

SAY YES
TO EDUCATION



LOUISVILLE

September 16, 2016

Mary Anne Schmitt-Carey, CEO
Say Yes to Education Inc.
320 Park Avenue, 21st floor
New York, NY 10022

Dear Mary Anne,

On behalf of the Louisville community, we are very pleased to submit our response to the Request for Proposal for the Say Yes to Education initiative.

We believe Say Yes to Education can be the catalyst for transformative change in Louisville, dramatically increasing the level of education attainment of our citizens, driving significant economic growth, improving the quality of life of our citizens, and providing hope to tens of thousands of children and families that their future is limited only by their persistence and imagination.

Today, for far too many of the 100,000 students in Jefferson County Public Schools, there are significant, seemingly insurmountable barriers to fulfilling their dreams of going to college. For many, the idea of postsecondary education is not even a dream. Besides the issue of college affordability, many students, particularly those in poverty, finish their secondary education underprepared for postsecondary success.

The numbers are stark – during the 2015-16 school year, two-thirds of JCPS students were eligible for free or reduced price lunch, 6.5 percent were identified as homeless, and 6.6 percent were English Language Learners (ELL). And while JCPS has seen noticeable gains in student achievement over the last four years, in 2015, less than half of students assessed in elementary, middle, and high school were proficient in reading. Large and persistent achievement gaps exist for students of color, low-income students, ELL students, and students with disabilities.

These painful facts demand urgent, strategic, and collective action to dramatically change the trajectory of the lives of our children and our community. We believe the Say Yes to Education Theory of Action, including the promise of last-dollar tuition scholarships for all graduates, cross-sector collaboration and decision-making with a strategic data approach, and comprehensive wraparound supports for all children creates a coherent, aligned framework to reallocate resources and drive sustained action.

Louisville is well-positioned to take advantage of this opportunity. We have many community assets, programs, and systems already in place that can be harnessed by the aligning and multiplying power of Say Yes to Education framework. Ours is a city rich in collaborative leaders across all sectors who have a demonstrated commitment to expanding opportunity for our children and improving quality of life for all residents. We have made notable strides since the public-private partnership 55,000 Degrees began in 2010 and the Mayor's comprehensive Cradle to Career framework was launched in 2014. These types of collaborative, data-driven, community-led initiatives have made clear we need to move even faster to remain competitive in a rapidly-changing economy.

In the innovation-driven economy, cities that are talent meccas and brain hubs will succeed. Three-quarters of family-supporting jobs created in Louisville in the next decade will require a postsecondary degree, diploma, license, or certificate. By signaling to the country that we are a community where everyone has the opportunity to pursue a postsecondary education, we will put ourselves in the elite company of the few cities betting on

themselves by investing in their people. Louisville is a city on the cusp, and Say Yes is the accelerator we need to move into the top tier of American cities.


We also know that our children need more than a good teacher and a healthy lunch to graduate prepared to succeed in the world. Equity and poverty must be addressed on a meaningful level to ensure that appropriate supports are provided for all students. We're ready for an approach in Louisville that brings together everyone with a stake in every student's success -- parents, teachers, the school district, local government, philanthropic and faith-based organizations, colleges and universities, businesses and unions -- and one that arms the coalition with the tools to boost postsecondary participation and completion. We are ready for Say Yes.

Any questions or comments may be referred to our Say Yes RFP planning team. Thank you for your consideration of this proposal and for the many ways you've already invested in Louisville.

Sincerely,



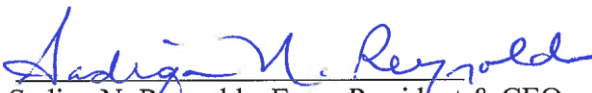
Mayor Greg Fischer



Dr. Donna Hargens, Superintendent
Jefferson County Public Schools



Mary Gwen Wheeler, Executive Director
55,000 Degrees



Sadiqa N. Reynolds, Esq., President & CEO
Louisville Urban League



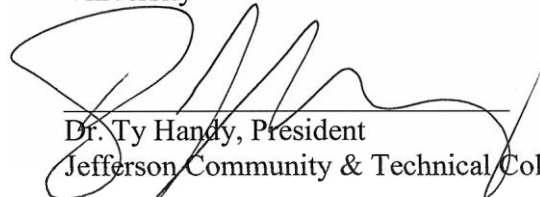
Susan A. Barry, JD, President & CEO
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Joe Tolan, President & CEO
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Dr. Neville Pinto, Interim President
University of Louisville



Dr. Ty Handy, President
Jefferson Community & Technical College



Brent McKim, President
Jefferson County Teachers Association

Louisville Metro and Jefferson County Public Schools Statistics

| | |
|--|--|
| County demographics: | <ul style="list-style-type: none"> ● 751,485 residents ● 73.2% white ● 20.6% black ● 4.6% Hispanic ● 2.4% Asian ● 52% female ● 48% male ● Median age: 37.9 ● Median household income: \$44,806 |
| School district demographics for 2015-16: | <ul style="list-style-type: none"> ● 101,243 students enrolled ● 51% male ● 49% female ● 46.1% white ● 36.7% black ● 9.4% Hispanic ● 7.7% other ● 81% of all children in Louisville attend JCPS ● JCPS serves half of all black students in Kentucky |
| Graduation rate for JCPS: | <ul style="list-style-type: none"> ● 79% in 2015 ● Unchanged from 2014 and up from 76.5% in 2013 ● 5,742 of 7,268 students, graduated on time in 2015 |
| JCPS free and reduced price lunch students: | <ul style="list-style-type: none"> ● 66.3% in 2015-2016 ● Up from 54.9% in 2005-06 and 61.8% in 2010-11 ● 82.8% rate among 31,000 black students ● 50.5% among 23,000 white students ● 73.3% among 13,000 students of other ethnicities |
| Community-wide poverty rate: | <ul style="list-style-type: none"> ● 16.7% ● 24.6% among children under age 18 ● 12% among white residents ● 31.5% among black residents ● 28.2% among Hispanic residents ● 15.5% among Asian residents ● 31.7% of people over age 25 without a high school diploma ● 15.7% of high school graduates |

| | |
|---|---|
| | <ul style="list-style-type: none"> ● 12% of people with some college ● 4.6% of those with at least a bachelor's degree |
| School district enrollment trends: | <ul style="list-style-type: none"> ● 101,243 students in 2016-17 ● up from 98,104 students in 2007 ● 102,613 projected by 2019 |
| Number of priority schools (schools that have not met annual measurable objectives and have been in the bottom 5% of all schools in the state for three consecutive years) | <ul style="list-style-type: none"> ● JCPS has 18 priority schools: 2 elementary schools 7 middle schools 9 high schools |
| The school district budget: | <ul style="list-style-type: none"> ● \$1,148,901,220 in 2016 |
| State funding for education: | <ul style="list-style-type: none"> ● \$3.009 billion in fiscal year 2016 |

