



**JEFFCO**  
PUBLIC SCHOOLS

**MONITORING REPORT**  
**June 2023**

Policy: **2.2**  
Policy Category: **Ends**  
Period Monitored:  
**2022-2023 School Year**

*This is the monitoring report on the Board of Education's Ends Policy 2.2.  
This report is presented in accordance with the Board's monitoring schedule.  
I certify that the information is true and complete.*

Tara Peña, Chief of Family and Community Partnerships

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## ABOUT POLICY GOVERNANCE - ENDS AND MONITORING

In December 2022, the district and the Board of Education agreed to a monitoring reports calendar aligned with Board Ends and Jeffco Thrives 2025 goals to guide Board updates and meeting agendas. The goal of the monitoring reports is to:

- Present the Board with data and information reflecting the work aligned to its Ends and Jeffco Thrives;
- Present the Board with information which it has requested through its executive limitations; and
- Reflect a cycle of necessary board actions (either driven by statute or otherwise, like the budget process).

Based on the Board Ends, district staff creates and compiles data sets into monitoring reports to provide the Board information toward the accomplishment of Ends statements. A calendar of all monitoring reports is presented to the Board annually, with the data aligned to the time frame of availability and to required analysis and accountability deadlines. Through the monitoring process, the Board set goals and thresholds aligned to policy and available data sets. Staff will utilize data to report district compliance with the Ends and Executive Limitations set within policy and show progress toward the goals and thresholds over time.

Each monitoring report focuses on one of the statements within the Board's Ends. The narrative within the report contains an interpretation of what compliance of this particular end means. The monitoring report is a compilation of multiple sources of data that inform compliance.

### BOARD END WORDING:

*2.2: District employees will actively engage community resources for the benefit of students.*

### INTERPRETATION:

We interpret the following language:

*District employees will actively engage community resources for the benefit of students.*

**To mean:**

*The district will prioritize family and community partnerships required to improve student outcomes.*

**As measured by:**

- Responses to the Panorama Family-School Relationships survey
- The 2023 District Accountability Committee (DAC) survey of district School Accountability Committees (SACs)
- Family and community partner volunteer efforts
- Superintendent Community Conversations
- Community partnerships and level of contribution

**JEFFCO THRIVES 2025 ALIGNMENT:**

Jeffco is guided by its strategic plan, Jeffco Thrives 2025. As a part of the *Our Communities: Our Legacy* priority, Jeffco has the following initiatives aligned with Board End 2.2:

- Ensure all families have respectful, inclusive and culturally responsive relationships with their schools.
- Contribute to the health and well-being of students and their families.
- Actively collaborate with community partners to ensure mutually beneficial and respectful partnerships to serve student success.

The following action steps support the implementation of these three initiatives. These steps specify the District's approach aimed at demonstrating progress toward Board End 2.2:

1. Provide varied, meaningful, and accessible ways for families to engage with their children's learning.
2. Increase two-way communication among families and schools and opportunities for shared decision making.
3. Provide students and families access to resources and community partners that support their health, safety

and stability.

4. Foster new and strengthen existing partnerships.
  5. Actively collaborate with partners to ensure the district is responsive to the perspectives, needs and strengths of underrepresented students, families and communities.
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## Executive Summary and Data Reported

Jeffco Public Schools believes in the value of family and community engagement in our schools. Active family engagement helps to ensure the unique needs of our school communities are served through a positive collaboration between families, school leaders and staff, and members of the community. In Jeffco Thrives 2025, the priority of Our Communities: Our Legacy focuses on positive, mutually respectful, and trusting connections with Jeffco families and our community partners to support student success.

Decades of research has shown the positive impact that family engagement strategies can have on student learning. The benefits include improved academic performance, increased attendance and engagement, improved behavior and higher graduation rates.

Surveying families provides an opportunity to measure the impact of student, family, and community partnerships. For 23 years, the district has administered a Family and School Partnership survey to help us understand Jeffco families and their experiences. In 2023, the district moved this survey to a platform called Panorama Education, which will allow us to compare our results to national trends. In time, we believe this will prove an effective method for helping to assess Jeffco's progress toward achieving our mission of providing a world-class education.

