

# Call to Action: Building Bright Futures

2010-2012

*Goals: All students graduate prepared for continued learning and the world of work in the 21<sup>st</sup> century.  
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## Business & Finance

**Objective 1** Ensure the alignment of resources to increase student achievement and organizational effectiveness. *(Ends 1, 2, 3, 8)*

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.1 Align school staffing and financial resource allocations with student achievement goals.	100% of schools will have access to budget management reports.		X		Individual nVision reports
	85% of schools will review spending patterns with community superintendents or executive directors.		X		Community Superintendents monitor budget reports generated by the Budget Office.
	Quarterly presentations regarding school site spending patterns will be communicated to Cabinet.		X		Reports provided quarterly to CFO and Community Superintendents.
1.2 Invest in streamlining core business processes such as human resources, purchasing, and financial.	Strategic planning sessions will be conducted at 100% of Business Services departments to ensure budgetary alignment with strategic goals.		X		Strategic Planning sessions are held with Business Services managers to ensure budgetary alignment with strategic goals.
	One program or activity a year will participate in a performance audit designed to help improve processes and efficiency.		X		The implementation of Asset Lifecycle Management (ALM) provided efficiencies in data entry, on-going data management, and overall system management. Phase 2 of that project will include business process improvements resulting in additional efficiencies.

**Objective 2 Provide information technology that is current, safe, flexible, and effective. (Ends 1, 2, 3, 8)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
2.1 Partner with Information Technology customers to provide premier K-12 technology solutions, infrastructure, and services that support the district's education and business objects.	The technology plan will be updated to reflect changes in priorities, funding, and current needs by the second quarter of each fiscal year.		X		IT coordinated with Educational Technology Services to update the plan and post to the district web site in October 2010. The next plan updates will be presented to DTSC in Sept. 2011.
	90% of Information Technology customers will support current and future priorities.		X		IT project priorities were approved by DTSC at Sept. 2010 meeting. Approval for 2011/12 project priorities will be sought at Sept. 2011 DTSC meeting.
	100% of the negative service desk responses received from Information Technology customers will be reviewed and researched and customers will be given a response.		X		Was accomplished for 2010/11. Will continue to monitor and measure in 2011/12.
	100% of Information Technology capital budgets will be aligned to support the district's three year technology plan.		X		Was approved for 2010/11. Will continue process with DTSC to review project list approval for 2011/12 projects and capital projects.
	Internet bandwidth will be delivered at a minimum of 3.54 kbps bandwidth per student.		X		300Mb circuit & Oct. count data indicated 85,971 student count equates to 3.49 kbps bandwidth per student. Circuit increased to 400Mb and to 4.65 Kbps/student.
	Network capacity will not exceed 85% usage.		X		The 2.8Gb of service to Central and School Sites stayed approximately 25% capacity usage. As a result one 500Mb circuit was reassigned for disaster recovery purposes leaving 2.3Gb of total network capacity.

	75% of district school sites will be utilizing active directory.		X		86% of school sites have been migrated to Active Director. 100% of migration to be completed in June 2012.
	Information Technology will invest two FTE to the monitoring and managing of data security.		X		Security Engineer position was created and filled internally with the primary responsibility of managing & monitoring the Enterprise. Completed in October 2010.

**Objective 3 Ensure a workforce that is diverse, qualified, and skilled. (Ends 1, 2, 3, 4, 5, 6, 7, 8)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
3.1 Provide an efficient, welcoming, customer-oriented, and accountable Human Resources services to schools and departments.	Data collected will indicate that 90% or more of the schools and departments are satisfied with the customer service provided by Human Resources through the hiring process.			X	86% of respondents agreed or strongly agreed that HR provides timely, accurate and consistent information for questions about hiring and 94% agreed or strongly agreed that we provide timely support in posting vacant positions and routing qualified candidates.
	Data collected will indicate that 90% or more of schools and departments are satisfied that Human Resources is improving in the area of providing consistent and timely information and service through a variety of venues.		X		95% of Leadership Survey respondents agreed or strongly agreed that HR was making progress in our focus on customer service and 94% of Leadership Survey respondents agreed that we are on the right track to providing excellent service.
	Data collected will indicate that 90% or more of employees are satisfied with the customer service provided in regards to the payroll compensation process for district employees.		X		97% of Leadership Survey respondents agreed or strongly agreed that the payroll office provide timely, accurate and consistent information

	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	Data collected will indicate that 90% or more of employees are satisfied with the customer service provided in Benefits.		X		99% of respondents to the Leadership Survey agreed or strongly agreed that for questions about insurance benefits we provide timely, accurate and consistent information.
	Data collected will indicate that 95% of the clients are satisfied with Employee Assistance Program services.		X		98% of respondents to the Leadership Survey agreed or strongly agreed that EAP provides useful information in a confidential manner.
	Data collected will indicate that 90% or more of all newly hired employees believe that the Human Resources orientation met their personal needs for launching their career with Jeffco.		X		A survey of new hires was administered in the fall of 2010; 99% of respondents indicate that overall, the Jeffco hiring process met their needs.
	Data collected will indicate that 90% or more of the individuals accessing Human Resources will be satisfied with customer service they received for their individual needs.		X		Nine out of 10 comment cards received in HR at the 'point of service' continue to be positive.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
3.2 Employ a staff that is qualified, highly skilled, and diverse.	98% of new teachers hired for 2010-2011 will be highly qualified.		X		Only 5 out of 304 teachers in their first year with Jeffco schools and charters (T1 and P1 contract types) during the 2010-2011 school year were NOT highly qualified. Therefore, 98.35% of new teachers were highly qualified. For Jeffco schools (excluding charters), 98.68% of all new hires were highly qualified.
	The hiring of ethnic/racial minorities will continue to increase and be monitored with emphasis on retention strategies				
	o Administrators will increase from 12%.		X		For the period of 3/2009 to 2/2010, we reported 15.0% minority administrators.
	o Licensed will increase from 6%.		X		For the period of 3/2009 to 2/2010, we reported 9% licensed minority staff.
	o Professional/technical will increase from 10%.		X		For the period of 3/2009 to 2/2010, we reported 18% professional/technical minority staff.
	o Classified will increase from 10%.		X		For the period of 3/2009 to 2/2010, we reported 15% full-time, minority classified employees.
	Human Resources will partner with 100% of all departments around planned reductions to minimize the business impact.		X		HR Managers met with all department managers impacted by budget reductions to ensure we provided appropriate support to planning for reductions, and to support affected employees.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
3.3 Monitor the compensation system and communicate total compensation to each employee.	100% of new district full time employees will receive information on their total compensation package which will include all aspects of compensation and benefits.		X		100% of new employees receive compensation and benefit information.
	100% of all administrative staff who meet standards on evaluations will receive variable compensation based on Call to Action results if funds are available.  Not applicable for 2010-11		N/A		Not applicable for Fall 2011 (2010-11 school year results). Due to budget circumstances, there will be no variable pay. HR, IT and payroll will ensure compensation reductions are accomplished timely and accurately.
	Market survey data will indicate that 75% of all administrative, professional/technical, teaching, and support positions are within 50-65% of the market.		X		An external consultant reviewed all IT positions, which are generally administrative and professional/technical in nature. Most were within 5% of the market. Additionally, the annual licensed salary survey was conducted by APA (Augenblick, Palaich and Associates) confirming our teacher salary scale is appropriately aligned with the market.
3.4 Increase cultural proficiency among Business Services leadership.	100% of managers and directors will participate in cultural diversity training.		X		Training was provided in early January, 2011, with a focus on why cultural diversity matters for our students and the value of seeking diverse opinions when making business decisions.