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EXECUTIVE SUMMARY

Welcome to Louisville, where good people can make big things happen. Louisville has what it takes to partner with Say Yes to Education to ensure that all children in our community have the opportunity and the support to go to college. Through our extensive experience using a collective impact framework to bring entities together around a common agenda to create lasting change, commitment to education across all sectors of our community, ambitious goal-setting with a focus on equity, transparent accountability, disruptive leaders, and effective use of data systems, we are committed to this comprehensive approach to redesigning the infrastructure around our public education system.

You will clearly see the passion we have for the work at hand and compassion and commitment for our youth, their families, teachers, and service providers. You will see our significant achievements made possible by distinctive attributes not typically seen in every city our size. It sets forth much of the existing infrastructure in Louisville—equity initiatives and out-of-school time alliances, for example—and makes the case for how Say Yes would boost the foundation we’ve built.

You will see Louisville’s commitment to postsecondary success and partnerships with more than a dozen local institutions of higher education and vocational programs, as well as Louisville’s readiness to engage in transparency around current performance and resource allocation. This proposal also includes details on the donor engagement team and early strategies to ensure our success in raising the scholarship endowment. This proposal represents the work and commitment of every key partner, including

- 55,000 Degrees (55K)
- Mayor’s Office
- Jefferson County Public Schools (JCPS)
- Jefferson County Teachers Association (JCTA)
- Metro United Way (MUW)
- Louisville Urban League (LUL)
- postsecondary institutions, community organizations, philanthropy and others

COMMITMENT TO THE CRITERIA FOR READINESS

1. Postsecondary Completion Goal

In 2003, at a crossroads because of the city-county government merger, the Louisville community came together to take stock of our strengths and challenges. The Greater Louisville Project, an organization benchmarking the city's progress since the merger, consistently identified education as one of the most important drivers for community change.

The Mayor's Education Roundtable was formed to implement strategies to raise education attainment and create transformational change. At the same time, Business Leaders for Education, organized by Greater Louisville Inc., called attention to the urgent need to respond to global competitiveness challenges. In an effort to move Louisville into the top tier of its peer cities in education attainment, both organizations set an ambitious goal in July 2009: 50 percent of Louisville's working-age population will hold an associate's degree or higher. This meant adding 40,000 bachelor's degrees and 15,000 associate's degrees by the year 2020.

In May 2010, the members of the Roundtable signed the historic [Greater Louisville Education Commitment](#) focused on five key objectives:

1. Create and support a college-going culture
2. Use the business community's unique points of leverage to accelerate attainment
3. Prepare students for success in college, career, citizenship, and life
4. Make postsecondary education accessible and affordable
5. Increase educational persistence, performance, and progress

The 23 signatories, including the Mayor, JCPS superintendent, Superintendent of Schools for the Archdiocese of Louisville, presidents of the LUL and MUW, and the presidents or chancellors of all eight local postsecondary institutions, committed to making systemic changes to address the academic and non-academic barriers to postsecondary completion, including the effects of poverty and the cost of college, as well as building a broader community coalition of stakeholders who acknowledge the link between education attainment and future success. The signers also stressed the need for equity, to resolve "historic disparities based on race, ethnic origin, socioeconomic status, and other factors that have an impact on college attainment."

By October 2010, a public-private partnership, 55,000 Degrees, was launched. Representing the number of degrees to be added in order to reach the 50 percent goal, 55K's mission is to galvanize education, business, faith, civic, and community leaders and organizations in support of a common agenda to increase education attainment, prosperity, and the quality of life. 55K catalyzed the city's commitment to a college-going culture by publishing annual progress reports and an [education data dashboard](#), convening the leadership table and action networks, and launching the [Count Me In!](#) outreach campaign and employer programs to support their employees in finishing degrees.

In 2014, Mayor Greg Fischer unveiled [Cradle to Career](#) (see fig. 1), an initiative that framed our local education ecosystem and prompted the creation of citywide accountability metrics and designated convening organizations for each pillar of work:

- Early Care and Education/Kindergarten Readiness (MUW)
- K-12 Success (JCPS)
- High School to Postsecondary Transition and Completion (55K)
- 21st Century Workforce and Talent (KentuckianaWorks)

