



2011-2012 Jeffco Public Schools Report to the Community

From thousands of students honoring our country's veterans to parents spending time to learn about the district's budget to a \$10,000 donation and countless honors and awards, Jeffco schools offer stories of unwavering commitment to education, dedication to children and support for a community. We are pleased to share some of the highlights of the school year in the following pages, or view the complete report online at: <http://www.jeffcopublicschools.org/publications>.

Our Mission

To provide a quality education that prepares all children for a successful future.

Our Values

- Integrity
- Valuing People
- Teamwork
- Exemplary Performance

Our Goals

- All students graduate prepared for continued learning and the world of work in the 21st century.
- All employees are accountable for a high performing organization.



Our Year in Review

The 2011-2012 school year was another amazing chapter in the Jeffco story. Despite dwindling resources, our students and staff achieved great things. As you read the highlights of the year on this page and view the video stories, we think you will see that they continued to turn challenges into opportunities and make the community a better place to live.

We invite you to view a video welcome from Supt. Cindy Stevenson at:

<http://www.jeffcopublicschools.org/report/welcome.php>

Highlights of the 2011-2012 Year

- 86 percent of Jeffco students attending a neighborhood Jeffco high school in 2011 graduated on-time, an increase of 1.3 percent from 2010. The overall district graduation rate, which includes option and charter schools, also increased to 79.1 percent.
- Jeffco Public Schools tied for the second best graduation rate of the 50 largest school districts in the nation according to Education Week's Diplomas Count report.
- The 2011-2012 Transitional Colorado Assessment Program (TCAP) achievement results showed the district outperformed the state in all grade levels and content areas — reading, writing, math and science. Jeffco's scores ranged from three to 11 percentage points higher than those of the state
- U.S. News and World Report included four Jeffco schools in its list of the nation's top 500 high schools. D'Evelyn Jr/Sr ranked #3 in the state and #124 in the country, Lakewood High School ranked #14 in Colorado and #429 in the nation. Evergreen High School ranked #15 in the state and #440 in the nation, Conifer High School took the #16 spot in the state and #454 in the U.S.
- Many Jeffco students received recognition for their athletic abilities including the Columbine and Lakewood High Schools' football teams. The Columbine Rebels and the Lakewood Tigers battled it out for the 2011 5A state football championship title with Columbine taking top honors.
- The district hosted a series of Citizens Budget Academies to give Jeffco parents, residents and employees a deeper understanding of the district's budget and financial challenges.
- The Jefferson County Board of Education voted to place a \$39 million mill levy override for operations and \$99 million bond package on the November 2012 ballot.
- The district continued to emphasize safety programs in all schools. School administrators were trained in the Federal Incident Command System and the Standard Response Protocol. Anti-bullying programs and the district's Code of Conduct for students were once again utilized to guide appropriate student behavior.

