



Jefferson Joint School District 251

Strategic Planning  
Guidance Document  
2022-2027

# Strategic Planning Process

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## Superintendent's Message

### *Superintendent's Message*

*It is an honor to work in Jefferson Joint School District 251. I am humbled by the community's support of our students, staff, and district. We are committed to providing an exceptional education experience for all students. Having a Strategic Plan to focus and unify our efforts as a district is necessary for all of us to meet that goal.*

*The Strategic Plan will be a living document. In addition to regular progress updates to the Board of Trustees, staff, and our patrons, we will continually assess the strategies and goals in the plan. If policies and standards change, we will adjust the Strategic Plan accordingly and keep moving forward.*

*We want to thank the International Center for Leadership in Education for facilitating the Strategic Planning process, as well as our district administrators, a board member, principals, teachers, staff, and patrons who served on this committee. This has been a year long process that has taken the commitment of dedicated individuals who want the best plan in place for our students and district.*

*The Strategic Plan is the district's commitment to the students and their future. We look forward to implementing the Strategic Plan and monitoring our student's achievement for the coming years.*

*Sincerely,*



*Chad Martin  
Superintendent*

## Strategic Planning Leadership Team

Chad Martin, Superintendent

Michele Southwick, Director of Elementary Education

Sherry Simmons, Director of Secondary Education

Jozlyn Thompson, Director of Student Services

Leanna Poole, Board of Trustees

Monica Pauley, Board Clerk

Thomas Coxson, Secondary School Principal

Don Fryberger, Elementary School Principal

Stefani Cook, Career & Technology Education Coordinator

Todd Zollinger, District Assessment/LEP Coordinator

Silvina Grant, Migrant/Homeless Liaison

Cathy Barrus, Secondary Teacher

Jill Mugleston, Secondary Teacher

Stacey Hutchins, Elementary Teacher

Eleanor Sarmiento, Elementary Teacher

Scott Zundel, Custodian

Valerie Bowen, Paraprofessional

Kelly Rediske, Parent

Bertha Mosqueda Murillo

Tori Talbot, Parent

## Strategic Plan Purpose

The Jefferson County School District Strategic Plan is a comprehensive process by which all stakeholder representation is at the table to discuss the strengths, weaknesses, opportunities, and challenges that exist for the district. The goal of the process is to ensure that a strategic plan is created that aligns Jefferson County School District to a set of goals which it aims to achieve. Without a strategic plan, everyone may have his/her own set of goals; this ends up creating misalignment and confusion in the goal. Through the strategic planning process, the district is unified with one voice that moves the organization forward.



Figure: Each individual goal



Figure: Unified voice of goals

## Strategic Planning Process

This component of the strategic plan provides a narrative of the planning process and includes an historical record of each step completed.

In partnership with the International Center for Leadership in Education, Jefferson County School District utilized a 12-step process for completing the strategic plan. The 12-step process is listed here:

**Step 1:** Creation of a diverse stakeholder lead team for the project.

**Step 2:** Develop timeline of the project with benchmarks that connect to goals.

**Step 3:** Conduct academic/behavior data analysis

**Step 4:** Analyze district-wide perception data.

**Step 5:** Host a series of focus groups for various stakeholders.

**Step 6:** Develop emerging themes based on data collection.

**Step 7:** Set goals and action steps based on themes.

**Step 8:** Make modifications to the goals based on recommendations.

**Step 9:** Approve strategic plan by Board of Education.

**Step 10:** Create communication plan including talking points/elevator speech for internal stakeholders.

**Step 11:** Launch strategic plan.

**Step 12:** Support implementation of plan with advisory sessions for district leaders.

## Vision & Mission Statement

**Vision:** “We are a community focused on student learning in order to build character, foster informed and productive citizenship, and prepare all youth for college and career success.”

**Mission:** “The mission of Jefferson Joint School District 251 is to provide each student with a high-quality education.”

