



# Strategic Realignment & Budget Briefing

**Restructuring for Operational Efficiency  
and Student Success**

January 20, 2026  
Dr. Brian Yearwood



# A Financial Crisis Years in the Making



## TEMPORARY FUNDS, PERMANENT NEEDS

Federal COVID relief (ESSER) funded vital recurring costs—including school nurses, mental health practitioners, and Choice Zone stipends—that now require sustainable funding.



## MANDATED GROWTH

These funds supported the launch of the JCPS Police Department and weapon detection systems, meeting state requirements but adding long-term operational expenses.



## ONE-TIME INVESTMENTS

Significant reserves were used for 1:1 technology, Audio Enhancement, and campus upgrades that now require ongoing maintenance.



# Our Guiding Principles



## Students Thriving

Prioritizing instruction, safety, and access to services for **all**.



## Sustainability

Designing a responsible budget with recurring savings.



## Equity

Aligning resources strictly with student needs.



## Transparency

Communicating impact clearly, including assumptions.



## Shared Responsibility

Ensuring reductions are spread across central office, schools, and operations.



# Financial Impact Overview

**\*\$142M**  
reductions identified

*\*A \$10M contingency is included;  
the budget will be adjusted  
after negotiations.*

**\*\*\$44M**  
CENTRAL OFFICE  
STAFF &  
REORGANIZATION  
\*\* ~300 central office  
positions eliminated

**\$5M**  
FACILITIES &  
UNDERUTILIZED  
ASSETS

**\$9M**  
CONTRACTS &  
SUBSCRIPTIONS

**\$41M**  
SUPPLEMENTAL &  
ADD ON PROGRAMS

**\$13M**  
OPERATIONS &  
TRANSPORTATION

**\*\$30M**  
Other potential cuts  
pending negotiations

*NOTE: This plan reflects the 2026-27 Draft Budget and remains subject to change.*



# Central Office Reductions by Chief

Academics	<i>Operational</i> Staff	\$6,409,500.00 \$3,356,894.04	ECE/ECH	<i>Operational</i> Staff	\$52,032.00 \$1,252,795.32	Police	<i>New State Funding</i> Staff	\$1,460,000.00 \$259,745.48
ARSI	<i>Operational</i> Staff	\$120,954.00 \$765,604.85	Finance	<i>Operational</i> Staff	\$93,139.00 \$308,952.90	Operations	<i>Operational</i> Staff	\$11,465,519.00 \$1,780,385.27
Chief of Staff	<i>Operational</i> Staff	\$841,970.00 \$3,092,995.76	General Counsel	<i>Operational</i> Staff	\$26,000.00 \$223,483.17	Schools	<i>Operational</i> Staff	\$427,000.00 \$3,010,933.53
Communications	<i>Operational</i> Staff	\$160,000.00 \$1,079,701.35	HR	<i>Operational</i> Staff	\$105,000.00 \$771,425.39			
DEP	<i>Operational</i> Staff	\$1,031,106.00 \$1,209,188.37	IT	<i>Operational</i> Staff	\$1,734,985.00 \$2,640,841.00			



# Updated Supplemental & Programmatic Reductions

Reduced Needs Index Funding (EQTXA)	\$18,000,000.00
Reduced High School Career Programs Funding (TDAXA)	\$3,000,000.00
District account to let schools pay Certified Extended Time when a substitute teacher request goes unfilled	\$2,000,000.00
Middle School Teams Funding (TEMXH)	\$1,745,941.00
Reduce Explore Coaches	\$650,000.00
Operational Extras for K-12	\$2,200,000.00
Reduced School and District Multilingual Supplemental Funds (MLSXA)	\$3,600,000.00
Elementary Bookkeepers and HS O/R Clerks Centralized	\$2,570,480.00
School Curriculum EL/IM (CURXA)	\$9,000,000.00
School Safety Admin Centralized	\$3,021,584.00
Mental Health Practitioners Centralized (MHPs)	\$7,646,000.00
Reduce State Agency Schools (Estimated)	\$4,000,000.00
Reduce Long-Term Leave Sub Incentive Pay	\$4,000,000.00

Other areas of potential reductions requiring union negotiations or Jefferson County Board of Education vote:

