



JEFFCO

2025

**THRIVES**





# STATE OF THE DISTRICT

*Superintendent Tracy Dorland*



JEFFCO PUBLIC SCHOOLS



# The JEFFCO THRIVES 2025 Alliance



The Alliance brings people across our communities together to provide valuable ideas, suggestions, and feedback on the direction of our district.

2022: Helped create the district's strategic plan, Jeffco Thrives 2025

2023: Provided input on High School Reimagined

**2024: Identify investments for future Mill Levy Override**





Why I lead:  
**My Jeffco Reflections**

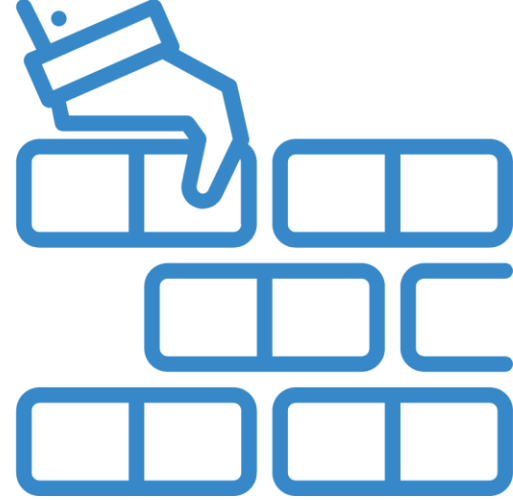






# Laying a Solid Foundation

## Getting back on our feet: 2021-22 and 2022-23 school years



- Addressing enrollment declines exacerbated by the pandemic
- Ensuring consistent high-quality curriculum and materials in every school
- Standardizing instructional minutes at each level
- Making data more accessible
- Aligning central supports to articulation areas
- Launching a more equitable student-based budgeting formula
- Refining our vision and mission and launching a values-based culture



A Shared Vision for Jeffco Students  
**Jeffco Thrives 2025**





## **VISION**

*Our vision is for Jeffco Public Schools to be a thriving district where all students achieve their biggest dreams.*

## **MISSION**

*Our mission is to provide a world-class education that prepares all Jeffco students for bright and successful futures locally and globally.*

## **VALUES**

Focus on Students

Excellence

Equity

Integrity

Belonging



## Four Priority Areas

- Our Learners: Our Future
- Our People: Our Strength
- Our Operations: Our Foundation
- Our Communities: Our Legacy

### Our Learners: Our Future Two Goals:

1. All Jeffco students experience a culture of instructional excellence.
2. All Jeffco students have extraordinary student experiences that recognize their strengths, challenge them to improve, and support them to succeed.



JEFFCO

2025

**THRIVES**

## Vision

To be a thriving district where all students achieve their biggest dreams.

## Mission

To provide a world-class education that prepares all Jeffco students for bright and successful futures locally & globally.

## Values

Focus on Students | Excellence | Equity | Integrity | Belonging

## 4 Priorities

### 1. Our Learners: Our Future

Culture of Instructional Excellence  
Extraordinary Student Experience

### 2. Our People: Our Strength

### 3. Our Operations: Our Foundation

### 4. Our Communities: Our Legacy

## 2023-24 Major Initiatives *(that guide all priorities)*

Major Initiative #1:  
Student Outcomes

Major Initiative #2:  
Central Services in Support of Student Outcomes



# Going from Vision to Impact

# **Jeffco Thrives 2025**





## **2023-24 Major Initiatives** *(that guide all priorities)*

Major Initiative #1:  
Student Outcomes

Major Initiative #2:  
Central Services in Support of  
Student Outcomes

### **Major Initiative #1: Student Outcomes**

- Instructional Excellence Across our District
- Building a Culture of Trust and Belonging
- Ensuring Data Literacy For All Leaders
- Planning for High School Reimagined

### **Major Initiative #2: Central Services in Support of Student Outcomes**

- Building a values-based culture
- Modernizing business processes and systems
- Generating a Capital Investment Plan aligned to current enrollment shifts and the needs of the future
- Organizing to maximize district, family and community partnership
- Ensuring Financial Sustainability

# Jeffco Thrives 2025 Metrics

## INSTRUCTIONAL EXCELLENCE

- All students reading on grade level by 3rd grade.
- Every 5th and 8th grade student will be proficient in mathematics.
- Ensure every 9th grade student remains on track to graduate by the end of freshman year with a minimum of 6 credits.

