



District Compensation Program Study

Compensation Analysis Final Report

January 10, 2024
Revised February 5, 2024



Work Completed

- Reviewed Livingston Parish's district compensation program and employee pay data to gain a full understanding of the district's current approach, opportunities, and challenges in compensating their employees
 - Conducted projected retirement eligibility analysis of current employees in positions by group to assess potential turnover needs that may affect compensation strategy
 - Collaborated with district leadership to select benchmark positions to be analyzed that included jobs across a variety of functional areas and at different levels in order to best compare the district to peer school districts and the current labor market
 - Performed peer analysis of benchmark positions to compare schedules by researching peer organizational structure, individual positions, job descriptions, and salary schedules to ensure a match based on job duties, not job title
 - Performed market analysis of benchmark positions to compare schedules and incumbent pay by researching salary study data to find accurate matches based on similarities in job content, not job title
 - Conducted regular meetings with district leadership to review comparison data and provide findings from peer and market analysis
 - Developed a summary of findings and opportunities to improve and better align compensation with peers/market and job responsibilities to ensure recruitment and retention competitiveness and alignment with the district's strategy, policies, and goals
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Benchmark Positions

NOTE: Benchmark positions were selected strategically to include jobs across a variety of functional areas and at different levels and were approved by LPPS prior to review.

- Teacher
- Accountant
- Assistant Superintendent
- Principal Designee (Assistant Principal - Elementary)
- Assistant Principal - Jr High
- Assistant Principal - High
- Building Maintenance - Carpenter
- Building Maintenance - Electrician
- Building Maintenance - HVAC
- Building Maintenance - Plumber
- Bus Attendant (SpEd)
- Bus Driver
- Business Manager
- Curriculum Coordinator
- Custodian
- Director of Curriculum
- Director of Special Education
- Facilities Manager
- Guidance Counselor - Elementary
- Guidance Counselor - High
- Instructional Supervisor
- Maintenance Supervisor
- Mechanic
- MIS LAN Manager
- Network Specialist
- Paraprofessional
- Principal - Elementary
- Principal - Jr High
- Principal - High
- Receptionist (Business Services Secretary)
- School Nurse - LPN
- School Nurse - RN
- School Secretary
- Secretary - Curriculum (Secretary of Instr. Supervisor)
- Secretary - Personnel (Business Services Secretary)
- SFS Technician
- Social Worker
- Superintendent
- Supervisor of Human Resources
- Technology Coordinator/Facilitator (Instructional Technology Facilitator)



Peer School Systems

School System	# of Students	# of Schools	Graduation Rate (2021)	Economically Disadvantaged %
Livingston Parish	26,819	44	90.1%	66.4%
Ascension Parish	24,077	32	90.1%	51.9%
Central Community	4,819	6	92.4%	54.1%
East Baton Rouge Parish	40,510	85	73.3%	76.6%
St. Tammany Parish	37,057	56	82.1%	44.7%
Tangipahoa Parish	19,463	34	74.0%	72.50%
Zachary Community	5,605	8	>95%	56.0%



Findings (1 of 3)

- LPPS schedules have low ranges, particularly for support positions. Certified schedules have ranges from less than 1% (senior positions) to 33.60%. Support/classified schedules range from 11.80% to 36.14%. The large variance in ranges creates inconsistency within the schedule structure when looking at position alignment.
- All schedules, other than those for senior leadership, contain 26 steps and only 18 pay increases. Most peer schedules (other than Ascension and Central certified schedules) increase at all steps. In all LPPS schedules, there is no increase between Step 0 and 1.
- Senior leadership schedules, such as Superintendent, Assistant Superintendent, and Director of Curriculum, only contain one increase of \$600. In accordance with the Superintendent's contract, the Assistant Superintendent pay is currently set at \$25,000 below the Superintendent pay.
- Although LPPS schedules indicate they are an index from the Teacher schedule, they no longer calculate as an index of the Teacher schedule. Per LPPS leadership, increases have been applied over time without the index calculation.
- The LPPS Steering Committee shared there has been no adjustment for long-term employees in the past 30 years and historically raises have been applied to all employees.
- More than 25% of Custodial and Technology staff are eligible for retirement within the next year.
- More than 25% of district leaders and Principals are eligible for retirement within the next year.
- Most employees are more than five years from retirement.
- When compared to peers, LPPS Teacher pay ranks as the lowest or next to lowest at all steps and degree levels reviewed. At some steps/degrees, East Baton Rouge pays lower than LPPS.
- LPPS Teacher schedules have fewer steps than peers. The LPPS schedule has 26 steps but only 18 pay increases. Peer Teacher schedules have 30-45 steps with 27-46 pay increases.
- Peers have standard degree values while LPPS degree differentials vary greatly.



Findings (2 of 3)

- When compared with peers, the following schedules reviewed fall more than 10% below the peer average at ALL steps/degree levels reviewed:
 - Business Manager (when annual rates are compared)
 - Facilities Manager
- When compared with peers, the following schedules reviewed fall below the peer average by varying amounts at ALL steps/degree levels reviewed:
 - Teacher
 - Receptionist
 - Secretary - Personnel
 - Paraprofessional
 - Business Manager
 - Supervisor of Human Resources (when annual rates are compared)
 - Technology Coordinator/Facilitator (when annual rates are compared)
 - Director of Special Education
 - Guidance Counselor - Elementary and High
 - Social Worker
 - Building Maintenance - Carpenter
 - Building Maintenance - Electrician



Findings (3 of 3)

- When comparing the Superintendent's total compensation with peer compensation, the LPPS compensation is 33% lower than the closest peer total compensation.
- All Assistant Principal and Principal schedules are below peer averages at all steps and degrees. Many steps are more than 10% below peer averages.
- Most peers pay School Nurses on their Teacher schedule. Since LPPS Teacher pay is below peers, Nurse pay is as well.
- When compared with peers, the following schedules are at or above peer averages at the starting step but below peer averages at higher steps/degrees (by as much as 10%):
 - Bus Driver
 - Bus Attendant
 - SFS Technician
 - Custodian
 - Accountant
 - Secretary - Curriculum (Secretary of Instr. Supervisor)
 - School Secretary
 - Building Maintenance - HVAC
 - Building Maintenance - Plumber
- When compared with peers, the following schedules are at or above peer and/or market average at ALL steps reviewed:
 - Curriculum Coordinator
 - Network Specialist



Opportunities

- For the Teacher schedule, add pay increments at more steps and increase to 30 steps.
- Increase step value for all schedules incrementally each year until schedules have reached 30 steps with pay increases in all steps and schedule range is 30-50%.
- Update index pay to be based on Teacher daily rates in order to better align positions and improve promotional paths.
- Standardize degree values in order to better compete at higher degree ranks.
- Increase starting pay for the schedules and related positions that are more than 10% below peer average.
- As funding allows, increase Teacher starting pay by 3.5% to meet the peer average.



Comprehensive Organizational Review

Executive Summary

January 2024



Restrictions

This report is based on information and documentation that was made available to LEAN Frog at the date of this report. LEAN Frog has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to LEAN Frog after the issuance of this report, LEAN Frog reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by LEAN Frog during the course of this engagement shall be the responsibility of, and made by, the Livingston Parish Board of Education and leadership. LEAN Frog has not and will not perform management functions or make management decisions for Livingston Parish Public Schools.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion. LEAN Frog has no present or contemplated interest in Livingston Parish Public Schools nor are we an insider or associate of Livingston Parish Public Schools or its management team. Our fees for this engagement are not contingent upon our findings or any other event. Accordingly, we believe we are independent of Livingston Parish Public Schools and are acting objectively.



Work Completed

- Reviewed Livingston Parish School System's academic and financial performance over time and compared it to size-based peers and the top five highest-performing school systems in Louisiana.
- Conducted a detailed review of each school system district's fund balance from 2018-19 forward.
- Conducted a detailed review of historical additional and overtime pay by location from 2018-19 forward.
- Compared organizational structure of size-based peers and the top five highest-performing school systems in Louisiana.
- Developed a detailed retirement eligibility profile of the overall school system by position and location.
- Reviewed the organizational structure of all instructional departments, including a span of control analysis.
- Reviewed the organizational structure of all non-instructional departments, including a span of control analysis, and comparative analysis of department performance to southeastern and national peers.
- Performed a detailed review of operation work orders and conducted a customer service survey with principals and assistant principals regarding custodial services, maintenance support, and groundskeeping activities.
- Interviewed department heads, met with department personnel, and conducted core process mapping of all non-instructional departments.
- Developed a summary of commendations, findings, and opportunities to improve school system performance, identify opportunities to save costs, and increase revenues.