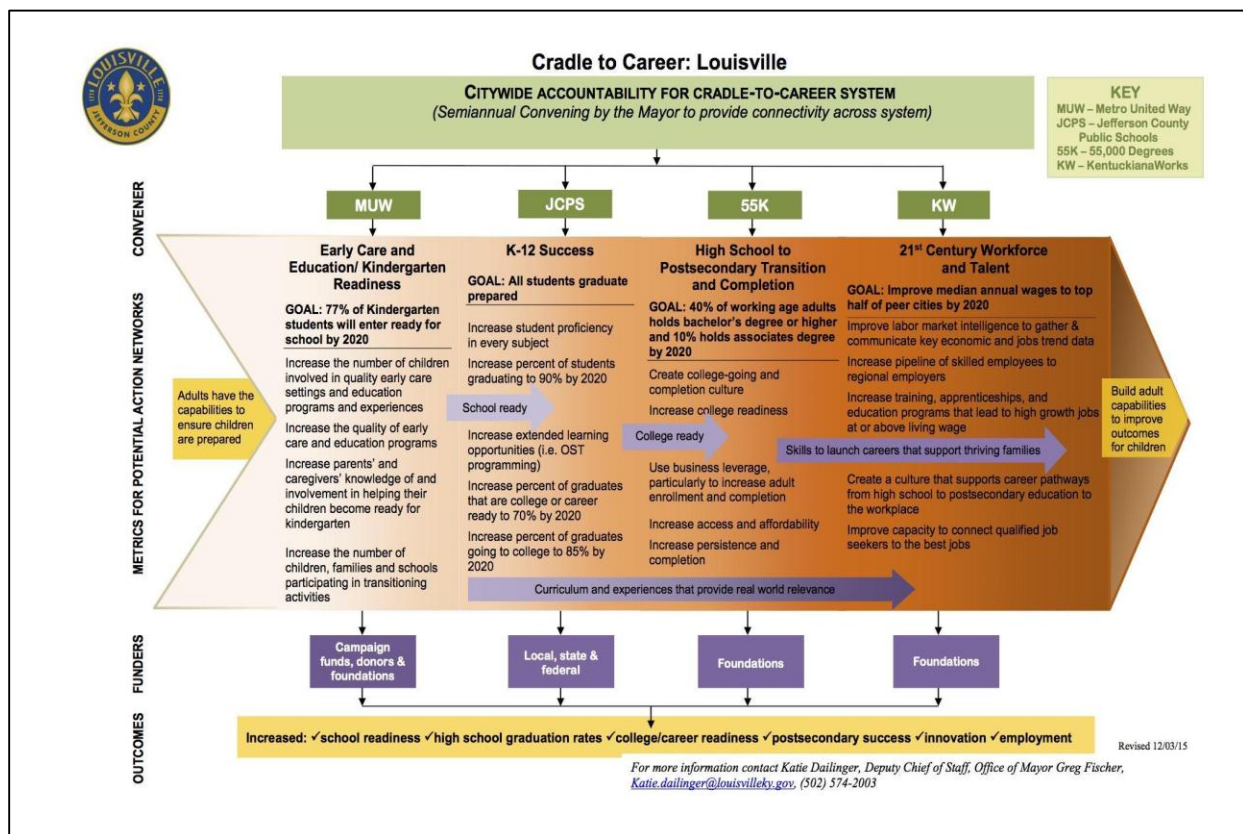


Fig. 1 Louisville's Cradle to Career

Since December 2014, the Mayor's Office has convened two Cradle to Career summits to lay out challenges and progress toward each pillar's bold goal:

- 77% of kindergarten students will enter ready for school by 2020
- all students graduate high school prepared
- 40% of working-age adults hold bachelor's degree or higher and 10% hold associate's degree by 2020
- improve median annual wages to top half of peer cities by 2020

2. Key Instructional Initiatives

Vision 2020: Excellence with Equity (Vision 2020)

The Jefferson County Board of Education (JCBE) adopted a new five-year strategic plan, *Vision 2020: Excellence with Equity (Vision 2020)*, to develop and implement structures supporting social, emotional, and intellectual knowledge and skills needed to thrive in college, career, community, and life providing our community with a common language and lens to jointly promote deeper learning. The recently adopted JCPS Deeper Learning Framework comprises a proactive approach to improve student learning and a shift to more authentic project-based ways of both learning and demonstrating learning that will help engage our least engaged learners. Targets include:

- all students reading at grade-level by the end of third grade by 2020
- increase the four-year adjusted cohort graduation rate from 79 percent in 2015 to 93 percent in 2020, and
- increase the percentage of students who are college and career-ready from 63 percent in 2015 to 90 percent in 2020,

Like the Say Yes to Education framework, the strategies and metrics JCPS has adopted to improve student learning span the entire P-12 continuum. Three key initiatives targeting critical junctures along the continuum are highlighted here: kindergarten readiness, early literacy, and college and career-readiness.

Kindergarten Readiness - Ready 4 K Camps

In fall 2015, only 47.9 percent of all incoming JCPS kindergarteners were ready for school. In 2016 Ready 4 K Camps served over 1,000 students at 10 sites, including four

Archdiocese of Louisville schools. Funding for this program came from the C.E. and S. Foundation, Gheens Foundation, Catholic Education Foundation, Jefferson County Public Education Foundation, James Graham Brown Foundation, Archdiocese of Louisville, JCPS, and others, including Delta Dental of Kentucky Foundation, VV Cooke Foundation, and Humana Foundation. The long-term goal is to serve all students who are underprepared for kindergarten, approximately half of the 7,400 entering students each year. 2015 Ready 4 K Camp results included:

- 74 percent of the students with 76%-100% attendance scored Ready or Ready with Enrichments on the Fall 2015 Brigance kindergarten readiness screening.
- Overall kindergarten readiness rate for participating students, regardless of attendance rate, was 70.7%

Revamp of Early Childhood Education

With the approval of the recent Head Start/Early Head Start grant, the district is dramatically changing the way early childhood education is offered, for instance blending classes to include Head Start, state-funded, and tuition paying students, increasing instructional days/hours, phasing in to a Certified Early Childhood Education Teacher in every classroom with a lead instructional assistant, and improving transportation efficiency in an effort to increase kindergarten readiness of students.

Summer Literacy Boost

Using reallocated Title I funds, JCPS initiated a four-week, summer program serving approximately 1,000 incoming first and second graders from 59 Title I schools who are struggling with reading. In summer 2016, 62 percent of participating students increased their reading skills. The goal is to increase the number of students served from 1,000 to 8,000 by 2020.

Bellarmino University Literacy Project (BLP)

BLP is a rigorous, two-year research-based professional development learning initiative for elementary school teachers to increase student literacy skills. To date 874 teachers from a total of 63 schools have participated. Significant improvements have been seen in phonics and word knowledge scores, sight-word reading scores, and passage reading scores. JCPS has a five-phase plan for BLP to train all K-3 teachers in all 92 elementary schools.

Alternative School Redesign

The alternative school structure has been redesigned to restorative pathways schools to create multiple success routes for students, especially those that are adjudicated and/or experiencing challenges with behavior or in traditional school settings.

Talent Development Academies

JCPS is a Ford Next Generation Learning district. The Ford NGL framework provides a coherent structure for partnerships with community and business entities to align JCPS high school course offerings with the workforce needs of our region and student interest. Career pathway expansion will entail schools working with industry partners to implement project-based learning and work-based experiences leading to an industry credential and/or college credit for graduates.

