**Lindbergh Schools
2023-24 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

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## HOW

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

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## WHAT

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

- **90% student participation in SEL screeners**
- **85% of K-5 students are "low risk" for social emotional concerns, as measured by SAEBRS**
- **Results of the 6-12th grade SEL screener are at the 40th national percentile or above in all screened categories**
- **90% of students attending 90% or more**
- **90% of staff participate in the fall and spring culture and climate survey.**
- **Collective teacher efficacy questions, including those related to special and general education collective efficacy, demonstrate an average agreement of 3 or greater on a 4 point scale, as measured by the district climate and culture survey.**
- **All schools develop and implement a LindberghLife Success Skills plan.**

**Rationale:** The 2018 Listening and Learning Tour and survey identified Social and Emotional Learning (SEL) of students and staff as a 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 2023-24 school year, this work will continue with full implementation of  universal SEL screener tools and continued support for success ready skills.

Building a safe, supportive, and collaborative culture ensures a climate for learning.  There is an opportunity to grow the partnership between Lindbergh and Special School District to further develop a safe, supportive, and collaborative learning environment.

**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

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# ACTION STEPS

- **Implement** social emotional screening results to support student, classroom, and building needs
    - Start Date: August 2023
    - Completion Date: May 2024
    - Person Responsible: Executive Director of Assessment and Student Services, Director of Inclusion, Equity and Diversity, and Intervention Coordinator
    - Resources: SAEBRS, Panorama

- **Implement** a structure for buildings to create plans that align Lindbergh Life Success Skills with Instruction and Building Communications
    - Start Date: August 2023
    - Completion Date: May 2024
    - Person Responsible: Chief Academic Officer and Executive Director of Assessment and Student Services
    - Resources: Lindbergh Learning Team; Student Life Board Advisory; Lindbergh Life Coordinators

- **Implement** instructional time that prioritizes impact for stronger student outcomes
    - Start Date: August 2023
    - Completion Date: August 2024
    - Person Responsible:Chief Academic Officer
    - Resources:   Calendar Committee; BLTs; First Student

- **Implement** age appropriate student learning matrix of technology skills
    - Start Date: Spring 2023
    - Completion Date: May 2024
    - Person Responsible: Executive Director of Technology; Blended Learning Coordinator
    - Resources: Technology Board Advisory; Digital Wellness Tools

- **Implement** training on Lindbergh's culture of belonging and dignity for ALL students and staff
    - Start Date: Summer 2023
    - Completion Date: Summer 2025
    - Person Responsible: Director of Inclusion, Equity and Diversity
    - Resources: Restorative Practices; Book Study

- **Implement CrisisAlert system districtwide to enhance security and safety**
    - Start Date: May 2023
    - Completion Date: August 2023
    - Person Responsible: Safety and Security Coordinator
    - Resources: Centegix

**GREEN =** Continued from 2022-23   **ORANGE =** Moved up from 2022-23 (ex: "Research" to "Implement")
**BLACK =** New in 2023-24    **(Revised April 2023)**

- **Implement** affinity groups to support a safe, supportive, and collaborative environment for district faculty and staff
    - Start Date: Spring 2023
    - Completion Date: May 2024
    - Person Responsible: Director of Inclusion, Equity and Diversity
    - Resources: Human Resources

- **Research** Processes to Support Field Trip Access for Students
    - Start Date: Spring 2023
    - Completion Date: June 2024
    - Person Responsible: Chief Academic Officer
    - Resources: Principals; Field Trip Guidelines and Request Process; Business Office

- **Research** solutions to grow the Lindbergh Schools and Special School District staff partnership through collaboration and communication
    - Start Date: Spring 2023
    - Completion Date: June 2024
    - Person Responsible: Chief Academic Officer; Executive Director of Student Services and Assessment; Director of Special Education
    - Resources: Principals; SSD/LSD Committee; LNEA; SDNEA Leaders

## 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
- Software and app catalog that meets Children's Online Privacy Protection Act (COPPA) requirements
- Family Education Series to increase parent/family engagement
- Password, mobile phone, and disaster recovery procedures
- Technology Security Assessment
- Training around belonging and dignity for ALL staff
- Teacher Leadership Cohort
- Furniture Catalog