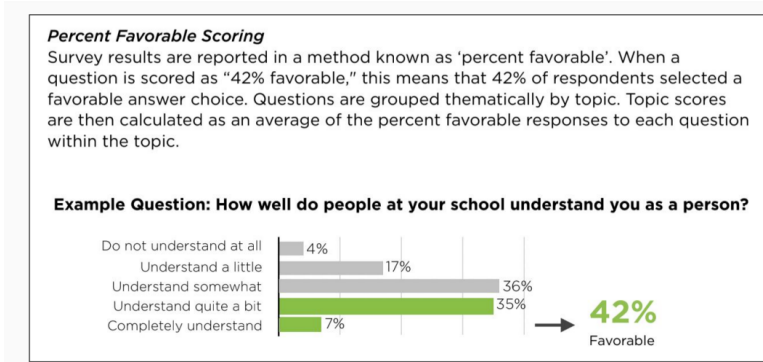
Panorama Education reports survey results in two ways:

1. **National benchmarks** - To help put results in context, Panorama compares each topic surveyed to other schools and districts in Panorama's database. These norms are reported as percentiles much like the pediatric growth chart that shows how children compare to others in their age group (e.g., 70th percentile for height means taller than 70% of the comparison group). The Panorama National Benchmarks include survey results

from more than 430 districts, 5,900 schools and 3.5 million respondents (includes all stakeholder groups) across diverse geographic areas, school types and achievement levels. *It is important to note these **national norms** are based on Panorama survey responses **before 2017 and have not been adjusted for any pandemic and post-pandemic impacts.***

2. **Favorability** - Results also show the percentage of respondents who answered favorably to the questions and topics. Panorama question responses range from 4- to 7-point scales, so favorability ratings are calculated in different ways. For example, one calculation for favorable may include the “sometimes” response while other calculations may identify “sometimes” as not favorable. In figure 1 below, the example of scoring shows how two of the five responses are coded favorably in green and summed for the total percent favorable.

**Figure 1: Percent Favorable Scoring Example**



### Family-School Relationship Survey Results

In all, **10,715 family members participated** in the 2023 survey administered during a window from January 30 - March 3. Nationwide, Panorama sees a survey response rate of around 25 - 35% percent. With a response rate of about 19%, Jeffco falls below the national response rate. Based on self-reporting of their demographics, participants were predominantly mothers (77%) and White (70%). A higher proportion of families identified their race/ethnicity as White compared to Jeffco’s student population, indicating White families may be over-represented in the survey. While about 25% of Jeffco students are Hispanic, just 11% of family respondents identified themselves as Hispanic. Families

also identified their eldest child grade band on the survey and their responses were similar across grades, with slightly more participation in grades 3-5 and 9-12. Families were invited to complete one survey at each school where their child/ren attend and were advised to have their oldest child in mind if multiple children attended the same school.

The results of the survey this year will be used as a baseline “score.” With a baseline set, the survey results will guide our efforts and direct our strategies to better align with research/best practice, Jeffco Thrives 2025, and the National Standards for Family School Partnerships.

The survey included questions around the following topics: **Barriers to Engagement, School Safety, School Climate, School Fit, and Jeffco’s Strategic Plan.**

Table 1 below shows the overall results for the five topics surveyed by Panorama. Compared to **pre-pandemic norms**, all topics fall below the 40th percentile nationally.

**Table 1: Panorama Family School Relationship Survey Results by Topic**

Topic	Percent Favorable	Compared to others nationally
Barriers to Engagement	81%	20th-39th percentile
School Safety	74%	20th-39th percentile
School Climate	66%	20th-39th percentile
School Fit	63%	20th-39th percentile
Jeffco Strategic Plan	55%	

A detailed view of how family members responded to the questions within each topic is available in the appendix. The survey responses are helpful in identifying areas where we may need to prioritize resources and inform our efforts to actively engage community resources for the benefit of students.

### **Barriers to Engagement**

For a majority of the family members who responded, transportation (81%) and childcare (81%) were **not** barriers for becoming involved with their child's school. They feel their school is welcoming (85%) and felt they could get to the school safely (88%). They also report that their child is okay with them contacting the school (89%). For the most part, they were not worried that their child might be treated differently if they contacted the school (78%) and did not perceive that school staff seemed too busy to engage with them (73%). A telling statistic – one we have perceived instinctually – was confirmed as families identified the biggest issue for becoming involved in their child's education as their own busy schedule. Only 48% of family members who responded to the survey reported that their own schedule was **not** a barrier for them.

