



**Lindbergh Schools
2022-23 Compass**

District Goals Report

Our Why:

Excellence in Learning. Designing the Future.

How We Do It:

At Lindbergh Schools, we are creating a better world through personalized, innovative learning experiences.

We Believe:

- 1** A well-rounded experience develops academic, social-emotional and leadership growth of students.
- 2** Collaboration among a diverse community of students, teachers, staff, families and community drives innovation and future success.
- 3** A high-quality instructional team models continuous learning for life, including post-secondary education and careers.

What: 5-Year Strategic Goals

ACADEMICS

Promote a culture of continuous improvement that supports personal and academic growth in a technological and global society.

FACILITIES

Provide safe, secure, and innovative district campuses.

RESOURCES

Optimize resources and secure funding to meet and sustain district goals as responsible stewards of taxpayer dollars.

TALENT

Recruit, support and retain a premier workforce.

COMMUNICATION

Engage the community to cultivate support, understanding, trust and confidence through open, honest communication.

About Us:

Lindbergh Schools is committed to helping students succeed not only in academics, but also in life. We prepare students for success through innovative instruction and a focus on collaboration, creativity, communication and critical-thinking. This high-quality education for all students is propelled by strong community support, and a team of excellent teachers, support staff and administrators.

We believe that a diverse community of students, employees and families contributes to an environment where all are supported and individual strengths are developed. Each year, we serve more than 7,000 students at 11 different campuses, including one high school, two middle schools, six elementary schools and two early childhood education centers. We are home to seven National Schools of Character and six National Blue Ribbon Schools.



Teaching and Learning

HOW

Promote a culture of continuous improvement that supports personal and academic growth in a technological and global society.

WHAT

Lindbergh Schools ensures a safe, supportive, and collaborative culture where students' and staff's social-emotional needs are met, as evidenced by:

- **85+% student participation in SEL screeners**
- **SEL screeners demonstrate that 80% or more students are low risk for social-emotional concerns**
- **90% of students attending 90% or more**
- **Collective teacher efficacy survey questions demonstrate an average agreement of 3 or greater on a 4 point scale at the end of the 22/23 school year.**

Rationale: The 2018 Listening and Learning Tour and survey identified Social and Emotional Learning (SEL) of students and staff as one of the top five measurements of student success. Since that time, the district has increased SEL supports, adding curricular resources and developing universal expectations, supported restorative practices, and prioritized a collaborative culture. Going into the 2022-23 school year, this work will continue with a pilot of a universal SEL screener tool and continued support for success ready skills.

Building a safe, supportive, and collaborative culture ensures a climate for learning.

Funding Source(s): Local Funds and Federal Programs through Title IV

MSIP Indicator(s): L7A, L8B, L8E, TL1B, TL1F, TL4A, TL4C, TL5A, TL6C, TL7F, TL10D, TL10E, TL10F, EA4A

ACTION STEPS

- **Implement social-emotional screening tools for grades K-12 (identifying data for culture/climate/student needs)**
 - Start Date: August 23, 2022
 - Completion Date: May 20, 2023
 - Person Responsible: Executive Director of Assessment and Student Services, Director of Inclusion, Equity and Diversity, and Intervention Coordinator
 - Resources: SAEBRS, Panorama, Satchel Pulse

GREEN = Continued from 2021-22 **ORANGE** = Moved up from 2021-22 (ex: "Research" to "Implement")

BLACK = New in 2022-23 **(Revised September 2022)**

- **Implement Lindbergh Life Success Skills Alignment into Instruction**
 - Start Date: August 23, 2022
 - Completion Date: May 20, 2023
 - Person Responsible: Chief Academic Officer and Executive Director of Assessment and Student Services
 - Resources: Lindbergh Learning Team; Student Life Board Advisory
- **Implement ALL staff training on Lindbergh's culture of belonging and dignity for ALL students and staff**
 - Start Date: July 2021
 - Completion Date: July 2025
 - Person Responsible: Director of Inclusion, Equity and Diversity
 - Resources: Core Collaborative and Equity BLT Members
- **Implement Flexible Learning Environments**
 - Start Date: June 2022
 - Completion Date: May 2023
 - Person Responsible: Chief Academic Officer
 - Resources: Vendor Partnership and Website
- **Research instructional time that prioritizes impact for stronger student outcomes**
 - Start Date: April 2022
 - Completion Date: January 2023
 - Person Responsible: Chief Academic Officer
 - Resources: Calendar Committee; First Student; School Start Times Task Force
- **Investigate professional learning proficiency scales**
 - Start Date: July 2022
 - Completion Date: May 2023
 - Person Responsible: Chief Academic Officer
 - Resources: Critical Concepts Models; BLT Feedback
- **Investigate age appropriate student learning matrix of technology skills**
 - Start Date: June 2022
 - Completion Date: July 2023
 - Person Responsible: Executive Director of Technology and Blended Learning Coordinator
 - Resources: Instructional Design Coaches

