

# **HNT Academy**

Healthy, Nurturing,  
Training-Minds  
Academy

B15006

September 2017

Christine Brandt

# Attachment A

## INNOVATION SCHOOL PLAN TEMPLATE

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# Attachment A

## INNOVATION PLAN SUBMISSION REQUIREMENTS

This document outlines the requirements for the Tacoma Public School's Policy No. 2015 School Innovations.

<p>Format and Submission Requirements</p>	<p>The Innovation Plan is limited to 30 pages of text, excluding required attachments. It is expected that all sections of the template will be addressed in the application.</p> <p>The Innovation Plan and Measurable Annual Goals must:</p> <ul style="list-style-type: none"><li>• Be prepared on plain, 8 ½ x 11" size paper suitable for reproduction.</li><li>• Contain one-inch margins</li><li>• Use 11-point font, or larger</li><li>• Include a Table of Contents that includes attachments</li><li>• Include page numbers in the bottom right hand corner of each page, including attachments</li></ul> <p><i>At each stage submit to district Superintendent:</i></p> <ul style="list-style-type: none"><li>• One (1) bound or stapled original copy,</li><li>• One (1) unbound copy suitable for photocopying, and</li><li>• An electronic copy of the Plan and MAGs.</li></ul>
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# Attachment A

## INNOVATION SCHOOL INFORMATION FORM

Proposed Innovation School Name:	Healthy, Nurturing, Training-Minds Academy (HNT Academy)
New/Conversion/Academy within a school:	New or Conversion
Proposed School Address (if known):	<ul style="list-style-type: none"> <li>Gault: 1115 E. Division Lane &amp; McKinley: 3702 E. McKinley Ave. (large field space, 3 gyms &amp; pool)</li> <li>Hunt: 6501 S. 10<sup>th</sup> St (great location for partnership with TCC/YMCA/MetroParks, &amp; large fields)</li> </ul>
Lead Applicant Name:	Christine Brandt, Jennifer Kubista & Josh Brandt
Lead Applicant Phone Number(s) :	Christine: 253-571-7755/Jennifer:253-571-1122/Josh:571-3903
Lead Applicant Fax Number(s) :	253-571-1125
Lead Applicant Email Address:	Christine: <a href="mailto:cbrand1@tacoma.k12.wa.us">cbrand1@tacoma.k12.wa.us</a> Jennifer: <a href="mailto:jkubist@tacoma.k12.wa.us">jkubist@tacoma.k12.wa.us</a> Josh: <a href="mailto:jbrandt@tacoma.k12.wa.us">jbrandt@tacoma.k12.wa.us</a>

If proposal is for an existing school:

Existing School Name:	<ul style="list-style-type: none"> <li>Foss (great location for partnerships with TCC/MetroParks/Rainiers)</li> <li>Gray (great location for partnerships with Bates/MetroParks-Star Center/Meadow Park Golf Course &amp; SERA fields)</li> </ul>
Existing School Address:	<ul style="list-style-type: none"> <li>Foss: 2112 S. Tyler St.</li> <li>Gray: 6229 S. Tyler St.</li> </ul>

Proposed Innovation School opening school year:       2015-16    2016-2017    2017-2018

School Year	Grade Levels	Total Student Enrollment	Total number of Staff
First Year	6 & 9	300	3-Principals 1-Dean 7-MS teachers 6-HS teachers 2-Sped 1-Counselor 1-Instuc. Coach 3-Office Prof. 2-ParaEdu. 1-Security 2-Custodian 3-Child Nutri. 6-Pur. Services
Second Year	6,7,9,10	600	3-Principals 2-Deans

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			14-MS teachers 12-HS teachers 3-Sped 2-Counselors 1-Instuc. Coach 3-Office Prof. 3-ParaEdu. 1-Security 2-Custodian 3-Child Nutri. 8-Pur. Services
Third Year	6, 7,8,9,10,11	900	3-Principals 2-Deans 21-MS teachers 19-HS teachers 4-Sped 2-Counselors 1-Instuc. Coach 3-Office Prof. 3-ParaEdu. 1-Security 2-Custodian 3-Child Nutri. 8-Pur. Services
Fourth Year	6-12	1050	3-Principals 2-Deans 21-MS teachers 25-HS teachers 4-Sped 3-Counselors 1-Instuc. Coach 3-Office Prof. 4-ParaEdu. 2-Security 3-Custodian 3-Child Nutri. 8-Pur. Services
Fifth Year/At Full Enrollment	6-12	1050	3-Principals 2-Deans 21-MS teachers 25-HS teachers 4-Sped 3-Counselors 1-Instuc. Coach 3-Office Prof. 4-ParaEdu. 2-Security 3-Custodian 3-Child Nutri. 8-Pur. Services

# Attachment A

## INNOVATION PLAN COMMITTEE

Proposed Innovation School Name:	Healthy, Nurturing, Training-Minds Academy (HNT Academy)
Proposed Location:	<ul style="list-style-type: none"> <li>• Gault: 1115 E. Division Lane &amp; McKinley: 3702 E. McKinley Ave.</li> <li>• Hunt: 6501 S. 10<sup>th</sup> St</li> <li>• Foss: 2112 S. Tyler St.</li> <li>• Gray: 6229 S. Tyler St.</li> </ul>

Names of innovation plan committee members (no more than 11 individuals):

Affiliation	Name
Lead applicant(s):	Christine Brandt
Other Member(s):	Jennifer Kubista
Other Member(s):	Josh Brandt
Other Member(s):	Dan Voelpel
Other Member(s):	Steven Demel
Other Member(s):	Stephen Murakami
Other Member(s):	JoAnne Williams
Other Member(s):	Krystal Keller
Other Member(s):	Greg Benner
Other Member(s):	Jaquette Easterlin
Other Member(s):	Chris Spivey

***I. EXECUTIVE SUMMARY***

Antwan is a 7<sup>th</sup> grader who weighs 285 pounds and is wanting to make some lifestyle changes at the recommendation of his doctor. Jane is a 9<sup>th</sup> grader living a healthy life and is interested in other ways she can work out and be healthy. Jeremiah a 6<sup>th</sup> grader is an amazing basketball player and very active but is struggling in school academically. Katie is an 11<sup>th</sup> grader on the AP track to college and is interested in pursuing a career where she can work for the Sounders organization as she is an avid soccer fan. Emily a 10<sup>th</sup> grader is a highly recruited volleyball player who wants to work out on an everyday basis to support her goal of getting a volleyball scholarship. John is an 8<sup>th</sup> grader who has muscular dystrophy and needs to be in the water on a daily basis to support the movement his muscles and joints need. HNT Academy can support the needs of all these students.

