Thank you to the numerous Jeffco community members and partners who provided input on this plan! Jeffco Schools Foundation Board members Jesse Von Feldt and Amanda Stevens led the Jeffco Schools Foundation Strategy Committee. Their contributions and leadership over a number of years informed and guided the development of this strategic plan. The entire Jeffco Schools Foundation Board provided guidance, insight, and many hours to support the creation of this strategic plan. Deep gratitude goes to Mary Junta for her leadership, guidance, and investment in Jeffco Schools Foundation. Recognition also goes to Jake Johnson, 2020 Summer Marketing and Finance Intern, for his contributions to the development of this plan.

We believe action will lead to impact. Impact will lead to outcomes for students. Outcomes for students will lead to more Jeffco students thriving in school, at home, and in their journey toward their bright futures.

Gratitude for these words representing the future potential of the Jeffco Schools Foundation goes to every community member who contributed time to share your insights, feedback, and beliefs in the potential of Jeffco Schools Foundation through the 2020 community engagement process to inform the Jeffco Schools Foundation strategic planning process.
LETTER OF THANKS
YOU SHARED, WE LISTENED!

Dear Jeffco Schools Foundation Partners,

Thank you so much for investing your time and sharing your insights with Jeffco Schools Foundation to develop this strategic plan. We hosted more than thirty one-on-one in-depth interviews with education partners, Board members, community partners, Chamber members, elected officials, funders, corporate partners, program providers, and others. We invited feedback in a variety of additional ways, and will continue to do so throughout this year and in the future.

You expressed deep investment and demonstrated extreme thoughtfulness in supporting our students, educators, and schools. You are a caring, thoughtful, and committed community and we are honored to partner with you to support our Jeffco Public Schools.

You spoke very loudly and clearly about the value of Jeffco Schools Foundation to our community. You overwhelmingly agreed our focus should be centered on our students, with a specific focus on students with greater needs. You shared that effective educator supports have the power to impact many students, and that healthy and thriving schools are the anchors of our communities.

You expressed the need for Jeffco Schools Foundation to demonstrate impact, to be nimble in ways that complement yet are not encumbered by the limits of a large district, to exist as an independent entity with clear and communicated vision, to celebrate the successes of our students and educators, particularly those who are overcoming adversity, and to communicate consistently and often with you - our community.

We listened to you. We are still listening to you. We invite your continued engagement, your perspectives, your support, and your partnership.

We know this year has brought extreme challenges, and has shifted and negatively impacted our public education system. We have seen learning disruptions and students robbed of important rites of passage. We have seen families struggle to provide basic resources to their children, our students.

We have also seen our community come together in unprecedented and wonderful ways. We know, now more than ever, we are stronger together. The amazing generosity of our community during the time of COVID-19 to support our students and families is evidence that we can and will persevere through this time. Regardless of the challenges we all currently face; we are united in our commitment to support our students to learn and succeed.

Finally, we heard so many of you express that we must honor our history as we move into our future. We understand that there is much to build on and much to preserve. Our history defines our future, shapes it, informs it, and strengthens our resolve to serve our students and to ensure they thrive.

Thank you for all you do to support our students!

In Partnership,
Jeffco Schools Foundation
2020-21 Board of Directors and Staff

[Signatures]
Jeffco Schools Foundation is a nearly forty-year long partner to Jeffco Public Schools. As an independent nonprofit partner, Jeffco Schools Foundation has a long history of raising resources to provide academic, programmatic, and enrichment support to Jeffco students, educators, schools, and families. Jeffco Public Schools includes 155 public schools, 84,000 students, more than 14,000 district and school staff, and spans a vast geography. One in three students are low income (as designated by Free or Reduced Lunch status).

Jeffco Schools Foundation engaged numerous community members to inform the development of this strategic plan during the Spring and Summer of 2020. The purpose of this strategic plan is to build on the long and meaningful history of Jeffco Schools Foundation, to define strategic direction and move to action, to define success, and to measure that success in meaningful ways.

