



Expect Excellence



PHASE X
2023-2026

Strategic Action Plan





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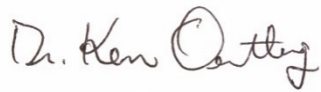
Introduction

The St. Charles Parish Public School System prides itself in developing empathetic, involved, productive, and responsible citizens by providing every student high-quality educational opportunities that empower each to become enthusiastic lifelong learners. Governed by an eight-member school board, the school system believes educating our youth is a shared responsibility of the schools, students, families, staff, local governmental agencies, higher education, and the business community.

The St. Charles Parish Public School System is guided by long-range goals planned in three-year increments. During the 2022-2023 school year, system-based teams comprised of board members, district and school-based employees, industry partners, government officials, and parents were formed to develop Phase X of the board's Long-Range Strategic Action Plan.

These teams developed priorities through an established comprehensive needs assessment process, including a review of pertinent successes and challenges the school system experienced during the last four years. Once these priorities were identified, objectives were established to outline specific indicators of success, followed by the development of action plans to reach the defined objectives.

As a school system, we expect excellence in everything we do. This expectation of excellence is demonstrated in the type of service we provide stakeholders and as presented through the **Long-Range Strategic Action Plan**. It serves as a blueprint for continuous improvement and the foundation of our high-quality school system.



Superintendent
St. Charles Parish Public Schools



St. Charles Parish School Board
Members and Superintendent
Dr. Ken Oertling

About St. Charles Parish Public Schools

St. Charles Parish Public Schools, nestled along the banks of the Mississippi River in southeast Louisiana, has been at the forefront of education and a leader among public school systems in Louisiana since the 1970s. Led by Superintendent Dr. Ken Oertling and eight school board members, the school system is home to more than 9,200 students and 1,800 employees. Fifteen schools, five centers, and seven sites serve the community of St. Charles Parish with classes in pre-kindergarten through 12th grade, Head Start, and community care centers. This close knit community takes exceptional pride in its Triple "A" school system focused on academics, athletics, and the arts that regularly ranks among the top in academic performance, achieves district and state championships in sports, and receives national recognition for arts programming and performances.

We invite you to visit and experience St. Charles Parish Public Schools to see what makes our high-quality school system unique. Our tradition of excellence is second to none as a true public school system that educates ALL students. Our students are prepared to enter college, a career field, and life because of a well-rounded education. If you would like additional information, please visit our website and/or social media accounts.



www.stcharles.k12.la.us



*You and I...
We are*



Mission

The mission of St. Charles Parish Public Schools is to develop empathetic, involved, productive, and responsible citizens by providing every student high-quality educational opportunities that empower each to become enthusiastic lifelong learners.

Vision

In pursuit of excellence and equity, St. Charles Parish Public Schools provides a high-quality education that prepares students with the knowledge, skills, and values required to become productive global citizens.

Beliefs

WE BELIEVE...

- education is society's first priority.
- all students can learn.
- open and honest communication and collaboration between school, home, and community build trust.
- it is imperative to educate the whole child academically, socially, and emotionally to be future-ready.
- engaging in challenging and relevant work allows students and staff to meet high expectations and achieve success.
- embracing diversity fosters a culture of acceptance.
- in providing inclusive and equitable opportunities for all.
- excellence is worth the cost.



Customer Excellence Standards

You and I...

- We are committed to knowing, fulfilling, and sharing the district's vision daily.
- We are professional at all times, treating all in a respectful and helpful manner.
- We are all vital to the success of the district; therefore, collaboration, communication, and ongoing professional development are expected and supported.
- We contribute ideas that improve the service provided to our customers.
- We work together as a team to find positive solutions when service concerns arise.
- We handle all communication (phone calls, emails, visitors, etc.) in a timely, professional, and respectful manner. We identify ourselves, provide accurate information, and respond to our customers' needs.
- We take pride in our workplace and dress for success according to our job responsibilities.
- We are all responsible for providing a safe environment for all of our customers.
- We are ambassadors for the district as demonstrated in our actions and words at all times.