ONGOING

- Preschool coalition
- Communicate with students, staff, and parents about existing systems of social-emotional support
- Second Step K-5 curriculum
- Middle and high school Character Strong program
- Digital Wellness Scope and Sequence
- Software and app catalog that meets Children's Online Privacy Protection Act (COPPA) requirements

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- Family Education Series to increase parent/family engagement
- Password, mobile phone, and disaster recovery procedures
- Technology Security Assessment
- Restorative Practices training for all interested staff members
- Core Collaborative training around belonging and dignity for ALL staff

COMPLETE

- Character Education Leadership Redesign
- Teacher Leadership Cohort

WHAT

Lindbergh Schools engages teachers in collaborative assessment and instructional processes to support standards-based instruction that ensures high-quality student experiences and a guaranteed and viable curriculum, as evidenced by:

- **80+% of students met the average-high quintile target in math and reading based on NWEA MAP Growth spring benchmark assessments.**
- **80+% of 3rd grade students demonstrate low risk on Fastbridge aReading and CBM assessments**
- **100% implementation of elementary proficiency scales**
- **100% of elementary schools implement PLC cycle and produce artifacts toward PLC goals**
- **100% of secondary schools implement PLC cycle and produce artifacts toward PLC goals**
- **Secondary development of timeline and action steps to develop proficiency scales and support a transition to standards-referenced reporting within four years.**
- **Program development to increase personalized learning options and authentic, engaging experiences for students**
- **99% participation of 7th -12th grade students in Individual Career and Academic Planning (ICAP) through Missouri Connections/SchoolLinks.**

Rationale: The work of the Lindbergh Learning Team began in 2017 with the goal of facilitating a mindset shift to focus on grading practices that produce consistent and accurate reflections of student learning, growth of all learners, and student ownership of learning. To achieve this goal, curriculum, instruction, and assessment processes have been strengthened and student data is continually used to inform instructional decision-making to support personalized learning.

The district continues its work in college and career readiness to prepare students for post-secondary success through academic and career planning, workplace experiences, and academic experiences that grow students' skills to meet the demands of college or the workplace.

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Funding Source(s): Local Funds and Federal Programs through Title II

MSIP Indicator(s): L7A, L7B, L8B, TL1A, TL1C, TL1D, TL1F, TL1G, TL1H, TL1J, TL2A, TL2C, TL3A, TL3B, TL3C, TL3D, TL3E, TL3F, TL4B, TL6A, TL6B, TL6C, TL7A, TL7B, TL7C, TL7D, TL7E

ACTION STEPS

- **Implement PLC structures for 100% of full-time teaching staff**
 - a. Start Date: August 3, 2022
 - b. Completion Date: November 3, 2022
 - c. Person Responsible: Executive Director of Elementary Education and Executive Director of Secondary Education
 - d. Resources: High Reliability Schools

- **Implement new standards-based report card at the elementary level**
 - a. Start Date: November 11, 2022
 - b. Completion Date: May 20, 2023
 - c. Person Responsible: Executive Director of Elementary Education
 - d. Resources: Marzano Resources, Solution Tree, High Reliability Schools, Joe Feldman, Rick Wormeli

- **Implement standards-based grading timeline for transition to SBG in middle and high school over the next 4 years**
 - a. Start Date: August 3, 2022
 - b. Completion Date: May 20, 2023
 - c. Person Responsible: Executive Director of Secondary Education and Executive Director of Assessment and Student Services
 - d. Resources: Marzano Resources, Solution Tree, High Reliability Schools, Joe Feldman, Rick Wormeli

- **Implement a system of ongoing professional learning in literacy**
 - a. Start Date: May 2022
 - b. Completion Date: August 2024
 - c. Person Responsible: Literacy Coordinator
 - d. Resources: LETRS materials and facilitator (Volume 1) LETRS for Administrators

- **Implement multi-tiered systems of support (MTSS) as part of standards-based instruction**
 - a. Start Date: August 23, 2022
 - b. Completion Date: May 20, 2023
 - c. Person Responsible: Executive Director of Assessment and Student Services, Intervention Coordinator, and Literacy Coordinator
 - d. Resources: Educlimber, FastBridge, Canvas, iReady, NWEA

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- **Implement Design Lab classes in all elementaries**
 - a. Start Date: July 2022
 - b. Completion Date: May 2025
 - c. Person Responsible: ARC Coordinator and Blended Learning Coordinator
 - d. Resources: ISTE standards, MO computer science standards, mySci curriculum, csinsf.org

- **Implement curriculum cycle with fidelity**
 - a. Start Date: July 2022
 - b. Completion Date: Ongoing
 - c. Person Responsible: Executive Director of Elementary Education, Executive Director of Secondary Education, Executive Director of Assessment and Student Services, and Literacy Coordinator
 - d. Resources: Literacy pilot materials

- **Implement and Research program expansion to support college and career readiness, for example, AVID, aviation, and JROTC**
 - a. Start Date: August 3, 2022
 - b. Completion Date: May 20, 2023
 - c. Person Responsible: Executive Director of Secondary Education
 - d. Resources: Career Advisory Council, AVID resources, FT Stem and LoCoRobo aviation resources