- Cost of living allowances (COLA)
- Enhanced/Choice Zone stipends
- Professional development days for Enhanced/Choice Zone staff
- School relocation/closures\*

*\*Proposed closures and relocations include King Elementary, Zachary Taylor Elementary, and Liberty High.*

*NOTE: Based on feedback, we have removed 260-day calendar reductions and AIC centralization from this proposal. We are now prioritizing school stability by focusing on a modified MHP model instead.*



# Listening and Aligning to Our Mission



The Problem

Symptoms

The Solution

**Based on the feedback we have heard from you, we have already made modifications to this proposal to better support our schools. Every decision in this budget is driven by our core mission to educate students and ensure their success remains our first priority.**

# Mental Health Practitioners (MHPs)



**Strategic Retention:** 70 MHP positions will remain within the District to provide expert mental health support.

**Focused Placement:** The District will prioritize the presence of MHPs at all specialized schools to support our most vulnerable populations.

**Rapid Response Team:** A centralized team will be available for immediate deployment, responding to specific school situations and crises as they arise.

# Safety Administrators: Transitional Role, Targeted Support

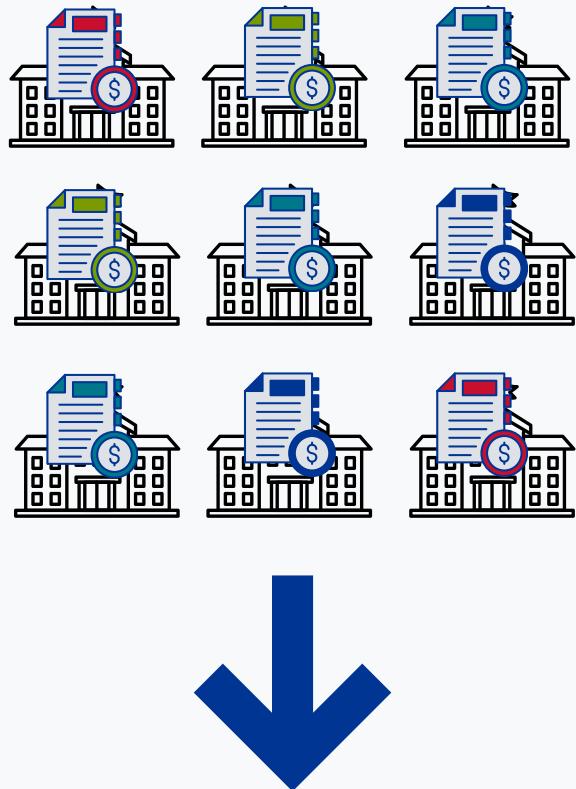


**A Planned Evolution:** Originally a temporary role, these positions are sunsetting as the police department reaches full staffing levels.

**Enhanced Coverage:** With SROs now staffing all middle and high schools, Safety Administrators will shift to a more focused support model.

**Improved Service:** Caseloads will drop from as many as 28 elementary schools per SA to 4–5 schools, ensuring faster and deeper support for safety plans, drills, and risk assessments.

# The Shift to Centralized Bookkeeping



**Increased Accuracy & Efficiency:** A centralized model ensures consistent financial oversight and fewer processing errors.

**Reliable Support:** Your school will have a consistent Bookkeeper or O/R Clerk who provides regular, scheduled on-site service.

**No Operational Delays:** The new structure maintains full flexibility and speed for ordering, purchasing, and the use of your funds.



# Proposed Closures and Relocations

JCPS will provide transitional supports for relocated students.

## CLOSURES

**King  
Elementary**

**Zachary Taylor  
Elementary**

**APPLICATION PERIOD WILL RE-OPEN FOR KING AND ZACHARY TAYLOR STUDENTS:**  
More information will be shared by your schools in the coming weeks.

## RELOCATION

**Liberty  
High**

Students will be relocated to Gheens, which is located on Louisville Male Traditional High School's campus.

**LIBERTY HIGH STUDENTS  
DO NOT NEED TO REAPPLY.**



# King Elementary Transition Plan



## School Choice

King and Zachary Taylor families will be prioritized. Families will have the opportunity to join in-person and virtual School Choice support events, with translation support. JCPS will provide technology access for application completion. Families can also receive a step-by-step application guide and school-specific FAQs.