## COMPLETE

- Character Education Leadership Redesign

# 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" or "advanced" on Fastbridge CBM assessments**
- **100% sustained usage of elementary proficiency scales**
- **100% of schools sustain Professional Learning Community (PLC) protocols and produce artifacts toward PLC goals**
- **Secondary implementation of timeline and action steps to develop proficiency scales within three years.**
- **95% participation of 7th -12th grade students in Individual Career and Academic Planning (ICAP) through Missouri Connections at the end of the 23/24 school year.**
- **85% of high school seniors take the appropriate college- or career-readiness exam as part of their post-secondary plan (for example, ACT, SAT, Accuplacer, ASVAB, WorkKeys, etc.).**
- **K-12 teachers who administer and/or directly support students in content measured by district benchmarks (NWEA, Fastbridge, iReady) use Educlimber to access student data to inform instruction.**
- **100% of K-3 teachers and appropriate full time staff providing reading support are trained in Language Essentials for Teachers of Reading and Spelling (LETRS) Volume 1 within their first 3 years in the district.**

**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. This work is reinforced by the district's leadership in the Success-Ready Students Network.

**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

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# ACTION STEPS

- **Implement** sustainable and targeted support for PLCs
  - Start Date: Summer 2023
  - Completion Date: Ongoing
  - Person Responsible:  Executive Director of Elementary Education and Executive Director of Secondary Education
  - Resources: High Reliability Schools; Principals; Coaches

- **Implement** new standards-based report card at the sixth grade level
  - Start Date: Fall 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director of Secondary Education
  - Resources: Marzano Resources, Solution Tree; High Reliability Schools, Joe Feldman, Rick Wormeli

- **Implement** standards-based learning proficiency scales in middle and high school over the next 3 years
  - Start Date: Spring 2023
  - Completion Date: Summer 2024
  - Person Responsible: Executive Director of Secondary Education
  - Resources: Marzano Resources, Solution Tree, High Reliability Schools, Joe Feldman, Rick Wormeli

- **Implement** a system of ongoing professional learning in literacy
  - Start Date: Summer 2023
  - Completion Date: August 2024
  - Person Responsible:  Literacy Coordinator
  - Resources: LETRS materials and facilitator (Volume 1 and 2) LETRS for Administrators

- **Implement** multi-tiered systems of support (MTSS) through individual building structures, such as PLCs and Educlimber, to support SBL and social emotional behavior (SEB) needs
  - Start Date: August 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director of Assessment and Student Services, Intervention Coordinator, and Literacy Coordinator
  - Resources: NWEA

- **Implement** curriculum cycle with fidelity
  - Start Date: Summer 2023
  - Completion Date: Ongoing
  - Person Responsible: Executive Director of Elementary Education; Executive Director of Secondary Education; Executive Director of Student Services and Assessment; Literacy Coordinator; STEM Program Coordinator; Blended Learning Coordinator
  - Resources: Assessment Development; Resource Adoption; Design Lab

- **Implement** program expansion to support college and career readiness, for example, AVID, aviation, dual credit, and Teaching Careers programs
  - Start Date: Summer 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director of Secondary Education
  - Resources: St. Louis Community College (STLCC); Center for Advanced and Professional Studies (CAPS); Career Advisory Council

- **Implement** secondary college and career assessment alignment as a part of Individual Career and Academic Planning (ICAP)
  - Start Date: Spring 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director of Secondary Education; Executive Director of Student Services and Assessment
  - Resources: College and Career Counseling

- **Implement** Success-Ready Students Network Demonstration Project with Waiver
  - Start Date: Spring 2023
  - Completion Date: May 2024
  - Person Responsible: Chief Academic Officer, Executive Director of Student Services and Assessment
  - Resources: SRSN; NWEA; DESE

- **Implement** Infinite Campus transition
  - Start Date: Spring 2023
  - Completion Date: May 2024
  - Person Responsible: Chief Academic Officer
  - Resources: Core Data and SIS Specialist; Infinite Campus; Building Faculty and Staff