- **Research sustainable professional learning for technology integration**
 - a. Start Date: July 2022
 - b. Completion Date: June 2023
 - c. Person Responsible: Chief Academic Officer, Executive Director of Technology, Blended Learning Coordinator
 - d. Resources: T and L Big Team Processes

- **Investigate the development of a community garden program**
 - a. Start Date: May 2022
 - b. Completion Date: July 2025
 - c. Person Responsible: Executive Director of Secondary Education, Executive Director of Elementary Education, and ARC Coordinator
 - d. Resources: STLCC @ BRDG Park, Danforth Center, MOBOT

- **Investigate alignment of technology department to meet data driven needs**
 - a. Start Date: June 2022
 - b. Completion Date: July 2023
 - c. Person Responsible: Executive Director of Technology
 - d. Resources: Technology and Teaching and Learning teams

ONGOING

- Professional Learning Vision
- Personalized professional learning to enhance teacher experiences and model instructional practices
- Collaboration with St. Louis Virtual Academy

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- Career Advisory Council
- Technology Help Desk (Co-Pilot) course and Center for Advanced Professional Studies (CAPS) program
- Collaboration with local preschools for kindergarten readiness
- Secondary equitable blended learning platform

COMPLETE

- Academic and social-emotional benefits of full-day kindergarten
 - Restructure gifted curriculum and programming using a personalized and thematic approach to learning
 - Transition to online student records for consistent records retention
 - Alternative Methods of Instruction
 - Wi-Fi System Upgrades
-

Finance and Operations

HOW

Optimize resources and secure funding to meet and sustain district goals as responsible stewards of taxpayer dollars.

WHAT

Maximize resources.

- **Rationale:** The school system manages school operations and resources to promote each student's academic success and well-being in accordance with priorities established in the CSIP
 - **Funding Source(s):** Federal, State, Local
 - **MSIP Indicator(s).** L4

 - **Rationale:** The local board and administration regularly and systematically engage in long-range financial, facilities, and infrastructure planning.
 - **Funding Source(s):** Federal, State, Local
 - **MSIP Indicator(s):** L4 B.
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ACTION STEPS

- 1. Implement Building HVAC Audit with Development of Repair Replace Master Plan - Phased starting with Concord Elementary**
 - a. Start Date: Fall 2022
 - b. Completion Date: Fall 2023
 - c. Person Responsible: Business and Facilities
 - d. Resources: Federal

- 2. Implement Building Roof Audit with Development of Repair Replace Master Plan**
 - a. Start Date: Fall 2022
 - b. Completion Date: Fall 2023
 - c. Person Responsible: Business and Facilities
 - d. Resources: Federal

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3. **Implement For Profit Group Use of Facilities Per Policy**
 - a. Start Date: Fall 22 w/priority use instruction and school groups
 - b. Completion Date: Fall 22
 - c. Person Responsible: Business, Community Programs and Facilities
 - d. Resources: Local
 4. **Implement Printing and Publishing Services For Non Profit and Staff Per Policy**
 - a. Start Date: Summer 2022 w/ limits based on instructional demands
 - b. Completion Date: Fall 2022 then ongoing
 - c. Person Responsible: Business and Printing and Publishing
 - d. Resources: Local and Federal
 5. **Research (Turned to Implement 7/5/22) Facility Work Order Software js added 7/6/22**
 - a. Start Date: Winter 2022
 - b. Completion Date: Fall 2022 then ongoing
 - c. Person Responsible: Facilities Department
 - d. Resources: Local and Federal
 6. **Research Community Education Partnership Expansions**
 - a. Start Date: Spring 2023
 - b. Completion Date: Fall 2023
 - c. Person Responsible: Business
 - d. Resources: Federal, Local and State
 7. **Research Community Ed Gymnastics Programing to Increase Team and Program Expansion**
 - a. Start Date: Fall 2022
 - b. Completion Date: Summer 2023
 - c. Person Responsible: Business, Community Programs
 - d. Resources: Federal, Local and State
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WHAT

Continuously improve operational efficiencies.

- **Rationale:** The school system manages school operations and resources to promote each student's academic success and well-being in accordance with priorities established in the CSIP
 - **Funding Source(s):** Federal, State, Local
 - **MSIP Indicator(s).** L4
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ACTION STEPS

1. **Implement District Fleet Management (maintenance, landscape, security)**
 - a. Start Date: Spring 2021

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- b. Completion Date: Unknown due to Pandemic Delays Vehicle Electronic Chips
- c. Person Responsible: Business
- d. Resources: Local

2. Implement Online Free and Reduced Meal Applications

- a. Start Date: Summer 2022
- b. Completion Date: Summer 2023 then ongoing
- c. Person Responsible: Business and Food Service
- d. Resources: Federal

- e. Start Date: Fall 2022
- f. Completion Date: Summer 2023 then ongoing
- g. Person Responsible: Business and Food Service
- h. Resources: Local and Federal

3. Research LHS Facility and Support Staffing Needs Post Construction

- a. Start Date: Fall 2022
- b. Completion Date: 2024
- c. Person Responsible: Business and Facilities
- d. Resources: Federal, Local and State

4. Research ECE West Building Use and Programing Impact On Program Expansion

- a. Start Date: Fall 2022
- b. Completion Date: Summer 2023
- c. Person Responsible: Business, Community Programs and Facilities
- d. Resources: Federal, Local and State

WHAT

Ensure customer service and transparency.

