



# **Caddo Transformation Partnership Agreement**

## ***Amended and Extended March 2017***

This partnership agreement establishes the Transformation Next Zone (“Zone”), a zone of 14 of Caddo’s most challenged schools, where the Caddo Parish School Board and the Louisiana Department of Education shall build a plan to ensure every student is able to succeed. The focus of these agencies on proven solutions for school improvement, along with a shared commitment to providing additional resources to the lowest performing schools, shall lead to the type of changes needed in Caddo Parish to ensure all students are accessing educational opportunities that put them on the path to lifelong success.

### **Section 1: Parties and Purpose**

This agreement is being entered into by the Caddo Parish School Board (“CSPB”) and the Louisiana Department of Education (“LDOE”). This agreement specifies the schools included in the Caddo Transformation Next Zone, goals for the progress of those schools, commitment for how the schools in the Zone shall be supported and the roles of each party. This agreement is being entered into in lieu of the Recovery School District (“RSD”) requesting authority from the State Board of Elementary and Secondary Education (“BESE”) to transfer CPSB schools classified as AUS 4+ (“Academically Unacceptable Status” for four or more consecutive years) into the Recovery School District for the 2017-18 school year. This agreement shall be effective as of March 21, 2017 and shall expire in May 31, 2020.

The schools currently covered by this agreement are: Booker T. Washington, Woodlawn, Fair Park (closing), Caddo Middle Career and Technology, Midway, Mooretown, J.S. Clark, Caddo Heights, Oak Park, Werner Park, Westwood, Sunset Acres, Queensborough, Atkins and Lakeshore Middle (students moving to Fair Park campus).

<b>School Name</b>	<b>2015-16 School Performance Score</b>
Booker T. Washington	51.6
Woodlawn	48.1
Fair Park	48.6
Caddo Middle Career and Technology School	53.5
Midway	59.4
Mooretown	59.0
J.S. Clark	42.6
Caddo Heights	40.8
Oak Park	44.3
Werner Park	53.6
Westwood	43.4
Sunset Acres	36.5
Queensborough	36.5
Atkins	24.4
Lakeshore Middle	46.3

### **Section 2: Values**

The following values used to develop this plan were determined jointly with the Louisiana Department of Education, Caddo Parish School District staff, and Caddo Parish School Board.

- *Accelerated Academic Student Achievement:* Improving student achievement is the highest priority of this transformation plan. All aspects of the transformation plan and all decisions must contribute to the goal of making substantial, measurable academic gains for students and raising schools out of failing status on an accelerated timeline.
- *Equitable Solutions:* In order to serve students well, we will create and apply new, innovative solutions to the old problems that have been plaguing the Caddo Parish school system for years, including a more equitable distribution of resources focused on differing levels of student need.
- *Respect for Communities and Families:* We will implement the transformation plan in a way that honors and respects communities and families through transparent and open communication.
- *Schools Organized Around the Needs of Children:* We will operate a portfolio of schools that is structured in response to the number and type of students residing in the Zone and not a continuation of the status quo. Decisions about school schedules, staffing, and instruction will be made by those with an understanding of the needs in that school building.
- *Effective Leaders and Teachers:* Leaders and teachers will be provided with guidance and resources to support improved instruction and rewarded for performance.

### **Section 3: Goals of the Caddo Transformation Next Zone**

The State Superintendent and Parish Superintendent shall jointly establish long-term and annual goals for every school in the Zone and for the Zone as a whole no later than June 30, 2017 and annually every year thereafter. Prior to the establishment of such goals, the superintendents must consult with the advisory council as described in section 4 of this document.

Such goals shall include but not be limited to:

- The elimination of long-term substitute teachers, out-of-license area teachers, and vacant positions;
- Gains in LEAP proficiency;
- Gains in average ACT scores; and
- Gains in cohort graduation rate.

### **Section 4: Governance**

The Zone shall be supported and reviewed by an advisory council of local leaders. The Caddo Transformation Advisory Council shall include seven members jointly appointed by the Caddo Parish Superintendent and the Louisiana State Superintendent. Such appointments shall be finalized and reported to both the CPSB and the Board of Elementary and Secondary Education (BESE) no later than April 30, 2017. The council's membership shall reflect diversity of race, gender, and professional background. Every member shall be a resident of Caddo Parish. The Advisory Council shall elect a chair and vice chair to manage the council's operations and to lead council meetings. Members' terms are for the duration of this agreement.