## EXTRAORDINARY STUDENT EXPERIENCE

- All students will graduate from Jeffco with the knowledge and skills needed for life after high school graduation.



# Class of 2023 Graduation Rates

**12** comprehensive high schools and **7** charter schools graduated students at a rate of **90% or higher**

Evergreen, Addenbrooke, and Two Roads, **graduated 100% of their students.**

Schools with a **95% or greater graduation rate** for the Class of 2023 include:

- 98% Conifer & Jefferson Academy
- 97% D'Evelyn Jr/Sr High School
- 96% Chatfield & Green Mountain
- 95% Dakota Ridge

- Jeffco saw a significant increase of 17% (69% to 86%) in the graduation rate for American Indian/Alaskan Native students across the district.
- For the 6th year in a row, as a whole, Jeffco Public Schools' on-time graduation rates outpaced the state average. Jeffco's graduation rate for the class of 2023 is 85%.
- The dropout rate for Jeffco Public Schools' class of 2023 is 1.5%, which is lower than the state average of 2.1%.

# Vision of Impact

*Jeffco is a leader building  
a community of leaders.*







Conifer High School Robotics team students found an electric wheelchair with a "FREE" sign on it.

The team picked it up and headed to their lab. After cleaning it up, repairing, and purchasing new batteries out of team funds, it was back to beautiful condition.



Wheat Ridge Career Explorer Program students completed their internships at Mountain Vista Senior Living Community



Arvada High School's Engineering Program was recognized by WeWork For Health with a STEM Talent Pipeline grant.





# Shared Learner Goals: High School Reimagined

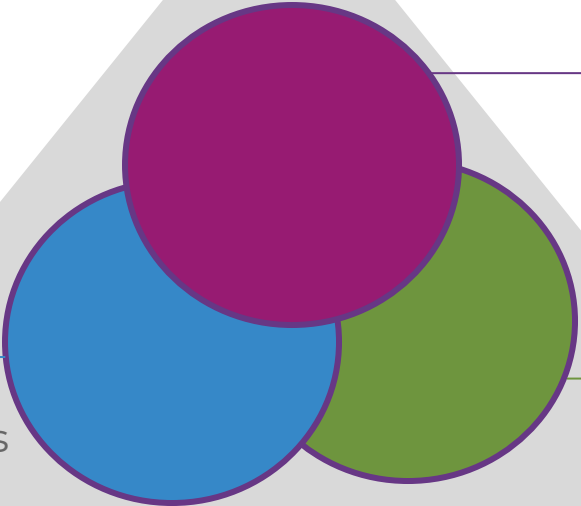
## LEADERS FOR LIFE

Every Jeffco student will lead in their community, school and future workforce.

### Core Academic Skills

#### Foundational Knowledge

Master readers, writers, and mathematical and numerical thinkers prepared for lifelong growth



### Life Readiness Skills

#### Personal Growth & Development

Curious explorers with confidence and independence who are connected to community

### Workforce Skills

#### Professional Growth & Development

Users and appliers of knowledge for a complex and changing world

Jeffco high schools shape daily life, help turn students' biggest dreams into reality, and create the foundation for bright and successful futures.

**We view individual differences as assets to be leveraged as we help all students thrive.**

In Jeffco, we have set the foundation to create the conditions for success.

However, our financial resources are inadequate to fulfill our vision and lag those of our neighboring districts.