- **Research** program expansion to support college and career readiness, for example, JROTC, Fire/EMT, and renewed computer science and engineering opportunities
  - Start Date: Summer 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director of Secondary Education
  - Resources: Career Advisory Council; Mehlville Fire Protection District

- **Research** sustainable professional learning for technology integration
  - Start Date: Spring 2023
  - Completion Date: Summer 2024
  - Person Responsible: Chief Academic Officer; Executive Director of Technology; Blended Learning Coordinator
  - Resources: Processes

- **Research** the vision and development of the Farmer's Club site
  - Start Date: Spring 2023
  - Completion Date: July 2025
  - Person Responsible: Executive Director of Secondary Education; Executive Director of Elementary Education; STEM Program Coordinator
  - Resources: Farmer's Club Visioning Team

**GREEN =** Continued from 2022-23   **ORANGE =** Moved up from 2022-23 (ex: "Research" to "Implement")
**BLACK =** New in 2023-24    **(Revised April 2023)**

- **Research** the use of data tools and personnel to increase data-informed decision-making
  - Start Date: Summer 2023
  - Completion Date: Summer 2024
  - Person Responsible: Executive Director of Technology; Executive Director of Student Services and Assessment; Technology Specialist
  - Resources: Data Dashboards

- **Research** professional learning proficiency scales
  - Start Date: Spring 2023
  - Completion Date: Summer 2024
  - Person Responsible: Chief Academic Officer
  - Resources: Critical Concepts Models; Teacher Evaluation Committee

- **Investigate** secondary academies
  - Start Date: Summer 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director of Secondary Education; Chief Academic Officer
  - Resources: SRSN; Career-based professional learning partners

- **Investigate** high school alternative programming, including embedded credits, to create standards-based paths to graduation
  - Start Date: Summer 2023
  - Completion Date: Summer 2024
  - Person Responsible: Executive Director of Secondary Education; Chief Academic Officer
  - Resources: SRSN; DESE

- **Investigate** secondary gifted programming
  - Start Date: Spring 2023
  - Completion Date: May 2024
  - Person Responsible: Chief Academic Officer
  - Resources: Gifted Coordinator; High School Leadership Team

## ONGOING

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

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## HOW

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

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## 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

- **Implement** Building HVAC audit with development of repair/replace master plan. Phased, starting with Concord Elementary School
  - Start Date: Fall 2022
  - Completion Date: Fall 2024 - Pending Prop 2024 Passage
  - Person Responsible: Business and Facilities
  - Resources: Local, State, Federal

- **Implement** Building roof audit with development of repair/replace master plan
  - Start Date: Fall 2022
  - Completion Date: Fall 2023- Pending Prop 2024 Passage
  - Person Responsible: Business and Facilities
  - Resources: Local, State, Federal

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- **Implement**  For-profit group use of facilities per policy
  - Start Date: Fall 22 w/priority use instruction and school groups
  - Completion Date: Fall 22 continued to Late Winter 2024 - **New Auditorium available January 2024.**
  - Person Responsible: Business, Community Programs, Facilities, HR
  - Resources: Local

- **Research** Community Ed and Rec Gymnastics programing to increase team and program expansion
  - Start Date: Fall 2022
  - Completion Date: Summer 2023 **extended to Summer 2024**
  - Person Responsible: **Facilities,** Business, Community Programs
  - Resources: Federal, Local

- **Investigate**  Facility funding opportunities as part of Federal Inflation Reduction Act
  - Start Date: Fall 2023
  - Completion Date: Winter 2024
  - Person Responsible: Facilities, Business,
  - Resources: Federal

- **Investigate** Building automation and control systems audit with development of open source equipment replacement master plan
  - Start Date: Fall 2023
  - Completion Date: Fall 2023- Pending Prop 2024 Passage
  - Person Responsible: Business and Facilities
  - Resources:  Local, State, Federal

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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

- **Implement**  LHS facility and support staffing needs post construction
  - Start Date: Fall 2022
  - Completion Date: 2024
  - Person Responsible: Business and Facilities
  - Resources: Federal, Local and State

