



Date: May 26, 2020

From: Velvet Stepanek
Chair – District Accountability Committee School District 11

To: Board of Education
Dr. Michael J. Thomas, Superintendent of Schools, District 11

Dear Board of Education Members and Dr. Thomas,

Enclosed is the complete end of the year report from the District Accountability Committee (DAC) and its various subcommittees. We have also included a preliminary set of charges for the 2020-2021 academic year.

The following items are included in this package:

- 1) End of the Year DAC Report and Proposed 2020-2021 Charges
- 2) End of the Year DAC Accreditation Subcommittee Report
- 3) End of the Year Training and SAC Support Subcommittee Report
- 4) End of the Year DAC Budget Subcommittee Report

All DAC Subcommittee Chairs and I look forward to discussing the report and answering your questions during the Board of Education Meeting on June 10. In these unprecedented times the DAC Budget Subcommittee is continuing to work into June. Since this is the case, we would like to reserve the right to provide additional comments and recommendations on the 20-21 budget as it moves toward completion.

Respectfully Submitted,

Velvet Stepanek
Chair – District Accountability Committee

Memorandum

To: Board of Education
Dr. Michael J. Thomas, Superintendent of Schools, District 11

From: Velvet Stepanek, District Accountability Committee (DAC) Chair

Date: May 26, 2020

Re: End of Year DAC Report for 2019-2020

A. DAC - General Observations

The School District 11 DAC and our supporting subcommittees are pleased to present this end of the year report for the 2019-2020 school year. The ending of this year has been unprecedented, but the DAC and its subcommittees have had a productive year. The DAC was effective in accomplishing its charges and continued to grow from its strong foundation from previous years. This report highlights the tasks we performed and the results.

This section provides general comments and observations to our overall work this year by the DAC and the DAC subcommittees:

The DAC continued to maximize partnerships with parents, community members, schools, district administration and the BOE to provide guidance that focused on “Students First” as in previous years.

The DAC appreciates the support and assistance provided by Dr. Michael J. Thomas, District Superintendent, and Ms. Phoebe Bailey, Administrative Liaison to the DAC. Dr. Thomas has continued to be very open and collaborative with input from the DAC. This has facilitated an open exchange of information between the DAC and district administration. This has happened through monthly one-on-one meetings with Dr. Michael Thomas.

The DAC appreciates the support and assistance of Glenn Gustafson, Deputy Superintendent, Chief Financial Officer, and Dr. David Khaliqi, Executive Director, Educational Data and Support Services (EDSS), with the DAC Budget and Accreditation Subcommittees.

The DAC appreciates the outstanding support and assistance from District personnel, especially Mr. David Engstrom, Deputy Superintendent, Division of Achievement, Learning, & Leadership (ALL), members of the ALL Division and members of EDSS. They have been willing to provide detailed presentations and participate in thoughtful and critical discussions at DAC meetings.

The DAC appreciates Victoria Henderson and Peterson Air Force Base 21st Space Wing for providing access to Jeff Veley, a nationally recognized motivational speaker, at our November SAC Training.

The DAC deeply thanks Ms. Trudy Tool, Administrative Support to the DAC, for her amazing work. The DAC only runs smoothly because of her support, coordination, scheduling, and experience. Thank you does not seem sufficient for all she does.

Thank you to all the full DAC members and subcommittee members for serving. Your thoughtful questions and discussions while keeping our D11 students first in your mind have made our district a better place.

B. DAC Committee Work by Charge

- 1. Provide value and support to School Accountability Committee (SACs) by providing highly effective communications, input and training opportunities.**
- 2. Refine and implement more effective methods and structures for supporting the District 11 SACs by providing effective two-way communications, delivering relevant training sessions, and identifying, reaching out to and assisting those not having active SACs or gaps in current SAC functions.**