## Magnet Options

King and Zachary Taylor applications will be prioritized, contingent on capacity. Transportation services are not guaranteed for Magnet School placements who are not receiving ECE services



## ECE Support

- ECE- cross-check placement options against required services
- Coordinate with relevant offices to ensure continuity of supports



## Monitoring

JCPS will implement a comprehensive system-level progress monitoring process that clearly identifies affected students and empowers school leaders to track their outcomes.



## Transition Teams

A transition committee for King will include:

- **Principals**
- **Teachers**
- **Staff**
- **Parents**
- **Community Members**

Principal supervisors at the receiving schools will be responsible for progress monitoring.



## School Options

Families may submit transfer applications now or apply to magnet schools. Magnet applications will be prioritized and dependent on seat availability.

## Magnets

Brandeis      Coleridge-Taylor  
Brown      Hawthorne  
\*Traditional Magnet      Lincoln

## Close to Home

Kennedy  
Maupin

## \*\*Far Away Options Address-based

Doss Zone      Fairdale Zone  
Iroquois Zone  
PRP Zone      Valley Zone

\*boundary-based

\*\*Please use JCPS SchoolFinder to see the far away options available based on your home address.



# Zachary Taylor Elementary Transition Plan



## School Choice

King and Zachary Taylor families will be prioritized. Families will have the opportunity to join in-person and virtual School Choice support events, with translation support. JCPS will provide technology access for application completion. Families can also receive a step-by-step application guide and school-specific FAQs.



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## Magnets

Brandeis      Coleridge-Taylor  
Brown      Hawthorne  
\*Traditional Magnet      Lincoln

## Ballard Elementary Zone

Chancey      Norton  
Dunn      Portland  
Norton Commons      Wilder

\*boundary-based



# From Unsustainable Systems to Improved Student Achievement



## The Problem

### Unsustainable Systems

- Systems not built for sustainability
- Central office growth without alignment
- Audit warnings raised years ago

+255

New Central Office positions since 2019.



## The Symptoms

### Achievement Not Improving

- Academic achievement is not improving
- Resources are spread too thin
- Roles misaligned to student needs