**Objective 4 Ensure a solvent financial position within all funds, schools, and departments. (Ends 7, 8)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
<p>4.1 Provide the necessary support and communication to ensure efficient and cost effective operations and provide the tools for current and long range planning and budgeting.</p>	<p>Timely, accurate, and meaningful reports will be made available to 100% of departments and schools.</p>		X		<p>Financial reports were available all year. Additional reports were created for foodservice to help with planning.</p>
	<p>The Comprehensive Annual Financial Report (CAFR) and Quarterly reports will be prepared for internal and external review to meet 100% of legislatively mandated deadlines.</p>		X		<p>The reports were on time and met all reporting deadlines for the state and federal government. The audit had a clean opinion and was complete 11/01/2010.</p>
	<p>Data collected will indicate that 90% of employees that participate in a financial training session believe that it was beneficial.</p>		X		<p>A survey conducted in November 2010 indicated that 94% of employees felt their training was beneficial.</p>
	<p>95% of the audit reports will be done in accordance with the assessment schedule.</p>		X		<p>97% of the audit reports were completed in accordance with the 2011 assessment schedule. 99% of the audits received a rating of 'adequate' or better.</p>
	<p>Budget projections will include current and three year future impacts and will summarize the details associated with the preparation of the budget.</p>		X		<p>Presentations cover a 5 year future outlook.</p>
	<p>100% of spending increases appropriated as part of the budget development process will be aligned with a reallocation of resources and/or additional revenues.</p>		X		<p>Increases in appropriations were approved. Were aligned with a reallocation of resources.</p>

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
4.2 Ensure all systems provide the necessary support to ensure efficient and cost effective operation.	100% of related policies will be reviewed and adjusted to comply with governance structures.		X		All Financial Services policies were reviewed during the year and adjusted where necessary.
	An annual work plan will be developed for measuring the efficiency and effectiveness of departmental processes and district wide systems.	X			Performance measures and metrics are under construction and are planned to be communicated in October 2011.
4.3 Build partnerships with diverse vendors.	Business Services will reach out to minority and small business communities in order to raise awareness regarding the processes for doing business with Jeffco Schools.		X		Purchasing sponsored and staffed an information table at the Procurement and Contracting Expo sponsored by the State Of Colorado Minority Business Office and also at the RMGPA Reverse Vendor Trade Show at the Bixpo Conference. During these events, Purchasing Staff met with vendors and spoke about how to do business with Jeffco Schools. Jeffco Staff participated in a panel discussion sponsored by the Purchasing Technical Assistance Center. The focus of the workshop was how to do business with local governmental entities. (PTAC is a nonprofit corporation that provides procurement technical assistance to vendors to assist them in selling products and services to governmental entities).

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## Community

### Objective 1 Ensure the district reaches out to the community and continuously builds support for Jeffco Schools. (Ends 4, 8)

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.1 Cultivate high quality partnerships that support the learning of all students.	100% of all schools and departments will continue to identify and establish partnerships that support Jeffco schools in reaching the district mission.		X		Call to Action Survey – 100%
1.2 Provide appropriate community involvement opportunities in school based decision making.	100% of schools will continue to annually evaluate, review, and communicate their decision making process to ensure that it is welcoming, culturally inclusive, and aligns with the decision making standards, state law, and district policy.		X		Call to Action Survey – 100%
	100% of school will inform parents of how to access the school's decision making processes.			X	Call to Action Survey – 99%
	The Strategic Planning & Advisory Council (SPAC) will use their time to advise the district on major trends impacting the future of the district.		X		SPAC advised the district on budget, transportation fees, potential elections, and technology
	100% of the required statutory requirements for the accountability process will be met.		X		Call to Action Survey – 100%

Objective 2 Ensure staff, community, and parent/family involvement focuses on increased student achievement. (Ends 4)					
Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
2.1 Provide a safe, welcoming, caring, collaborative, and culturally inclusive community.	100% of schools will continue to assess, refine, and integrate a welcoming environment goal(s) and a parent involvement goal identified in their 2010-2011 culture/climate plan.		X		
	100% of schools will identify strategies to include all segments of the population in school opportunities.		X		
2.2 Engage parents in increasing student achievement.	100% of principals will provide an opportunity for parents to learn more about the role and importance of an instructional coach in working with teachers to increase student achievement.		X		Call to Action Survey – 100%
	100% of the parents in the Chalk Talk newsletter distribution list will be informed about the Response to Instruction (RtI) resources for parents on the public web site.		X		The information appeared in the April 12, 2011 issue of Chalk Talk.
	100% of schools will share with PTA, accountability committees, and parents the essential work of Response to Instruction (RtI) implementation at their schools.		X		
	100% of the Call to Action: Building Bright Futures indicators and targets will be reviewed by the Strategic Planning & Advisory Council (SPAC).		X		SPAC reviewed the targets and provided feedback at their meeting on November 11, 2010
	80% of the participants at the September 2010 and September 2011 district accountability training will rate the session as useful in helping schools understand the Unified Improvement Plan process and the role of the school accountability committee.		X		September 2010: 95.8%

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	100% of schools will provide opportunities for culturally inclusive two way communication through strategies such as parent surveys, newsletter articles, web site, and parent involvement in school projects.		X		Call to Action Survey – 100%

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## Instruction

Objective 1 Ensure high quality research, development, and training of educational tools for staff and students. (Ends 1, 2, 3, 6)					
Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.1 Continue curriculum development and alignment to state and national standards and implementation of the Colorado Achievement Plan for Kids (CAP4K).	During the 2010-2011 school year, the Department for Learning and Educational Achievement (DLEA) will align the Curriculum Alignment Project (CAP) documents to the revised Colorado standards and the national standards as directed by the Colorado Department of Education (CDE). The curriculum will reflect cultural responsiveness.		X		
1.2 Continue the partnership with the state in research and development of state and national assessments.	100% of state assessments will be implemented in accordance with CDE's new state assessment system when available from CDE.	X			Pending CDE timeline
1.3 Develop through a collaborative process a set of identified instructional strategies and resources to be implemented in all classrooms that support the core curriculum and meet the needs of a broad range of learners.	Division of Instruction (DoI) staff will assist 100% of schools in implementing the Unified Improvement Plan process to identify root cause and determine the instructional plan.		X		Individual school UIP's

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.4 Develop and implement an aligned professional development plan that maintains the focus on the instructional goals of the district and ensures coherence across all staff training.	The district Unified Improvement Plan will be defined and provided to the Board of Education by February 2011.		X		
1.5 Increase the alignment of all site based programs and initiatives with district goals, priorities, and research based models that are proven to increase student achievement.	By May 2011, DLEA staff will revise key district instructional support documents to enhance alignment with effective research based models.		X		Revised curriculum documents.
	100% of high schools will receive support to implement the new Honors Approval process during the 2010-2011 school year.		X		Honor's approval process timeline and talking points.
1.6 Continue to increase the effectiveness of the instructional coach program resulting in an increase in growth scores for students, teacher performance, and parent and community awareness.	100% of instructional coaches will support the learning of teachers in order to increase student growth scores.		X		Agendas and power points from trainings. Evaluations and observations of coaches.
	100% of schools will communicate how the role of the instructional coach impacts teacher practice and student learning to their school community.		X		Newsletters, PTA and Accountability minutes and agendas, etc.
1.7 Provide online learning resources to students and staff to expand learning and communication opportunities.	The number of online professional development courses designed to support the development of instructional expertise will increase from 60-75.		X		93 Courses