### **School Safety**

A majority of the family members who responded reported that their child feels safe at school (85%) and that drugs are not a problem at the school (80%). A potential opportunity to engage more community resources is evident in responses related to bullying. While most families say their child can get help from an adult at school if bullied (74%) and they don't believe their child will be bullied online (73%), these are also areas where effective community resources can be employed to support students and families. Finally, that only 58% of families almost never worry or only once in a while worry about violence at their child's school, reflects the violent and tragic events that have affected schools in and beyond Jeffco over the past two decades and reiterates the importance of a continued focus on school safety.

### **School Climate**

While family members perceive high levels of respect between students and school staff (74%) and teachers and the children they teach (74%), the district has work to do to improve favorability in the area of creating environments that

help children learn (68%) and children enjoying going to school (66%). Additionally, responses to questions about valuing the diversity of children's backgrounds (61%) and motivating classroom lessons (51%), require more probing and consultation with our families and community partners as we seek to prioritize improvements.

### **School Fit**

Somewhat in contradiction to the responses on the topic of school climate, a majority of family members reported that their child's school is a good fit given their child's cultural background (78%). When it came to a school's approach to discipline, academic preparation, and a sense of belonging, 65% of family members responded positively. Family members were less positive when responding to how well the teaching styles of their child's teacher match their child's learning style (62%), how comfortable they perceive their child is in asking for help from school adults (53%) and how well the activities offered at their child's school match their interest (53%). School fit and its alignment to student outcomes makes improvement in this area a priority.

### **Jeffco's Strategic Plan**

This topic delved into the student experiences that we aspire to impact with Jeffco Thrives 2025. The baseline data are critically important as we now have action steps in place to drive improvements aligned with this topic area. Currently, 60% of family members perceive their child is challenged to improve, 64% say their child has the support they need to succeed and 54% believe their child's strengths are recognized. Responses to the question of whether their child's individual differences are viewed as assets, requires more probing and consultation with our families and community partners as we seek to prioritize improvements in this area.

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## **DISTRICT ADVISORY COMMITTEE (DAC) ANNUAL SURVEY**

In Colorado, it is a statutory requirement for every school district to have a District Accountability Committee (DAC). The committee is made up of parents, teachers, Jeffco staff, and community members and serves in an advisory capacity to the Jefferson County School District's Board of Education.

The District Accountability Committee (DAC) meets monthly throughout the year and makes recommendations to the Board regarding district budgets, charter school applications, improvement plans and parent engagement plans. The DAC provides training and information that School Accountability Committees (SACs) can share with each school community. It administers an annual survey to gather feedback from SACs.

The [results of the survey](#) were delivered to Jeffco's Board of Education in its May 3, 2023 study session and contained valuable recommendations on how to make SACs more effective, including:

- Evaluating the timeline for SAC engagement on the school unified improvement plan to ensure this group can provide meaningful feedback and input on the plan.
- Focusing on accessible communication and opportunities for understanding school-level data that allows for deeper engagement by its members.
- Increasing regular and diverse attendance and participation on SACs.

These school-based committees can be one of the best ways for parents and community members to weigh in on how a school spends its money, what programs it offers and the strategies it uses to improve. Pursuing the DACs recommendations are critical, given the opportunity for meaningful engagement resulting in impact. Additionally, the district will support the DAC, at the Board's request, in revising the content of future surveys to ensure the integrity of the questions and actionability of the responses for the 2023-24 school year.

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## **THE VALUE OF FAMILY AND COMMUNITY VOLUNTEERS**

Jeffco has an engaged group of families and community partners who volunteer their time and talent to our students every day. The value of parent and community volunteers cannot be overstated. Their contributions enhance the learning environment, enrich programs and activities, serve as positive role models, strengthen community connections, increase parental engagement, save costs, and provide social and emotional support. The collective effort of volunteers has a profound impact on the educational experience and the growth of our students and families within the community.

What we also know to be true is volunteer hours have not only intrinsic value, but economic value as well. The Independent Sector, a coalition of nonprofit and philanthropic organizations in the United States, regularly calculates and publishes the estimated dollar value of volunteering. As of April 2022, the Independent Sector's estimate of the value of volunteering was \$34.36 per hour for volunteer time in Colorado<sup>1</sup>. While volunteers provide their time and skills without monetary compensation, assigning a dollar value to their contributions can help quantify the economic impact of their efforts in a public school limited resource environment.

In the absence of a formal districtwide process to track specific volunteers and time spent volunteering in our schools, we reached out to two elementary schools, one middle school, and one high school. On average, volunteers at these four schools added an estimated value of \$74,000 for the school year.

