



Jefferson School District 14J
BOARD OF DIRECTORS' SPECIAL MEETING
Monday – June 15, 2026
5:30 PM – Work Session JSD Board Room

AGENDA

"We will prepare all students to successfully navigate their transition to life beyond high school by providing qualified, rigorous instruction, providing a safe environment, and fostering a culture of student learning."

1. Call Meeting to Order/Flag Salute

Chair Mitchell

2. Roll Call

Chair Mitchell

3. Review/Adjust/Approve agenda

Chair Mitchell

4. New Business

a. Strategic Plan.....Dawn Moorefield
Information

b. Superintendent Goals.....Board Members
Information

5. Comments from the Audience

6. Board Comments

7. Adjourn

Board Chair

JSD BOARD - UPCOMING MEETING SCHEDULE

Date	Type of Meeting	Time	Location
June 15, 2026 - Monday	Work Session – Strategic Plan & Superintendent Goals	5:30PM	JSD Board Room
June 18, 2026 - Thursday	Regular Board Meeting	5:30PM	JSD Board Room
June 22, 2026 - Monday	Work Session – if needed Superintendent Goals	5:30PM	JSD Board Room
July 16, 2026 - Thursday	Regular Board Meeting	5:30PM	JSD Board Room
August 20, 2026	Regular Board Meeting	5:30PM	JSD Board Room

Jefferson School District does not discriminate and prohibits discrimination and harassment on any basis protected by law, including but not limited to, an individual's perceived or actual race, color, religion, sex, sexual orientation, national or ethnic origin, marital status, age, mental or physical disability, pregnancy, familial status, economic status, veterans' status, or because of the perceived or actual race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, marital status, age, mental or physical disability, pregnancy, familial status, economic status or veterans' status of any other persons with whom the individual associates. The following person has been designated to handle inquiries regarding the non-discrimination policies: Katrina Womack, Student Services Director, 1328 N 2nd Street, Jefferson, OR 97352 or 541-327-3337, ext. 1045. Perceived discrimination should be reported by calling the above number or by sending this form to the above address.



2025-2026 Board of Directors

Position 1:
Teri Mitchell, Chair
Term Expires: 6.30.2027

Position 2:
Terry Kamlade, Director
Term Expires: 6.30.2029

Position 3:
Carole Vickery, Director
Term Expires: 6.30.2027

Position 4:
Kevin Smith, Director
Term Expires: 6.30.2029

Position 5:
Tracy Roe, Director
Term Expires: 6.30.2029

2025-2026 Subcommittee / Representation

Finance Subcommittee (2):
Kevin Smith
Carole Vickery

Bargaining Subcommittee (2):
Terry Kamlade
Teri Mitchell

Willamette ESD Budget Representation (1):
Tracy Roe

Policy Subcommittee (2):
Tracy Roe
Carole Vickery

Strategic Pillars:

- Together, the Jefferson Community, and the Jefferson School District will prioritize funding to provide sufficient staffing, appropriate curriculum, and key programs that will equip our students to succeed.
- Jefferson School District will improve community engagement by focusing on creating purposeful, authentic parent involvement through a shared culture where everyone feels welcomed, respected and appreciated.
- Students will be encouraged to reach their goals using methods that include discovery, self-awareness, self-advocacy, credible choices, and learning collaboration.
- In preparation for their future, students are encouraged to be present and engaged in our safe, welcoming environment as they learn to set goals and adapt to discover their passion.



The Jefferson School Board 14J 2025-2026 Board Goals

1. The school board members will attend at least 4 school activities annually.
2. The school board members will visit or virtually attend another district's board meeting.
3. The school board will use collaborative processes with the community and district that result in well-informed problem solving and decision making.
4. The school board will work to improve transparency and communication.

2025-2026 Board Work Sessions

January 26, 2026 – Strategic Plan

April 16, 2026 – Strategic Plan

May 18, 2026 – Strategic Plan



PUBLIC PARTICIPATION AT BOARD MEETINGS

During each regularly scheduled meeting of the Jefferson School District Board, the agenda will include an item titled “Comments from the Audience.” It is during this portion of the agenda that the public can comment. If requesting to speak, when called on, comments should be limited to three (3) minutes.

Public participation is a time for the Board to listen, not a time for in-depth discussion or to respond to questions, as the Board needs adequate time to process the information received to ensure proper steps are taken going forward. The Board may direct questions to administrative staff to respond to after the meeting.

As a reminder, the Board cannot review complaints about specific personnel during an open meeting. If a patron has a specific complaint against personnel, please review and follow the process as outlined in Board Policy [KL](#).