HNT Academy is a school that will focus on academics while offering a wide variety of physical fitness and health classes, reflecting research results that the more active the body is the more active the mind becomes, the vision of the academy: Active Bodies, Active Minds.

There is a need for students to be able to move on a more consistent and regular basis. John Ratey from Harvard Medical School states “exercise, good fitness-based exercise makes our brain more ready to learn.” Dr. Charles Hillman from the University of Illinois states “Research shows that after 30-stint on the treadmill, students actually do up to 10% better at problem solving.” Currently in Naperville HS in west Chicago test results are astounding: Reading scores up nearly twice as much. Math scores up by a factor of 20, due to implementation of a fitness and health school-wide focus. Wright, D., & Siegel, H. (n.d.). *Bikes, balls in class: How phys ed transformed one school*. Retrieved from <http://abcnews.go.com/WN/exercise-school-leads-learning/story?id=10371315>

The NCSL and CDC state overall obesity rates remain high and prevalent among 2-19 year olds and has not changed significantly from 2003-2004 through 2011-2012. In 2011-2012 Washington State had 10.1-15% of children who were identified as obese. (n.d.). Retrieved from <http://www.ncsl.org/research/health/childhood-obesity-trends-state-rates.aspx>

Our mission: In partnership with students, community and parents, HNT Academy will provide a comprehensive educational experience with a focus on physical fitness, nutrition and health that is rigorous, individualized and enables students to contribute to a changing and diverse world.

The academy will align its benchmarks to the current Tacoma Public Schools strategic goals of Academic Excellence, Partnerships and Safety. It will also use current identified curriculum but will implement project based learning which focuses on physical fitness, nutrition and health in our world as well as careers that can be sought out by students in their future.

We will work to establish community partnerships which focus on improving and supporting physical fitness such as the YMCA, Metro Parks and other local companies. Through these partnerships students will be exposed to a variety of fitness classes which could include but not limited to:

- Traditional sports: Basketball, Badminton, Floor Hockey, Handball, Soccer, Pickle ball, Racquet Ball, Running, Speedball, Swimming, Volleyball, Wallyball, Whiffleball etc.
- Alternative sports: BMX biking, Fencing, Martial Arts, MMA, Skateboarding etc.
- Cardiovascular Fitness: Aerobic Class, Circuit Training. Running, Spinning, Swimming, Walking, Water Aerobics, Dancing

- Muscular Strength & Endurance: Bodyweight Exercises, Circuit Training, Free Weights, Olympic Lifting, TRX, Weight Machines
- Flexibility & Relaxation: Flexibility, Pilates, Meditation, Relaxation, Yoga

There will be an application and interview process for both students and parents to identify the individual needs of students for academics and physical fitness. Students must get a physical at the beginning of each school year due to the large amount of physical fitness students will be participating in.

## ***II. PUBLIC STATEMENT***

The more active the body, the more active the mind. Healthy, Nurturing, Training-Minds Academy will offer student's academic classes with a focus on fitness, nutrition and health and elective classes for traditional sports, alternative sports, cardiovascular fitness, muscular strength and endurance, flexibility and relaxation. Students will be physically active three times a day. The school will be located at (identify once site is chosen) which will allow community partnerships with (identify partners) to support, teach and train students. An advisory teacher will stay with students through the academy to support students meeting their academic, physical fitness and nutrition goals.

## ***III. MISSION, VISION, STATEMENT OF NEED, AND PROPOSED PARTNERSHIPS***

### **A. Mission Statement**

In partnership with students, community and parents we will provide a comprehensive educational experience with a focus on physical fitness, nutrition and health that is rigorous, individualized and enables student to contribute to a changing and diverse world.

### **B. Vision Statement**

Active Bodies, Active Minds

Students will begin school by attending a physical fitness class followed by meeting with their academic advisory teacher every morning. Advisory will focus on goal setting and tracking progress of student's academics, fitness and nutrition as well as focus on AVID strategies that allow students to be high school and college ready. Students will attend academic classes followed by an additional thirty minute low-impact physical fitness course and lunch. Students will then attend three more academic classes. Those students who would like to play athletics will be able to participate at their home school. A final exercise opportunity will be available to students as well as time for additional academic support if it is identified as being needed to ensure student meets grade level CCSS. Core academic classes will have fitness, nutrition and health focused projects. The impact of this approach supports students so they can improve and grow academically and live a healthy life.

### **C. Statement of Need**

Research shows the more active the body is the more active the brain becomes. This HNT academy will allow for a physical fitness, nutrition and health focus by having students participate in physical fitness activities three times a day while also attending academic classes. Research show that both reading and math skills increase when students are physically active on a daily basis.



Students who enjoy physical fitness or those wanting to make a change in their lives related to physical fitness and nutrition will be sought after. Students will be selected equitably to ensure all regions of the district are given the opportunity to participate in the school.

A large portion of the population will be focused on students who are currently behind in grade level standards or struggle with behavior and time on task in classes. We believe the added component of physical fitness will assist these students in successfully improving academics and behaviors in class.

When looking at Foss or Gray as options they are located in areas of the city that have potential established physical fitness and nutrition partners.

#### **D. Primary Proposed Partnership(s)**

- YMCA-current partner in the Tacoma School District focused on extra-curricular activities. Would expand this partnership to offer a variety of physical fitness classes.
- Metro Parks- current partner in the Tacoma School District focused on extra-curricular activities. Would expand this partnership to offer a variety of physical fitness and nutrition classes.
- Community partner once site is identified, such as local physical fitness and nutrition instructors. These are potential partners should the school be established.
- UWT or PLU teacher preparation program-Student teachers for recruitment and support for TPS. These are potential partners should the school be established.
- TCC, UPS & PLU athletic departments/physical fitness and nutrition departments. These are potential partners should the school be established.
- MultiCare, Group Health, Franciscan Group-Partners to support physicals to allow for equity of all students to participate in the HNT Academy. These are potential partners should the school be established.
- Presidential Youth Fitness Program (PYFP) provides a model for fitness education and offers assessment, educational and motivational tools to support teachers and empower students. The PYFP also sponsors a number of grant and partnership programs.

