

BIG DREAMS

Start Here!

Caddo Parish School Board
Strategic Plan 2021-2024



WE ARE caddo

AGENDA

Executive Summary



District Profile and Environmental Scan



Vision, Mission, Equity Statement, and Core Values



Theory of Action



District Goals and Metrics



Key Outputs



Laying the groundwork and timeline

New Superintendent

Dr Goree begins in Caddo in December

Implementation

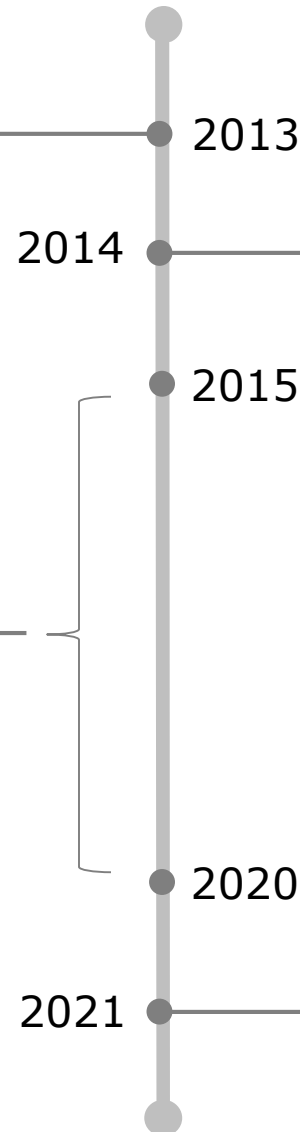
- Graduation rate highest in history (2017-18)
- No D or F high schools for first time in history
- Stronger recruiting/retaining of teachers
- Fewer incidents and crime in schools
- Better communication, transparency and customer service
- Best practices implemented (use of vacant buildings, energy savings, school maintenance, teacher vacancies, healthcare costs)
- Outstanding issues include early literacy, parental engagement, and financial health

5-year Strategic Plan Created

Reimagine Caddo focuses on student achievement, improving business practices, stakeholder engagement and trust, and maintaining and developing employees

3-year Revamped Plan Created

Revamped plan builds on successes of the last five years and addresses outstanding issues



Executive summary of process and plan



Creating the Plan

1. District vision, mission, core values, and goals defined by Superintendent and Board
2. Input gathered from over 2,300 stakeholders (via focus groups and survey)
3. Environmental factors and past performance reviewed
4. Input analyzed, metrics developed, and department initiatives defined



Monitoring and Adjusting

- Strategic plan monitored and progress **reported to Board and community twice per year**
- Department Operations Plans monitored and **reported to -Superintendent quarterly**

Highlights of Plan

Over the next three years, Caddo will

- creatively **prepare students for success** (through increasing achievement and global/life skills)
- **improve business processes** and financial state
- recruit and retain **high-quality staff**
- **engage stakeholders**
- all with an eye towards **equity**

Some key outputs in achieving these goals include

- expanded student health services
- Parent Academy
- long-range facilities plan
- explicit agreements with community
- framework of support for schools to become more autonomous over time

DISTRICT PROFILE

EDUCATING
36,505
STUDENTS

63% BLACK
32% WHITE
4% HISPANIC
1% OTHER
10% STUDENTS WITH DISABILITIES
74% ECONOMICALLY DISADVANTAGED



5,478 EMPLOYEES

4,944 FULL-TIME STAFF
534 PART-TIME STAFF
2,153 TEACHERS (AVERAGE YEARS TEACHING = 14)

58 SCHOOLS

31 ELEMENTARY
6 MIDDLE
6 K-8
11 HIGH
1 COMBINATION
3 CHARTER



85% SPENT ON SALARIES
\$14,045 SPENT PER PUPIL

AVERAGE AGE OF BUILDINGS =
75 YEARS

\$512 MILLION
ANNUAL BUDGET

Environmental factors that influence the strategic plan



Student Diversity

One of most diverse districts in Louisiana and becoming more so

- Urban, suburban, rural
- Racially
- Socio-economically
- Special needs



Accountability Requirements

Fewer children prepared for kindergarten each year
Accountability guidelines more strenuous
Standards more rigorous
Additional grades to be assessed



