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Special School District Leadership

Board of Education
Dr. Dan Cuneo, Board President

Ms. Katie Pottroff, Board Vice President

Dr. Yuval Asner, Director

Mr. Curtis Faulkner, Director

Dr. Meredith Byers, Director

Ms. Tiffany Hudson, Director

Mr. Scott Moeller, Director

Superintendent
Dr. Elizabeth Keenan, Superintendent of Schools
Vision

Partners for each student’s success

Mission

In collaboration with partner districts, we provide technical education and a wide variety of individualized educational and support services designed for each student’s successful contribution to our community.

Core Values

**Student Success**
We actualize student potential and facilitate student success.

**Collaboration**
We work with parents, students, partner districts and the community to benefit students.

**Integrity**
We do the right thing at all times.

**Stewardship**
We protect entrusted resources to advance student success.

**Continuous Improvement**
We use a systematic approach to achieve excellence

**Equity**
We ensure each student gets what he or she needs to meet educational needs.

**Accountability**
We assume responsibility for personal and organizational actions.
Baldrige Education Framework for Performance Excellence

SSD is committed to using the Baldrige Framework for Performance Excellence as the District Management Model.

1. Leadership
   a. District Leadership Team’s actions guide and sustain the district.
   b. District Leadership Team sets the District’s vision and values.
   c. District Leadership Team builds an organization that is successful now and in the future.
   d. District Leadership Team communicates with and engages the entire workforce and key customers to create a focus on action.

2. Strategy
   a. SSD has a systematic strategy to address challenges and leverage advantages and opportunities
   b. The District collects and analyzes data and information in its planning to identify key objectives and timetables.
   c. The District systematically determines and deploys action plans, aligns resources to achieve plans, identifies performance indicators and projections and modifies action plans as required.

3. Customers
   a. The District listens to students, families, and stakeholders to obtain information on satisfaction, dissatisfaction, and engagement.
   b. The district systematically identifies educational programs, services and communication mechanisms to support student, families and stakeholders.
   c. The District builds student, family and stakeholder relationships and enable stakeholders to seek information and support.

   a. SSD measures, analyzes, reviews and improves its performance through the use of data and information.
   b. The District uses comparative and customer data to support decision making.
   c. The District systematically builds and manages its knowledge assets.
   d. The District ensures quality and availability of needed data, information, software and hardware for the workforce, students and stakeholders, suppliers, partners and collaborators.

5. Workforce
   a. SSD manages workforce capability and capacity to accomplish the work of the organization.
   b. The District maintains a supportive and secure work climate.
   c. The district develops members of the workforce, including leaders, to achieve high performance and engages them in improvement and innovation.
6. Operations
   a. The district designs, manages and improves its key work processes to deliver educational programs and services that achieve value for students and stakeholders and that achieve organizational success and sustainability.
   b. The District controls costs, manages its supply chain, offers a safe workplace prepares for potential emergencies and innovates for the future to ensure effective operation and deliver value to students and stakeholders

7. Results

Student Learning and Process Outcomes
Measures of processes that directly serve students and stakeholders, work process effectiveness and efficiency, emergency preparedness and supply-chain management.

Customer-focused Outcomes
Measures of key student and stakeholder satisfaction, dissatisfaction and engagement.

Leadership and Governance Outcomes
Measures of leadership governance, legal and regulatory compliance, ethical behavior, societal responsibility, support of key communities and strategy achievement.

Budgetary, Financial and Market Outcomes
Measures of budgetary, financial and market performance.
Strategic Planning Process Overview

Introduction
SSD’s Comprehensive School Improvement/Rolling Plan (CSIP) directs the overall improvement of its educational programs and services. It is written in accordance with guidelines from Missouri’s Department of Elementary and Secondary Education and Missouri statute (RsMo 162.856)

The SSD Board of Education has adopted the Baldrige Excellence Framework as a foundation for organizational improvement. Utilizing the framework, a systematic strategic planning process was established to leverage the District’s strengths and address its challenges.

Ongoing Assessment
On a two-year cycle, SSD engages in an organizational assessment based on the requirements of the Baldrige Framework using the Missouri Quality Award process. Feedback reports identify strengths and opportunities for improvement. These reports were reviewed as part of the strategic planning process.

The 2015 application and site visit resulted in SSD receiving the Missouri Quality Award. In 2017, the scheduled site visit was not held due to community unrest surrounding the announcement of the verdict in the Jason Stockley case. In 2019, application and site visit resulted in SSD again receiving the Missouri Quality Award.

Voice of Customer Analysis
Individual interviews were conducted with families, special education and general education teachers, area coordinators and principals spread throughout Saint Louis County. Focus groups were held with parents and a randomized third party phone survey was completed.