### ***IV. HOW WILL AUTONOMY AND FLEXIBILITY BE USED TO IMPROVE SCHOOL PERFORMANCE AND STUDENT ACHIEVEMENT?***

#### **A. A. Curriculum, Instruction, and Assessment**

- Will use current identified curriculums for TPS
- Will teach to CCSS in all content areas.
- Will alter projects/assessments in curriculum to align with fitness and nutrition focus of school by altering topics and rubrics accordingly. Each grade level could have a focus for the year (i.e. 6<sup>th</sup> grade-Fitness and Nutrition-What that means to me?/9<sup>th</sup> grade-Growth and Improvement-How do I grow/improve in my life?)
- Will use SBAC interim block testing to assess students meeting CCSS standards.
- Will use SBAC end of year assessments.
- Assessment for the whole school will be Standards Based for all content areas for both formative and summative assessments.
- Smaller class sizes: 21/1 in MS and 25/1 in the high school to support the focus of recruiting students who are behind in grade level standard and may struggle in a traditional comprehensive school model.

- Special Education will be an inclusion co-teaching model with classes being 1/3 special education to 2/3 general education students supported by 2 teachers in the classroom, with the goal of moving as many students as possible into full inclusion.
- We will follow the graduation requirements as identified by the state to ensure students are prepared and ready to graduate and be college eligible. However the classes that we offer in high school will align with the Physical Fitness and Health focus of the school (i.e. Anatomy and Physiology instead of Biology, Nutrition, Athletic Training, etc.) Would also like students in High School to be able to participate in internship specific to a fitness or nutrition career they are interested in. Partners could include Tacoma Rainiers, Physical therapy companies, Seattle Seahawks and others.

Waiver to current district practice (Yes or No)	Proposed practice	Expected impact on student achievement
<i>Yes: Policy and Regulation 2420 Grading and Progress Reports</i>	<i>The HNT Academy will use a standards based grading approach with the focus on students getting many opportunities to show how they have mastered a grade level standard.</i>	<i>1. Allows the opportunity for students to master all grade level standards throughout the year.</i>
<i>Yes</i>	<i>Implement 3 physical fitness classes throughout the day for all students.</i>	<i>1. Increased improvement and meeting of grade level standards and yearly assessments for both district and state. 2. Increase the amount of time on task for students and cognitive outcomes as measured by executive function.</i>
<i>Yes Policy and Regulation 2020 Curriculum Development and Adoption of Instructional Materials</i>	<i>Would use district curriculum with an emphasis on physical fitness and health focuses through project based learning with all rubrics and assessments aligned accordingly. Additional supplementary material will be used to support physical fitness and health in all content areas.</i>	<i>1. Students will be exposed to real life application of physical fitness and health to their daily live and to career opportunities in these fields.</i>
<i>Yes Collective Bargaining Agreement</i>	<i>Would hire physical education teachers but would like to use community partnerships to offer a variety of fitness and nutrition classes.</i>	<i>1. Students will not be limited to traditional fitness and health classes. Will allow for diverse curriculum in fitness and health.</i>
<i>Yes: Collective Bargaining Agreement</i>	<i>Class Size- MS 21:1 ratio HS 25:1ratio</i>	<i>1. Will be recruiting students who are behind in standard. Allows for increase teacher contact time.</i>

## B. Schedule and Calendar

- Will use TPS identified calendar year, with:
  - 10 additional days for teacher PD and camp.
  - 2 additional days for students for camp.
- Additional will offer a 5 week summer school program open to any MS or HS student who needs summer school support (Enrollment: 200 MS/ 200 HS)
- Schedule for staff and planning needs:
  - Split staff schedule:
    - 7:00 AM-2:30 PM
    - 9:00 AM-4:30 PM
  - Collaborative planning will be built in the master schedule.
  - Once a week teachers will meet by content to look at student assessment data, lesson planning and common assessments.
  - Bi-weekly teachers will meet by grade-level to discuss common focuses and behavior of students and supports needed.
  - Collective bargaining provisions needed:
    - Scheduled start and end times.
    - Once a week collaborative content planning.
    - Twice a month collaborative grade level planning.
    - Additional days added for PD
    - Student/Staff ratios
- Collective Bargaining provisions:
  - Professional workday provisions: employees shall work a straight 7.5 hours day inclusive of not less than a 30 minute duty free lunch, but would do so on a split schedule identified above.
  - Planning periods:
    - Once a week teachers will meet by content to look at student assessment data, lesson planning and common assessments.
    - Bi-weekly teachers will meet by grade-level to discuss common focuses and behavior of students and supports needed.
  - Summer School: current HNT Academy staff will have priority in teaching the 5 week summer school program on an alternating year basis. Because of the content and structure, qualified internal or external candidates will be selected for interviews if needed.

Schedule below:

HS Daily Schedule (Most fitness classes will be off-site)

Period 1	7:30-9:30 am	<ul style="list-style-type: none"> <li>• Physical fitness class (45 minutes; rotation: cardio, weights, sport, stretching/relaxation)</li> <li>• Shower/Advisory (40 minutes in total: 20 minutes shower/20 minutes advisory – swap)</li> <li>• Transition to school (30 minutes) – this time could vary depending on site chosen</li> </ul>
Period 2	9:30-10:25 am	English (H/AP)
Period 3	10:30-11:25 am	Math (H/AP)
Period 4/Lunch	11:30 am - 1:20 pm	<ul style="list-style-type: none"> <li>• Physical fitness class (30 minutes: low-impact)</li> <li>• Lunch (30 minutes)</li> <li>• Transition to facilities for physical fitness class (20 minutes)</li> <li>• Transition back to school (30 minutes)</li> </ul>

Period 5	1:25-2:20 pm	Science (H/AP) – 4 years mandatory; 3 to meet graduation requirements and 1 for health requirement
Period 6	2:25-3:20 pm	History/CTE
Period 7	3:25-4:20 pm	Electives (Language and Art)/Leave for HS sporting activity
Extra-Curricular	4:25 – 5:30 pm	Academic Support: ELO, tutoring Enrichment: School Clubs/Outside Community Organizations

MS Daily Schedule (All classes on-site)