Declining Enrollment

Annual enrollment decline of 2%
Population shifts (under-enrolled and over-enrolled schools)
Creativity and access to quality programs and resources key to attracting families



Fiscal Demands/ Stimulus

Declining enrollment results in decreased revenue
Student needs greater now than ever
Stimulus funds allow district to strategically target needs temporarily



Safety

Serious offenses in schools are down 39% between 2017-2020
Focus groups highlighted importance of school safety
Efforts will continue to mitigate risks of COVID-19

Vision, Mission and Equity Statement



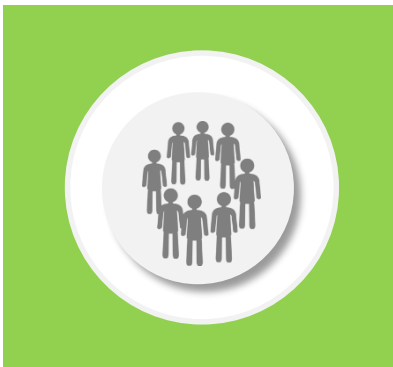
Vision

Caddo Parish Public Schools is dedicated to preparing students for the future, developing the whole child academically and socially in collaboration with families and the community.



Mission

All students will become life-long learners equipped with the skills, knowledge, and attitudes to succeed as productive and responsible citizens in a local, national, and global society.

