Consolidated School Improvement Plan Title I, Part A, Schoolwide and School Improvement

This template meets the requirements of Title I, Part A, Schoolwide Programs, WAC 180-16-220, ESSA, and The Office of System and School Improvement.

All schools are required to have a school improvement plan, but they do not have to use this template.

For technical assistance on how to complete this template, please refer to the Consolidated Improvement Plan Implementation Guide.

<u>. </u>	Section 1: Building Data
1a. Building: Lincoln Hill High School	1g. Grade Span: 9 - 12
	School Type: Basic Education and Alternative Learning Experience
1b. Principal: Ryan Ovenell	1h. Building Enrollment: 135
1c. District: Stanwood - Camano	1i. F/R Percentage: 40.5
1d. Board Approval Date: Click or tap here to enter text.	1j. Special Education Percentage: 9.2
1e. Plan Date: April 26, 2019	1k. English Learner Percentage: 2.6
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1f. Please select your school's Washington School Improvement Framework (WSIF) Support Status by clicking "choose an item" below:

Comprehensive- Low Grad. Rate Non-Title

Parent-Con	eadership Team Members mmunity Partners
Please list by	(Name, Title/Role)
Ryan Ovenell, Principal	Nate Christensen, Teacher, Leadership Team Member
Brett Baugh, Teacher, Leadership Team Member	
Christy Thompson, Counselor, Leadership Team Member	

Section 4: Culture of Equity Description/Statement

The Stanwood-Camano School District does not discriminate in employment, programs, or activities on the basis of sex, race, creed, religion, color, national origin, age, veteran or military status, sexual orientation, gender expression or identity, disability, or the use of a trained dog guide or service animal and provides equal access to the Boy Scouts and other designated youth groups.

Lincoln Hill High School is committed to the values outlined in Stanwood-Camano School District non-discrimination statement and works with students, families, staff and stakeholders to ensure these values are held true, is visible in all our interactions and practiced as a way of being on the LHHS campus.

Section 5: PLAN/NEEDS ASSESSMENT (SY 2019-2020 COMPONENT #1: NEEDS ASSESSMENT SUMMARY)

The purpose of this section is to synthesize the analysis and learning that your school has gleaned from studying your school's data and other pertinent inquiry information. This section serves as a summary to assist your school in identifying strategies, goals (Section 7 & 13), and activities (Sections 8 & 14) that constitute your school improvement plan that builds upon your school's strengths to achieve your goals. Schools that submitted a needs assessment Summary to OSSI on January 11, 2019 do not need to re-submit this information in Sections 5 and 6.

Provide answers to the following questions. For additional questions to guide your thinking, please refer to our website.

Student Populations

- 1. What key takeaways does your school have about how student groups are performing on state (e.g. Washington School Improvement Framework) and locally determined indicators of learning and teaching success?
 - Several key takeaways are that as hard as we try as a school, there are many factors that do not and maybe never, thrust us forward to meet the graduation requirements. Many of our students come to this environment with minimal learning deficiencies but a large number come and they are severely credit deficient as well as emotionally traumatized. All of these factors are indicators that interfere with our teachers' ability to build students' capacity to learn. As we build upon this work, having been identified as a school in improvement has allowed us to access funding that can be used to structure academic interventions that would support learners who need a more flexible learning environment.
 - Areas of strength that have been identified are teachers' availability, flexibility, and belief in the students' ability to succeed. There is a strong emphasis on maintaining high learning expectations for all students. There is ongoing flexibility on how work is complete and when it is accepted.
- 2. What are some possible root causes your team has identified? Consider both identification of areas of strength and what it will take to build strength in other areas.

Areas of strength that have been identified are teachers' availability, flexibility, and belief in the students' ability to succeed. There is a strong emphasis on maintaining high learning expectations for all students. There is ongoing flexibility on how work is complete and when it is accepted.