High-Performing and Size-Based Peer List

High-Performing Peers

School System	Year	Total Students	Total Revenue	Total Expenditures
Livingston Parish	21-22	26,433	\$399,829,372	\$381,773,733
Ascension Parish	21-22	23,815	\$374,872,36	\$382,822,624
Cameron Parish	21-22	1,122	\$33,948,284	\$57,473,189
Central Parish	21-22	4,865	\$71,243,638	\$88,744,162
W. Feliciana Parish	21-22	2,185	\$44,467,359	\$70,043,877
Zachary Parish	21-22	5,503	\$75,982,304	\$78,791,972

Size Peers

School System	Year	Total Students	Total Revenue	Total Expenditures
Livingston Parish	21-22	26,433	\$399,829,372	\$381,773,733
Ascension Parish	21-22	23,815	\$374,872,360	\$382,822,624
Bossier Parish	21-22	22,417	\$354,235,296	\$332,023,514
Calcasieu Parish	21-22	27,773	\$556,868,400	\$592,503,623
Lafayette Parish	21-22	31,587	\$480,829,794	\$441,118,612
Rapides Parish	21-22	22,138	\$321,048,153	\$315,382,876
St. Tammany Parish	21-22	37,345	\$595,402,494	\$613,003,883

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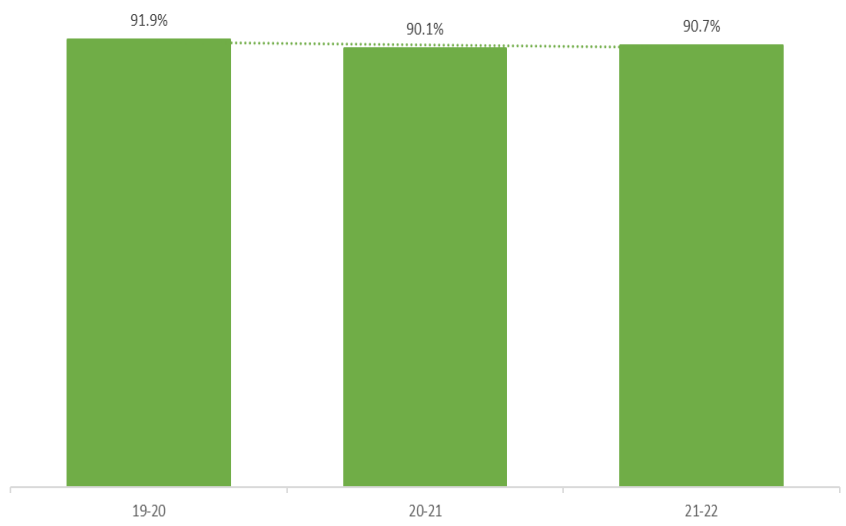
Commendations, Findings, Observations, and Opportunities



Commendations (1 of 6)

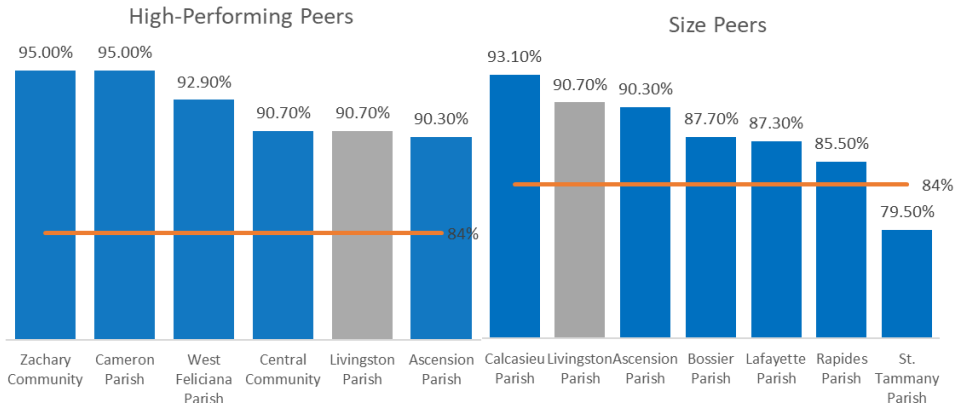
- The school system has demonstrated a history of strong academic outcomes:

Historical Graduation Rate



	19-20	% Change	20-21	% Change	21-22
Graduation Rate	91.9%	-2.0%	90.1%	0.7%	90.7%

Graduation Rate Comparatives (SY 21-22)



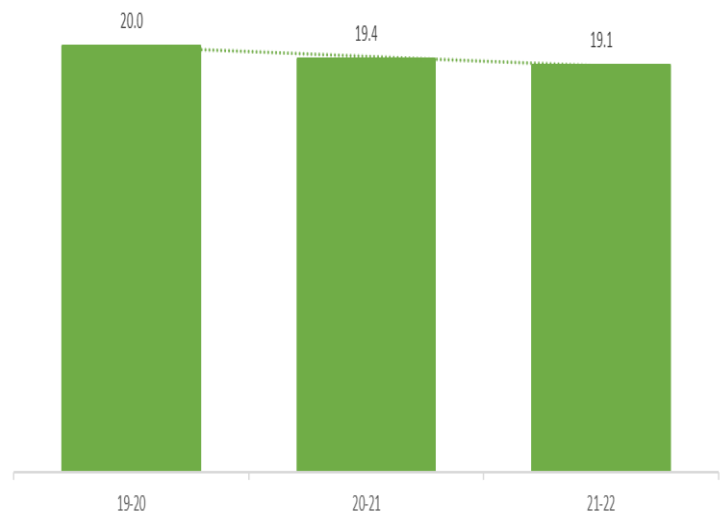
School System	Year	Total Students	Graduation Rate
Livingston Parish	21-22	26,433	90.70%
Ascension Parish	21-22	23,815	90.30%
Bossier Parish	21-22	22,417	87.70%
Calcasieu Parish	21-22	27,773	93.10%
Cameron Parish	21-22	1,122	95.00%
Central Community	21-22	4,865	90.70%
Lafayette Parish	21-22	31,587	87.30%
Rapides Parish	21-22	22,138	85.50%
St. Tammany Parish	21-22	37,345	79.50%
West Feliciana Parish	21-22	2,185	92.90%
Zachary Community	21-22	5,503	95.00%

While the school system’s graduation rate dropped slightly during the Pandemic, the rate has rebounded 0.7% to 90.7% for the 2021-2022 school year. This was the second-highest graduation rate of similar size-based peers and tied for fourth place within the top high-performing state peers along with Central Community. It should also be noted that this graduation rate was significantly higher than the overall Louisiana state average of 84%.



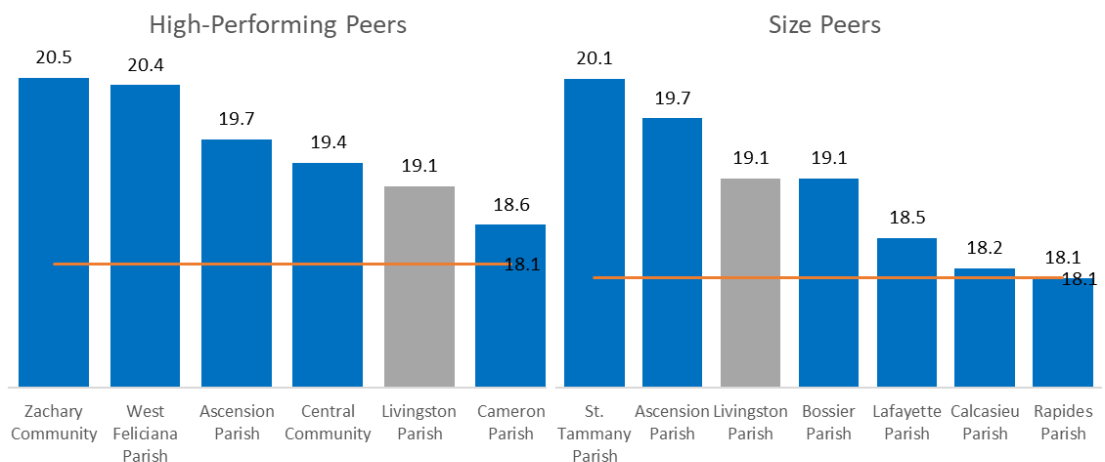
Commendations (2 of 6)

Historical LDOE State Scorecard Performance



	19-20	% Change	20-21	% Change	21-22
Composite ACT Scores	20.0	-3.0%	19.4	-1.5%	19.1

Composite ACT Score Comparatives (SY 21-22)