Future-Ready Competencies

Stakeholder groups have identified future-ready competencies that must be instilled in all students to achieve successful learning, living, and working now and in the future. These skills and attitudes include:

- **CRITICAL THINKING**
- **COMMUNICATION**
- **COLLABORATION**
- **PROBLEM SOLVING**
- **PERSONAL GROWTH AND WELLBEING**
- **CULTURAL AND GLOBAL CITIZENSHIP**
- **PLANNING FOR SUCCESS**



Goal A:

Student Achievement

To prepare students for success in postsecondary education, careers, and life



PRIORITIES

- Ensure kindergarten readiness so students enter school ready to learn
- Ensure each student learns at high levels
- Develop strong pathways to college, career, or the workforce

Goal A: Student Achievement 2024-2025 Operational Plan

OBJECTIVES

Table 1 - Percentage of students at/above grade level on Acadience Reading/DIBELS® 8th will meet or exceed 95%.

At/Above Grade Level on Early Literacy Screener					
	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
Kindergarten	70%	81%			95%
First Grade	48%	75%			95%
Second Grade	52%	67%			95%
Third Grade	65%	62%			95%



Goal A: Student Achievement

Table 2 - Percentage of students scoring at or above Mastery on LEAP 2025 will meet or exceed 75%.

LEAP 2025 Mastery and Above					
	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
English/ Language Arts	45%	<i>available July 2024</i>			75%
Math	45%	<i>available July 2024</i>			75%
Science	39%	<i>available July 2024</i>			75%
Social Studies	35%	Field Test			75%
English I	54%	53%			75%
English II	52%	51%			75%
Algebra I (includes 8th grade testers)	58%	55%			75%
Geometry	47%	50%			75%
Biology	37%	45%			75%
U.S. History	34%	36%			75%
Civics	N/A	Field Test			75%



Goal A: Student Achievement

Table 3 - District Cohort Graduation Rate will meet or exceed 95%.

Cohort Graduation Rate				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
90.1% <i>unofficial projection</i>	<i>data pending</i>			95%

Table 4 - Percentage of graduating students earning college credit (Advanced Placement, Dual Enrollment, and/or College Level Examination Program) will meet or exceed 50%.

Graduates Earning College Credit				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
34%	36% <i>unofficial projection</i>			50%

Table 5 - ACT® (12th grade best score) results will meet or exceed 20.0.

ACT® Best Composite Score for Seniors				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
18.8				20.0



Goal A: Student Achievement

Table 6 - Percentage of Jump Start students earning Industry-Based Certifications will meet or exceed 75%.

Students Earning Industry-Based Certifications				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
62.8%	66%			75%

Table 7 - ACT® WorkKeys results will meet or exceed the 2025-2026 Targets.

ACT® WorkKeys Results for Seniors					
	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
Level 6 (Platinum)	1%				3%
Level 5 (Gold)	3%				16%
Level 4 (Silver)	38%				51%
Levels 4-6	42%				70%

Goal B:

Student Wellbeing and Belonging

To support the academic, social, emotional, nutritional, and physical health needs of all students in a welcoming learning environment that fosters a sense of wellbeing and belonging



PRIORITIES for Child Nutrition

- Provide nutritious and appealing meals
- Develop effective student engagement nutrition programs
- Recruit, train, and retain a skilled workforce
- Provide modern kitchen facilities and dining environments

PRIORITIES for Student Services

- Enhance children's wellbeing and belonging through comprehensive assessments and appropriate behavioral interventions
- Implement programs and services that support children academically, socially, emotionally, and physically

PRIORITIES for Student Support

- Increase social-emotional learning (SEL) competencies within our students
- Increase school counselors' availability and time utilized to provide Tier I counseling lessons and Tier II small groups
- Increase percentage of students enrolled in college the first year after high school who return for a second year

PRIORITIES for Transportation

- Provide safe and efficient transportation services
- Provide a safe and well-maintained bus fleet
- Develop strong relationships with all internal stakeholders

[Goal B: Child Nutrition 2024-2025 Operational Plan](#)

[Goal B: Student Services 2024-2025 Operational Plan](#)

[Goal B: Student Support 2024-2025 Operational Plan](#)

[Goal B: Transportation 2024-2025 Operational Plan](#)



OBJECTIVES

Table 8 - Exceed 93% on-time morning bus arrival rate and 88% on-time afternoon bus arrival rate.

