



LUSD STRATEGIC PLAN KEY PERFORMANCE INDICATORS

DECEMBER, 2023



STRATEGIC PLAN METRICS

LUSD's Strategic Planning Process have led the planning team to arrive at 4 key organizational priorities (or strategies) to help LUSD deliver on its mission over the coming years. Because they are **comprehensive** but **concise, student-centric, inspirational, and equity-minded**, they can provide direction for a multi-year approach to planning while remaining **flexible** to adapt to new circumstances and needs.

1

UNLOCKING BRILLIANCE - Igniting the potential in change-makers with the skills, tools and resources to lead in a world without boundaries.

2

CULTIVATING TALENT- Empowering passionate adults to be stewards of possibility, equity and social justice.

3

UPLIFTING COMMUNITY - Being the catalyst for multigenerational change rooted in community values.

4

MODELING EXCELLENCE - Being a model for urban education.

Each is further unpacked into specific key performance indicators (metrics, if you will) in the pages to follow.

1

UNLOCKING BRILLIANCE

Igniting the potential in change-makers with the skills, tools and resources to lead in a world without boundaries.

A. CRITICAL THINKING: Students will develop critical thinking habits through personalized, inquiry-based learning that equips them to navigate evolving professional and personal landscapes.

Subgroups: Student academic performance will reach at least medium/yellow status for all subgroups in the state performance dashboard.

A-G: A-G completion rates will increase by 20% over the next three years.

Reading:

- Student proficiency in reading in the Third Grade will increase by 15% over the next 3 years.
- We will increase ELA scores by 30% over the next 3 years.

Math:

- The number of students scoring proficient in numeracy in 3rd grade will increase by 20% in three years.
- The number of students taking Algebra in 8th grade will increase by 20% in three years.

Dual Enrollment: The number of Lynwood Unified students receiving college credit while enrolled at LUSD will grow by 20% over the next 5 years.

B. SELF-AWARE/SELF-DIRECTED: LUSD will create the conditions in which students can grow their self-awareness and self-direction to position them to be the best version of themselves in their professional and personal lives.

Student Experiences: LUSD will increase the number of students participating in student-initiated clubs and will increase the number of learning/exploratory experiences students have opportunities to participate in by 15% in three years.

SEL: LUSD will continue to invest in SEL practices to increase students' self-awareness and emotional resiliency by offering additional opportunities for student self-discovery, such as mindfulness and meditation programs, student reflection opportunities, mentorship programs, personal growth workshops, and student-led conferences.

Attendance:

- ADA will increase to 98% over the next 5 years.
- Chronic Absenteeism will decrease by 5% each year over the next three years (2024-25: 32.4%; 2025-26: 27.5%; 2026-27: 22.5%)

Suspension Rates:

- Our suspension will decrease to less than 2% over the next 3-5 years.
- We will continue to expand the implementation of PBIS ensuring that all schools continue to support PBIS efforts.

C. EMPOWERED CITIZENS: Lynwood Unified will offer opportunities for its students to become empowered citizens who are agents of positive change in tomorrow's society.

Ethnic Studies: All students will take Ethnic Studies as a requirement for graduation by 2028.

Social Justice: Lynwood USD will increase the implementation of the Social Justice standards embedded in the Language Arts curriculum using the domains of Identity, diversity, action, and justice by 30% in three years.

Civic Engagement: We will increase the number of students receiving the Seal of Civic Engagement by 20% every year for the next three years.

D. INNOVATIVE PROBLEM SOLVERS: Lynwood will prepare students to be innovative, ethical problem solvers who can leverage technology to actively contribute solutions to society.

College and Career Preparedness:

- LUSD will continue to strive for the highest status status for our College and Career Indicator on the state dashboard.
- LUSD will increase the number of students who will experience an internship over the next 5 years.

E. MINDFUL COLLABORATOR: LUSD students will practice becoming mindful collaborators who own team outcomes and are flexible and open-minded when working and receiving feedback from others.