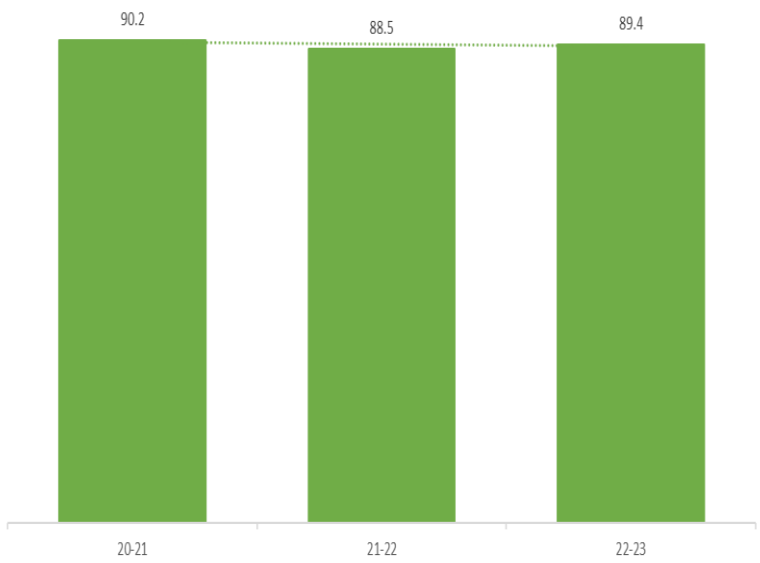
School System	Year	Total Students	ACT Score
Livingston Parish	21-22	53,252.0	19.1
Ascension Parish	21-22	23,815.0	19.7
Bossier Parish	21-22	22,417.0	19.1
Calcasieu Parish	21-22	27,773.0	18.2
Cameron Parish	21-22	1,122.0	18.6
Central Community	21-22	4,865.0	19.4
Lafayette Parish	21-22	31,587.0	18.5
Rapides Parish	21-22	22,138.0	18.1
St. Tammany Parish	21-22	37,345.0	20.1
West Feliciana Parish	21-22	2,185.0	20.4
Zachary Community	21-22	5,503.0	20.5

ACT composite scores have decreased slightly from 20.0 in the 2019-20 school year to 19.1 in the 2021-22 school year. This performance level is significantly higher than the overall state average performance of 18.1. LPPS had the third-highest performance of similar size-based peers and ranked fourth compared to the state’s top-performing school systems.



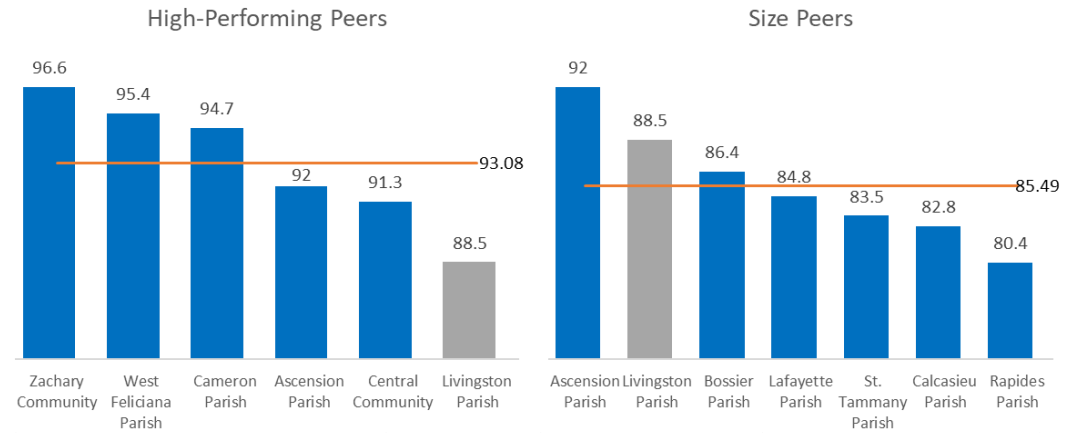
Commendations (3 of 6)

Historical LDOE State Scorecard Performance



	20-21	% Change	21-22	% Change	22-23
LDOE State Performance Score	90.2	-1.9%	88.5	1.0%	89.4

LDOE State Scorecard Performance Comparatives (SY 21-22)



School System	Year	Total Students	State Scorecard Performance
Livingston Parish	21-22	53,252.0	88.5
Ascension Parish	21-22	23,815.0	92
Bossier Parish	21-22	22,417.0	86.4
Calcasieu Parish	21-22	27,773.0	82.8
Cameron Parish	21-22	1,122.0	94.7
Central Community	21-22	4,865.0	91.3
Lafayette Parish	21-22	31,587.0	84.8
Rapides Parish	21-22	22,138.0	80.4
St. Tammany Parish	21-22	37,345.0	83.5
West Feliciana Parish	21-22	2,185.0	95.4
Zachary Community	21-22	5,503.0	96.6

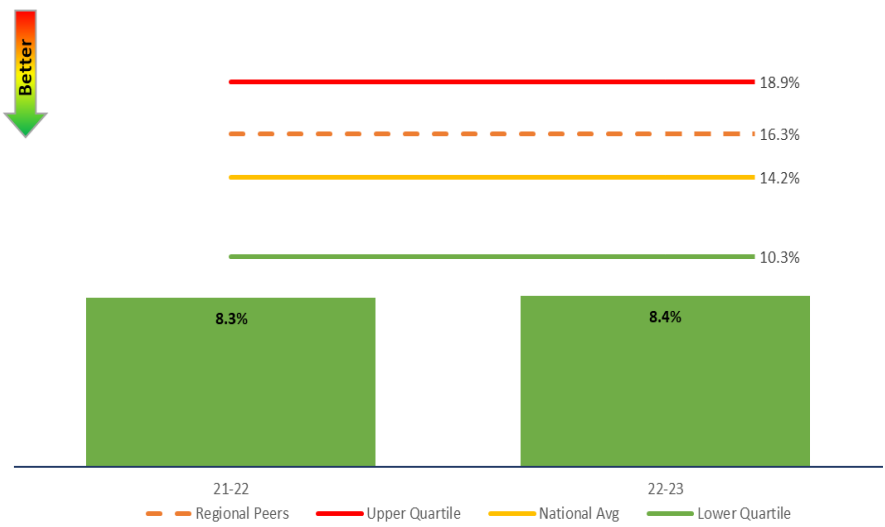
While the school system’s LDOE performance score dropped slightly during the pandemic, the score rebounded to 89.4 in the 2021-2022 school year. Compared to similar size-based peers, this score ranked LPPS second behind Ascension and higher than the average score of size-based peers. The average score for the top highest-performance school systems within the state was 93.8.



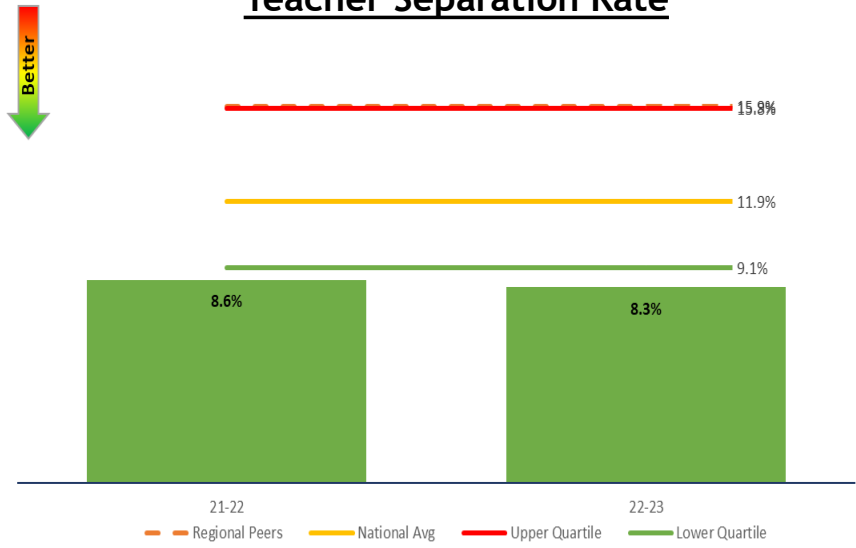
Commendations (4 of 6)

- In the past two years, the school system has maintained a notably low employee separation rate of 8.4% for the 2022-23 school year, well below the regional and national averages of 16.3% and 14.2%, respectively. Similarly, the teacher separation rate for the same period stood at 10.5%, substantially lower than the regional (15.8%) and national (11.9%) averages, indicating a strong retention rate.