3. Partnership with Higher Education

Louisville boasts more than 30 accredited institutions awarding degrees, diplomas, certificates, and licenses. Eight local colleges and universities actively partner with 55K:

- University of Louisville
- Spalding University
- Simmons College of Kentucky
- Bellarmine University
- Jefferson Community and Technical College (JCTC)
- Sullivan University System
- Indiana University Southeast
- Ivy Tech Community College

These partners have made public commitments to implement strategies and programs aimed at increasing student persistence and completion and report on progress toward 2020 goals. Five colleges and universities collectively pledged to award 42,000 bachelor's degrees and 23,000 associate's degrees by 2020. Bellarmine University pledged to double its enrollment to 5,500 and JCTC pledged to triple the number of black students earning associate's degrees to

370. Through partnerships, JCPS offers more than 100 Career and Technical Education programs and dual credit courses.

Among private colleges, Spalding University, Sullivan University, and Simmons College have shown a willingness to learn more about and consider joining the Say Yes Compact. These three are noteworthy for their commitment to underserved students: Spalding targets low-income working adults with six-week class terms; Sullivan is a career-oriented college offering diplomas through doctoral degrees; and Simmons is the nation's 107th historically black college. Several other local private colleges that accept many JCPS graduates, including Bellarmine and Centre College, will be approached.

Metropolitan College (Metro College) was a result of the community coming together to meet a need and recognizing education as a way to solve an economic and workforce priority. UPS, whose air freight hub is headquartered in Louisville, announced its intention to leave because it could not find enough employees for the night shift. Postsecondary institutions, local and state governments, and business leaders rallied to create Metro College which provides full tuition and a regular wage for students who agree to work 3rd shift at UPS. UPS has seen average student worker retention increase from 8 weeks to 177 weeks, while Metro College students have earned almost 2,000 certificates, 1,900 associate's degrees or diplomas, 3,000 bachelor's degrees, and 400 master's or other graduate degrees. In the fall of 2016, more than 1,000 UofL students and 670 JCTC students were part of Metro College, to which Metro Government commits \$975,000.

4. Cross-Government and Cross-Sector Collaborative Governance Model

Louisville has built its social muscle in recent years with the commitment to collective action required to launch and sustain multiple efforts to bring people together to work on common problems: 55K, the Cradle to Career framework, and others. The High School to College Transition Action Network (CTAN), a partnership made up of high school, college, and community partners with support from the Lumina Community Partnerships in Action grant, pilots interventions to reduce summer melt which have included a near-peer summer mentoring program and text nudging to increase enrollment in postsecondary institutions and improve persistence rates through the first year of college. The program is refined through the plan-do-study-act (PDSA) approach.

In November 2013, Mayor Fischer and Superintendent Hargens signed the [Joint Commitment to Improve Education Outcomes](#) in direct alignment with Say Yes implementation. Metro Government pledged to work every day to raise educational attainment and build a college-going and college-completing culture as well as to support JCPS through partnerships and programs that support children and their learning along the education continuum through joint meetings of their cabinets, sharing of facilities, and data-sharing agreements.

55K has led the community's work around the Say Yes process, dedicating resources and serving as facilitator of the process with more than 500 stakeholders representing faith, parent groups, schools, postsecondary institutions, elected officials, community organizations, and members of the philanthropic community engaged in the effort. Close to 200 attended presentations by Say Yes Chief Operating Officer Gene Chasin in July 2016 as a result of a formal, joint invitation issued by the Mayor, JCPS Superintendent, 55K Executive Director, and President of the Jefferson County Teachers Association (JCTA).

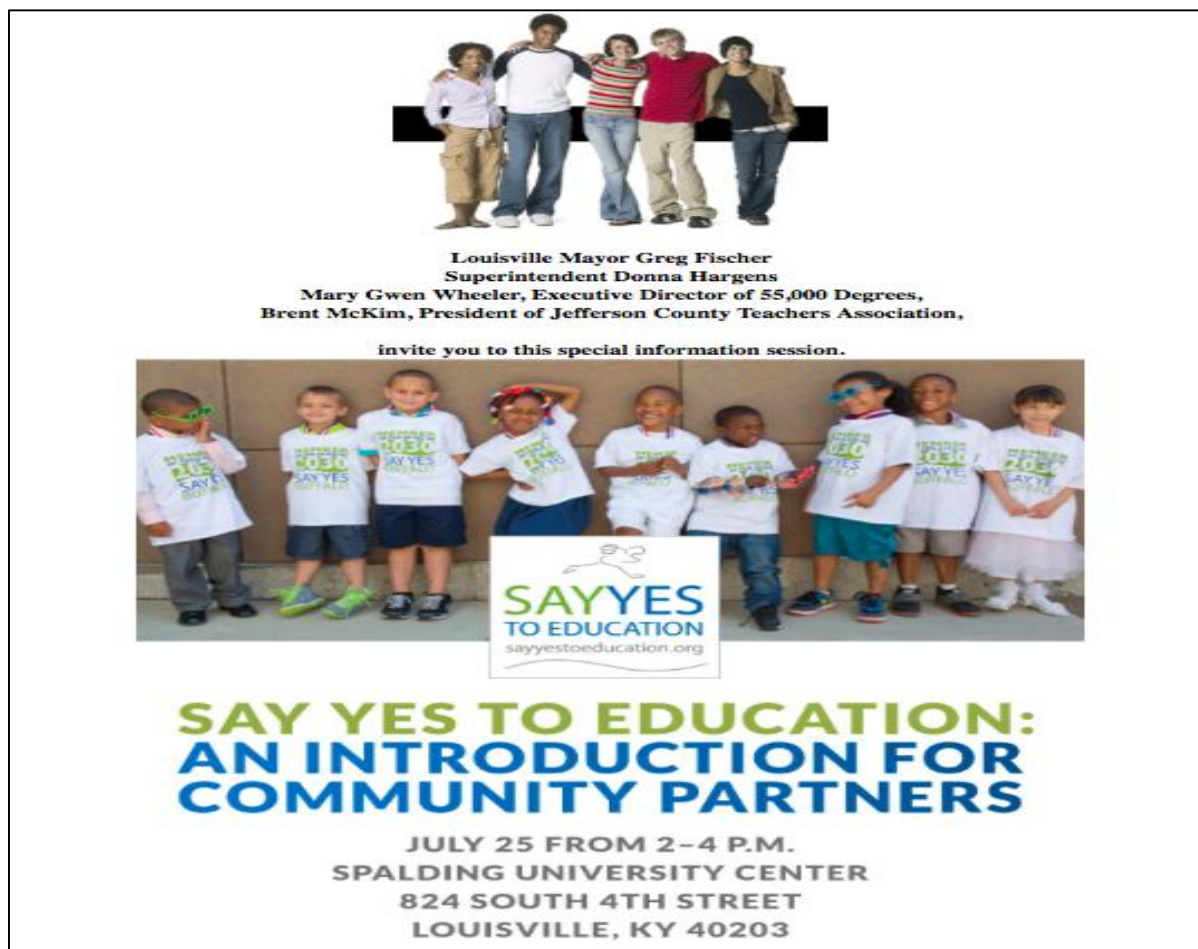


Fig. 2, the joint invitation to community partners to learn more about Say Yes

We are a city with a successful history of undertaking big projects including a waterfront revitalization effort that transformed the city's downtown, a city-county merger in 2003, and the completion of a new 4,000-acre public park system, The Parklands, in 2016. Louisville has an exhibited ability to sustain projects through changes in leadership; 55K has continued to thrive even as the city welcomed a new mayor, a new superintendent, and new presidents at Indiana University Southeast and JCTC over the last six years.

