



**Lindbergh Schools
2021-22 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: Integrated and explicit social-emotional learning, which includes social awareness, self-management, self-awareness, relationship skills, and responsible decision-making

Implement

- Restorative practices and equity student leadership teams
- Digital Wellness scope and sequence
- LindberghLife initiatives (Unity Week and Community Project)
- Trauma-embedded practices
- Integration of social-emotional success skills into teaching practices
- Counseling curriculum resources

Research

- Social Emotional Screening Tools and ePortfolios for LindberghLife
- Supporting SEL in the virtual learning environment

Investigate

- Youth Court

Ongoing

- 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

Complete

- Character Education Leadership Redesign

WHAT: Professional learning that ensures personal reflection and builds capacity in staff to meet the diverse needs of students

Implement

- Teacher Leadership Cohort
- Inclusion and Equity cohorts
- Project-Based Learning (PBL) Cohorts that integrate design-thinking models
- Technology staff professional learning for technology integration
- Elementary/Secondary Blended Learning cohorts
- Expectations and resources for standards-based instruction
- Restorative Practices Academy
- Reading foundations professional learning, including LETRS cohorts
- Professional Learning Vision

Research

- Professional learning microcredentials

Ongoing

- Personalized professional learning to enhance teacher experiences and model instructional practices

WHAT: Engage teachers in collaborative assessment and instructional processes to support standards-based instruction that ensures high-quality student learning and a guaranteed and viable curriculum

Implement

- Assessments to measure student growth for student learning and parent communication
- Equity standards integration into curriculum revisions
- Canvas integration
- A shared vision of literacy
- Redesigned tiers of intervention for general and special education coordination
- Elementary proficiency scales
- Elementary computer science materials
- Internship programs
- Middle school redesign
- AP Capstone professional learning
- Math curriculum resources K-12
- K-12 field trip audit
- Educlimber data walls for personalized learning
- ARC for acceleration and access
- Family and Consumer Science (FACS) as Career and Technical Education (CTE)

Research

- Structures for English Language Learner (ELL) instruction
- Instructional design models that guide student-centered experiences and merge traditional and innovative learning practices
- A scope and sequence of priority college/career/life outcomes for Lindbergh graduates
- ELA Curriculum Resources
- Computer Science status as Career and Technical Education (CTE)
- Aviation program at high school
- Elementary block/specials course
- Advancement Via Individual Determination (AVID) college readiness program at LHS
- Social studies, art, physical education, and business curriculum cycles
- Competency-based summer school
- World Language opportunities for students K-12

Investigate

- Microschool structure at LHS
- Elementary Seminars
- High School Winter Session

Ongoing

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

Complete

- Academic and social emotional benefits of full-day kindergarten
- Restructure gifted curriculum and programming using a personalized and thematic approach to learning

WHAT: Continuously improve systems that affect resources and structures in support of students

Implement

- Learning walk structures to reinforce Compass goals
- Instructional space furniture catalog
- Software and app catalog that meets Children's Online Privacy Protection Act (COPPA) requirements
- Technology Incident Response Plan
- Teaching and Learning website upgrades
- Transition to online student records for consistent records retention
- Equitable access to summer school for students in need of intervention
- Elementary library time structure
- eSports opportunities
- Acceleration Guides

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Research

- Transition from Early Childhood Special Education (ECSE) with Special School District (SSD) programming to Lindbergh ECSE
- Secondary school start times and structures that can align throughout district systems
- Elementary trimesters
- Tracking system for essential professional learning
- Building Leadership Expectations

Investigate

- Instructional fidelity audit
- Tyler SISFin and Student Information System functionality
- ARC as MOCAP
- Trusted Learning Environment (TLE) Seal
- Google Workspace for education
- District Tutoring Services
- Minimum IQ score for gifted identification

Ongoing

- Family Education Series to increase parent/family engagement
- Password, mobile phone, and disaster recovery procedures
- Secondary equitable blended learning platform
- Technology Security Assessment

Complete

- Alternative Methods of Instruction
- Wi-Fi System Upgrades

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

Implement

- Equity in employee handbooks/policies (paid time off/leave specifically)
- St. Louis Top Workplaces Survey and Program 2021
- Host affinity groups for employees of color
- Develop Administrator Mentorship Program (with professional learning department)
- Lindbergh Aspiring Principals Academy

Research

- Classified tuition reimbursement program
- Study employee insurance plans
- Develop a retirement and retention incentive program for classified staff

Investigate

- Develop platform for staff input on building/department culture
- Staff access to district exercise resources

Ongoing

- Wellness program
- Insurance benefits program (SmartBen)
- Total Compensation Report (annual for all staff)
- Determine five-year percentage for teachers exiting prior to 10 years of service
- Exit survey to determine reasons for leaving

Complete

- Support staff professional learning program (with professional learning department)
- Install new benefits enrollment and education platform (SmartBen)
- Implement a new Extra Duty/Extra Pay Program (compensation, criteria for approval, etc.)