## Core Values & Examples

### Core Values:

- **Integrity**
  - **Respect**
  - **Commitment**
  - **Compassion**
  - **Trust**
  - **Communication**
  - **Responsibility**
  - **Growth Mindset**
  - **Collaboration**
  - **Resilience**
- 
- **Integrity:** the practice of being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values
  - **Commitment:** dedicated to the success of our students, families, staff, and community members
  - **Respect:** a feeling or understanding that something or someone is important and should be treated with dignity
  - **Compassion:** a feeling of empathy or concern for others
  - **Trust:** belief that someone or something is reliable, honest, and effective

- **Communication:** a transparent exchange of information between students, families, staff, and community members
- **Responsibility:** when a person or group completes expected activities while taking ownership of the results
- **Growth Mindset:** a collective belief that individuals can continually increase their knowledge and skills if they work hard and persevere
- **Collaboration:** to work effectively with another person or diverse group to achieve a mutual goal that benefits the greater good
- **Resilience:** the capacity to recover quickly from difficulties or challenging situations( grit)

## Data Analysis, Goal Development, & Action Plan Development

Three-year historical data of academic, discipline, and other relevant information was synthesized by the International Center for Leadership in Education. Additionally, qualitative interviews were conducted with stakeholders to uncover current successes and opportunities. The International Center for Leadership in Education also conducted focus groups based on the initial data collected. This data was triangulated and presented to the strategic planning team. The team analyzed the data and created themes during our initial meetings.

From the themes identified, four goals were established. Once the goals were written, the team identified potential objectives and action steps. Action steps aligned to each objective were carefully crafted to maximize staff, resources, and time to reach the goals. Key Performance Indicators were developed to ensure a system is created for measuring the success after the benchmark data was identified. Throughout the process, collaboration and stakeholder involvement was key to the plan's creation pathway toward implementation.

## Goals

### AREA 1: Teaching and Learning

*Goal 1: We will prepare all students to graduate ready for college or a career through high quality teaching and learning experiences.*

### AREA 2: High-Quality Staff

*Goal 2: We will provide our staff with the tools and resources needed to promote student success, be valued members of our district team, and be collaborative members of the community.*

**AREA 3: Engagement of all Groups**

*Goal 3: We will engage every group in our community through transparent communication and a variety of feedback methods.*

**AREA 4: Facilities, Growth, and Technology**

*Goal 4: We will provide access to facilities and technology that promote student learning while providing for growth within the district.*



**Area One:  
Goal 1 Action Plan**

<b>GOAL 1: <i>We will prepare all students to graduate ready for college or a career through high quality teaching and learning experiences.</i></b>	
<b>Objective/Strategy 1: Ensure equitable access to rigorous standards-based instruction and standards-based assessments (with vertical alignment).</b>	
<b>Action Steps:</b> <ul style="list-style-type: none"> <li>• Establish Goal 1 Steering Committee               <ul style="list-style-type: none"> <li>○ Comprised of representative sample from district.</li> </ul> </li> <li>• Conduct a review/audit of grading practices at each grade level.</li> <li>• Provide Training regarding standards-based instruction and grading               <ul style="list-style-type: none"> <li>○ Conduct needs assessment of current practice</li> <li>○ Develop training plan for instruction and grading</li> </ul> </li> <li>• Develop expectations related to standards-based instruction in conjunction with instructional model.</li> </ul>	<b>Lead Person(s)</b> <ul style="list-style-type: none"> <li>• Steering Committee</li> <li>• Steering Committee Lead</li> </ul>
<b>Objective/Strategy 2: Provide multiple pathways for students to become college and/or career ready (CCR).</b>	
<b>Action Steps:</b> <ul style="list-style-type: none"> <li>• Establish Goal 1 Steering Committee</li> <li>• Review offerings at different levels related to college and career ready               <ul style="list-style-type: none"> <li>• Baseline of college and career ready offerings-pathways by grade level/school</li> <li>• Create plan to add additional offerings by grade per year</li> </ul> </li> <li>• Hold college and career ready events for every level               <ul style="list-style-type: none"> <li>• Principals collaborate related to events that engage parents</li> <li>• Increase communication of college and career ready offerings</li> </ul> </li> <li>• Create a profile of a graduate from District 251               <ul style="list-style-type: none"> <li>• Conduct needs assessment with stakeholders-what is most important for graduates</li> <li>• Visit other district models for profile/examples</li> <li>• Adopt profile of a graduate for district</li> </ul> </li> <li>• Establish key checkpoints for all students at each grade level/profile of a graduate</li> </ul>	<b>Lead Person(s)</b> <ul style="list-style-type: none"> <li>• Steering Committee</li> <li>• Steering Committee Lead</li> </ul>

**Objective/Strategy 3: *Implement a unified instructional model district-wide to ensure high-quality instruction in every classroom.***

**Action Steps:**

- Establish Goal 1 Steering committee
- Examine what we currently do in the district through a resource audit
  - Resources, walk throughs, Instructional Practices Assessments by grade level compiled
  - Review of overlaps, missing supports, effectiveness, priority areas, etc.
- Research and evaluate instructional models
  - Conduct review of instructional models in high performing districts
  - Walk through classrooms at each level/school to identify current instructional model(s) in Reading/Mathematics (using a specific rubric)
  - Consider and adopt model(s) of effective instruction for implementation (may vary by level)
- Provide training related to the model(s)

