Type	Goal	Objective	Methodology
Proficiency	1. Proficiency: By the end of the 2022-2023 school year, Jefferson County Public Schools will reach their goals for percentage of students Proficient/Distinguished in Reading and Math to the following: Reading Elementary: 46% to 55% Middle: 50% to 59% High: 37% to 49% Math: Elementary: 40% to 51% Middle: 35% to 47% High: 31% to 43%	1.1 Proficiency: By the end of the 2019-2020 school year, Jefferson County Public Schools will reach their goals for percentage of students Proficient/Distinguished in Reading and Math to the following: Reading Elementary: 46% to 48% Middle: 50% to 52% High: 37% to 40% Math: Elementary: 40% to 42% Middle: 35% to 38% High: 31% to 34%	KDE Set Proficiency Goals
Separate Academic Indicator	7. Separate Academic Indicator: By the end of the 2022-2023 school year, Jefferson County Public Schools will reach their goals for percentage of students Proficient/Distinguished in Social Studies, Science and Writing to the following: Science Elementary: 25% 39% Middle: 23% to 37% High: 24% to 38% Social Studies Elementary: 43% to 53% Middle: 49% to 58% High: N/A Writing Elementary: 36% to 48% Middle: 21% to 36% High: 36% to 48%	7.1 By end of the 2019-2020 school year, Jefferson County Public Schools will reach their goals for percentage of students Proficient/Distinguished in Social Studies, Science and Writing to the following: Science Elementary: 25% to 28% Middle: 23% to 26% High: 24% to 28% Social Studies Elementary: 43% to 45% Middle: 49% to 51% High: N/A Writing Elementary: 36% to 39% Middle: 21% to 25% High: 36% to 39%	KDE Set Proficiency Goals

Type	Goal	Objective	Methodology
Growth	3. Growth: By the end of the 2022-2023 school year, our district will increase the percentage of students meeting their expected growth 65% in Reading and Math as measured by MAP (baseline in 2018-2019 was 56% met growth in Reading and Math)	3.1 By the end of the 2019-2020 school year, 58% of students will meet their expected Fall to Spring growth in Reading and Math as measured by MAP.	Local Measure
Transition Readiness	4. Transition Readiness: By the end of the 2022-2023 school year, JCPS will increase the percentage of students that are college and career ready to 61%.	4.1 Transition Readiness: By the end of the 2019-2020 school year, JCPS will increase the percentage of students that are college and career ready to 55%.	Cut the distance to 100% CCR in half by 2030 based on 2018-2019 baseline data
Graduation	5. Graduation: By the end of the 2022-2023 school year, JCPS will increase the 4-year graduation rate to 85%	5.1 Graduation: By the end of 2019-20 school year JCPS will increase the 4-year graduation rate to 83%.	KDE Set Graduation Goals
Gap	2. Gap: By the end of the 2022-2023 school year, JCPS will reach their goals for percentage Proficient/Distinguished in combined Reading/Math for the all the groups of students we serve (37% African American, 45% Hispanic, 71% Asian, 31% ELL, 42% FRL, 62% White, and 28% ECE).	2.1. Gap: By the end of the 2019-2020 , JCPS will reach their goals for percentage Proficient/Distinguished in combined Reading/Math for the all the groups of students we serve (26% African American, 35% Hispanic, 66% Asian, 20% ELL, 32% FRL, 56% White, and 16% ECE)	KDE Set Proficiency Goals
Culture and Climate	6. Culture and Climate: By the end of the 2022-2023 school year, JCPS will increase the average percent satisfaction with their school/department across all role groups to 90%.	6.1 By end of the 2019-2020 school year, JCPS will increase the average percent satisfaction with their own school/department, across all role groups, to 85%	Local Measure