Since 1995, Louisville has successfully taken on three neighborhood-transforming Hope VI implementation projects (\$200 million, \$200 million, and \$96 million) with funding from the U.S. Department of Housing and Urban Development and one Choice Neighborhoods planning project to form redevelopment plans.

Louisville prides itself on having an abundance of strong community leaders willing to be disruptive. JCPS began issuing the [Envision Equity Scorecard](#) in 2013, “a navigation device that seeks to make clear the inequities within the district to promote institutional change,” and the mayor's celebration of immigrants, fairness policies, and other issues that some communities shy away from. Mayor Fischer, an entrepreneur, is known for using a weakness orientation to pinpoint work that still needs to be done. These leaders display a commitment to gathering and using data effectively to reveal the needs of the community and plan for efforts that address those needs, as well as a willingness to pursue and execute innovative large-scale projects.

We have seen steady progress through the lens of our collective impact work. The education attainment of the county's working age population grew from 38 percent in 2008 to 42 percent in 2014. Our local postsecondary degree completion rate increased 20 percent between 2010 and 2014. JCPS saw an 18 percentage point increase in college and career readiness between 2012 and 2015 and 2.5 percent increase in the graduation rate over the last three years.

These collective actions and results have garnered national attention and yielded invitations to participate in numerous networks including the Bill and Melinda Gates Foundation Communities Learning in Partnership initiative, Lumina Foundation's Community Partnerships for Attainment, and the Harvard Graduate School of Education's By All Means project—all designed to improve student outcomes and better align P-20 systems.

Even as we have made progress as a community however, we have started to see signs of stagnation, decline, and inequity that are troubling. Local postsecondary enrollment has dropped 12 percent since 2010 and degree completions are beginning to level off. We have also seen

growing gaps in attainment between whites and blacks and our local average wage continues to drop further below the national average in addition to the rise in tuition and student debt. We recognize that to capitalize on the momentum of our collective successes and to stave off stagnation we need an accelerator such as Say Yes.

5. Transparent Accountability

The [Citizen's Bill of Rights](#), a document released by Mayor Fischer at the commencement of his administration, explicitly states that a “culture of inclusiveness” will be established to “maintain open communications with the community.” Metro Government developed an [Open Government Innovation Partnership Plan](#) in 2013 in order to promote transparency strategies and share best practices with peer cities, becoming only the second city to develop and implement such a plan. The [Open Data Portal](#) is an interactive public website that houses raw data sets from city expenditures to employee salaries. The data has been made easily accessible not just for public accountability but also for firms and developers wishing to build apps or online tools. Nearly 200 data sets are currently available on the Portal which is directly linked to the “[Your Tax Dollars at Work](#)” site offering specific financial data (audits, agreements, contracts, grants) in a timely manner. These websites are found at louisvilleky.gov/government/transparency.

The Open Data Portal and LouieStat, a performance improvement system described below, set Louisville apart from peer cities. The Greater Louisville Project continues to provide research and data to catalyze civic action by highlighting challenges and engaging the community in a shared agenda for long-term progress. Its Jefferson County [Education Pipeline](#) (see fig. 3) shows the drop-off points for each tier of the journey toward a degree; only 25 percent of children born in Jefferson County typically persist to earn a degree.