Period 1	7:30 – 9:30 am	<ul style="list-style-type: none"> <li>Physical fitness class (45 minutes; rotation: cardio, weights, sport, stretching/relaxation)</li> <li>Shower/Advisory (60 minutes in total: 30 minutes shower/30 minutes advisory – swap)</li> </ul>
Period 2	9:30-10:25am	English (H/AP)
Period 3	10:30-11:25am	Math (H/AP)
Period 4/Lunch	11:30am-1:20pm	<ul style="list-style-type: none"> <li>Physical fitness class (30 minutes: low-impact)</li> <li>Lunch (30 minutes)</li> <li>Leadership Class/AVID (45 minutes)</li> </ul>
Period 5	1:25-2:20 pm	Science (H/AP) – 3 years mandatory
Period 6	2:25-3:20 pm	Social Studies/CTE
Period 7	3:25 – 4:20 pm	Electives (Language and Art)/Leave for MS sporting activity
Extra-Curricular	4:25pm – 5:30pm	Academic Support: ELO, tutoring Enrichment: School Clubs/Outside Community Organizations

Waiver to current district practice (Yes or No)	Proposed practice	Expected impact on student achievement
<i>Yes: Policy and Regulation 3130 District Attendance Areas</i>	<i>We will be an open, optional enrollment school, where students can apply to become members of the student community. TPS applicants will be the priority.</i>	<i>1. Allows for any TPS student interested in fitness and nutrition to be able to attend our school.</i>
<i>Yes: Policy and Regulation 3114 Part-time, Home-based or Off Campus students</i>	<i>We are requesting not to abide by this policy and regulation. We believe school and classes will be at capacity and the process to apply will be open every year.</i>	<i>1. All students are at school and contributing to our fitness and nutrition community.</i>
<i>Yes: Policy 5231 Length of Certificated</i>	<i>Split schedule staffing 7:00 AM-2:30 PM/ 9:00 AM-4:30 PM.</i>	<i>1. Schedule allows students to stay for extended school for both enrichment and additional academic support.</i>

<i>Instructional Staff work day</i>	<i>HNT will have flexibility to adjust the length of the certificated work day due to split schedule (i.e. 30 minutes before school starts, 30 minutes lunch, not guaranteed 30 minutes at the end of the day).</i>	<i>2. Allows diverse classes of physical fitness and nutrition to be offered.</i>
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**C. Staffing**

- Identified below in chart.
- Exceptions: based on additional needs if/when they arise
- Community Partners: for physical fitness support to offer a variety of physical activities
- Job description: Teachers will teach in their HQ identified content as well as:
  - Teach one physical fitness class if needed
  - Be an academic advisor to a smaller group of students
  - Advisor for one extra-curricular activity if needed
  - Participate in all PD which will include physical fitness program for staff, AVID and Whole Child Initiative.
  - Will support SCDM common agreements and approved initiatives as identified in Sec. 82 of contract.

School Year	Total number of Staff
First Year	3-Principals 1-Dean 7-MS teachers 6-HS teachers 2-Sped 1-Counselor 1-Instuc. Coach 3-Office Prof. 2-ParaEdu. 1-Security 2-Custodian 3-Child Nutri. 6-Pur. Services
Second Year	3-Principals 2-Deans 14-MS teachers 12-HS teachers 3-Sped 2-Counselors 1-Instuc. Coach 3-Office Prof. 3-ParaEdu. 1-Security 2-Custodian 3-Child Nutri.

	8-Pur. Services
Third Year	3-Principals 2-Deans 21-MS teachers 19-HS teachers 4-Sped 2-Counselors 1-Instuc. Coach 3-Office Prof. 3-ParaEdu. 1-Security 2-Custodian 3-Child Nutri. 8-Pur. Services
Fourth Year	3-Principals 2-Deans 21-MS teachers 25-HS teachers 4-Sped 3-Counselors 1-Instuc. Coach 3-Office Prof. 4-ParaEdu. 2-Security 3-Custodian 3-Child Nutri. 8-Pur. Services
At Full Enrollment	3-Principals 2-Deans 21-MS teachers 25-HS teachers 4-Sped 3-Counselors 1-Instuc. Coach 3-Office Prof. 4-ParaEdu. 2-Security 3-Custodian 3-Child Nutri. 8-Pur. Services

Waiver to current district practice (Yes or No)	Proposed practice	Expected impact on student achievement
<i>Yes: Policy 5222 Job sharing staff members</i>	<i>HNT reserves the right to determine positions authorized for job sharing assignments.</i>	<i>1. Allows diverse classes of physical fitness and nutrition to be offered.</i>
<i>Yes: Policy 5310 Extracurricular assignments</i>	<i>All extracurricular assignments will be built into the daily academic schedule.</i>	<i>1. Schedule allows students to stay for extended school for both enrichment and additional academic support.</i>

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#### D. Budget

- See attached budget sheets, used 2014-2015 Average Salary with benefits.
  - Salaries used:
    - Teachers: \$92,431
    - Deans: \$92,431
    - Counselor: \$92,431
    - Para Educator: \$43,964
      - Office para
      - Special Education para
    - Principal/Assistant Principal
      - Principal HS: \$187,901
      - Assistant Principal HS: \$161,997
      - Assistant Principal MS: \$150,908
    - Office Professional
      - Office Professional 12 mos: \$69,776
      - Office Professional 10 mos: \$59,922
    - Security: \$53,557
    - Custodial:
      - Chief Custodian: \$70,848
      - Custodian: \$60,111
    - Child Nutrition:
      - Child Nutri Cashier Helper: \$41,424
      - Child Nutri Satellite Cashier: \$41,424
      - Pilot Program Helper: \$33,411
    - Purchased Services: 5 hours a day for 180 days based on \$20 an hour pay.
    - Travel(Transportation):
      - Bus Driver 10 mo: \$55,125
      - Orca Cards: \$250 per student estimating 150 = \$37,500

Waiver to current district practice (Yes or No)	Proposed practice	Expected impact on student achievement
<i>Yes: Policy and Regulation 4260 Use of School Facilities</i>	<i>After expenses, all rental funds will be directly deposited back into the HNT Academy budget.</i>	<i>1. Allows for additional funding to support extracurricular needs and field trips.</i>
<i>Yes: Nutrition</i>	<i>Change and offer more snacks that are high protein and also more fruit and vegetables. Change food offered at lunch as well.</i>	<i>1. Due to increase physical fitness demands, breakfast and lunch offerings need to support the caloric and nutritional needs of the students. Snacks will also need to be offered to support caloric needs.</i>

## E. District Policies and Procedures

- HNT Academy will establish an advisory board which will include the following members:
  - Principal
  - Superintendent designee
  - Current Teachers
  - Current Parents
  - Current Community Partners
  - TPS identified staff
    - This advisory board will be the decision making body for any changes wanted/needed to be implemented to the school for policies, programs, and budget. This body will meet quarterly to review: data, programing and any additions/changes needed.
    - A non-profit status may also be established by this group to support funding needs of the school for equipment, field-trips and additional needs that may arise that are not funded by TPS.
- School decisions will use the School Centered Decision Making Team (SCDM) process as identified in the TPS contract for decision needed that affect teachers and students in regards to the daily function of the school.
- An Associated Student Body will be established for student decisions for the school and will follow the TPS ASB Policies and Procedures.
  - Raising Student Voice and Participation (RSVP) Summits will be run every year to get feedback from students regarding the school.