The resulting information was compiled into a detailed report featuring key themes applicable to the organizational stakeholder levels. The key themes were considered as part of current performance for the development of goals and objectives.

Organizational Data and Analysis
In addition to the information gathered during the voice of customer process, several organizational data sets were analyzed to ensure appropriate alignment of goals and objectives to current needs. Reviews considered the impact of shifts in technology, services provided, stakeholder preferences, the economy and the regulatory environment.

Analyses were conducted to address: organizational sustainability, current and needed core competencies and opportunities for innovation. Results were translated into the District’s strategic advantages, challenges and opportunities.
Strategy Map and Stakeholder Objectives
After establishing the District stretch goal, the District Leadership Team identified themes that must be accomplished in order to achieve the goal. These themes were translated into the District CSIP Goals and high-level stakeholder objectives.

District processes critical to achieving the objectives were then identified along with areas for learning and growth necessary to ensure strategy success and sustainability.

Strategy Refinement
Individual strategies were refined in collaboration with strategy champions. Strategy measures were developed, needed innovation add and improvements were identified and milestones were determined. These strategies were more refined in the 2020-2021 school year to focus efforts.

Capability and Capacity Analysis
During strategy development and refinement, District Leadership Team members worked in conjunction with strategy champions to estimate any additional capacity needs generated by the strategy.

These considerations are reviewed by Business and Finance for potential budgetary implications, Technology Services for technology support implications, and Planning and Development for professional learning needs.

Measurement Development
Measures for each strategy were developed during strategy refinement. Measurement includes identification of outcome-based measures reported on an annual basis and the identification of formative measures allowing more frequent organization review of results.
Strategic Plan Implementation

After approval, the plan is deployed to all levels of the organization. A review of progress to ensure achievement of the strategic objectives is managed through action plan reviews. Adjustments to action plans can be made through recommendation of the respective team and consultation with the District Leadership Team (DLT).

<table>
<thead>
<tr>
<th>DLT</th>
<th>CSIP Teams</th>
<th>Department Teams</th>
<th>All Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develops strategic plan</td>
<td>Develop District wide communication plan</td>
<td>Attend training and receive information regarding the CSIP/Rolling Plan</td>
<td>Receive information regarding strategies</td>
</tr>
<tr>
<td>Identifies strategy champions and team membership</td>
<td>Determine workforce needs and develop professional learning plan to address capability to accomplish the plan</td>
<td>Leadership teams at the department, region, school, area, and work unit levels develop improvement plans to align with the District plan</td>
<td>Offer input on draft plans and measures</td>
</tr>
<tr>
<td>Reviews CSIP progress on a quarterly basis</td>
<td>Provide feedback on alignment of department plans to District plan</td>
<td>Determine measures for department strategies</td>
<td>Develop professional learning plan in alignment with District needs</td>
</tr>
<tr>
<td>Supports teams in overcoming barriers to implementation</td>
<td>Participate in quarterly progress reviews</td>
<td>Develop and implement progress review cycle</td>
<td>Participate in required training</td>
</tr>
<tr>
<td></td>
<td>Monitor progress at the District level through strategy team feedback</td>
<td>Initiate implementation</td>
<td>Implement new strategies and tasks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor progress using PDSA/progress reporting</td>
<td>Collect and report data</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Receive information regarding overall progress and needed adjustments</td>
</tr>
</tbody>
</table>
SSD Strategic Plan  
2021-2022

Partners for each student’s success

In collaboration with partner districts, we provide technical education and a wide variety of individualized educational and support services designed for each student’s successful contribution to our community.

Student Success
Collaboration
Integrity
Stewardship

Continuous Improvement
Equity
Accountability

Student Performance

1.1 Support educators in implementing multi-tiered systems of support county-wide for literacy, numeracy, and behavior.
1.2 Implement individual students’ post-secondary plans through processes of communication, self-advocacy, and self-determination.
1.3 Ensure that students will learn and staff will teach in an environment in which they feel safe and secure.
1.4 Ensure that families and educators will partner to achieve high outcomes for students.

Workforce Excellence

2.1 Implement programs to increase retention and recruitment for all staff.
2.2 Increase the percentage of diversity among administrators, teachers and staff based on appropriate labor demographics for the St. Louis region, State and Midwest region.

Engagement

3.1 Develop, improve and sustain collaborative relationships with industries, businesses and agencies to expand future opportunities for students.
3.2 Implement processes for obtaining, analyzing and using voice of customer (VOC) data for planning and decision-making.

Equity

4.1 Collaborate with customers, stakeholders, programs and departments within SSD to ensure processes are in place to achieve equity in student outcomes through educational practices, business operations and allocation of resources.
Special School District of St. Louis County
Comprehensive School Improvement/Rolling Plan
2017-2022

Goals, Strategies, and Measures
2020-2021 School Year
Goal One: Student Performance

Goal: Develop and enhance quality instructional programs to improve performance and enable students to meet their personal, academic, and career goals.