Responsibilities shall include the following:

- Review and comment on the goals established for the Zone by the superintendents;
- Review progress towards those goals and issue reports on progress to the superintendents. The superintendents shall report progress to CPSB and BESE;
- Hold at least two public meetings each year to hear public input on the goals of the Zone and the progress towards those goals; and
- Review implementation of Zone initiatives and make recommendations to the superintendents regarding needed changes or interventions.

These responsibilities may be amended or augmented by way of agreement of all parties.

### **Section 5: Executive Leadership**

The Caddo Transformation Next Zone shall have a fully dedicated, full time Transformation and Innovation Officer hired by the Caddo Parish School Board and reporting to the Caddo Parish Superintendent. This officer shall be

evaluated annually based on progress toward the jointly approved and publicly reported goals of the Zone.

The State Superintendent shall appoint a Liaison to the Zone, who shall regularly monitor and support the Zone, the Transformation Officer and the Advisory Council.

### **Section 6: School Leadership**

Principals within the Zone shall have both an unprecedented level of decision-making authority and support in order to create learning environments centered on student learning.

#### **A. School Leader Autonomy**

School leaders at the Caddo Transformation Next Zone schools shall have explicit and sole authority to:

- Hire, evaluate, and terminate staff employed in their schools, in accordance with applicable laws;
- Identify appropriate curricula and interim assessments, including “Tier 1” highly effective curricula;
- Training educators through building-level professional development strategies that may deviate from district-wide professional development plans; and
- Establishing the annual calendar for the school and daily schedule for the school to maximize learning and planning time.

#### **B. Teacher and Leader Compensation**

Teachers and other educators shall be eligible for pay increases of up to amounts exceeding \$15,000 annually for working effectively in Zone schools.

The following compensation incentives shall be added to the current compensation of any teacher employed in the hardest-to-staff Zone schools (Woodlawn, Booker T. Washington, Fair Park Middle, and Caddo Middle Career and Technology) that achieve the following criteria:

- Achieving Highly Effective or Effective Proficient in the year prior (Year One - \$5,000, Year Two - \$6,000, Year Three - \$7,500 maximum);
- Qualifying for the Caddo Parish Teacher Demand Stipend (\$1,250) for particularly hard-to-staff positions, as identified by the Caddo Parish Superintendent;
- Achieving Top Gains School status (\$1,500); and
- Incentives associated with the Teacher Advancement Program (TAP) system as depicted later in this document (\$8,000 for master teachers, \$3,000 for mentor teachers, and payouts based on performance and observations).

For all other Schools within the Zone, teachers are eligible for:

- Achieving Highly Effective or Effective Proficient (\$2,500);
- Teacher Demand Stipend (\$1,250) for hard-to-staff positions, as identified by the Caddo Superintendent;
- Achieving Top Gains School status (\$1,500); and
- Incentives associated with the Teacher Advancement Program (TAP) system as depicted later in this document (\$8,000 for master teachers, \$3,000 for mentor teachers, and payouts based on performance and observations).

Highly Effective or Effective Proficient principals at these schools are eligible to receive pay above what would otherwise be earned based on identified criteria (i.e., staffing of school with all certified teachers at 95% or higher, 95% or higher attendance rate for students and teachers, meet or exceed high-quality SLTs, high-quality Improvement Plan implemented and/or attainment of Top-Gains Status):

- 5 out of 5 criteria met = \$10,000 annual incentive
- 4 out of 5 criteria met = \$ 7,500 annual incentive
- 3 out of 5 criteria met = \$ 5,000 annual incentive
- 2 or below = no annual incentive earned

Finally for the duration of this document teams of teachers working in Zone schools shall be identified by Caddo

Parish based on having earned National Board Certification or having a desire to earn such certification. Caddo Parish shall fund full tuition/fee reimbursement for such individuals and an additional \$6,000 in salary compensation once achieved, in addition to incentives listed above.

### **Section 7: District Management**

Caddo Public Schools agrees to conduct a sustainability analysis of the district's resource distribution in partnership with the District Management Group no later than April 30, 2017. The goal of this analysis shall be to ensure that funds are spent in a manner that allows for initiatives launched as part of this agreement to be sustained after completion of this agreement.