KDE Goal	Strategy (Vision 2020)	#	Vision 2020 In Action Activity	Measure of Success	Progress Monitoring	Funding (representing key 19-20 investments)	Start Date	End Date	Persons Responsible
Proficiency, Gap, Growth, Transition Readiness, Separate Academic Indicator	1.1.1. Adopt a broader definition of deeper learning, 1.1.2 Personalize learning, 1.1.3 Provide equitable access, 3.3.2 Harness innovation, 3.3.3 Optimize technology usage (KCWP 2, 5, 6)	1	**Backpack of Skills:** Identify, implement and support Backpack of Skills: (1) What do students need to be able to do? (2) What experiences will get them there? (3) How will they demonstrate skills?	Improved literacy and numeracy skills Increased college and career readiness rates Increased graduation rate Improved NAEP	% of students with evidence of success skills in their digital portfolio % of students experiencing learning experiences aligned to deeper learning principles % of students meeting literacy and numeracy benchmarks as measured by MAP	Backpack and BrightBytesPlatform: $300,000 General Fund; School network Infrastructure and device replacements: 1,983,219 General Fund; DL Symposium cost - $460,000 General Fund; Backpack League: 1,200,000 General Fund; Student Technology Leadership Program - $135,000 General Fund;	08/01/2019	12/31/2020	Coleman, Horton, Belcher
Transition Readiness	1.1.2 Personalize learning,1.1.6 Strengthen early childhood, 1.1.7 Eliminate achievement, learning, and opportunity gaps (KCWP 1, 2, 5)	2	**Transition Readiness Continuum:** Define and monitor transition readiness of critical skills needed at key points in student development; provide various supports for students not transition ready, including extended learning time.	Decreased 9th grade dropout rates Increased transition ready Increased graduation rate Increased college and career readiness rates Increased college-going rate	% of 5th, 8th, and 12th grade students meeting defense/capstone requirements % of students on track to graduate % kindergarten ready (Brigance) % of students participating in extended learning % meeting growth on MAP in literacy and numeracy	Backpack platform - $300,000 General Fund *; Backpack League: 1,200,000*; Early Childhood Rescue (multi-year): $15,601,967 Multi-Tiered Systems of Support $2,439,290 CCEIS	08/01/2019	12/31/2020	Coleman, Rogers, Smith
Proficiency, Gap, Growth	1.1.4 Reduce, revise, and refine assessments, 2.1.2 Cultivate growth mindset (KCWPs 2, 3 and 4)	3	**Authentic Assessment System:** Meaningfully assess student learning and provide feedback throughout the school year to adjust instruction and interventions to meet the needs of each student.	Increased student-led conferences presenting goals, work, and assessment outcomes. Increased quality of work in student digital portfolios Increased transition ready	% of educators trained in assessment literacy % student engagement on CSS % of schools implementing multiple demonstrations of learning	MAP: $1,782,200 General Fund; Brigance Screening - $41,000 General Fund; Gifted and Talented Expansion: $222,531* General Fund;	08/01/2019	12/31/2020	Coleman, Smith

KDE Goal	Strategy (Vision 2020)	#	Vision 2020 In Action Activity	Measure of Success	Progress Monitoring	Funding (representing key 19-20 investments)	Start Date	End Date	Persons Responsible
Transition Readiness, Graduation	1.1.2 Personalize learning, 1.1.5 Improve student literacy (KCWP 1)	4	**Personalized and Engaging Learning Environments:** Provide students with quality and engaging educational programs, relevant career-focused experiences, and comprehensive support services by personalizing learning environments, transforming the alternative schools and expanding and monitoring the Academies of Louisville model.	Decreased dropout and retention Increased college and career readiness rates Increased graduation rate Decreased suspension and behavioral referrals	% student sense of belonging and engagement on CSS # of suspensions and behavior referrals Absenteeism/ attendance rates % of students enrolled in Advanced coursework Ratings on Collaborative Calibration Visits (CCVs) on Six Essential Systems for a Strong Learning Climate	Academies of Louisville - $5,165,813 General Fund * Art and Music in Elementary Schools - $3,465,726 General Fund;	08/01/2019	12/31/2020	Coleman, Rogers, Deferrari
Transition Readiness, Graduation	1.1.2 Personalize learning, 1.1.3 Provide equitable access (KWCP 5)	5	**Community Partnerships:** Leverage community partners to provide equitable personalized learning experiences and targeted support for students	Decreased dropout and retention Increased college and career readiness rates Increased graduation rate	# of Academies of Louisville business partnership reports % of students participating in work-based experiences % of students with dual credit	Academies of Louisville - $5,165,813 General Fund * Backpack League: $1,200,000 General Fund;*	08/01/2019	12/31/2020	Coleman, Rogers
Gap, Growth	2.1.2 Cultivate growth mindset, 2.1.3 Improve culture and climate, 1.1.2 Personalize learning, 1.1.7 Eliminate achievement, learning, and opportunity gaps (KCWP 5, 6)	6	**Meaningful Relationships:** Advocate practices that improve engagement, belonging, and empowerment for students, staff, and families.	Improved teacher and staff retention Decreased disproportionality in suspensions	% sense of belonging, engagement, and voice across stakeholder groups from the CSS % positive ratings on teacher and school leadership items from the TELL survey	Restorative practices: $404,046 General Fund; Social and Emotional Trauma Informed Care $138,156 General Fund; Expand FRSYC $119,328 General Fund; Multi-Tiered Systems of Support, $2,439,290 CCEIS Fund;* Parent Outreach Generalist: $90,339 General Fund;	07/01/2019	12/31/2020	Coleman, Deferrari, Adams