**Lead Person(s)**

- Steering Committee/Steering Committee Lead

**Goal 1 Dashboard**

**GOAL 1: *We will prepare all students to graduate ready for college or a career through high quality teaching and learning experiences.***

#	Objective/Strategy	Key Performance Indicators	Measurement Tool	Baseline/Goal	Owner
1	Ensure equitable access to rigorous standards-based instruction and standards-based assessments (with vertical alignment)	% of students meeting/exceeding growth targets.	Internal assessments K-5 Istation Reading/Math 6-12 EOC's	See Appendix A	Steering Committee/Steering Committee Lead
		% of students achieving proficiency on state assessments in Spring.	State Assessment ISAT		
			IRI		
2	Provide multiple pathways for students to become college and/or career ready.	Profile of a graduate created.	Progress toward profile of a graduate	TBD	Steering Committee/Steering Committee Lead
		Number of pathways developed per year.			

3	Implement a unified instructional model district-wide to ensure high-quality instruction in every classroom.	% of learning walks demonstrating instructional model in use.	Adopted walk-through rubric (created by district or already in use)	TBD	Steering Committee/Steering Committee Lead
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## Area Two

### Goal 2 Action Plan

**GOAL 2:** *We will provide our staff with the tools and resources needed to promote student success, be valued members of our district team, and be collaborative members of the community.*

**Objective/Strategy 1:** *Provide targeted and personalized professional development for instructional staff*

#### Action Steps:

- Establish district and school priorities
  - Align professional development with area one goals
  - Develop professional development district plan in late Spring/Summer to focus on instructional priorities
  - Develop staff survey to provide feedback to committee
- Principals create professional development plans based on input and goals.
  - Principals submit professional development plans to committee for review/alignment
  - Professional development plans part of school improvement process/budgeting process
- Provide school and department professional development time
  - District and school professional development calendar established prior to school year

#### Lead Person(s)

- Director of Elementary Ed.
- Director of Secondary Ed.
- Principals

**Objective/Strategy 2:** *The district will find additional opportunities for professional development training throughout the year.*

**Action Steps:**

- Audit past professional development opportunities in district and outside of district
  - Review past practices/feedback data
  - Align to different groups to provide pathway for adults
- Survey the staff before and after trainings/professional development time
  - Before, during and after school year feedback gathered
  - Identify facilitators based on instructional strengths
- Recording trainings for learning (professional development warehouse)
  - Investigate pd warehouse/storage location for trainings
  - Provide virtual coaching for teachers/leaders needing support
- Career and college readiness for teachers (micro credentials, higher degrees, etc.)
  - Annual meetings with all staff members related to future goals
  - Pipelines/pathways for staff members to learn/promote (teacher to admin for example)

**Lead Person(s)**

- Instructional Coaches

**Objective/Strategy 3:** *Enhance community collaboration to foster relationships between teaching staff and business professionals*

**Action Steps:**

- Identify partners in community
  - Engage community groups to develop list of volunteers/experts
  - Survey faculty to determine needs/supports
- Plan meaningful events
  - Engage adults in school (back to school, open house, athletic events, cultural events, etc.) to increase awareness of the need for partners in community
  - Investigate examples from other sources (districts/communities)

**Lead Person(s)**

- Career Tech Education Coordinator

## Goal 2 Dashboard

<b>GOAL 2: We will provide our staff with the tools and resources needed to promote student success, be valued members of our district team, and be collaborative members of the community.</b>					
#	Objective/Strategy	Key Performance Indicators	Measurement Tool	Benchmark	Owner
1	Provide targeted and personalized professional development for instructional staff	% of teachers/staff members participating in professional development	Sign in sheets/online participation tracking	TBD	Dist. Admin Bldg. Admin Inst. Coaches
		% of participants reporting professional development was meaningful and related to overall goals of district	Survey developed by committee	TBD	
2	The district will find additional opportunities for professional development training throughout the year.	Number of days/hours devoted to professional development throughout the school year	Professional Development Calendars	TBD	Dist. Admin Bldg. Admin Inst. Coaches Public Relations
		Record of professional development topics/sessions reported each month	Record of professional development topics/sessions	TBD	
3	Community collaboration to foster relationships between teaching staff and business professionals	Number of community members consulted by teaching staff for instructional purposes	Teacher feedback/principal tracking	TBD	Career Tech Education Coordinator