The Jefferson School District Board accepts public comments also via email submission. If you would like to submit a comment, please email it and any supporting documents you may have to Jennifer.Oertel@jefferson.k12.or.us by 1:00 p.m. on the day of the board meeting. Submitted comments will be emailed to the Board prior to their meeting and may or may not be read at the Board Meeting. You can also submit comments during a board meeting by clicking on the following link <https://www.jefferson14j.com/live-meetings-and-events> and then selecting “Public Comment.” Comments submitted by the same timeline regarding the 2024-25 Jefferson School District Budget will be read into the record.

The meeting will be live streamed on our website and You Tube, with a link on Facebook. Here is the [link](#) to view the meeting: <https://www.jefferson14j.com/live-meetings-and-events>

If you have any additional questions, please contact Jennifer.Oertel@jefferson.k12.or.us and thank you for taking an interest in the Jefferson School District.

Dawn Moorefield - Self-Evaluation 2025-26

Reflecting on Professional Growth and Achievements

Introduction

Members of the Board, thank you for the opportunity to reflect on my tenure as the Superintendent of Jefferson School District over the last nine months.

When I stepped into this role a year and a half ago, I identified several critical infrastructures needs that required immediate attention and modernization, and that work has continued this school year. My work this year has been about solidifying the foundational systems – from auditing our personnel files and modernizing safety protocols to successfully navigating labor negotiations.

Following the framework we established in September, I have evaluated my progress using the eight OSBA/COSA professional standards and have provided artifacts to support those ratings. This report highlights my current achievements and outlines a strategic roadmap that will allow us to shift our culture from ‘functional’ to ‘inspirational’ as we look toward the 2026-27 school year. My focus remains steadfast on fostering stability, transparency, and academic excellence within the Jefferson School District.

Achievements

Building Relationships and Establishing Trust

A primary goal of mine has been to cultivate a culture of integrity and open communication. I have addressed several critical infrastructures needs that I identified in my previous evaluation:

- **District-wide Student/Parent Handbook:** Completed and distributed at the start of the 2025-26 school year. This handbook is a crucial communication tool which centralizes essential school information, policies, and expectations for students, parents, and staff to ensure a safe, orderly, and consistent learning environment, outlining rights, responsibilities, disciplinary procedures and required legal notices. This handbook also creates a foundational agreement for the school community, promoting transparency, guiding behavior, and establishing a reference for smooth daily operations, ultimately supporting student success.
- **District Safety Committee:** Established an OSHA-compliant committee that empowers staff and leadership to identify hazards and foster a proactive safety

culture, which will ultimately reduce workplace injuries and the costs associated with them.

- **Emergency Response Manual:** Developed and implemented a structured, coordinated, and research-based plan for crises. This manual provides clear roles for staff during emergencies, ensuring swift action and building community trust in our ability to protect students.
- **Labor Relations:** Successfully completed full contract negotiations with licensed employees in just four sessions. By presenting a fully reorganized and revised Collective Bargaining Agreement (CBA), we achieved a fair contract that remains within the district's budget while strengthening my relationship with union leadership. I also successfully completed salary and benefits negotiations with classified employees in just one session that also remains within the district's budget.

Development of Processes/Procedures

I have continued to identify and modernize outdated systems to improve district efficiency:

- **Systems Integration:** Eliminated redundant absence-reporting systems, reducing staff time and correcting reporting inaccuracies that previously led to financial leaks.
- **Personnel Management:** Audited and restructured personnel files to ensure compliance with legal documentation requirements. I implemented a new onboarding template to guarantee all future hires meet high-quality standards from day one.
- **Recruiting and Hiring:** Updated our recruiting and hiring system so that our job openings reached more candidates.
- **Staff Support:** Provided direct tutoring and test-preparation resources for instructional assistants to ensure the district meets "highly qualified" staffing requirements.

Strategic Delegation and Resource Management

Managing a small district requires a delicate balance of responsibilities. Following the necessary layoff of the HR Assistant due to budget cuts, I successfully restructured the duties of remaining staff in the District Office:

- **Operational Clarity:** Issued a District Contact List to all staff to streamline communication and prevent confusion over who to contact.
- **Balanced Oversight:** While I personally oversee HR, Safety, Title IX, Curriculum, Professional Development, Integrated Guidance, and Titles IIA and IVA, I have

strategically delegated key programs (Special Education, Title I, CTE, District Testing, etc.) to my administrative team to ensure a high-level focus on every department without causing burnout.