Jeffco is in the process of creating a volunteer application process and directory to help match volunteers to schools and schools to volunteers. We also intend to begin tracking volunteer hours and type to measure system-wide impact. By systematizing, simplifying and communicating volunteer needs, it is anticipated that more volunteers can access potential opportunities that align with their schedule, likely increasing the number of volunteers and overall student and community impact.

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## **SUPERINTENDENT COMMUNITY CONVERSATIONS**

From January through May of 2023, we held 12 community conversations at different high schools throughout Jeffco. At each event, Superintendent Dorland met with families and members of our community to discuss district wide topics and issues specific to each articulation area. The 90-minute conversations were focused on family and community feedback and provided community members the opportunity to ask questions and express their desires, interests and concerns. The superintendent was joined by a community member co-host at each event making up a diverse representation of leaders from throughout greater Jeffco including elected officials, business leaders, faith-based leaders, non-profit organization and community group leaders among others. In total, Superintendent Dorland met with nearly 800 stakeholders to discuss timely and relevant issues for each respective community.

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<sup>1</sup> Source: [Value of Volunteer Time by State 2001-2022](#)

Out of the topics discussed, school safety, student and staff mental health and post-pandemic academic recovery were top priorities for discussion for families at every meeting. Combining what we learned from these in-person engagements with the data collected in the surveys will allow us to customize family and community engagement efforts as we work to meet the goals outlined in the Our Communities, Our Legacy section of the strategic plan.

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## JEFFCO PUBLIC SCHOOLS COMMUNITY PARTNERSHIPS

Jeffco Public Schools is fortunate to have many invested community partners. Community partnerships are essential to support the success of our students and families. In Jeffco, we define community partnership as a collaborative relationship between outside agencies, our schools and our families all working together to improve student outcomes and strengthen our communities. Jeffco community partners support our students and families by donating goods and services, volunteering time, providing in/after school enrichments and intervention and making accessible a critical mass of resources and strategies that promote overall student and family well-being.

Research tells us community partnerships positively contribute to student outcomes in the following ways<sup>2</sup>:

- Increased resources
- Enhanced learning opportunities
- Improved academic outcomes for students
- Greater engagement
- Better support for students

As established through an official Memorandum of Understanding (MOU), we currently have **45 formal partnerships** with community organizations, businesses, service groups, nonprofits and other government entities providing support and resources that span each of the 17 articulation areas in our district. In addition, the district partners through informal agreements in addition to the 45 MOUs (see appendix). Some of these partnerships include Jefferson County Food Policy Council, Benefits in Action, Coalition to End Hunger in Lakewood, Gold Crown Clubhouse, etc.

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<sup>2</sup> Source: [School-Community Partnerships, The Education Trust](#)

## COMMUNITY PARTNERSHIP HIGHLIGHTS

Jeffco has many invested partners in education. Below are a few profiles from some of our most active partners.

### Outdoor Lab Foundation

- The Outdoor Lab Foundation was founded in 2003. Their mission is to inspire community support for, and advocate on behalf of, Jeffco Schools Outdoor Lab Program. The Foundation was created by two former Principals of Outdoor Lab sites who wanted to create an avenue to provide small grants to the project sites for capital improvements and special initiatives. Over time, and as the fund grew, the Foundation began working more closely with the Outdoor Lab sites to set strategic programming priorities and to discuss alternative funding models that would facilitate sustainability for the program. We currently prioritize four Strategic Initiatives – the Tuition Assistance Program, the Intern Program, the High School Leader Program, and the Site Support Program.
- This year, 5,000 6<sup>th</sup> graders and 1,000 high school students attended this Jeffco rite of passage.
- This year, the Outdoor Lab Foundation provided over \$177,000 in Outdoor Lab tuition assistance to 35 middle schools to ensure student fees are not a barrier to participation.
- A recent study completed in partnership between the Foundation and Hello Insight found that young people develop Social Emotional Learning (SEL) capacities at a higher rate in outdoor programs than in non-outdoor programs. The findings suggest that young people in outdoor programs show a significantly larger growth in Social Skills, Academic Self-Efficacy, and Self-Management than their peers in non-outdoor programs.
- This year, the Foundation coordinated 147 volunteers across 7 projects that contributed 1,082 hours of community service to Outdoor Lab, valued at \$42,174.64. They also garnered donations of new outerwear and outdoor gear so that every student had the equipment they needed to stay warm, dry, and safe while on the mountain campuses. These donations exceeded \$75,000 in retail value.
- In total, the Foundation poured over \$400,000 into the program to ensure extraordinary student experiences for students while at Outdoor Lab.