**Area Three**  
**Goal 3 Action Plan**

<b>GOAL 3: <i>We will engage every group in our community through transparent communication and a variety of feedback methods.</i></b>	
<b>Objective/Strategy 1: The district will create and utilize a consistent communication and engagement plan.</b>	
<p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Evaluate current communication practices             <ul style="list-style-type: none"> <li>○ Conduct review of communication methods from past year</li> <li>○ Survey parents regarding preferred form of communication</li> <li>○ Examine school communication plans</li> </ul> </li> <li>• Audit the available methods to communicate             <ul style="list-style-type: none"> <li>○ Website, school messenger, email list, etc. review</li> <li>○ Examine each with focus group for feedback from district lens (parents, staff, etc.)</li> </ul> </li> <li>• Create district communication plan that is reviewed/revised each year             <ul style="list-style-type: none"> <li>○ Examine other district communication plans</li> <li>○ Limit communication methods to three preferred modes</li> <li>○ Assign responsibilities for maintaining effectiveness of modes (example: website updating)</li> <li>○ Communicate plan to parents and other stakeholder groups</li> </ul> </li> <li>• Create school communication plans that are reviewed/revised each year             <ul style="list-style-type: none"> <li>○ Present to public relations lead in district for review</li> <li>○ Collaboratively create at each school with faculty</li> <li>○ Communicate to parents and other stakeholder groups</li> </ul> </li> </ul>	<p><b>Lead Person(s)</b></p> <ul style="list-style-type: none"> <li>• Superintendent</li> <li>• Directors</li> <li>• Public Relations</li> <li>• Principals</li> <li>• Teachers</li> </ul>
<b>Objective/Strategy 2: There will be meaningful opportunities for community involvement in our district and schools.</b>	
<p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>• Each school will plan community involvement activities that bring parents into the school             <ul style="list-style-type: none"> <li>○ Minimum of 3 activities per school year</li> <li>○ Different activities planned to engage various community members (morning, evening, etc.)</li> </ul> </li> <li>• The district will highlight community involvement activities at each school             <ul style="list-style-type: none"> <li>○ Monthly highlight of community involvement at each school</li> </ul> </li> </ul>	<p><b>Lead Person(s)</b></p> <ul style="list-style-type: none"> <li>• Principals</li> <li>• Teachers</li> <li>• Public Relations</li> </ul>

<ul style="list-style-type: none"> <li>○ Communication plan developed for sharing of events</li> <li>● Principals will share involvement ideas <ul style="list-style-type: none"> <li>○ Time at principal meetings set aside for communication/engagement ideas</li> <li>○ Tracking method created for number of parents/community members engaged</li> </ul> </li> </ul>	
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### Goal 3 Dashboard

<b>GOAL 3: <i>We will engage every group in our community through transparent communication and a variety of feedback methods.</i></b>					
#	Objective/Strategy	Key Performance Indicators	Measurement Tool	Benchmark	Owner
1	The district will create and utilize a consistent communication and engagement plan.	% of schools that present communication plan to the district prior to the school year	School Plans/Feedback from school community members	TBD	Superintendent Public Relations
		Adoption of district communication plan and review each school year	District Plan/Feedback from community members	TBD	
2	There will be meaningful opportunities for community involvement in our district and schools.	% of schools that schedule events to take place throughout the school year.	Track events. Highlight events each month by school/district	TBD	Dist. Admin. Building Principals
		Number of community members attending events	Track number attending	TBD	Federal Programs Director/Principals

