



Special Examination of Jefferson County Public Schools

Corrective Action Plan & Strategic Roadmap for Continuous Improvement

Interim Joint Committee on Education | October 6, 2026

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Superintendent, Jefferson County Public Schools

Response Overview: 192 Audit Recommendations



Full Statutory Compliance & Immediate Districtwide Action

32

FULLY
IMPLEMENTED

99

PARTIALLY
IMPLEMENTED

52

BEGINNING
STAGES

9

ALTERNATIVE
ACTIONS



Implementation is **actively underway** across every division to drive long-term structural improvement for **Every Student. Every Year.**

Key Progress & Positives Acknowledged by Audit



Recognizing Baseline Compliance, Proactive Safety, and Systemic Growth

Governance & Safety

Streamlined Leadership: Clarified senior staff accountability

Layered Campus Safety: Deployed weapons detectors and expanded SRO/Risk Assessment Coordinator coverage across campuses

Finance & Student Success

Real-Time Dashboards: Created General Fund tools for transparent Board reporting

Career Readiness Growth: Achieved 88.1% Postsecondary Readiness & 60.8% Career Readiness with gains across subgroups

Public Narrative vs. Audit Facts



Correcting public misconceptions with verified audit conclusions and data

Central Office Staffing & Administrator Ratios

The audit does not identify central office staffing levels as an area needing correction—the only central office finding addresses the Superintendent's direct reporting structure. NCES data confirms JCPS maintains one of the lowest district-administrator-to-student ratios among peer districts.

Core Academic & Career Pathways

Findings targeted operational workflows and communication—not the quality or value of academic programs.

Opportunity & Access

Recommendations focus on streamlining redundant paperwork and ensuring we have measurable, trackable access goals—not abandoning those goals or direct student support programs in an effort to close achievement gaps.

Consistent Themes Across Audit Chapters



Framework Aligned to "Every Student. Every Year."



Strategic Direction

Clear focus, long-term vision, and systemwide alignment.



Transparency

Earning community trust through open, direct communication.



Fiscal Responsibility

Living within means while evaluating ROI for student success.



Access Gaps

Closing achievement and opportunity disparities for all student groups.



School & District Culture

Fostering dignity, respect, collaboration, and high expectations.



Academic Improvement

Improving core literacy, numeracy, and classroom outcomes for all students.

Strategic Planning

Establishing a clear, long-term operational roadmap for student success



Ensuring every student grows at least one academic year, every year.

Fixing Past Disconnects

Breaking down operational silos to ensure every department supports student achievement.

Classroom-First Focus

Aligning every resource and staffing decision to empower educators and strengthen classroom learning.

Including Community Voice

Hosting community forums, Board interviews, educator focus groups and community stakeholder focus groups.

STRATEGIC DIRECTION & FOCUS

Goals & Performance Metrics

Embedding Measurable Performance Indicators Across Core Areas



Safety & Belonging

Ensuring students feel seen and valued.



Academic Excellence & Growth

Supporting every student to reach their full potential.



Care & Support

Educating the whole child through emotional and social support.

PUBLIC TRANSPARENCY & TRUST

All performance data feeds routine, transparent reporting to the Board and public.

Earning Trust Through Open Communication

Moving from exception to standard rule across all District operations



Transparency
builds trust;
collaboration
drives ownership.

Community

Expects open visibility into decision-making.

Families

Deserve clear, timely, and honest updates.

Employees

Require two-way dialogue and support.

Internal Audits, Financial Dashboards & Outreach



Concrete steps for open governance and family engagement



Governance & Reporting

- Post all internal audit reports online
- Bi-annual ARMAC reports to the Board
- Real-time financial reporting dashboards visible to the public and the Board



Engagement & Outreach

- Public engagement during strategic planning
 - Develop strategies to increase two-way communication with families
- Expand community partnership networks

EARNING PUBLIC TRUST THROUGH ACTION

Initiatives already in motion to build community trust through open governance & action.

Value-Driven Stewardship & Classroom ROI

Living within our means while maximizing results for students



- » Full compliance with KDE reserves
- » Real-time General Fund dashboards
- » Maximum transparency & accountability

Results First

Are investments producing results?
Rigorously evaluating spending against outcomes.

Program Impact

Are programs improving outcomes?
Ensuring funds directly help classrooms.

Priority Alignment

Are resources aligned to priorities?
Directing dollars to strategic goals and emerging needs.

Procurement, Contracting & Financial Oversight

Building internal financial management systems worthy of public trust



Contracting Oversight

Mandatory Staff Training: Standardized protocols district-wide

Central Approval Logging: Repository for noncompetitive items

Vendor ROI Evaluation: Strict performance tracking



Budget Controls & Systems

SIMS Deployment: Strategic Investment Management System tracking

Strategic Budget Alignment: Direct linkage to five-year plan

Board Transparency: Notification on budget changes

OPERATIONAL EFFICIENCY & TOTAL ACCOUNTABILITY

Establishing transparent financial practices worthy of public confidence.

