			Ongoing 1507		LCFF		
3	After school tu	toring/Sat. school		Ongoing		3000	LCFF	
4	Technology Tr	raining: Illuminate etc.		January				
5	Purchase Datel	books for all Crespi Students and	other material and supplies	Ongoing 5000		LCFF		
6	Explicit instruc	ction and modeling of close readir	g linked to writing.	August-June				
7	Graduate Tuto	r (Centrally paid)		August-June				
8	8 8 teacher release substitute days for conferences and peer observation			May		1300	Title I	
9	9 Conferences in-state			May		593	Title I	
10	Study Trips			May		2500	LCFF	
11	Purchase Tech	nology over \$500		Feb		2500	LCFF	

12	Purchase Technology under \$500	Feb	3000	LCFF
13	Library Books and Materials	Feb	2700	Title I
14	Student achievement/implementation of CCSS through the use of study sync	Ongoing		
15	Improve student achievement with differentiated assignments and curriculum	Ongoing	2500	LCFF

### **Mathematics**

	2017-2018 Single Plan for Student Achievement (SPSA) Goals								lignment
1. C	1. Content Area  2. What student needs have been identified and what metrics were used to measure/identify progress?		3. Description of 2017-18 School SMART Goal	4. Targeted Pupil Subgroup(s)	5. What Local Assessment/Metric will be used to measure School SMART Goal?		6. District LCAP Goal	7. Annual Measurable Outcome	
Mathematics In June of 2017 students tested		students tested at g on the Zeal M	grade level	By June of 2018 25% of Math 7 and Math 8 students will test at grade level on the Zeal Mathematics System.		Zeal Test Report		Improve student achievement for all students and accelerate student learning increases for English Learners (EL), low income (LI) students, and foster youth (FY). Goal 1	from 2016-17 score to move closer to SBAC
Actio	ns to Suppo	rt Goal: (one action	on per lin	e)	By When: Cost:		<b>Site Funding Source</b>		
1	PD and Collab	oration Hours			Throughout the year 1500		Title I		
2	Purchase stude	nt materials			Ongoing 1500		Title I		
3	Tech Training:	Illuminate Etc.			Ongoing				
4	8 teacher relea	se substitute days for o	conferences	and peer observation	May 1300		Title I		
5	Conferences in-state			May 893		893	Title I		
6	Field Trip to S	an Jose Tech Museum	า		TBD		1000	LCFF	
7	After School Computer Lab Use		Ongoing						
8	Contracts for students		Ongoing 1200		1200	LCFF			
9	Bi-Lingual Instructional aide								
10	Subs for teach	er release days for PD	ı						

# **English Language Development (ELD)**

		LCAP A	lignment					
1. C	1. Content Area  2. What student needs have been identified and what metrics were used to measure/identify progress?  3. Description of 2017-18 School SMART Goal  4. Targeted Pupil Subgroup(s)  5. What Local Assessment/Metric will be used to measure School SMART Goal?					7. Annual Measurable Outcome		
English Develo	Language pment (ELD)	In 2016-2017, approximately 32% of all ELD students advanced at least one level in the ELD program.	students will move up at least	English learners	CELDT an Benchmarks		Improve student achievement for all students and accelerate student learning increases for English Learners (EL), low income (LI) students, and foster youth (FY). Goal 1	scoring Early Advanced/ Advanced on the
Action	ns to Suppor	rt Goal: (one action per lin	e)	By When: Cost:		Site Funding S	Source	
1	Materials and	supplies		September-May 2762		Title I		
2	ELAC Facilita	tor 2 hrs per month (teacher)		September-May 1000		LCFF		
3	7 teacher relea	se substitute days for academic co	inferences and peer observation	May 2018 1100		Title I		
4	Conferences in-state (CABE)			May 2018 1393		Title I		
5	5 PD and Collaboration for ELD		Ongoing 1000		1000	Title I		
6	6 Grad Tutor to support EL Instruction			Sept 2017				
7	7 Bilingual Instructional Aide			August-June 6700		Title I		
8	Bilingual Instr	uctional Aide		August-June		49684	LCFF	