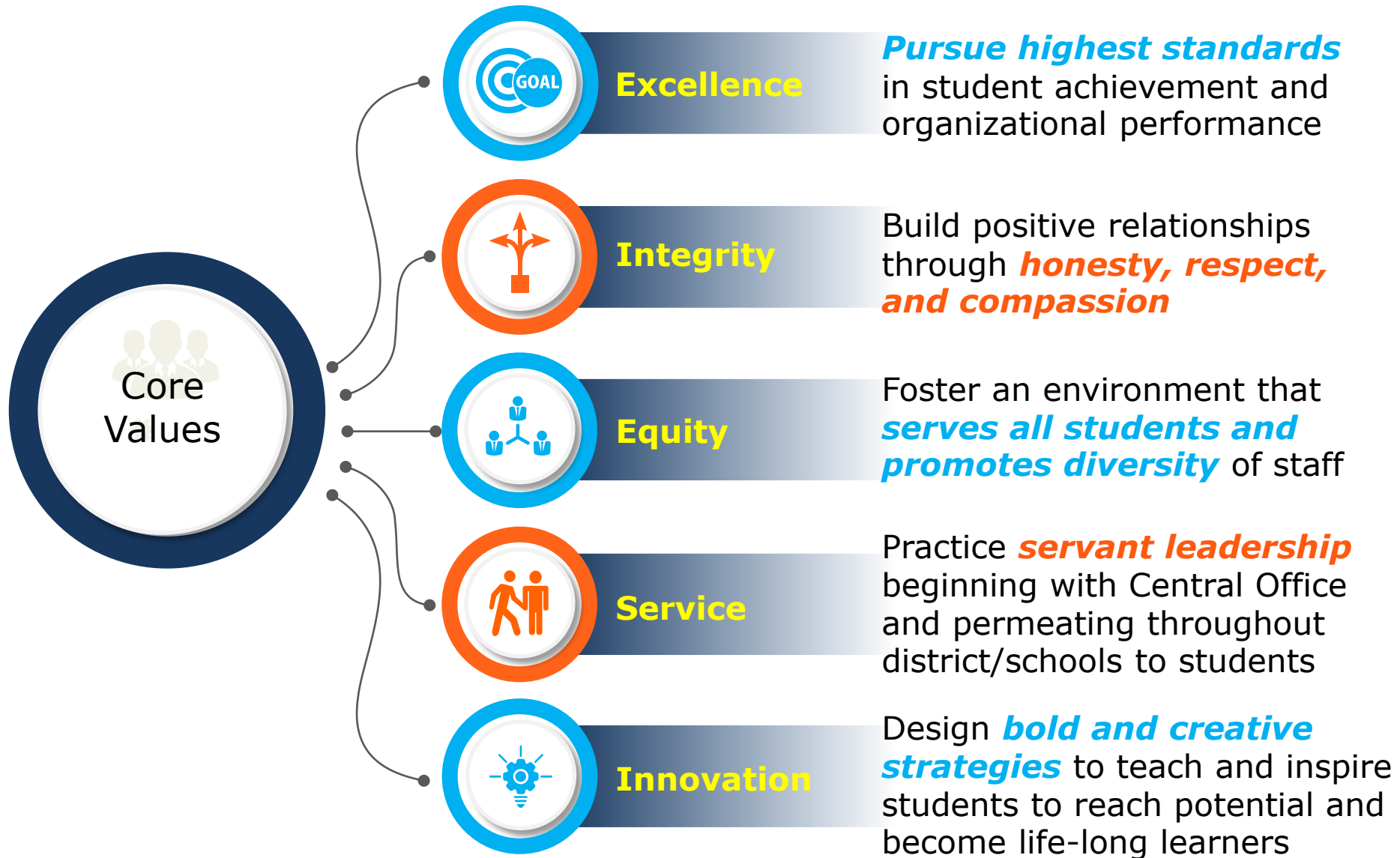


Equity Statement

Caddo Parish Public Schools will provide each child with equitable opportunities to reach his/her full potential. The district is committed to meeting the needs of each child regardless of disability, socioeconomic status, English language learner status, level of parental involvement, race, creed, religion, national origin, gender or age.



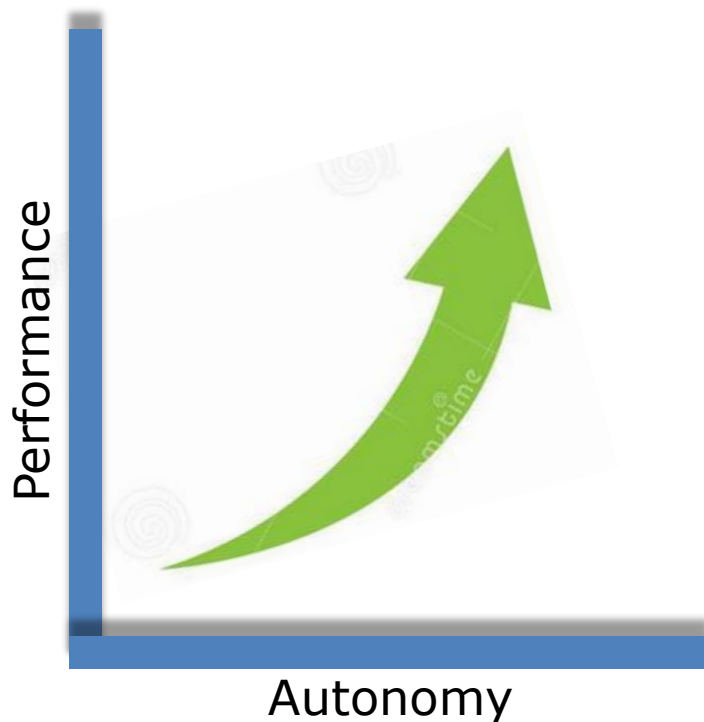
Core values drive strategy and decisions



Theory of Action

Performance Empowerment System for Schools:

To encourage full ownership of performance, innovation, and decision making



Flexibility and decision-making authority given to schools based on successful performance

Low-performing schools receive strong support in the form of managed guidance over instructional practice

High-performing schools empowered with **high degrees of autonomy**

Caddo expects to move **all schools toward the autonomous end** of the spectrum over time



District goals

1

Ensure achievement of **high academic standards for ALL** students



2

Develop students to successfully compete in a **global economy**



3

Actively **engage family and community** to be partners in helping students reach potential



4

Ensure efficiency, effectiveness, and high ethical standards of **business practices**



5

Recruit, retain, and develop **high-performing diverse staff**



District goals and metrics (1 of 5)