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- **Research** ECE West building use and programing impact on program expansion
  - Start Date: Fall 2022
  - Completion Date: Summer 2023 **extended to Summer 2024**
  - Person Responsible: **Facilities,** Business, Community Programs and Facilities
  - Resources: Federal, Local and State

- **Investigate** Trends in payment management/cash/banking practices post pandemic
  - Start Date: Fall 2023
  - Completion Date: Summer 2024
  - Person Responsible: Business
  - Resources: Federal, Local, State and Federal

- **Investigate** Purchasing cost increases and price management post pandemic
  - Start date: Summer 2023
  - Completion Date: Winter 2024
  - Person Responsible: Business, Facilities
  - Resources: Federal, Local, State and Federal

- **Investigate** K-12 transportation logistic trends post pandemic
  - Start date: Summer 2023
  - Completion Date: Winter 2024
  - Person Responsible: Business
  - Resources: Federal, Local, State and Federal

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# 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

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# ACTION STEPS

- **Implement** Phase in of  sustainable cafeteria initiative for grades PK-8, to reduce styrofoam tray use and plastic utensil purchasing
  - **Phase III - Dressel and, Sappington (Phase II - Long and Kennerly, Phase I Crestwood - Complete)**
    - Start Date: Fall 2022
    - Completion Date: Summer 2025 then ongoing
    - Person Responsible: Business and Food Service
    - Resources: Local and Federal

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- **Implement** no-tax-rate-increase bond issue
  - Start Date: Winter 2022
  - Completion Date: April 2024
  - Person Responsible: Business
  - Resources: Federal

- **Implement** establishment of district energy management protocols at LHS
  - Start date: Summer 2023
  - Completion Date: Winter 2024
  - Person Responsible: Business, Facilities
  - Resources: Federal, Local, State and Federal

- **Investigate** ENERGY STAR certification districtwide
  - Start date: Summer 2023
  - Completion Date: Winter 2024
  - Person Responsible: Business, Facilities
  - Resources: Federal, Local, State and Federal

- **Investigate** phased implementation of custodial cleaning standard AAPA level 2
  - Start Date: Summer 2023
  - Completion Date: Spring 2024
  - Person Responsible: Business, Facilities
  - Resources: Federal, Local, State and Federal

- **Research** school-age childcare staffing trends post pandemic
  - Start Date: Summer 2023
  - Completion Date: Spring 2024
  - Person Responsible: Business, Community Ed
  - Resources: Federal, Local, State and Federal

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**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.with ties compass goals.
  - Budget falls under budget responsibility. More codes, more reporting.
  - Allow for strategic carryover of funds to support special projects and instructional needs.
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- 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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○ Printing and Publishing services for nonprofit and staff, per policy

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 beyond.
- 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.
- Online Free and Reduced Meal Applications
- Fleet Management (maintenance, landscape, security)
- Best Practices on Employee 403(b) Vendor Platform (multi or single vendors program) Continue with the Best Value, Non Commission Based EdPlus AIG single vendor program.

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 manual field trip request process to electronic, cloud-based process.
- Streamline communication of student route information to an 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.

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 and Rec 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
- Implement scan cards (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 (January 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
- Facility work order software

**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.

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# Communications

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## HOW

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

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## 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

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## ACTION STEPS

- **RESEARCH best practices for branding in support of the district's five-year strategic plan.**

    a. Start Date: Fall 2023
    b. Completion Date: Jan 1., 2024
    c. Person Responsible: Communications Department
    d. Resources: Local


- **IMPLEMENT new design for principal e-note templates using new Smore editor.**

    a. Start Date: Summer 2023
    b. Completion Date: Summer 2023
    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 2023
  b. Completion Date: Fall 2023
  c. Person Responsible: Communications, Technology
  d. Resources: Local

- **IMPLEMENT trademark acquisition for new LHS Athletics logo and ongoing support for all district trademarks.**

  a. Start Date: Summer 2023
  b. Completion Date: Spring 2024
  c. Person Responsible: Communications Department
  d. Resources: Local