On-Time Bus Arrival Rate				
Tier	Baseline 2022-2023	2024-2025	2025-2026	Target
Tier 1 AM	97%	98%		94%
Tier 2 AM	90%	97%		94%
Tier 3 AM	92%	95%		94%
All AM	93%	97%		94%
Tier 1 PM	97%	99%		89%
Tier 2 PM	89%	96%		89%
Tier 3 PM	81%	96%		89%
All PM	89%	96%		89%

Table 9 - Reduce the number of at-fault bus incidents to 12 or less.

At-Fault Bus Incidents				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
13	17			12



Goal B: Student Wellbeing and Belonging

Table 10 - Maintain ridership average of 30 students per bus.

Average Number of Students Per Bus				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
30	31.5			30

* Student capacity on a 65-passenger bus varies by grade level. Capacity for Grades PK-5 is 45-55; capacity for Grades 6-12 is 44.

Table 11 - Increase breakfast and lunch participation of students by 3%.

Meal Participation					
Meal	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
Breakfast	52%	53%			55%
Lunch	63%	64%			66%

Table 12 - Increase students' social-emotional learning competencies by 5%.

Panorama Social-Emotional Learning Survey					
Grades	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
3-5	N/A	69%			74%
6-12	N/A	65%			70%



Goal B: Student Wellbeing and Belonging

Table 13 - Increase the percentage of “Yes” responses from middle school students on the School Counselors’ Needs Assessment by 5%.

Middle School “Yes” Responses on Needs Assessment				
My school counselor has created small groups to support students with academic, social, and career development needs.				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
N/A	17.56%			22.56%

Table 14 - Increase the percentage of “Strongly Agree” responses from families on the School Counselors’ Needs Assessment by 5%.

“Strongly Agree” Responses on Needs Assessment					
My child’s school counselor has presented classroom lessons to support my child’s personal, social, academic, and career development.					
Grade Level	Baseline 2022-2023	2023- 2024	2024- 2025	2025- 2026	Target
Middle School	N/A	24.05%			29.05%
High School	N/A	21.77%			26.77%

Table 15 - Increase percentage of students who enroll in college the first year after high school and return for a second year by 3%.

College Freshman to Sophomore Persistence				
Baseline Class of 2020	Class of 2021	Class of 2022	Class of 2023	Target
78%	80%			81%



Goal B: Student Wellbeing and Belonging

Table 16 - Meet or exceed 70% favorable response rates for social-emotional learning competencies.

Social-Emotional Learning Competencies					
SEL Competency	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
Emotion Regulation	3-5: 45% 6-12: 50%	3-5: 45% 6-12: 43%			70%
Managing Challenging Feelings	3-5: 53% 6-12: 53%	3-5: 55% 6-12: 53%			70%

Table 17 - Decrease percentage of suspension incidents by 3%.

Student Suspension Incidents				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
10%	17%			7%

Table 18 - Meet or exceed 97% average daily attendance rate.

Average Daily Attendance				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
96.06%	95.74%			97%



Goal B: Student Wellbeing and Belonging

Table 19 - Meet or exceed 95% immunization compliance rate.

Students Compliant with Immunizations				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
93%	94%			95%

Table 20 - Meet or exceed 97% vision screening compliance rate.

Students Compliant with Vision Screenings				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
94%	98%			97%

GOAL C:

Diverse, Effective, and Engaged Employees

To employ and develop high-quality staff and provide resources to support employee success



PRIORITIES

- Recruit and hire a diverse, qualified, and prepared professional and classified workforce
- Develop an effective workforce focused on continuous improvement
- Retain a diverse, engaged, and effective workforce
- Increase employee health and wellness

[Goal C: Diverse, Effective, and Engaged Employees 2024-2025 Operational Plan](#)

OBJECTIVES

Table 21 - Increase retention rate of teachers to 93%.

Teacher Retention Rate				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
90.34%	91.45%			93%

Table 22 - Increase retention rate of teachers of color to 93%.

Teacher of Color Retention Rate				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
90.45%	88.95%			93%



Goal C: Diverse, Effective, and Engaged Employees

Table 23 - Increase teacher workforce diversity to 25%.

Teacher Workforce Diversity				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
17.04%	17.70%			25%

Table 24 - Increase the retention rate of classified employees to 90%.

Classified Employee Retention Rate				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
86.54%	88.61%			90%

Table 25 - Increase the percentage of certified teachers to 98%.

Certified Teachers				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
95.91%	97.51%			98%

Table 26 - Increase participation in the District Praxis Prep Program to 92%.