### **African American**

	2017-2018 Single Plan for Student Achievement (SPSA) Goals						LCAP A	LCAP Alignment	
1. 1	Focus Area	2. What student needs have been identified and what metrics were used to measure/identify progress?	3. Description of 2017-18 School SMART Goal	4. Targeted Pupil Subgroup(s)	5. What Local Assessment/Metric will be used to measure School SMART Goal?		6. District LCAP Goal	7. Annual Measurable Outcome	
Africar student and sup	engagement		Decrease the number of first time suspensions for African American students by 20%.		Powerschool	l suspension data	Improve student engagement and climate outcomes, and allocate services to English learner (EL), low income (LI), and foster youth (FY) students. Goal 4		
Actio	ns to Suppor	rt Goal: (one action per lin	e)	By When: Cost:		Site Funding Source			
1	Work with De Anza High School to have successful high school students come to Crespi as mentors and roll models for Crespi students.		December 2017						
2	2 Start an African American parents group		December 2017						
3	3 Anti-Bullying campaign		December 2017 5000		LCFF				
4	4 Development of Crespi Wellness Center			August 2017					
5	5 Restorative Practices Training			August 2017 1000		Title I			
6	Extra Curricula	ar Activities		Ongoing		2500	LCFF		

### Attendance

	2017-2018 Single Plan for Student Achievement (SPSA) Goals						LCAP A	lignment
1.	Focus Area	2. What student needs have been identified and what metrics were used to measure/identify progress?	3. Description of 2017-18 School SMART Goal	4. Targeted Pupil Subgroup(s)	-	al Assessment/Metric to measure School 1?	6. District LCAP Goal	7. Annual Measurable Outcome
Attend	ance	Attendance percentage for 16- 17 was 94% as an average of monthly data			Monthly Attendance data		Improve student engagement and climate outcomes, and allocate services to English learner (EL), low income (LI), and foster youth (FY) students. Goal 4	
Actio	Actions to Support Goal: (one action per line)			By When:		Cost:	Site Funding S	Source
1	Incentives for improvement and perfect attendance awards		Throughout the year	ar 8000		Title I		
2	Postage			Ongoing 1000		LCFF		
3	3 Additional clerical hours.		Ongoing 3000		LCFF			
4	Phone calls made to absent students		Ongoing					
5	5 Monthly SART Meetings		Ongoing 500		LCFF			
6	Student Bus Pa	asses						

# **School Climate**

	2017-2018 Single Plan for Student Achievement (SPSA) Goals							lignment
1.	Focus Area	2. What student needs have been identified and what metrics were used to measure/identify progress?	3. Description of 2017-18 School SMART Goal	4. Targeted Pupil Subgroup(s)	5. What Local Assessment/Metric will be used to measure School SMART Goal?		6. District LCAP Goal	7. Annual Measurable Outcome
School	Climate	In 2016-2017 98 students were suspended at least 1 time.	By June 2018 10% reduction in the number of students suspended at least one time.	All Students	Powerschool suspension data.		Improve student engagement and climate outcomes, and allocate services to English learner (EL), low income (LI), and foster youth (FY) students. Goal 4	
Actio	Actions to Support Goal: (one action per line)		By When:	hen: Cost:		Site Funding Source		
1	Full 2 day train	nings for Restorative Practices Lea	adership Team.	August	2200		Title I	
2	Contract with	the RYSE Center to help promote	a healthy school culture	October-May				
3	Purchase snac	ks for student incentives to suppor	t the BEST program	ongoing		4000	LCFF	
4	PD Contract -	Climate		February		200	Title I	
5	School enricht	ment program		Ongoing	ng 33273		LCFF	
6	Study Trips		May	ay 1717		LCFF		
7	Extra hours for CSO		June 1000		LCFF			
8	Contract with Wellness Center		October		24031	Title I		
9	Materials and Supplies		May		2514	Title I		
10	RP Training (sub hours and teacher extra hours)		June		4600	Title I		
11	Prudent Reser	ve		Feb		30000	LCFF	

12		Ongoing	5217	LCFF
	Contracts: Writer Coach Connection, Richmond Art Center, Zeal, West County DIGS, Kid Power, and Facing History	Ongoing	61058	LCFF
14	Snacks for PD	Ongoing	2000	LCFF
15	Materials and supplies for PD	Ongoing	622	Title I