## 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)
- Implement new, consistent logo and brand standards for LHS athletics program (Fall 2022)
- Implement roll out plan for Canva for Education to all Lindbergh staff, to promote consistent communication and graphics districtwide. (Fall 2022)
- Implement development of design for new Lindbergh High School main entrance that is inclusive of entire community and communicates our why. (Summer 2023)

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# 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 a communication plan supporting the district's participation in the Missouri Success-Ready Students Network.**
  a. Start Date: Summer 2023
  b. Completion Date: Ongoing
  c. Person Responsible: Communications Department, Teaching and Learning Department, Superintendent's Office
  d. Resources: Local

- **IMPLEMENT a district data dashboard that provides the community with a timely, transparent overview of student achievement and academic growth, district finances, Compass goals and success skills.**
  a. Start Date: Summer 2023
  b. Completion Date: Fall 2023
  c. Person Responsible: Communications Department, Teaching and Learning Department, Superintendent's Office
  d. Resources: Local

- **RESEARCH best practices for ongoing communication of the district's five-year strategic plan.**
  a. Start Date: Fall 2023
  b. Completion Date: Spring 2024
  c. Person Responsible: Communications Department
  d. Resources: Local

- **IMPLEMENT a successful communication plan for April 2024 bond issue informational campaign.**
  a. Start Date: Summer 2023
  b. Completion Date: April 2024
  c. Person Responsible: Communications Department
  d. Resources: Local

- **IMPLEMENT updates for the district's crisis communication plan, and crisis training for communications staff.**
    a. Start Date: Summer 2023
    b. Completion Date: Spring 2024
    c. Person Responsible: Communications Department, Director of School Safety and Security
    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 2023
    b. Completion Date: Summer 2024
    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.
- Implement development of visibility calendar for Superintendent and Central Office administrators to inform the community, promote transparency, and support in-person engagement.
- Implement strategic reorganization of editorial calendar to ensure timely, transparent communication about Teaching and Learning, Student Services, Board of Education and district updates.
- Implement community climate survey for biannual Board of Education update.

## COMPLETE

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

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- 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)
- Implement reorganization of district mobile app to better serve families and increase usage. (Summer 2022)
- Implement use of survey tool to conduct research, collect stakeholder feedback, and guide planning and decision-making. (Summer 2022)

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# 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

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# ACTION STEPS

- **IMPLEMENT five-year strategic planning process that includes full representation of district stakeholders.**
    a. Start Date: Summer 2023
    b. Completion Date: Spring 2024
    c. Person Responsible: Communications Department, Cabinet
    d. Resources: Local

- **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 2023
    b. Completion Date: Fall 2023
    c. Person Responsible: Communications Department
    d. Resources: Local

- **IMPLEMENT creation of annual sponsor packet for Lindbergh Schools Foundation.**
    - Start Date: Summer 2023
    - Completion Date: Summer 2023
    - Person Responsible: Communications Department
    - Resources: Local

- **IMPLEMENT interactive kiosks at Lindbergh High School to celebrate alumni and achievements.**
    - Start Date: Summer 2023
    - Completion Date: Fall 2023
    - Person Responsible: Communications Department, Lindbergh High School Athletic Department, Lindbergh Schools Foundation
    - Resources: Local

- **IMPLEMENT Student Board of Education Representative Advisory Group**
    - Start Date: Spring 2023
    - Completion Date: Ongoing
    - Person Responsible: Communications Department, Student Board of Education Representative, Board of Education Administrative Assistant
    - Resources: Local

- **IMPLEMENT plan for Lindbergh High School grand opening and Idea Center Grand Opening (October 2023).**
    - Start Date: Summer 2023
    - Completion Date: Spring 2024
    - 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

- **RESEARCH best practices for school district anniversary celebrations, in preparation for district's 75th anniversary in Fall 2024.**
    - Start Date: Summer 2023
    - Completion Date: Spring 2024
    - Person Responsible: Communications Department
    - Resources: Local

## 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.

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- Continue Foundation, Lindbergh Lights the Way and Alumni Association outreach through social media
- Expansion and growth of all Lindbergh Lights the Way programs.

