



JCPS 2024-2025 Phase One: Executive Summary for Districts

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Jefferson County
Martin "Marty" Pollio
3332 Newburg Rd
Louisville, Kentucky, 40218
United States of America

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Description of the District

Describe the district's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large. What unique features and challenges are associated with the community/communities the district serves?

Jefferson County Public Schools is located in Louisville, Kentucky, in the Ohio River Valley. The school District has roots as early as 1829 when Louisville Public Schools began as an independent system in Louisville. In 1975, Jefferson County School District, a county district, merged with Louisville Public Schools to form a single unitary school district, Jefferson County Public Schools (JCPS). JCPS is the largest public school system for the Louisville metropolitan area (Louisville Metro), serving 78% of all school-age children. JCPS is the 30th largest school district in the United States with 168 schools, 6,151 teachers, and 95,951 students. Approximately 6,151 teachers are employed by JCPS, with an average of 12.6 years of experience, and 83% have a master's degree or higher. A total of 5.6% of teachers are National Board Certified. JCPS is under the leadership of Dr. Marty Pollio, who is in his seventh year as the Superintendent of JCPS. The governing authority of JCPS is a seven-member publicly elected Board of Education.

The diversity of students enrolled in JCPS is considered an asset for our students, staff, and community. There are over 139 languages spoken in JCPS; in fact, our Multilingual Learner population has continued to rapidly grow increasing from 5,986 students in 16-17 to 19,867 in 23-24. which is a percentage increase of 232% in the last 8 years. Thirty-four percent of the student population in JCPS are White, 36% African American, 19% Hispanic, and 11% identify as other ethnic minorities. Approximately 63% percent of JCPS students qualify for free or reduced lunch and over 12,000 receive exceptional childhood education (ECE) services.

On average, the percentage of students who qualify for free and reduced-price lunch remains stable at 64%. JCPS serves over 3,319 homeless students. This translates to approximately 4% of JCPS students experiencing instability in living situations ranging from shelters to families doubling up in single-family housing by staying in relatives' or friends' homes.

Louisville, Kentucky, is a diverse and vibrant city with a rich blend of demographic and economic characteristics. As the largest city in Kentucky, Louisville has a population that reflects a broad spectrum of racial, ethnic, and cultural backgrounds, with significant African American, Hispanic, and immigrant communities. The city is known for its economic diversity, with key industries including healthcare, manufacturing, logistics, and bourbon production. Louisville is also home to a growing tech sector, fueled by a highly educated workforce and several major universities. Despite its economic strengths, the city faces challenges such as income inequality and areas of concentrated poverty, which impact certain neighborhoods more than others.

The Louisville Economic Development dashboard shows the city's population has increased 7% from 1,202,710 in 2010 to 1,282,588 in 2022. While diverse communities are important to Louisville's culture, the gap is evident with the white population consisting of 74%, highlighting significant disparity compared to other racial and ethnic groups. Meanwhile, 6.5% of the area's population is foreign-born with 7% non-English languages spoken in homes. In Louisville, the number of people in the labor force is currently 676,466 after a sharp increase from 649,405 during January 2024. The average annual wage increased from \$52,982 in 2019 to \$61,766 in 2022 but still below the national average of \$69,986. Louisville's current employment rate is 4.4% an increase from 3.8% in April 2024. Education attainment in Louisville for people aged 25 and over with a bachelor's degree or higher is 32.3%. Forty percent of degree holders in Louisville have STEM related majors resulting in over 34,000 people in STEM employment. This aligns to Louisville's growth in the tech industry with a steady increase in tech businesses from 564 in 2018 to 667 in 2020. The cost-of-living index is 91.8, making Louisville more affordable compared to peer cities in the Indiana and Ohio areas and more than 10% below the national average. While Louisville is making economic strides, Metro is transparent with the city's challenges and has commissioned a strategic plan focusing on key areas toward "Growing Louisville Together".

District Stakeholders

Identify and describe the district's stakeholder groups. How does the district ensure stakeholder involvement and engagement in the improvement planning process?