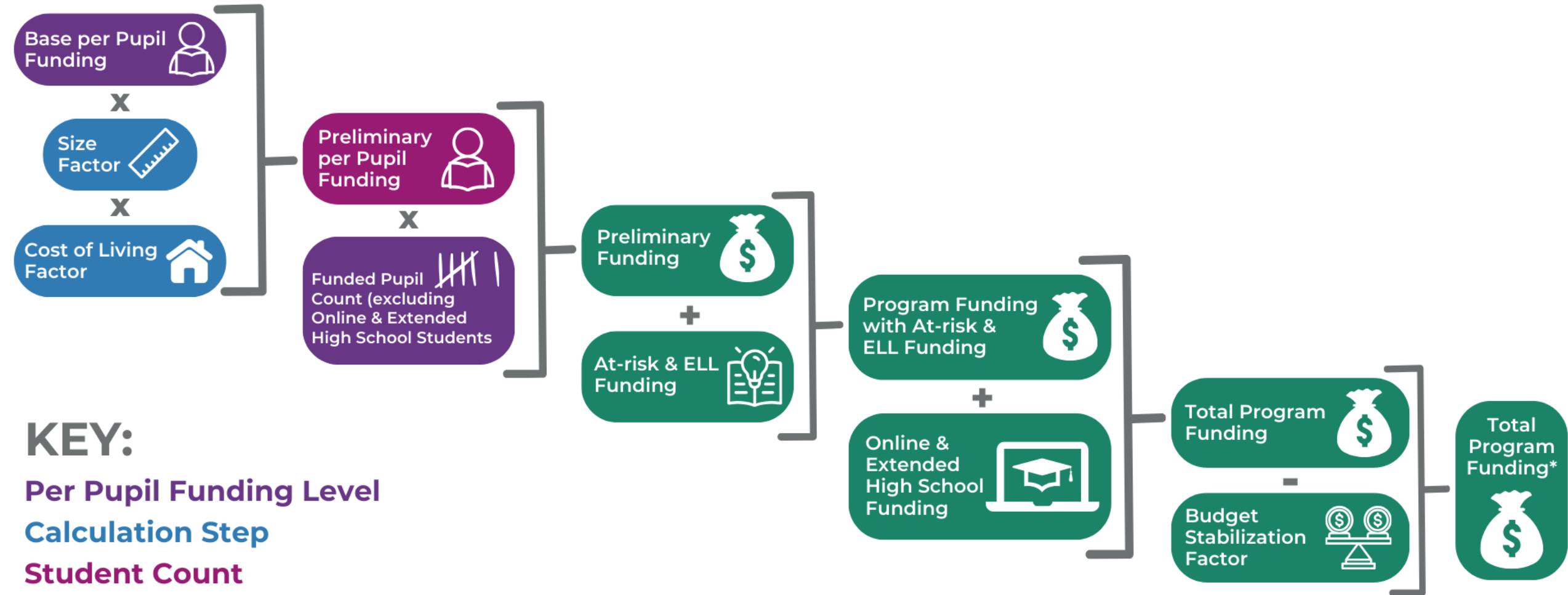
# Financial Resources:

Understanding how Colorado school districts are funded





# Colorado Department of Education (CDE) School Finance Formula



## KEY:

Per Pupil Funding Level

Calculation Step

Student Count

District Funding

\*Other Funding Sources & Adjustments

# How Schools Are Funded

The state legislature sets total funding for each school district each year. Think of our funding as a pitcher, set by the state and filled with state and local funding.

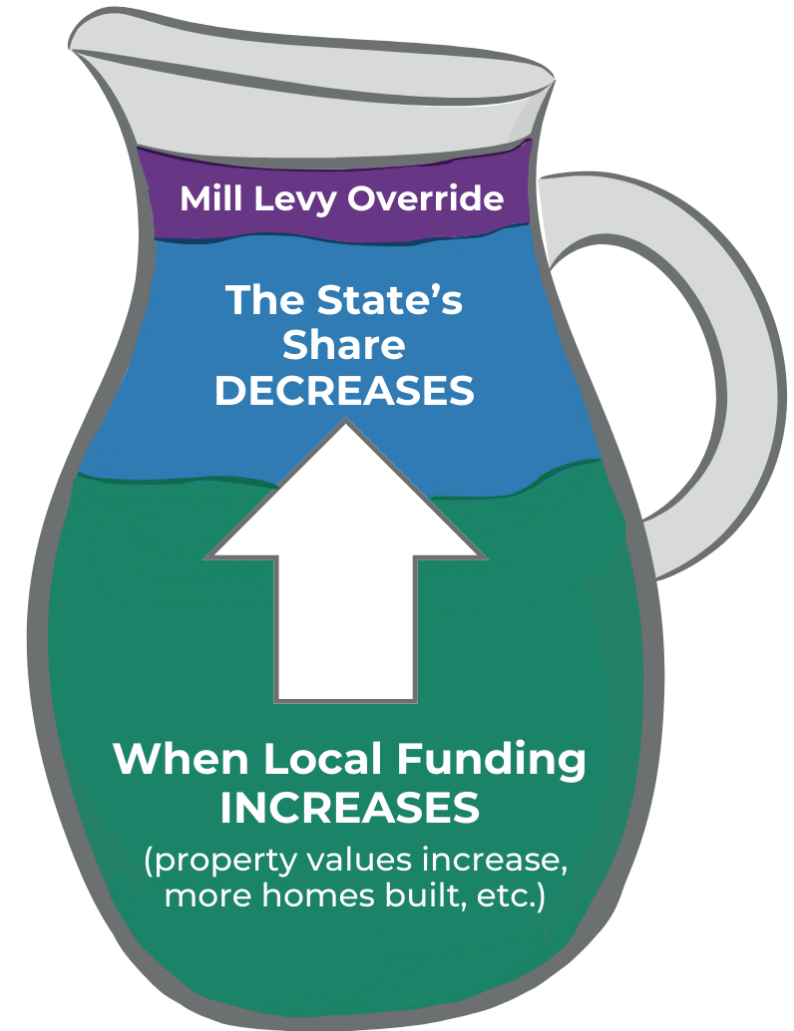
**Local Share** = Fixed tax rate set by the state of Colorado and applied to all taxpayers. State law says Jeffco must certify 27 mills as a local contribution.

