

# #Roadto90

90  
DPS

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RESULTS

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ACTION

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GOALS

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MISSION

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VISION

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# Strategic Plan for the Rapides Parish School Board

2020-2025

## Vision:

Rapides Parish Schools are relentlessly committed to providing a supportive and innovative educational system that **ENGAGES** our community, **EMPOWERS** individuals, and **ELEVATES** our people to their maximum potential.

## Mission:

By the reporting year for the 2024-2025 school year, Rapides Parish Public Schools will attain at least a 90 District Performance Score.

## Values:

We Believe...

- Our **STUDENTS** can and will achieve as well or better than any other students across our great state and across our country.
- Our **TEACHERS** and **STAFF** can and will help our students achieve at such high levels.
- Our **PRINCIPALS** can and will lead our teachers and students to these high levels.
- Our **PARENTS** and **COMMUNITY** can and will support and celebrate this success.

## Our Charge:

**Engage...** our students, families, teachers, leaders, and community in productive dialogue toward a strong shared Vision for our schools and community.

**Empower...** our students, families, teachers, leaders, and community with the knowledge and experiences to succeed.

**Elevate...** our students, families, teachers, leaders, and community with opportunities to maximize their potential.

# Office of the Superintendent

Mr. Jeff Powell

As we relentlessly commit to providing a supportive and innovative education system, the office of the superintendent must work to ensure efficiency and effectiveness in utilizing the resources available to yield the strongest results. This commitment involves always measuring effectiveness by student outcomes and supporting the employees who work closest with them. Decisions will always be made to better support this commitment, utilize innovative practices, and be monitored using this plan.

This Strategic Plan will serve as a map to achieving a District Performance Score of 90 over the next five years. Department level Goals that reflect progress towards this district Goal are identified throughout this plan. Each goal is supported by an action plan, measurement process, and person(s) responsible. The Strategic Plan has been developed with intentionality and purpose to ensure everyone remains focused and relentlessly committed to achieving desired outcomes for our students, our employees, and our community.

Although many things that occur in a school system are not directly related to student achievement, every decision made reflects the values of the overall system which should lead to more students and adults achieving their maximum potential. Through ENGAGEMENT strategies, a strong shared vision has been adopted that reflects the direction of Rapides Parish Schools. The Strategic Plan serves as a guide towards EMPOWERMENT by identifying knowledge and experiences that give individuals opportunities to achieve the shared vision. The more people we have taking part in the work of the Strategic Plan the more people will ELEVATE to their maximum potential.

# Office of Human Resources

Ms. Naomi Belvin

## **Vision:**

Rapides Parish Schools are relentlessly committed to providing a supportive and innovative educational system that **ENGAGES** our community, **EMPOWERS** individuals, and **ELEVATES** our people to their maximum potential.

## **Mission:**

To support the overarching academic mission of the school system by having an effective and efficient department that can handle the demands of employment for Rapides Parish in our efforts of attaining a 90 District School Performance Score by 2024-2025.

- I. Goal 1: Recruiting - Increase the number of certified teachers in low performing schools from 93% to 96%. (93% in low performing schools, 97% in other schools, 96% in ALL schools)
- II. Goal II: Retention - Increase retention of teachers by 1% annually to a goal of at least 93%.  
Current teacher retention rate is 89.46%
- III. Goal III: Teacher Effectiveness - Increase the percentage of teachers earning Highly Effective and Effective Proficient evaluations by 1% annually to a goal of at least 95%.  
(HE-742/1663=45%, EP-787/1663=47%, EE-129/1663=7.7%, Ineffective-5/1663=0.3%)

# Office of Curriculum and Instruction

Mr. Jonathan Garrett

## **Vision:**

Rapides Parish Schools are relentlessly committed to providing a supportive and innovative educational system that **ENGAGES** our community, **EMPOWERS** individuals, and **ELEVATES** our people to their maximum potential.

## **Mission:**

By the reporting year for the 2024-2025 school year, Rapides Parish Public Schools will attain at least a 90 District Performance Score.