- The DAC continued to focus on communicating and providing support to SACs. We reached out to all school principals at the beginning of the school year to emphasize our willingness to help wherever needed in support of their SACs.
- The DAC continued to publish monthly newsletters about DAC proceedings, updates and deadlines for SACs, recommended monthly topics for SAC meetings, what is happening in the district and the state, and a spotlight on positive news happening at our schools. All DAC newsletters are available at: <https://www.d11.org/Page/5938>
- The DAC worked with District Administration in recruiting parents and community members to serve in SACs at every D11 school for the 2019-2020 year.
- Four SAC training sessions were scheduled, one in each quarter. Three sessions were held to help prepare SAC members to carry out their responsibilities at the school level. The fourth session was cancelled due to COVID-19. Mr. Lyman Kaiser and the Training and SAC Support Subcommittee, working with DAC and District Administration, provided a wide variety of informational presentations. The Family Learning Institute training was incorporated into these sessions this year. More information about the sessions provided are in the Training and SAC Support Subcommittee report attached to this document. Handouts from the training sessions are available at: <https://www.d11.org/Page/1904>

- Attendance at these SAC Training sessions continued to improve. The first session had the most schools represented at 36 schools and 76 representatives. Six elementary schools, one middle school, and one high school did not attend any of our three training sessions this year.
- Once again, the DAC made an effort to feature bright spots and success stories at our schools as far as academic achievement and growth within the district.
- DAC made available the option of meeting with individual SAC members and/or schools to answer specific questions and concerns.
- The full DAC, DAC Accreditation Subcommittee, and DAC Budget Subcommittee all continued to meet via WebEx video conference during the COVID-19 shutdown. The DAC also encouraged all SAC chairs to work with their principals to hold school community WebEx video conference SAC meetings during the COVID-19 quarantine.

3. Support the District's efforts on determining the why, how and what of assessment.

- The full DAC and the DAC Accreditation Subcommittee provided feedback on the updated Unified District Improvement Plan (UDIP) with a focus on the Strategic Plan.
- The DAC Accreditation Subcommittee participated in the quarterly analysis of Aligned District Benchmark (ADB) results and provided feedback.
- The DAC Training and SAC Support Subcommittee provided training for SACs on how to use ADB data at the school level to improve instruction.

4. Actively participate in the implementation and monitoring of D11's Strategic Plan.

- Encouraged SACs and D11 schools to participate in the World Café sessions to provide input for the Academic Master Plan.
- Provided feedback on the Academic Master Plan.
- Provided feedback on the District Equity Policy.
- Three DAC members (Joseph Mezzofante, Lyman Kaiser, and Jan Rennie) participated in the Task Force for Concurrent Enrollment/Dual Enrollment.
- Participated in training and provided training to SACs for the Budget Equity Exercise.

5. Participate in at least two joint work sessions with the Board of Education (BOE) and Superintendent for the purpose of two-way communication in refining charges, sharing feedback and maximizing the value of the DAC and its subcommittees to the BOE, the District and its students.

- Engaged in one work session with the BOE at the beginning of the school year. DAC maintained a presence at regular BOE meetings and work sessions.

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- Presented feedback from the DAC and the DAC Accreditation Subcommittee on the UDIP at a Board Meeting.
- Participated in monthly one-on-one meetings with Dr. Thomas. Held conversations with Phoebe Bailey as needed to accomplish charges.

C. Additional DAC Accomplishments

- DAC Spotlight was continued as a regular agenda item in DAC meetings. D11 teachers, staff, schools, and volunteers were recognized for their contributions in making a difference in our district.
- The monthly DAC newsletter continued to be part of the Superintendent's Friday Night Notes. It was also circulated via direct email to SAC Chairs and principals.
- The DAC webpage is regularly updated with information pertinent to SACs and the parent community.
- The DAC-Budget Subcommittee participated in the Budget Balancing Exercise conducted by Deputy Superintendent Glenn Gustafson and provided its input in the development of the FY2020-21 D11 Budget.
- Received updates on the 2000 MLO Plan Amendment and provided recommendations to the BOE.
- Hosted Mr. Corey Notestine from Student Success and Wellness to present on Social Emotional Learning.
- Hosted Christy Feldman to understand more about the READ Act and upcoming changes.
- Hosted Duane Roberson, Career and Technical Education & Concurrent Enrollment Director, to provide an update on the status and future plans for concurrent enrollment/dual enrollment and other college credit opportunities in D11.
- Received regular updates from the DAC subcommittees and their work.
- Recruited new DAC membership for the full DAC and the DAC subcommittees by using district communication and neighborhood social media. The DAC Chair, Velvet Stepanek, and Vice-Chair, Joseph Mezzofante, were elected, subject to Board approval, to continue in their roles for the 2020-21 academic year.

