



Date: May 30<sup>th</sup>, 2019

From:

Dr. Parth Melpakam  
Chair – District Accountability Committee  
School District 11

To:

Board of Education &  
Dr. Michael J. Thomas, Superintendent  
School District 11

Dear Board Directors & Dr. Thomas,

Enclosed is the complete end of the year report from DAC and its various subcommittees for your review. The DAC leadership looks forward to discussing the report and answering your questions during the June 5<sup>th</sup> Work Session.

This academic year is also the end of my term as the Chair of the DAC. It has been my profound and distinct pleasure serving in this capacity over the past couple of years. It goes without saying that this has been a truly enriching and fulfilling experience. I thank you for the trust and confidence you placed in me when you approved my appointment as DAC-Chair, and I hope over the past couple of years I have lived up to that trust. Words cannot sufficiently express the gratitude I have for each of you for your continuous encouragement and unwavering support of the DAC. This has always been a collaborative effort, keeping our students as the primary focus in all our feedback/recommendations. And for that, you have my deepest appreciation.

Respectfully Submitted,

Dr. Parth Melpakam  
Chair – District Accountability Committee

## Memorandum

TO: Board of Education (BOE)  
Dr. Michael J. Thomas, District 11 Superintendent

FROM: Dr. Parth Melpakam, District Accountability Committee Chair

DATE: June 5, 2019

RE: End of the Year DAC Report for the Fiscal Year 2018-2019

### **A. DAC – General Observations**

On behalf of the School District 11 District Accountability Committee (DAC) and the various subcommittees, I am pleased to present this end of the year report for the 2018-2019 school year. In summary, this has been an extremely active and productive year for the DAC and its subcommittees. The DAC was effective in accomplishing its major objectives and continued to build and improve on the strong foundation set in the prior years. This report will highlight some of the significant work we tackled and the accompanying results. The last section will detail some of the recommendations that were captured at the DAC meetings and possible areas of improvement for the DAC for the 2019-20 academic year.

This section details a few general comments and observations pertaining to the overall work completed this academic year by DAC and its subcommittees.

- DAC continued to leverage partnerships with parents, community members, schools, district administration, and BOE to provide recommendations that centered around the “Students First” approach.
- The DAC sincerely appreciates the support and assistance provided by District Superintendent Dr. Michael Thomas, Chief of Staff Ms. LeAnn Dow, and Administrative Liaison to the DAC, Ms. Phoebe Bailey. From the first day, Dr. Thomas stressed the need for a culture of accountability and encouraged the DAC to push back, challenge, and ask questions. This collaborative relationship provided a robust and settled environment in which DAC could thrive and accomplish its BOE approved charges.
- The DAC is grateful for the constant support and enthusiastic encouragement provided by the BOE. DAC maintained its active presence at BOE meetings, BOE work sessions, and other district events. The DAC provided timely and appropriate recommendations to the BOE.
- Through all the transitions and reorganization of the central administration staff, the DAC continued to receive outstanding support and assistance from district personnel, by their willingness to deliver detailed presentations and participate in critical discussions at DAC meetings.
- Emphasis was placed on facilitating the exchange of information between the DAC and district administration. This was accomplished through monthly one-on-one meetings with Dr. Michael

Thomas and regular conversations with Ms. Phoebe Bailey. K-12 Executive Directors are part of the DAC roster as ex-officio members and attended DAC meetings as necessary.

- Words cannot sufficiently express the invaluable and essential assistance provided by Ms. Trudy Tool, Administrative Support to the DAC. Her consistent support and facilitation were instrumental in the DAC completing its tasks and reports in a timely and efficient fashion.
- Finally, I would like to thank all DAC Members for their uncompromising dedication to the betterment of District 11 and for being amazing advocates for our students.

## **B. DAC Committee Work Reported 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 maintained its focus on opening essential channels of communication to the SACs and providing timely/relevant information.
- For the second year, the DAC published comprehensive monthly newsletters which included detailed summary of the DAC proceedings, vital updates/deadlines to SACs, recommended monthly topics at SAC meetings, district happenings, and a spotlight on positive district/school news. All DAC newsletters are archived at <https://www.d11.org/Page/5938>
- DAC received kudos and commendation from the Colorado Department of Education (CDE) for its comprehensive and well-developed SAC Training Sessions. Lisa Steffen, Project Coordinator at CDE, contacted the DAC with several questions about using our website and resources as a standard model as CDE develops their Family Engagement website.
- DAC successfully collaborated with District Administration in recruiting parents and community members to serve in SACs at just about every D-11 school for the 2018-2019 academic year. Queen Palmer Elementary School, Freedom Elementary School, and Mann Middle School had either very limited or no SAC engagement this past academic year. Queen Palmer's transition in building leadership played a key role in no SAC meetings being scheduled; however, Principal Butcher did enlist a SAC Chair and several members before the end of school for 2019-20. Queen Palmer, Freedom and Mann have listed building a robust SAC a priority for the upcoming year.
- Four SAC training sessions were held, one in each quarter, to effectively educate and equip SAC members so that they can carry out their responsibilities at the school level. Mr. Lyman Kaiser and the Training and SAC Support Subcommittee (T&SS), working with DAC and District Administration, developed a full spectrum of informational presentations for these sessions. More information on these sessions are provided in the Training and SAC Support Subcommittee



report attached to this document. Briefing handouts for all sessions are available at <https://www.d11.org/Page/1904>