# Early Childhood Department

Mrs. Cindy Rushing

## **Mission:**

Every child in the Rapides Early Childhood Network (RECN) is prepared to enter Kindergarten, and in turn, more children are positioned for success in the early elementary grades and beyond.

- I. Goal 1: Ensure all Early Childhood programs have access to a high quality Tier 1 curricula and assessments aligned to the rigor of *Louisiana's Early Learning and Development Standards (ELDS)* as evidenced by an increase of 10 percent in the number of students meeting or exceeding the Pre-K index for literacy and math on Teaching Strategies GOLD, the online portfolio system by 2025.
- II. Goal 2: Provide intentional, customized, meaningful professional development based on the identified needs to enhance the overall teaching and learning as evidenced by an increase of 10 percent in the number of students meeting or exceeding the Pre-K index for literacy and math on Teaching Strategies GOLD, the online portfolio system by 2025.
- III. Goal 3: Coach and support early childhood staff and school administration in promoting high-quality teacher-student interactions as evidenced by increasing the district accountability score with the Rapides Performance Profile from 5.22 to 5.75 by 2025.

## **Early Childhood Special Education (ECSE) Department**

- I. Goal 1: Each year a minimum of 75% of ECSE students will score within the blue progression band in ELA and math on at least 15 out of 19 Teaching Strategies Gold Objectives/Dimensions by the May Checkpoint.

# Elementary Department

Mrs. Shannon Alford

## **Mission:**

To ensure continuous growth and improvement in all elementary schools while working collaboratively with stakeholders to maximize every student's potential.

- I. Goal 1: Curriculum - *Ensure schools have access to high quality Tier 1 curricula and assessments are aligned to the rigor of the standards as evidenced by an increase in the elementary (K-8) assessment index from 61.8 to 71.8 by spring 2025 as indicated on DPS.*
- II. Goal 2: Instruction - *Provide intentional, customized, meaningful professional development based on the identified needs to enhance the overall teaching and learning as evidenced by an increase in the K-8 progress index score from 90.4 to 100.4 by spring 2025 as indicated in DPS. Increase the effectiveness of instruction as measured by increasing 3-5 mastery/advanced in ELA from 45 to 55; Math from 35 to 45; SS from 25 to 35 as indicated in DPS by spring 2025.*
- III. Goal 3: Growing Leaders - *Serve as a transformational leader to enhance the overall leadership capacity and cultivate highly effective principals across our district as evidenced by an increase in individual school performance scores by an average of 3 or more points each year for 5 years.*

# Transformation Department

Dr. Laquanta Jones

## **Mission:**

To elevate school leaders and classroom teachers to their maximum potential, therefore ensuring high-impact, student-driven decisions resulting in a rich knowledge base, meaningful instruction, and focused leadership.

- I. Goal 1: Ensure teachers are effectively utilizing the Tier I Curriculum, are on pace, and are providing grade level instruction to all students. *Instruction will have a direct impact on Assessment Index and Progress Index, which are core components in increasing SPS by 3 points per year.*
- II. Goal 2: Ensure quality, job-embedded teacher collaborations (PLCs, Cluster/TAP Meetings, Data Teams) are occurring regularly. *Analyzing data and professional collaborations will result in student-driven, meaningful instruction. Instruction is the greatest influence on student achievement, and in turn a 3 point increase on SPS.*
- III. Goal 3: Identify program effectiveness and utilize assessments to track student learning progression. *Progress-monitoring the effectiveness of programs will result in ensuring all available resources (human, fiscal, and time) are maximized, resulting in increased student achievement from successful, high-impact programs. Increased student achievement will result in an increase of Assessment Index and Progress Index contributing to a 3 point SPS growth.*
- IV. Goal 4: Build the effectiveness and leadership abilities of school building administrators measured by an increase in student and teacher attendance, a decrease in student discipline and teacher turnover. *Attendance of teachers and students is a key factor for increasing SPS by 3 points per year.*

# Middle/Magnet Department

Mrs. Kelli Welch

## **Mission:**

To improve the quality of instruction in schools in order to improve student achievement so that students enter high school with a solid foundation that will keep them on track to graduating high school college and/or career ready.