D. Recommendations for 2020-2021

The DAC leadership believes the District is off to a strong start to implementing the Strategic Plan. COVID-19 and distance learning pushed some of the momentum of this work back. The DAC will be continuing to work to implement and monitor the Strategic Plan. Throughout the year DAC members have voiced a few future areas of development. Here are our recommendations:

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- DAC members continued to emphasize the need for effective and increased marketing of district-wide programs and school-based programs. The Academic Master Plan World Café sessions were a start to gather input from our community. The decisions from this plan for the next school year need to be communicated to parents and community early. This would help parents understand the wide variety of choices for students In District 11, helping to reduce the loss of students to surrounding districts. We need to continue to look at and consider the recommendations in the Demographic Study and Enrollment Forecast. We also need to look carefully at “lessons learned” during the COVID-19 pandemic and the need for modifications in our Academic Master Plan thinking.
- All schools reported they had SAC chairs this year, but it is still a challenge at some schools to maintain a functional and effective SAC. One of the main issues includes having a strong relationship with school administration. The DAC plans to continue to work to help strengthen school SACs by providing training on building and fostering relationships between SACs and school principals.
- Attendance at SAC Trainings has continued to improve this year and DAC would like this to continue. With COVID-19, we don’t know what SAC training will look like next school year, but we will be flexible to provide what SACs need. DAC will continue to improve coordination and ask for support from school principals to improve this training.
- The DAC continues to support the early development of USIPs at the school level. The new UDIP will help schools to align their USIPs and thus map to the Strategic Plan. The DAC strongly encourages the use of Orgametrics survey data, 5 Essentials survey data, and other test data to help in the USIP development. DAC advocates that school administration engages SACs in the *development* of the USIPs. SACs also need to be engaged in monitoring the major improvement strategies of the USIP to see if they are getting the desired results.
- Distance learning was the norm for the fourth quarter. Students did not have accountability during this time because of so many unknowns for families. This means some students were not engaged. The beginning of the next school year is also unknown. **The DAC is concerned about distance learning and student engagement.** Even though state assessments were on hold this year the DAC will continue to look at the systems in place for all students to achieve.
- The DAC continues to support quarterly Aligned District Benchmarks (ADB) assessments at the K-8 level. These data points are crucial to use as a tool to effectively target classroom instruction. This helps improve academic performance and close

achievement gaps at all levels. The DAC would like to continue to encourage a district wide assessment periodically at the high school level.

- Communication with parents and community is still a challenge at times. The implementation of the new School Management System will be an important component in making our parents and guardians more effective in monitoring and contributing to student growth. The DAC will be looking at these system changes to help families.
- Lastly, the DAC believes School District 11 has a bright and promising future. Many positive steps in the implementation of the strategic plan have moved forward. COVID-19 has changed the spotlight to additional areas on which the district can continue to improve. Parent and community engagement are very critical as the district moves ahead. The DAC will strive to partner with and support all ventures that support the whole student.

Respectfully Submitted,

Velvet Stepanek

Chair – District Accountability Committee

District 11

2020-2021 Proposed DAC Charges

Full DAC 2020-21 Charges:

1. Provide value and support to School Accountability Committee (SACs) by providing highly effective communications, input and training opportunities, with a focus on new challenges presented by the COVID-19 pandemic.
2. Refine and implement more effective methods and structures for supporting the District 11 SACs by providing effective two-way communications, delivering relevant training sessions, and identifying, reaching out to and assisting those not having active SACs or gaps in current SAC functions.
3. Support the District's efforts on determining the why, how and what of assessment.
4. Actively participate in the implementation and monitoring of D11's Strategic Plan, Academic Master Plan, and related initiatives.
5. Participate in at least two joint work sessions with the Board of Education (BOE) and Superintendent for the purpose of two-way communication in refining charges, sharing feedback and maximizing the value of the DAC and its subcommittees to the BOE, the District and its students.