### **Section 8: School Consolidations**

The Caddo Parish School Board governs the schools in its jurisdiction and thus has the authority to make decisions about school grade configurations and school closures that achieve efficiencies necessary to invest in the education of children in Zone schools and the support of their educators.

Any savings from 2017 consolidations, reconfigurations, and/or closures shall be used to support the schools governed by this agreement through incentive pay, additional curriculum support, staffing autonomy, and other means.

Per La. R.S. 17:3982, the Caddo Parish School Board shall make available all vacant buildings to high quality charter schools approved to open in Caddo Parish, giving these schools the right of first refusal for lease or purchase. The Caddo Parish School Board shall advertise available buildings to charter operators as part of the school board's annual charter application process.

### **Section 9: Financial Commitments**

LDOE agrees to seek funding to support the expansion of the TAP model to all Zone schools, the work of the District Management Group to review district efficiencies, and National Board Certification for teachers through May 2020. LDOE also agrees to seek funding to support the sustainability analysis described in Section 8 of this document.

The Caddo Parish School Board shall support all compensation costs contained in this Agreement that are not associated with the state-supported initiatives, which include the Teacher Advancement Program, the District Management Group, and National Board Certification Teacher support as described in this agreement.

### **Section 10: Amendments**

Upon mutual agreement, the LDOE and CPSB may amend any portion of this agreement or any of its exhibits at any time throughout the term of this agreement. Such amendments shall be incorporated herein and made effective only upon written approval by the LDOE and CPSB.

### **Section 11: Termination**

Termination for Cause. Either the LDOE or CPSB may terminate this agreement for cause based upon the failure of the other party to comply with the terms and/or conditions of the agreement, provided that the party seeking to terminate shall give the offending party written notice specifying the failure. If within thirty (30) days after receipt of such notice, the offending party shall not have either corrected such failure or, in the case which cannot be corrected in thirty (30) days, begun in good faith to correct said failure and thereafter proceeded diligently to complete such correction, then the party seeking termination may, at its option, place the offending party in default and the agreement shall terminate on the date specified in such notice.

Termination for Convenience. The LDOE and CPSB may terminate this agreement at any time by mutual agreement with (30) days written notice.

### **Section 12: Jurisdiction, Venue, and Governing Law**

Exclusive jurisdiction and venue for any and all suits between the RSD, LDOE and CPSB arising out of, or related to, this agreement shall be in the 19<sup>th</sup> Judicial District Court, Parish of East Baton Rouge, in the State of Louisiana. The laws of the State of Louisiana, without regard to Louisiana law on conflicts of law, shall govern this contract. This agreement shall be governed by and construed in accordance with the laws and regulations of the State of Louisiana and all applicable federal laws of the United States.

The parties intend that they be bound by, and that this agreement be subject to, any and all applicable future amendments or additions to the state law, regulations, or BESE policy. CPSB and the LDOE hereby agree to comply with any such change as if it were specifically set forth herein. Any such change shall supersede any provision within this agreement that conflicts with it.

The parties intend that where this agreement references federal or state laws, state regulations and BESE policy, that they be bound by any amendments to such laws, regulations and policies upon the effective date of such amendments.

**Section 13: Severability**

The provisions of this agreement are severable. Any term or condition deemed illegal or invalid shall not affect any other term or condition, and the remainder of the agreement shall remain in effect unless otherwise terminated by one or both of the parties.

**Section 14: No Third Party Beneficiary**

The enforcement of the terms and conditions of this agreement, and all rights of action relating to such enforcement, shall be strictly reserved to the LDOE and CPSB. Nothing contained in this agreement shall give or allow any claim or right of action whatsoever by any other or third person. It is the express intent of the parties to this agreement that any person receiving services or benefits hereunder shall be deemed an incidental beneficiary only.

**Section 15: Entire Agreement**

This Agreement, (together with any addenda, appendix, exhibits, or other agreements specifically incorporated herein by reference) constitutes the entire agreement between the parties with respect to the subject matter.

***THUS DONE AND SIGNED*** at Baton Rouge, Louisiana, on the day, month and year first written below.

***IN WITNESS WHEREOF***, the parties have executed this agreement as of this \_\_\_th day of March 2017.

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John White, Superintendent                      Date  
Louisiana Department of Education

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Dr. T. Lamar Goree, Superintendent      Date  
Caddo Parish School System

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Denee' Locke, Board President              Date  
Caddo Parish School Board