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	Ed Technology Services staff will increase the number of schools that report their use of Blackboard and Google Apps has increased the communication and collaboration of their professional learning communities (establish baseline in 2011-12 through the principal survey; increase from baseline in 2011-2012).	X May 2012			Measurement and benchmark data Spring 2012
	100% of high schools will report an increase in the number of classes that include online learning as part of their experiences.		X		Call to Action Survey
	Jeffco's 21 <sup>st</sup> Century Virtual Academy will expand to 400 students.	X October 1 count			
	Educational Technology Services staff will develop a comprehensive online learning plan for grades 7-12.	X May 2012			Added middle school courses Increased enrollment Created Online Learning Map Created Course Development plan – 2011 - 2012
	The Division of Instruction cross divisional team will begin to build and implement a video library of classroom best practices to be integrated in online professional development courses, professional learning centers (PLCs), and other resources as developed.			X	<ul style="list-style-type: none"> <li>• Team identified</li> <li>• Tool selected “Teacher Studio”</li> <li>• August 2011 first videos available</li> </ul>
1.8 Increase student and staff use of technology as an integral part of curriculum and differentiated instruction to support the student learning process.	100% of principals will report that teachers have access to professional development to support their use of technology to enhance their instruction.		X		Call to Action Survey
	Division of Instruction staff will implement and support comprehensive technology systems to support district instructional initiatives and mission.		X		<ul style="list-style-type: none"> <li>• Data Zone implemented</li> <li>• ITeach project launched</li> <li>• Google Apps available Fall 2011</li> <li>• Fractionation implemented</li> </ul>
	Educational Technology Services staff will develop a mobile learning plan.	X May 2012			Digital Purchase Management Process created. IT beginning to review management of tablet devices Warren Tech Tablet project.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.9 Increase the number of students and staff who are technologically literate for their appropriate grade level.	The percentage of students scoring proficient on the district technology literacy assessment will increase (current percentage is 69%).		X		8 <sup>th</sup> grade Technology Assessment – 72.3% proficient
	The percentage of instructional staff who achieve 'proficient' status on the district technology rubric will increase by fall 2011 (baseline pending).	X December 2011			Benchmark Scores

Objective 2 Ensure a systemic district focus on accelerating growth for students with moderate needs. (Ends 1, 2, 3)					
Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
2.1 Implement district wide rigorous standards based goals for students with moderate needs to accelerate growth.	The department of Student Success, Special Education will develop a bank of standards based academic Individualized Education Plan (IEP) goals to be fully implemented K-12 by fall 2012.	X			Development work will begin Fall 2011 with full implementation scheduled for spring, 2012.
2.2 Implement processes to support early intervention in Response to Instruction (RtI).	Division of Instruction staff will support 100% of elementary schools in the identification and implementation of structures that support early intervention.	X			20+ schools have implemented the Leveled Literacy Intervention tool to support with K-3 Reading Intervention support.
	100% of Special Education staff will be trained in the problem solving process in order to ensure effective participation on school based problem solving teams, especially for students in grades K-3, by fall 2011.		X		Special Ed Leadership has been trained on Problem Solving Process School K-3 teams will be trained fall 2011.
	100% of Early Childhood staff (general education and special education) will be trained in the use of the problem solving process by fall 2011.		X		Special Education ECE teams trained on Problem Solving Process.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
2.3 Implement research based programming for students with moderate needs (beginning at the middle school level, 7-8).	Research based instructional tools and assessments will be identified to support standards based instruction for middle school students with learning disabilities across all tiers of the Response to Instruction (RtI) pyramid to be implemented fall 2012.	X			Tools and assessments will be identified over the course of the 2011-2012 school year. Implementation will begin fall 2012 with full implementation expected in the spring of 2013.
	100% of middle school principals and special education teams will be able to articulate the special education staffing model for middle schools by December 31, 2012 in order to ensure the needs of students with SIED (significant identifiable emotional disabilities) are addressed with highly qualified staff.	X			December 31, 2012
2.4 Implement progress monitoring assessment practices K-12 for students with moderate needs.	100% of all students with learning disabilities in grades 3-10 will be assessed, at minimum, three times a year with Acuity.	X			End of School Year 2013
	All students with learning disabilities (grades 1-8) will be progress monitored with weekly curriculum based measures (CBMs) including, but not limited to, Yearly Progress Pro (YPP).	X			End of School Year 2013
	A professional development plan for Diverse Learners staff will be designed and implemented that includes:	X			Special Ed Leadership will be provided training on Acuity and YPP beginning fall, 2011. Full implementation is expected by end of school year 2013.
	o Training all support staff (resource teachers/ area coordinators) as data coaches	X			Special Ed Leadership will be provided training on Acuity and YPP beginning fall, 2011. Full implementation is expected by end of school year 2013.
	o Professional development on the 'off leveling' of YPP	X			Special Ed Leadership will be provided training on off level YPP beginning fall, 2011. Full implementation is expected by end of school year 2013.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
2.5 Implement co-planning/co-teaching structures K-12 between general education and Diverse Learners staff.	100% of the Division of Instruction staff, Diverse Learners school based staff, instructional coaches, and school principals will be able to identify the elements of co-planning/co-teaching.	X			Professional Development on CoPlanning/Co-Teaching will begin Fall 2012 with implementation Fall 2013.
	100% of schools will engage in training conducted by instructional coaches on essential elements of a co-planning/co-teaching instructional model by December 2011.	X			Training will occur during the 2012/13 school year.
	100% of schools will implement co-planning/co-teaching instructional model by spring 2012.	X			Implementation will begin during the 2012/13 school year.

Objective 3 Ensure a systemic district focus on accelerating growth for males in writing. (Ends 1, 2, 3)					
Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
3.1 Implement a differentiated, district wide, non-fiction writing focus.	70% of schools will have teachers across content trained in best practices for teaching writing and elevating non-fiction writing and strategies that support male writers.		X		Agendas for coach meetings, secondary IL meetings and meeting with secondary language arts teachers.
3.2 Adopt district assessments for writing.	District writing assessments will be identified and piloted during the 2010-2011 school year.	X  At the elementary level piloting begins 2011/12	X  At the secondary level		<ul style="list-style-type: none"> <li>Spring 2011 Instructional Coach, Leadership Institutes for secondary principals and professional development opportunities for secondary language arts teachers</li> <li>August 2011 Principal Conference Day session for elementary principals.</li> <li>August 2011 Instructional Coach meeting agenda</li> </ul>

**Objective 4 Ensure a systemic district focus on accelerating ‘catch up’ students to proficiency and ‘move up’ students to advanced.  
(Ends 1, 2, 3)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
4.1 Improve core/universal instructional programs for diverse learners.	100% of schools with K-6 English as a second language (ESL) teachers or ESL content teachers (7-12) will implement the ESL curriculum support document.	Ongoing as we continue to add ESL Endorsed teachers to elementary schools.	Established where we already have an ESL endorsed teacher in place.	X	Call to Action survey – 99%
	100% of elementary schools with a K-6 ESL teacher will implement an English language development (ELD) instructional block.	Ongoing where we are still adding ESL Endorsed teachers.	Established in schools with existing K-6 ESL Endorsed teacher.	X	Call to Action Survey – 98.5%
	100% of secondary schools will ensure ESL students have access to approved ESL coursework as stated by the ESL/Dual Language department.		X		Curriculum support documents developed, aligned to state expectations and linked to curriculum.
	100% of schools will report having participated in training in the purpose and use of the Colorado English Language Assessment (CELA).		X		Principal Institutes 2011- 100% participation
	100% of schools will report the participation of general education staff at the IEP (Individualized Education Plan) staffing in order to support IEP goals in core instruction.			X	Call to Action Survey 99%
4.2 Enhance systems and training that support Response to Instruction (RtI) processes.	A multiyear district project plan will be developed and implementation will begin for enhancing RtI technology systems in the district.	X			A multiyear district project plan began with a successful RFP process in the summer of 2011. The plan will be developed during the 2001-2012 school year for implementation for fall 2012.
	A multiyear professional development plan will be developed and implementation will begin for supporting RtI implementation in the district.	X			Completion anticipated spring 2013.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
4.3 Evaluate the effectiveness of tier II/III interventions currently in place district wide.	Comprehensive program evaluations will be conducted for identified district tier II/III interventions by fall 2011.	X			Program evaluation still needs to be conducted for Leveled Literacy Intervention in the schools where it's being used.
	Division of Instruction staff will develop entrance and exit criteria for existing tier II/III interventions.		X		Entrance/Exit Criteria exists for existing Tier II/III interventions such as Wilson, Read 180, Navigator, Leveled Literacy Intervention, Literacy and Language Classrooms.