Accreditation and Achievement Subcommittee of the D-11 District Accountability Committee (DAC)

End of Year Report for School Year 2019-2020 to the DAC, May 18, 2020

The list of agenda items for the meetings held this school year follows this report. The following are highlights and observations from those meetings.

1. The DAC Accreditation and Achievement Subcommittee would like to thank Dr. David Khaliqi and Wendi Rivera and all of the support staff at EDSS for their timely support and sharing of essential information which helped this committee perform its charges. The subcommittee also sincerely appreciates the input and assistance that we received from Mr. David Engstrom during his frequent visits to our committee meetings. Finally, we would like to thank Dr. Ed Plute for his years of service as he stepped down from his post as chair of our committee early in the school year.
2. Our initial work as the school year commenced was the accreditation of schools and the School Performance Frameworks (SPF). We began by reviewing State test results, namely Colorado Measures of Academic Success (CMAS). We examined the preliminary SPF results. We also looked at Aligned District Benchmark (ADB) results. We reviewed schools that were “borderline” with respect to accreditation levels and made recommendations as to what schools should be brought to the state for official requests to reconsider. Finally, we made recommendations to the state for official requests to reconsider. We concluded the process by reviewing Unified School Improvement Plans (USIP) for Priority Improvement and Turnaround Schools.
3. We spent a lot of time this year reviewing the Unified District Improvement Plan (UDIP) as this UDIP was presented in a new format this year, in order to align with the new District Strategic Plan. We made recommendations to the District regarding changes and improvements to this important UDIP.
4. We also held discussions on a variety of achievement indicators including the correlation of CMAS data to FRL, growth and graduation rates. We delved deep into the disparities in graduation rates in D11 and reviewed data indicating on-track-to-graduate. We reviewed ADB data quarterly and then across the three quarters of data.
5. With the advent of the COVID-19 pandemic, we held meetings discussing the District’s response to distance learning and we reviewed available data on how the District assessed the need for technology among families and how that technology was distributed. We requested information on student engagement in distance learning and while this was not provided to us this year, we are hopeful that the District will have this information to share with our committee in the fall.

6. Throughout the school year we had presentations from D11 staff with the focus on student achievement which included topics such as Galileo K12 (Sean Daniel), READ Data (Christy Feldman), ACT Schools (Jeremy Koselak), area school district responses to COVID-19 (Eric Mason) and multiple presentations from David Engstrom on the UDIP and distance learning. We relied heavily on Dr. David Khaliqi to present a variety of data to us throughout the year.

Respectfully Submitted,
Jane Lazar Tucker, Chair
Accreditation and Achievement Subcommittee

**District Accountability Committee (DAC)
Accreditation and Achievement Subcommittee
Agenda Items for School Year 2019-2020**

August 26, 2019

Timeline Review
DPFs and SPFs - Results & Requests for Reconsideration
CMAS District Data
Update Committee Charge

September 9, 2019

Requests for reconsideration
Committee Recommendation to BOE for schools to receive Distinction status
AEC Frameworks available
USIP Timelines
USIP review for Priority Improvement and Turnaround Schools
Replacement for ALPINE
Preliminary Enrollment
Galileo K-12
ST Math under review
“A year’s growth in a year’s time” - MGP and 50th percentile – Discussion
ACT schools?

September 23, 2019

SPF Workbook
Request to Reconsider
Review UDIP
Review USIPs for -Mitchell -Galileo -West MS –Midland

October 14, 2019

Update on Galileo K-12 and HS Development – Sean Daniel
UIP process
Requests to Reconsider update
AEC Accreditation status
Hoonuit update
Upcoming Graduation Requirements

November 11, 2019

READ Data – Christy Feldman
UDIP Update
CMAS Gaps

December 9, 2019

Establish priorities and updates

UDIP update

January 13, 2020

Opportunity Atlas online tool
Educational Insights online tool
Grad Rates and Drop Out Report

January 27, 2020

Growth ADB Data
Galileo alignment of scores to CMAS

February 24, 2020

UDIP – David Engstrom

March 9, 2020

UDIP

April 16, 2020

COVID-19 Distance Learning
Area response to distance learning
Technology survey results
D11 approach to distance learning – David Engstrom