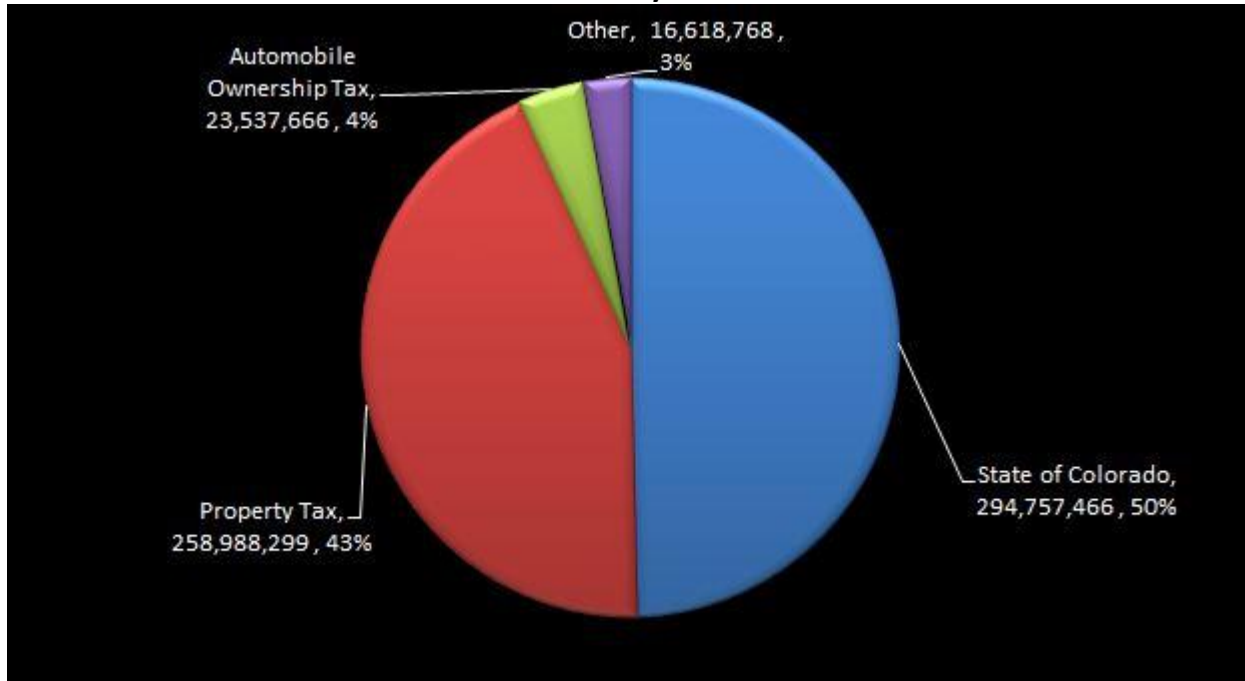
Financial Summary

Every number in this Annual Report tells a unique story about why Jeffco Public Schools stands out as a leader in education. During the 2011-2012 school year, Jeffco Public Schools sustained its largest budget reduction in the district's history, yet our commitment to excellence remained intact. More than 60 years of experience has produced a resilient organization that has weathered and adapted to the ongoing economic crisis. This resilience was bolstered by the strong support of the community that helped to identify spending priorities for schools.

Working together, parents, community members and district staff established a budget that reflected responsible spending in support of student achievement. The following charts provide a snapshot of the district's sources of revenue and where the money goes. Move your cursor over the chart to see dollar amounts and details. We invite you to review the district's 2011-2012 budget online at:

<http://www.jeffcopublicschools.org/finance/documents/adopted%20budget%202011-2012.pdf>

Where the Money Comes From



Financial Summary (continued)



Financial Highlights

- The district hosted a series of Citizens Budget Academies to give Jeffco parents, residents and employees a deeper understanding of the district's budget and financial challenges.
- Participants in an Employee Summit, which included members of the Board of Education, employee associations and district leadership, agreed to a budget plan that saved teaching jobs and minimized cuts in the classroom for an additional year.
- The Board of Education held a series of town hall meetings to speak directly with parents and community members about what they want from their schools.
- Despite significant reductions in funding from the State of Colorado, Jeffco Public Schools has been better positioned than most districts in Colorado. Between 2005 and 2008, Jeffco strategically built a savings account, our operating reserves, which helped to mitigate some budget cuts.
- In June 2012, the Jefferson County Board of Education voted to place a \$39 million mill levy override for operations and a \$99 million bond package on the November 2012 ballot.
- Jeffco Public Schools' Outdoor Lab program, which has been providing environmental education since 1961, was suspended for the 2011-12 school year as a result of district budget reductions. However, last minute fundraising by the community and money from savings in other programs helped to save the outdoor education program.

Financial Transparency

Fiscal responsibility is operating within our budget, using financial resources wisely and making financial decisions in an open and transparent way. Jeffco Public Schools belongs to the community and the manner in which taxpayer dollars are spent should be available for the public to review at any time.

Financial Summary (continued)

The district's expenditures can be reviewed online in a searchable database. Financial decisions are made at public Board of Education meetings. A schedule of meetings can be seen on the Board's webpage at <http://www.jeffcopublicschools.org/finance/documents/adopted%20budget%202011-2012.pdf>.

Financial Reporting Award

For 29 consecutive years, Jeffco Public Schools has earned the prestigious "Certificate of Achievement for Excellence in Financial Reporting" by the Government Finance Officers Association of the United States. In order to be awarded a Certificate of Achievement, the district publishes an easily readable and efficiently organized comprehensive annual financial report, available online at: <http://www.jeffcopublicschools.org/finance>.

Annual Audit

Annually, Jeffco Public Schools undergoes financial scrutiny from an independent auditing firm, CliftonLarsonAllen LLP. The company gave the district "unqualified opinion", which is issued when the independent auditor believes that the company's financial statements are fairly presented.