- 3. A central element of quality improvement work is being centered on our learners. Describe a typical student at your school that you think is a representational example of the student population. (Do not include identifiable information!)
 - Student A is a male coming to us from the Comprehensive High School in the second semester of his sophomore year. He has six of the nine credits he should have earned. He suffers from PTSD from an event in his childhood he won't talk about and goes home to a single parent household in which he is responsible for getting two younger siblings off the bus each day. He has dabbled in using weed to try and find his peer group. He is resilient and is starting to understand that he must graduate to get a diploma to make things better for himself when he is an adult.
 - Student B is a female freshman who just finished the first semester at a Comprehensive High School in a neighboring District. She had 15 consecutive absences because she suffers from anxiety and depression. She has suicidal and or self-harm ideation but does not have a plan. She loves to draw and often does that more frequently than her class work.
 - Student C is a male in his senior year. He has 7 credits left and has been at Lincoln for two-and-a-half years. He is part of the leadership class and runs the food pantry that helps distribute food to students that are under-resourced. He is taking an extended day credit retrieval class online at the school. He also has a job at McDonald's. he has recently become interested in Bellingham Technical Institute and pursuing a career as a welder.

Educators

- 1. Describe the degree to which your vision and the equity statement are reflected in the actual building culture and day to day activities of your school?
 - The mission of Lincoln Hill High School is to offer a flexible learning environment providing students with the opportunity to realize educational success. Lincoln Hill is an environment that is united, focused, intentional and positive. All staff believes all students can learn and also recognize there are hindrances in their personal lives that can get in the way of learning. As stated above in our mission, our environment allows students to be flexible in their approach toward learning. Students come to Lincoln Hill knowing they will be embraced where they are and that perseverance is valued. Some artifacts and evidence available observable, verbalized by students, evidenced by admin interaction with staff and students. District staff knows exactly what is happening in the building throughout the day and year.
- 2. What professional learning and support have you identified that the school's staff (e.g. administrators, educators, counselors, paraprofessionals, support staff, etc.) need to strengthen the implementation of evidence-based practices for both teaching and learning, as well as intervention supports (e.g. positive behavior interventions)?

The professional focus for the 18-19 school year has been increasing our use of data to inform instruction. As we review student data, it is evident that we need to design specific strategies that will address learning deficits and social-emotional needs in a single seamless manner.

3. What professional learning and support have you already implemented that is proving to be powerful and effective? What are your metrics for identifying them as successful?

Our environment is heavily impacted by the emotional trauma of our learners. We have partnered with several community organizations that are providing on-site support and treatment to our students. In addition, the staff has engaged in book studies and training related to poverty, trauma and adverse childhood experiences. Metrics used to measure the success of these learnings include perception data discipline data.

Systems of Support

1. Consider the degree to which your school's system of support is grounded in meeting the behavioral, social-emotional and academic needs of students: Identify areas of strength for your school's system of support and how other areas will be strengthened.

Lincoln Hill High School has a system of support to meet behavioral, social-emotional and academic needs of students. A Student Assistance Team meets every other week. This Student Assistance Team is staffed by the school's guidance counselor, principal, graduation intervention specialist, school nurse, school social worker, and co-occurring disorder clinician. Students of concern are identified and the appropriate resource referral is made. Student progress is also articulated at these meetings. These resources are an area of strength for our school. The areas of improvement should include strategies to keep attendance at 90 percent or better, ensuring all students meet graduation requirements, and 10% annual improvement for on-time graduation rate.

2. How did your school identify these areas of strengths and improvement?

The stakeholders of Lincoln Hill School have identified the above areas of strengths and improvement as a result of collaborative input from parents, classroom teachers, other specialists and the students themselves. During parent conferences surveys are given that include prompts for parents to identify areas in which they believe Lincoln Hill High School is generating growth in their students as well as prompts for parents to include areas in which they would like to see Lincoln Hill High School improve in to meet the needs of their students both socially and academically. A leadership team including the principal, school counselor and two classroom teachers meets bi-monthly to continually evaluate areas of strength and improvement.

3. How well do school and community systems interact to assure continuity of supports for students? Provide at least one example.

	Lincoln Hill High School has many supports from the community that are delivered both in and out of school. The recent
	development of a school booster club (within the last 3 years) helps to combine many community resources into a
	manageable system. Examples of community interactions include: involvement from the community truancy board, adult
	mentors for students, community groups who fund and stock the school's food pantry, community groups that provide
	holiday meals, community groups provide warm clothing, among others.
4.	What areas have you identified as areas of the strength and where do you hope to strengthen and build further family and community engagement and partnership(s)?
	It is a desire to build further partnerships in the area of student mentors. Seeking out and identifying appropriate mentor
	matches for our students could have compounding benefits.