As part of the development of the 2024-2025 Comprehensive District Improvement Plan, key stakeholders review multiple data sources as part of a thorough needs assessment. By the end of October, school and district leadership teams will have analyzed their 23-24 Kentucky Summative Assessment results and key performance indicators in academic and non-academic data from the first six weeks of the 24-25 school year (i.e., vital signs). From this initial data review process, JCPs identifies areas of strength and improvement as well as possible contributing factors and next steps, which are then incorporated into the CDIP. The information below outlines the key processes and stakeholder groups that review key performance indicators throughout the school year.

Our Cabinet Members, Academic and Schools Division Leaders, and Jefferson County Board of Education are involved in monitoring district- and school-level data regularly and prioritizing district work relative to those data. Cabinet meets weekly, while the Academic and Schools Division meets as a team monthly and meets bi-weekly in individual zones/level leadership meetings. The Diversity, Equity, and Poverty leadership meets bi-monthly with Cabinet members and their division leadership team to review progress on the District's Racial Equity Plan. Additional data reviews are occurring in the 2024-2025 school year on key metrics. Meetings are documented through meeting agendas and meeting minutes.

In addition, district leadership provides a summary on the progress of Vision 2020 key initiatives and JCPS Future States during regular board meetings of the Jefferson County Board of Education. Those reports identify high-level trends and focus on major strategies designed to improve outcomes.

Our principals meet monthly as a group throughout the year in their zones/levels. The Superintendent and Chief of Schools share major initiatives and news with principals and receive their feedback. Zone/level meetings allow more differentiation and training opportunities with smaller group sizes. Additionally, Assistant Superintendents have regular meetings with their direct reports regularly to address needs and processes.

District's Purpose

Provide the district's purpose statement and ancillary content such as mission, vision, values, and/or beliefs, including the year in which they were last reviewed or revised. Describe how the district embodies its purpose through its program offerings and expectations for students and how stakeholders are involved in its development.

The district's purpose, mission, vision, and values guide its work and are reviewed periodically to ensure alignment with stakeholder needs. As a diverse and urban district, Jefferson County Public Schools (JCPS) is committed to ensuring every student achieves success, regardless of their starting point. This commitment is reflected in the district's core values of caring, equity, excellence, respect, individuality, diversity, opportunity, creativity, collaboration, and stewardship. These values shape both the educational environments and the opportunities provided to students.

The JCPS vision is for "all students to graduate prepared, empowered, and inspired to reach their full potential and contribute as thoughtful, responsible citizens." The mission aligns with this by aiming "to challenge and engage each learner to grow through effective teaching and meaningful experiences within caring, supportive environments."

In 2015, JCPS adopted Vision 2020: Excellence with Equity, a strategic plan developed with extensive stakeholder input. The plan focuses on Learning, Capacity Building, and Infrastructure, specifying strategies and measurable outcomes for each focus area. To guide implementation, the district developed Vision 2020 in Action in the 2018-2019 school year, which also introduced three key pillars: Backpack of Success Skills, Culture and Climate, and Racial Equity. More recently the Backpack of Success pillar has been revamped to the Journey to Success to align with the new board goals.

In 2024, JCPS adopted new Board Goals and Guardrails, aligned with community feedback, and following the Student Outcome Focused governance framework. The SOFG Framework is built around six research-informed competencies that describe school board behaviors and the degree to which they create the conditions for improvements in student outcomes: Vision & Goals, Values & Guardrails, Monitoring

& Accountability, Communication & Collaboration, Unity & Trust, and Continuous Improvement.

Goals-

1. The percentage of 5th grade students who score “ready” on the JCPS Academic Readiness measures will increase from % in June 2025 to % by June 2030.
2. The percentage of 8th grade students who score “ready” on the JCPS Academic Readiness measures will increase from % in June 2025 to % by June 2030.
3. The percentage of 12th grade students who score “ready” on the JCPS Academic Readiness measures will increase from % in June 2025 to % by June 2030.
4. The percentage of 3rd grade students who met their expected growth and/or achievement benchmarks (50th percentile) in Reading according to the Spring Map assessment will increase from 68% in June 2023 to 83% by June 2030.
5. The percentage of 8th grade students who met their expected growth and/or achievement benchmarks (50th percentile) in Math according to the Spring Map assessment will increase from 58% in June 2023 to 73% by June 2030.