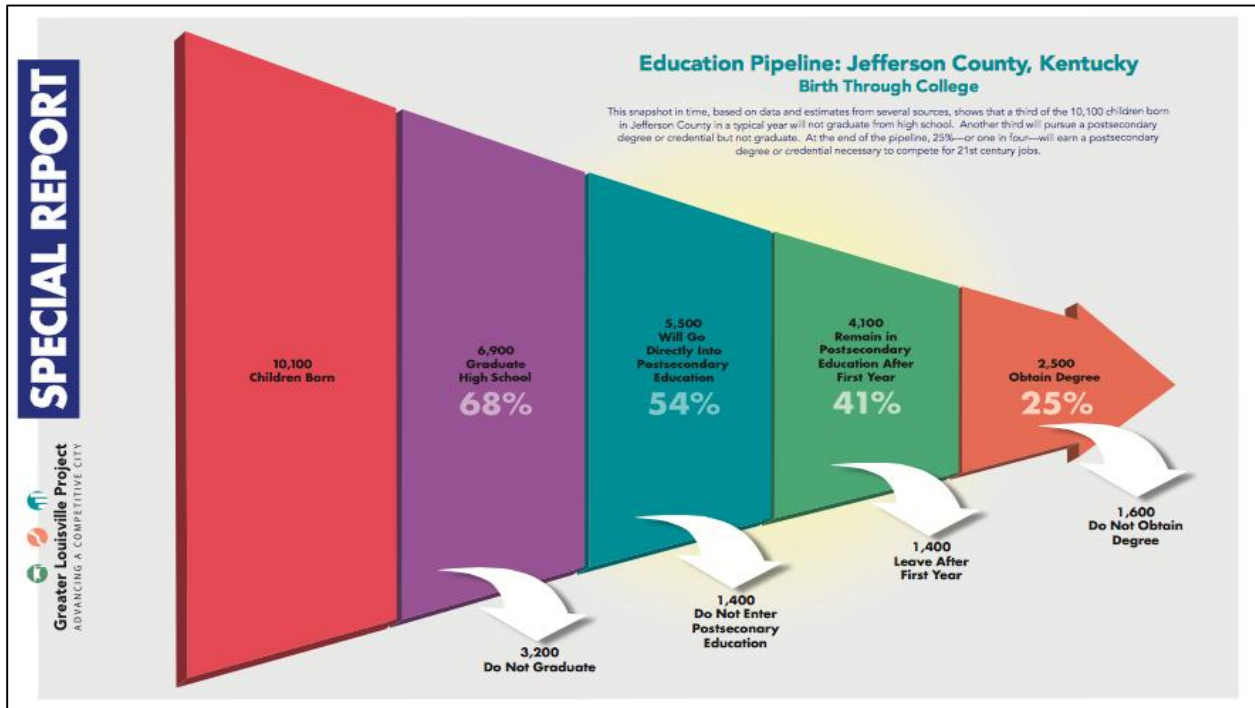


Fig. 3, Greater Louisville Project Jefferson County Education Pipeline

Since beginning her tenure, Dr. Hargens has overseen a curriculum management audit and a comprehensive district audit conducted by the Kentucky Auditor of Public Accounts, the largest ever review conducted by a Kentucky state auditor. She has streamlined district operations to increase focus on student achievement and schools.

With the development of *Vision 2020*, the JCBE and district leadership quickly determined that in order to fully fund implementation of the strategies in the plan, significant reallocation of existing resources would be required. In 2016-17, for the first time, all schools and offices were required to develop spending plans using zero-based budgeting and were expected to find savings to be redirected toward priorities aligned with *Vision 2020*. Budget requests were required to show alignment with the strategic plan and show research or evidence to support the request. Within the Tentative FY 17 Budget, those savings, coupled with other administrative savings, provided the district with \$19 million in funds to redirect.

All documents prepared to inform discussions with the Board regarding budget development and resource utilization are available on the JCPS website. In addition, the webpage “[JCPS and Your Money](#)” directs visitors to an interactive fiscal transparency website providing expenditure, revenue, and budget information for the current fiscal year, as well as a historical view of previous years.

6. Transparent and Sustainable Fiscal Management

The Office of Performance Improvement (OPI) in Metro Government created a structure of data accountability through [LouieStat](#), a continuous improvement system that uses data to show departments how well they are performing and offers improvement methods. Each LouieStat report is released to the public.

Metro Government's Office of Management and Budget (OMB) is also dedicated to utilizing data tracking to measure progress, identify gaps, and strategize for the future. OMB's Strategic Plan outlines more than 30 goals and tracks the health of each ranging from the implementation of a risk management model to an overall improvement in customer service.

JCPS has developed a Continuous Improvement Funding and Program Evaluation Model so that programs will be evaluated for efficacy and cost-effectiveness and aligned to the priority needs in schools. The model was piloted in 2016. The goal is to use program evaluation data to maximize impact by expanding funding for programs shown to work, improving planning and implementation for promising programs with lower-than-expected outcomes, and eliminating funding for ineffective programs. This approach directly aligns to the Say Yes collective decision-making model and the need for strategic resource allocation.

7. Ability to Generate the Local Scholarship Endowment

While key data partners, including the Kentucky Council on Postsecondary Education (CPE) and the Kentucky Higher Education Assistance Authority (KHEAA), have been working closely with 55K to collect the data necessary to generate the scholarship model, another team has been working to introduce the Say Yes opportunity to influential fundraisers and donors in Louisville. The donor engagement team, representing organizations listed below, has worked with the Mayor to lay out an approach that would be triggered by Say Yes naming Louisville's proposal viable:

- 55K
- MUW
- Jefferson County Public Education Foundation
- Community Foundation of Louisville
- Ernst & Young

- C.E. and S. Foundation

Additionally, the C.E. and S. Foundation regularly convenes an informal group of local foundations that support education initiatives to explore education issues and actively seek opportunities to partner and has facilitated introductions to Say Yes.

All parties involved agree on the need for compelling communications targeted to different audiences. Areas of focus that have already been identified are:

- the powerful results Say Yes has seen in other cities
- the power of Say Yes to overcome historic inequities in our community
- the difference between equality and equity
- evidence that fundraising for the Say Yes scholarship endowment has not and will not hurt other organizations
- Say Yes's theory of action as not only the next, right evolution of our education improvement trajectory but a long-term economic development strategy to launch Louisville into the top tier of innovative, talent-attracting American cities

The communications directors of JCPS, Metro Government, and 55K's communications advisor, C2 Strategic Communications, have met to develop a cohesive strategy and a plan to roll-out communications.

In recent years, Louisville has proved its capacity and willingness to fund large-scale projects, including:

- three-year \$60 million renovation and expansion to the Speed Art Museum completed in early 2016
- \$10.4 million Leadership Capital Campaign currently 85 percent complete at the Louisville Zoo
- \$120 million effort to build the 4,000-acre parks system, The Parklands, completed in early 2016
- MUW's 2015 campaign mobilized 52,988 donors to give \$26.2 million plus 26,700 volunteers to give more than 134,000 hours
- Community Foundation of Louisville maintains 1,370 different funds established by donors; in 2015 the foundation made more than 10,500 grants totaling \$49 million
- WHAS Crusade for Children distributed more than \$5.4 million in 2016, including more than \$200,000 to JCPS for services for special needs students

- Several of the largest foundations operating here, including the James Graham Brown Foundation (\$7.5 million granted in 2016), the Gheens Foundation (\$5.4 million granted in 2015), the C.E. & S. Foundation and the Norton Foundation, name education as a key focus

8. Implementation-Level Support

There is much to build on in Louisville, including a network of data systems used to identify student needs and strong data habits among sector leaders in the city. We have a state longitudinal data system linking K-12 student data with postsecondary and employment data to track students across time and schools and into postsecondary institutions and the workplace. Metro Government fosters a data-driven performance management culture prioritizing transparency and a commitment to continuous quality improvement, overseen by a Chief of Performance and Technology (who will become the new CEO of MUW in 2017).

This reliance on data, coupled with a deep commitment to equity, has strengthened the city's resolve to close opportunity gaps across racial and socioeconomic lines. Data reported by KentuckianaWorks' and 55K's *Fast Forward 2015 Report*, the Greater Louisville Project, and JCPS, among others, has surfaced information that has highlighted racial inequity and barriers of poverty and class and helped shape the strategic plans of JCPS and Metro Government, both of which include goals around equity. Indeed, JCPS's strategic plan, *Vision 2020*, names equity as a core value: "All students receive an education that gives them what they need to thrive through differentiated supports focused on removing social factors as a predictor of success." This will require data infrastructure with the capacity to handle more complex data.