Section 6: PLAN/NEEDS ASSESSMENT Please check or share the most	meaningful sources of data used in your needs assessment work
☐ Washington School Improvement Framework	☐ English Language Proficiency Data (i.e. ELPA)
☐ WaKIDS	☐ Title III Data
X Smarter Balanced Assessment/Interim Assessment Blocks	☐ Special Education Eligibility/Disproportionality Data
☐ Universal Screening	☐ Special Education Placement Data (LRE)
X Progress Monitoring Data	x Review of Student Plans (e.g. Written Student Learning Plans,
☐ Curriculum Based Assessments	Individualized Education Plans and/or 504 Plans)
	☐ Educator Data (e.g. out of field, retention, School Employee
X Graduation Rate (1 Year, extended, etc.)	Evaluation Survey, NBCT, etc.)
X Credit Attainment	☐ Stakeholder Engagement (e.g. focus groups with families)
☐ Stick Rate	☐ Community data (e.g. food pantry visits, calls/texts to crisis
☐ Student Mobility Data	centers, hospital visits, homelessness, etc.)
☐ Discipline Referrals	☐ Extra-curricular activities participation

☐ Suspension/Expulsion Data (i.e. out of school suspensions/in-school	☐ Fiscal and Financial Data
suspensions)	x (Other) Attendance Data
☐ Restraint and Isolation Data	☐ (Other) Click or tap here to enter text.
☐ Time out of class (e.g., visits to nurse, counselor, etc.)	☐ (Other) Click or tap here to enter text.
x Healthy Youth Survey	
☐ School Climate data	
☐ Perceptual Data: (Local/Organization): Click or tap here to enter text.	

Section 7: PLAN	
SY 2019-2020	** The school will engage in a comprehensive accreditation process for school year 2019 -2020 which will focus on all three
IMPROVEMENT PLAN TO	priorities listed below.
SUPPORT SCHOOLWIDE	
REFORM GOALS &	
STRATEGIES	
(COMPONENT #2:	
SCHOOLWIDE REFORM	
STRATEGIES)	CORE CURRICULUM D. 1. d. 2010 2001 J. J. 2000 C. d. W. CLUUG. W. C. L. C.
Schoolwide Priority/Reform	CORE CURRICULUM: During the 2019-2021 school years, 100% of staff at LHHS will actively participate in structuring and
Strategy #1 (SWP1)	restructuring core academic content based on the Washington State Standards. Specific targets for measuring the success
	of the effectiveness of the tools will be based on a rubric designed by the team using the Cycle of Inquiry.
Schoolwide Priority/Reform	SOCIAL/EMOTIONAL: Our students have a need to be supported both socially and emotionally (in addition to academically). To address this need, Lincoln Hill High School staff will increase the number of opportunities for students to
Strategy #2 (SWP2)	access resources and take part in activities that increase positive personal outcomes that will translate to success in the
	school setting and beyond.
Schoolwide Priority/Reform	ACHIEVEMENT: LHHS is identified for School Improvement as result of Low Graduation Rate. We have increased
Strategy #3 (SWP3)	graduation rates 29.3% over the last three years. 2019-2021 schools' years will serve as a time to investigate, monitor, and
	engage cohort groups (beginning with 2018-19 ninth graders) in a process that would include: coursework, credit acquisition
	and attendance. The desired outcome would be to continue to increase the graduation rate by 10% per year.