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**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

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## HOW

**Recruit, support and retain a premier workforce.**

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## 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

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## ACTION STEPS

- **IMPLEMENT Equity in employee handbooks/policies**
  - Start Date: July 2022
  - Completion Date: June 2023
  - Person Responsible: Executive HR Director
  - Resources: HR Team, Employee Representatives

- **IMPLEMENT St. Louis Top Workplaces Survey and Program**
  - Start Date: July 2023
  - Completion Date: June 2024
  - Person Responsible: Chief HR Officer, HR Specialist
  - Resources: Top Workplaces

- **IMPLEMENT Study of Employee Insurance Plans**
  - Start Date: August  2023
  - Completion Date: January 2024
  - Person Responsible: Director of Benefits and Insurance
  - Resources: Benchmarking Studies, St. Louis Area Benefits Administration Professionals, Hays Companies

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- **IMPLEMENT Salary Extra Duty/Extra Pay Athletics, Fine and Practical Arts, Building/Clubs**
  - Start Date: September 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director HR, HR Specialist
  - Resources: Benchmarks, Data Collection

- **IMPLEMENT Revise Proposal Process for Extra Duty/Extra Pay - Building Level**
  - Start Date: September 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director HR, HR Specialist
  - Resources: Data Collection

- **IMPLEMENT Add Diversity, Equity and Inclusion expectations to job descriptions**
  - Start Date: August 2023
  - Completion Date: December 2023
  - Person Responsible: Executive Director HR, Director of IED
  - Resources: Belonging At Work, Redefining HR, CP Manual for School Leaders

- **IMPLEMENT Administrative Assistant Evaluations**
  - Start Date: July 2023
  - Completion Date: July 2024
  - Person Responsible: Executive Director HR
  - Resources: Evaluation Tool

- **IMPLEMENT  Extra Duty/Extra Pay Handbook**
  - Start Date: September 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Director HR, HR Specialist, EDEP Committees
  - Resources: Benchmark Study of neighboring districts

- **RESEARCH Leveraging the Differences Between Generations**
  - Start Date: July 2023
  - Completion Date: May 2024
  - Person Responsible: Executive HR Director, HR Team
  - Resources: Franklin Covey, Leadership Modular Series Leading Across Generations

- **RESEARCH Support Staff Leadership Academy**
  - Start Date: August 2023
  - Completion Date: May 2024
  - Person Responsible: Executive HR Director, HR Specialist
  - Resources: Site visits, Classified Leadership Team

- **RESEARCH Teacher Evaluations**
  - Start Date: September 2023
  - Completion Date: May 2024
  - Person Responsible: Chief HR Officer, Executive HR Director
  - Resources: Marzano

- **RESEARCH Classified Staff Evaluations**
    - Start Date: September 2023
    - Completion Date: May 2024
    - Person Responsible: Executive HR Director
    - Resources: Classified Leadership Team, Best Practice Evaluations

- **RESEARCH Create Job Descriptions for Extra Duty Positions - Extra Duty/Extra Pay Athletics, Fine and Practical Arts, Building/Clubs**
    - Start Date: September 2023
    - Completion Date: February 2024
    - Person Responsible: Executive Director HR, HR Specialist
    - Resources: SHRM, PHCLE/AASPA, District Research

- **RESEARCH Revise Job Descriptions for Executive, Director and Supervisor Positions**
    - Start Date: July 2023
    - Completion Date: February 2024
    - Person Responsible: Executive Director HR, HR Specialist
    - Resources: SHRM, PHCLE/AASPA, District Research

## 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
- Host affinity groups for employees of color
- Lindbergh Aspiring Principals Academy

## COMPLETE

- Retirement and retention incentive program for classified staff (WRPP)
- Support Staff Professional Learning Program
- Install new benefits enrollment and education platform (SmartBen)
- Classified Supervisor Leadership Training Program
- Classified Tuition Reimbursement Program
- Revised Extra Duty/Extra Pay Program
- Develop platform for staff input on building/department culture