**Objective 5 Ensure a district wide secondary student engagement focus. (Ends 1, 2, 3, 4, 6)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
5.1 Provide professional development focused on effective pedagogy for adolescent students.	70% of secondary schools will receive training on effective adolescent pedagogy across contents that focus on student engagement.		X		<ul style="list-style-type: none"> <li>Leadership Institute agendas</li> <li>Instructional Coach agendas</li> <li>Instructional Leader agendas</li> <li>Professional development opportunities for classroom teachers</li> </ul>
5.2 Develop and implement a system that provides student engagement feedback for teachers.	Division of Instruction staff will research and develop a process by May 2011 to deliver meaningful student feedback on effective teaching and learning for secondary teachers.	X May 2012			<ul style="list-style-type: none"> <li>Process developed within DoI.</li> <li>Professional development will be implemented during the 2011/2012 school year</li> </ul>
5.3 Provide predictive indicators for student postsecondary workforce readiness.	100% of secondary schools will have access to a postsecondary workforce readiness online dashboard of early warning dropout indicators in fall 2011.	X			Full implementation anticipated fall 2012.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
5.4 Continue to research, develop, and implement academic pathways for students aligned with the Colorado Achievement Plan for Kids (CAP4K) expectations and 21 <sup>st</sup> century learning.	100% of high schools will review academic pathway offerings and will plan the expansion of rigorous academic pathway offerings to ensure students are college and workforce ready upon graduation.		X		Consistent School and District Unified Planning Process.

Objective 6 Ensure systemic district support for increasing student achievement at schools identified as Improvement, Priority Improvement, and Turnaround. (Ends 1, 2, 3, 6)					
Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
6.1 Develop, implement, and evaluate a plan of intensive and strategic support for schools identified as Improvement, Priority Improvement, and Turnaround.	At least 50% of schools in Improvement, Priority Improvement, and Turnaround will move one level toward Performing on the School Performance Framework as determined by the Colorado Department of Education (CDE).	X Need Fall SPF data			
	All schools in the A+ Initiative will move one rubric level toward full implementation on the problem solving and climate and culture RtI rubrics.	X Fall 2011			
6.2 Develop and implement differentiated professional development support for schools implementing school wide initiatives.	100% of school wide initiatives implemented will be monitored to differentiate professional development support.		X		Principal Institutes agendas document the differentiation.
	A pyramid of intervention strategies will be developed for implementation in 2011-2012 in schools identified as needing a more culturally responsive instructional approach.	X			
	Using a body of evidence, schools will be identified as high priority to receive cultural responsiveness training.	X Fall data needed			

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## Leadership

**Objective 1** Ensure implementation of strategies and systems to improve both student achievement and organizational performance.  
(Ends 6)

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.1 Implement the Jeffco Strategic Compensation pilot.	16-20 schools will be identified and will implement the strategic compensation pilot.		X		20 schools were identified.
	100% of the identified schools will participate in the development of the detailed plan for the pilot.		X		Principals and representative teachers from all schools participated in developing detailed plans.
	100% of pilot schools will implement a new principal evaluation system and provide feedback about the feasibility of using the system district wide.		X		Jeffco will pilot the evaluation for 100% of our principals.
	100% of pilot schools will implement a new teacher evaluation system aligned with the pilot focus and with Senate Bill 191.	X			The rubric and evaluation will not be available until mid year 2011-2012; Jeffco will use in fall 2012.
	Determination will be made of the successes and problems in the pilot by the 2014-2015 school year.	X			This is ongoing and will be completed by 2014-2015.
	Quarterly communication will be implemented with stakeholders about the pilot process.			X	

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.2 Increase leadership capacity in Jeffco through the leadership cohort groups and through succession planning.	80% of participants in the leadership cohort groups including teachers aspiring to leadership, assistant principals aspiring to principalships, and principals aspiring to central leadership will evaluate the cohort process as supportive of their leadership development.		X		Per survey data collected in May, 2011, 100% of participants in Jeffco leadership cohorts and cadres evaluated the cohort process as supportive of leadership development.
	Support Services and Business Services will develop a leadership cohort training program for aspiring departmental leaders for implementation in the 2011-2012 school year.	X November 2011			A training plan will be developed and communicated by November 2011.
1.3 Increase the effective use of time for student achievement and staff learning.	A task force and subcommittees will create a vision for the use of time that includes extended time for students and for staff and/or the use of more flexible time.	X			The calendar committee had the charge to consider new uses of time; they developed a recommended calendar but did not complete the second charge; this effort will continue into the coming year
1.4 Increase principal and teacher effectiveness.	100% of master and mentor teacher positions will be filled in the strategic compensation schools.		X		
	100% of teachers and principals will participate in staff development related to effectiveness.	X August 2011			
	100% of teachers and principals will have a plan connected to their evaluations for increasing effectiveness.	X October 2011			

Objective 2 Ensure a culture of high performance in all schools and in all departments. (Ends 1, 2, 3, 4, 6)					
2.1 Increase effectiveness of evaluation systems for all employee groups.	100% of licensed evaluation rubrics will be reviewed and revised to be consistent with the procedures and the effectiveness rubrics developed by the state under Senate Bill 191.	X August 2012			

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	Assessments for all content areas and for workforce readiness developed by the state will be included in staff evaluations as indicators of student growth and effectiveness as developed.	X August 2012			
	A new principal evaluation will be developed and implemented consistent with the performance standards and procedures established by the state pursuant to Senate Bill 191 and consistent with the strategic compensation pilot.		X		Jeffco will pilot the evaluation for 100% of our principals.
	90% of classified administrators will participate in training for effective evaluation and performance management.			X	
	100% of principals will attend training on non-renewal procedures for probationary teachers and will implement the procedures effectively.		X		
	100% of principals will follow timelines and expected procedures for performance improvement.	X August 2011			
	Strategies for staff input on principal evaluations will be developed and defined.	X October 2011			
2.2 Increase effectiveness of licensed staff through implementation of Senate Bill 191 in Jeffco.	<b>Recommendations concerning the transfer processes and reduction in force processes based on Senate Bill 191 will be made by the Strategic and Sustainable Change Task Force.</b>	X December 2011			
	Effectiveness definitions will be shared and implemented with all licensed staff members based on the work of the state and effectiveness council.	X August 2012			

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	100% of teacher employment contracts will include language required by Senate Bill 191.		X		
	On or before August 1, 2014, an incentive system will be developed which shall encourage effective teachers in high performing schools to move to jobs in schools that have low performance ratings.	X August 2014			
	Criteria required by Senate Bill 191 will be applied in all cases where a teacher is subject to a reduction in force.	X Spring 2012			

Objective 3 Ensure district accreditation through increased student achievement. (Ends 1, 2, 3)					
3.1 Meet or exceed the overall academic achievement indicators in CSAP reading, mathematics, writing, and science on the District Performance Framework.	<b>Elementary</b> Jeffco will meet or exceed state targets for reading achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for mathematics achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for writing achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for science achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	<b>Middle School</b> Jeffco will meet or exceed state targets for reading achievement on the District Performance Framework.		X		CDE District Performance Framework Report