**VISION:**

Every Jeffco student thrives.

**MISSION:**

Secure resources and engage in partnerships to ensure Jeffco students thrive through equitable, excellent, and engaging educational experiences.

**STRATEGIC PRIORITIES**

**EQUITY:**

*Identify Opportunities to Meet Needs*

- Expand effective community and school partnerships
- Invest in equitable student supports
- Diversify and target supports to meet individual student and school needs

**EXCELLENCE:**

*Shine a Spotlight on Success and Invest in Excellence*

- Define key elements needed for students to "thrive"
- Identify, measure, and celebrate success
- Seed promising innovations and expand successful models

**ENGAGEMENT:**

*Convene, Collaborate, and Move to Action*

- Invest in strategic partnerships
- Remain nimble and responsive
- Act on community feedback to inform investment and action

**VALUES:**

- Students first, always
- Equitable supports matter more than equal supports
- Community and family engagement are essential
- Educators and schools are valuable partners and leaders
- Measuring success is critical to achieving success
- Honoring our past is critical to securing our future
- Quality education is the right of every Jeffco student
ONE-, THREE-, AND FIVE-YEAR GOALS AND IMPACT MEASURES

Jeffco Schools Foundation is honored and privileged to serve our students, families, educators, and schools. We are delighted to share that in the 2019-20 school year we provided some level of support to 80 percent of our 155 schools. At the same time, based on feedback from our strategic planning process and our community, we know there is work to be done in regard to impact, measuring that impact, expanding supports for what works, investing in innovations, and communicating successes and challenges with our community. This leads to the need to develop one-, three- and five-year goals and metrics and measures to evaluate our progress.

Detailed project plans, communications plans, evaluation plans, and development plans are a priority and are being developed. The following is a high-level synopsis.

### Jeffco Schools Foundation Initial Goals and Impact Measures

<table>
<thead>
<tr>
<th></th>
<th>1-Year</th>
<th>3-Year</th>
<th>5-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equity:</strong> Identify Opportunities to Meet Needs</td>
<td>Define effective partnership criteria</td>
<td>At least a twenty percent of partner schools report a meaningful JSF partnership</td>
<td>Track process for partner engagement and data collection</td>
</tr>
<tr>
<td></td>
<td>Invest deeply in three effective partnerships to support schools with highest needs</td>
<td>JSF Board diversity more fully reflects the diversity of our community</td>
<td>Track success and impact of JSF programs on student success</td>
</tr>
<tr>
<td></td>
<td>Support school relationships with at least 80 percent of schools</td>
<td>JSF programs report results and impacts by Board defined equity criteria</td>
<td>Report success rate on investments</td>
</tr>
<tr>
<td><strong>Excellence:</strong> Shine a Spotlight on Success and Invest in Excellence</td>
<td>Define what it means for a student to “Thrive” and articulate measures</td>
<td>Expand supports for programs aligned to “Thrive” measures</td>
<td>Majority of JSF-supported schools report progress on “Thrive” measures</td>
</tr>
<tr>
<td></td>
<td>Pilot community engagement focus groups to inform JSF efforts</td>
<td>Expand three excellent programs to at least five schools</td>
<td>Engage the community in development and release of 2025-30 strategic plan building on excellence</td>
</tr>
<tr>
<td></td>
<td>Create annual program and overall impact statements</td>
<td>Communicate impact broadly</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Publicly celebrate excellence through two or more events</td>
<td></td>
</tr>
<tr>
<td><strong>Engagement:</strong> Convene, Collaborate, and Move to Action</td>
<td>Establish strong school engagement mechanisms</td>
<td>Three articulation areas have thriving school support partnerships</td>
<td>Six articulation areas have thriving school support partnerships</td>
</tr>
<tr>
<td></td>
<td>Reach 80 percent or more of schools</td>
<td>Three articulation areas are forming school support partnerships</td>
<td>Partnerships are supporting a majority of schools</td>
</tr>
<tr>
<td></td>
<td>Engage at least seven key community partners to collaboratively support schools</td>
<td></td>
<td>At least a twenty percent increase in student engagement in excellent programs</td>
</tr>
</tbody>
</table>
CURRENT STATE OF SUPPORT
2019-20 SCHOOL YEAR