Collaboration

- **Regional Leadership:** Effective collaboration is essential for the success of any district. I have consistently demonstrated this by actively participating in regional and state team meetings, offering constructive feedback, and supporting staff and colleagues. I maintain a strong presence in the Coalition of School Administrators (COSA), the Oregon School Personnel Association (OSPA), the Oregon Small Schools Association (OSSA), and currently serve as the Board Chair for the PACE Board of Trustees.
- **Community Integration:** In September 2025, I partnered with Santiam Service Integration teams (SIT), to help bring this program into the Jefferson community. This program brings together various community members, government agencies, businesses, members of the faith community, non-profits, education and Santiam Hospitals and Clinics to address community needs and to share information and network with each other. I was fortunate to be asked to cut the ribbon at the first Jefferson SIT on September 9, 2025. I have asked our school counselors to represent Jefferson School District at these monthly meetings.
- **Board and Union Relations:** I continue monthly “problem-solving” meetings with both unions to resolve issues before they escalate to grievances. I also maintain an open and transparent line of communication with Chair Mitchell and Vice Chair Kamlade, ensuring the board is always informed and supported. I make it a priority to notify all members of emerging issues or concerns immediately, ensuring there are no surprises and that the Board is never caught off guard.
- **Open Door:** Finally, I still operate with an open-door policy for staff. I have made it very clear that I want staff to feel welcome to come to my office or to contact me via text, email or telephone any time. I pride myself in responding to all forms of communication in a timely manner. When staff know that I will respond to their questions and concerns, they begin to feel comfortable in sharing with families that I value communication so that when an issue arises, they can trust that I will respond to their questions and concerns as well.

Professional Development

Continuous learning and professional development are critical for staying up to date with all of the policies, procedures and laws that we must follow in order to stay in compliance.

My continued connection with COSA, OSPA, and OSSA have provided me with many professional development opportunities. I have included a list in your binder of all of the professional development that I have participated in thus far.

Professional Strengths

Beyond the operational tasks of the district, I have leaned heavily on two core professional strengths that define my leadership style. First is strategic problem-solving: I approach high-pressure situations with a disciplined methodology – gathering data, consulting legal and policy frameworks and collective bargaining agreements, and weighing diverse perspectives before taking action. Supporting this is my commitment to clear and tailored communication, where I ensure that every message – whether to this Board, our staff, our families – is concise, transparent, and stays focused on our shared district objectives.

Areas for Professional Growth

While I am proud of the structural stability we have built, I am also focused on my own continuous improvement to better serve Jefferson School District. Recognizing that my time this year was still largely dedicated to behind-the-scenes systems, my goal moving forward is to increase my instructional visibility. I want to move beyond the district office and into the classrooms, using ‘Learning Walks’ to bridge the gap between our administrative functions and the daily student experience. Additionally, I am committed to broadening our community outreach, ensuring that the transparency we’ve established reaches every family in our district through more diverse and accessible communication channels.

Strategic Goals for 2026-27

- **District Strategic Plan:** Lead a collaborative process with the Board, staff, and community to develop a long-term roadmap that moves the JSD from a reactive to a proactive stance. This plan will establish a shared vision, align resources, and set priorities to ensure every student reaches their potential.
- **Student Attendance and Engagement:** Decrease chronic absenteeism by establishing a “culture of attendance” for both students and staff through timely intervention and community partnership.
- **Instructional Excellence:** Establish a sustainable financing plan for the ODE instructional materials adoption schedule to ensure our students have access to high-quality, up-to-date educational resources.

- **Systemic Evaluations:** Revise and modernize the evaluation systems for all staff to ensure high standards of accountability and professional support. This modernization will ensure our administrative tools keep pace with the needs of our staff and students.
- **Budgetary Partnership:** Transition to a more collaborative budgeting process working alongside directors to ensure financial adjustments reflect instructional priorities and the specific needs of the district.
- **Financial Stability:** Develop reserve funds to ensure long-term financial stability for the district and to effectively plan for emergency situations. This builds on the work done to correct reporting inaccuracies and financial leaks identified in previous systems.
- **Increase Student Enrollment:** Research and develop a comprehensive plan to increase student enrollment and retention across the district.

Conclusion

Looking ahead to the 2026-27 school year, my focus will shift from stabilizing our operations to driving long-term strategic success. My primary goal is the development of a comprehensive District Strategic Plan—a roadmap that moves us from a reactive stance to a proactive vision for student achievement. We will complement this by establishing a 'culture of attendance' to tackle chronic absenteeism and by modernizing our staff evaluation systems to ensure high standards of accountability. Furthermore, we will prioritize financial sustainability and enrollment growth to ensure Jefferson remains a thriving, competitive district. I am eager to partner with this Board to transition our culture from 'functional' to 'inspirational,' ensuring that every student in the Jefferson School District has the resources and support to reach their full potential.