Guardrails –

1. JCPS shall not allow unsafe conditions (either socially, emotionally, or physically)
2. JCPS shall not make significant decisions without first ensuring alignment with the Racial Equity Plan.
3. JCPS shall not make significant decisions without collaborating with impacted stakeholders.
4. JCPS shall not allow inequitable resource allocation for Exceptional Childhood Education (ECE) students and/or Multilingual Learners (ML) students.
5. JCPS shall not utilize more than the minimum number of district mandated assessments to monitor student outcomes.

Additionally, district leaders developed Interim Goals and Guardrails to allow for effective monitoring and accountability. The interim metrics serve as lead measures that should be knowable throughout the school year, influenceable by district leadership, and predictive of the goals and guardrails. Progress on meeting these goals will be reported at board meetings throughout the year.

Key programs and initiatives supporting the JCPS strategic plan and new goals and guardrails are based in part on data analysis of learning outcomes, stakeholder surveys, and independent audit findings. These initiatives include academic

innovation (i.e., Journey to Success), enhanced core instruction with high-quality literacy and math resources, extended learning opportunities, restorative practices, and student safety enhancements. Through its academic programs, district-wide equity initiatives, and strategic goals, JCPS embodies its purpose by fostering student growth and preparing them for college, career, and life in an increasingly global world.

Notable Achievements and Areas of Improvement

Describe the district's notable achievements and areas of improvement in the last three years. Additionally, describe areas for improvement that the district is striving to achieve in the next three years.

Over the past few years, JCPS has implemented monumental changes in the district, not seen before in JCPS history. In the spring of 2022, a tax referendum was passed for JCPS for the first time in the history of the district. The additional \$54 million a year, coupled with the doubling of the district's bonding capacity, means that JCPS can now better support high-need schools and districts as well as implement a much-needed 20-year facilities improvement plan. Dr. Pollio led the charge in a complete overhaul of the student assignment system in JCPS for the first time in four decades. The previous inequitable student assignment plan had been established in 1984 and forced the burden of diversity on Black students only from our highest needs community. The new student assignment plan provides for choice for the first time for many families that comprise Louisville's West End, which is 95% black. The new student assignment plan also established a choice zone support plan with additional resources for targeted schools and enhanced support for the district's magnet schools to align with best practices outlined by Magnet Schools of America. As of August 2024, eight JCPS magnet schools have been awarded the prestigious National Magnet School Certification.

JCPS also created an innovative and national model around school safety. The district added a safety administrator to every middle and high school and established a Jefferson County Public Schools Police Department. These new School Security Officers patrol 4-5 schools each and are trained in best practices in racial equity, safe crisis management, de-escalation, and mental health supports to keep students out of the school-to-prison pipeline.

JCPS was recognized as a leader in academic recovery from the pandemic. As is well documented, the COVID-19 pandemic has had a negative impact nationally on student achievement and outcomes. Jefferson County Public Schools has suffered much of the same impact as the students were learning remotely for over a year. However, A new study released in February 2024 has found that Jefferson County Public Schools (JCPS) students' recovery from the pandemic exceeds the state average and is among the best of the nation's largest school districts. Researchers at Harvard and Stanford released a national data set called the Education Recovery Scorecard which looked at how school districts across the country are recovering from the pandemic. The researchers also found JCPS' black students have fully recovered from reading losses during the pandemic. Moreover, black students had

almost a half a grade level equivalent improvement in reading and Hispanic students had a third of a grade level equivalent improvement in math.

Since 2022 graduation rates and post-secondary readiness remain at all-time highs in JCPS. With the class of 2023, the average (4 & 5 yr.) graduation rate in JCPS has jumped to 87%. In addition, the gap between black and white students with graduation rate has been cut by nearly 50%. In 2017-18, there was almost a 5-percentage point gap in terms of graduation rate between black and white students. With the class of 2023, there is only a gap of 2.4%. African American graduation rate is at 86.5%, which is an all-time high for black students in the district. There have been similar gains in terms of post-secondary readiness rates in the district. All the JCPS comprehensive high schools remained above 80% for their 4-year graduation rate and 10 schools were above 90%. The class of 2023 had the highest postsecondary readiness rate in the history of the district with a rate of 79%. This is a 6.7 % increase from 2022. Once again, the achievement gap between black and white students was also greatly reduced. In the class of 2018, there was a 33.7% difference between black and white students. In that year, only 30.6% of black students were considered post-secondary ready. In the class of 2023, 67% of black students were post-secondary ready, and the gap dropped to an all-time low of 21.6%.