Jeffco Schools Foundation is a nearly forty-year partner to Jeffco Public Schools. Jeffco Public Schools serves 155 schools representing 84,000 students and employing more than 14,000 individuals. In 2019-20, Jeffco Schools Foundation provided some level of support and partnership to at least 80 percent of our schools through our existing programs (illustrated below).

Jeffco Schools Foundation defines our support via direct financial and programmatic support. Specific program descriptions can be accessed on our website, www.jeffcoschoolsfoundation.org. Further, we define the level of our support for the purposes of this strategic plan as follows.
Jeffco Schools Foundation Levels of Support Defined

<table>
<thead>
<tr>
<th>Level of Support</th>
<th>Description</th>
<th>Percentage</th>
<th>Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Level Support</td>
<td>Schools receiving three or more distinct Jeffco Schools Foundation supports.</td>
<td>20%</td>
<td>(25 schools)</td>
</tr>
<tr>
<td>Medium Level Support</td>
<td>Schools receiving two distinct Jeffco Schools Foundation supports.</td>
<td>33%</td>
<td>(41 schools)</td>
</tr>
<tr>
<td>Light Level Support</td>
<td>Schools receiving one Jeffco Schools Foundation support.</td>
<td>45%</td>
<td>(56 schools)</td>
</tr>
</tbody>
</table>

OVERALL SUPPORT FOR SCHOOLS
Twenty-five percent of schools received the highest levels of support; “High Level.” The majority of schools supported received “Light Level” supports (supports are in terms of financial and programmatic supports via the programs noted above).

Jeffco Schools Foundation provided some level of support to 124 schools, or 80% of schools, in the 2019-20 school year.
SUPPORT BY ARTICULATION AREA

Jeffco represents a vast geographic and diverse county. We also wanted to ensure we know how well we are providing supports across our district. We provided assistance in 2019-20 to each of the 17 physical articulation areas (see below), in addition to supports for schools not listed in these articulation areas (e.g., option schools and special area schools).

The following chart shows the type of support level and the number of schools supported by articulation area.
Jeffco Schools Foundation was called upon in March of 2020 to initiate a COVID-19 relief fund. In doing so, we found it necessary to define a process of support based on criteria and tiers of factoring in school need. Understanding that school and student-based need is more than a Title I designation, we implemented the following tiers and defined the following criteria to guide our assistance and investments.

Criteria for investment included:
1. A point of contact designated by the principal at the school – the Jeffco Schools Foundation Ambassador
2. The ability of the school to respond within a short timeline
3. The understanding that great need still may exist for certain students and families in more affluent areas of Jeffco.

### Tiers of Support as Defined by Jeffco Schools Foundation Regarding COVID-19 Support

<table>
<thead>
<tr>
<th>Tier</th>
<th>Context</th>
<th>Schools Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tier 1</strong></td>
<td>Schools at or above 70 percent FRL (Title 1)</td>
<td>These are the schools with the highest need receiving Title 1 resources</td>
</tr>
<tr>
<td><strong>Tier 2</strong></td>
<td>Schools at or above 40 percent FRL (Title 1)</td>
<td>These are the second tier of need and still Title 1</td>
</tr>
<tr>
<td><strong>Tier 3</strong></td>
<td>Schools at or above 20 percent FRL</td>
<td>These are schools with need, not receiving Title 1 resources</td>
</tr>
<tr>
<td><strong>Tier 4</strong></td>
<td>Schools with less than 20 percent FRL</td>
<td>These schools have very little need overall, but may have pockets of hidden poverty</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>Data unavailable or role unclear</td>
<td></td>
</tr>
</tbody>
</table>
SUPPORT BY TIER

The chart below shows that all types of schools, regardless of Tier, received support from Jeffco Schools Foundation in 2019-20.