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
	Jeffco will meet or exceed state targets for mathematics achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for writing achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for science achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	<b>High School</b> Jeffco will meet or exceed state targets for reading achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for mathematics achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for writing achievement on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for science achievement on the District Performance Framework.		X		CDE District Performance Framework Report
3.2	<b>Elementary</b> Jeffco will meet or exceed state targets for reading growth on the District Performance Framework.		X		CDE District Performance Framework Report
Meet or exceed the district's CSAP academic growth indicators in CSAP reading, mathematics, and writing on the District Performance Framework.	Jeffco will meet or exceed state targets for mathematics growth on the District Performance Framework.		X		CDE District Performance Framework Report

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
	Jeffco will meet or exceed state targets for writing growth on the District Performance Framework.		X		CDE District Performance Framework Report
	<b>Middle School</b> Jeffco will meet or exceed state targets for reading growth on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for mathematics growth on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for writing growth on the District Performance Framework.		X		CDE District Performance Framework Report
	<b>High School</b> Jeffco will meet or exceed state targets for reading growth on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for mathematics growth on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for writing growth on the District Performance Framework.		X		CDE District Performance Framework Report
3.3 Improve performance for the district's academic growth gaps indicators for students on IEPs (Individualized Education Plans) and catch up students for reading, mathematics, and writing on the District Performance Framework.	<b>Elementary</b> Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in reading on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in mathematics on the District Performance Framework.			X	CDE District Performance Framework Report

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
	Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in writing on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in reading on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in mathematics on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in writing on the District Performance Framework.		X		CDE District Performance Framework Report
	<b>Middle School</b> Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in reading on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in mathematics on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in writing on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in reading on the District Performance Framework.			X	CDE District Performance Framework Report

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in mathematics on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in writing on the District Performance Framework.			X	CDE District Performance Framework Report
	<b>High School</b> Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in reading on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in mathematics on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for students with disabilities in academic growth gaps in writing on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in reading on the District Performance Framework.			X	CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in mathematics on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for catch up students in academic growth gaps in writing on the District Performance Framework.			X	CDE District Performance Framework Report

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
3.4 Improve the district's performance on the postsecondary and workforce readiness indicators on the District Performance Framework.	Jeffco will meet or exceed state targets for graduation rate on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for dropout rate on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will meet or exceed state targets for the Colorado ACT composite on the District Performance Framework.		X		CDE District Performance Framework Report
3.5 Sustain Jeffco's accredited status on the District Performance Framework.	Jeffco will remain accredited on the District Performance Framework.		X		CDE District Performance Framework Report
	Jeffco will increase the total percentage of points earned on the District Performance Framework (current percentage is 70.4%).		X		CDE District Performance Framework Report
	80% or more of schools will be assigned a "Performance Plan" designation.		X		CDE District Performance Framework Report
3.6 Improve middle school and high school AYP (Adequate Yearly Progress) percentages.	100% of middle schools will contribute to an increase in district AYP performance to meet a minimum of 49 targets in 2010-2011 (current number of targets met is 48).		X		2011 AYP Determinations (49)
	100% of high schools will contribute to an increase in district AYP performance to meet a minimum of 38 targets in 2010-2011 (current number of targets met is 37).			X	2011 AYP Determinations (34)

**Objective 4 Ensure effective communication with employees, community members, and the media. (Ends 4)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
4.1 Implement district communications with employees, community members, and the media.	80% or more of all schools will be promoted through <i>Good News</i> communication.		X		96% of schools were promoted through Good News
	Communications Services will participate in an effective employee recognition program that will be measured through an increase in satisfaction scores in the 2010-2011 Employee Survey demonstrated by the increase in the mean scores for the following question: <ul style="list-style-type: none"> <li>o “The district’s Values Awards program contributed to employees feeling valued.” (Mean score will increase from 3.31.)</li> </ul>		X	2010-11 Employee Survey Report 3.32	
	100% of administrators will receive a communications overview of how Communications Services can support their efforts.		X		100% of principals received an overview during articulation area meetings held during the 2010/11 school year.
	80% of employees will be satisfied with district communication tools.	X Spring 2012			Communications services will survey employees about their satisfaction with communication tools.
	80% of principals will agree that the Leadership Memo is an effective communication tool for district leadership.		X		In a survey, 92% say it is extremely or very useful for their job. 94% say they are extremely or very satisfied with the Leadership Memo.
4.2 Strengthen support for Jeffco Schools through community engagement and partnerships.	90% of the objectives of the communications plan will be implemented.	X			Communications plan has been revised – will measure in the spring of 2012.
	68% or more of Key Communicators will indicate they frequently or occasionally share information they receive as a member of the Key Communicator network.		X		In a survey, 97.6% of respondents say they frequently or occasionally share information.

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
	90% of schools will have a positive story posted on Facebook.	X June 2012			Fall 2011
	Facebook will be reviewed and updated five days a week during the school year.		X		Communications services staff updates Facebook five days a week during the school year with stories about Jeffco Schools.
	100% of all Board of Education meetings will be announced on Twitter.		X		Communications services staff tweeted about upcoming BOE meetings.
	100% of emergency school closures will be announced on Twitter.		X		Communications services staff tweeted about emergency school closures.
	100% of the district's web site will be studied and improved if necessary.		X		A web user satisfaction survey was conducted. New content is always being added to the site. A new search engine was added to the site.
	75% of users of the district's web site will indicate satisfaction with the content.		X		88% of respondents indicated satisfaction during a web user survey.
4.3	Enhance media relations program to advance the district's image in the community.	Communications Services will proactively pitch Jeffco stories to the media resulting in at least 120 media stories for 2010-2011.		X	The staff of communications services proactively pitched 429 stories during the 2010/11 school year.
		100% of media on the communications media survey will indicate satisfaction with Communications Services.		X	100% of respondents said they were satisfied with communications services.
4.4	Use images that reflect the diversity in district communication tools.	More than 50% of images used in district communication tools will reflect diversity.		X	More than 50% of images used in district communication tools reflected diversity

**Objective 5 Ensure values driven leadership in all schools and in all departments. (Ends 6, 7)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
5.1 Increase supervisory demonstration of district values.	The mean (average) scores on the 2010 Employee Survey will increase for the following questions: <ul style="list-style-type: none"> <li>“My supervisor encourages cooperation between my work team and other groups.” (Mean [average] score will increase from 4.03.)</li> </ul>			X	2010-11 Employee Survey Report 4.01
	<ul style="list-style-type: none"> <li>“My supervisor confronts unethical behavior appropriately.” (Mean [average] score will increase from 3.75.)</li> </ul>		X		2010-11 Employee Survey Report 3.79
	<ul style="list-style-type: none"> <li>“My supervisor holds me accountable for high performance.” (Mean [average] score will increase from 4.28.)</li> </ul>			X	2010-11 Employee Survey Report 4.28
	<ul style="list-style-type: none"> <li>“The recognition I receive from my supervisor helps me feel valued.” (Mean [average] score will increase from 3.73.)</li> </ul>			X	2010-11 Employee Survey Report 4.28
5.2 Increase the district demonstration of district values.	The mean (average) scores on the 2010 Employee Survey will increase for the following questions:  As an organization, Jeffco Schools demonstrates.... <ul style="list-style-type: none"> <li>...the district value of integrity (mean [average] score will increase from 3.71).</li> </ul>		X		2010/11 Employee Survey Report 3.72
	<ul style="list-style-type: none"> <li>...the district value of teamwork (mean [average] score will increase from 3.67).</li> </ul>		X		2010/11 Employee Survey Report 3.68
	<ul style="list-style-type: none"> <li>...the district value of respecting people (mean [average] score will increase from 3.59).</li> </ul>		X		2010-11 Employee Survey Report Changed to “valuing people” 3.60