### The Action Center

- The Action Center, located in Lakewood, has been serving Jeffco families and the surrounding communities since 1968. The Action Center provides an immediate and compassionate response to those in our community experiencing hardship and offers the resources and services needed to stabilize lives and promote pathways to

lasting change. The Action Center is a 501(c)3 non-profit organization; \$.94 of every donated dollar to the Action Center serves those facing hardship or experiencing homelessness in our communities.

- The partnership between Jeffco Public Schools and the Action Center runs wide and deep: there is a long standing history of food distributions at schools for students and families with food security challenges and an annual school supplies event in August for families struggling to make these necessary purchases.
- The newest "Family Focused" work is the result of a partnership/MOU that began with the Title 1 department. The partnership is coming to life through principals, family engagement liaisons, and school-based family centers in select elementary schools. The primary goal of the family center work is to bring one-to-one holistic family coaching to Jeffco families that goes beyond the scope and expertise of the academic focus.

### **Jeffco Schools Foundation**

- 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 Schools Foundation is in an exciting period of transition as they are currently in process of writing a new strategic plan that will align their efforts and outcomes to Jeffco Thrives 2025.
- The Foundation is a valued community partner. With the generous support of the Gill Foundation, the Jeffco Schools Foundation has invested in STEM Smart Labs from elementary through high school in the Arvada articulation area. STEM Smart Labs provide students in the Arvada articulation area with STEM resources and learning to ensure Jeffco students thrive.

### **Community First Foundation**

- The Colorado Gives Foundation (formerly Community First Foundation) is a valued Jeffco community partner. The Colorado Gives Foundation strives to connect people, ideas and nonprofits. They are a Jeffco grantmaker, and statewide they invest to build the capacity of nonprofits and donors via Colorado Gives 365, nonprofit endowments and donor services.
- During the 2021-22 and 2022- 23 school years, the Community First Foundation has donated a grand total of \$1,132,624 to Jeffco Public Schools. These grants have gone to support Jeffco for the following purposes:
  - School communities impacted by school consolidations planned for the 2023-2024 school year
  - School consolidation efforts, including offering spring and summer programming through the Boys &

- Girls Clubs of Metro Denver
- Support for the district's community engagement efforts
- To provide free school meals for up to 1,200 K-12 Jeffco students in School Year 2022-2023
- Support of capacity needs for Jeffco Thrives 2025
- Support for the HIPPY (Home Instruction for Parents of Preschool Youngsters) program

### **Business and Industry Work-Based Learning Partnerships**

- Jeffco has a database of over 800 industry partners that have agreed to support some level of work-based learning within our schools. These partners participate in middle school career fairs, the 10th grade Career Expo, industry panels, interviews, and industry speaking events for students, as well as host job shadows and offer internships and/or apprenticeships.
- We are continually developing strategic partnerships to offer more in-depth work-based learning opportunities for students. For example, a partnership with Denver Water resulted in a new Job Shadow program for Arvada West Water Quality Management students. In 2022-2023, 18 students engaged in 9 hours of job shadowing across 6 departments within Denver Water. There are plans to expand this program for the 2023-2024 school year.
- We are expanding opportunities for students to engage in Industry Sponsored Projects (ISPs) in which our students collaborate with industry partners to solve problems and complete projects that are beneficial to our partners while also providing relevant and rigorous learning opportunities for students. For example, Jeffco students currently partner with NASA through the High Schools United with NASA to Create Hardware (HUNCH) program. Through this program, our students work through problems and needs for the International Space Station as well as the future of humans in space and create solutions through their career and technical education programs.

### **COMPLIANCE STATEMENT**

This monitoring report provides information regarding the district's efforts to actively engage community resources for the benefit of students.

**On Track:** Implementation of a new survey assessment tool.

In the 2022-23 school year, Jeffco transitioned to the Panorama Education survey platform to enable the district to leverage a national database of quality questions and evaluate family feedback against national norms.