April 27, 2020

Update on distance learning
Empower/ACT schools – Jeremy Koselak

May 11, 2020

5Essentials
Q1-3 ADB
6-8 ELA/math impacts on on-track graduation
9th grade on-track to graduate data review

**School District 11 – District Accountability Committee/Training and SAC Support
Subcommittee**

2019 – 2020 School Year Annual Report

SAC/DAC/Parent Training/Work Sessions

General: Three School Accountability Committee/District Accountability Committee/Parent Training Sessions were held throughout the year with the fourth, scheduled for April 2, 2020 cancelled due to the COVID19 lockdown. Invitations were sent to all principals, SAC chairs, DAC members, key district staff and Board of Education members. This normally consisted of an early “save the date” notice with topics and flyer, a notice with agenda and flyer to post about 10 days out, and a reminder notice 2-3 days out. Child Care was provided (on request) as well as light snacks. Feedback surveys were collected for each event. A concerted effort was made to provide information on School Accountability Committee basics, the Unified School Improvement Plan planning and monitoring process, the D11 Strategic Plan and Academic Master Plan development process, school testimonials related to student success, and use of important information like instructional use of Galileo K-12 test results. Agendas, briefing materials/handouts, and survey results are posted at <https://www.d11.org/Page/1904>.

Session one: Thursday, Sep 26, 2019 at Tesla 6:00 – 8:00 PM

- Program:
 - Welcome and new Strategic Plan plus SAC role – Dr. Michael Thomas, Superintendent for District 11 (video)
 - Testimonial – Buena Vista ES, “Creating a Successful SAC” – Sharon Gateley, Principal and Vicky McLaughlin, SAC Chair
 - Testimonial – Jack Swigert Aerospace Academy, “Moving from Priority Improvement to Performance” – James Nason, Principal
 - Testimonial – Edison ES, “Maintaining Academic Growth” – Kevin Willis, Principal
 - SAC Basics (101) – Training for Effective SACS – Velvet Stepanek, District Accountability Committee (DAC) Chair
 - How does School Performance Framework (SPF) drive your Unified School Improvement Plan (USIP)? – Dr. Ed Plute, Accreditation and Achievement Subcommittee Chair
 - Family Learning Institute, “Families as Partners – Promoting Schools – Devra Ashby, D11 Communications Director
 - Note: The last three sessions were run in parallel
- Attendance: 75 attendees representing 36 schools

Session two: Thursday, Nov 7, 2019 at Tesla 6:00 – 8:00 PM

- Program:
 - D11 Strategic Plan moving into the Academic Master Plan and the role SACs will play in that effort – Dr. Michael Thomas, Superintendent for District 11

- Resilience Education for Bullying Prevention (focus on what parents/SACs can do to support their students) – Jeff Veley, nationally recognized motivational speaker. (<https://jeffveley.com>)
- Attendance: 78 attendees representing 31 schools

Session three: Thursday, Feb 6, 2020 at Tesla 6:00 – 8:00 PM

- Program:
 - “Spotlight” testimonial – Rogers ES – Linda Slothower, Principal [Note: Rogers ES was selected as a “Bright Spot” school by the Colorado Turnaround Network for exemplary work in a) Culture Shift, b) Instructional Transformation, c) Talent Development, and d) Leadership.]
 - Budget Equity Exercise, how to look at the school budget through an equity lens – Glenn Gustafson, CFO/Deputy Superintendent
 - Core Values Card Sort Activity, how Wilson ES approached the Budget Equity Exercise using the Core Values Card Sort Activity as a precursor to the exercise – Stephanie Atencio, Principal
 - Family Learning Institute – Sources of Strength (SoS) – Tena Logan, West Middle School Teacher [Note: SoS is a nationwide suicide awareness program that D11 uses to help recognize the need to address mental health.]
 - Galileo K-12, Aligned District Benchmarks – Interpreting and using the, a) Benchmark Performance Levels Report, b) the Student Growth and Achievement Report, and c) the Instruction Performance Tracker at the building level – Dr. Eric Mason, Director of Assessment, EDSS
 - Introduction to the new Hoonuit Data System, what it is and when it is coming on line – Gina Daugherty, Assessment Specialist, EDSS
 - Note: The last three sessions were run in parallel.
- Attendance: 51 attendees representing 26 schools

Session four: Thursday, April 2, 2020 at Tesla 6:00 – 8:00 PM – Cancelled due to COVID19 lockdown of District 11.