**State Share** = Funding from State Income Tax and Sales Tax allocated by Legislature.

**Mill Levy Override** = Voter approved additional Tax that goes straight to Jeffco Public Schools, outside the total program computation.

## More Local Share = Less State Share

An increase in local funding due to economic growth and rising property taxes does not provide our schools with more money (and it does not increase the size of the pitcher) — it just means the state contributes less.



# Front Range District Funding

Jeffco is the **second largest** school district in the state and **falls behind several Front Range** districts when it comes to funding

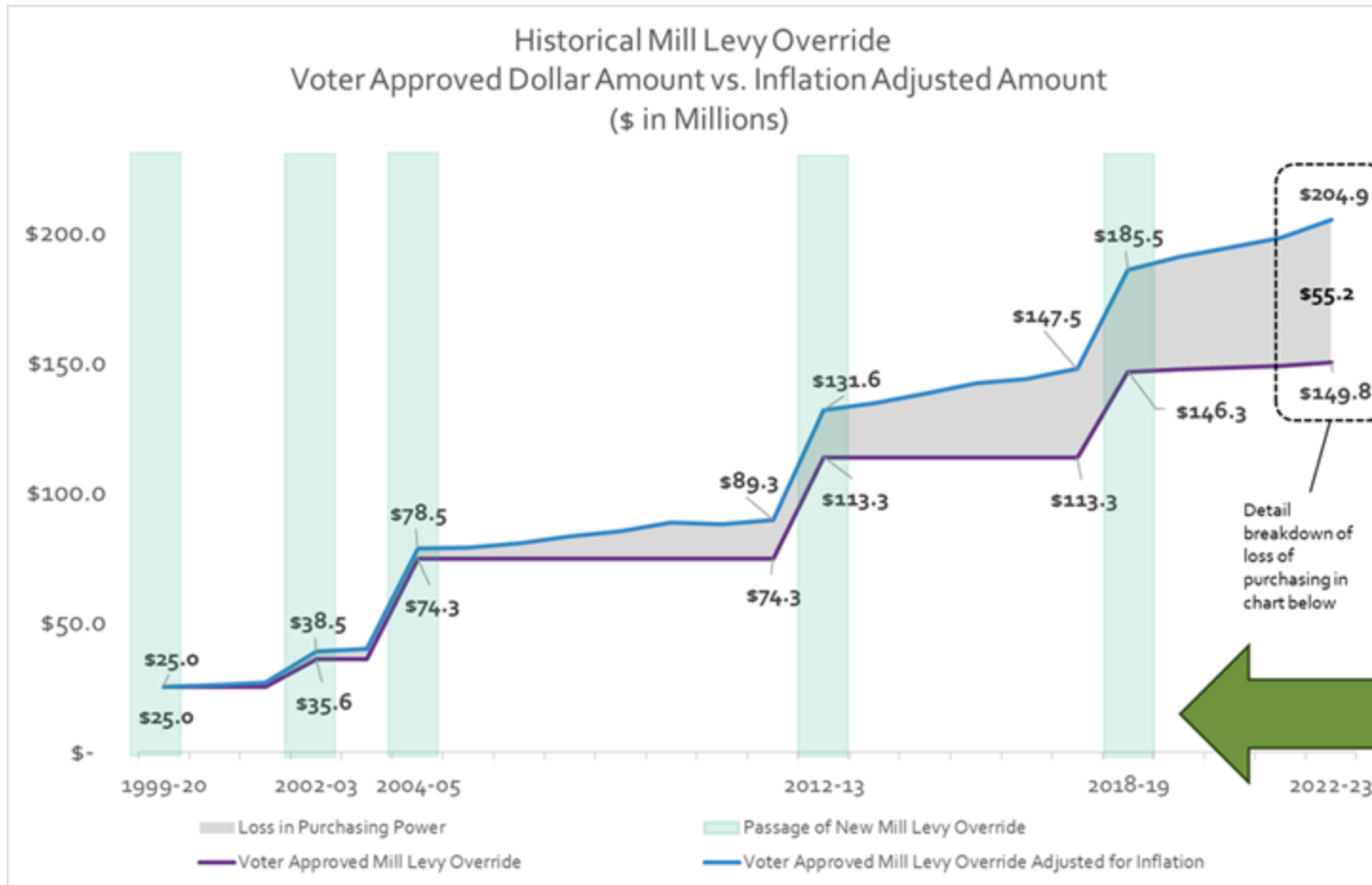
*Denver, Cherry Creek and Boulder are all at Total Maximum Allowable Override*