Overall Employee Separation Rate



Teacher Separation Rate



	21-22	22-23
Total Number of Personnel Separations	312.00	324
Total Number of District Personnel (FTE)	3,777	3,879
Overall Employee Separation Rate	8.3%	8.4%

	21-22	22-23
Total Number of Teacher Separations	156	154
Total number of classroom teachers (FTE)	1,450	1,466
Teacher Separation Rate	8.57%	8.3%

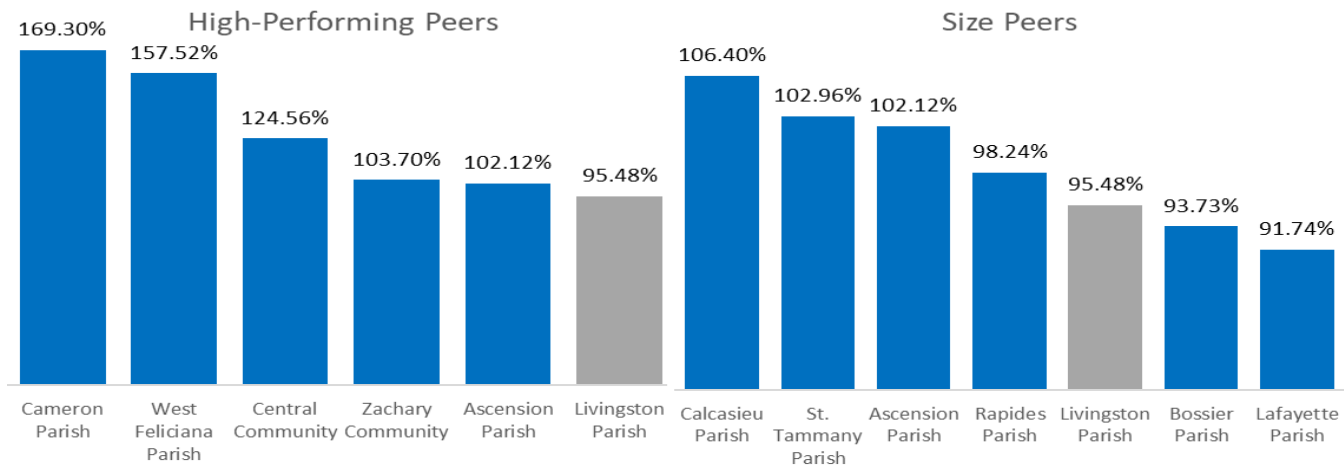
The above information confirms LPPS remains a high-performing district while maintaining a low employee separation rate.



Commendations (5 of 6)

- Data reflects that, unlike several peer school systems, LPPS has sound fiscal stewardship practices and is “living within its means,” meaning the school system’s expenditures do not exceed revenues. LDOE data reflected that LPPS had the lowest expenditures as a percentage of revenue (95.48%) of all high-performing peers and had the third lowest of similar-sized peers for the 2021-22 school year.

Overall Expenditures as a Percent of Revenue (SY 21-22)



School System	Year	Total Students	Total Expenditures	Total Revenue	Expenditures as % of Revenue
Livingston Parish	21-22	26,433	\$381,773,733.00	\$399,829,372.00	95.48%
Ascension Parish	21-22	23,815	\$382,822,624.00	\$374,872,360.00	102.12%
Bossier Parish	21-22	22,417	\$332,023,514.00	\$354,235,296.00	93.73%
Calcasieu Parish	21-22	27,773	\$592,503,623.00	\$556,868,400.00	106.40%
Cameron Parish	21-22	1,122	\$57,473,189.00	\$33,948,284.00	169.30%
Central Community	21-22	4,865	\$88,744,162.00	\$71,243,638.00	124.56%
Lafayette Parish	21-22	31,587	\$441,118,612.00	\$480,829,794.00	91.74%
Rapides Parish	21-22	22,138	\$315,382,876.00	\$321,048,153.00	98.24%
St. Tammany Parish	21-22	37,345	\$613,003,883.00	\$595,402,494.00	102.96%
West Feliciana Parish	21-22	2,185	\$70,043,877.00	\$44,467,359.00	157.52%
Zachary Community	21-22	5,503	\$78,791,972.00	\$75,982,304.00	103.70%



Commendations (6 of 6)

- The district exhibits commendable management of grant resources, evidenced by the proportion of grant-funded staff in relation to the total full-time equivalent employees, which has consistently remained between 5.8% and 5.54% over the previous two years. This percentage is considerably below the regional and national averages of 13.1% and 9.1%, respectively, underscoring the district's prudent approach to grant stewardship.

Maintaining a low percentage of grant-funded staff members benefits organizational stability and sustainability. It ensures financial predictability and stability, mitigating the risks associated with the typically temporary and fluctuating nature of grant funding.

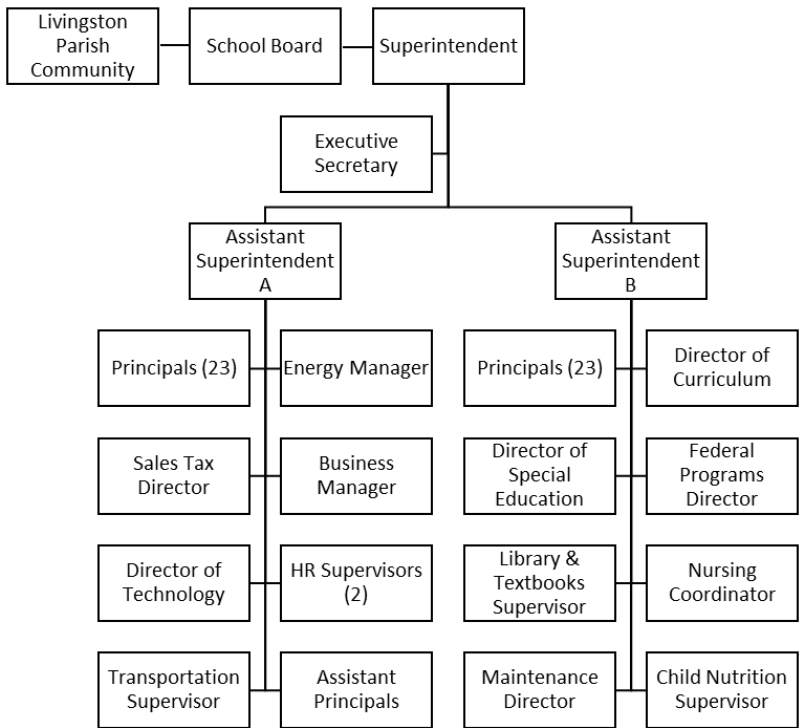
- LPPS's Child Nutrition Program showcases exemplary performance, underscored by high participation rates and efficient operational management.



Findings and Observations (1 of 15)

Overall

- The current organizational structure has issues related to span of control, workload distribution, and functional alignment. These issues start at the executive level and lead to a negative trickle-down effect for the school system overall. Here are a few points to consider:



Both Assistant Superintendents A and B have 30 to 31 direct reports.

- Span of Control:** Both Assistant Superintendents, A and B, have a large number of direct reports. The traditional management theory suggests that having too many direct reports can lead to inefficiencies, as it becomes challenging for a single manager to oversee and communicate with all subordinates effectively. This can impact decision-making, supervision, and overall management quality.
- Workload Imbalance:** Assistant Superintendent A's role appears to be more operationally focused, dealing with principals, facilities, HR, and transportation, whereas Assistant Superintendent B's role is more focused on academic aspects like curriculum, special education, and federal programs. However, the operational aspects (under A) might be more demanding regarding day-to-day management than the more strategic, policy-oriented aspects (under B). This could lead to an imbalance in workload and stress levels.
- Functional Misalignment:** There is a mix of operational and academic responsibilities under both assistants. For instance, Assistant Superintendent A oversees assistant principals who are more academically focused, while B handles areas like maintenance and child nutrition, which are more operational. This mixed distribution might lead to confusion and inefficiencies.



Findings and Observations (2 of 15)

- **Communication and Coordination:** With such a large number of schools and staff, ensuring effective communication and coordination can be challenging. The current structure might create silos where departments under each assistant superintendent operate independently without sufficient collaboration.
- **Resource Allocation and Prioritization:** With both assistant superintendents overseeing a wide array of functions, there could be challenges in appropriately allocating resources and prioritizing tasks. This might lead to some areas being under-resourced or priorities not being aligned with the overall strategic goals of the school system.
- **Professional Development and Support for Principals:** With each assistant superintendent overseeing 23 principals, there might be insufficient time for mentoring, professional development, and individual support, which is crucial for the success of each school.

Peer school systems of similar size have superintendents with three to nine direct reports. Smaller school systems within the local area only have two direct reports. Higher-performing school systems of similar size have three to four direct reports.