Waiver to current district practice (Yes or No)	Proposed practice	Policy/Regulation Necessities in the Decision Making Structure
<i>Yes: Policy and Regulation 2420 Grading and Progress Reports</i>	<i>The HNT Academy will use a standards based grading approach with the focus on students getting many opportunities to show how they have mastered a grade level standard.</i>	<i>1. Allows the school upfront to inform teachers they hire about grading practice that align to students getting ample opportunity to meet grade level standards.</i>
<i>Yes</i>	<i>Implement 3 physical fitness classes throughout the day for all students.</i>	<i>1. Whole basis of mission and vision of school.</i>
<i>Yes: Policy and Regulation 2020 Curriculum Development and Adoption of Instructional Materials</i>	<i>Would use district curriculum with an emphasis on physical fitness and health focuses through project based learning with all rubrics and assessments aligned accordingly. Additional supplementary material will be used to support physical fitness and health in all content areas.</i>	<i>1. Allows to communicate with teachers and adjust school district approved curriculum to align to the mission and vision of the school.</i>
<i>Yes:</i>	<i>Would hire physical education teachers but would like to use community</i>	<i>1. In order to offer a diverse offering of physical fitness and nutrition classes due to certification</i>



<i>Collective Bargaining Agreement</i>	<i>partnerships to offer a variety of fitness and nutrition classes.</i>	<i>needs we will need to be able to have the flexibility to hire staff outside of TPS.</i>
<i>Yes: Policy and Regulation 3130 District Attendance Areas</i>	<i>We will be an open, optional enrollment school, where students can apply to become members of the student community. TPS applicants will be the priority.</i>	<i>1. Allows for any TPS student interested in fitness and nutrition to be able to attend our school no matter where they live in Tacoma.</i>
<i>Yes: Policy and Regulation 3114 Part-time, Home-based or Off Campus students</i>	<i>We are requesting not to abide by this policy and regulation. We believe school and classes will be at capacity and the process to apply will be open every year.</i>	<i>1. In order for students to have the physical fitness and academic benefits they must be enrolled as a full-time student.</i>
<i>Yes: Policy 5231 Length of Certificated Instructional Staff work day</i>	<i>Split schedule staffing 7:00 AM-2:30 PM/ 9:00 AM-4:30 PM. HNT will have flexibility to adjust the length of the certificated work day due to split schedule (i.e. 30 minutes before school starts, 30 minutes lunch, not guaranteed 30 minutes at the end of the day).</i>	<i>1. Allows the school upfront to inform teachers they hire about the split schedule option. 2. Would also like to post jobs with identified schedule of a 7:00 AM or a 9:00 AM start.</i>
<i>Yes: Policy 5222 Job sharing staff members</i>	<i>HNT reserves the right to determine positions authorized for job sharing assignments.</i>	<i>1. Because of the schedule of running a middle and high schools this will allow us to hire staff that have certification needs for fitness classes to job share if need be due to the diverse fitness classes we would like to offer.</i>
<i>Yes: Policy 5310 Extracurricular assignments</i>	<i>All extracurricular assignments will be built into the daily academic schedule.</i>	<i>1. Staff hired for the 9:00 AM shift will also have built in enrichment and academic support classes in their schedule.</i>
<i>Yes</i>	<i>Principal and all Administration selection</i>	<i>1. If a principal is selected by district it must also be approved by 3 identified Advisory board members (superintendent designee, teacher and parent). 2. If principal is interviewed for hire 3 identified Advisory board members (superintendent designee, teacher and parent) will be part of the interview committee.</i>
<i>Yes: Policy and Regulation 4260 Use of School Facilities</i>	<i>After expenses, all rental funds will be directly deposited back into the HNT Academy budget.</i>	<i>1. Allows for additional funding to support extracurricular needs and field trips.</i>
<i>Yes: Nutrition</i>	<i>Change and offer more snacks that are high protein</i>	<i>1. Due to increase physical fitness demands, breakfast and lunch offerings need to support the</i>

	<i>and also more fruit and vegetables. Change food offered at lunch as well.</i>	<i>caloric and nutritional needs of the students. Snacks will also need to be offered to support caloric needs.</i> 2. <i>Allows for us to consult with a nutritionist to best meet the needs of the students.</i>
<i>Yes: Graduation</i>	<i>Ability to graduate early due to academic acceleration</i>	1. <i>Due to offering more periods and the ability starting in 8<sup>th</sup> grade for students to take High School credit classes there is a possibility that students could graduate early.</i> 2. <i>Allows students to graduate early if they have met all the graduation requirements.</i> 3. <i>Would offer December and June graduation dates.</i>

## F. Governance

- HNT Academy will establish an advisory board which will include the following members:
  - Principal
  - Superintendent designee
  - Current Teachers
  - Current Parents
  - Current Community Partners
  - TPS identified staff
    - This advisory board will be the decision making body for any changes wanted/needed to be implemented to the school for policies, programs, and budget. This body will meet quarterly to review: data, programing and any additions/changes needed.
    - A non-profit status may also be established by this group to support funding needs of the school for equipment, field-trips and additional needs that may arise that are not funded by TPS.
- School decisions will use the School Centered Decision Making Team (SCDM) process as identified in the TPS contract for decision needed that affect teachers and students in regards to the daily function of the school.
- An Associated Student Body will be established for student decisions for the school and will follow the TPS ASB Policies and Procedures.
  - Raising Student Voice and Participation (RSVP) Summits will be run every year to get feedback from students regarding the school.