KDE Goal	Strategy (Vision 2020)	#	Vision 2020 In Action Activity	Measure of Success	Progress Monitoring	Funding (representing key 19-20 investments)	Start Date	End Date	Persons Responsible
Proficiency, Gap, Growth, Separate Academic Indicator	2.1.1. Personalize deeper learning, 2.2.2 Build capacity of PLCs (KCWP 5, 6)	7	**Professional Deeper Learning (Teacher Backpack):** Develop a professional learning system that provides common understanding of deeper learning and deeper learners constructs with clear exemplars to improve shared understanding districtwide.	Increased number of teachers with microcredentials in personalizing instruction Increased quality exhibitions and defenses across schools	% of educators with professional learning experiences in deeper learning % of students with evidence of success skills in their digital portfolio	Professional development for certified staff $4,512,669 – Title II Project-based Learning - $135,000 General Fund; Deeper Learning Flex PD Days - $30,000 General Fund;	07/01/2019	12/31/2020	Coleman, Smith
Proficiency, Gap, Growth, Separate Academic Indicator	2.1.1. Personalize deeper learning, 2.2.2 Build capacity of PLCs (KCWP 5, 6)	8	**Transformed Instructional Core:** Implement an aligned instructional core (i.e., standards, curriculum, instruction, and assessment frameworks, and grading practices) and professional development system to create deeper learning experiences for all students.	Improved literacy and numeracy skills and growth Increased transition readiness Increased quality of work in student digital portfolios	% of educators trained in deeper learning strategies % educators implementing deeper learning experiences measured by surveys Passing rates in gateway courses (e.g., English I, Algebra I) measured through grades	School-Based Academic Instructional Coaches: $11,655,603 REACH Summer Enrichment Program - $79,000 General Fund;	07/30/2019	12/31/2020	Coleman, Smith
Gap, Growth	3.2.1 Engage with families, 3.2.2 improve and standardize external systems	9	**Family Engagement**: Improve outreach so families can have more access points to engage in their students' educational experiences.	Increased student attendance Reduced chronic absenteeism Increased transition readiness	% parental login to digital portfolio platform and parent portal % parent satisfaction, sense of belonging, and engagement from the CSS	Family Engagement school capacity work and NCFL collaboration $241,000 Title IV* Parent and Family Engagement school initiatives $462,429 Title I	09/01/2019	12/31/2020	Coleman, Marshall, Deferrari
Proficiency, Gap, Growth	2.1.3 Improve culture and climate, 2.2.1 Define high-performing teams (KCWP 6),	10	**High Performing Teams**: Provide learning opportunities for educators to learn together, plan, and reflect upon and improve professional practice.	Increased teacher retention Increased minority educator staffing	% positive ratings on teacher survey and IMPACT survey % educator sense of belonging and satisfaction from the CSS	Equity Institute $220,000 General Fund; Sub Solutions - $1,850,000 General Fund; National Board Certification Tuition Reimbursement $839,400 General Fund; Classified Employee Teacher Pipeline program: $185,000 General Fund;	07/30/2019	12/31/2020	Adams, Horton

KDE Goal	Strategy (Vision 2020)	#	Vision 2020 In Action Activity	Measure of Success	Progress Monitoring	Funding (representing key 19-20 investments)	Start Date	End Date	Persons Responsible
Proficiency, Culture and Climate	1.1.6 Strengthen early childhood, 1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.2.3 Improve and standardize internal systems (KCWP 1, 2, 5)	11	**Coherent Systems and Processes:** Implement common performance management practices, processes, and routines focused on (1) reviewing current data related to strategic goals, (2) defining actions that will improve data to meet goals, (3) conducting systematic reviews of district corrective action plans, and (4) supporting schools in their development of systems to support a healthy learning environment	Improved district star ratings on state accountability Reduced number of CSI/TSI schools Removal of corrective action status. Renewed accreditation status	Regular cycle of review of strategies/targets and gap to goal analysis at Cabinet meeting, school leadership team meeting, and Board meeting as demonstrated by agenda/minutes. % central office satisfaction ratings Comprehensive Systems Reviews (CSR) of Six Essential Systems as measured by CSR reports	Multi-Tiered Systems of Support $2,439,290 CCEIS Fund;	08/01/2019	12/31/2020	Dossett, Horton
Proficiency, Gap, Growth, Culture and Climate	1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.1.3 Improve human resources infrastructure (KCWP 5, 6)	12	**Racial Equity Policy:** Implement JCPS Racial Equity Policy and monitor plans districtwide.	Reduced disproportionality in behavior referrals, suspensions, and ECE placements Reduced achievement gaps through increased proficiency and growth in literacy and numeracy among students of color	% of central office departments and schools implementing at least one racial equity analysis protocol; Equity Scorecard metrics; Increased enrichment opportunities for students of color; district racial equity plan metrics and progress notes	Equity Plan Support: $2,786,844 General Fund; Gifted and Talented Expansion: $222,531* General Fund; W.E.B. DuBois - $2,677,000* General Fund;	05/01/2019	12/31/2020	Marshall, Horton, Coleman, Hardin, Belcher, Raisor, Dossett, Murphy, Adams, Dennes, Brown
Gap, Growth	1.1.3 Provide equitable access,, 1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.3.2 Harness innovation (KCWP 1, 2, 5)	13	**School Redesign and Innovation:** Support turnaround efforts to implement evidence-based and innovative systems of support	Improved school star ratings on state accountability Reduced CSI/TSI schools	% funding for CSI/TSI schools	Funding for Accelerated Improvement Schools $10,075,888 General Fund; Alternative School Redesign- Behavior Support: $940,387 General Fund; W.E.B. DuBois - $2,677,000* General Fund;	08/01/2019	12/31/2020	Horton, Meyer, Hartstern, Leffert, Weston, Dillard, Baete