CTE Pathways:

- We will have a 10% increase in the number of students participating in a CTE Pathway every year.
- LUSD will increase the number of pathways offered by strengthening offerings at each school and ensuring that the pathways are inclusive to all students.

F. EFFECTIVE COMMUNICATOR:
Lynwood Unified students will become effective communicators in multiple modes of expression including verbal, written, digital, and visual.

Biliteracy: Over 40% of Seniors will have access to and the opportunity to receive the Seal of Biliteracy.

Digital Literacy and Social Media: By 2025, 100% of LUSD students will have received digital literacy and social media awareness training before they graduate from the district.

EL Reclassification: The number of English Learners reclassifying over the next 5 years will increase by 20%.

2

CULTIVATING TALENT

Empowering passionate adults to be stewards of possibility, equity and social justice.

A. RETENTION: Staff chooses to remain at LUSD.

95% of teachers, school leaders, and classified employees are retained.

B. SATISFACTION: Staff recognize LUSD as a great place to work.

LUSD attains a Great Place to Work Certification by the end of 2025.

C. REPRESENTATION: Staff makeup represents the student racial and ethnic identifies.

90% of teachers, school leaders, and classified employees represent student racial and ethnic identities.

LUSD will increase the representation of African-American males in teaching positions to 10% by 2028.

D. ONBOARDING: LUSD's onboarding process for new employees is meaningful, helpful, leverages technology, and is efficient at preparing new hires to serve the LUSD community.

80% of new hires indicate they are satisfied or highly satisfied with their onboarding experience, as demonstrated by post-onboarding surveys or interviews. (* To be adjusted after baseline data is collected)

LUSD will re-evaluate and improve its onboarding process every year.

E. RECRUITMENT: LUSD continuously improves its hiring approaches and practices over time to source new quality staff members

LUSD improves benchmarks on Time to Fill and Time to Hire at least 5% year after year for the next 3 years.

Increase teaching and administrative candidate pool by 10%.

F. CUSTOMER SERVICE: LUSD will improve its internal processes and systems to better support LUSD staff.

The team will begin to collect customer service data this year to improve the quality of services provided.

* 70% of staff will be satisfied with HR support services in the first year, 75% in the second year, and 80% in the third year. (* To be adjusted after baseline data is collected)

G. FEEDBACK: LUSD is committed to employee's professional growth by providing timely and relevant feedback.

100% of employees are receiving timely feedback through evaluation processes.

H. COMPENSATION: Prioritize staff compensation in budgeting to ensure LUSD is competitive when acquiring new talent.

LCFF Base funding is prioritized for employee salaries and benefits in the budget.

LUSD employee compensation packages rank within the top 25% of comparable districts in Los Angeles County.

I. TRAINING: Staff receives quality training to help them improve their skills and grow in their chosen careers.

35-50 hours of professional development for certificated staff each year.

__ hours of professional development for classified staff each year.

3

UPLIFTING COMMUNITY

Being the catalyst for multigenerational change rooted in community values.

A. COMMUNITY SATISFACTION: Parents and caregivers share high levels of satisfaction with the communication and services provided by LUSD.

75% of parents and caregivers indicate a "Satisfied" or "Highly Satisfied" level in an annual survey, interviews, or focus groups.

75% of parents/caregivers are satisfied with the relationship with their teacher.

B. COMMUNITY ENGAGEMENT: Parents and caregivers will become engaged partners in students' education at LUSD.

5% increase in the number of parents attending events or accessing services year-over-year for the next 3 years.

C. ENGAGEMENT IN THE COMMUNITY: LUSD senior staff will engage with community efforts not led by LUSD to show support for community efforts in the city.

LUSD senior representatives will attend at least 10 meetings hosted by other local organizations or governing bodies every year.

D. ACCESS TO OPPORTUNITY: LUSD will strive to develop and push forward new partnerships, pursue innovative technologies that can expand community engagement, and integrate supports to increase access to opportunities in the new economy for the Lynwood community and residents.

75% of parents and caregivers indicate a "Satisfied" or "Highly Satisfied" level in an annual survey, interviews, or focus groups.