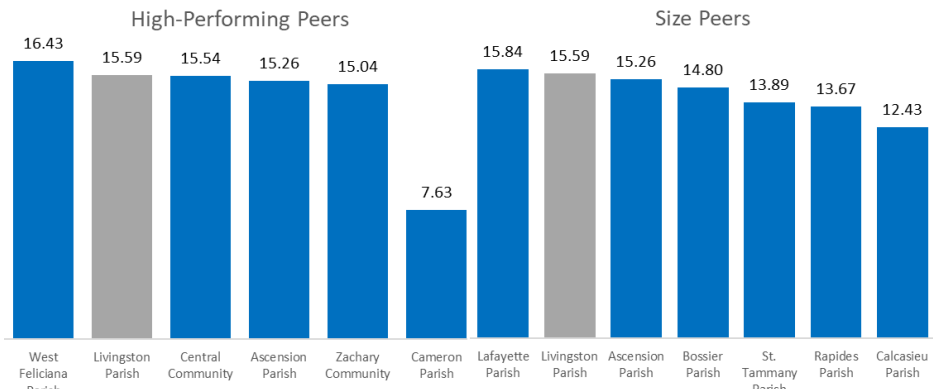
School System	Number of Students	Number of Superintendent Reports	Student-Leader Ratio
West Feliciana	2,185	9	242.78
Central Community	4,865	2	2,432.50
Zachary	5,503	2	2,751.50
Ascension	23,815	3	7,938.33
Bossier	22,417	5	4,483.40
Rapids	22,138	5	4,427.60
Calcasieu	27,773	7	3,967.57
St. Tammany	37,345	9	4,149.44
Livingston	26,433	2	13,216.50



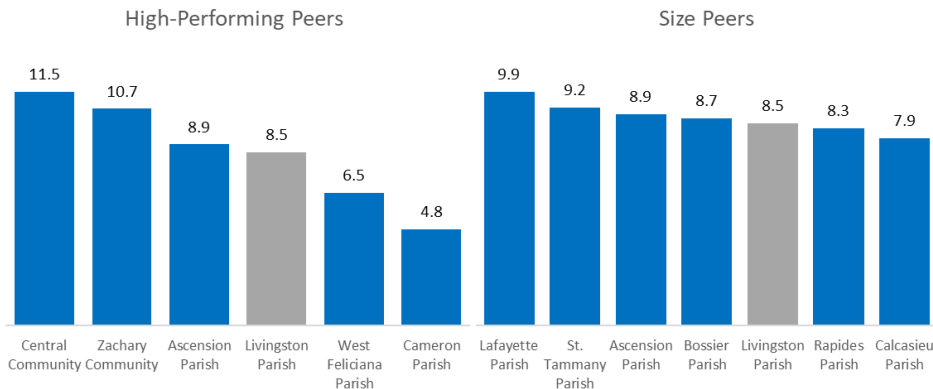
Findings and Observations (3 of 15)

- Based on the student-teacher and student-staff ratios, it is evident that LPPS maintains staff levels aligned with or lower than its peers. The data indicates a strategic approach in staffing, ensuring that the ratios of staff-to-school and student-to-staff are competitive and, in some instances, more favorable when compared to similar-sized and high-performing school systems within the state. Several areas/departments in the school system reflected staffing levels below peer school systems.

Student Enrollment to Teacher Ratio (SY 21-22)



Student Enrollment to Staff Ratio (SY 21-22)



School System	Year	Total Students	Total Teachers	Students to Teacher
Livingston Parish	21-22	26,433	1,695.0	15.6
Ascension Parish	21-22	23,815	1,561.0	15.3
Bossier Parish	21-22	22,417	1,515.0	14.8
Calcasieu Parish	21-22	27,773	2,235.0	12.4
Cameron Parish	21-22	1,122	147.0	7.6
Central Community	21-22	4,865	313.0	15.5
Lafayette Parish	21-22	31,587	1,994.0	15.8
Rapides Parish	21-22	22,138	1,620.0	13.7
St. Tammany Parish	21-22	37,345	2,688.0	13.9
West Feliciana Parish	21-22	2,185	133.0	16.4
Zachary Community	21-22	5,503	366.0	15.0

School System	Year	Total Students	Total Staff FTE	Students to Staff FTE
Livingston Parish	21-22	26,433	3,099.6	8.5
Ascension Parish	21-22	23,815	2,668.5	8.9
Bossier Parish	21-22	22,417	2,565.5	8.7
Calcasieu Parish	21-22	27,773	3,509.9	7.9
Cameron Parish	21-22	1,122	236.1	4.8
Central Community	21-22	4,865	422.5	11.5
Lafayette Parish	21-22	31,587	3,197.3	9.9
Rapides Parish	21-22	22,138	2,656.3	8.3
St. Tammany Parish	21-22	37,345	4,056.4	9.2
West Feliciana Parish	21-22	2,185	334.7	6.5
Zachary Community	21-22	5,503	515.26	10.7



Findings and Observations (4 of 15)

- Also, several of these same areas have had significant levels of additional and overtime pay over the last five years. Additional pay (overtime) has increased by 29.5% over the last five years and was \$287,173 in the 2023 fiscal year and averaged \$237,612 annually over the same period.



	2019 FY	2020 FY	2021 FY	2022 FY	2023 FY
Additional Pay & Overtime Costs	\$221,687	\$193,646	\$270,023	\$215,532	\$287,173

Over the last five years the departments most often in the top five with the highest overtime were: Maintenance, Transportation, Technology, HR/Payroll.



Findings and Observations (5 of 15)

- Across LPPS, 16% of staff are either eligible to retire or will be within 24 months. This accounts for a total of 619 positions. While the largest number of positions eligible during this period is classroom teachers (239), this only accounts for 13% of all teaching staff. The highest percentage of positions that are or will be eligible are leadership positions (directors, supervisors, and coordinators). Of 71 positions, 30 (43%) are or will be eligible. Another significant percentage is that of Principals; 17 (35%) are or will be eligible to retire.

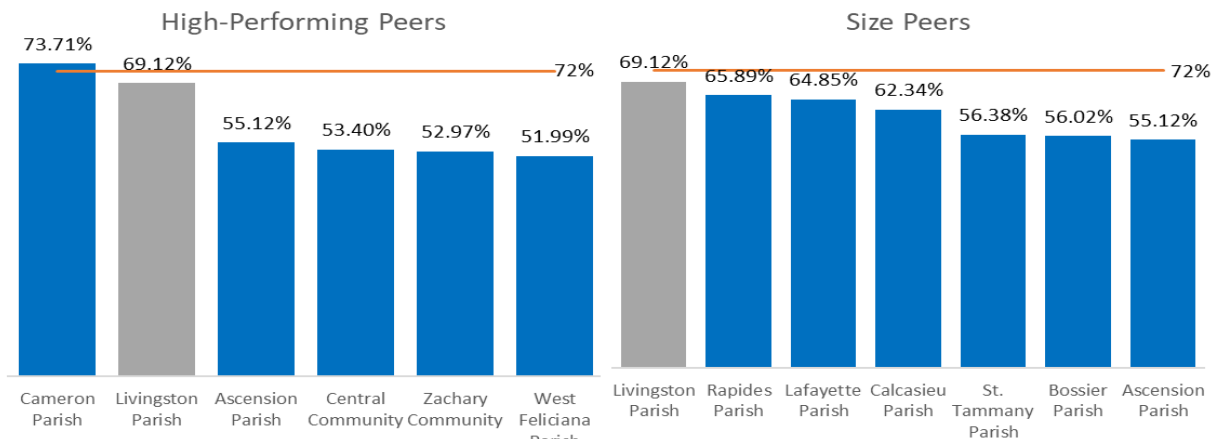
Organizational Unit	Total # of Employees	Retirement Eligible		Retirement Eligible		Retirement Eligible		Retirement Eligible	
		0 to <1 Yr		1 to <2 Yrs		2 to <5 Yrs		5+ Yrs	
		#	%	#	%	#	%	#	%
Accounting Staff	11	2	18%	—	—	—	—	9	82%
Assistant Principals	58	8	14%	3	5%	8	14%	39	67%
Bus Aides	49	11	22%	4	8%	6	12%	28	57%
Bus Drivers	287	64	22%	11	4%	29	10%	183	64%
Central Office Support Staff (Secretary/Clerk)	25	4	16%	—	—	2	8%	19	76%
Certified Non-Teachers	121	10	8%	1	1%	12	10%	98	81%
Classroom Teachers	1,914	201	11%	38	2%	131	7%	1544	81%
Custodial Staff	177	44	25%	11	6%	22	12%	100	56%
Food Nutrition Staff	292	41	14%	6	2%	33	11%	212	73%
Human Resources Staff	1	—	—	—	—	—	—	1	100%
Instructional Professional Staff (Non-Leader)	11	—	—	1	9%	1	9%	9	82%
Leaders (Directors, Supervisors, Coordinators)	71	26	37%	4	6%	18	25%	23	32%
Maintenance Staff	29	3	10%	2	7%	5	17%	19	66%
Nurses (RN/LPN)	49	2	4%	2	4%	3	6%	42	86%
Other	14	4	29%	—	—	3	21%	7	50%
Paraprofessionals/Educational Assistants	561	48	9%	8	1%	40	7%	465	83%
Principals	48	13	27%	4	8%	11	23%	20	42%
School Office Support Staff (Secretary/Clerk)	129	32	25%	7	5%	3	2%	87	67%
Technology Staff	11	3	27%	—	—	2	18%	6	55%
Transportation Staff (Non-Bus Drivers)	9	1	11%	—	—	1	11%	7	78%
Grand Total	3,867	517	13%	102	3%	330	9%	2918	75%



Findings and Observations (6 of 15)

- The percentage of Free and Reduced Lunch Program participating students has significantly increased over the last four years, rising from 42.0% to 65.7%. LDOE data reflected that LPPS had 69.12% of students in the program for the 2021-2022 school year. This was the highest percentage of all size-based peers and the second-highest percentage of the top-performing peers.