**Area Four**  
**Goal 4 Action Plan**

<b>GOAL 4:</b> <i>We will provide access to facilities and technology that promote student learning while providing for growth within the district.</i>	
<b>Objective/Strategy 1:</b> <i>Systematically analyze and review facilities to support services for improved district outcomes.</i>	
<b>Action Steps:</b> <ul style="list-style-type: none"> <li>• Establish Goal 4 Steering Committee (Facilities/Technology Committee)</li> <li>• Conduct evaluation of learning environments in each school               <ul style="list-style-type: none"> <li>○ Develop/find walkthrough rubric to gather information from each classroom</li> <li>○ Collaborate with Goal 1 and 2 Steering Committees to review instructional needs/environment</li> <li>○ Research/learn from physical environment experts to determine student needs</li> <li>○ Develop long-term plan for consistent education environments in every building</li> </ul> </li> <li>• Adopt long-range facilities plan               <ul style="list-style-type: none"> <li>○ Collect demographic data related to growth</li> <li>○ Review school attendance boundaries/transportation routes</li> </ul> </li> </ul>	<b>Lead Person(s)</b> <ul style="list-style-type: none"> <li>• District Facilities/Technology Committee</li> <li>• Superintendent</li> </ul>
<b>Objective/Strategy 2:</b> <i>Provide equitable access to technology throughout the district.</i>	
<b>Action Steps:</b> <ul style="list-style-type: none"> <li>• Establish Goal 4 Steering Committee (Facilities/Technology Committee)</li> <li>• Review state of technology in the district               <ul style="list-style-type: none"> <li>○ Conduct technology audit/needs assessment</li> <li>○ Research/learn from educational technology experts to determine student needs</li> <li>○ Review classroom data (walkthrough) to track technology integration into instruction</li> </ul> </li> <li>• Coordinate with Goal 1 Steering Committee regarding educational needs for technology               <ul style="list-style-type: none"> <li>○ Review instructional Framework technology needs</li> <li>○ Determine CCR pathways and technology</li> <li>○ Provide training ideas involving blended learning/technology use</li> </ul> </li> <li>• Develop Technology Plan for District               <ul style="list-style-type: none"> <li>○ Create “refresh” schedule for district technology-long term plan for hardware, software, etc.</li> <li>○ Determine pathway for adoption/purchase of technology related software/hardware</li> <li>○ Develop budget allocation for improvement of infrastructure needs</li> </ul> </li> </ul>	<b>Lead Person(s)</b> <ul style="list-style-type: none"> <li>• District Facilities/Technology Committee</li> <li>• Superintendent</li> </ul>



○ Review use agreements for each user group	
<b>Objective/Strategy 3: <i>Facilities added, upgraded, or maintained to maximize safety and student learning.</i></b>	
<b>Action Steps:</b> <ul style="list-style-type: none"> <li>● Establish Goal 4 Steering Committee (Facilities/Technology Committee)</li> <li>● Examine what we currently have in the district <ul style="list-style-type: none"> <li>○ District safety audit</li> <li>○ Review of emergency plans related to facilities</li> </ul> </li> </ul>	<b>Lead Person(s)</b> <ul style="list-style-type: none"> <li>● District Facilities/Technology Committee</li> <li>● Superintendent</li> </ul>

## Goal 4 Dashboard

<b>GOAL 4: <i>We will provide access to facilities and technology that promote student learning while providing for growth within the district.</i></b>					
#	Objective/Strategy	Key Performance Indicators	Measurement Tool	Benchmark	Owner
1	Systematically analyze and review facilities to support services for improved district outcomes.	Creation of standards for educational environments	Walkthrough data (combined with Goal 1 walkthrough data)		Superintendent District Facilities/Technology Committee
		Progress toward long-range facilities plan to provide equity for students and staff	Demographic data		
2	Provide equitable access to technology throughout the district.	Use of technology by teacher/student	Survey data, walkthrough data, number of logins, hours, and bandwidth		Superintendent District Facilities/Technology Committee
		Review and/or revise technology plan each year	Technology plan		
3	Facilities added, upgraded, or maintained to maximize safety and student learning.	District safety audit to make safety improvements each year	Safety reports		Superintendent Dist. Facilities/Technology Committee

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## COMMUNICATION VISION

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The Jefferson School District's Communications Plan will be utilized as a tool to ensure that all communications align with the district's Strategic Plan. The plan will be continually evaluated and updated as needed. It is the goal of the Jefferson School District to effectively communicate with all stakeholders and create an environment of cooperation, collaboration, and sense of community.

At Jefferson School District 251, we believe that effective communication is the foundation of a thriving educational community. Our communication vision is centered on fostering open and transparent dialogue among all stakeholders, including students, parents, staff, and the community. We strive to create a culture of collaboration, trust, and shared understanding, ensuring that information flows smoothly and meaningfully across all channels.

Our communication vision encompasses the following key principles:

**Accessibility:** We are committed to ensuring that our communication is accessible to all individuals. We will utilize diverse channels, such as traditional means (in-person meetings) and digital platforms (website, social media, email), to reach a wide audience and provide information.

**Timeliness and Relevance:** We are committed to delivering timely and responsive communication. We will provide regular updates on district news, events, and important announcements. Additionally, we will be responsive to inquiries, feedback, and concerns from stakeholders, ensuring that their needs are addressed promptly and with care.

**Two-Way Communication:** We value the input and perspectives of our stakeholders. We will actively seek opportunities for two-way communication, encouraging feedback, suggestions, and concerns from students, parents, and staff. We will provide platforms for open dialogue, such as surveys, and meetings, where everyone's voice is heard, respected, and considered.

