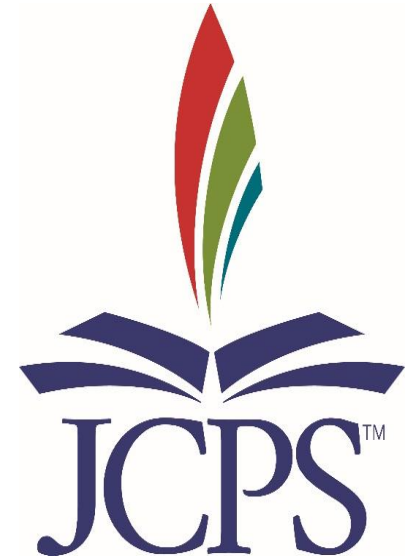
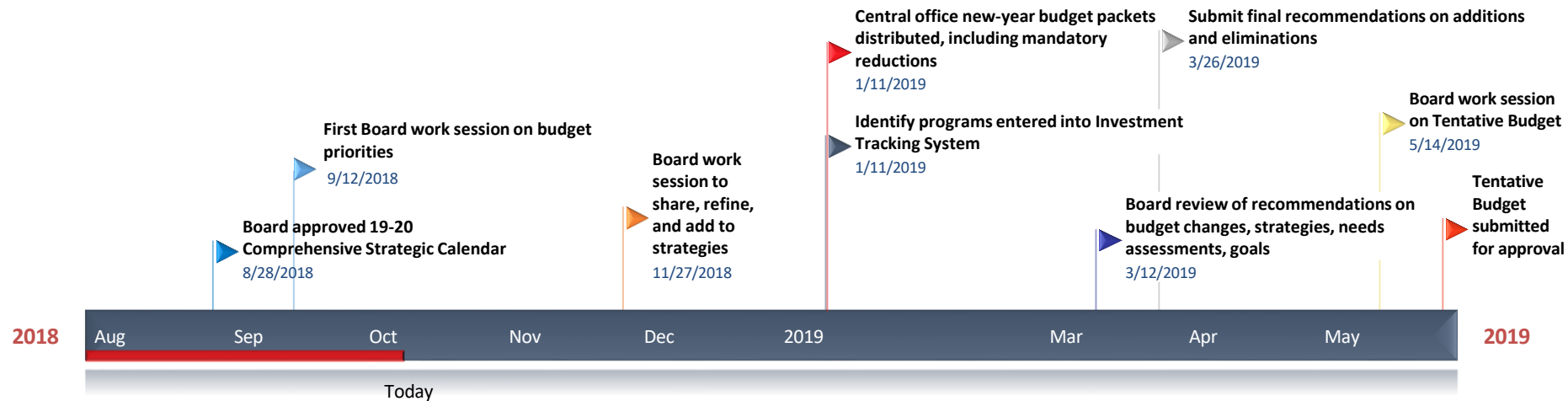


Budget Priorities for 2019-20 and Review of End-of-Cycle Investments



*Jefferson County Board of Education
Work Session
November 27, 2018*

Funding Timeline



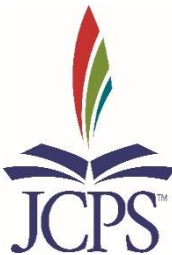
Determine strategies in the context of goals and priorities provided by the Board 9/1/2018 - 11/12/2018

Identify programs for elimination or redefining 9/1/2018 - 11/12/2018



What We Heard from Board at the September Work Session

- Racial Equity
- Technology
- Mental Health Counseling
- ECE Supports
- Facilities
- School Security
- Alternative Schools



Management Recommendations:

Backpack of Skills

- Increase technology
- Continue MAP Testing

Culture and Climate

- Increase Certified Mental Health Professionals
- Support Restorative Practice
- Increase School Security
- Provide additional student support services

Racial Equity/Closing the Achievement Gap

- Expand summer learning initiative
- Continue Racial Equity Institute
- Offer Professional Development Opportunities (i.e. Implicit Bias, Cultural Proficiency)
- Continue Support of Accelerated Improvement Schools
- Increase Gifted/Talented Teachers



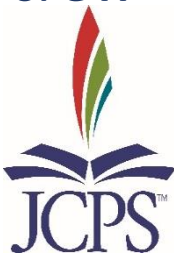
Management Recommendations:

Teacher Training and Recruitment

- Continue Deeper Learning Symposium
- Enhance programs for attracting teachers and support career pipelines
- Implement teacher residency program to increase minority teacher hires

Modernize Facilities and other Infrastructure Needs

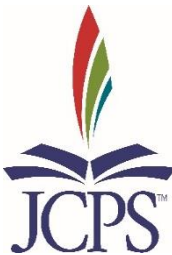
- Support alternative school reconfiguration
- Continue Grounds Department Preventative Maintenance crew
- Increase Annual Facilities Improvement Fund



Management Recommendations:

System-wide Approach of Engaging All Students

- ESL Expansion
- Academies of Louisville
- Exceptional Child Education (i.e. Arc Chairs)
- Early Childhood
- School Network Infrastructure Upgrade
- Repurpose School Add-ons



Next Steps:

DECEMBER –

- Finalize priorities based on Board input

JANUARY –

- Central Office budgets reviewed by Division Chiefs and Department Heads
- Draft Budget presented to the Board for acceptance
- Identified Priorities entered into the Investment Tracking System