Free and Reduced Percentage (SY 21-22)



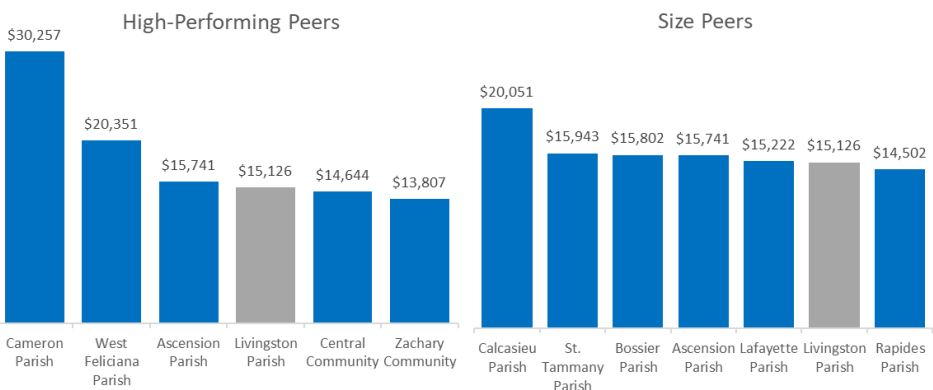
School System	Year	Total Students	Free & Reduced %
Livingston Parish	21-22	26,433	69.12%
Ascension Parish	21-22	23,815	55.12%
Bossier Parish	21-22	22,417	56.02%
Calcasieu Parish	21-22	27,773	62.34%
Cameron Parish	21-22	1,122	73.71%
Central Community	21-22	4,865	53.40%
Lafayette Parish	21-22	31,587	64.85%
Rapides Parish	21-22	22,138	65.89%
St. Tammany Parish	21-22	37,345	56.38%
West Feliciana Parish	21-22	2,185	51.99%
Zachary Community	21-22	5,503	52.97%



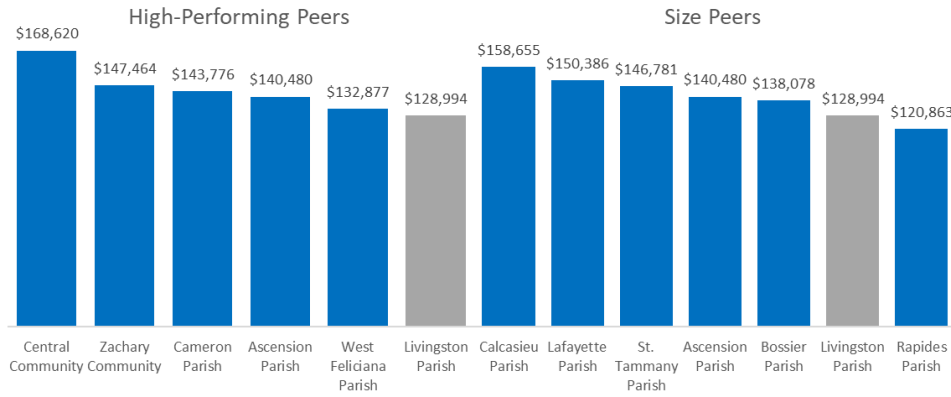
Findings and Observations (7 of 15)

- LDOE data reflected that LPPS had \$15,126 in revenues per student for the 2021-2022 school year. This was the second lowest of all size-based peers and the third lowest of the top-performing peers. This amount was significantly lower than the overall peer average of \$16,125.74.
- LDOE data reflected that LPPS had \$128,994 in Revenues per staff FTE for the 2021-2022 school year. This was the second lowest of all size-based peers and the lowest of the top-performing peers. This amount was significantly lower than the overall peer average of \$142,236.83.

Revenue per Student (SY 21-22)



Revenue per Staff (SY 21-22)



School System	Year	Total Students	Total Revenue	Per Pupil Revenue
Livingston Parish	21-22	26,433	\$399,829,372.00	\$15,126.14
Ascension Parish	21-22	23,815	\$374,872,360.00	\$15,741.02
Bossier Parish	21-22	22,417	\$354,235,296.00	\$15,802.08
Calcasieu Parish	21-22	27,773	\$556,868,400.00	\$20,050.71
Cameron Parish	21-22	1,122	\$33,948,284.00	\$30,256.94
Central Community	21-22	4,865	\$71,243,638.00	\$14,644.12
Lafayette Parish	21-22	31,587	\$480,829,794.00	\$15,222.40
Rapides Parish	21-22	22,138	\$321,048,153.00	\$14,502.13
St. Tammany Parish	21-22	37,345	\$595,402,494.00	\$15,943.30
West Feliciana Parish	21-22	2,185	\$44,467,359.00	\$20,351.19
Zachary Community	21-22	5,503	\$75,982,304.00	\$13,807.43

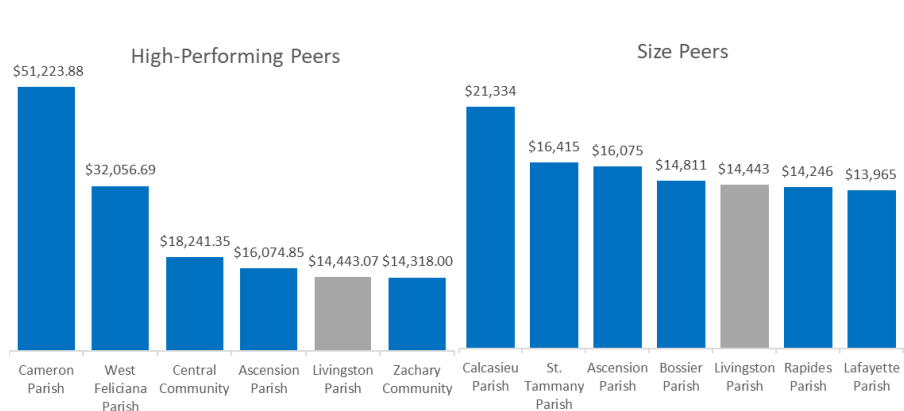
School System	Year	Total Students	Total Revenue	Total Staff FTE	Per Staff FTE Revenue
Livingston Parish	21-22	26,433	\$399,829,372.00	3099.6	\$128,993.86
Ascension Parish	21-22	23,815	\$374,872,360.00	2668.5	\$140,480.03
Bossier Parish	21-22	22,417	\$354,235,296.00	2565.5	\$138,077.59
Calcasieu Parish	21-22	27,773	\$556,868,400.00	3509.9	\$158,655.13
Cameron Parish	21-22	1,122	\$33,948,284.00	236.1	\$143,775.55
Central Community	21-22	4,865	\$71,243,638.00	422.5	\$168,620.00
Lafayette Parish	21-22	31,587	\$480,829,794.00	3197.3	\$150,385.73
Rapides Parish	21-22	22,138	\$321,048,153.00	2656.3	\$120,862.91
St. Tammany Parish	21-22	37,345	\$595,402,494.00	4056.4	\$146,780.65
West Feliciana Parish	21-22	2,185	\$44,467,359.00	334.7	\$132,877.21
Zachary Community	21-22	5,503	\$75,982,304.00	515.3	\$147,464.01



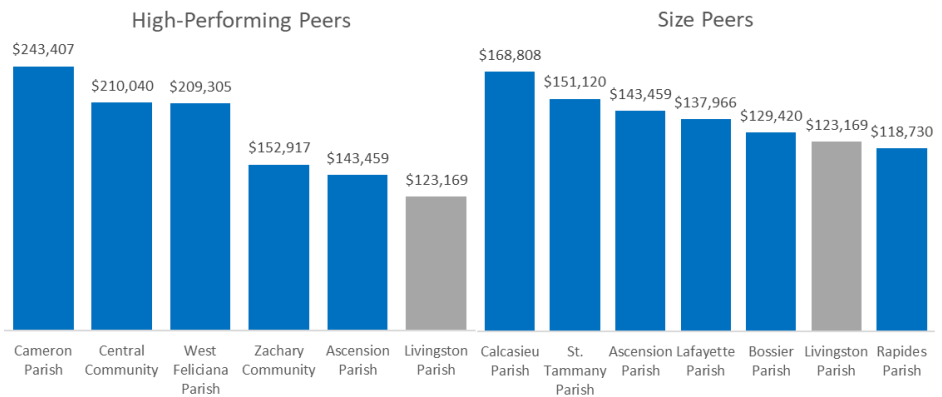
Findings and Observations (8 of 15)

- LDOE data reflected that LPPS had \$14,443.07 in expenditures per student for the 2021-2022 school year. This was the third lowest of all size-based peers and the second lowest of the top-performing peers. This amount was significantly lower than the overall peer average of \$16,344.83.
- LDOE data reflected that LPPS had \$123,169 in expenditures per staff FTE for the 2021-2022 school year. This was the second lowest of all size-based peers and the lowest of the top-performing peers. This amount was significantly lower than the overall peer average of \$144,169.48.