Bond Rating Remains Healthy

Jeffco's strong financial management was reviewed and affirmed by national credit ratings agencies Standard & Poor's Corporation and Moody's Investor Service. Jeffco maintained its AA- (S&P) and AA2 (Moody's) ratings. Both of those ratings speak to the district's sound financial practices in spite of declining revenues and challenging economic times.

The ratings were affirmed in conjunction with the district refinancing a portion of its current outstanding general obligation bond debt. The refinancing will lower the borrowing cost for district bonds issued in 2004 and 2006.

Citizen Oversight

The district's Financial Oversight Committee (FOC), made up of community members with financial expertise, meets monthly throughout the school year to review financial operations and assist the Board of Education in ensuring adherence to established policies and procedures. This volunteer group helps to ensure the integrity and fiscal responsibility of the district. Learn more the FOC online at: http://www.jeffcopublicschools.org/finance/financial_oversight.html.



The Story of Student Achievement

Over the years, the way student achievement is measured has changed significantly, but Jeffco's long tradition of strong achievement results has not changed. We invite you to learn more about the evolution of student assessments and how we measure the success of our schools and the district.

Accountability and Performance

The Colorado Achievement Plan for Kids Act of 2008 and The Education Accountability Act of 2009 are two pieces of legislation aimed at ensuring Colorado students graduate from high school and are prepared for higher education or success in the work place. These laws established a system that holds school districts and individual schools accountable on a set of consistent, objective measures, including four key performance measures - achievement, growth, closing gaps, and postsecondary/workforce readiness. For districts, the evaluation of overall performance on these indicators leads to an accreditation designation by the state. For schools, the evaluation of overall performance on these indicators leads to the assignment of the type of improvement plan schools will implement.

The Colorado Department of Education issues district and school level Performance Framework Reports which provide a snapshot of the district's or school's performance. You can review Jeffco's accreditation designation and the school reports on the Colorado Department of Education's Schoolview website. at: <http://www.schoolview.org/>

The Colorado Growth Model

The Growth Model compares each student's performance to students in the same grade throughout Colorado who had similar scores in past years on the Colorado Student Assessment Program (CSAP) tests, and calculates a Student Growth Percentile. For example, if the student grew academically as much, or more, than 60 percent of his or her peers, the student would have a 60th Growth Percentile. For schools, the Colorado Department of Education reports the median growth percentile, which can be found on the Department of Education's website at: <http://www.schoolview.org/>

ACT Scores

The ACT is traditionally a college entrance examination. Results are scored on a scale of 1 to 36. Scores for Jeffco students who took the test for college entrance are shown in the table entitled: College-Bound students. See the table below to compare Jeffco students to the national average score.

Student Achievement (continued)

ACT Scores

ACT: 2011-2012 College Bound Graduates

	District	State	Nation
2012	21.5	20.6	21.1

Colorado law also requires all high school juniors to take an ACT test designed especially for Colorado students to measure progress in English, reading, math and science.

	District	State
2012	21.2	20.0

*There is no national average for 11th-grade ACT

- Jeffco Public Schools tied for the second best graduation rate of the 50 largest school districts in the nation according to Education Week's Diplomas Count report. See a video about the graduation rate at: <http://stream.jeffco.k12.co.us/communications/GradRates.wmv>
- Jeffco students were nominated for many prestigious academic awards including National Merit Scholars and Boettcher Scholarships. See a video summary of Jeffco's top achievers at: <http://stream.jeffco.k12.co.us/communications/2012COEAcademics.wmv>



District Leadership

The Jefferson County Board of Education

Jefferson County Board of Education members receive voter approval and donate their time, without pay, to ensure the district fulfills its mission to provide a quality education that prepares all children for a successful future.



Board of Education President Lesley Dahlkemper

Dear Friends,

As a Jeffco parent, I have enjoyed being a part of the Jeffco story for many years, but it was wonderful to assume a new role in that story when I was elected to the Board of Education in 2011. This past year has been a whirlwind of visiting schools, talking to community members and seeing our students learn and grow. I have been constantly reminded that I have the amazing privilege and responsibility to help shape the lives of the children of Jefferson County. I am glad I share this challenge with others who understand that good education is vital to the health of our community. Investing in our children will yield returns for all of us. My hope for the next chapter in the Jeffco story is that through our shared commitment we can ensure that every child has an excellent teacher, principal and support staff and that our schools have the resources needed to ensure our children can be successful. There is much work to be done and I look forward to another enriching year.