District	Jeffco	Denver	Cherry Creek	Boulder
<b>Number of Students</b> <i>funded count includes charter schools</i>	<b>79,231</b>	89,176	53,042	28,766
<b>Total Program Funding Allocation</b> <i>per student based on FTE CDE school finance formula</i>	<b>\$9,342</b>	\$9,936	\$9,575	\$9,499
<b>Additional Voter Approved MLO</b> when <i>calculated per student</i>	<b>+\$1,890</b>	+\$3,308	+\$3,110	+\$3,994
<b>Additional Voter Approved MLO as a % of Total District Funding</b> <i>total program funding allocation + voter approved MLO</i>	<b>17%</b>	25%	25%	30%



# Jeffco's Mill Levy Overrides

If each of the overrides passed by voters had adjusted according to local inflation, the overrides would total approximately \$205M today. Instead, they total about \$150M



\$55M in lost purchasing power



Only the 2018 MLO adjusts to keep pace with inflation

# Challenges:

Why Jeffco struggles to keep up with neighboring districts



# Why Jeffco is falling behind other Front Range districts

## Challenge #1

- Jeffco has **lost out on over \$930 million** dollars since the inception of the Budget Stabilization (BS) Factor
- While the state plans to eliminate the BS Factor, **Jeffco students will not receive a payback on the lost funds from the last 14 years.**

## Challenge #2

- Colorado law allows public school districts to go over total program by a certain amount by maximizing the override capacity of the district as a taxing authority.
- **Jeffco has NOT maximized its override capacity.** Other school districts have.

## Challenge #3

- Colorado law allows districts to tie overrides to inflation allowing override dollars to increase with inflation and maintain buying power over time.
- **The 2018 MLO is the only override Jeffco tied to inflation.** Other school districts have set up all their MLOs to adjust with inflation.