## G. Professional Development

- 8 days of PD for Staff as well as 2 state waiver days and any additional waiver days granted to the district by the state.
  - All PD will be aligned to the district 5D framework and strategic goals.
  - Physical Fitness and Nutrition overview and focus
  - AVID: Small group to AVID summer institute, would recruit and hire teachers who already have the training, use train the trainer model.
  - Whole Child Initiative: committee for training, train the trainer model used to train staff, building of lesson plans. Developing students who are healthy, safe, engages, supported, and challenged.
  - Standards Based Teaching & Grading
  - Student Camp overview
- 2 days of student camp with teachers: (5 hours a day)

- Basics of fitness and nutrition
- AVID what this means for me
- Team building
- Lesson plans for behavior matrixes
- Job embedded PD:
  - Common planning will be built into the schedule and will also allow PD to be embedded into the regular work day for both content and student support.

## H. Facilities

- Gault & McKinley:
  - Large field space for 2 full synthetic size fields with 400m tracks (one potentially bubbled for around the year access to a field and track)
  - 3 gyms for 2 full sized basketball courts and potential for weight rooms and studios (dance/yoga etc.), wrestling room
  - Existing pool for aquatic activities
  - Access for community use in the evenings once school is complete for eastside and/or Tacoma area organizations.
- Hunt:
  - Allows for partnership with TCC/YMCA/MetroParks
  - Large fields for two synthetic full size fields with 400m tracks (one bubbled),
  - Gym space for two full-sized basketball gyms, two weight rooms, two studios (dance/yoga, etc.), 4x-sized wrestling room (168 feet by 168 feet,
  - Outdoor space for BMX/Skateboard Park,
  - Area for Fencing Piste (Peaced) Hall (45 feet and 11 inches by 6ft and 6 inches),
  - Classroom space for full sized science Labs, Video Labs (2 to 4), Greenroom, Editing Room (KBTS Partnership – HS sports coverage).
  - Access for community use in the evenings once school is complete for Tacoma area organizations
- Foss:
  - Allows for partnership with TCC/YMCA/MetroParks
  - Large fields for two synthetic full size fields with 400m tracks (one bubbled),
  - Gym space for two full-sized basketball gyms, two weight rooms, two studios (dance/yoga, etc.), 4x-sized wrestling room (168 feet by 168 feet)
  - Outdoor space for BMX/Skateboard Park,
  - Area for Fencing Piste (Peaced) Hall (45 feet and 11 inches by 6ft and 6 inches),
  - Classroom space for full sized science Labs, Video Labs (2 to 4), Greenroom, Editing Room (KBTS Partnership – HS sports coverage).
  - Internships with Rainiers.
  - Access for community use in the evenings once school is complete for Tacoma area organizations.
- Gray:
  - Allows for partnership with MetroParks Star Center and SERA fields.
  - Large fields with synthetic full size fields with 400m tracks (one bubbled),
  - Gym space for two full-sized basketball gyms, two weight rooms, two studios (dance/yoga, etc.), 4x-sized wrestling room (168 feet by 168 feet,
  - Outdoor space for BMX/Skateboard Park,

- Area for Fencing Piste (Peaced) Hall (45 feet and 11 inches by 6ft and 6 inches),
- Classroom space for full sized science Labs, Video Labs (2 to 4), Greenroom, Editing Room (KBTS Partnership – HS sports coverage).
- Access for community use in the evenings once school is complete for Tacoma area organizations.

#### ***V. CAPACITY OF APPLICANT GROUP***

- Innovative planning committee was brought together for affirmation of the outlined innovative school which was originally developed by Christine Brandt-principal, Josh Brandt-physical education teacher and Jennifer Kubista-TPS director. The below identified members will be part of the advisory board for the HNT Academy and will be part of the planning process of the school.
  - Christine Brandt: Recommended as Principal of HNT Academy. Christine is currently the principal at Jason Lee Middle School. Christine has a physical education and health degree and spent her teaching career as a health instructor at Wilson High School. Christine was integral in Wilson High School becoming a Washington identified “School of Distinction” as one of the key instructional leaders in the building as well as leading Jason Lee being removed from the Priority School list identified by the state in the 2014-2015 school year. Christine currently runs the Jason Lee Hilltop Scholar Summer Academy which is a 5 week summer program that focuses on supporting both academics and physical fitness at Jason Lee for students who are showing signs of being behind in grade level standard. The Summer Academy was a smaller version of the proposed HNT Academy.
  - Josh Brandt: Current TPS physical education teacher at Fern Hill and Sheridan Elementary. Josh has a physical education degree. Josh will be integral in the development of curriculum alignment needed for fitness and nutrition the HNT Academy will be using that is age appropriate and will promote life-long fitness and nutrition learners. He previously coached for multiple TPS high schools (volleyball, basketball, fast pitch & baseball). Currently coaches’ youth sports in the community.
  - Jennifer Kubista: Currently the Director for Student Life for TPS. Jennifer has a Sports Administration-Management degree. Jennifer also has experience in leading a non-profit youth organization. Jennifer is one of the co-leads in TPS for the Whole Child initiative developing sustainable systems focused on clear expectations, positive behaviors and behavioral-health, and the use of multiple measurements to guide the decision-making and action plans for student’s success in schools. Jennifer also leads the districts athletics, activities, and the associated student bodies (ASB).
  - Dan Voelpel: Director of Public Information Office for TPS. Dan has been intricate in supporting the innovative school with research and examples of similar schools that are across the nation and the academic results schools are making. Dan has previously rolled out other innovative schools to the public and will be integral in our public presentations and promotion for the HNT Academy.
  - Stephen Murakami: Steve is the Executive Director of Maintenance and Operations. Steve is integral in the planning process as we are proposing 4 different sites that could be used for the HNT Academy. Steve’s knowledge of the buildings and their existing structures will be important in the decision making process of the school. Steve’s innovated approaches to building schools is also necessary because of the vision of the HNT Academy.
  - Krystal Keller: Recommended as a Math Teacher/Dean of students. Krystal is a math teacher at Jason Lee middle school and has been a teacher for the Hilltop Scholar Summer Academy which is a pilot summer school version of the proposed HNT Academy. Krystal would be

hired as our lead math teacher. She would be a key teacher in the development of curriculum that aligns with our health and fitness focus of the school. Krystal has also had significant growth with her students in regards to academic achievement as well. Krystal Keller also is the AVID coordinator at Jason Lee and would bring that leadership capacity with her to help support and train all teacher in AVID. Krystal is also interested in completing her administrative credentials and could be a dean of students for the school.