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
	<ul style="list-style-type: none"> <li>...the district value of exemplary performance (mean [average] score will increase from 3.64).</li> </ul>		X		2010-11 Employee Survey Report 3.65
5.3 Increase demonstration of cultural proficiency throughout Jeffco Schools.	The Jeffco cultural proficiency team will monitor department action plans to infuse cultural proficiency into the work of all departments, schools, and service providers in Jeffco.		X		Team monitored implementation of cultural proficiency into the work of every department and provided updates, information sharing, and demonstrations of how each department implemented these practices
	100% of the cultural proficiency and diversity projects and awards throughout Jeffco Schools will be published through a variety of media.		X		100% of all cultural proficiency diversity projects and awards were published in and through a variety of media; some of these included: Departmental agendas; community meeting agendas; the JCEA Insight; the Wayne Carle Awards; A Day Without Hate; and a variety of school board meetings
	100% of all principals will study and understand cultural proficiency and diversity.		X		100% of all principals were involved in district wide book studies via articulation area meetings; several school sites extended this learning to address achievement gap indicators as well as to support the welcoming environment climate in their schools with their staffs and community

Indicators	Targets	In Progress	Accomplished	Not	Final Data
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		Specify Date to be Measured		Accomplished	
	100% of Business Services will study and understand cultural proficiency and diversity.		X		100% of Business Services studies and demonstrated understanding of diversity and cultural proficiency as demonstrated by the Power Point presentation to the cultural proficiency team

## Call to Action: Building Bright Futures 2010-2012

*Goals: All students graduate prepared for continued learning and the world of work in the 21<sup>st</sup> century.  
All employees are accountable for a high performing organization.*

### Schools

**Objective 1** Ensure that student achievement is increasing in every school regardless of gender, race/ethnicity, socioeconomic status, or special needs. *(Ends 1, 2, 3, 5, 6)*

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
I.1 Increase the use of effective strategies to increase student achievement.	100% of schools will increase the use of technology in developing 21 <sup>st</sup> century skills.		X		Call to Action Survey – 100%
	100% of principals will monitor for the implementation of the instructional strategies identified in their school's Unified Improvement Plan.		X		
	100% of neighborhood schools will implement the guaranteed and viable curriculum.		X		
	100% of schools, through the implementation of Jeffco's data decision making model, will progress monitor student learning through the district's universal screeners (e.g., Acuity, DIBELS [Dynamic Indicators of Basic Early Literacy Skills]).		X		
	100% of schools will implement the six components of the district Response to Instruction (RtI) rubric to a minimum of stage three by spring 2011.	X June 2012			

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.2 Increase success in key core content.	100% of schools will contribute to an increase of students being removed from Individualized Literacy Plans (ILPs) between the beginning and end of the school year (based on October 1, 2010 to spring 2011 cohort).		X		SOARS Literacy Plan School Report
	100% of schools will contribute to improvement in the district's Annual Measurable Achievement Objectives (AMAO): <ul style="list-style-type: none"> <li>○ 48% or more of the K-12 English language learner matched cohort will make annual progress in learning English (current percentage is 49%).</li> </ul>		X		CDE Federal Program Administration Report - 51%
	<ul style="list-style-type: none"> <li>○ 5% or more of the K-12 English language learner matched cohort will attain English proficiency (current percentage is 10%).</li> </ul>		X		CDE Federal Program Administration Report - 13%
	<p><b>Preschool</b></p> 80% or more of the district preschools will contribute to the increase in the percentage of 4-year-old students performing at proficiency for: <ul style="list-style-type: none"> <li>○ The preschool Work Sampling Literacy assessment (current percentage is 84%).</li> </ul>		X		Preschool Work Sampling Literacy Assessment - 84.9%
	<ul style="list-style-type: none"> <li>○ The preschool Work Sampling Math assessment (current percentage is 82%).</li> </ul>		X		Preschool Work Sampling Math Assessment - 83.2%

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	<p><b>Elementary</b> The district aggregate percentage of students performing at benchmark for literacy assessments in grades K-3 will increase:</p> <ul style="list-style-type: none"> <li>○ 100% of elementary schools will contribute to an increase in the percentage of kindergarten students performing at benchmark on the DIBELS (Dynamic Indicators of Basic Early Literacy Skills) Nonsense Word Fluency assessment between the second and third benchmark (based on fall 2010 to spring 2011 cohort; cohort data not yet available).</li> </ul>			X	Jeffco DIBELS Report 2 <sup>nd</sup> Benchmark – 86% 3 <sup>rd</sup> Benchmark – 85%
	<ul style="list-style-type: none"> <li>○ 100% of elementary schools will contribute to an increase in the percentage of grade 1 students performing at benchmark on the DIBELS Oral Reading Fluency assessment between the second and third benchmark (based on fall 2010 to spring 2011 cohort; cohort data not yet available).</li> </ul>		X		Jeffco DIBELS Report 2 <sup>nd</sup> Benchmark – 80% 3 <sup>rd</sup> Benchmark – 81%
	<ul style="list-style-type: none"> <li>○ 100% of elementary schools will contribute to an increase in the percentage of grade 2 students performing at benchmark on the DIBELS Oral Reading Fluency assessment between the first and third benchmark (based on fall 2010 to spring 2011 cohort; cohort data not yet available).</li> </ul>		X		Jeffco DIBELS Report 1 <sup>st</sup> Benchmark – 70% 3 <sup>rd</sup> Benchmark – 73%

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	<ul style="list-style-type: none"> <li>100% of elementary schools will contribute to an increase in the percentage of grade 3 students performing at benchmark on the DIBELS Oral Reading Fluency assessment between the first and third benchmark (based on fall 2010 to spring 2011 cohort; cohort data not yet available).</li> </ul>		X		Jeffco DIBELS Report 1 <sup>st</sup> Benchmark – 65% 3 <sup>rd</sup> Benchmark – 66%
	<ul style="list-style-type: none"> <li>100% of elementary schools will contribute to an increase in the percentage of aggregated K-2 students meeting the Developed Performance Level on the BEAR (Basic Early Assessment of Reading) Comprehension assessment between 2010 and 2011 (current percentage is 78.7%).</li> </ul>		X		SOARS BEAR District Comprehension Reports  80.1% K-2 students at Developed Performance Level
	<p><b>Middle School</b></p> 100% of middle schools will contribute to an increase in the percentage of minority students enrolled in algebra or a higher level class (current minority percentage of total algebra enrollment is 32.7%).			X	Performance Indicators District Wide Summary Campus Report – 33.4% (preliminary pending verification)
	The percentage of proficient students on the 8 <sup>th</sup> grade technology assessment will increase from 69.6%.		X		8 <sup>th</sup> Grade Technology Assessment – 72.3% Proficient
	100% of middle schools will contribute to an increase in the percentage of students enrolled in algebra or a higher level class (current enrollment is 49.9%).			X	Performance Indicators District Wide Summary Campus Report – 47.4% (preliminary pending verification)
	100% of middle schools will identify and implement interventions that support increased student achievement.		X		

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	100% of middle school principals will monitor instructional strategies defined in the district Unified Improvement Plan.		X		
	100% of middle schools will identify their current course offerings and the gaps to be filled to create common core offerings, which will be aligned with the graduation requirements.		X		
	100% of middle school principals will identify strategies to increase student opportunity including sharing of staff, online implementation, and regional programs.		X		
	100% of middle schools will analyze and improve their transition programs for students.		X		
	100% of middle schools will demonstrate progress on closing growth gaps with at least one group on the School Performance Framework.		X		CDE District Performance Framework Reports (Students needing to catch up)
	100% of middle schools will implement a new standards based progress reporting system over the next three years.			X	
	Structures for middle school education including K-8 and 6-8 will be defined and a systemic plan for implementation will be developed.		X		Presentation to the BOE in spring of 2011
	100% of middle schools will implement the ICAP (Individual Career and Academic Plan).	X June 2012			Two year goal (Bryan Krause has back up information)