**Transparency and Accountability:** We believe in transparency in our communication practices. We will provide clear and accurate information, sharing district goals, achievements, challenges, and decision-making processes openly. We will take responsibility for our communication, ensuring that it aligns with our values and promotes trust and accountability within our educational community.

**Celebrating Success and Recognition:** We will celebrate the accomplishments and successes of our students, staff, and schools. We will recognize and appreciate their achievements, promoting a positive and supportive environment. Through various communication channels, we will share inspiring stories, highlight exceptional work, and acknowledge the dedication and hard work of our educational community.

**Collaboration and Partnerships:** We recognize that effective communication involves building strong partnerships within and beyond our district. We will collaborate with parents, community organizations, local businesses, and other educational institutions to create opportunities for shared resources, expertise, and mutual support. We will actively engage with our community, seeking their input and involvement in shaping our educational programs and initiatives.

By adhering to these principles, we aim to establish a communication culture that enhances understanding, engagement, and collaboration within our school district. We believe that through effective communication, we can empower our students, support their educational journey, and build a stronger, more connected community.

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## TARGET AUDIENCES

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Board of Trustees

Jefferson School District 251 Employees

Patrons

Parents

Community

Students

Media

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## COMMITTEE MEMBERS

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Chad Martin

Barry Parkes

Melanie Bowman

Ashlee Kite

Sherry Simmons

Lisa Yearsley

David Meyer

Heather Bowman

Bryce Bronson

Alisha Merriman

Matt Hancock

Ryan Erickson

Aleka Barber

Whitney Wagoner

Eric Jensen

Kasha Burgie

Teresa Codling

Sydney Harper

Keith Scholes

Katie Johnson

Josh Spangler

Kacey Nield

Dallin Hancock

Angel Wadsworth

Todd Zollinger

Nickey Franck

Hailey Belnap

Bryan Lords

Andrea Boudrero

Tammy Ostermiller

Don Fryberger

Phillip Abshire

Alane Bloxham

Chase Crook

Nannette Chandler

Cathy Barrus

Kevin Cowley

Levi Jaynes

Whitney Hawke

Kaly Shippen

Tiffany Jenkins

Jodi Bozung

Sheena Cox

Jodie Nielsen

Gary Comstock

Ty Shippen

Elizabeth Bennett

Jenny Vail

Lori Orme

Tyrie Fenton

Jozlyn Thompson

Macy Sautter

Nichole Thueson

Megan Nelson

Kami Perez

Kim Keller

Krista Arave

## Communications Goals:

Jefferson School District's communications effort is led by the Superintendent with the assistance of the Public Relations Coordinator, Directors, Principals, Assistant Principals, and Building Secretaries.



## **Media Relations**

The district Public Relations Coordinator will serve as the point of contact with the media, no matter who is writing/producing/speaking content. If the media has a clearing house, it helps to push things out/get inquiries fielded to the correct person. If the media calls a person directly, the Public Relations Coordinator should be notified in order to track reporters, their contact info, and use that contact for other outreach.

## **Engaging the Community**

We will strive to actively engage the local community in our school's activities and initiatives. This includes hosting schoolhouse meetings to provide opportunities for dialogue, feedback, and involvement. We will utilize various communication platforms, including the district website, social media, local publications, to promote our school's events, achievements, and volunteer opportunities.

## **Effective Internal Communications**

To ensure smooth operations within the school, we will focus on enhancing internal communication among staff members, administration, and support staff. This includes regular staff meetings, utilizing digital platforms for sharing updates and resources, and maintaining open lines of communication to address concerns and collaborate on projects.

## **Timely and Relevant Communications**

We will prioritize delivering information in a timely manner. Whether it's notifying parents and students about schedule changes, upcoming events, or important announcements, we will strive to provide clear and concise communication that is relevant to the recipient. We will utilize various communication channels, such as email, SMS alerts, and school websites, to ensure efficient dissemination of information.

## **Sharing School News and Achievements**

We recognize the importance of celebrating and sharing our school's accomplishments. We will establish a consistent flow of communication, such as newsletters, press releases, and website updates, to highlight student achievements, academic milestones, extracurricular activities, and staff recognition. By showcasing our successes, we aim to build school pride and engage our stakeholders. Building administrators will inform the Public Relations Officer of news and achievements to share with patrons, community, and news media.

## **Enhancing Parent-Teacher Communication**

We aim to strengthen communication between parents and teachers by implementing effective channels such as regular newsletters, parent-teacher conferences, and online platforms for sharing updates on student progress, assignments, and important events. We will encourage two-way communication to foster a collaborative partnership in supporting students' academic and personal growth.