# Impact:

Why this matters to Jeffco





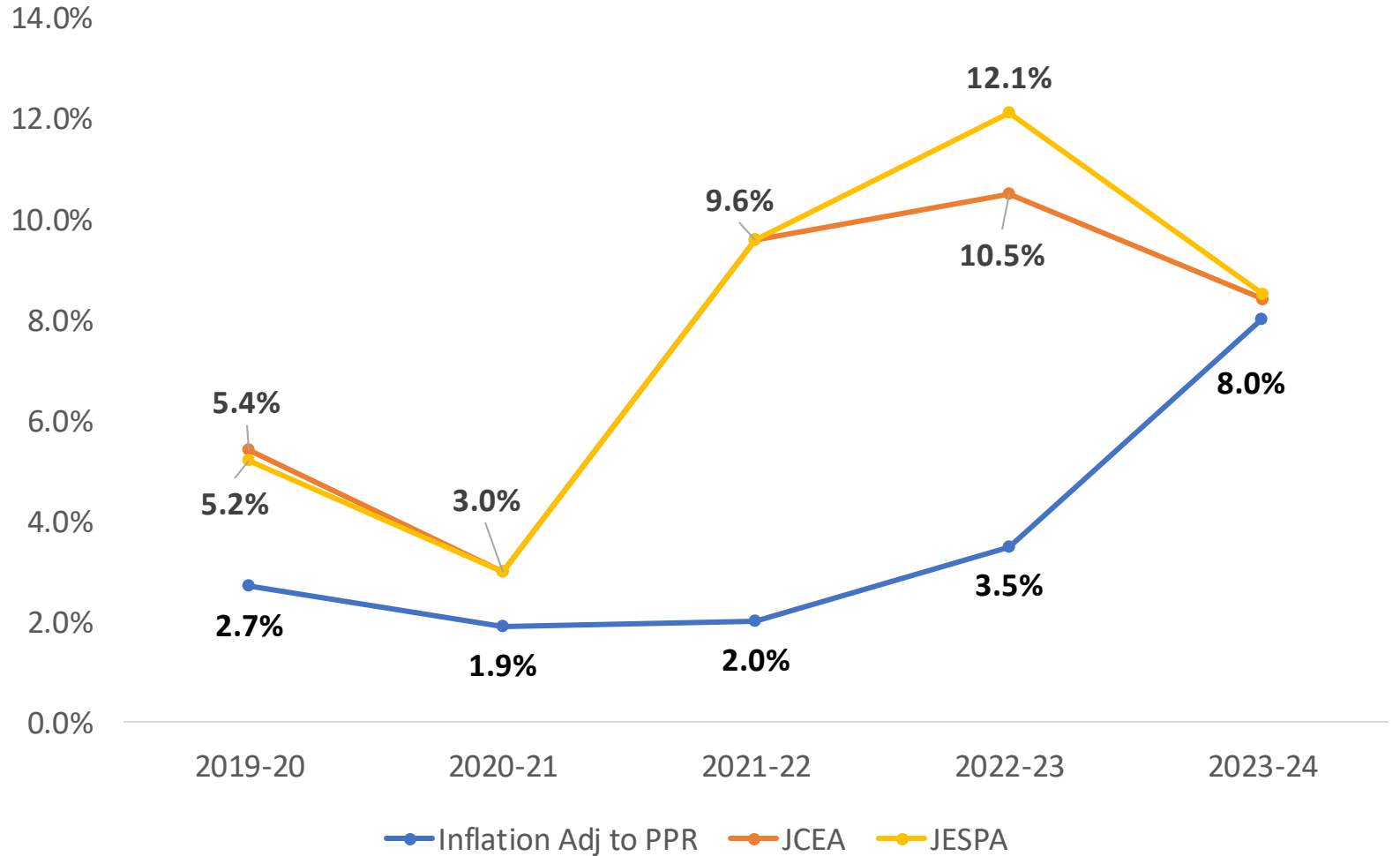
# In Jeffco, **Our People are our Strength.**

Compensation is one of the important ways we show that we value our employees.

We have negotiated significant increases in partnership with our associations *and* **staying competitive continues to be a challenge for Jeffco.**