Goal Champion: Wendi Pendergrass, Chief Academic Officer

Strategy 1.1 Support educators in implementing multi-tiered systems of support county-wide for literacy, numeracy, and behavior.

Strategy 1.2 Implement individual student post-secondary plans through processes of communication, self-advocacy, and self-determination.

Strategy 1.3 Ensure that students will learn, and staff will teach in an environment in which they feel safe and secure.

Strategy 1.4 Ensure that families and educators will partner to achieve high outcomes for students.
Goal Two: Workforce Excellence

Goal: Establish and maintain an effective and supportive workforce environment that engages staff to operate optimally to facilitate student success.

Goal Champion: Amy Schechter, Chief Human Resources Officer

Strategy 2.1  Implement programs to increase retention and recruitment for all staff.

Strategy 2.2  Increase the percentage of diversity among administrators, teachers, and staff based on appropriate labor demographics for the St. Louis Metropolitan Area, Missouri, and the Midwest region.
Goal Three: Engagement

Goal: Promote, facilitate, and enhance engagement with key internal and external stakeholders to meet the needs of all students.

Goal Champion: Jennifer Henry, Chief Communications Officer

Strategy 3.1 Develop, improve, and sustain collaborative relationships with industries, businesses, and agencies to expand future opportunities for students.

Strategy 3.2 Implement processes for obtaining, analyzing, and using Voice of Customer data for planning and decision-making.
Goal Four: Equity

Goal: Ensure equitable staffing levels and access to quality services.

Goal Champion: Wendi Pendergrass, Chief Academic Officer

Strategy 4.1 Collaborate with customers, stakeholders, programs, and departments within SSD to ensure processes are in place to achieve equity in student outcomes through educational practices, business operations, and allocation of resources.
Special School District of St. Louis County
Comprehensive School Improvement/Rolling Plan
2017-2022

Annual Action Plans
2021-2022 School Year
**Goal One: Student Performance**

**Goal Champion**  
Wendi Pendergrass, Chief Academic Officer

**Strategy 1.1**  
Support educators in implementing multi-tiered systems of support county-wide for literacy, numeracy, and behavior.

**Strategy Champion**  
Mollie Bolton, Executive Director of Teaching, Learning and Accountability

**Strategy Measure**  
MTSS: Reading and math benchmark assessments; Student suspension rates.

<table>
<thead>
<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop processes to more effectively provide meaningful data to administrators and teams that will support the decision-making process around effectiveness of interventions</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>2. Improve district systems and processes to increase implementation of best practices in classrooms that positively impact student achievement</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
Goal One: **Student Performance**

**Goal Champion**  
Wendi Pendergrass, Chief Academic Officer

**Strategy 1.2**  
Implement individual student post-secondary plans through processes of communication, self-advocacy, and self-determination.

**Strategy Champion**  
Casey Wisdom, Director of Transition Services

**Strategy Measure**  
Post-secondary plans: IEP planning quality indicators; Student self-determination survey.

<table>
<thead>
<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Continue developing implementation plans and providing professional learning for identified districts.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>2. Identify a self-determination curriculum and assessment tool and incorporate into existing professional learning.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>3. Develop family perspective tools and resources for self-determined long-range planning supported by the Charting the LifeCourse framework.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>4. Develop processes to promote equitable practices throughout the self-determined long-range planning process.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
Goal One: Student Performance

Goal Champion: Wendi Pendergrass, Chief Academic Officer

Strategy 1.3: Ensure that students will learn, and staff will teach in an environment in which they feel safe and secure.

Strategy Champion: John Mueller, Director of Safety and Security


<table>
<thead>
<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Expand the previously implemented Incident Command System to include all administrative buildings, SSD schools, and bus garages. In pursuit of the goal of district preparedness, it is essential that SSD has reliable chemical, biological, radiological, nuclear, explosives (CBRNE) and environmental preparedness plans in place that can be used with confidence for the protection of life, health, and property.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>2. Continue building on the district’s physical security measures. Physical security improvements/expansion starts with identification of everything that could be at risk at some point of time or event. For example: People, Property, Information, National Security, district Infrastructure. Also using past history to mitigate security vulnerabilities.</td>
<td>7/1/2020</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
Goal One: Student Performance

Goal Champion: Wendi Pendergrass, Chief Academic Officer

Strategy 1.4: Ensure that families and educators will partner to achieve high outcomes for students.