## **Communication Tools:**

### **District Newsletter**

The objective of the district monthly newsletter is to inform and engage stakeholders, including parents, staff, students, and the wider community, about important district updates, events, and initiatives. The newsletter aims to provide a sense of community, highlight achievements, and provide information to parents and district employees.

### **School Newsletters**

Schools will publish a newsletter promoting school activities and functions. Parents receive timely information about the school and district highlighting learning, students, and staff.

### **Broadcast Board of Trustee Meetings**

The broadcasting of school district Board of Trustee meetings promotes transparency, access, participation, and communication within the community. It fosters a culture of openness and accountability, allowing stakeholders to stay informed, engaged, and involved in the governance of the district. Meetings will be broadcast live on the school district's YouTube channel.

### **Jefferson School District Website**

The school district website serves as a convenient and comprehensive resource for parents. It enables them to access important information, stay informed about school events and policies, engage actively in their child's education. It enhances the partnership between parents and the school district, supporting the overall well-being and success of students.

### **Social Media (Facebook, Instagram, YouTube)**

Social media offers a powerful and accessible means to spread news, engage with stakeholders, and build a positive online presence. It allows for real-time updates, targeted messaging, community building, and the spreading of positive news, contributing to effective communication and community involvement.

### **School Messenger/District App**

School Messenger allows for instant communication to parents and staff. Important announcements, emergency notifications, school closures, and reminders can be quickly shared through various channels like voice calls, text messages, emails, and mobile app notifications. This ensures that parents receive time-sensitive information promptly and can take necessary actions accordingly.

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## **EVALUATION AND MEASUREMENT**

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The following resources will be utilized to evaluate and measure the effectiveness of this communications plan.

Parent Input

Employee Input

Social Media Usage & Followers

Website Usage

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## **CONCLUSION**

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The Jefferson School District's Communication Plan will be utilized as a tool to ensure that all communications align with the strategic goals of the school district. The plan will be continually evaluated and updated as needed.

# Appendix A

## CONTINUOUS IMPROVEMENT PLAN (2021-2022)

### METRICS AND DEMOGRAPHICS - TEMPLATE PART 2

LEA # 251	LEA Name: Jefferson Joint School District
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### METRICS

LINK to LEA / District Report Card with Demographics and Previous Data (required):	<a href="https://idahoschools.org/districts/251">https://idahoschools.org/districts/251</a>
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#### Section I: Student Achievement & Growth Metrics - Current & Previous Year Performance Targets (blue shaded metrics are required)

Goal	Performance Metric	2020-21	2021-22
		Performance Targets (Previously chosen by LEA)	Performance Targets (LEA Chosen)
All students will be college and career ready	4-year cohort graduation rate	2020 cohort 95.0%	2021 cohort 96.0%
	5-year cohort graduation rate (optional metric)	2019 cohort Not required	2020 cohort 96.0%
	% of students who meet the college ready benchmark on the college entrance exam (optional metric)	60.0%	60.0%
All students will be prepared to transition from middle school / junior high to high school	% students who score proficient on the grade 8 Math ISAT	62.0%	62.0%
	% students who make adequate growth on the grade 8 Math ISAT	70.0%	70.0%
	% students who score proficient on the grade 8 ELA ISAT	59.0%	60.0%
	% students who make adequate growth on the grade 8 ELA ISAT	70.0%	70.0%
All students will be prepared to transition from grade 6 to grade 7	% students who score proficient on the grade 6 Math ISAT	60.0%	60.0%
	% students who make adequate growth on the grade 6 Math ISAT	70.0%	70.0%
	% students who score proficient on the grade 6 ELA ISAT	62.0%	62.0%
	% students who make adequate growth on the grade 6 ELA ISAT	70.0%	70.0%



**CONTINUOUS IMPROVEMENT PLAN (2021-2022)**

**METRICS AND DEMOGRAPHICS - TEMPLATE PART 2**

**Section II: Literacy Proficiency & Growth Metrics - Current & Previous Year Targets (Section II data is required)**

Goal	Performance Metric	2020-21 Performance Targets (Previously chosen by LEA)	2021-22 Performance Targets (LEA Chosen)
All students will demonstrate the reading readiness needed to transition to the next grade	% students who score proficient on the Kindergarten Spring IRI	80.0%	80.0%
	% students who score proficient on the Grade 1 Spring IRI	80.0%	80.0%
	% students who score proficient on the Grade 2 Spring IRI	80.0%	80.0%
	% students who score proficient on the Grade 3 Spring IRI	80.0%	80.0%
	% students who score proficient on the Grade 4 ELA ISAT	NA	50.0%
	% students who make adequate growth on the Grade 4 ELA ISAT	NA	62.0%