Closing Disparities & Expanding Opportunity

Guaranteeing high-quality resources for students in every ZIP code



Every student deserves access to the resources, support, and opportunities needed for success.

Gap & Discipline Analysis

Examining achievement gaps & discipline practices with full transparency across all student groups.

Rigorous Instruction

Ensuring equal access to high-quality instruction and academic support in every JCPS building.

Chronic Absenteeism

Deploying attendance interventions to keep students engaged and in the classroom.

Student Discipline, Hiring & Access

Targeted strategies to eliminate achievement and identification gaps



Discipline & Culture

Disproportionality: Addressing discipline and arrest gaps.

Standardizing Systems: Implementing uniform discipline practices district-wide.



Specialized Supports

ECE & Gifted Audits: Reviewing identification & support practices.

Multilingual Access: Expanding resources for diverse populations.



Talent & Access

Targeted Recruitment: Strengthening teacher pipeline.

Opportunity Measures: Ensuring access to advanced coursework.

GUARANTEED OPPORTUNITY FOR EVERY STUDENT

Delivering targeted resources so every student thrives regardless of ZIP code.

Fostering Workplace Dignity & High Standards

Supporting morale, retention, and student learning



JCPS must be a welcoming place to work and learn where high expectations drive high performance.



Student & Staff Retention

Strengthening school and district culture to boost morale and improve student outcomes.



Positive Culture & Climate

Cultivating a safe and respectful environment where students and staff feel valued, supported, and inspired.



High Expectations

Establishing clear accountability standards that foster excellence and drive continuous student growth.

Culture, Climate & Safety Standards

Fostering an intentional, accountable climate through staff voice and monthly metrics



Culture & Belonging

Dedicated Leadership: Creating a District Culture Team.

Sense of Belonging: Fostering psychological safety and anti-retaliation policies.



Staff Retention

Retention & Exit Surveys: Capturing data to improve workplace climate.

Collaborative Structures: Actionable staff feedback channels.



Data Metrics & Safety

Monthly Data Reports: Direct home updates on attendance, suspensions, and performance.

Expanded Safety Controls: Risk Assessment Coordinators & SROs.

INTENTIONAL LEADERSHIP & TRANSPARENT CLIMATE DATA

Transforming District culture through deliberate leadership and regular, unyielding data transparency for families and staff.

The background of the slide is a photograph of four young children sitting on a colorful carpeted floor in a classroom. They are playing with wooden blocks. One child in the center is wearing a pink hijab and looking towards the camera. Another child to the right is wearing a white hijab. The image has a blue tint overlay.

The Ultimate Purpose: Student Learning

Operations, budget, and talent build the foundation, but student achievement is our true measure of success.

ACADEMIC IMPROVEMENT

Every Student. Every Year.

Delivering at least one level of academic growth for every child, every year



Literacy

Science of Reading



Numeracy

Conceptual Understanding



AUTHENTIC ENGAGEMENT

Critical Thinking



Post-Secondary Readiness

CTE and Dual Credit

Core Academic Actions

Aligning Tier I instruction, walkthrough tools, and school supports



Tier I & Curriculum

High-Quality Instructional Resources (HQIRs): District K-12 curriculum rollout.

Walkthrough Tool: Unified tool tracking Tier I quality.

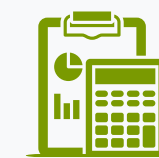
Educator Coaching: Targeted instructional training for staff.



Targeted Interventions

Specialized Support & Gap Closure: Targeted resources for state-designated schools (CSI, TSI, MRI, Red/Orange) alongside district-wide gap-elimination strategies.

Streamlined Planning: Simplified CSIP & CDIP frameworks.



Coherence & Accountability

Data-Driven Governance: Utilizing transparent data to track real student growth and guide strategic decisions.

Data-Driven Help: Directing help where need is highest.

TOTAL INSTRUCTIONAL COHERENCE FOR STUDENT SUCCESS

Aligning district goals, classroom supports, and operational accountability to ensure every child succeeds.

Next Steps & Implementation Timeline



Roadmap: Fall 2026 – Winter 2027

MID-OCTOBER 2026



State Report Card



Accountability Data Review

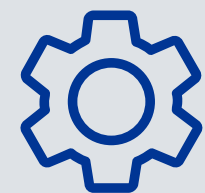
JANUARY 2027



New Board Transition



Draft Budget Review



ONGOING FOUNDATION: CAP implementation across all 192 items.

Questions & Discussion

Moving Forward Together



This is the beginning of our journey, not the end.



Continuous improvement never ends, and it requires constant diligence.



Many improvements we are making and which were recommended apply to all school districts, not just JCPS.