- Attendance at these SAC Training sessions improved this year with the first session generating the most traffic (35 schools and 80 representatives). Eight elementary schools, one middle school, and one alternative high school did not attend any of the 4 training sessions.
- Throughout the year, DAC made a determined and concerted effort to feature bright spots and success stories as far as academic achievement and growth within the district. The intent was to share with SACs good instructional practices that resulted in strong academic performance. Focus was placed on sharing and interpreting the quarterly Aligned District Benchmark (ADB) results, especially for use in improving instruction.
- Concerted effort was made by the DAC and T&SS Subcommittee to reach out to schools that did not have an active SAC to offer assistance.
- Continued emphasis was placed on informing the SACs and the community at large of the available parent communication tools. The DAC is optimistic that we were effective in raising the level of awareness, so parents can more effectively monitor issues pertaining to student discipline, attendance, and classroom assignments.
- The DAC provided regular updates to the SACs on the ongoing strategic plan process, scope, and initial draft results both through the quarterly SAC Training sessions and the monthly DAC newsletter. Key findings and recommendations from the Demographic Study and Enrollment Forecast conducted by Western Demographics were also shared.
- DAC also made available the option of meeting with individual SAC members and/or schools to answer specific questions and concerns.

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

- Received input from Deputy Superintendent Mr. Dave Engstrom on the district's intention of using the biennial flexibility in the submission of the 2019 Unified District Improvement Plan (UDIP).
- Provided feedback to Mr. Engstrom on the request to reconsider the 2018 preliminary District accreditation rating to the Colorado Department of Education (CDE).
- The DAC Accreditation Subcommittee participated in the quarterly analysis of the Galileo K-8 Aligned District Benchmark (ADB) results and provided relevant feedback to Educational Data & Support Services (EDSS).
- The DAC Training and SAC Support Committee (T&SS) provided training briefings for SACs in the first three quarterly training sessions on how to use the Galileo K-12 ADB test results to improve instruction and target weak areas.

#### **4. Actively participate in District 11's ongoing strategic planning process.**

- The DAC and its members actively participated in every step of the draft strategic plan development process.
- As a prelude to the strategic planning process, the DAC hosted Mr. Shannon Bingham and discussed the impact of the Demographic Study and Enrollment Forecast completed by Western Demographics. Dr. Michael Thomas also reviewed the findings of the Orgametrics Survey and the necessity for future organizational alignment.
- The DAC was diligent in encouraging SACs and D11 schools to fully engage in World Café sessions so as to provide input that would help shape the future direction of District 11.
- Three DAC Members (Dr. Parth Melpakam, Ms. Nila Rickard, & Ms. Victoria Henderson) were part of the Core Planning Team that met for three 12-hour days in February and crafted the draft version of the Strategic Plan. The members shared with the rest of the DAC and SACs key details of the process.
- DAC had one representative (Dr. Parth Melpakam) on the District Metrics Team which met for several days to recommend specific pathways to measure progress towards the successful achievement of the Mission Impacts and Mission detailed in the draft Strategic Plan.
- At the request of District Public Information Officer Ms. Devra Ashby, one DAC member (Dr. Parth Melpakam) was part of the district team that participated in the Request for Proposal (RFP) evaluation process of the rebranding of District 11. The process involved examination and interviewing of selected vendors, awarding of contract to Magneti, participating in stakeholder discussions with Magneti, and providing feedback on the brand strategy (including visual and verbal identity). This process is ongoing, and the assembled district team will assist in the selection of the new D11 logo and tagline (including brand personas and future uniform district marketing strategies) to coordinate with the new Strategic Plan.

#### **5. Participate in at least two joint work session with the Board of Educations (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 4 productive work sessions with the BOE (October 2018, November 2018, January 2019, March 2019). One end of the year session is scheduled for June 2019. In addition, DAC maintained active presence in regular BOE meetings and work sessions.
- Participated in regular monthly one-on-one meetings with Dr. Thomas to provide and receive updates as required. Engaged in needed conversations with Ms. Bailey to accomplish charges.
- On behalf of the DAC, I would like to thank both the BOE and district administration for facilitating the continuous communication as that has mutually benefited all stakeholders.

### **C. Additional DAC Accomplishments**

The DAC completed several other tasks during the course of the year beyond the charges discussed in the previous section. Some of the highlights are discussed below.