- Steven Demel: Director of Purchasing for TPS. Steve will assist us as we begin to purchase and build the school. Steve’s personal vision of an innovative school reflects his lifestyle as an avid runner, youth coach and advocate of life-long fitness.
- Dr. Greg Benner: Dr. Benner is one of the co-leads and partner through University of Washington-Tacoma in the development and implementation of the Tacoma Whole Child Initiative to build sustainable systems so students are successful. His behavioral-health background and research will be integral as we cultivate and establish a positive culture and climate focused on the development of healthy, safe, engaged, supported and challenged student.
- Jaquette Easterlin: Recommended as Coordinator of Community Partnerships related to fitness classes and additional enrichment opportunities after-school. Jaquette currently is the program supervisor of the Bobcat Learning Center at Jason Lee Middle School. Jaquette coordinates multiple community partners that offer enrichment opportunities after-school at Jason Lee.
- Chris Spivey: Currently a community partner in TPS schools. Chris currently works with multiple TPS schools in coordinating school partnership with the YMCA. Chris has been integral in the development of after-school youth centers currently located in three Tacoma schools and integral in the development of youth activities through multiple schools in the district. The YMCA is a recreational organization focused on health and wellness with a vision to lead and champion youth health issue, collaboration, and an emphasis on nutrition and physical activity levels for people of all ages.
- Joanne Williams: Parent and Recommended as Physical Therapist for the school. Joanne has a physical therapy degree and has 2 students in TPS. Joanne will consult on possible physical limitations due to the increase physical activity. If hired Joanne would treat students who may need physical therapy as well as teach athletic training classes. Jo Anne would also be the physical therapist for any special education students that qualify for physical therapy that are students in the school.

**VI. TIMETABLE FOR DEVELOPMENT AND ESTABLISHMENT**

- Stakeholders:
  - We chose to connect with the two major recreational youth organization in the Tacoma community who currently have partnerships with TPS. Additional stakeholders listed in the application will be approached if school is approved. We feel confident that we will have a partnership with all the identified partners due to their current support of TPS.

Activities	Communication & Development Timeline
Regular standing Advisory board committee meeting	September 2015- will meet once a month until school opens.
Regular standing district staff meeting (budget, legal, finance, HR, student services)	September 2015 – will meet once a month until school opens.
Regular standing Maintenance and Operation meeting	September 2015- will meet once a month until school opens.
Curriculum Development and Assessment Committee	November 2015, March 2016, June 2016, August 2016-Week of curriculum

	development, September 2016-will meet once a month until school opens.
Public meetings for input	November 2015, March 2016, June 2016 November 2016, March 2017,
Identify Community partners for schools to support fitness classes to be offered as well as opportunities for internship for high school students.	September 2015- Start of school
Hire Staff	February-May 15, 2017
Student Recruitment	February 2016-September 2017
Staff PD	June 2017 (5 days), August 2017 (5 days)
School Opens	September 2017

**VII. INNOVATION SCHOOLS: AREAS OF ACCOUNTABILITY**

- Per Policy 2010 we will follow the identified benchmarks for the districts four strategic goals.
- Middle School Benchmarks:

Goals & Benchmark	Compliance to standards	Equitable Access
Academic Excellence-Reading: % of students meeting standard on SBAC and Report Card Standards.	By the end of the 2 <sup>nd</sup> year the HNT Academy students will meet or exceed the state average on the SBAC for reading and report cards for Language Arts classes.	<ul style="list-style-type: none"> <li>• Students who are showing signs as being behind in standard(s) will be assigned academic support classes at the end of the day to ensure meeting of this standard.</li> <li>• If special designed instruction is needed for students we will follow process for Special Education placement and IEP will be designed and implemented to support students.</li> </ul>
Academic Excellence-Math: % of students meeting standard on SBAC and Report Card Standards.	By the end of the 2 <sup>nd</sup> year the HNT Academy students will meet or exceed the state average on the SBAC for math and report cards for Math classes.	<ul style="list-style-type: none"> <li>• Students who are showing signs as being behind in standard(s) will be assigned academic support classes at the end of the day to ensure meeting of this standard.</li> <li>• If special designed instruction is needed for students we will follow process for Special Education placement and IEP will be designed and implemented to support students.</li> </ul>
Academic Excellence-Extracurricular Activities: % of students enrolled in the school.	By the end of the 2 <sup>nd</sup> year the HNT Academy will be at full capacity for student enrollment	Enrollment by region

	due to having extracurricular activities being embedded into the schools schedule.	
Partnerships-Welcoming Environment: % of registered volunteers in school, % of School Climate participants and % of family and community engagement in school.	By the end of the 2 <sup>nd</sup> year the HNT Academy will have increased the school-wide average % from previous year or be within 1% of the district average.	Will ensure that all partners in the school will have the opportunity to give the school feedback through surveys.
Partnerships-Effective Communication: % of use by public of district's and Partnership websites, % of positive response on Climate Survey regarding communication, and Community partner survey year to year.	By the end of the 2 <sup>nd</sup> year HNT Academy will have increased the school-wide average % from previous year or be within 1% of the district average.	Will ensure that all partners in the school will have the opportunity to give the school feedback through surveys.
Partnerships-Supporting Student Success: % of CBO's and formal partnerships, % ELO opportunities, % of business, higher education and partner organizations supporting school, % of positive response on Community partner survey year to year.	By the end of the 2 <sup>nd</sup> year HNT Academy will have ELO built into the school schedule for students who are behind in grade level standards supported by district personnel and community partners.	This is the basis of the HNT Academy and the focus to support students who are showing signs they are behind in standard.
Partnerships-Engaging families and parents: % registered volunteers, % and School Climate Survey Participation by parents % of positive response on Climate survey year to year.	By the end of the 2 <sup>nd</sup> year HNT Academy will have parents and volunteers actively involved in the school structure.	
Safety-Student: Climate survey mini	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.
Safety-Students: % of students failing one or more classes with one or more disciplinary infractions.	By the end of the 2 <sup>nd</sup> year HNT Academy will be within 1% or better than the district average.	Intervention support
Safety-Students: % of students identified by OSPI student behavior data.	By the end of the 2 <sup>nd</sup> year HNT Academy will be within 1% or better than the district average.	Intervention support
Safety-Student: Climate survey Complete	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.
Safety-Staff: Climate survey complete	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.

Safety-Parents: Climate survey complete	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.
Safety-Student: Healthy Youth Survey	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for participation and positive responses.	Will allow opportunity for healthy you survey to be taken at school.