## The Solution

### Realigning Our Greatest Resource: People

- Use our greatest resource: people
- Place roles where they add the most value

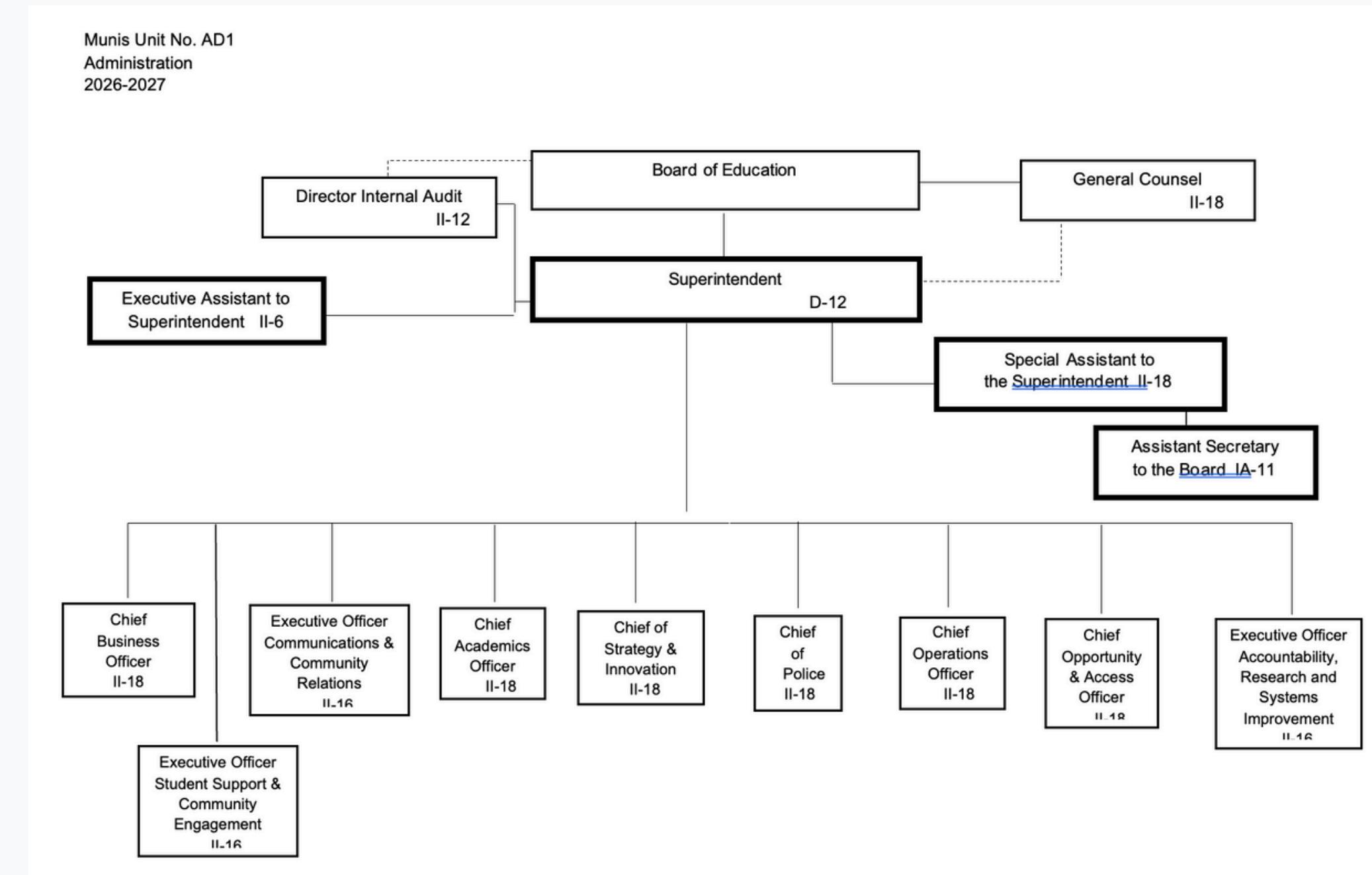


## The Why

We are aligning our resources and modernizing our District to create a stable, high-impact learning environment that ensures every student achieves measurable annual growth and graduates ready to invest back into our community.