Section 8: DO			
SY 2019-2020 (COMPONENT #3: ACTIVIT		ERY/	
COMPONENT 4 COORDINATION AND IN	TEGRATION)		
8a. Activity	8b. Timeframe for	8c. Lead(s)	8d. Resources
	Implementation		
A1.1) Engage in accreditation process through	August 2019- June 2020	Principal, Building	OSSI Grant Funding
ESD 189		Leadership Team	
A1.2) Study effectiveness of core curriculum	August 2019- June 2020	All Core Content Area Staff	OSSI Grant Funding
A2 4) X1 2'C 1 1 C 1	4 2010 I 2021	A 11 G . CC	Oggreg . F. II
A2.1) Identify a book source focused on	August 2019- June 2021	All Staff	OSSI Grant Funding
Trauma Informed - MTSS.		A 11 G	
A2.2) Identify two strategies that will be	April 2019 - June 2021	All Staff	NA
implemented school wide to support TI -			
MTSS. As strategies become routine, new			
strategies will be implemented.			
A2.3) Continue to maintain on-site counseling	April 2019 - June 2020	LHHS Resource Team	Snohomish County Grant Funding
services partnership with Snohomish County			
through the 2019-2020 school year.			
A3.1) Ensure student schedules align with	September 2019 - June	All Staff	N/A
personalized pathways for graduation.	2020		
A3.2) Monitor attendance and incentivize near	September 2019 - June	All Staff	Community support
perfect attendance	2020		
A3.3) Offering Extended Day Credit Retrieval	September 2019 - June	All Staff	OSSI Grant Funding
and Extended Day Study Sessions.	2020		

A3.4) Offering an after school program in	May 2020	Brett Baugh	LHHS Building Budget
April/May that helps prepare students to pass			
the SBA Math			

8e. Budget Table

Funded SY 2019- 2020 Expenditure (Linked to Activity)	Funding Source	Funding Amount	Current Expenditure	Balance	Notes
A1.1) Engage in accreditation process through EDS189	OSSI Grant Packet 874	\$6,000	\$6,000	\$0	
A1.2) Study effectiveness of core curriculum	N/A	N/A	N/A	N/A	
A2.1) Secure literature and / or books to support book study.	OSSI Grant Packet 874	\$500	\$500	\$0	CHanged focus to Yondr and used funding accordingly
A3.1) Ensure student schedules align with personalized pathways for graduation.	N/A	N/A	N/A	N/A	
A3.2) Monitor attendance and incentivize near perfect attendance	Community Supported	N/A	N/A	N/A	Commitment by community group for once monthly incentive
A3.3) Offering Extended Day Credit Retrieval and Extended Day Study Sessions.	OSSI Grant Packet 874	\$18,267			Includes 3 times weekly session and cost of courseware.
A3.4) Offering an after school program	LHHS Building Budget	\$250	\$0		

in April/May that			
helps prepare			
students to pass the			
SBA Math			
District Indirects	\$1,733		

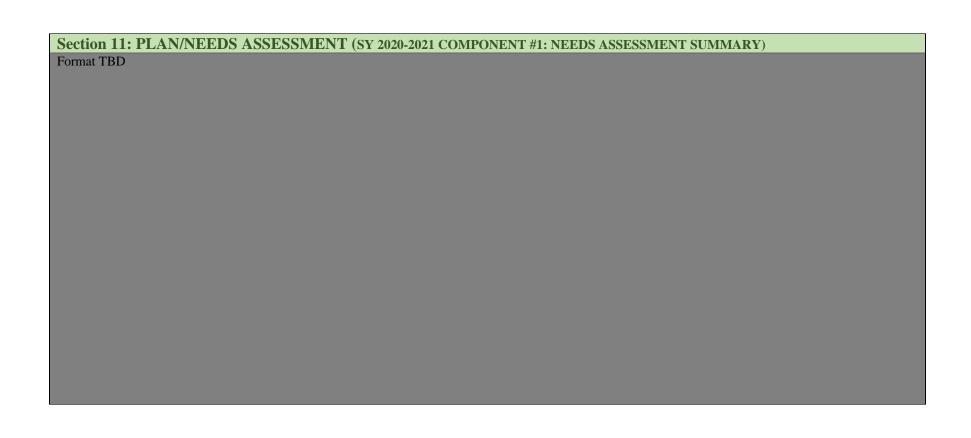
Section 9a: STUDY - What evidence	will you examine to evaluate if your activities are working?
(COMPONENT #3: ACTIVITIES TO I	ENSURE MASTERY)
SWP1 - CORE CURRICULUM: During the 2019-2021 school years, 100% of staff at LHHS will actively participate in structuring and restructuring core academic content based on the Washington State Standards. Specific targets for measuring the success of the effectiveness of the tools will be based on a rubric designed by the team using the Cycle of Inquiry.	SWP-A1.1- Follow the goals and strategies outlined in the accreditation process. SWP-A1.2 - Data Sources: Teacher sharing, Classroom observations, Grading processes, Student feedback
SWP2 - SOCIAL/EMOTIONAL: Our students have a need to be supported both socially and emotionally (in addition to academically). To address this need, Lincoln Hill High School staff will increase the number of opportunities for students to access resources and take part in activities that increase positive personal outcomes that will translate to success in the school setting and beyond.	SWP- A2.2 - Secure literature and / or books to support book study. After identifying through the accreditation process, the time spent in a book study did not meet the immediate needs for this area.
SWP3 - ACHIEVEMENT: LHHS is identified for School Improvement as result of Low Graduation Rate. We have increased graduation rates 29.3% over the last three years. 2019-2021 schools' years will serve as a time to investigate, monitor, and engage cohort groups (beginning with 2018-19 ninth graders) in	SWP3.1 - In process and ongoing throughout the 19-20 school year. SWP3.2 - In process and ongoing throughout the 19-20 school year. SWP3.3 - In process and ongoing throughout the 19-20 school year. SWP3.4 - Plans are developed for this activity.