- High School Benchmarks:

Goals & Benchmark	Compliance to standards	Equitable Access
Academic Excellence-9 <sup>th</sup> grade: % of students failing one class, % of students failing more than one class.	By the end of the 2 <sup>nd</sup> year the HNT Academy students will be below the district average of established district sub-categories.	<ul style="list-style-type: none"> <li>Students who are showing signs as being behind in standard(s) will be assigned academic support classes at the end of the day to ensure meeting of this standard.</li> <li>If special designed instruction is needed for students we will follow process for Special Education placement and IEP will be designed and implemented to support students.</li> </ul>
Academic Excellence-10 <sup>th</sup> grade Reading: % of students meeting standard on SBAC.	By the end of the 2 <sup>nd</sup> year the HNT Academy students will meet or exceed the state average on the SBAC for reading of established district sub-categories..	<ul style="list-style-type: none"> <li>Students who are showing signs as being behind in standard(s) will be assigned academic support classes at the end of the day to ensure meeting of this standard.</li> <li>If special designed instruction is needed for students we will follow process for Special Education placement and IEP will be designed and implemented to support students.</li> </ul>
Academic Excellence-10 <sup>th</sup> grade Math: % of students meeting standard on SBAC, End of Course Exam.	By the end of the 2 <sup>nd</sup> year the HNT Academy students will meet or exceed the state average on the SBAC for math of established district sub-categories.	<ul style="list-style-type: none"> <li>Students who are showing signs as being behind in standard(s) will be assigned academic support classes at the end of the day to ensure meeting of this standard.</li> <li>If special designed instruction is needed for students we will follow process for Special Education placement and IEP will be designed and</li> </ul>



		implemented to support students.
Academic Excellence-10 <sup>th</sup> grade Science: % of students meeting standard on SBAC, End of Course Exam for Biology.	By the end of the 2 <sup>nd</sup> year the HNT Academy students will meet or exceed the state average on the SBAC of established district sub-categories.	<ul style="list-style-type: none"> <li>• Students who are showing signs as being behind in standard(s) will be assigned academic support classes at the end of the day to ensure meeting of this standard.</li> <li>• If special designed instruction is needed for students we will follow process for Special Education placement and IEP will be designed and implemented to support students.</li> </ul>
Academic Excellence-Graduation: % of student graduation on time, % of students graduating-extended time, % of students dropping out, % of students re-enrolled from drop outs.	By the end of the 4 <sup>th</sup> year the HNT Academy will be at or above the district average of established district sub-categories.	<ul style="list-style-type: none"> <li>• Students who are showing signs as being behind in standard(s) will be assigned academic support classes at the end of the day to ensure meeting of this standard.</li> <li>• If special designed instruction is needed for students we will follow process for Special Education placement and IEP will be designed and implemented to support students.</li> </ul>
Academic Excellence-Verified acceptance letter	By the end of the 4 <sup>th</sup> year the HNT Academy will be at or above the district average of established district sub-categories.	
Academic Excellence-Extracurricular Activities: % of students enrolled in the school.	By the end of the 2 <sup>nd</sup> year the HNT Academy will be at full capacity for student enrollment due to having extracurricular activities being embedded into the schools schedule.	Enrollment by region
Academic Excellence-Course Work: % of students meeting the Higher Education College Requirements.	By the end of the 4 <sup>th</sup> year the HNT Academy will be at or above the district average of established district sub-categories.	All class offerings will meet the higher education college requirements.
Academic Excellence-Rigor: % of students taking at least one AP, IB or running start or College in the HS Course.	By the end of the 4 <sup>th</sup> year the HNT Academy will be at or above 80% of students taking one AP, IB, Running Start or College in the HS Course of established district sub-categories.	<ul style="list-style-type: none"> <li>• AP classes offered in all content areas for all students.</li> <li>• Partnership with CC and Universities for placement of under-represented higher education students in college classes that support fitness</li> </ul>

		and nutrition focus of HNT for college credit.
Academic Excellence-Industry certification: % of students earning industry certification.	By the end of the 4 <sup>th</sup> year the HNT Academy will be at or above the district average of established district sub-categories.	<ul style="list-style-type: none"> <li>Partnership with CC, TC and Universities for placement of under-represented higher education students in classes that support fitness and nutrition focus of HNT for industry certification.</li> </ul>
Partnerships-Welcoming Environment: % of registered volunteers in school, % of School Climate participants and % of family and community engagement in school.	By the end of the 2 <sup>nd</sup> year the HNT Academy will have increased the school-wide average % from previous year or be within 1% of the district average.	Will ensure that all partners in the school will have the opportunity to give the school feedback through surveys.
Partnerships-Effective Communication: % of use by public of district's and Partnership websites, % of positive response on Climate Survey regarding communication, and Community partner survey year to year.	By the end of the 2 <sup>nd</sup> year HNT Academy will have increased the school-wide average % from previous year or be within 1% of the district average.	Will ensure that all partners in the school will have the opportunity to give the school feedback through surveys.
Partnerships-Supporting Student Success: % of CBO's and formal partnerships, % ELO opportunities, % of business, higher education and partner organizations supporting school, % of positive response on Community partner survey year to year.	By the end of the 2 <sup>nd</sup> year HNT Academy will have ELO built into the school schedule for students who are behind in grade level standards supported by district personnel and community partners.	This is the basis of the HNT Academy and the focus to support students who are showing signs they are behind in standard.
Partnerships-Engaging families and parents: % registered volunteers, % and School Climate Survey Participation by parents % of positive response on Climate survey year to year.	By the end of the 2 <sup>nd</sup> year HNT Academy will have parents and volunteers actively involved in the school structure.	
Safety-Student: Climate survey mini	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.
Safety-Students: % of students failing one or more classes with one or more disciplinary infractions.	By the end of the 2 <sup>nd</sup> year HNT Academy will be within 1% or better than the district average.	Intervention support
Safety-Students: % of 12 <sup>th</sup> grade students identified by OSPI student behavior data.	By the end of the 2 <sup>nd</sup> year HNT Academy will be within 1% or better than the district average.	Intervention support
Safety-Student: Climate survey Complete	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.

Safety-Staff: Climate survey complete	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.
Safety-Parents: Climate survey complete	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for the climate survey.	Will allow opportunity for climate survey to be taken at school.
Safety-Student: Healthy Youth Survey	By the end of the 2 <sup>nd</sup> year HNT Academy will be at or above the district average for participation and positive responses.	Will allow opportunity for healthy you survey to be taken at school.