- I. Goal 1: To grow the effectiveness and leadership abilities of school building administrators as evidenced by an increase in individual school performance scores by an average of 3 or more points each year for 5 years.
- II. Goal 2: Ensure effective instruction is taking place in classrooms every day as evidenced by an increase in the percentage of students scoring mastery or above on LEAP 2025 from 35% to 45% and a progress index of 92.0 or above by the end of the 2024-2025 school year.
- III. Goal 3: Ensure quality, job-embedded, professional learning community (PLC) meetings and/or professional development opportunities are provided to teachers to support effective instruction as evidenced by the decrease in the number of Comprehensive Intervention Required (CIR) middle/magnet schools from 5 to 0 by the end of the 2024-2025 school year
- IV. Goal 4: Develop and implement district developed assessments to measure instruction and student academic learning as evidenced by an increase in the overall district K-8 assessment index of 3 points per year for 5 years from a 61.8 to 76.8 by the end of the 2024-2025 school year.
- V. Goal 5: Ensure students have access to high quality, Tier I curriculum and are well versed in how to use the curriculum as evidenced by an increase in the overall district K-8 assessment index of 3 points per year for 5 years from a 61.8 to 76.8 by the end of the 2024-2025 school year.

# Secondary Department

Mr. Matt Byrnes

## **Mission:**

To have all high school students graduate on-time and prepared to enter college or the workforce.

- I. Goal 1: Provide high quality, rigorous instruction for *all* students *as evidenced by an increase in the assessment index score from 69.4 to 79.4 by spring 2025 DPS and progress index score from 88.7 to 92 by spring 2025 as indicated in DPS*
- II. Goal 2: Reduce the number of HS identified as UIR, UIN or 1 year of sub-group failure for Students With Disabilities.
- III. Goal 3: Increase high school student growth *as evidenced by an increase in the progress index score from 88.7 to 92 by spring 2025 as indicated in DPS*
- IV. Goal 4: Ensure that all students are prepared to perform at their highest level on the ACT test *as evidenced by an increase in the ACT index score from 78.2 - 86 by spring 2025 DPS with an ACT District Average of 22.*
- V. Goal 5: Provide opportunities for all students to access Regional, State and Advanced credentials *as evidenced by an increase in the strength of diploma index score from 95.9 to 97.9 by spring 2025 DPS*
- VI. Goal 6: Graduate our students on time *as evidenced by an increase in the cohort graduation rate index score from 91.6 to 95 by spring 2025 DPS*

# Special Education Curriculum and Instruction

Mrs. Vickie Smith

## **Mission:**

We are committed to providing the necessary support and resources to students of all ability levels, as well as school staff, parents, and the community, to ensure that every student has the opportunity to graduate from high school with a plan for future success.

- I. Goal 1: Elementary
  - i. Increase ELA performance of 3<sup>rd</sup>-5<sup>th</sup> grade students with disabilities on statewide assessments from 33.2% to the *State Target* of 41% or above by 2025.
  - ii. Increase Math performance of 3<sup>rd</sup>-5<sup>th</sup> grade students with disabilities on statewide assessments from 36.8% to the *State Target* of 40.7% or above by 2025.
- II. Goal 2: Secondary
  - i. Increase ELA performance of 6<sup>th</sup> – 8<sup>th</sup> grade students with disabilities on statewide assessments from 26.1% to the *State Target* of 41% or above by 2025.
  - ii. Increase Math performance of 6<sup>th</sup> - 8<sup>th</sup> grade students with disabilities on statewide assessments from 21.2% to the *State Target* of 40.7% or above by 2025.
  - iii. Increase ELA performance of High School students with disabilities on statewide assessments from 24.2% to the *State Target* of 41% or above by 2025.
  - iv. Increase Math performance of High School students with disabilities on statewide assessments from 24.8% to the *State Target* of 40.7% or above by 2025.
- III. Goal 3: The goal of the Gifted/Talented Department is to increase the number of Gifted and Talented students from 457 to 733 by February 1, 2025 (10% annual increase).