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	<p><b>High School</b></p> <p>100% of high schools will contribute to an increase in the aggregate percentage of 11<sup>th</sup> grade students meeting “college readiness” benchmarks on the Colorado ACT:</p> <ul style="list-style-type: none"> <li>○ The percentage of students performing at benchmark for the ACT English test will increase (current score is 65%).</li> </ul>		X		ACT State Testing Report – 66%
	<ul style="list-style-type: none"> <li>○ The percentage of students performing at benchmark for the ACT math test will increase (current score is 44%).</li> </ul>		X		ACT State Testing Report – 47%
	<ul style="list-style-type: none"> <li>○ The percentage of students performing at benchmark for the ACT reading test will increase (current score is 49%).</li> </ul>			X	ACT State Testing Report – 47%
	<ul style="list-style-type: none"> <li>○ The percentage of students performing at benchmark for the ACT science test will increase (current score is 30%).</li> </ul>		X		ACT State Testing Report – 37%
	100% of high schools will increase the use of site based strategies for dropout prevention and collaborate with the Dropout Prevention and Recovery office to implement systemic strategies for dropout prevention.	X			
	100% of students who drop out will be actively outreached in partnership with the Dropout Prevention and Recovery office.	X			Provided outreach to 100% of students who were indicated as dropouts in Infinite Campus; 1066 students were contacted by Dropout Prevention office in partnership with schools; many of these students reengaged in school and will not be dropouts for the 11/12 school year.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	100% of high schools will contribute to an increase in the district's graduation rate in 2010-2011 compared to 2009-2010.			X	2009-2010 CDE Graduation Rate for Jeffco - 78.1%
	100% of high schools will identify and implement interventions that support increased student achievement.		X		
	100% of high schools will identify, analyze, and improve their transition programs for students.		X		
	100% of high schools will demonstrate progress on closing growth gaps with at least one group on the School Performance Framework.		X		CDE District Performance Framework Reports (English Language Learners & Students needing to catch up)
	100% of high schools will identify strategies to increase student opportunity including sharing of staff, online implementation, and regional programs.		X		
	100% of high schools will participate in developing a systemic plan for specialty program implementation in high schools.		X		
	100% of high schools will monitor instructional strategies defined in the district Unified Improvement Plan.		X		
	Four ASCENT (Accelerating Students through Concurrent Enrollment) programs will be implemented by fall 2011.	2011/12:Arvada and Jefferson; possible schools in 2012/13 Pomona, JVA, McLain	X		
	100% of high schools will implement ICAP (Individual Career and Academic Plan).	X June 2012			Two year goal
	100% of high school principals will cooperate to identify strategies to increase opportunities to flexibly access multiple courses and interventions.		X		

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	100% of high school principals will implement the new concurrent enrollment regulations.	2012/13 school year	X	Decision made to maintain current PSEO reg's for 2011/12 due to funding questions with community colleges.	
	High school staff will implement more flexible use of time in student learning and in completion of graduation requirements.		X		
	Expanded programs will be defined for Warren Tech and an implementation plan will be developed.		X		
	80% of all schools will decrease the number of students needing remediation at the college level.			X	CO Graduates Assigned to Remediation in CO Higher Education Report – 61.1%

**Objective 2 Ensure instructional staff development for teachers and for administrators results in improved skills to increase student achievement. (Ends 1, 2, 3, 5, 6)**

2.1 Implement a PK-12 guaranteed and viable curriculum aligned to standards.	100% of teachers and administrators will utilize curriculum documents as tools for intentional planning in order to ensure a guaranteed and viable curriculum for all students.		X		Call to Action Survey – 100%
	100% of instructional coaches, principals, and building leadership teams will focus their work with teachers, departments, and teams on analyzing data for instructional planning and Response to Instruction (RtI).		X		Call to Action Survey 100%
	100% of instructional coaches, principals, and building leadership teams will work with teachers to develop an understanding of instructional planning focused on a deep understanding of content.		X		Call to Action Survey – 100%

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
2.2 Provide staff development tied to district goals for improved student achievement.	100% of instructional coaches and instructional leaders will receive training in order to support the school staff in the implementation of the guaranteed and viable curriculum.		X		2010-11 Instructional Coach Survey – 100%
	100% of instructional coaches, principals, and building leadership teams will work collaboratively to ensure the action plan from their Unified Improvement Plan is implemented.		X		Call to Action Survey 100%
	100% of instructional coaches, principals, and building leadership teams will work collaboratively to develop a school wide staff development focused on the problem solving process.		X		Call to Action Survey 100%
	100% of new teachers will work with their instructional coaches and a mentor in order to ensure an understanding of Jeffco curriculum and instruction.		X		Teacher Induction
	100% of newly licensed school based administrators will participate in induction in order to ensure an understanding of Jeffco management, curriculum, and instruction.		X		
2.3 Provide staff development for teachers and instructional personnel that is aligned with the Unified Improvement Plan development process.	100% of teachers will be trained in the components of the teaching and learning cycle.		X		2010-11 Instructional Coach Survey
	100% of schools will implement team level data conversations and problem solving based on the Response to Instruction (RtI) rubric and the Unified Improvement Plan.		X		Call to Action survey 100%

**Objective 3 Ensure a safe, welcoming, caring, and collaborative community. (Ends 4, 5)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
<p>3.1 Increase the percentage of all students regardless of gender, race/ethnicity, or socioeconomic status, who feel safe and challenged in school indicating that schools are implementing respectful and challenging school environments.</p>	<p><b><i>Make Your Voice Heard survey baseline data will be collected for additional disaggregated groups (other than gender and minorities).</i></b></p> <p><b>Elementary</b> The percentage of students who agree/strongly agree that “My teachers write notes on my schoolwork and tests so I know how to improve my work” will increase for:</p> <ul style="list-style-type: none"> <li>○ All students (current percentage is 81%)</li> </ul>	<p>Make Your Voice Heard Survey is a two year goal measured in 2011-2012</p>			<p>Make Your Voice Heard Survey is a two year goal measured in 2011/12.</p>
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 83%)</li> </ul>	<p>X</p>			<p>Make Your Voice Heard Survey is a two year goal measured in 2011/12.</p>
	<p>The percentage of students who agree/strongly agree that “I make goals for myself about what I need to learn” will increase for:</p> <ul style="list-style-type: none"> <li>○ All students (current percentage is 83%)</li> </ul>	<p>X</p>			<p>Make Your Voice Heard Survey is a two year goal measured in 2011/12.</p>
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 84%)</li> </ul>	<p>X</p>			<p>Make Your Voice Heard Survey is a two year goal measured in 2011/12.</p>
	<p>The percentage of students who agree/strongly agree that “The students at my school tell an adult if they see bullying” will increase for:</p> <ul style="list-style-type: none"> <li>○ All students (current percentage is 75%)</li> </ul>	<p>X</p>			<p>Make Your Voice Heard Survey is a two year goal measured in 2011/12.</p>
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 74%)</li> </ul>	<p>X</p>			<p>Make Your Voice Heard Survey is a two year goal measured in 2011/12.</p>