- **Rationale:** The school system manages school operations and resources to promote each student's academic success and well-being in accordance with priorities established in the CSIP
- **Funding Source(s):** Federal, State, Local
- **MSIP Indicator(s).** L4

ACTION STEPS

1. Implement Phase in of Sustainable Cafeteria Initiative Pre K-8
Reduce styrofoam tray use and plastic utensil purchasing
 - a. **Phase II - Long and Kennerly (Phase I Crestwood - Complete)**
 - i. Start Date: Fall 2022

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- ii. Completion Date: Summer 2025 then ongoing
- iii. Person Responsible: Business and Food Service
- iv. Resources: Local and Federal

2. Investigate Future No Tax Rate Increase Bond Issue

- a. Start Date: Winter 2022
- b. Completion Date: Fall 2023
- c. Person Responsible: Business
- d. Resources: Federal

3. Investigate Future Operational Tax Levy Increase

- a. Start Date: Fall 2023
- b. Completion Date: Fall 2025
- c. Person Responsible: Business
- d. Resources: Federal

4. Investigate Best Practices for ECE Waitlist Procedures

- a. Start Date: Fall 2022
- b. Completion Date: Spring 2023
- c. Person Responsible: Business and ECE
- d. Resources: Federal, Local and State

5. Investigate - Best Practices on Employee 403(b) Vendor Platform (multi or single vendors program)

- a. Start Date: Spring 2023
- b. Completion Date: Fall 2023
- c. Person Responsible: Business
- d. Resources: Federal

ONGOING

Business Operations

- Expand and deepen the budget process (continued from 2018-19).
 - A hybrid zero-based line item dive into general ledger line items by department.
 - Budget falls under budget responsibility. More codes, more reporting.
 - Allow for strategic carryover of funds to support special projects and instructional needs.
- Transportation
 - Sign up to ride - ongoing
 - Seating charts at elementary - ongoing
 - Limit ridership to students assigned to each bus - ongoing
 - Activity trips and shuttle process efficiencies - ongoing
- Business
 - Vendor registry and contract database software
 - Purchased service and contract audits

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Food Service

- Set budget goals for self-supporting program without any support from the general operating budget
- Generate accurate and consistent data and archives to build a history of performance.
- Continue involvement of parents, staff, students and community with the Food Service Advisory Committee
- Meal Charge Policy enforcement

Facility Master Plan

- Continued work started in 2019-2020 with the Facilities Advisory Committee toward creating a new Long Range Facility Plan (LRFP) for the district. The end document will set in place a plan that will guide the district's facility decisions for the next decade and more.
- Continue Impact Studies
- Facility Equity
- Campus Circulation

COMPLETE

Business Operations

- Mandatory direct deposit for all employees (deposit cards, no paper checks)
- Supply purchasing guidelines (to go along with \$500 or less purchase order limit) and supply preferred vendors 1, 2 and 3
- Reduced employee reimbursements by expanding purchasing card use to include department cards available for check out. Best practice for purchase orders under \$500 when a p-card is utilized.
- Best practices for administrative cell phone use and reimbursement for use.
- Cloud version of financial analytics software for real time budget analysis
- Reorganize department with skills fit to people and streamline operations
- Monthly budget amendments vs. beginning, middle and end of year
- Transition to a semi-monthly pay schedule for all employees.

Transportation

- Cost efficiency gained, as well as pros and cons of establishing a walk-to-school parameter within each school's boundary lines.
- Real-time route updates for increased efficiency
- First Student program analysis of efficiency, routes, ridership, and capacity.
- Cost efficiency of daycare routes that fall outside of school boundary lines.
- Student transportation waiver form for families who do not use bus transportation.
- Streamline current manual field trip request process to electronic, cloud-based process.
- Streamline communication of student route information to an electronic email process.
- Create a transportation change request form. For the safety and welfare of all students, transportation change requests must be submitted in writing to the student's school office.
- Implement First Student district dashboard and parent app to provide real-time bus arrival and departure information.

