

The background of the slide is a composite image. The top left shows a line of yellow school buses, with the word 'SCHOOL BUS' visible on the front of one. The bottom left shows a classroom with blue walls, several desks and chairs, and colorful balloons. A large white diagonal shape cuts across the image from the top left to the bottom right.

Review of Previous Management Audits

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Statutory Authority

[KRS 158.780](#) and [KRS 158.785](#) require that the Kentucky Board of Education (KBE) establish a program for management improvement services for those school districts which demonstrate such a critical lack of efficiency or effectiveness in governance or administration that state-mandated corrective action or state control of the district is required.

Regulatory Process

- 703 KAR 3:203 outlines a progressive process for the management improvement program.
 1. The KDE performs a data and artifact review.
 2. The KDE performs a management review.
 3. The KDE performs a comprehensive management audit.
 4. The Commissioner determines if there is a “pattern of a significant lack of effectiveness and efficiency in the governance or administration of the school district.”
 5. The Kentucky Board of Education reviews the findings and may designate the district as state-assisted or state-managed.

The Management Review

- The Management Review includes an examination of school district operations in:
 - (a) Governance policy and procedures;
 - (b) Instructional programming and organization;
 - (c) Fiscal management and accountability procedures;
 - (d) The maintenance and condition of the physical plant;
 - (e) Facility construction;
 - (f) Student transportation; and
 - (g) Community perception and support.

The Management Audit

- Planning - failure to develop, adopt and implement planning processes that allow for public review and timely action by the board and administration regarding management of the administrative and business activities of the school district and of the management of the instructional program;
- Operational support - failure to provide the operational support services required to operate an efficient and effective school system including:
 - Maintenance and operation of the physical plants - failure of the district to maintain school building cleanliness and safety including:
 - Failure to develop and maintain an accurate record of the maintenance needs and expenditures.
 - Failure to budget and expend funds necessary to maintain the physical plant.
 - Failure to employ maintenance and operation staff who provide clean and safe school buildings.
 - Failure to make efficient use of personnel as indicated by excessive staffing when compared to school districts of similar size and funding.
 - Failure to make repairs that prevent costly and unnecessary maintenance expenditures.
 - Failure to ensure that existing facilities are adequately insured;

The Management Audit, Continued

- Facility construction - failure to manage a school facility construction program that is in compliance with 702 KAR Chapter 4 and is planned, executed, and completed to ensure that public funds are expended in a responsible manner including a failure to:
 - Develop and implement a planning process for identifying the need for new or improved facilities.
 - Maintain an up-to-date facility survey or ensure that regulatory approvals are secured.
 - Develop and implement plans to receive the allowable benefit from School Facilities Construction Commission.
 - Follow proper bidding requirements and develop and maintain accurate records of expenditures and authorization of expenditures on school construction projects.
 - Institute an administrative oversight process to ensure that facility construction activities are efficient and accountable for both local and state funds.
- Maintenance and operation of the transportation system to provide and maintain an efficient transportation system including a failure to:
 - Provide training for personnel responsible for the safe transportation of children in accordance with Kentucky Board of Education administrative regulations.
 - Develop and implement policies and procedures regarding the use of district-owned vehicles.
 - Purchase and maintain equipment to safely and efficiently transport children to school.
 - Establish transportation routes that minimize public expenditure and time children spend en route to school.
 - Follow bidding requirements for the purchase of equipment and materials necessary to conduct the school's transportation program.