KDE Goal	Strategy (Vision 2020)	#	Vision 2020 In Action Activity	Measure of Success	Progress Monitoring	Funding (representing key 19-20 investments)	Start Date	End Date	Persons Responsible
Gap, Growth	3.1.4 Ensure responsible stewardship of resources, 3.2.2 Improve and standardize external systems, 3.2.3 Improve and standardize internal systems, 3.2.4 Listen and respond to stakeholders, 3.3.1 Create a technology roadmap (KCWP 4, 5)	14	**Improved School Supports:** Equitably align resource allocation with strategic priorities for physical, instructional, and human resource infrastructure in ways that meet student learning needs.	Improved teacher and staff retention Improved literacy and numeracy skills	% instructional and non-instructional school staffing % NBCT in the classroom % of schools in High Growth category in literacy and numeracy (MAP) % of schools in High Achievement category in literacy and numeracy (MAP)	ECE Implementation Coaches: $11,028,063 Mental Health Practitioners: $6,169,112 Focused Certified Instruction 1,518,264 General Fund; $50,000 increase in musical equipment budget for total of $550,000 for replacement and repair General Fund; Textbook Rescue for elementary and middle schools - $958,000 Middle School Security - 7 Sites - $302,505 Safe Crisis Management positions - $123,073 ESL Additional Expansion $276,048	08/01/2019	12/31/2020	Horton, Raisor, Adams, Coleman, Hardin
Culture and Climate	1.1.7 Eliminate achievement, learning, and opportunity gaps, 3.1.1 Improve physical infrastructure, 3.1.2 Improve instructional infrastructure (KCWP 2, 5, 6)	15	**Modernized Facilities Plan:** Develop a facilities planning process to address the most critical three-year consumer and renovation needs.	Improved facility conditions index for quintile 4 schools Increased early childhood centers Increased new buildings	% spending on critical maintenance needs	New construction (multi-year) $159,721,550 $1,000,000 increase in Annual Facilities Improvement Fund for total of $7,500,000 General Fund; Athletic fields and facilities renovations $250,000 General Fund	08/01/2019	12/31/2020	Raisor

KDE Goal	Strategy (Vision 2020)	#	Vision 2020 In Action Activity	Measure of Success	Progress Monitoring	Funding (representing key 19-20 investments)	Start Date	End Date	Persons Responsible
Culture and Climate	3.3.2 Harness innovation, 3.4.1 Improve communications, 3.4.2 Improve processes, 3.4.3 Provide customer-service training, 3.4.4. Empower families, 3.4.5 Reduce student mobility (KCWP 5)	16	**School Choice Plan**: Clarify, restructure, and expand choice programs to better meet student and family needs.	Accepted charter applications with high rubric scores. Positive performance metrics for charter schools Improved JCPS market share Improved quality of magnets	% satisfaction with schools Increase enrollment in magnets for students of color	Marketing School Choice $96,000 General Fund;	07/01/2019	12/31/2020	Horton, Blausey
Transition Readiness, Graduation	1.1.2 Personalize learning, 1.1.7 Eliminate achievement, learning, and opportunity gaps, 2.1.2 Cultivate growth mindset, 3.2.1 Engage with families, 3.4.4 Empower families, (KCWP 5, 6)	17	**Evolve 502:** Engage in a community-wide development of a system infrastructure to support each student in post-secondary success	Improved college and career readiness rates Improved graduation rates Increased transition readiness	Evolve 502 data analytics reports	Evolve 502 data system: $200,000 General Fund;	07/01/2019	12/31/2020	Dossett, Lowe

* Repeat of item due to applicability to more than one Activity