WHAT: Recruit highest-quality teachers and a premier, diverse workforce to provide an exceptional education experience to all Lindbergh students.

Implement

- Attend job fairs with principals to identify diverse candidates
- Review Hiring Processes with HR subcommittee of District Equity Committee
- Video screening Tool (Zoom) to Increase Face-to-Face Screenings for Non-Local Candidates
- St. Louis Top Workplaces Survey and Program 2021
- Teacher tuition reimbursement program study (w/ LNEA)
- New onboarding processes (job offer letters)

Research

- Host or partner with other district(s) recruitment fair to identify diverse candidates

Investigate

- Educational Performance Inventory guidelines in hiring

Ongoing

- New onboarding processes (job offer letters)
- Long-term study to ensure that Educational Performance Inventory data is consistent with teacher performance
- Implement Educational Performance Inventory survey for principals

Complete

- Top Workplaces Award 2020
- Develop recruiting brand "Why Lindbergh"
- Recruiting materials/products completed with support from Communications Department
- Develop candidate quality survey for hiring supervisors
- Attend job fairs with "it" candidates

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WHAT: Provide exemplary HR services to Lindbergh employees

Implement

- Reorganize department with skills fit to people, to maximize human capital
- Lindbergh Early Childhood Education reorganization
 - Establish a defined educational program during school hours, and a before- and after-school care program.
 - Establish a certified teacher pay scale and calendar that reflects the K-12 teacher salary schedule and work hours.
- Re-assign/reorganize Flyers Club leads to provide health room assistants in all elementary schools (Impact study)
- Consolidate all employee benefits administration to Smartben Platform
- Develop Benefits Primer Screencast
- Permanent substitutes (teachers/nurses)
- Mental health and wellness classes for employees
- Broker RPF

Research

- Visibility initiative; CO staff building visits
- Update and communicate workman's compensation procedures
- Review HSA administrator

Investigate

- Employer sponsored Medicare plan
- Health clinic (on-site or partnership)

Ongoing

- Wellness program (insurance benefits program)
- Forecast 5 demographic studies for enrollment projections

Complete

- New legal services contract
- Support staff orientation
- Initiate a service survey for employees interacting with the department (substitutes, new employees, etc.)
- Department division of duties completed and distributed
- Seamless merge of ECE and Lindbergh Schools department personnel
- Staff changes and replacements (retirement/attrition)
- Transition from TCP to Frontline Time and Attendance

Business and Finance

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

WHAT: Business and Finance - Strategic budgeting, cost containment, cash flow management, debt servicing and accurate record keeping.

Implement

- Maximize Resources
 - District fleet management (maint. & landscape)
 - Lease vs. own, including safety and security vehicles
 - Gas cards
 - Transportation
 - Sign up to ride - ongoing
 - Seating charts at elementary - ongoing
 - Limit ridership to students assigned to each bus
 - Activity trips and shuttle process efficiencies
 - Food Service
 - Benchmark food service wage rates with other St. Louis Metro K-12 Schools.
 - Set participation growth goals
 - Food truck districtwide to offer reimbursable meals that meet nutritional guidelines
 - Addition of branded food options
 - Facilities
 - Energy conservation strategies and implement facility improvements through performance contracting agreement with Navitas . This results in an optimized, high performance building and redirects funds to student instruction.
 - Records room organization and management move to electronic filing
 - Reconcile benefit payments to payroll.
 - Bond rating agency ratings - what is best for Lindbergh
 - Check recovery process/collection
- Operational Efficiency
 - Furniture
 - District catalog of items
 - Matrix/replacement schedule
 - Vendor
 - Transportation
 - Cost savings of vans vs. traditional school buses
 - District owned vans / rent a driver
 - Food Service - Online free and reduced meal applications
 - Import substitute teacher pay data into payroll
 - Increase print to copier options districtwide with strategic location of copiers