Comments and Observations for 19-20:

- The Training and SAC Support Subcommittee worked closely with the Accreditation Subcommittee and DAC Chair to support a full spectrum of informational presentations through the combination of DAC meetings and SAC Training sessions. The T&SS Subcommittee ensured that the SAC Training Handbook was updated and provided at the Sep 26, 2019 SAC training session. A relevant spectrum of informational handouts was also provided at the SAC training sessions to supplement the presentations.
- The current DAC structure again put a significant load on Trudy Tool to support all T&SS meetings, all Training work sessions, all DAC meetings, and the DAC Newsletter. Incorporating the Family Learning Institute presentations into the overall SAC Training Session program was a positive action. We really appreciate the support from Trudy, Phoebe Bailey, and Louann Dekleva.

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- DAC and the T&SS Subcommittee also owe a large debt of gratitude to Dr. Thomas and the many District staff members who graciously supported our efforts with outstanding presentations and follow-up support.
- All three training and information work sessions were generally well received based on the feedback surveys. Participants liked the breakout sessions giving an opportunity for cross feed between SACs as well as the multiple parallel session format.
- Soft copies of training session presentations, handouts, and feedback were posted to the DAC webpage. The next DAC newsletter was used to highlight key presentations and provide a link to the session materials on the DAC webpage.
- Attendance at the SAC training sessions improved this year but is still a challenge. As a result of the COVID19 lockdown, DAC and the T&SS committee encouraged SACs to work with their principals to conduct WebEx virtual SAC meetings in April and May 2020. This proved to be very successful for a number of SACs. Follow up with schools (SAC Chairs and principals) who have not had representatives attend any training session is still a challenge and an area for improvement for 20 – 21.
- We will continue to focus on strategies to improve support to, and communications with SACs in the coming year including offering informal presentations at SAC meetings, possible “out of cycle” SAC 101 sessions for new SAC chairs and principals, and one-on-one support for both SAC chairs and principals. We hope to also look at using the WebEx virtual online video conferencing system to conduct smaller virtual training sessions, for example the SAC 101 class for new SAC chairs.

Respectfully Submitted,

Lyman Kaiser, Chair

Training and SAC Support Subcommittee.



Dr. Michael J. Thomas, Superintendent

Memorandum

To: D11 District Accountability Committee
From: Michael Reyes
Date: May 22, 2020
Subject: **DAC Budget Subcommittee Summary Report**

The District Accountability Committee (DAC) Budget Subcommittee had its first meeting on September 10, 2019 and started by welcoming new members and setting our agenda for the year. A summary of our activities so far is detailed below.

On November 12, 2019 we began the process of reviewing the Mid-year Budget Modifications that were put forth to us. A request was made for presentations from the requesting departments for further explanation of the modification requests. All departments presented and answered the questions of the committee. I would like to thank all that came to our meetings to answer our questions which allowed us to make informed decisions. On December 10, 2019 the committee voted on the modifications and the results of the vote, with recommendations and comments, were sent to the Board.

With the recommendations for Mid-year Budget Modifications done, the committee continued our evaluations of programs to see if they were fiscally responsible, have measurable outcomes and are serving the students in the way they were intended. Many departments presented and gave detailed information for our review. At the end of the process, the Budget Committee was prepared to make recommendations to the Board in our final report.

We were also able to review and recommend approval of the districts' plan to stabilize our Concurrent and Dual enrollment process. The proposal should provide cost savings and allow the program to continue serving a growing population of students interested in transcribed college credit while in high school.

With the events surrounding the COVID 19 Pandemic, many of our recommendations and reviews were put on hold as we waited to see the financial fall out that came from the nation shutting down. Our last task will be to review the proposed budget and be available to the D11 board as we wrestle with tough cuts and decisions.

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We hope that we can continue to be of service as the district prepares for a post pandemic reality filled with continued uncertainty.

Michael Reyes

Chair, DAC Budget Subcommittee