Sincerely,

Leadership (continued)

Board Members

Lesley Dahlkemper
President
District 4



Robin Johnson
Treasurer
District 1



Paula Noonan
First Vice President
District 5



Jill Fellman
Secretary
District 3



Laura Boggs
Second Vice President
District 2



Contact the Board & Superintendent

The Board of Education and Superintendent value feedback from the community. The Board can be reached via e-mail at: board@jeffco.k12.co.us, send e-mails to the Superintendent to: supt@jeffco.k12.co.us, or call 303-982-6801.

Leadership (continued)

Strategic Planning - The Call to Action

Jeffco Public Schools' story is about our relentless work towards establishing improved teaching methods and creating more efficient, effective and accountable systems that will strengthen the quality of all Jeffco programs in support of student achievement. Our *Call to Action* is the strategic plan that guides our work. Successful implementation of the *Call to Action* requires three key elements. First, we must continue our student achievement focus. Everything we do is about our students. Second, we must have sufficient resources to support our schools and students. And, we must have the support of the community. We invite you to review the [Call to Action](http://www.jeffcopublicschools.org/superintendent/strategic_plan.html) online at:

http://www.jeffcopublicschools.org/superintendent/strategic_plan.html

The Strategic Planning and Advisory Committee

The Strategic Planning Advisory Council (SPAC) serves in an advisory role to the Board of Education and district leadership. This is a collaborative group composed of Board of Education members, district and citizen leadership, representatives from each employee association, area accountability representatives, as well as citizen and parent leaders from a variety of Jefferson County stakeholder groups. For more information see: www.jeffcopublicschools.org/community/spac.

2011-2012 SPAC Accomplishments

- Reviewed the role and responsibilities of the council
- Advised district leadership on the implementation of the 2011-2012 budget process. Members gave feedback on the process and prepared to participate in the Citizens Budget Academy.
- Reviewed the recommendation of the Charter School Review Committee
- Sponsored Accountability Training for school accountability chairpersons and principals.
- Fulfilled statutory responsibility by reviewing and advising on the District Performance Framework, the Jeffco Unified Improvement Plan, and the 2010-2011 Call to Action. The advice impacted the completion of the Unified Improvement Plan.
- Advised district leadership on the updating of the 2011-2012 Call to Action. The advice included suggested changes to the Goals, Objectives, Indicators and Targets in the Business and Finance, Community, Instruction, Leadership, Schools, and Support Services sections.
- Advised the Board of Education on key issues and challenges. The board members responded directly to SPAC members.
- Fulfilled statutory responsibility by advising the Board of Education on budget priorities.
- Advised the Board of Education on plans for community engagement on the budget reductions.
- Continued to provide input and reaction to the budget process by responding to the results of the January Community Engagement on the budget.
- Reviewed the current educational reform efforts in Colorado and advised district leadership on critical communication strategies for Senate Bill 191 (Educator Effectiveness).
- Continued to learn about educational reform efforts with a focused presentation on CAP4Kids (Senate Bill 08-212) and with a dialogue with principals.
- Sponsored the annual Accountability and PTA meeting to review the potential of ballot initiatives for the November 2012 election.
- Received a report from the Strategic Compensation pilot in Jeffco.



District Profile

The numbers below do not adequately tell the story about why Jeffco Public Schools is outstanding in the education field. It's not just what we do, but how we do it that sets us apart. Our staff works with passion, integrity and commitment.

Our Students

Looking at the Jeffco student population is truly inspiring. With their many faces, voices and life experiences they are worthy of the very best education possible. Many of them experience tremendous challenges in their personal lives, yet they come to school searching for hope, the hope of a better future. We are fortunate to be part of a community that values education as a force that improves the lives of current, past and future students.

Total Student Enrollment for 2011-12: 85,793

A Diverse Student Population	
American Indian/Alaska Native	1%
Asian, Pacific Islander	3%
Black	1%
Hispanic	24%
White	68%
Multiple Race	3%
Male	51%
Female	49%
Students Qualifying for Free and Reduced Meals	33%

*On-time Graduation Rate	79%
*On-time Neighborhood High School Graduation Rate	86%
*On-time Neighborhood High School Completion Rate	88%
**Dropout rate	2%
Expulsions	242
Suspensions	6,316
Attendance rate	94%

*The four-year on-time graduation rate measures the percentage of students who graduate high school four years after entering ninth grade.