# Professional Development/Grants Department

Mrs. Kerri Nichols

## **Mission:**

To efficiently and effectively support Rapides Parish schools through evidenced-based professional development, data compilation/tracking, and additional funding.

- I. Goal 1: To support the growth of the K-8 assessment index from 61.8 to 71.8 and the High School assessment index from 69.4 to 79.4 by Spring 2025 as indicated on DPS.
- II. Goal 2: To support the growth of the Interests and Opportunities index to 140 by Spring 2025 as indicated on DPS.
- III. Goal 3: To support the growth of the ACT/WorkKeys index from 78.2 to 86 by Spring 2025 as indicated on DPS.
- IV. Goal 4: To support the growth of the Strength of Diploma index from 95.9 to 97.9 by Spring 2025 as indicated on DPS.

# Federal Programs Department

Mr. Bill Higgins

## **Mission:**

To make available fiscal and human resources to support the instructional goals of the district and Title I schools so that all students are afforded the opportunity to succeed.

- I. Goal 1: Improve student achievement and learning in Title I schools, ensuring available, meaningful resources are provided to the most at-risk students.
- II. Goal 2: Ensure full ESSA Compliance in all Title I schools through the development and ongoing review of a Comprehensive Needs Assessment, a Schoolwide Plan, and an aligned school budget.
- III. Goal 3: Strengthen family and parent engagement in schools

# Office of Administration

Mr. Clyde Washington

## **Vision:**

Rapides Parish Schools are relentlessly committed to providing a supportive and innovative educational system that **ENGAGES** our community, **EMPOWERS** individuals, and **ELEVATES** our people to their maximum potential.

## **Mission:**

To support all schools in their efforts to develop the whole child, while also ensuring school staff have the knowledge, training and resources necessary to operate responsibly and function effectively.

## **Administration Department:**

- I. Goal I: To ensure Board policies are aligned with current updates after each legislative session.
- II. Goal II: Determine programs and support services that need to be in place to ensure the presence of a safe and nurturing environment, as measured by various data sources.
- III. Goal III: Establish and implement a prioritized list of tasks/projects based on the department's needs assessment to include projected cost and ROI when applicable.

# Child Welfare and Attendance Department

Ms. Carlessa White

## **Mission:**

To be a fair and impartial advocate/support system for all students, families and schools, while also ensuring effective interventions in the areas of discipline, attendance and dropout prevention.

- I. Goal 1: To support schools with improving the overall culture and climate of the district, as evidenced by an annual 4% reduction in the number of OSS/Expulsion and overall 20% reduction by 2020; and to monitor and provide assistance to schools (10) identified as UIR for discipline, reducing the number of school annually.
- II. Goal 2: To support schools with improving the district's average daily student attendance rate by .5% annually and by 2.5% by 2025, as evidenced by the daily attendance report.
- III. Goal 3: To support school with decreasing incidents of bullying district-wide, as measured by a reduction in the number of reported incidents via PowerSchool.
- IV. Goal 4: To support schools with decreasing incidents of student possession or usage of tobacco, vape, or marijuana products, as measured by a reduction in related suspensions & expulsions.
- V. Goal 5: To support schools with decreasing incidents of student alcohol usage, as measured by a reduction in related suspensions & expulsions.

# Special Education Department

Mrs. Vickie Smith

## **Mission:**

We are committed to providing the necessary support and resources to students of all ability levels, as well as school staff, parents, and the community, to ensure that every student has the opportunity to graduate from high school with a plan for future success.

- I. Goal 1: To support students by providing access to the school environment and appropriate educational curriculum, support the individual goals of the teachers of those students, and maximize the educational achievement of Students with Disabilities with 100% compliance as evidenced by documentation on file in Electronic Information Systems (EIS), lesson plans, attendance, and/or notes on file.
- II. Goal 2: Increase the district Graduation Rate of Students with Disabilities from 47% (May 2019) to 65% (May 2025)
- III. Goal 3: To decrease the amount of time students are missing instruction due to removal from the classroom or school for disciplinary reasons (*decrease* the percentage of out-of-school suspensions in grades K-5 by 15% from 32.5% to 17.5% at the end of the 2020-2021 school year).