The [Envision Equity Scorecard](#) clearly identified the inequity between schools and student groups, such as varied suspension rates, and pledged to move toward structural changes with internal and external accountability. In practice, programs designed to meet these strategic goals have included a personalization of instruction, a system to provide wrap-around supports to students in need, a focus on reducing disproportionate suspension rates, a review of magnet schools, and a focus on racial equity.

To take racial equity as an example, community partners are working alone and together with JCPS to ensure that black males have equitable educational opportunities from early childhood through college graduation. In 2014, just 37 percent of males in JCPS were black, yet

attendance was lowest and special education placement highest among this population. The suspension rate in JCPS for black boys was nearly three times that of white boys that year while the rate of white boys proficient or distinguished in reading and math was more than double what it was for black boys. Just 38 percent of black male students in JCPS were deemed college and career ready, compared to 72 percent of white males. In response to these trends, JCBE adopted a *Males of Color Resolution* in 2015 and JCPS launched the Males of Color College and Career Readiness Series, a multi-part approach that includes ACT prep, FAFSA counseling, and prepaid college application fees for black male students and their parents.

JCPS is one of 60 urban school districts, including Buffalo Public Schools and Guilford County Public Schools, to sign the [Pledge by America's Great City Schools](#) committing to key equity measures around increasing black male involvement in preschool programs and advanced placement programs and reducing absenteeism, suspensions, expulsions, and incorrect special education placements.

In 2015, the city of Louisville unveiled its My Brother's Keeper plan to residents and the White House, highlighting community resources that pinpoint six milestones aligned to Cradle to Career. 15K Degrees, a sister initiative of 55K, is aimed at adding that number of degrees among Louisville's black population. Louisville's Zones of Hope are five struggling neighborhoods where community leaders from 60 organizations bring neighbors together to reduce homicides and improve outcomes for black boys.

In 2013, Louisville was one of 11 cities selected to be part of the National League of Cities' *City Leadership to Promote Black Male Achievement*, which is supported by the Open Society Foundations' Campaign for Black Male Achievement.

MUW also works in partnership with the national Campaign for Black Male Achievement. In addition to supporting partner agencies that share this mission, MUW has reallocated \$50,000 to a Black Male Achievement Innovation Fund that uncovers local successful grassroots efforts to support black male achievement. Ten such programs were identified in the first year, including Books & Barbershops events.

In recognition of the work being done to transform outcomes for young men of color in Louisville, the William R. Kenan, Jr. Charitable Trust recently awarded grants to JCPS and MUW efforts. A \$400,000 grant to the Campaign for Black Male Achievement will support events like *Rumble Young Man, Rumble*, held annually at the Muhammed Ali Center in

Louisville. At the postsecondary level, Simmons College of Kentucky, a 137-year-old institution located in Louisville, received its HBCU (historically black colleges and universities) designation in 2015. Up next: in August 2016, JCPS's Chief Equity Officer proposed a magnet school for black male students.

The [Family Resource/Youth Service Center](#) (FRYSC) structure in JCPS addresses wrap-around services to remove barriers to learning in alignment with Say Yes family support specialists. School-based FRYSC staff use the [Louisville Linked](#) database to identify providers for services their students require, including basic needs, academic interventions, and physical, mental, and emotional healthcare. Built on MUW's 2-1-1 social services referral call line, the goal is to help students get what they need outside the classroom so they can be successful inside it. In 2015-16, more than 66,000 links to community resources were made available for more than 27,000 students in 153 schools/sites.

Eight [Neighborhood Place](#) locations function as one-stop referral shops for community services meeting the needs of families in their own neighborhoods including housing assistance, food stamp and Medicaid information, clinic services, TANF, child protective services, resources for pregnant teenagers, and more. Each Neighborhood Place serves an area containing approximately 6,000 children living in poverty. In 2009, Neighborhood Place was a finalist for the [Innovations in American Government Award](#) from Harvard University.

Longstanding commitments to proven interventions have led to the creation of coalitions and alliances, resulting in a series of networks directly aligned with Say Yes task forces including:

- Business Leaders for Education within Greater Louisville Inc.
- Ready for K Alliance
- Mayor's Faith Forum representing diverse communities of faith
- [Community Shield](#), an effort of 40 organizations to serve children exposed to violence
- [BOUNCE Coalition](#) (Building Resilient Children and Families)
- Dare to Care Food Bank, made up of more than 300 partner organizations
- Coalition for the Homeless

These coalitions are doing the sort of work, albeit on a smaller scale, that Say Yes would help Louisville execute on behalf of the 101,000 children in JCPS. One is the Ready for K Alliance, where 100 providers regularly convene to reflect on and refine shared strategies to

boost improved early education attainment, aligned to the city's bold goal of helping 77 percent of children become kindergarten-ready by 2020. For its part, MUW continues robust family engagement initiatives, including the longstanding practice of using Ages & Stages developmental questionnaires with families and developing parent advocate neighborhood groups in low-income areas.

Another example is [BLOCS](#) (Building Louisville's Out-of-School Time Coordinated System), a partnership between longtime allies JCPS, MUW, and Metro Government, funded with \$765,000 from the Wallace Foundation: Next Generation After-School System Building Initiative. The goal was to create an out-of-school time system that improves extending learning and positive youth development through better alignment and data-sharing between existing organizations. Providers now receive access to JCPS's CASCADE data system so they can monitor grade and attendance information. Through BLOCS, dozens of out-of-school time sites have received a quality assessment from an external observer and implemented improvements as a result. In 2015, America's Promise Alliance highlighted Louisville's out-of-school time collaborative in a case study entitled [Expanded Learning, Expanded Opportunity](#).

Louisville has many valuable structures in place in need of better alignment and more resources. In Say Yes, we see an opportunity to bring together many efforts as one, a partner that can help us increase efficiency to deepen impact.

9. Use of Data

Louisville has consistently proven its commitment to data and its ability to use it to guide meaningful work that improves communities. One recent example is Louisville's winning of the 2016 Robert Wood Johnson Foundation Culture of Health Prize, due in large part to the foundation's recognition of Louisville's rare data habits and intentional use of collective action. Selected from close to 200 applicants, Louisville was recognized for "bringing partners together to rally around a shared vision of health, drawing especially on the wisdom, voice and experience of residents themselves."