1. Ensure achievement of high academic standards for ALL students

1. Increase academic performance of all students (overall and by subgroup)
 - a. Improve **K-2 students' reading**
 - b. Increase **3-8 students' LEAP** scores (reading and math)
 - c. Improve **district performance score**
2. Increase **graduation rate** (overall and subgroup)
3. Increase performance on **ACT** (overall and subgroup)
4. Improve **safety and the school environment**
 - a. Decrease number of serious offenses
 - b. Improve school climate (defined by survey)
5. Improve **student health**
 - a. Increase access to mental and physical health services
 - b. Increase student attendance rate



District goals and metrics (2 of 5)

2. Develop students to successfully compete in a global economy

All measured overall and by subgroup

1. Improve **social and professional skills**
 - a. Increase opportunities for internships
 - b. Increase opportunities for life skills/character education
2. Increase schools offering and students participating in **Advanced Placement and dual enrollment**
3. Increase number of classes that expose students to **global/cultural topics** (e.g., foreign language, fine arts)
4. Increase number of students with **Associates Degree upon graduation**



District goals and metrics (3 of 5)

3. Actively engage family and community members to become partners in helping students reach their potential

1. Improve **transparency and trust** of District (measured by customer experience score)
2. Increase **community partnerships** in assisting with strategic priorities (number of meaningful and diverse strategic partnerships at district and schools)
3. Increase **parental engagement** (students who have a parent who is engaged in child's education)
4. Improve **customer service and satisfaction** of external stakeholders



District goals and metrics (4 of 5)

4. Ensure efficiency, effectiveness, and high ethical standards of business practices

1. Improve **quality and timeliness of services**
 - a. Better delivery time of student materials/tech
 - b. Higher on-time delivery of students
 - c. Lower energy costs
 - d. Faster reactive work order completion
 - e. Better networking services (uptimes)
 - f. Better customer experience
2. Improve **financial health** of district
 - a. Spend within budget
 - b. Increase contingency reserve
 - c. Cost savings on business processes (e.g., energy costs, facilities, healthcare)
 - d. Improve/sustain bond rating
 - e. Reduce costs of procurement
3. Increase **revenue** and usage of grants



District goals and metrics (5 of 5)

5. Recruit, retain, and develop high-performing diverse staff

1. Improve timeliness and efficiency of **recruiting, hiring, and staffing processes**
 - a. Vacancies throughout year
2. Establish a performance-based culture that improves **diversity and competency of staff**
 - a. Increase number of high-quality professional development opportunities
 - b. Increase diversity of staff
 - c. Increase number of certified teachers
3. Improve and maintain a high-quality work environment that leads to higher **staff satisfaction and retention**
 - a. Employee satisfaction (turnover, school and district climate survey)
 - b. Attendance of teachers



Key outputs by 2024

Community Engagement and Communications

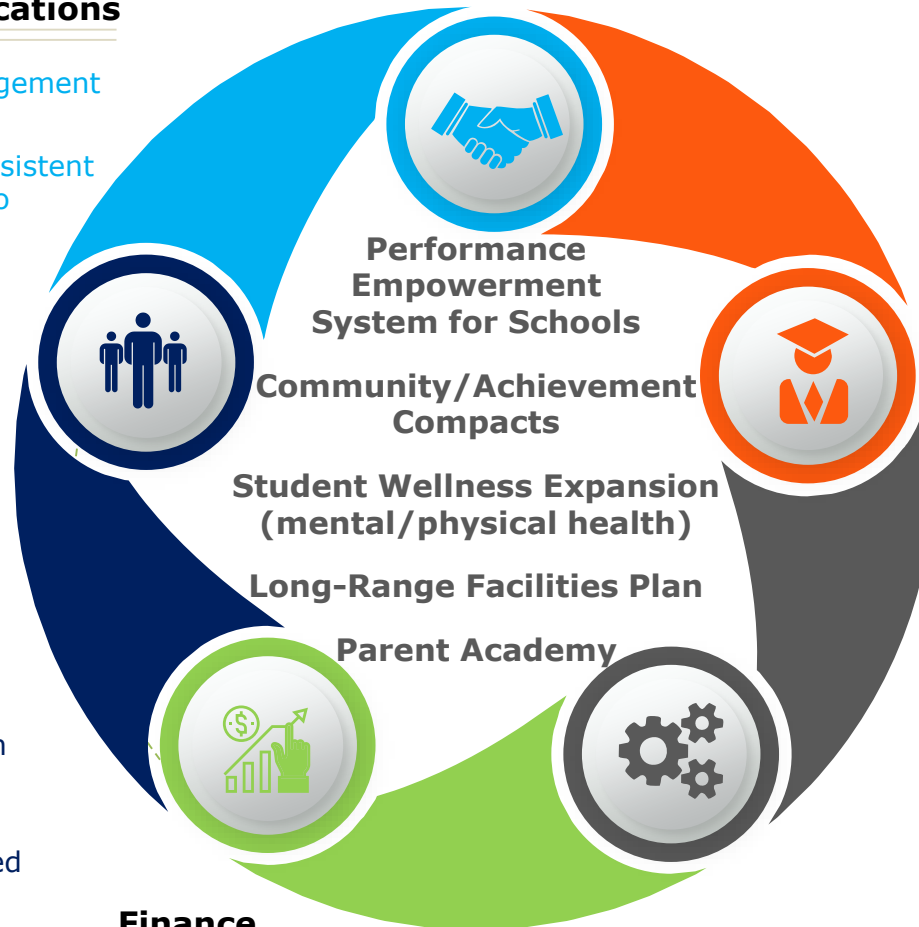
1. District-wide parent engagement strategy implemented
2. Processes in place for consistent input from stakeholders to inform decisions
3. Strategic selection and monitoring of "Caddo Partners"
4. Customer service experience measured and improved