Expenditures per Student (SY 21-22)



Expenditures per Staff (SY 21-22)



School System	Year	Total Students	Total Expenditures	Per Pupil Expenditures
Livingston Parish	21-22	26,433	\$381,773,733.00	\$14,443.07
Ascension Parish	21-22	23,815	\$382,822,624.00	\$16,074.85
Bossier Parish	21-22	22,417	\$332,023,514.00	\$14,811.24
Calcasieu Parish	21-22	27,773	\$592,503,623.00	\$21,333.80
Cameron Parish	21-22	1,122	\$57,473,189.00	\$51,223.88
Central Community	21-22	4,865	\$88,744,162.00	\$18,241.35
Lafayette Parish	21-22	31,587	\$441,118,612.00	\$13,965.19
Rapides Parish	21-22	22,138	\$315,382,876.00	\$14,246.22
St. Tammany Parish	21-22	37,345	\$613,003,883.00	\$16,414.62
West Feliciana Parish	21-22	2,185	\$70,043,877.00	\$32,056.69
Zachary Community	21-22	5,503	\$78,791,972.00	\$14,318.00

School System	Year	Total Students	Total Expenditures	Total Staff FTE	Per Staff FTE Expenditures
Livingston Parish	21-22	26,433	\$381,773,733.00	3,099.60	\$123,168.71
Ascension Parish	21-22	23,815	\$382,822,624.00	2,668.51	\$143,459.32
Bossier Parish	21-22	22,417	\$332,023,514.00	2,565.48	\$129,419.65
Calcasieu Parish	21-22	27,773	\$592,503,623.00	3,509.93	\$168,807.82
Cameron Parish	21-22	1,122	\$57,473,189.00	236.12	\$243,406.70
Central Community	21-22	4,865	\$88,744,162.00	422.51	\$210,040.38
Lafayette Parish	21-22	31,587	\$441,118,612.00	3,197.31	\$137,965.54
Rapides Parish	21-22	22,138	\$315,382,876.00	2,656.30	\$118,730.14
St. Tammany Parish	21-22	37,345	\$613,003,883.00	4,056.41	\$151,119.80
West Feliciana Parish	21-22	2,185	\$70,043,877.00	334.65	\$209,304.88
Zachary Community	21-22	5,503	\$78,791,972.00	515.26	\$152,916.92



Findings and Observations (9 of 15)

Functional Area Findings & Observations: Human Resources

Human Resource Costs are normalized compared to national and regional peer school systems. The first approach is to normalize cost per \$100,000 of revenue. The other approach is to normalize the cost per district staff count. LPPS's Human Resources costs in both comparisons reflected costs significantly lower than the regional and national peer averages. The number of employees per Human Resource Staff Member is significantly higher than the average of regional peers. Additional pay (overtime) for the human resource department runs an average of \$12,786 per year.

Although the number of incidents for Workman's Compensation has reduced from 49 to 27, the total paid out has increased over the last three years, from \$1,298,978 to \$1,748,526. This led the school system to have a Workman's Compensation Cost per \$100,000 in payroll spend of \$1,003.20. This is significantly higher than the average of national peers. LPSS has averaged an annual spend on Workman's Compensation of \$1,443,342.

Over the past four fiscal years, there has been a discernible growth in grant funding. However, in the fiscal year 2022-23, grant funds constituted merely 10.7% of the overall budget. This figure is notably below the average for both regional counterparts (13.4%) and national peers (18.4%).



Findings and Observations (10 of 15)

Functional Area Findings & Observations: Operations

A survey on Maintenance, Custodial, and Groundskeeping services was carried out, involving Principals, Assistant Principals, and central office leaders, with a total of 93 respondents. The results indicated that Custodial Services received the least favorable ratings across all three categories. Notably, the aspect of custodial staff professionalism received a satisfaction rate exceeding 68%. However, satisfaction was lowest, at 49%, concerning the frequency of site inspections conducted with the custodial supervisor (respondents would like to see inspections more often). In contrast, several aspects of Maintenance and Groundskeeping services achieved satisfaction rates above 70%.

In the 2022-23 fiscal year, the portion of District Expenditures allocated to Operations surged, increasing from the usual range of 7.4% to 7.7% annually to 9.2%. This uptick might be linked to the mandatory disbursement of pandemic relief funds. Although this percentage surpassed the national average for similar entities, which stands at 7.3%, it remained notably lower than the regional average of 10.29%. Similarly, maintenance and operations costs measured by students saw the same increase in 2022-23.

Maintenance costs measured per square foot have steadily increased over the last three years from \$4.32 to \$5.84. This is significantly higher than the average of regional (\$2.89) and national (\$1.31) peers.

Over the same time, the maintenance workload, gauged by the square footage each technician is responsible for, has consistently risen. Currently, at 130,926 square feet per technician, the workload in LPPS considerably exceeds the national peer average. However, it is still less than the regional peer average.

It is important to recognize that the regional average is influenced by natural attrition and the challenges school systems face in recruiting qualified personnel. LPPS may be faced with similar challenges.



Findings and Observations (11 of 15)

Functional Area Findings & Observations: Operations (continued)

The department had \$57,081 in additional pay (overtime) during the 2022-23 school year. Maintenance has consistently ranged in the top five departments with the most overtime over the last five years.

17% (5 individuals) of maintenance staff either are eligible to retire or will become eligible to retire in the next 24 months.

The above analysis regarding maintenance staffing levels is supported when examining work order performance data. The national average for work order completion time for the 2022-23 school year was 19 days. This average was up from the prior year's 13 days. LPPS averaged 25 days in 2022-23. Five of 10 crafts had completion rates significantly above both the national average and the overall average of LPPS: Carpentry (27 Days), Key and Lock (21 Days), Kitchen Equipment (47 days), Painting (56 days), and Plumbing (34 days). Over the last five years, six crafts had more than 35% of assigned work orders completed past due: Plumbing (76.1%), Painting (56.5%), Kitchen Equipment (56.0%), Key and Lock (50.2%), and Heating (47.1%). It should be noted that the extended completion times are impacted by delays in supplies/parts, and the speed at which work orders are physically closed in the system may impact the average.

Custodial costs, as measured per square foot, have risen over the last three years from \$1.11 to \$1.25 in the 2022-23 fiscal year. This level is slightly above the average of regional peers (\$1.18) and significantly below that of national (\$1.81) peers. Costs measured per student have also increased from \$162.87 to \$182.70 in the 2022-23 fiscal year. This is below the average of regional (\$271.68) and national (\$296.00) peers. Custodial workload, as measured by square footage per custodian, has also risen from 20,378 to 21,581. This is significantly below the average of regional (37,281) and national (24,261) peers. This level is also significantly below national standards by organizations such as APPA.org, which ranges from 28,000 to 31,000 square feet per custodian.



Findings and Observations (13 of 15)

Functional Area Findings & Observations: Operations (Continued)

When reviewing custodian workload across schools, several schools had significantly higher square footage levels than others. There did not appear to be any standardization related to staffing levels. Over the next 24 months, 55 custodians (31% of total staff) either are or will become eligible to retire.

Functional Area Findings & Observations: Transportation

The school system's transportation spending, as a percentage of the total budget, decreased from 5.67% in FY 2021-22 to 5.46% in FY 2022-23, yet surpassed the regional average of 5.08%. However, the data's reliability is under scrutiny due to inconsistencies and limitations, such as the lack of multi-year variance, some numbers provided were in multiples of 10,000, with no occurrence of odd numbers (i.e., annual miles, annual student count), and questionable data validity. Despite a constant bus fleet size over four years, transportation costs escalated by 32.56%, amounting to \$4,803,435. Consequently, the average cost per bus rose to \$58,195, exceeding the regional average of \$42,315. Furthermore, the school system reported no change in annual ridership during this period, yet per-rider costs soared to \$1,222, significantly outpacing the regional average of \$942.