### **Parent Involvement**

	2017-2018 Single Plan for Student Achievement (SPSA) Goals							lignment
1. ]	Focus Area	2. What student needs have been identified and what metrics were used to measure/identify progress?	3. Description of 2017-18 School SMART Goal	4. Targeted Pupil Subgroup(s)	5. What Local Assessment/Metric will be used to measure School SMART Goal?		6. District LCAP Goal	7. Annual Measurable Outcome
Parent	Involvement	In 2016-2017 Crespi held 5 evening events for parents.	By May 2018 we will hold 6 events for parents with an average attendance of 200.	Parents	Sign-in sheets and agendas for evening events.		Increase parent and community engagement, involvement, and satisfaction. Goal 3	California School Parent
Actio	Actions to Support Goal: (one action per line)			By When: Cost:		Site Funding Source		
1	2 School Com	munity Outreach workers support	in parent communication.	ongoing 500		Title I		
2	Communication	on mailed home and weekly auto-c	lial messages. (postage)	throughout the year				
3		g events beyond required Back to ght, Family Math Night, Family R		May		3000	LCFF	
4	Purchase light	snacks for parent meetings		As needed 3500		Title I		
5	Purchase light	snacks for parents meetings		As needed				
6	Video Contract		February 1500		LCFF			
7	Increase FTE for two full-time School Community Outreach Workers							
8	Extra hours for Campus Security Officers		ongoing		1000	LCFF		
9	Translation Services		ongoing 904		Title I			
10	0 Materials and Supplies		May 2025		Title I			
11	1 Materials and Supplies		May					

12	60 Extra Teacher hours for Family Nights	May	1900	LCFF
13	Translation	May		
14	Pay for babysitting	ongoing	1279	Title I

# **Overall Budget Summary**

# **Summary of Costs**

### **Total Allocations and Expenditures by Funding Source**

Total Allocations by Funding Source							
Funding Source Allocation Balance (Allocations-Expenditures)							
Title I	75616	0.00					
LCFF	233556	3,000.00					

Total Expenditures by Funding Source					
Funding Source	Total Expenditures				
LCFF	230,556.00				
Title I	75,616.00				

#### **Agreements**

The following critical compliance items are in place throughout WCCUSD:

- Highly Qualified Teachers: All teachers and paraprofessional involved in our academic programs will meet NCLB's highly
  qualified requirements. Our site coordinates with the WCCUSD Human Resources Department to ensure compliance with this
  item.
- Strategies to attract and retain high quality teachers: Our site acknowledges the importance of attracting and retaining high quality instructional staff. Our site coordinates with the WCCUSD Human Resources Department to develop programs and strategies to ensure high quality instruction staff want to come to and remain at our site.
- Learning Center Collaborative Model: Each WCCUSD school that runs a collaborative model provides a seamless approach to integrating personnel, resources, and teaching strategies to serve at-risk special and general education students. Special education teachers may work with unidentified students and regular education teachers may work with identified students (as long as they are qualified to meet the goals on the students' I.E.P.s).
- Staff development, selected strategies to implement or continue, and materials used are focused on meeting the needs of at-risk and general education students. This information is detailed in the SPSA. Any funds spent to support the model are also outlined in the SPSA. Finally, staff is consistently monitoring and evaluating the effectiveness of the collaborative model so that changes can be made where needed.
- Early Learning: Develop plans to assist preschool students through the transition from early childhood programs to local elementary school programs
- Schoolwide Plans and Homeless Children and Youth: In accordance with McKinney Vento Federal Homeless Assistance Law, the following actions are taken:
  - o Flyers are posted in the front office stating the rights of homeless children and services available. These flyers are made readily available to homeless families.
  - Staff is trained before the start of each academic year on how to enroll and identify homeless students by the district's homeless liaison.
  - Teachers receive yearly training on how to identify warning signs which may indicate homelessness and sensitivity training on the special needs of homeless children and youth.
  - Parents without homes are included in outreach efforts by parent involvement outreach workers for inclusion in school site councils.