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# 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

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# ACTION STEPS

- **IMPLEMENT** Attend job fairs with principals to identify diverse candidates
    - Start Date: November 2023
    - Completion Date: April 2024
    - Person Responsible: Chief HR Officer, Executive HR Director
    - Resources: EdPlus, Support Staff Best Practice School Districts

- **IMPLEMENT** St. Louis Top Workplaces Survey and Program
    - Start Date: March 2024
    - Completion Date: May 2024
    - Person Responsible:  Chief HR Officer, HR Specialist
    - Resources: Top Workplaces

- **IMPLEMENT** Student Teacher Collaboration Model, District-University
    - Start Date: April 2023
    - Completion Date: May 2024
    - Person Responsible: Chief HR Officer, Exec. Dir. of HR and TL, Guest Educator Coordinator
    - Resources: Marzano, NASOT

**ONGOING**

- New onboarding processes (job offer letters)
- Long-term study to ensure that EPI data is consistent with teacher performance
- EPI Survey for Principals
- Educational Performance Inventory guidelines in hiring
- Benchmark Studies for Compensation Rates
- Train Principals to Attend Job Fairs with "it" candidates
- Host or partner with other district(s) - recruitment fair to identify diverse candidates

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**COMPLETE**

- Video Screening tool to Increase Face-to-Face Screenings for Non-Local Candidates (Zoom)
- New onboarding processes (job offer letters)
- Teacher tuition reimbursement program study (w/LNEA)
- St. Louis Top Workplaces Award 2020, 2021, 2022
- Develop Recruiting Brand "Why Lindbergh"
- Recruiting materials/products completed with support from Communications Department
- Develop candidate quality survey for hiring supervisors
- Join Spartan Academy (MOBAP) and UMSL Studio for Recruitment Efforts
- Review Hiring Processes with HR subcommittee of District Equity committee
- LTI New Teacher's Training - meals, products, building prep, etc

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# 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 Provide mental health and wellness resources for employees**
  - Start Date: August 2023
  - Completion Date: May 2024
  - Person Responsible: Executive Dir. of HR, Dir. of Benefits, Lead Nurse
  - Resources: HSS, Curalinc

- **IMPLEMENT Develop Benefits Primer Screencast**
  - Start Date: May 2023
  - Completion Date: Ongoing
  - Person Responsible: Director of Benefits and Insurance
  - Resources: Rx 'n Go

- **IMPLEMENT Develop permanent AP substitute teacher program for LHS**
  - Start Date: August 2023
  - Completion Date: Ongoing

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- ○ Person Responsible: Chief HR Officer, Guest Educator Coordinator
- ○ Resources: Community and University Partnerships

- **INVESTIGATE Employer-sponsored Medicare plan**
  - ○ Start Date: July 2023
  - ○ Completion Date: Ongoing
  - ○ Person Responsible: Director of Benefits and Insurance
  - ○ Resources: Hays Companies

- **INVESTIGATE Health Clinic (on-site or partnership)**
  - ○ Start Date: Ongoing
  - ○ Completion Date: Ongoing
  - ○ Person Responsible: Director of Benefits and Insurance
  - ○ Resources: Hays Companies

## ONGOING

- Wellness Program (insurance benefits program)

## COMPLETE

- Visibility Initiative: CO staff building visits
- New legal services contract
- Reassign/reorganize Flyers Club leads to provide health room assistants in all 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
- Update and Communicate workman's compensation procedures
- FMLA informational presentation for all employees
- Administrative Assistant's Professional Learning Program
- Permanent Nurse Substitutes
- Reorganize department with skills fit to people to maximize human capital
- Forecast 5 Demographic Studies for Enrollment Projections

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# WHAT

- **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

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# ACTION STEPS

- **INVESTIGATE Review and Realign EPIC (Effective educator evaluation tool)**
  - Start Date: January, 2023
  - Completion Date: June, 2024
  - Person Responsible: Chief HR Officer, Chief Academic Officer
  - 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 to ensure inter-rater reliability
- Development and implementation of PEI (includes DESE leader standards), the new 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 & PEI)

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