**The Dropout Rate is the percentage of students in grades 7 through 12 who drop out of school in a given year between July 1 and June 30 and have not returned to an educational environment on or before the end of the school year or June 30.

District Profile (continued)

The Work Force

Our Teachers

More than half of Jeffco Public School teachers have advanced degrees and almost 100 percent are considered highly qualified according to federal guidelines.

Professional Qualifications of Jeffco Teachers

Professional Qualifications	% of Teachers
Bachelor's Degree	25.2%
Master's Degree	72.6%
Ph.D.	2.2%

Teachers Highly Qualified in the District

The federal No Child Left Behind legislation defines a highly qualified teacher as one that is fully licensed by the state and endorsed in the subject area and who demonstrates competence in the content areas taught. You can find out more information about teachers' qualifications on the Colorado Department of Education's SchoolView website at: <http://www.schoolview.org>.

School Year	2009	2010	2011
Percent Not Highly Qualified	.99%	0.33%	0.16%
Percent Highly Qualified	99.0%	99.7%	99.8%

Classrooms in the District Taught by Highly Qualified Teachers

School Year	2009	2010	2011
Percentage Not Highly Qualified	0.55%	0.22%	0.07%
Percentage Highly Qualified	99.5%	99.8%	99.9%

District Profile (continued)

Our Staff

The Jeffco Public School District is one of the largest employers in the county with more than 12,000 employees. If you live in Jefferson County, chances are you have a friend, neighbor or relative that works in one of our schools or offices.

In addition to our more than 4,000 teachers, here is a sample of our workforce:

- Approximately 350 bus drivers and transportation workers
- 268 principals and assistant principals
- Approximately 450 food service personnel
- More than 150 professional/technical staff
- 700 support staff including security, custodians, maintenance worker, equipment repair and various office staff.

Our School Choices

Jeffco has 154 schools and many programs at 185 campuses.

89 Elementary Schools
3 K-8 Schools
19 Middle Schools
17 High School
17 High School
9 Option Schools
14 Charter Schools
1 Online school
2 Outdoor Lab Schools



Our Partners

The earliest story of supporting a one-room school house in Jefferson County demonstrates that educating children has always been a community effort. Today, Jeffco Public Schools has 154 schools on 185 campuses, but the story has not changed. We owe so much to the hundreds of people who make significant contributions of time, talent and money to enrich the lives of Jeffco students and improve our schools. We partner with businesses, non-profit groups, community members and parents in many enriching ways. We invite you to watch the videos on this page and learn more about our friends and partners.

- The official Jefferson County PTA has been a part of the Jeffco schools' story for more than 30 years. Our schools' success is closely tied to its dedicated support. The parents and guardians who manage this organization at the local, county and state level spend countless hours working in schools, raising funds and advocating for education. There are no words to adequately thank them.
- Many Jeffco parents are unaware that there is a non-profit organization dedicated solely to improving education for Jefferson county children. The small staff of the Jefferson Foundation has raised millions of dollars since 1983 to fund literacy programs and scholarships, support after-school programs, raise awareness of teen suicide and much, much more.
- Stevinson Toyota is a wonderful partner. Stevinson Automotive with support from Toyota gave a \$10,000 grant to Warren Tech's automotive students. Kent Stevinson, president of Stevinson Automotive, told students the industry relies on workers with technical, computer and automotive engineering skills.
- Jan and Lindy Hall volunteer to share their passion for science with students at Swanson Elementary school. The two are more than qualified. Jan Hall won the 2005 Nobel Prize for Physics.

Federal and State Reporting Requirements

Every year, school districts in Colorado report about their performance based on state and federal requirements. This data, which includes assessment scores, accountability measures, teacher qualifications, and other data for the district and for individual schools, has been compiled by the Colorado Department of Education at www.schoolview.org. Parents and community members are invited to review this site for more detailed information about Jeffco Public Schools' performance. Individual school profiles are also available on the Jeffco Public Schools website at www.jeffcopublicschools.org/schools.

Contact Us

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