



**2025 – 2030**

# **JEFFERSON**

**COUNTY SCHOOL DISTRICT**

## **STRATEGIC PLAN**

**This strategic plan is our blueprint for transformational growth—guiding Jefferson County School District toward higher achievement, deeper community connections, and stronger futures. It lays out the bold actions, data-driven strategies, and unified vision needed to meet the evolving demands of our students and families. Designed for impact, this plan ensures we are not just responding to change but leading it—delivering the next generation of learning with intentionality, innovation, and heart.**



# A MESSAGE FROM THE SUPERINTENDENT

Dear Jefferson County School District Family,

As we look ahead to the next five years, I am both honored and inspired to share Jefferson County School District's Strategic Plan for 2025–2030. This plan is more than a document—it is a promise. A promise to our students, families, educators, and community that we will dream boldly, act intentionally, and work tirelessly to ensure that every child has the opportunity to reach their full potential.



Our theme, “Next Level. No Limits.”, captures the spirit of this new chapter. We are charting a course that builds on our past achievements while embracing innovation, equity, and excellence as the foundation for our future. Through the T.I.G.E.R. framework—Targeting academic achievement, Inspiring culture, Growing talent, Engaging partnerships, and Remaining financially sound—we have outlined clear and measurable steps to move our district forward with purpose and passion.

Together, we will:

- Elevate student achievement by expanding access to high-quality instruction, personalized support, and 21st-century learning tools.
- Foster a culture of safety, trust, and belonging, where every student and staff member feels seen, heard, and valued.
- Invest in and retain exceptional educators, providing them with the support and recognition they deserve.
- Strengthen community and family partnerships, understanding that collaboration is key to every child's success.
- Be responsible stewards of our resources, ensuring every dollar spent supports teaching, learning, and growth.

This plan will come to life through collaboration—between educators and families, school leaders and students, the district and the community. It will take shared commitment, open hearts, and unwavering determination. And I believe, with every fiber of my being, that we are up to the challenge.

Let us walk this path together—with vision in our minds, purpose in our steps, and hope in our hearts. The next level is not just a destination—it is a mindset. And in Jefferson County, there are no limits to what we can achieve.

With pride and determination,

A handwritten signature in black ink, reading "Adrian Hammitte". The signature is fluid and stylized, with the first name "Adrian" and last name "Hammitte" clearly legible.

Adrian Hammitte, Ph.D.

Superintendent, Jefferson County School District

# OUR VISION

Jefferson County School District will be a leading school system where every student excels and is prepared for life.

# OUR MISSION

To provide high-quality instruction in a safe, supportive environment that equips all students for college, careers, and life.

# T.I.G.E.R. GOALS

## **T: Target Higher Academic Achievement**

**Goal:** The District and each school will earn a "B" rating or higher on the state's accountability model.

## **I: Inspire a Positive Culture and Climate**

**Goal:** Foster a friendly, collaborative, and supportive environment for students, staff, and families.

## **G: Grow and Retain Exceptional Staff**

**Goal:** Recruit, support, and retain highly qualified teachers and administrators.

## **E: Engage Families and Community Partners**

**Goal:** Deepen parental and community engagement through meaningful partnerships.

## **R: Remain Financially Sound and Resourceful**

**Goal:** Use district resources responsibly to ensure long-term financial stability.

# CORE BELIEFS

- Every student deserves to graduate college and career ready.
- Safe and welcoming environments are essential for learning.
- Engaged students are successful students.
- Strong community and family partnerships improve outcomes.
- Financial stewardship drives district sustainability.
- Investing in people builds strong schools.



# PURPOSE

**This strategic plan charts the course for Jefferson County School District from 2025 to 2030. It reflects our unwavering commitment to academic excellence, whole-child development, and continuous improvement. Through the T.I.G.E.R. framework, we will ensure that every student, every day, is equipped to reach the next level—with no limits.**



**GOAL:** Achieve a "B" rating or higher for the District and each school on the state's accountability model.

## Measurable Data Indicators

01

Increase the percentage of students reading on grade level in grades PreK-10

02

Increase student proficiency in math in grades PreK-10

03

Increase the percentage of students passing the 3rd Grade Reading Gate

04

Increase the percentage of students scoring proficient on the state tests

05

Increase ACT scores to the state average

06

Increase the Graduation Rate to 90% or higher

## CORE STRATEGIES

- Implement rigorous, standards-aligned instruction
- Strengthen curriculum coverage and use of HQIM
- Enhance reading time across content areas
- Utilize formative assessments weekly
- Expand ACT prep and test participation
- Provide targeted interventions through MTSS and data-driven instructional groups
- Integrate technology tools to personalize learning
- Conduct quarterly curriculum audits and instructional walkthroughs

**GOAL: Establish a safe, inclusive, and collaborative school culture that promotes student well-being, staff effectiveness, and stakeholder trust.**

## Measurable Data Indicators

01

Improve perceptions of safety among students and parents by 15% on annual climate surveys by 2028

02

Reduce disciplinary referrals and suspensions by 20% annually through proactive behavior interventions

03

Increase student attendance rates to 95% or higher across all grade levels by the 2026–2027 school year

04

Increase the percentage of students reporting a sense of belonging at school by 20% on annual student engagement surveys by 2028.

## CORE STRATEGIES

- Set and model high expectations
- Continue PBIS and Restorative Practices
- Recognize positive behavior and contributions
- Implement student mentorship and peer support programs
- Provide ongoing professional development on trauma-informed practices
- Conduct regular school climate surveys to guide improvements

**GOAL:** Attract, support, and retain highly qualified teachers and administrators.

## Measurable Data Indicators

01

Maintain a teacher attendance and retention rate of 95% or higher annually through 2030, as measured by district HR reports

02

Increase staff satisfaction with district leadership by 10% each year, as measured by annual employee engagement surveys

03

Increase participation in professional development by 15% annually, as tracked through district training records, to strengthen instructional practices and leadership capacity

## CORE STRATEGIES

- Build strong school cultures
- Provide competitive incentives
- Offer targeted professional development
- Celebrate and recognize staff achievements
- Partner with universities and alternative certification programs to expand the teacher pipeline
- Establish leadership development pathways for aspiring administrators
- Conduct stay interviews and feedback loops to address staff concerns

**GOAL: Strengthen parental and community engagement through meaningful and sustained partnerships.**

## Measurable Data Indicators

01

Increase participation in school events and surveys by 20% annually through 2029, as measured by sign-in logs and response rates

02

Improve satisfaction ratings from parents and community by 15% annually on district-administered stakeholder surveys

03

Establish at least five new community or business partnerships annually to support school programming and student success

## CORE STRATEGIES

- Expand parent academies and engagement events
- Strengthen P-16 Community Engagement Council
- Collaborate with local churches and businesses
- Utilize social media and district communications to amplify stakeholder voice
- Create family liaison roles to bridge home-school communication
- Host community forums and town halls to inform and empower families



**GOAL: Maximize the use of district resources to ensure long-term financial stability and sustainability.**

## **Measurable Data Indicators**

**01**

Maintain a minimum fund balance of 7% annually through 2030, as verified by audited financial statements

**02**

Achieve an unqualified (clean) audit report each fiscal year, confirming sound financial practices

**03**

Reduce non-instructional expenditures by 10% by 2028 through operational efficiency reviews and cost-saving measures

### **CORE STRATEGIES**

- Align budgets to student achievement goals
- Optimize technology and staffing models
- Forecast and plan for capital needs
- Conduct biannual reviews of spending priorities and outcomes
- Pursue grants and alternative funding streams to support innovation
- Increase transparency through community budget reports and advisory committees