In conjunction with the Louisville Metro Housing Authority, Metro Government has utilized data to develop the [Vision Russell](#) plan, a neighborhood revitalization framework with a goal to transform the Russell neighborhood just west of downtown, a part of Louisville with a median household income of \$14,209, an unemployment rate of 30 percent, and a poverty rate of

60 percent. The Russell Choice Neighborhood Initiative utilizes community meetings on education, housing, employment/financial literacy, and neighborhood safety to ensure that citizens play a direct role in the redevelopment of their community.

The extensive data collected through the Vision Russell initiative has been shared among internal Metro Government agencies and external community partners for other projects in Russell, from a project developing nature-access opportunities for children to an education and employment strategy for disconnected youth. The Russell plan demonstrates how data combined with community engagement can spur other developments.

JCPS Data Management, Planning and Program Evaluation has a robust data collection structure, publicly available on the JCPS website, annually updating historical data regarding academic achievement, student demographics, and school climate, as well as disaggregating data by race, income, and school. Professional Learning Communities in all schools use student-level data to determine strategies to meet the specific needs of individual students, deploying differentiated instruction and resources based on the analysis of the group.

JCPS facilitates OST providers' access to student-level assessment data to assist in targeting OST interventions to address student needs. This data-sharing structure includes parental consent, mandatory training for OST program staff, and evaluation of programming and outcomes by JCPS staff, which is shared with funders. In the 2016 report by Civic Enterprises and the Everyone Graduates Center at the School of Education at Johns Hopkins University, [*For All Kids: How Kentucky is Closing the High School Graduation Gap for Low-Income Students*](#), Jefferson County was highlighted for its data sharing for the purpose of better service provision in the out-of-school time space.

10. Reason to Believe

Long before receiving the formal title of "Model Compassionate City" in 2011, Louisville recognized this unique fabric in our community. This characteristic is evidenced by the style of leadership exhibited here, by the thoughtfulness and the number of programmatic efforts underway, and by our ambitions to do better and be better for our children.

Mayor Fischer's 2016 Give A Day mobilized more than 175,000 volunteers and acts of compassion to give a day of service. *Every 1 Reads*, a community commitment to have every child reading at grade level, has trained 8,200 volunteers. The Global Louisville initiative,

created to increase the number of foreign-born residents, and our strong refugee resettlement agencies, Kentucky Refugee Ministries and Catholic Charities, have recognized that Louisville's population growth relies on immigrants and have rallied the community to make Louisville home to growing numbers people born outside the U.S.

Louisville is well prepared and well positioned to become the fourth – and nation's largest – Say Yes city. Our community has a proud history of working together to tackle great challenges and persevering until success is achieved.

In the past two decades, we have:

- unified two competing local governments;
- reclaimed our waterfront;
- revitalized our downtown;
- welcomed immigrants in numbers greater than many larger cities;
- preserved thousands of acres to create suburban parkland;
- invested more than \$2 billion in new bridges across the Ohio River to connect our region;
- mobilized nearly a quarter of our population to “Give A Day,” the Mayor's service initiative; and
- earned the title “Compassionate City” through our embrace of people of all faiths, colors, cultures and identities.

We have overcome obstacles and achieved these successes because Louisville is a city where people truly believe that our children deserve a better future – and it's our job to make it so.

Education is our next bold challenge. And we're eager to “Say Yes” to the assignment.

ADDENDA

1. *Fast Forward* 2015 report by 55K and KentuckianaWorks
<http://www.55000degrees.org/wp-content/uploads/2015/12/2015-Fast-Forward-Report.pdf>
2. Greater Louisville Education Commitment
<http://www.55000degrees.org/wp-content/uploads/2012/05/Greater-Louisville-Education-Commitment.pdf>
3. Greater Louisville Project Jefferson County Education Pipeline
<http://greaterlouisvilleproject.org/wp-content/uploads/2013/11/Education-Pipeline-Jefferson-County-KY.pdf>
4. 55K Education Data Dashboard
<http://dashboard.55000degrees.org>
5. Cradle to Career pipeline
https://louisvilleky.gov/sites/default/files/graphic_for_cradle_to_career_12-8-15.pdf
6. JCPS *Vision 2020: Excellence with Equity*
<https://www.jefferson.kyschools.us/sites/default/files/Vision-2020-Brochure.pdf>
7. Joint Commitment to Improve Education Outcomes by Mayor Greg Fischer and Dr. Donna Hargens
<http://usmayors.org/educationexcellence/userfiles/Joint%20Commitment%20to%20Improve%20Education%20Outcomes.pdf>
8. Ford Next Generation Learning Master Plan
https://assessment.jefferson.kyschools.us/FordNGL/Ford_MPfinal.pdf
9. 55K Founding Partner Pledge Profiles
<http://www.55000degrees.org/wp-content/uploads/2012/05/Founding-Partner-Doc-9-18-12.pdf>
10. JCPS 5-Star Schools Student's Guide
https://www.jefferson.kyschools.us/sites/default/files/5-star_book.pdf
11. US Conference of Mayors Open Government Innovation Partnership Plan
<http://usmayors.org/innovation/media/ogip-actionplan-louisville.pdf>
12. JCPS Envision Equity Scorecard
<https://www.jefferson.kyschools.us/sites/default/files/EquityScorecard.pdf>
13. A Pledge by America's Great City Schools
<http://www.cgcs.org/cms/lib/DC00001581/Centricity/Domain/185/The%20Pledge.pdf>
14. One Love Louisville: My Brother's Keeper Action Plan
<https://louisvilleky.gov/government/safe-healthy-neighborhoods/my-brother%E2%80%99s-keeper-mbklou>
15. Innovations in American Government Awards highlight Neighborhood Place
<https://www.innovations.harvard.edu/neighborhood-place>

16. *For All Kids: How Kentucky is Closing the High School Graduation Gap for Low-Income Students*, Civic Enterprises and the Everyone Graduates Center at the Johns Hopkins School of Education case study
http://www.gradnation.org/sites/default/files/18571_Civic_KY_CaseStudy_v15.pdf
17. *Expanded Learning, Expanded Opportunity*, America's Promise Alliance case study
http://www.americaspromise.org/sites/default/files/ExpandingLearning_CaseStudy_final.pdf
18. Russell Choice Neighborhood Planning Grant
http://www.lmha1.org/Beecher_Terrace_Choice_small_FAQ_1_15_2015_.pdf