Additionally, the mileage data, available only for FY 2022-23, revealed a cost per mile of \$9.45, which is higher than both regional (\$4.87) and national (\$8.21) benchmarks. The school system's spare bus ratio, documented at 13.7%, falls substantially below the regional (18.3%) and national (19.0%) averages, potentially hindering daily operations, especially considering the high buses-per-mechanic ratio of 67.2. This ratio starkly contrasts with the regional average of 24.62 and could marginally improve if current vacancies are filled, albeit remaining above the regional norm. Lastly, the average number of buses allocated per school, 7.81, was notably higher than the regional counterpart, 6.97.



Findings and Observations (14 of 15)

Functional Area Findings & Observations: Technology

The school system has proactively invested in technology, particularly in staff and student devices, as evidenced by a commendably low average device age of 3.2 years and favorable device-to-user ratios. However, this commitment has not translated into commensurate overall technology spending, which remains substantially lower than both regional and national peers.

In the 2022-23 school year, technology expenditure peaked at \$96.30 per student, yet this figure pales in comparison to the regional and national averages of \$309.35 and \$438.00, respectively.

In addition to financial considerations, the district's technological infrastructure, specifically network bandwidth, appears underdeveloped. The bandwidth per student, measured at 5.94 Mbit/s, starkly contrasts with the much higher regional (51.88 Mbit/s) and national (427.10 Mbit/s) averages. Interestingly, the existing network capacity seems primarily utilized for testing purposes, with notable spikes in usage aligning with testing periods.

Furthermore, the school system's engagement with five different phone system providers suggests a missed opportunity to leverage group purchasing power. This fragmented approach may lead to inefficiencies and additional costs, highlighting an area ripe for optimization and consolidation to harness collective bargaining advantages better.

Staffing within the technology department may present another bottleneck, potentially hindering the expansion of technology's role in education. The current ratio of devices to technology staff members stands at an overwhelming 2,520 to 1, dwarfing the more manageable regional average of 925.3 to 1. This disparity suggests a need for a more strategic approach to staff allocation and support structures within the department.



Findings and Observations (15 of 15)

Functional Area Findings & Observations: Technology (continued)

Focusing on software expenditure during the 2022-23 fiscal year, LPPS allocated a total of \$6,535,532. This spending was distributed across various areas, with 45.33% supporting operations, 28.01% enhancing the curriculum, and 5.74% benefiting schools directly. Notably, three schools were responsible for 42.44% of the total \$105,170 software costs allocated to schools, indicating a potential imbalance in resource distribution.



Opportunities for Improvement (1 of 6)

To address organizational issues, the school system should consider restructuring to create a more balanced and functional alignment.

A multifaceted approach (succession planning, mentoring, targeted development opportunities, external recruitment, is recommended to address the imminent retirement of key leadership personnel at LPPS. Firstly, a robust succession plan should be developed, identifying potential internal candidates for roles such as directors, supervisors, coordinators, and principals and providing them with targeted leadership development opportunities. This plan should be complemented by a mentorship program, ensuring a smooth transfer of institutional knowledge and leadership skills from outgoing to incoming leaders. Concurrently, an external recruitment strategy is vital to attract experienced leaders from other districts or sectors, bringing fresh perspectives and expertise. Additionally, offering flexible retirement options, like phased retirement or part-time consultancy roles, can help retain the invaluable experience of retiring leaders during the transition period. Finally, enhancing the attractiveness of leadership roles through competitive compensation, professional growth opportunities, and a positive organizational culture is crucial. This comprehensive approach will ensure a seamless leadership transition, maintaining the high standards and stability of LPPS's educational leadership.



Opportunities for Improvement (1 of 5)

Improve Organization Structure

- Restructure for a balanced alignment: Consider creating specialized roles under assistant superintendents, and/or redistributing responsibilities evenly, and/or adding roles reporting to the superintendent to distribute the workload more effectively.

Prepare for Leadership Retirements

- Deploy a multifaceted approach to address the imminent retirement of key leadership personnel at LPPS to include:
 - Develop a robust succession plan for key roles, identifying internal candidates and providing leadership development.
 - Implement a mentorship program for knowledge and skills transfer from outgoing to incoming leaders.
 - Execute an external recruitment strategy to bring in experienced leaders with fresh perspectives.
 - Offer flexible retirement options to retain retiring leaders' experience during transition.
 - Enhance leadership role attractiveness with competitive compensation, growth opportunities, and a positive culture.
 - Aim for a seamless leadership transition to maintain LPPS's educational leadership standards and stability.



Opportunities for Improvement (2 of 5)

Optimize Personnel Resources

Address staff distribution imbalance in LPPS by reallocating positions district-wide, aligning with staff turnover to optimize resources and reduce overtime to include:

- Update staffing guidelines based on square footage per custodian and student-teacher ratios, including part-time staff use, for equitable staffing.
- Consider reducing custodial services staff based on APPA.org standards (28,000 to 31,000 square feet per custodian) through natural attrition.
- Implementing reallocation could save over \$106,925 in pay/overtime and reduce staffing costs by \$595,000 (25 positions) through natural attrition.
- Review staffing in Human Resources, Business/Finance, Transportation, Technology, and Maintenance for additions, funded where applicable (e.g., Child Nutrition for kitchen equipment support).

Reduce Workers' Compensation Program Costs

- Conduct a comprehensive review of the workers' compensation program to reduce injury incidence/severity and explore best practices for management.
- Perform a cost-benefit analysis on outsourcing vs. in-house management of workers' compensation, aiming for competitive costs and a potential annual savings of \$298,000 to \$477,700.



Opportunities for Improvement (3 of 5)

Seek Additional Competitive Grant Funding

- Adopt a strategic approach to increase grant funding, including needs assessment and leveraging data for grant targeting.
- Explore building in-house grant writing expertise or engage third-party organizations with fees contingent on securing grants.
- Aim to secure an additional 5% to 10% in grant funds (\$485,789 to \$971,578) by focusing on competitive grants, possibly reaching this goal within 2-3 years.
- Utilize online resources such as GrantWatch, which lists 659 Education grants for Louisiana Schools.

Perform a Detailed Efficiency Review of Transportation

- LPPS should review transportation efficiency, focusing on optimizing regular bus routes, mechanic staffing, and spare bus fleet expansion despite data limitations.
- Initial findings highlight potential routing inefficiencies, suggesting a need for a detailed bus route evaluation.
- Aligning with regional benchmarks could save \$74,000 to \$196,000 annually.

Extend Alternative Breakfast Programs

- Child Nutrition shows exemplary performance but can improve by increasing breakfast participation.
- Alternative approaches like Breakfast in Classroom and To-Go programs boosted rates, yet 20 schools lack these programs.



Opportunities for Improvement (4 of 5)

- Implementing these in 50% of these schools could raise participation by 5-11%, potentially increasing revenue by \$238,587 to \$524,893 annually.

Leverage Economies of Scale

- Leverage economies of scale across the school system by centralizing purchases rather than individual district acquisitions.
- Establish "LPPS" standards for common needs, reducing initial and ongoing costs for items such as phone systems, software, security infrastructure, and other facility needs. This, in turn, will also reduce support costs and improve the efficiency of support activities.

Optimize Technology

- Review and reallocate software spending to ensure equity and strategic support across all schools. Investigate software utilization and duplication to optimize technology use in education.
- Conduct a comprehensive technology strategy review, including spending, infrastructure, staffing, and operations.
- Use review outcomes to develop a system-wide technology strategy and purchasing guidelines, aligning resources with educational goals and future needs.



Opportunities for Improvement (5 of 5)

Potential Cost Savings/Revenue Increasing Opportunity Summary

Opportunity	Annual Cost Savings	Annual Increased Revenues
Updated staffing allocation and equitable distribution		
Reduced Additional and Overtime Pay	\$ 106,925	\$0
Staff Reduction Through Natural Attrition	\$ 595,000	\$0
Workers' Compensation Program Improvements	\$289,000 to \$477,700	\$0
Additional Grant Funding	\$ -	\$485,789 to \$971,578
Transportation Department Improvements	\$74,000 to \$196,000	\$0
Full deployment of alternative breakfast programs	\$ -	\$238,587 to \$524,893
Totals:	\$1,064,925 to \$1,375.625	\$724,376 to \$1,496,471
Total Positive Change in Annual Funds:	\$1,789,301 to \$2,872,096	

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