# New Cabinet Structure

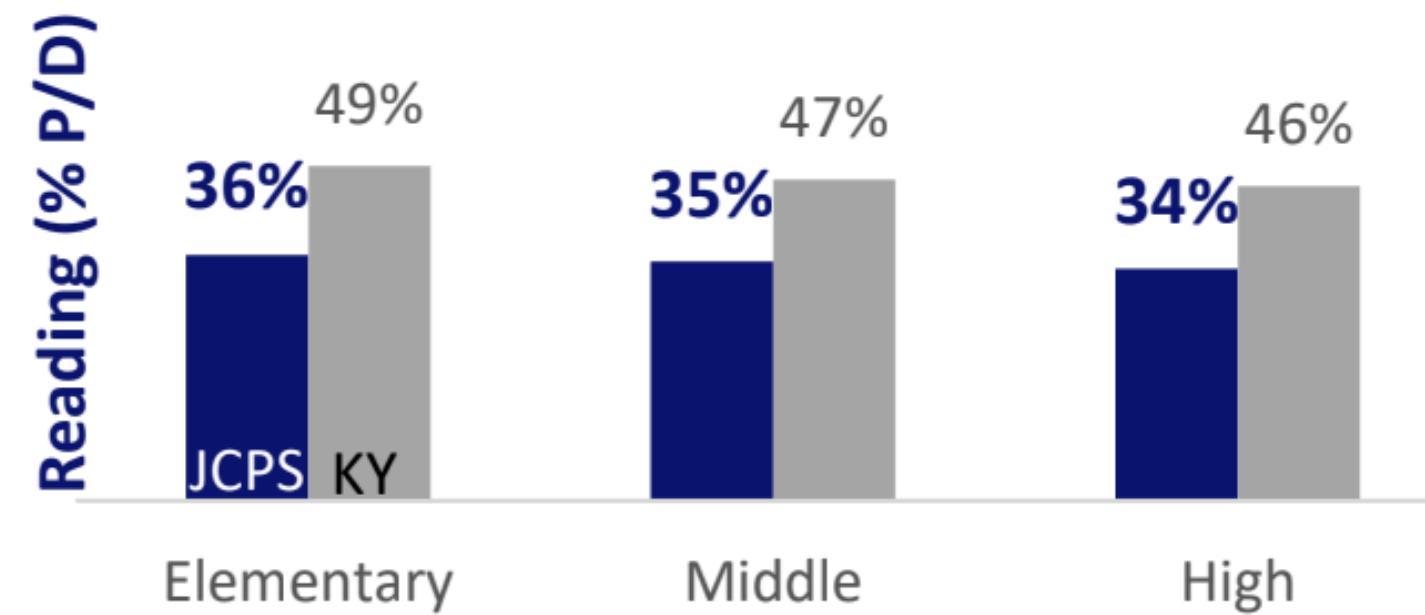


## Academic Achievement Overview



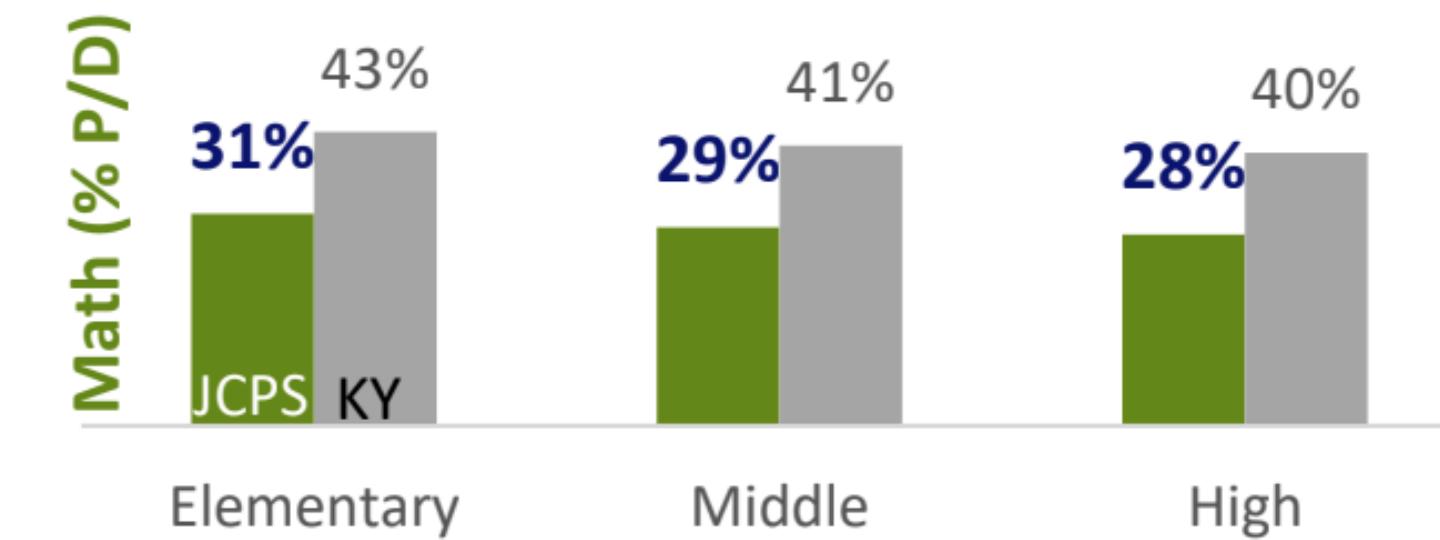
**35%** of JCPS students (16,990) scored Proficient or Distinguished in **reading**.

**Proficiency Trends** District proficiency rose in every content area from 2023-24, though JCPS remains below state averages.



**30%** of JCPS students (14,153) scored Proficient or Distinguished in **math**.

**Grade-Band Patterns** Middle schools posted improvements across all tested subjects, and high schools also showed gains in most subjects, with the exception of reading.



# Creating Conditions for Academic Excellence

**A Unified  
Commitment to  
Every Student,  
Every Year**





# FEEDBACK