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Printing and Publishing

- Streamline current manual copy center invoicing process, move to electronic ticketing/software options.
- Lease vs purchase copiers for best technology
- Print management utility software
- Badge access on all machines with district wide access for all employees
- Monthly reporting to department budget managers regarding usage
- Standardize paper options for instructional use
- Student printing options

Community Programs

- Implement updated facility use procedures and fees
- Move Flyers Club under direction of the Community Ed Department.
- Staff roles and organization in Community Ed and Rec, and Flyers Club team
- Standard fee assistance across all programs for students 2021-2022

Food Service

- Expanded role of food service staff in the receipt of monthly commodity delivery and check in from the state.
- Scan cards were implemented in 2019-20
- Improve communication of meal charge policy to households and students with stronger enforcement of terms at point of sale.
- Lunch Heros donation link - added Jan 2019

Facilities

- Long-range facilities deferred maintenance plan to help staff deal with limited resources by identifying facility priorities proactively rather than reactively.
- Professional learning standard for facilities staff

STRATEGICALLY ABANDON

Maximize Resources

- RFP for bond proceed investments
 - WHY - Joined another school investment cooperative. With District membership in two cooperatives, MOSIP and MOCAT and local bank options, RFP is not needed.
- Expand payment options for families to include acceptance of debit and/or credit cards.

Communications

HOW

Engage and inform the Lindbergh community to cultivate support, understanding, trust and confidence, through open, honest communication.

WHAT

Maintain a strong Lindbergh Schools identity that promotes the district's mission, vision, core beliefs and strategic goals, by enforcing consistent usage of brand standards.

- **Rationale:** Lindbergh's high-quality education for all students is propelled by strong community support, and a team of excellent teachers, support staff and administrators. Consistency in message and brand supports the identification of Lindbergh programs within the community, and our high standards for quality and innovation.
- **Funding Source(s):** Local
- **MSIP Indicator(s):** L8

ACTION STEPS

- **IMPLEMENT new, consistent logo and brand standards for Lindbergh High school athletics program.**
 - a. Start Date: Summer 2022
 - b. Completion Date: Spring 2023
 - c. Person Responsible: Communications, Athletic Department
 - d. Resources: Local
- **IMPLEMENT development of design for new Lindbergh High School main entrance that is inclusive of the entire community and communicates our why.**
 - a. Start Date: Summer 2022
 - b. Completion Date: Jan 1., 2023
 - c. Person Responsible: Communications, LHS Leadership
 - d. Resources: Local

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- **IMPLEMENT long-term plan for LHS parking lot banners, and replacement of telephone banners districtwide.**
 - a. Start Date: Summer 2022
 - b. Completion Date: Summer 2022
 - c. Person Responsible: Communications Department
 - d. Resources: Local

- **IMPLEMENT development of strategic communications plan for Carousel digital signage to ensure consistent branding and messaging districtwide.**
 - a. Start Date: Summer 2022
 - b. Completion Date: Fall 2022
 - c. Person Responsible: Communications, Technology
 - d. Resources: Local

- **IMPLEMENT roll out plan for Canva for Education to all Lindbergh staff, to promote consistent communication and graphics districtwide.**
 - a. Start Date: Summer 2022
 - b. Completion Date: Ongoing
 - c. Person Responsible: Communications, Blended Learning Coordinator
 - d. Resources: No cost

ONGOING

- Brand all third-party platforms and services with district logo, colors and style
- Incorporate five-year Compass into district branding, including banners, website, and other materials, to promote recognition and understanding of our Why.
- Maintain Lindbergh Schools style guide and graphic standards.
- Support a community conversation around defining student success, including a family education series focused on Compass goals and regular communication.

COMPLETE

- Redesign district website to be accessible and mobile responsive. (Summer 2019)
- Trademark the Lindbergh Schools and Lindbergh Flyers brand. (Summer 2022)
- Lindbergh Schools Foundation website redesign - mobile friendly, accessible, aligned with Lindbergh Schools brand standards. (Summer 2022)

WHAT

Communicate effectively with all audiences - families, teachers, staff, residents and business community - on a regular schedule, to ensure clear understanding and support of district priorities and initiatives.

- **Rationale:** Lindbergh's high-quality education for all students is propelled by strong community support, and a team of excellent teachers, support staff and administrators. A supportive, engaged and informed community will have a positive impact on student success..
 - **Funding Source(s):** Local
 - **MSIP Indicator(s):** L8, CC3, CC4, DB3
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ACTION STEPS

- **IMPLEMENT development of visibility calendar for Superintendent and Central Office administrators to inform the community, promote transparency, and support in-person engagement.**
 - a. Start Date: Summer 2022
 - b. Completion Date: Ongoing
 - c. Person Responsible: Communications Department, Superintendent's Office
 - d. Resources: No cost
- **IMPLEMENT strategic reorganization of editorial calendar to ensure timely, transparent communication about Teaching and Learning, Student Services, Board of Education and district updates.**
 - a. Start Date: Summer 2022
 - b. Completion Date: Ongoing
 - c. Person Responsible: Communications Department, District Administration
 - d. Resources: No cost
- **IMPLEMENT reorganization of district mobile app to better serve families and increase usage.**
 - a. Start Date: Spring 2023
 - b. Completion Date: Summer 2023
 - c. Person Responsible: Communications Department
 - d. Resources: Local
- **RESEARCH how districts utilize citizen advisory committees to ensure that communication is clear, inclusive and accessible to all.**
 - a. Start Date: Fall 2022
 - b. Completion Date: Summer 2023
 - c. Person Responsible: Communications Department
 - d. Resources: No cost