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	<b>Middle School</b> The percentage of students who agree/strongly agree that “ <i>The reading materials in my classes challenge me</i> ” will increase for: <ul style="list-style-type: none"> <li>○ All students (current percentage is 41%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 41%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	The percentage of students who agree/strongly agree that “ <i>Each day, my teachers make sure that I understand what we are learning and why we need to learn it</i> ” will increase for: <ul style="list-style-type: none"> <li>○ All students (current percentage is 65%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 65%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	The percentage of students who agree/strongly agree that “ <i>I feel protected from harassment, intimidation, and discrimination in my school</i> ” will increase for: <ul style="list-style-type: none"> <li>○ All students (current percentage is 56%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 52%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<b>High School</b> The percentage of students who agree/strongly agree that “ <i>I set personal goals for my learning</i> ” will increase for: <ul style="list-style-type: none"> <li>○ All students (current percentage is 70%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 68%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<p>The percentage of students who agree/strongly agree that “Each day, my teachers make sure that I understand what we are learning and the purpose for learning it” will increase for:</p> <ul style="list-style-type: none"> <li>○ All students (current percentage is 56%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 57%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<p>The percentage of students who agree/strongly agree that “I feel protected from harassment, intimidation, and discrimination in my school” will increase for:</p> <ul style="list-style-type: none"> <li>○ All students (current percentage is 59%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
	<ul style="list-style-type: none"> <li>○ Total minority (current percentage is 54%)</li> </ul>	X			Make Your Voice Heard Survey is a two year goal measured in 2011/12.
3.2 Implement strategies in all schools to ensure a safe environment.	<p>100% of schools will implement the Safe School strategies required in the school Safety Plan checklist and document completion twice a year. The strategies as outlined in the plan will include:</p> <ul style="list-style-type: none"> <li>○ Prevention/Character Building Programs</li> <li>○ Welcoming Newcomers</li> <li>○ School Safety and Crisis Response Teams</li> <li>○ Reporting Expectations</li> <li>○ Threat Assessment and Response</li> <li>○ Student Recognition</li> <li>○ Parental Communication</li> <li>○ Positive Behavioral Support (PBS)</li> </ul>		X		

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
	100% of schools will instruct students and staff on reporting procedures and expectations for behavior from the <u>Student Conduct Code</u> .		X		
	100% of schools will develop and/or maintain a system that ensures that students and parents acknowledge receipt of the <u>Student Conduct Code</u> .		X		

Objective 4 Ensure the alignment of resources to increase student achievement and organizational effectiveness. (Ends 1, 2, 3, 6)					
4.1 Align school staffing and financial resource allocations with student achievement goals.	100% of schools will demonstrate that staffing is used effectively to meet Adequate Yearly Progress (AYP) indicators, to remain accredited, and to close achievement gaps in the schools.		X		
	100% of schools designated as “Turnaround” and “Priority Improvement” will receive differentiated staffing and central support for student achievement.		X		Teams were deployed to each school; student achievement specialists were hired.

# Call to Action: Building Bright Futures 2010-2012

*Goals: All students graduate prepared for continued learning and the world of work in the 21<sup>st</sup> century.  
All employees are accountable for a high performing organization.*

## Support Services

Objective 1 Ensure facilities are assessed, planned, designed, and constructed to meet the needs of students, staff, and community.  
(Ends 4, 7, 8)

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
1.1 Manage the capital projects fund in an effective manner.	Capital needs and deficiencies will be prioritized and funds will be allocated based on established priorities.		X		Final list of annual funded projects will be completed and presented to chief operating officer by July 15, 2011.
	Actual cumulative project spending will be within 10 percent of the projected project cumulative spending for June 30 <sup>th</sup> of each year.		X		Spending data is presented to Capital Asset Advisory Committee monthly.
	Recommendations will be issued for the summary of findings and facility master plan.	X			The annual update to the Facilities Master Plan will be presented to Board of Education in October/November 2011.
1.2 Plan for future capital needs and equity of facilities in the district.	One-third of facilities will be assessed each year.		X		First one-third of facilities is scheduled for assessment completion by August 30, 2011
	A preliminary Facilities Master Plan was provided to the Board of Education in January 2011.		X		Facilities Master Plan presented to Board of Education in January 2011.

**Objective 2 Ensure Food and Nutrition Services is managed to provide nutritious meals while maintaining efficient and cost effective operations. (Ends 4, 7, 8)**

Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
2.1 Ensure Food and Nutrition Services operations meet state and federal guidelines.	CDE (Colo. Dept. of Ed) will renew the district's USDA school meals program based on nutritional value of foods, counting and claiming procedures, and reporting data for free and reduced lunch program.		X		Qualifying renewal data will be sent to CDE by August 31, 2011.
	100% of Food and Nutrition Services managers will receive ongoing training.		X		Manager training is scheduled for August 18, 2011.
2.2 Ensure financial accountability of Food and Nutrition Services.	A positive cash flow balance will be maintained.		X		Final accounting will be available with the 4 <sup>th</sup> quarter financial report and the annual CAFR after auditors review.
2.3 Ensure meals provided align with current health and wellness standards and community expectations.	Food and Nutrition Services operations will reflect a 55% or greater market share.		X		Year-end report will be available to chief operating officer by July 15, 2011.
	Food and Nutrition Services will increase the healthy choices program for student lunches.		X		Successfully completed by end of 2010-2011 school year.
	25% of food products will be from local Colorado sources.		X		Final data to chief operating officer by June 30, 2011.

Objective 3 Ensure a safe learning and working environment for all school and department personnel. (Ends 4, 5)					
Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
3.1 Ensure school staff is trained in emergency management.	100% of school BERT (Building Emergency Response Team) staff will receive training in emergency response/crisis management during the 2010-2011 school year.		X		More than 9,000 employees including 1,200 DERT members were trained in Emergency Response Crisis Management during the 2010-2011 school year.
3.2 Ensure the emergency response action plan is relevant and practiced.	100% of schools will practice emergency exercises each school year.		X		212 school emergency drills were facilitated by Security and Emergency Management during the 2010-2011 school year. Schools achieved 100% compliance.
Objective 4 Ensure safe and efficient transportation services. (Ends 4, 5, 7, 8)					
4.1 Ensure the transportation workforce is fully trained.	100% of school bus drivers will meet the Colorado Department of Education (CDE) requirement of annual six-hour training.		X		99 % of drivers completed training by end of school year.
4.2 Maintain the bus and utility fleet in a safe and operational condition.	95% of the preventive maintenance services (PMS) will be completed on buses every 6,000 miles by Fleet Services.		X		95.7 % of preventive maintenance on buses was completed by end of school year.
	85% of the preventive maintenance services (PMS) will be completed on the utility fleet annually by Fleet Services.		X		91.9 % of preventive maintenance was completed on utility fleet.
4.3 Ensure the school bus safety program teaches and reinforces safety and positive behavior skills to students.	70% or more of elementary schools will have a bus safety program.		X		66 % of elementary schools received bus safety training.

Objective 5 Ensure facilities are maintained efficiently and cost effectively to meet the needs of students and staff. (Ends 4, 8)					
Indicators	Targets	In Progress Specify Date to be Measured	Accomplished	Not Accomplished	Final Data
5.1 Perform inspections and preventive maintenance on district facilities.	100% of critical electrical, mechanical, water/wastewater, and life safety systems will be operational.	X			75 % of inspections were completed by June 30 and 100 percent by October 31, 2011.
5.2 Ensure facilities are clean and meet departmental standards.	100% of occupied facilities will be assessed by departmental staff.	X			70% of inspections were completed by June 30 and 100 percent by October 31, 2011.
	80% of assessed needs will meet departmental criteria for cleanliness.	X			Final data available to chief operating officer by October 31, 2011.
5.3 Ensure indoor environmental quality aligns with industry and departmental standards.	Inspections and needed work will be completed in response to 85% of identified deficiencies.	X			Final data available to chief operating officer by October 31, 2011.
5.4 Align resources to maintain facilities and support student use.	95% of needs will be assessed and prioritized based upon available resources.	X			New budget programs developed for 2011-2012 – final data available to chief operating officer by October 31, 2011.
5.5 Ensure new software for the maintenance management system can measure the recommendations in the June 2008 <i>Performance Evaluation of the Facilities Maintenance Program</i> .	Replacement software for maintenance needs will include criteria to measure and implement recommendations in the <i>Performance Evaluation of the Facilities Maintenance Program</i> .		X		Implementation will “go-live” July 12, 2011 and will incorporate audit recommendations.