District Praxis Prep Participation				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
83%	72.4%			92%



Goal C: Diverse, Effective, and Engaged Employees

Table 27 - Increase the substitute fill rate to 90% with all schools reaching an average of 75%.

Substitute Fill Rate				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
82%	90%			90%

Table 28 - Increase teacher engagement survey satisfaction rate collectively for all statements about work/life balance to 75% and for the statement, "The workload expected of teachers at my school is reasonable," to 70%.

Teacher Engagement Survey Responses					
	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
Work/Life Balance	71%	72%			75%
Reasonable Workload	67%	66%			70%

Table 29 - Increase the percentage of employees who are in the controlled range for blood pressure and A1c to 60% or higher.

Employee Health Indicators					
	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
Blood Pressure	56%	66%			60%
A1c	54%	83%			60%

GOAL D:

Resource Allocation

To identify and maintain resources in an equitable manner that support and enhance student success and employee growth



PRIORITIES for Finance

- Maintain responsible fiscal stewardship at the district and school levels
- Provide competitive employee salaries, consistent with the needs for recruitment, retention, and fiscal prudence
- Provide a cost-effective employee benefit package
- Maintain a sufficient fund balance to address financial contingencies and uncertainties
- Reduce property and workers' compensation insurance costs

PRIORITIES for Technology

- Provide equitable technology resources that enhance student learning and administrative efficiencies
- Protect district networks and data
- Support stakeholders with current and future technology endeavors

[Goal D: Finance 2024-2025 Operational Plan](#)

[Goal D: Technology 2024-2025 Operational Plan](#)

OBJECTIVES

Table 30 - General Fund balance as a percentage of General Fund expenditures will exceed 17%.

General Fund Balance				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
43.93%	38.74% <i>preliminary data</i>			17%



Goal D: Resource Allocation

Table 31 - Resources allocated to instruction will exceed 70% of total non-capital and non-debt service expenditures.

Resources Allocated to Instruction				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
73.19%	72.05% <i>preliminary data</i>			70%

Table 32 - Health insurance will cost district employees less than the state group offering.

Health Insurance Cost				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
32% less	33% less			less than state group offering

Table 33 - Verification of spouses and dependents for employee health insurance will increase by 25% each year.

Verified Spouses and Dependents for Health Insurance				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
0%	100%			100%

Table 34 - Increase internet access from 5 Gbps toward the national standard of 1 Gbps per 1,000 users in order to maintain a utilization peak of 50% or less.

District Internet Capacity / Peak Usage				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
5 Gbps 41.49%	5 Gbps 55.4%			6 Gbps 50%



Goal D: Resource Allocation

Table 35 - Decrease or maintain the annual average percentage rate of employee phishing email failures to less than 2%.

Phishing Email Failures				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
2.8%	2.1%			2%

Table 36 - Increase the percent of access points meeting WiFi 6 standard to 60%.

Access Points with WiFi 6 Standard				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
6.64%	66.30%			60%

Table 37 - Reduce the average completion rate for technology work orders to 15 days or less.

Technology Work Order Completion				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
18.5	10.6			15 days

GOAL E:

Facilities Management

To build and maintain psychologically and physically safe, clean, and supportive learning environments



PRIORITIES for Athletics

- Identify and implement proactive and responsive processes and practices to enhance athletic programs for students and employees

PRIORITIES for Facilities

- Design and maintain facilities to support student and employee success
- Develop and implement standards and processes for effective and efficient operations

PRIORITIES for Safety

- Identify and implement proactive and responsive processes and practices to enhance the safety of students and employees

[Goal E: Athletics 2024-2025 Operational Plan](#)

[Goal E: Facilities 2024-2025 Operational Plan](#)

[Goal E: Safety 2024-2025 Operational Plan](#)

OBJECTIVES

Table 38 - Reduce or maintain the average completion time for FMX work orders of 18.24 days.

FMX Work Order Completion				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
24.49	13.60			18.24



Goal E: Facilities Management

Table 39 - Reduce the average kilowatt hour consumption by 2%.

Kilowatt Hour Consumption				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
<i>data pending</i>	56,149,091			2% < BL

Table 40 - Meet or exceed 92% “Agree/Strongly Agree” response rate on the SCPPS Stakeholder Survey for the following statements.