Tier 1, Tier 2, and Tier 3 schools received multiple supports at higher levels than other schools. Tier 4 schools received the most “light” supports.
LOOK FOR GREAT THINGS FROM JEFFCO SCHOOLS FOUNDATION IN 2020-21!

We will continue to engage our community in the implementation of our strategic plan. We cannot achieve success without deep community engagement and investment. Starting in 2020 and moving into 2021, here are some ways we hope to continue community engagement to advance our vision and mission.

EQUITY
You are invited! Jeffco Schools Foundation will seek nominations for our Hero Awards for 2021. We will honor our students and educators who have overcome adversity and are thriving.

EXCELLENCE
You are invited! Starting in January 2021, every fourth Friday of the month, through “Foundation Friday Favorites” Jeffco Schools Foundation will showcase and celebrate programs and excellence!

ENGAGEMENT
You are invited! Come together with us in Spring/Summer of 2021 for our annual gala. Jeffco Schools Foundation will engage all of our partners in celebrating and supporting our Jeffco Public Schools.

Join us in celebration of our 50th year of Jeffco art shows!
You can view the works of our talented students here: https://www.jeffcoarts.com/

We invite you to learn more, engage, and support Jeffco Schools Foundation to invest in our students, our educators, and our schools!
<table>
<thead>
<tr>
<th><strong>Vision</strong></th>
<th>Our global statement of what we seek to see in twenty years and over time, what real success will look like, what inspires us, what we aspire to, our “North Star.”</th>
<th>Every Jeffco student thrives.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission</strong></td>
<td>Our organizational statement to guide our work over the next five years which anchors us and aligns us with our long-term vision.</td>
<td>Secure resources and engage in partnerships to ensure Jeffco students thrive through equitable, excellent, and engaging educational experiences.</td>
</tr>
<tr>
<td><strong>Strategic Priorities</strong></td>
<td>Our way to focus and prioritize our work, to ensure we are aligning our efforts with our mission and our vision, and to ensure we demonstrate success.</td>
<td>Equity, Excellence, and Engagement</td>
</tr>
</tbody>
</table>
| **EQUITY:** Identify Opportunities to Meet Needs | • Expand effective community and school partnerships  
• Invest in equitable student supports  
• Diversify and target supports to meet individual student and school needs | |
| **EXCELLENCE:** Shine a Spotlight on Success and Invest in Excellence | • Define key elements needed for students to “thrive”  
• Identify, measure, and celebrate success  
• Seed promising innovations and expand successful models | |
| **ENGAGEMENT:** Convene, Collaborate, and Move to Action | • Invest in strategic partnerships  
• Remain nimble and responsive  
• Engage the communities we serve to inform investment and action | |
| **Values** | Our belief system, our organizational conscience, our reasons for operating, and our accountability to ourselves and to our community to serve with dignity, transparency, and to honor those we seek to serve. | We believe:  
• Students first, always  
• Equitable supports matter more than equal supports  
• Community and family engagement are essential  
• Educators and schools are valuable partners and leaders  
• Measuring success is critical to achieving success  
• Honoring our past is critical to securing our future  
• Quality education is the right of every Jeffco student |
| **Impact** | Our way of demonstrating the outcomes and the value of community investments in our work, of ensuring we are serving our students in ways that lead to their individual success, and our way of informing mid-course corrections to keep us moving in a direction that yields the results we seek. | To demonstrate impact, we are setting measures and metrics to evaluate and achieve success, and to communicate impact with our community, through:  
• One-Year Metrics and Measures  
• Three-Year Metrics and Measures  
• Five-Year Metrics and Measures  
These metrics and measures will be anchored in goals aligned to our strategic priorities. We will report our progress, challenges, and successes on an annual basis to our community. |
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RECOGNITION AND THANKS!
THANK YOU 2019-20 SUPPORTERS AND PARTNERS!