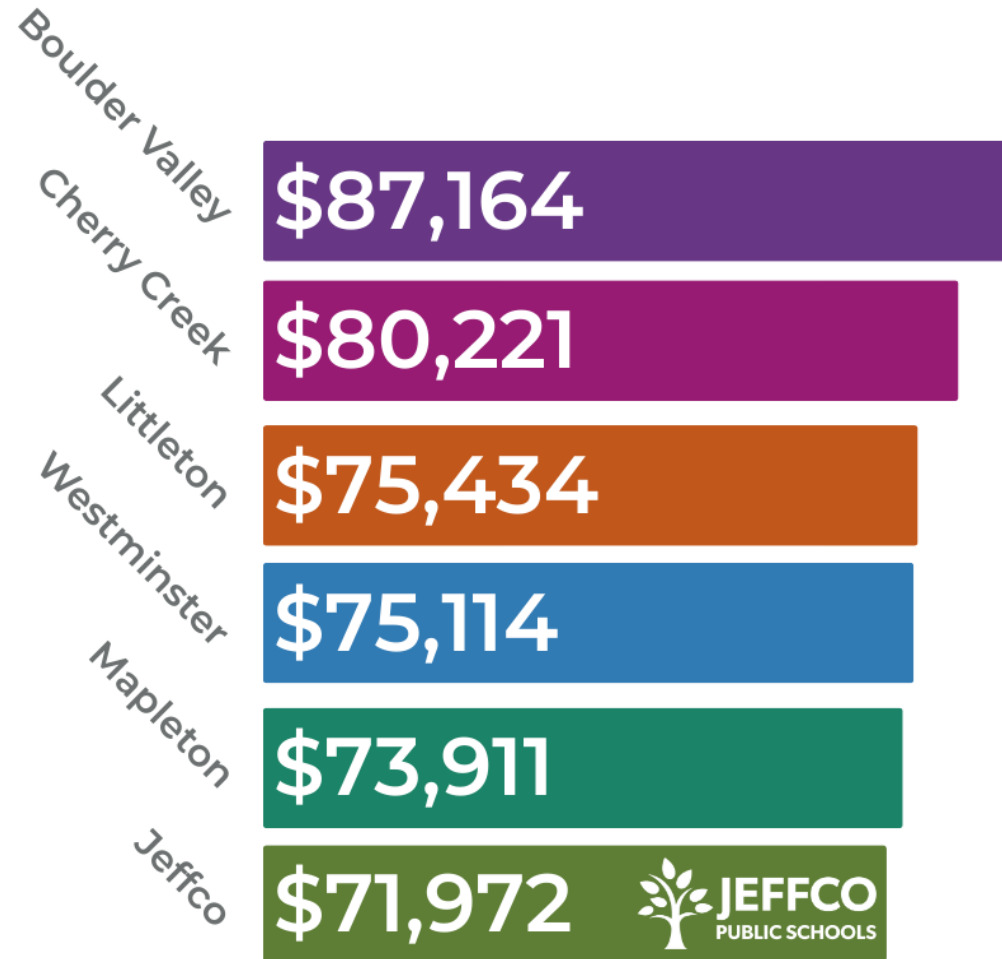
2023-24 Step & COLA Increase	
JCEA	8.5%
JESPA	8.6%

Historical Step & COLA Increases vs. CPI



# Front Range Average Teacher Salaries

2022-23 SY Colorado Department of Education Salary Data



# An Opportunity to **Accelerate**



# The JEFFCO THRIVES 2025 Alliance



Explore future opportunities for Jeffco to **maximize local revenue** to support community-driven interests including:

- **Competitive pay** for highly talented educators, staff and leaders, in support of instructional excellence, preschool through graduation.
- **Learning environments** that are safe, modern, and foster extraordinary student experiences
- **Graduates** who will enter a complex and changing world, having discovered and explored their passions and potential careers



# Jeffco Thrives Alliance



We are coming together to:

- **Reaffirm** our shared vision for Jeffco students
- **Review** our progress toward going from vision to impact
- **Realize** an opportunity to accelerate our efforts to provide a world-class education

# The JEFFCO THRIVES 2025 Alliance



## Kick-off & State of the District

- Tuesday, January 9

## Interest-Based Subcommittee Meetings

- Wednesday, January 31
- Wednesday, February 28
- Monday, March 11
- Tuesday, April 9

*All meetings 6-7:30 p.m. at the Ed Center*

# Exploration:

Community-driven interests



# Facilitated Discussion Experience

Take 2 minutes to write down on post its:

- What Information will you need to contribute to this topic area group?
- What topics do you hope this topic area group will talk about?
- Add your post-its to the charts at your station





# Facilitated Discussion Experience

Tell us what interests you

- Move to the station for the topic area that most interests you
- A facilitator will guide you through a series of solo, paired, foursome and whole station activities focused on these questions:
  - Why Did I join this group?
  - Why is this topic important to me?

# Exit Ticket

Tell Us About Your Experience This Evening