Champion: Adrienne Eaglin, Manager of Family & Community Outreach


<table>
<thead>
<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create opportunities for families to learn and rehearse academic strategies to increase their efficacy and reinforce learning across settings.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>2. Add to the OnDemand Family Engagement Website videos and resources about meaningful data sharing with families modeling the 3 evidenced based data conferences used to support educators as they partner with families for their student’s academic success.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>3. Family Engagement Quality Indicator Checklist within SSD Schools and Partner Districts</td>
<td>7/1/2021</td>
<td>5/31/2022</td>
</tr>
<tr>
<td>4. Monitor staff and family feedback regarding home visits conducted by our staff and use the feedback to refine the process, training, and/or regulations.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
**Goal Two: Workforce Excellence**

**Goal Champion**  
Amy Schechter, Chief Human Resources Officer

**Strategy 2.1**  
Implement programs to increase retention and recruitment for all staff.

**Strategy Champion**  
Dan Kelly, Director of Human Resources

**Strategy Measure**  
Retention/Recruitment: Human Resources retention staff fill rate data.

<table>
<thead>
<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with college and universities to ensure student teachers are equitably placed through Special School District.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>2. Use Student teaching as a platform to transition into full-time employment with Special School District</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>3. Enter into agreements with colleges and universities that make it easier for students to complete practicums, observations, and student teaching.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>4. Participate in college and university hiring events, mock interviews, applicant seminars, and job fairs</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>5. Implement employee life cycle surveys</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>6. Collect, analyze, and share employee life cycle data to appropriate departments</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
**Goal Two: Workforce Excellence**

**Goal Champion**  
Amy Schechter, Chief Human Resources Officer

**Strategy 2.2**  
Increase the percentage of diversity among administrators, teachers and staff based on appropriate labor demographics for the St. Louis Metropolitan Area, Missouri, and the Midwest region.

**Strategy Champion**  
Dan Kelly, Director of Human Resources

**Strategy Measure**  
Diversity: Teacher and paraprofessional race demographics.

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<tr>
<th>Milestones and Action Steps</th>
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</thead>
<tbody>
<tr>
<td>1. Create a process to monitor and utilize employee data in order to compare percentages of staff diversity and identify trends and opportunities for growth</td>
<td>7/1/2021</td>
<td>12/31/2021</td>
</tr>
<tr>
<td>2. Collaborate with Communications and the Director of Equity to create a process for targeted advertising of diverse applicants</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>3. Create a staff experience survey and process for harvesting voice of customer data from diverse employees</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
**Goal Three:** Engagement

**Goal Champion**  Jennifer Henry, Executive Director of Communications

**Strategy 3.1**  Develop, improve, and sustain collaborative relationships with industries, businesses, and agencies to expand future opportunities for students.

**Strategy Champion**  Kevin Andert, Director of Career Technical Education and College and Career Readiness

**Strategy Measure**  Collaborative relationships: Assessment of quality and sustainability of partnerships.

<table>
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<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with all SSD schools, programs and regions to establish formal agreements their industry, business and agency partners that meet all formal agreement rubric requirements</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
Goal Three: Engagement

Goal Champion: Jennifer Henry, Executive Director of Communications

Strategy 3.2: Implement processes for obtaining, analyzing, and using Voice of Customer data for planning and decision-making.

Strategy Champion: Christine Finger, Director of Publications

Strategy Measure: VOC: Number of CSIP strategies informed by Voice of Customer data.

<table>
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<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Re-evaluate existing VOC activities and only deploy the tools that are going to yield the information that organization needs to make decisions</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>2. Address sustainability requirements by establishing a gatekeeping process for the introduction of new district-wide VOC questions/tools, and ensure existing VOC’s continued relevance by conducting an annual renewal of questions</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>3. Ensure existing VOC’s continued relevance by conducting an annual renewal of questions</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>
Goal Four: Equity

**Goal Champion**  Wendi Pendergrass, Chief Academic Officer

**Strategy 4.1**  Collaborate with customers, stakeholders, programs and departments within SSD to ensure processes are in place to achieve equity in student outcomes through educational practices, business operations, and allocation of resources.

**Strategy Champion**  Michael Maclin, Director of Equity

**Strategy Measure**  Equity: Student support climate survey data.

<table>
<thead>
<tr>
<th>Milestones and Action Steps</th>
<th>Start</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop and provide professional learning opportunities for operation staff on the &quot;Basics of Equity&quot;.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>2. Develop and provide professional learning opportunities for operation staff, who work with families or students, that focus on the basics of equity and “Understanding Cultural Differences”.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
<tr>
<td>3. Develop and provide professional learning opportunities for school and classroom staff in diversity, equity, inclusion, and application to the classroom.</td>
<td>7/1/2021</td>
<td>6/30/2022</td>
</tr>
</tbody>
</table>