School Facilities and Grounds					
Statement	Baseline 2022-2023	2023- 2024	2024- 2025	2025- 2026	Target
Our school ensures facilities support student learning. (PARENT)	N/A	89%			92%
Our school ensures facilities support student learning. (STAFF)	96%	96%			92%
The building and grounds are clean and provide a healthy place for learning. (PARENT)	92%	93%			92%
The building and grounds are clean and provide a healthy place for learning. (STAFF)	88%	90%			92%

Table 41 - Meet or exceed 88% “Agree/Strongly Agree” response rate on the SCPPS Stakeholder Survey for the following statements.

Safe Learning Environment					
Statement	2022- 2023	2023- 2024	2024- 2025	2025- 2026	Target
Our school provides a safe learning environment. (PARENT)	86%	88%			88%
I feel physically safe at my school. (STAFF)	88%	93%			88%
My school is a physically safe environment for students. (STAFF)	85%	90%			88%



Goal E: Facilities Management

Table 42 - The district's average safety rating score on the Safe Schools Audit will be at or less than a score of 60.

District Safety Score				
2022-2023	2023-2024	2024-2025	2025-2026	Target
41	34			60

Table 43 - Evaluations for high school coaches will meet or exceed 95% proficient/highly effective ratings in their respective sports.

Coach Evaluations				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
92%	93%			95%

Table 44 - Increase student participation in athletic activities by 5%.

Student Athletic Participation				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
33.6%	38.8%			38.6%

GOAL F:

Stakeholder Investment

To promote and develop meaningful engagement between students, families, businesses, the community, and the school system



PRIORITIES

- Increase and vary communication with stakeholders
- Increase educational access and opportunity within the community
- Enhance the English Language Learner (ELL) Program

[Goal F: Stakeholder Investment 2024-2025 Operational Plan](#)

OBJECTIVES

Table 45 - Increase the annual traffic of visitors to the website by 5%.

Website Total Visits				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
296,192	325,924			311,002

Table 46 - Meet or exceed 32% participation rate for the SCPPS Parent/Guardian Stakeholder Survey.

Parent/Guardian Stakeholder Survey Participation				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
27%	39%			32%



Goal F: Stakeholder Investment

Table 47 - Meet or exceed 85% participation rate for the SCPPS Student Stakeholder Survey.

Student Stakeholder Survey Participation				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
74%	71%			85%

Table 48 - Meet or exceed 90% participation rate for the Upbeat Employee Engagement Survey.

Employee Stakeholder Survey Participation				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
84%	89%			90%

Table 49 - Increase the collective SCPPS social media following by 5%.

Social Media Followers				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
20,791	22,953			21,831

Table 50 - Increase personalized contacts (School Status and in-person/virtual conferences) made by school personnel to families by 20%.

Personalized Contacts				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
1,310,265	930,111			1,572,318



Goal F: Stakeholder Investment

Table 51 - Meet or exceed a 10% increase in participation at each Title I sponsored district/special group event.

Title I Event Participation					
Event	Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
Playgroup	1,653	1,589			1,818
Learn With Us Bus	86	371			95
Pre-K Providers	23	8			28
EL Family & Friends Events	60	71			66
Districtwide Events	162	362			178

Table 52 - Increase Family Resource Center visits by 20%.

In-Person and Virtual Family Resource Center Visits (does not include Playgroups)				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
3,332	1,916			3,998

Table 53 - Increase the average number of annual sessions conducted by Family Center teachers with each out-of-network provider to 20.

Average Annual Support/Modeling Sessions Per Site				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
3	19			20



Goal F: Stakeholder Investment

Table 54 - Meet or exceed 91% satisfaction rate for the selected statement on the ELL Parent Survey.

ELL Parent Satisfaction				
I feel supported by my child's school and teachers.				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
88%	95%			91%

Table 55 - Meet or exceed 85% Agree/Strongly Agree response rate for the selected statement on the SCPPS Parent/Guardian Stakeholder Survey.

Parent/Guardian Involvement Perception				
My child's school offers opportunities for families to be involved in the school and my child's learning.				
Baseline 2022-2023	2023-2024	2024-2025	2025-2026	Target
82%	83%			85%

Connect With Us

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www.stcharles.k12.la.us



Facebook: St. Charles Parish Public Schools



X: SCPPS



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YouTube: @StCharlesParishPublicSchools

Expect Excellence