The Management Audit, Continued (2)

- School food services - failure to develop an efficient system of school food services including a failure to:
 - Develop and maintain an accurate record of school food service expenditures.
 - Utilize federal and local resources to operate a nutritious program in a cost-effective manner
 - Employ school food service staff who provide meals in accordance with federal and state guidelines.
 - Make efficient use of personnel as indicated by excessive staffing when compared to school districts of similar size and funding;
- Fiscal management - failure to perform the appropriate planning, budgeting, fund management, and accounting responsibilities required for the fiscal management of the school district including a failure to:
 - Assess the need for expenditures.
 - Recommend use of available funds according to an established set of priorities.
 - Maintain accurate records of expenditures and authorization of expenditures as required for auditing purposes.
 - Comply with purchasing requirements applicable to school districts.
 - Implement investment policies to ensure that all public funds are invested safely and productively.
- Personnel administration - failure to ensure school district staff are prepared to perform the required professional and staff responsibilities in an effective and efficient manner, including a failure to:
 - Develop and implement employment practices and procedures that ensure the selection and placement of the most qualified personnel.
 - Train and evaluate the professional staff of the district as required by applicable laws.
- Instructional management - failure to develop and maintain district-level instructional policy including a failure to:
 - Maintain a curriculum consistent with 703 KAR 4:060 and applicable laws.
 - Provide the resources necessary to support the instructional program.

JCPS Management Audit History

- July 20, 2016 – KDE notified JCPS of the Management Review
- August 29 – September 2, 2016 – KDE Performed a Management Review
- February 14, 2017 – KDE notified JCPS of Management Review Findings and Intent to Perform a Management Audit
- April 18 - 28, 2017 and April 25 – 26, 2018 – KDE Performed a Management Audit
- April 30, 2018 KDE notified JCPS of Management Audit Findings
- May 29, 2018– JCPS Acknowledged Receipt of Findings and Elected to Participate in an Appeal Hearing Pursuant to KRS Chapter 13B.

JCPS Management Audit History, Continued

- August 28, 2018 – JCPS and KDE reached a settlement agreement that resulted in a JCPS corrective action plan and required an additional Management Audit in 2020.

JCPS Corrective Actions

- KDE and JCPS developed a Corrective Action Plan in September of 2018. The plan included:
 - Planning: 21 Required Actions
 - Operational Support: 54 Required Actions
 - Financial: 53 Required Actions
 - School Level Finance: 31 Required Actions
 - Personnel Management: 22 Required Actions
 - Instructional Management: 12 Required Actions
 - Career and Technical Education: 63 Required Actions
 - Special Education (IDEA): 77 Required Actions
 - Safe Crisis Management: 12 Required Actions
 - Early Childhood: 8 Required Actions

JCPS Corrective Action, Continued

- The Corrective Action Plan was implemented October 2018-August 2020.
- KDE staff provided intense technical assistance to JCPS during this time to help the district develop sustainable systems in each category.
- KDE staff attended monthly monitoring meetings during October 2018-August 2020 to monitor the corrective action plan.

JCPS Management Audit History, Continued

- September 21 – October 9, 2020 KDE conducted a Management Audit.
- November 20, 2020 – KDE Commissioner released the results of the 2020 Management Audit that indicated the requirements of the corrective action plan had been met and that no further action should be taken.

JCPS School Safety Data

JCPS Behavior Events by Resolution

School Year	Total Behavior Events		In School/In District Suspension		Out of School Suspension		Expulsion	
	JCPS	State	JCPS	State	JCPS	State	JCPS	State
2023-24	81,641	257,290	14,772	99,925	22,418	70,031	0	215
2022-23	92,947	279,359	15,728	107,535	24,015	75,620	0	266
2021-22	69,490	239,586	12,363	99,576	18,027	61,675	0	165

JCPS Behavior Events by Type

School Year	Bullying/ Harassment Related		Drug Related		Alcohol Related		Tobacco Related		Weapons Related		Violence Related		Other Events		Total Events	
	JCPS	State	JCPS	State	JCPS	State	JCPS	State	JCPS	State	JCPS	State	JCPS	State	JCPS	State
2023-24	4187	18055	1814	6817	70	485	2227	16035	485	995	1989	6800	70869	208103	81641	257290
2022-23	5094	18909	2197	7973	64	545	2352	19852	668	1350	2009	6875	80563	223855	92947	279359
2021-22	4047	15643	1616	5665	69	520	2016	18965	617	1258	1527	5532	59598	192003	69490	239586