Human Resources

1. Recruitment and retention improvements based on data
2. Greater number of certified teachers
3. More efficient and effective hiring and staffing
4. Internal climate survey routinely administered to all employees to increase satisfaction

Finance

1. Financial info for district tracked and optimized
2. Stimulus dollars spent in alignment with strategy
3. Business processes redesigned and savings tracked
4. All spending within budget



Academics

1. Extended learning time for students in need
2. Expanded mental and physical health services for students
3. Increased opportunities for students to increase real world knowledge and practice
4. Increased opportunities for students to learn life skills
5. Tailored PD that is aligned with students' needs
6. Computers for all students

Operations and Security

1. Multi-year facilities plan
2. Improved facilities and maintenance services
3. Decreased operational cost of schools and district
4. Improved transportation services
5. Improved climate of schools (e.g., incidents, safety)
6. Improved technology services

Department initiatives to reach District goals

Ensure achievement of **high academic standards for ALL** students

Develop students to successfully **compete in a global economy**

Actively **engage family and community members** to become partners

Ensure efficiency, effectiveness, and high ethical standards of **business practices**

Recruit, retain, and develop **high-performing diverse staff**

Academics

1. Expand Tier I curriculum
2. Implement innovative initiatives for all students
3. Increase teachers' and leaders' capacity
4. Expand student services
5. Ensure infrastructure and schedules meet needs of students and staff

Operations and Security

1. Improve facilities and maintenance services
2. Decrease cost of operations of schools
3. Ensure students safely arrive to and from school
4. Ensure technology meets needs of students
5. Improve climate of schools

Finance

1. Improve financial services and health of district
2. Diversify and increase district revenue from grants

Human Resources

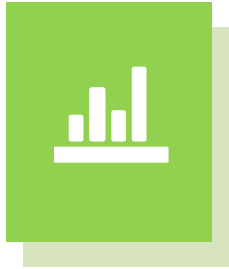
1. Improve recruiting, hiring, and staffing
2. Establish performance-based culture to increase diversity and competency of staff
3. Maintain environment that leads to satisfaction and retention
4. Promote culture of customer service

Community Engagement

1. Educate and engage community stakeholders to promote transparency and meaningful relations
2. Improve internal and external communications
3. Improve customer service at all levels

Ensure efficiency of business practices within department

Next steps



01

Metrics for District Goals

Calculate and document baseline
Determine bold yet attainable targets



02

Communication to stakeholders

Get feedback on strategic plan
Communicate how stakeholder input shaped plan



03

Framework for evaluation

Create rubric and scorecard for evaluating metrics
Design process for conducting evaluation 2x/year



Questions