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- **RESEARCH use of LinkedIn to promote staff achievements, and recruit and retain talent.**
 - a. Start Date: Fall 2022
 - b. Completion Date: Summer 2023
 - c. Person Responsible: Communications, Human Resources
 - d. Resources: Local
- **IMPLEMENT use of survey tool to conduct research, collect stakeholder feedback, and guide planning and decision-making.**
 - a. Start Date: Fall 2022
 - b. Completion Date: Summer 2023
 - c. Person Responsible: Communications Department
 - d. Resources: Local
- **IMPLEMENT community climate survey for biannual Board of Education update.**
 - a. Start Date: Fall 2022
 - b. Completion Date: February 2023
 - c. Person Responsible: Communications Department
 - d. Resources: Local
- **RESEARCH cost-savings measures for school websites by streamlining elementary school sites.**
 - a. Start Date: Spring 2023
 - b. Completion Date: Summer 2023
 - c. Person Responsible: Communications Department
 - d. Resources: Local

ONGOING

- Work with Central Office departments to proactively develop communication plans and communicate their Compass initiatives
- Use communication audit to develop strategic communications plan and guide department work.
 - 5 success measures, show evidence of 4 C's, social emotional learning, personalization, student satisfaction
- Ensure that communication is reflective of Lindbergh community as a whole, with equitable representation of students, staff, families and community.
- Evaluate all communication for ADA accessibility and make modifications as needed to ensure that all audiences can receive district communication.
- Support principals and teachers as frontline communicators
- Consolidate, improve communication for summer programs, camps and offerings.
- Research best practices for community engagement on social media, including how we respond to comments, share content and use these tools effectively.

COMPLETE

- Reorganize communications department roles to continue serving the needs of a growing district. (Fall 2018)

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- Conduct a communications audit to ensure that district communications are modern, streamlined and in line with our audiences' preferred methods of receiving information. (Spring 2020)
- Social media management tool to increase efficiency and track engagement. (Summer 2020)
- Develop long-term solution for employee Intranet (Spring 2020)
- Create online portal for district financial information and finance at-a-glance page. (2020)
- Establish reliable, automated communication between district's staff database and mass notification system. (Fall 2021)

WHAT

Engage the Lindbergh community in support of district initiatives, programs and employees through in-person opportunities to connect, inclusion in district events and avenues to provide financial support.

- **Rationale:** We believe that collaboration among a diverse community of students, teachers, staff, families and community drives innovation and future success.
- **Funding Source(s):** Local
- **MSIP Indicator(s):** L8, CC3, CC4

ACTION STEPS

- **IMPLEMENT development of strategic plan for continued growth of Senior Associates community engagement program, including in-person events, community programming and regular communication (electronic and print).**
 - a. Start Date: Summer 2022
 - b. Completion Date: Summer 2022
 - c. Person Responsible: Communications Department
 - d. Resources: Local
- **RESEARCH strategic planning services in preparation for 2023-24 school year and revision of district's five-year strategic plan.**
 - Start Date: Fall 2022
 - Completion Date: Summer 2023
 - Person Responsible: Communications Department, Cabinet
 - Resources: Local
- **IMPLEMENT plan for Lindbergh High School grand opening and district's 75th anniversary (1949).**
 - Start Date: Spring 2023
 - Completion Date: LHS - Spring 2024, District - 2024

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- Person Responsible: Communications Department
- Resources: Local
- **RESEARCH additional sponsors for LHS Athletics scoreboards.**
 - Start Date: 2022-23 school year
 - Completion Date: Ongoing
 - Person Responsible: Communications Department, Athletics Department
Lindbergh Schools Foundation
 - Resources: Business partnerships
- **INVESTIGATE plan for Alumni support assistant to support LHSAA, manage special events, maintain alumni database and support Lindbergh Schools Foundation.**
 - Start Date: Spring 2023
 - Completion Date: Summer 2023
 - Person Responsible: Lindbergh Schools Foundation
 - Resources: Lindbergh Schools Foundation

ONGOING

- Increase Lindbergh Schools Foundation fundraising efforts, community outreach and collaboration with the Communications Department.
- Grow and improve Community Breakfast annual event to increase attendance, funds raised, and overall reach.
- Continue Foundation, Lindbergh Lights the Way and Alumni Association outreach through social media
- Expansion and growth of all Lindbergh Lights the Way programs.

COMPLETE

- Redevelop Lindbergh Leaders selection process, including a rubric for choosing annual nominees, based on best practice for service award recognitions. (Spring 2020)
- Transition high school scholarship applications and scoring to online processes. (December 2020)
- Development of the Thank-A-Teacher program, to include all staff. (2020)
- Creation of Foundation grants for support staff. (2020)
- Increase alumni and community engagement during Homecoming week events, including alumni banquet, parade and football game. (Fall 2021)
- Creation of Lindbergh Schools Foundation Junior Board for high school students. (Summer 2021)
- Expansion and growth of Foundation Teacher Grant program. (2021-22 school year)

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Human Resources

HOW

Recruit, support and retain a premier workforce.