**On Track:** Strategies to improve experiences aligned with Jeffco Thrives 2025 priorities.

Challenging our students to improve, ensuring they have the support they need to succeed and recognizing their strengths are all desired outcomes of action steps that can be found in Jeffco Thrives 2025. Additionally, the district's value of equity speaks directly to viewing children's individual differences as assets and is embedded in our investment in a values-based culture. In order to more proactively address the hopes, needs and concerns of our families and in our commitment to improving student outcomes, we will launch the Family Response Service Team (FRST) in August of 2023. The FRST Team will provide services to families who need assistance accessing school and district resources, addressing concerns, and building skills to be strong partners in their students' education. The FRST Team will be able to track trend data on family needs and concerns to allow us to be proactive in our efforts to support families.

**On Track:** Superintendent stakeholder engagement.

A schedule of a dozen Superintendent Community Conversations in the spring of 2023 provided a successful template for annual engagement events that allow the superintendent to address the community and vice versa. These interactions, customized based on the interests of different geographic regions of the district, allow stakeholders to voice their ideas, questions and concerns and for the district to be responsive in real time.

**On Track:** Enhancing the value and effectiveness of School Accountability Committees (SACs).

A survey of SACs conducted by the District Accountability Committee in the spring of 2023 resulted in recommendations to make the work of SACs more meaningful and to diversify and promote participation in these important groups which are one of the best ways for parents and community members to weigh in on how a school spends its money, what programs it offers and the strategies it uses to improve. In addition to collaborating with the

DAC on implementing these recommendations, the district is prepared to support their efforts to improve the quality of the annual SAC survey to generate clear and actionable data and host the survey on the Panorama platform.

**On Track:** Tracking and quantifying engaging community resources for the benefit of students.

Anecdotally, Jeffco has an engaged group of families and community partners who volunteer their time and talent to our students every day. A volunteer application process, directory to help match volunteers to schools and schools to volunteers, and a system that tracks volunteer hours and “type” will allow us to measure and more precisely report to the Board, the system-wide impact of volunteers. Similarly, we are in the process of developing a public community partner dashboard that will more accurately and comprehensively report the district’s partnerships and thus, its engagement of community resources for the benefit of students. Next steps in this area include the use of data and information to create a plan for increasing the impact of our community partners’ contributions.

**On Track:** Board resolution on family partnership.

Resolutions adopted by the Jeffco Board provide clarity to the community on the Board’s position and guidance to district staff in how it approaches its work. This particular resolution on family partnerships is aligned with the Our Communities, Our Legacy priority in Jeffco Thrives 2025. The Board is on track to vote on this resolution in June 2023.

**Focused Acceleration:** Diversify survey participation and increase response rates.

Based on self-reporting of their demographics, participants were predominantly mothers (77%) and White (70%). A higher proportion of families identified their race/ethnicity as White compared to Jeffco’s student population (66%), indicating White families may be over-represented in this year’s survey. While about 25% of Jeffco students are Hispanic, just 11% of family respondents identified themselves as Hispanic. Jeffco will engage community partners and resources in creating a plan to grow the percentage of families who identify as Hispanic, in completing the 2024 Family-School Relationship Survey. Additionally, the district will endeavor to improve its estimated response rate of 19%<sup>3</sup> on the Family-School Relationship Survey to exceed Panorama’s national average of 25-35% in 2024 and grow the response rate DACs survey from 90 schools to 125 schools in 2024.

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<sup>3</sup> The overall number of families we serve is an estimation as it is difficult to quantify the exact number of unique households within Jeffco.

**Focused Acceleration:** Increasing regular and diverse attendance and participation on SACs.

In the Barriers to Engagement section of the Family-School Relationship Survey, family members reported their busy schedule as a barrier to engagement. In the coming school year, the district will partner with the DAC and its partners on a plan to increase participation on SACs and maximize a meaningful experience for those serving on a SAC.

**Focused Acceleration:** Improve perceptions aligned with school climate and school fit.

The Family-School Relationship Survey calls our attention to areas with strong links to student engagement and thus, student outcomes. Specifically, we recognize an urgency to increase family member perceptions that:

- Classroom lessons are motivating
- Teaching styles match children’s learning style
- Children are comfortable asking for help from school adults
- Activities offered at a school match the student’s interests

We will seek to explore and address these issues through our 2023-24 focus on knowing students by name, strength and need.

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## APPENDIX

- [Panorama Family School Relationships Survey Results](#)
- [List of 45 Community Partnerships with Formal MOUs](#)
- [More information on Panorama Education and the Family-School Relationship Survey](#)