a process that would include:	
coursework, credit acquisition and	
attendance. The desired outcome would	
be to continue to increase the graduation	
rate by 10% per year.	

	year implementation) Provide an evidence-based status update on how your activities are going: What is working	
and what needs adjustment? (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY)		
A1.1) Engage in accreditation process through ESD 189 A1.2) Study the effectiveness of core curriculum	 A1.1) Engage in accreditation process through ESD 189 August - September 2019: Identified the workload and assigned leaders to assume responsibility. Work as a team to identify critical phases of the process and documentation required. A1.2) As a result of monitor data sources, it has become evident that we need to dive deeper into core content expectations. Data Sources: Teacher sharing, Classroom observations, Grading processes, Student feedback 	
A2.1) Identify a book source focused on Trauma Informed - MTSS. A2.2) Identify two strategies that will be implemented school wide to support TI - MTSS. As strategies become routine, new strategies will be implemented. A2.3) Continue to maintain on-site counseling services partnership with Snohomish County through the 2019-2020 school year.	The activities in this goal have moved from staff centered to student centered activities. A2.2) Identify two strategies that will be implemented school wide to support TI - MTSS. As strategies become routine, new strategies will be implemented. • Determine strategy to use regarding minimization of cell phone use during instructional time. Two options presented to leadership team.	
A3.1) Ensure student schedules align with personalized pathways for graduation.	On Target	
A3.2) Monitor attendance and incentivize near perfect attendance	On Target	
A3.3) Offering Extended Day Credit Retrieval and Extended Day Study Sessions.	On Target	

A3.4) Offering an after school program	On Target
in April/May that helps prepare students	
to pass the SBA Math	

Section 10: ADJUST - (SY 19-20 mid-year implementation) What adjustments to your activities are you making after examining the results of your progress monitoring? (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY)		
SWP1	SWP1.A- This activity is in process and is on target. SWP1.B- Team will delay the development of a rubric as the focus for this goal and begin to work with identifying required core coursework as they match with the state standards. SWP1.C- Team will focus on what to teach, how to teach it and when to teach it.	
SWP2	SWP2.A - The team took a different approach to training than a book study. Staff will engage in ongoing training centered around Trauma-Informed Compassionate Classrooms: Strategies to Reduce Challenging Behavior, Improve Learning Outcomes and Increase Student Engagement.	
SWP3	No Adjustment Needed	