**CONTINUOUS IMPROVEMENT PLAN (2021-2022)**

**METRICS AND DEMOGRAPHICS - TEMPLATE PART 2**

**Section III: How LEA Measures Progress Towards Literacy Goals and Targets (required)**

Instructions: To indicate how your LEA intends to measure your progress towards your literacy goals and targets, you may choose to complete either Section III.A or Section III.B. Section III.A allows you to identify at least one LEA Chosen Performance Metric (note that it must be distinctly different than the metrics listed in Sections I and II), which may be consistent with previously chosen LEA chosen metrics. Section III.B allows you to address your plan to measure progress through a short narrative.

<b>Section III.A: Measuring Literacy Progress - LEA Chosen Performance Metrics (at least 1)</b>			
Performance Metric	2020-21 Performance Targets (previously chosen by LEA)	SY 2020-21 Results (if available)	2021-22 Performance Targets (LEA Chosen)
% of students who score proficient or advanced on the Grade 3 ELA ISAT	48.3%	41.00%	48.0%
% of students who score proficient or advanced on the Grade 5 ELA ISAT	NA	52.00%	57.0%
% of students who show adequate growth on the Grade 5 ELA ISAT	NA	NA	60.0%
<b>Section III.B: Narrative on Measuring Literacy Progress</b>			
Instructions: If you are choosing to use section III.B to address the Section III requirement, please use the box below to provide a brief narrative describing how your LEA is measuring your progress towards your LEA's literacy goals and targets. Please note that your description must include measurements that are distinctly <i>different</i> than those required in Sections I and II, above.			
See III.A.			

**CONTINUOUS IMPROVEMENT PLAN (2021-2022)**

**METRICS AND DEMOGRAPHICS - TEMPLATE PART 2**

**Section IV: College and Career Advising and Mentoring Performance Metrics (Section IV data is required)**

Goal	Performance Metric	2020-21 Performance Targets (previously chosen by LEA)		SY 2020-21 Results		2021-22 Performance Targets (LEA Chosen)
All students will be college and career ready	# of HS students who graduate with an associate's degree or a CTE certificate	8		9		10
	% of students with learning plans created and reviewed in 8th grade	8th grade	100.0%	8th grade	91.0%	100.0%
		9th grade	100.0%	9th grade	89.0%	100.0%
		10th grade	100.0%	10th grade	82.0%	100.0%
		11th grade	100.0%	11th grade	80.0%	100.0%
	% of students whose learning plans are reviewed annually by grade level	12th grade	100.0%	12th grade	80.0%	100.0%
		# Enrolled	# 2020 cohort	# Enrolled	# 2020 cohort	Not Required
		130	351	102	351	
		% students who Go On to a form of postsecondary education within 1 year of HS graduation	37.0%		29.1%	
	# students who Go On to a form of postsecondary education within 2 years of HS graduation	# Enrolled	# 2019 cohort	# Enrolled	# 2019 cohort	Not Required
132		322	117	322		
% students who Go On to a form of postsecondary education within 2 years of HS graduation	41.0%		36.3%		50.0%	

**CONTINUOUS IMPROVEMENT PLAN (2021-2022)**

**METRICS AND DEMOGRAPHICS - TEMPLATE PART 2**

**Section V: How LEA Measures Progress Towards College & Career Advising & Mentoring Goals (required)**

Instructions: To indicate how your LEA intends to measure your progress towards your college and career advising and mentoring goals and targets, you may choose to complete either Section V.A or Section V.B. Section V.A allows you to identify at least one LEA Chosen Performance Metric (note that it must be distinctly different than the metrics listed in Sections I and IV), which may be consistent with previously chosen LEA chosen metrics. Section V.B allows you to address your plan to measure progress through a short narrative.

Section V.A: College and Career Advising - LEA Chosen Performance Metrics (at least 1)			
Performance Metric	2020-21 Performance Targets (previously chosen by LEA)	SY 2020-21 Results (if available)	2021-22 Performance Targets (LEA Chosen)
Percentage of high school seniors completing FAFSA will increase from 50% to 58%.	58.0%	50.0%	58.0%
Percentage of high school seniors who apply to one or more post secondary institutions will increase from 51% to 57%.	57.0%	51.0%	57.0%