WHAT

Retain the highest-quality teachers and a premier workforce to provide an exceptional education experience to all Lindbergh students

- **Rationale:** We believe that a high-quality instructional team models continuous learning for life, including post-secondary education and careers.
- **Funding Source(s):** Federal, State and Local funding
- **MSIP Indicator(s):** L7, L9, TL5, TL8, DB3

ACTION STEPS

- **IMPLEMENT Classified Supervisor Leadership Training Program**
 - a. Start Date: May 2022
 - b. Completion Date: August 2022
 - c. Person Responsible: Executive HR Director
 - d. Resources: Evaluation Tools, Facilities Handbook, Leadership and Project Management Models
- **RESEARCH Restructuring of Employee Recognition Programs**
 - a. Start Date: April 2022
 - b. Completion Date: January 2023
 - c. Person Responsible: HR Team, Communications
 - d. Resources: HR Budget
- **IMPLEMENT Equity in employee handbooks/policies**
 - a. Start Date: July 2022
 - b. Completion Date: June 2023
 - c. Person Responsible: Executive HR Director
 - d. Resources: HR Team, Employee Representatives
- **IMPLEMENT Host affinity groups for employees of color**
 - a. Start Date: July 2022
 - b. Completion Date: December 2022
 - c. Person Responsible: Director of Inclusion, Equity and Diversity

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- d. Resources: PL Budget
- **IMPLEMENT Lindbergh Aspiring Principals Academy**
 - a. Start Date: August 2022
 - b. Completion Date: June 2023
 - c. Person Responsible: Chief HR Officer
 - d. Resources: PL Budget
- **RESEARCH Employee Insurance Plans**
 - a. Start Date: January 2022
 - b. Completion Date: December 2022
 - c. Person Responsible: Director of Benefits and Insurance
 - d. Resources: Benchmarking Studies, St. Louis Area Benefits Administration Professionals, Hays Companies
- **IMPLEMENT Total Compensation Report (annual for all staff) Dashboard Feature on Smartben**
 - a. Start Date: July 2022
 - b. Completion Date: December 2022
 - c. Person Responsible: Chief HR Officer, Director of Benefits and Insurance
 - d. Resources: AlightWorkLife Software
- **RESEARCH a new Extra Duty/Extra Pay Program**
 - a. Start Date: August 2022
 - b. Completion Date: April 2023
 - c. Person Responsible: Executive HR Director
 - d. Resources: ED/EP Budget

ONGOING

- Wellness Program (Lindbergh Wellbeing)
- Insurance Benefits Program Portal (SmartBen)
- 5-year percentage study for teachers exiting prior to 10-years of service
- Exit survey to determine reasons for leaving
- Support Staff Professional Learning Program

COMPLETE

- St. Louis Top Workplaces Survey and Program 2021
- Classified Tuition Reimbursement Program
- Retirement and retention incentive program for classified staff

WHAT

Recruit highest-quality teachers and a premier workforce to provide an exceptional education experience to all Lindbergh students

- **Rationale:** We believe that a high-quality instructional team models continuous learning for life, including post-secondary education and careers.
 - **Funding Source(s):** State, Federal, and Local Funding, Human Resources Budget
 - **MSIP Indicator(s):** L7, L9, DB3, TL5, TL8
-

ACTION STEPS

- **IMPLEMENT Spartan Academy (MOBAP) and UMSL Studio for Recruitment Efforts**
 - a. Start Date: July 2022
 - b. Completion Date: May 2023
 - c. Person Responsible: Executive HR Director
 - d. Resources: MOBAP and UMSL representatives
- **RESEARCH Classified Staff Academy**
 - a. Start Date: June 2021
 - b. Completion Date: June 2022
 - c. Person Responsible: Executive HR Director
 - d. Resources: EdPlus, Support Staff Best Practice School Districts
- **INVESTIGATE Host or partner with other district(s) to host a recruitment fair to identify diverse candidates**
 - a. Start Date: January 2023
 - b. Completion Date: May 2023
 - c. Person Responsible: Executive HR Director
 - d. Resources: Lindbergh HR Team, MOASPA, Partner Districts

ONGOING

- Hiring Processes with HR subcommittee of District Equity Committee
- Attend job fairs with Principals to identify diverse candidates
- St. Louis Top Workplaces Survey and Program 2022
- Educational Performance Inventory guidelines in hiring
- Long-term study to ensure that EPI data is consistent with teacher performance
- Benchmark Studies for Compensation Rates

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COMPLETE

- EPI Survey for Principals
 - New onboarding processes (job offer letters)
 - Video Screening tool to Increase Face-to-Face Screenings for Non-Local Candidates (Zoom)
 - Teacher tuition reimbursement program study (w/LNEA)
 - Top Workplaces Award 2020, 2021
 - Develop Recruiting Brand "Why Lindbergh"
 - Recruiting materials/products completed with support from Communications Department
 - Develop candidate quality survey for hiring supervisors
-