# Technology Department

Mr. Matt Thompson

## **Mission:**

To support the efficient and effective implementation of technology across all aspects of the school system.

- I. Goal 1: Provide schools with technology resources (equipment, program support, etc.) needed to support Tier I curriculum and increase success on state testing.
- II. Goal 2: Provide high-quality PD that will enable school personnel to fully utilize technology resources
- III. Goal 3: Monitor data systems and collections uploads to maintain an accurate database for student identification and district/school-level data.

# Transportation Department

Mr. Leron Baptiste

**Mission:**

To provide SAFE, RELIABLE, and EFFICIENT Transportation Services for the students of Rapides Parish.

- I. Goal 1: To provide safe transportation to the students of Rapides Parish by reducing the number of at fault accidents by 5% annually and 25% by 2025. (SAFE).
- II. Goal 2: To provide reliable transportation by meeting or exceeding the trip reliability rate. (RELIABLE)
- III. Goal 3: To improve the efficiency of the Transportation Department by maximizing bus utilization (full capacity within reason) and equalizing operators' driving time beginning at the start of 2020-21 School Year and each year thereafter (EFFICIENT).

# School Food Service Department

Ms. Erma Davis

**Mission:**

To prepare and serve nutritious, appealing meals to all students in a sanitized environment that fosters good eating habits and enjoyable meals to fuel academic success.

- I. Goal 1: To increase breakfast participation rate by 3 percent annually as evidenced by various sources.
- II. Goal 2: Operate in a fiscally responsible, self-sustaining manner supported by revenue from Federal Reimbursement and other revenue.
- III. Goal 3: Build and enhance culture for strong, positive relationships with stakeholders.

# Physical Plant Department

Mr. Roy Rachal

## **Vision:**

Rapides Parish Schools are relentlessly committed to providing a supportive and innovative educational system that **ENGAGES** our community, **EMPOWERS** individuals, and **ELEVATES** our people to their maximum potential.

## **Mission:**

To support the academic mission of the school system at all levels and our governing board in its efforts to attain a 90 District Performance Score for 2024-2025 by providing the safest and most state of the art educational environments possible.

## **Facilities Maintenance Department**

- I. Goal I: Address facility and grounds needs by responding to work orders transparently and efficiently in an effort to minimize breakdowns and costs and keep the physical plant in good working condition

## **Project Management Department**

- I. Goal I: Administer A/E contracts and internally project manage to efficiently and effectively ensure renovations and construction are in accord with board objectives.

## **Risk Management and Workers Compensation Department**

- I. Goal I: Detect risks and circumvent claims & civil action through safety initiatives and proactive claim and suit management to reduce judgments by 3% annually and workers' compensation by 1% annually
- II. Goal II: Review contracts, monitor and provide information to all levels geared toward reducing loss and supporting the mission of the District

# Office of Finance

Ms.Elizabeth Domite

## **Vision:**

Rapides Parish Schools are relentlessly committed to providing a supportive and innovative educational system that **ENGAGES** our community, **EMPOWERS** individuals, and **ELEVATES** our people to their maximum potential.

## **Mission:**

To support the academic mission of the school system with an efficient budget which maximizes the use of funds available while providing the necessary materials, supplies, and equipment to attain a 90 District Performance Score for the 2024-2025 reporting year.

## **Payroll Department**

- I. Goal I: Communicate and coordinate with Human Resources Department to efficiently and accurately pay 3,200 contract employees monthly
- II. Goal II: Communicate and coordinate with all departments and schools to efficiently pay all substitute employees and stipend pay

## **Finance Department**

- I. Goal I: Decrease the number of emails or telephone calls regarding past due invoices from 5-6 to zero per month

## **Purchasing Department**

- I. Goal I: Process annually 4,000 purchase requisitions efficiently and accurately