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- Customer Service and Transparency
 - Business - Expand payment options for families to include acceptance of debit and/or credit cards.
 - Community Programs -Standard fee assistance across all programs for students

Research

- Maximize Resources
 - Best practices regarding charging overhead/indirect costs to all enterprise type programs ie; food service, copy center etc.
 - Early Childhood Special Education funding: Lindbergh vs. Special School District Programing - finances
 - Paperless business office
 - Food Service
 - Set participation growth goals
 - Study benchmark data and set district/site goals based on findings.
 - Train building cafe managers to understand data and how to meet their site's performance standards. Involve building principals in this process.
 - Equipment needs by determining the remaining average usable life span of the kitchen equipment. Build rotation schedule to provide for consistent replacement of worn equipment.
 - Flyers Club staffing plan based on student enrollment and staff-to-student ratios.
- Operational Efficiency
 - Food Service -Use of student meal account pin numbers at point of sale.
- Customer Service and Transparency
 - Community Programs
 - Identify and provide higher-level athletic instruction

Investigate

- Maximize Resources
 - Federal program funding and local effort
 - Food Service - "Go Green" no styrofoam initiative
 - RFP - Best practices on 403(b) vendor platform
- Operational Efficiency
 - Student Information System and finance platform

Ongoing

- Maximize Resources
 - 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.
 - Compass goals align to budget
 - 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
 - Continue 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
 - Business - Purchased service to contract audit through vendor registry and contract database

Complete

- Maximize Resources, Operational Efficiency & Customer Service and Transparency
 - 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 semi-monthly pay schedule for all employees.

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- 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.
- Printing & 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
- 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
- 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 Business Operations
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- Transportation
 - 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.
 - Pilot First Student district dashboard and parent app to provide real-time bus arrival and departure information.

- Food Service
 - 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

Strategically Abandon

- Maximize Resources
 - RFP for bond proceed investments

Communications

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

WHAT: Maintain a strong Lindbergh Schools identity that promotes and is aligned with the district's mission, vision, core beliefs and strategic goals.

Implement

- Trademark the Lindbergh Schools and Lindbergh Flyers brand.
- Lindbergh Schools Foundation website redesign - mobile friendly, accessible, aligned with Lindbergh Schools brand standards.
- Brand all third-party platforms and services with district logo, colors and style.

Research

- Consistent logo and brand standards for Lindbergh High School athletics program.

Ongoing

- Incorporate five-year Compass into district branding, including banners, website, and other materials, to promote recognition and understanding of our Why.
- Complete and distribute Lindbergh Schools style guide and graphic standards.
- Create 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)

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

Implement

- Survey tool to conduct research, collect stakeholder feedback, and guide planning and decision-making.
- Develop crisis communication plan and implement regular safety communication.
- Long-term solution for employee Intranet
- APR accreditation for Communications Department
- Establish reliable, automated communication between district's staff database and mass notification system.
- Consolidate, improve communication for summer programs, camps and offerings.

Research

- How school districts conduct climate surveys for annual Board of Education update.
- Best practices for community engagement on social media, including how we respond to comments, share content and use these tools effectively.
- How to support successful high school communication
- How to communicate directly with secondary students using Canvas, cell phone numbers and social media
- Website cost-savings for school sites.

Investigate

- Milestone celebration best practices (for LHS 75th anniversary in 2024).
- High school grand opening ceremonies and celebrations.

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

Complete

- 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)
- Reorganize communications department roles to continue serving the needs of a growing district. (Fall 2018)
- Social media management tool to increase efficiency and track engagement. (Summer 2020)
- Create online portal for district financial information and finance at-a-glance page. (2020)

WHAT: Engage the Lindbergh community in support of district initiatives, programs and employees.

Implement

- Increase alumni and community engagement during Homecoming week events, including alumni banquet, parade and football game.
- Build connections between classroom and community.
- Creation of Lindbergh Schools Foundation Junior Board for high school students.
- Expansion and growth of Foundation Teacher Grant program.

Research

- How Lindbergh High School Alumni Association can best support its members, including reunion support and increased engagement.
- How to create a "Young Alumni" committee or group to help engage our newest alumni.
- How successful public school districts and foundations create a directory of parent and community talents and resources.
- How the district can continue to effectively engage senior citizens and community members not directly connected to the district as we look to the future.

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)