WHAT

Provide exemplary HR services to Lindbergh employees

- **Rationale:** We believe that a high-quality instructional team models continuous learning for life, including post-secondary education and careers.
 - **Funding Source(s):** State, Local, and Federal Funding, HR Budget
 - **MSIP Indicator(s):** TL8, DB3
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ACTION STEPS

- **IMPLEMENT Update and communicate workman's compensation procedures**
 - a. Start Date: June 2022
 - b. Completion Date: August 2022
 - c. Person Responsible: Exec. HR Director, HR Specialist
 - d. Resources: HR Team
- **IMPLEMENT FMLA informational presentation for all employees**
 - a. Start Date: July 2022
 - b. Completion Date: August 2022
 - c. Person Responsible: Exec. HR Director
 - d. Resources: HR Team
- **IMPLEMENT Administrator Professional Learning on HR Topics**
 - a. Start Date: August 2022
 - b. Completion Date: Monthly Leadership Team Meetings
 - c. Person Responsible: Chief HR Officer, Executive HR Director
 - d. Resources: HR Team

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- **IMPLEMENT Financial Wellbeing provider**
 - a. Start Date: May 2022
 - b. Completion Date: September 2022
 - c. Person Responsible: Wellbeing Steering Committee
 - d. Resources: Hays Companies, HSS, Prudential

- **IMPLEMENT Employer sponsored Medicare plan**
 - a. Start Date: July 2022
 - b. Completion Date: January 2023
 - c. Person Responsible: Director of Benefits and Insurance
 - d. Resources: Hays Companies

- **INVESTIGATE Health Clinic (on-site or partnership)**
 - a. Start Date: July 2022
 - b. Completion Date: June 2023
 - c. Person Responsible: Director of Benefits and Insurance
 - d. Resources: Hays Companies

- **IMPLEMENT Permanent Nurse Substitutes**
 - a. Start Date: July 2022
 - b. Completion Date: December 2022
 - c. Person Responsible: Exec. HR Director, Lead Nurse
 - d. Resources: Sub Nurse Budget

- **IMPLEMENT Mental Health Awareness Initiative**
 - a. Start Date: October 2022
 - b. Completion Date: January 2023
 - c. Person Responsible: Wellbeing Steering Committee
 - d. Resources: Health Source Solutions, Hays Companies

- **IMPLEMENT Physical Wellbeing Program**
 - a. Start Date: October 2022
 - b. Completion Date: January 2023
 - c. Person Responsible: Wellbeing Steering Committee
 - d. Resources: Lindbergh Wellbeing

ONGOING

- Benefits Primer Screencast
- Administrative Assistants Professional Learning Program
- Visibility Initiative; Central Office Staff Building Visits

COMPLETE

- Reorganize department with skills fit to people to maximize human capital
- New legal services contract
- Re-assign/reorganize Flyers Club leads to provide health room assistants in all

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- elementary schools (Impact study)
- Support Staff Orientation
 - Initiate a service survey for employees interactive with the department (subs, new employees, etc.)
 - Department division of duties completed and distributed
 - Seamless merge of ECE and Lindbergh Schools department personnel
 - Staff changes and replacements completed
 - Transition from TCP to Frontline Time and Attendance
 - Lindbergh Early Childhood Education reorganization
 - Consolidate all employee benefits administration to SmartBen Platform
 - Building Permanent Substitute Teachers
 - Broker RPF
 - Add Health Source Solutions Consultant via Wellness Program
-

WHAT

Highly Qualified Staff - The district adopts and implements an educator evaluation system that is aligned to the essential principles of effective evaluation, adopted by the state board of education, designed to ensure effective teachers and leaders. The district develops and implements professional leader standards.

- **Rationale:** We believe that a high-quality instructional team models continuous learning for life, including post-secondary education and careers.
 - **Funding Source(s):** PL Budget, HR Budget
 - **MSIP Indicator(s):** L7, L9, TL5, TL8
-

ACTION STEPS

- **INVESTIGATE Review and Realign EPIC (Effective Educator Evaluation Tool)**
 - a. Start Date: January, 2023
 - b. Completion Date: June, 2024
 - c. Person Responsible: Chief HR Officer, Executive HR Director, Chief Academic Officer
 - d. Resources: High Reliability Schools Summit

ONGOING

- EPIC (includes DESE teacher standards), the new teacher evaluation tool to meet the 7 Missouri Principles of Effective Educator Evaluation
- Ongoing administrator training using the tools from the DESE website to ensure inter-rater reliability
- Development and implementation of PEI (includes DESE leader standards), the new

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principal evaluation tool to meet the 7 Missouri Principles of Effective Educator Evaluation

- All Building Administrators will be trained on the Missouri Leader Standards regularly

COMPLETE

- District Professional Development Committee identifies effective implementation of EPIC as focus for next 3 years, ensuring teachers have necessary support to be successful
 - Human Resources Dept. will program Perform software to ensure efficient implementation of new evaluation tool (EPIC)
 - Human Resources Dept. will program Perform software to ensure efficient implementation of new evaluation tool (PEI)
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