These gains in graduation rate and post-secondary readiness all occurred during the 30-month pandemic and continued post-COVID. Instructional systems have also been put in place to not only recover from the learning loss in the pandemic, but also to make gains like never before in the district.

JCPS is fortunate to have strong, well-established governmental and corporate partnerships within the Louisville-Metro community. JCPS partnered with Ford Next Generation Learning, and in 2017-2018 launched the Academies of Louisville in 11 high schools as each met the following components: 1) Freshman Academy, 2) Cohort scheduled- cross curricular teaming with all students scheduled into 4-course sequence leading to credential, 3) Advisory Program, 4) Project-based learning as a main instructional strategy, and 5) Data-driven responsive systems of support and interventions. In 2019-2020, the Academies of Louisville expanded to 15 JCPS high schools. The Academies of Louisville has already garnered national attention, including coverage on CNBC. In Spring 2025, JCPS and partners will host an immersive experience that redefines collaboration between businesses and schools. At Louisville in Action: A Ford NGL Leadership Lab for Business & School Partnerships, leaders from both districts and industries will unite to explore and learn from Louisville's innovative partnership system. This system enhances collaboration between businesses and schools, advancing both educational outcomes and workforce readiness.

JCPS also partners with Evolve 502 as part of an ongoing commitment to help thousands of Jefferson County Public School graduates pursue the dream of a college education. Governor Beshear announced the "Everybody Counts" initiative, a new initiative that connects JCPS seniors with college education and jobs at 4 of Louisville's largest employers: UPS, GE Appliances, Kroger, and Ford. This initiative started with the Class of 2022.

While JCPs continues to be committed to our three pillars, we are also thinking through what the Future State of the District will look like. We have asked: how do we envision our district in the next decade, and what fundamental changes must we make to better serve our students? In the spring of 2021, Future State teams were formed to lead the efforts in planning for the JCPs Strategic Plan in these areas: Continuous/Extended Learning, Workforce and Leadership Development, School Choice, Technology, Facilities, and Resourcing High-Poverty Schools. Each team was intentionally formed to have representation and stakeholder input at various levels and across various departments. These cross-sectional teams were charged with researching an identified issue/problem, describing the current state, and articulating the future goals that JCPs is aiming to reach in the upcoming years.

As mentioned above JCPs has begun the implementation of the Student Outcomes-Focused Governance Goals and Guardrails. The implementation of the SOFG Framework ensures JCPs set goals specific to the desired outcomes and guardrails identifying what is unacceptable on the journey toward the desired outcomes. Including the addition of the interim metrics will enable JCPs to monitor progress along the journey toward these goals.

Additional Information

Provide any additional information you would like to share with the public and community that were not prompted in the previous sections.

JCPs is proud of our very intentional effort of addressing the district's crumbling infrastructure and unmet facilities needs. While only four schools were built in the district over the past quarter of a century, we have opened six new schools since the 2023 school year. As part of JCPs' Future State, construction for an additional middle school is expected to begin during the 2025 school year. Six other schools are on the list to start new construction by 2026. This facilities plan includes new construction and renovations of athletics facilities and is the largest in JCPs history. JCPs installed 20 new playgrounds at elementary schools during the 2023-2024 school year, all designed to give students a safe and exciting environment to build physical, mental, and social health. At 21 of our high schools, new turf fields are being phased in now through the end of the 2025-2026 school year. As new middle and high schools are built, those schools will get new stadiums as well. This investment will provide our students with the opportunity to be better prepared, empowered, and inspired to reach their full potential as student-athletes.

JCPs is embarking on an impressive agenda to make major changes, an overhaul of our transportation plan, 3 new school start times, a 10-year facility plan, staff salary increases, and a more equitable way to fund schools. The needs-based budgeting model represents a bold, data-driven approach to what is required to improve outcomes for all students. JCPs is committed to improving student learning through data-driven initiatives like the new district-wide (K-12) reading and math curriculum and the implementation of an innovative safety plan.

Attachment Summary

Attachment Name	Description	Associated Item(s)
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