75% of parents/caregivers are satisfied with the relationship with their teacher.

E. ALUMNI: LUSD will grow a community of connected alumni to help increase career opportunities for current students and engagement with community projects.

We will increase our alumni database by 10% year-over-year for the next three years.

F. AFFORDABLE HOUSING: LUSD will seek out win-win opportunities to increase affordable housing options that support community residents and potentially allow LUSD staff to live in the community they work.

We will create a (staff or board) task force that seeks out win-win development opportunities that include affordable housing options for LUSD staff.

G. COMMUNITY SCHOOLS: LUSD will ensure all/a portfolio of its schools engages in community partnerships to offer integrated supports services, extended learning time, and collaborative leadership and practices for educators and administrators.

All of our schools will officially become community schools.

ELOP programs in all schools.

100% of schools will offer services tailored to students attending that school by 2025.

90% of staff trained in effective parent communication by 2024.

4

MODELING EXCELLENCE

Being a model for urban education.

A. FACILITIES: LUSD will operate and maintain state-of-the-art facilities that offer great environments conducive to next-generation learning.

All LUSD facilities will score as "good" or "exemplary" on the Office of Public School Construction's Facility Inspection Tool (FIT)

B. CLOSING THE ACHIEVEMENT GAP: LUSD will achieve Blue Ribbon status for at least one school in the next 5 years.

One LUSD school will be recognized as a Blue Ribbon school by 2028.

C. FACILITIES FUNDING: LUSD will seek out additional funding sources for facilities projects to ensure students have access to buildings comparable to other students throughout Los Angeles County.

LUSD will complete documentation to access state modernization funding that may become available in the future.

At least two times per year, LUSD leaders will make direct contact with elected officials to advocate for equitable facilities funding."

D. SHARING BEST PRACTICES: LUSD will continuously share lessons learned with other urban districts, pilot emerging technologies, and model innovative learning environments to help improve public education in California.

District staff will present lessons learned at LUSD in at least one educational conference every year.

E. COMMUNITY SATISFACTION: LUSD will demonstrate exceptional levels of community support.

75% of parents/caregivers would recommend LUSD to family/friends.

F. FINANCIAL STEWARDSHIP: LUSD will demonstrate excellence in long-term financial stewardship to ensure district continuity and fiscal health.

Clean audits in the next five years.

Increase the district reserve level to 15% over the next 5 years.

G. SAFE SPACES: We will continue to invest in student physical, cyber, and emotional safety.

We will constantly review policies and practices that prevent bullying, violence, and other forms of harm.

H. NEW FUNDING STREAMS: We will continue to pursue alternative funding streams to augment the opportunities for our students to grow and experience a rigorous and relevant education.

Identify and apply for at least one new grant each year.

I. K-12 CTE: LUSD will lead the way in Career Technical Education by offering pathways from K-12.

LUSD will implement CTE pathways from UPK to 12th Grade by 2025.

J. IMPROVED ACCESS TO NUTRITION: LUSD students will have access to a variety of appealing nutrition options

Staff will offer at least 5 taste testing opportunities annually to get feedback from students on new recipes.

Staff will build a collaborative connection with the CTE Culinary Arts program to explore new menu options.

New meal delivery methods will be offered at each site, including: Second Chance Breakfast and Grab and Go meal options.

K. DATA & ANALYTICS: LUSD will incorporate analytics, automation, AI, and innovative solutions to facilitate continuous improvement across district functions and model excellence.

LUSD will generate annual reductions in operational costs through optimized, innovative processes powered by technology.

- We will decrease paper usage by 10% through digitized workflows or cloud collaboration tools over the next 3 years
- We will reduce the average resolution time for IT support requests by 10% over the next 3 years.

L. MICRO-CREDENTIALING: LUSD will lead the way in preparing students to receive micro-credentialing that recognizes students for special skills.

Over 40% of Seniors will have access to and the opportunity to receive the Seal of Biliteracy.

We will increase the number of students receiving the Seal of Civic Engagement by 20% every year for the next three years