Section 12: PLAN/NEEDS ASSESSMENT Please check or share the most meaningful sources of data used in your needs assessment work			
☐ Washington School Improvement Framework	☐ English Language Proficiency Data (i.e. ELPA)		
□ WaKIDS	☐ Title III Data		
☐ Smarter Balanced Assessment/Interim Assessment Blocks	☐ Special Education Eligibility/Disproportionality Data		
☐ Universal Screening	☐ Special Education Placement Data (LRE)		
☐ Progress Monitoring Data	☐ Review of Student Plans (e.g. Written Student Learning Plans,		
☐ Curriculum Based Assessments	Individualized Education Plans and/or 504 Plans)		
☐ Graduation Rate (1 Year, extended, etc.)	☐ Educator Data (e.g. out of field, retention, School Employee		
☐ Credit Attainment	Evaluation Survey, NBCT, etc.)		
☐ Stick Rate	☐ Stakeholder Engagement (e.g. focus groups with families)		
☐ Student Mobility Data	☐ Community data (e.g. food pantry visits, calls/texts to crisis		
☐ Discipline Referrals	centers, hospital visits, homelessness, etc.)		
☐ Suspension/Expulsion Data (i.e. out of school suspensions/in-school	☐ Extra-curricular activities participation		
suspensions)	☐ Fiscal and Financial Data		
☐ Restraint and Isolation Data	\square (Other) Click or tap here to enter text.		
☐ Time out of class (e.g., visits to nurse, counselor, etc.)	\square (Other) Click or tap here to enter text.		
☐ Healthy Youth Survey	☐ (Other) Click or tap here to enter text.		
☐ School Climate data			
☐ Perceptual Data: (Local/Organization): Click or tap here to enter text.			

Section 13: PLAN	
	T PLAN TO SUPPORT SCHOOLWIDE REFORM GOALS & STRATEGIES WIDE REFORM STRATEGIES)
Schoolwide Priority/Reform Strategy #1 (SWP1)	Click or tap here to enter text.
Schoolwide Priority/Reform Strategy #2 (SWP2)	Click or tap here to enter text.
Schoolwide Priority/Reform Strategy #3 (SWP3)	Click or tap here to enter text.

14. Deepening the tools/strategies for 2019-21. The tools/strategies can be modified, showing consistent growth, identifying assessment tools used and their success. Consider using a monitoring tool (45-90/36-90) to have ongoing consistency.

Section 14: DO			
SY 2020-2021 (COMPONENT #3: ACT	SY 2020-2021 (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY/		
COMPONENT 4 COORDINATION AND INTEGRATION)			
14a. Activity	14b. Timeframe for	14c. Lead(s)	14d. Resources/Budget
	Implementation		_
A1)			
A2)			
A3)			

Section 14e. Budget Table – This is inclusive of all funding source (school improvement dollars, Title I, grants, etc.)

Funded SY 2019-2020 Expenditure	Funding Source	Funding Amount
(Linked to Activity)		
A1)		
A2)		
A3)		

15a. What are the tools you are using to measure activities described in Section 8? Consider using the powerful work that occurs during your staff meeting where individual student are the center of the conversation.

Section 15a STUDY

SY 2020-2021 (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY)	
Study (Prior to implementation) What evidence will you examine to evaluate if your activities are working?	Click or tap here to enter text.

15b. We encourage you to engage in the study success and challenges for this work, that way, workshop/PL, etc. can be identified and worked on over the summer (attend workshops, trainings, creating documents, etc.)

over the summer (attend workshops, trainings, creating documents, etc.)		
Section 15b STUDY		
SY 2020-2021 (COMPONENT #3: ACT)	SY 2020-2021 (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY)	
`		
Study	Click or tap here to enter text.	
(SY 20-21 mid-year implementation)		
Provide an evidence-based status update		
on how your activities are going: What		
is working and what needs adjustment?		

Section 15c STUDY		
SY 2020-2021 (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY)		
Study	Click or tap here to enter text.	
("End" of implementation) Provide an		
evidence-based status update on how		
your activities are going: What is		
working and what needs adjustment?		

Section 16a ADJUST	
SY 2020-2021 (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY)	
Adjust	Click or tap here to enter text.
(SY 20-21 mid-year implementation)	
What adjustments to your activities are	

you making after examining the results of		
your progress monitoring?		
Section 16b ADJUST		
SY 2020-2021 (COMPONENT #3: ACTIVITIES TO ENSURE MASTERY)		
Adjust	Click or tap here to enter text.	
("End" of implementation) How are you		
thinking about spreading, scaling, and/or		
sustaining what has been effective?		