FEBRUARY –

- Division Chiefs discuss division budgets with Superintendent
- Board will review quantified investment priorities in a Work Session

MARCH –

- Board will be asked to approve the final list of strategies tied to our Vision 2020 and Three Pillars

APRIL –

- Board Work Session presenting summary of the Tentative Budget

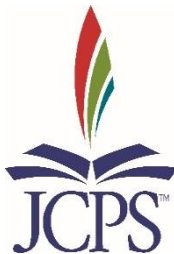
MAY –

- Board presented the 2019-2020 Tentative Budget for approval



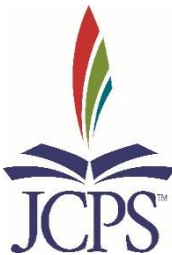
Improving the Budget Decision Making Process: Cycle-Based Budgeting

- Developed to improve the district's capacity to strategically, effectively, and efficiently use limited financial resources for student learning.
- Each new investment item has been associated with three elements:
 - Investment owner
 - Expected return
 - Investment cycle
- At the end of the cycle, investments will be reviewed based on results and alignment with the district priorities. Decisions will be made to continue, expand, redefine or discontinue.



Cycle-Based Budgeting: Results

- During the past three budget cycles, we have been providing overall trend data (e.g., student achievement on KPREP, behavior, CSS) and program evaluation data for a limited number of investment items to facilitate decision making.
- For the 17-18 end of cycle investments, the district reviewed 77 items totaling \$33 million. As a result, 12 EOC investment items were discontinued, with the saved \$676,285 re-invested to fund new programs.

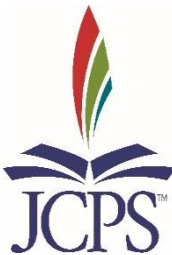


17-18 End of Cycle Summary

- 77 Items, totaling \$33.3 million
- 38 district initiated for \$31 million, 39 school initiated for \$2.3 million

District Items over \$500K

| | |
|---|--------------|
| School Based Goal Clarity Coaches | \$11,621,808 |
| Existing Technical Add-On Teacher Positions | \$6,524,950 |
| ESL Expansion | \$4,689,867 |
| Behavior Coaches | \$2,525,826 |
| KETS Matching | \$2,200,000 |
| Health Services School Nurse Program | \$509,301 |
| School Bus Replacement Parts | \$500,000 |



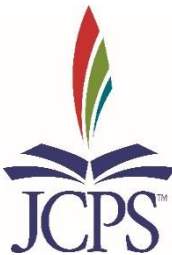
17-18 End of Cycle Findings & Actions

| Investment | Findings | Actions/ Next Steps |
|--------------------------|--|--|
| Goal Clarity Coaches | <ul style="list-style-type: none"> Wide variability on coach roles and responsibilities | <ul style="list-style-type: none"> Redefine job description and identified success metrics; provide customized professional development |
| Technical Teachers (CTE) | <ul style="list-style-type: none"> Variation across sites; need to align original pathways with new Academies | <ul style="list-style-type: none"> Redefine to support Academies of Louisville |
| ESL Expansion | <ul style="list-style-type: none"> Variation across site in student teacher ratios ESL Newcomer - challenge in transitioning to A1 schools | <ul style="list-style-type: none"> Adjust staffing at locations based on student needs Combined ESL Newcomer Academy into 1 location |
| Behavior Coaches | <ul style="list-style-type: none"> No consistent impact on behavior outcomes at the schools they are placed | <ul style="list-style-type: none"> Review findings with Asst. Superintendent for Climate & Culture and determine next steps |
| KETS Matching | <ul style="list-style-type: none"> Funds spent to refresh teacher laptops, maintenance, and provide school allocations for devices | <ul style="list-style-type: none"> Explore how to reinvest into new digital equity and access plan |
| School Nurses | <ul style="list-style-type: none"> Fairly consistent findings showing positive impact on attendance | <ul style="list-style-type: none"> Sustain investment; explore ways to provide services using more cost effective approach |



End of Cycle Program Reviews

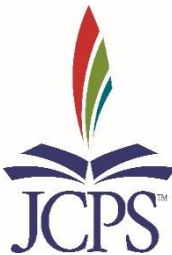
| Review Year | # EOC Investment Items | Total Investment |
|-------------|---------------------------|---------------------|
| 18-19 | 59 | 9.8 M |
| 19-20 | 67 | 15.3 M |
| 20-21 | 45 | 19.9 M |
| 21-22 | 32 | 21.4 M |
| 22-23 | 15 | 4.4 M |
| 23-24 | 26 | 33.7 M |
| Total | | 104.5 M |



Next Steps: Research Project

With a two-year research grant from the US Department of Education, we are currently working with researchers from Columbia University to:

1. Develop a new method that would allow us to provide return on investment data for each EOC investment item
2. Train district leaders on strategic decision making regarding investments



Possible Criteria for Evaluating **New** Investment Items – Budget Priorities for 19-20

- Aligned with district priorities - Advances one or more KPIs
- Systemic approach to evaluation of district investments
- Addressed demonstrated need that can't be met with existing resources
- Solid plan for financing (sustainability) and implementation
- Community priorities
- Equitable
- Evidence-based
- Cost per pupil