- DAC Spotlight was added as a regular agenda item to DAC meetings. D11 volunteers, teachers, and staff were recognized for making a positive difference in the daily lives of our students.
- The monthly DAC Newsletter continued to be part of the Superintendent's Friday Night Notes and received wide circulation through direct email communication with SAC chairs and principals.
- The DAC webpage on the D11 website was regularly updated with the most relevant and useful information for SACs and the general parent community.
- DAC promoted and encouraged school SACs, parents, and community members to attend the "Listening and Learning Tours" to get to know and provide feedback to the new Superintendent Dr. Thomas. DAC also encouraged parent and community participation in World Cafés.
- At the invite of Systems Improvement Specialist Mr. Jeremy Koselak, two DAC members (Mr. Lyman Kaiser and Dr. Parth Melpakam) and several SAC members participated in the preliminary development of Unified School Improvement Plans (USIPs) for 15 ACT schools (Academic Systems, Culture of Performance, and Talent Development) in June 2018. Root causes and ideas for major improvement strategies were discussed. Mr. Koselak was invited to present the ACT School approach for USIP development at the first SAC Training Session in Sep 2018.
- Received & reviewed the CDE directed District Diagnostic report in August 2018 from Mr. Koselak.
- A subcommittee of 6 DAC members (Dr. Wendy Chiado, Dr. Parth Melpakam, Mr. Bob Null, Ms. LynDel Randash, Ms. Marquita Carr, and Ms. Vicky McLaughlin) provided detailed analysis and report on the Coperni 3 Charter School application to the BOE, that captured various concerns along with contingent recommendations for the school's operation.
- Two DAC members (Mr. Joseph Mezzofante and Ms. Desiree Leonard) were part of the panel assembled by Volunteer Services Supervisor Ms. LouAnn Dekleva that resulted in the commission of the Family Learning Institute (FLI). The panel selected educational topics and hosted three separate events at D11 schools to provide social, emotional, cultural, and academic resource information to parents and community members.
- Two DAC members (Dr. Parth Melpakam and Mrs. Darleen Daniels) participated in the Personalized Competency Based Learning seminars that was provided by District 11 in partnership with Great Schools Partnership. This year-long educational opportunity provided a venue to learn about Next Generation Learning concepts and the required systems supports for its implementation in D11. The DAC appreciates Mr. Engstrom inviting DAC to participate in these seminars.
- DAC had a representative (Mrs. Darleen Daniels) in the Graduate Profile Development Cohort for the purpose of iterating and designing collectively the community's objectives and aspirations for

all D11 student graduates. This work will align with the draft strategic plan and ongoing D11 branding process.

- DAC also thanks Director of Curriculum and Instruction Ms. Karol Gates for inviting a DAC representative (Dr. Parth Melpakam) to be present during the Standards Literacy readiness training in preparation for the implementation of the new 2020 Colorado Academic Standards. DAC strongly supports Ms. Gates and her collaboration with CDE to offer this early planning and education sessions of key district stakeholders, in anticipation of the implementation of these new standards for the 2020-21 academic year.
- DAC leadership reviewed House Bill 18-1355 that modified Colorado's accountability law to ensure all students receive a high-quality education that prepares them for college, career, and life and the role DAC will play in this regard.
- Received, reviewed, and analyzed the impact of the 2018-19 Capacity Committee Report. Mr. Lyman Kaiser also served as the DAC representative on the Capacity Committee for 2018-19.
- Both DAC and DAC-Budget Subcommittee participated in the Budget Balancing Exercise conducted by Deputy Superintendent Mr. Glenn Gustafson and provided its input in the development of the FY 2019-20 D11 budget.
- Received updates on the 2000 and 2017 MLO Plan Amendment from Mr. Gustafson and provided recommendations to the BOE in this regard.
- Received, reviewed, and provided feedback on the Gifted/Talented Program Evaluation report.
- Hosted Counseling & Wellness Director Mr. Cory Notestine at the March DAC meeting and provided feedback on the D11 Comprehensive Student Support Model, Social Emotional Learning (SEL) programs and the Healthy Kids Colorado Survey results at D11 schools.
- DAC also has active representation in the Community Event Task Force put together by Ms. Devra Ashby. This Task Force planned community events centered around District high schools, including the October 6<sup>th</sup> Bancroft Park community event to coincide with the Coronado High School homecoming parade celebrations.
- At the request of Mr. Koselak, DAC also reviewed and provided its perspective on the new Multi-Tiered Systems of Support (MTSS) framework.
- DAC continued to promote its mission and vision with school principals during the academic year. The intent was that this would encourage the active recruitment of parents/community members to SACs and open the conversation between the DAC and school administration.
- Received regular updates from the various DAC subcommittees, reviewed reports, and communicated the information to the BOE.
- Recruited new DAC membership for the 2019-2020 academic year using DAC Newsletters and a variety of district communication resources. Mrs. Velvet Stepanek and Mr. Joseph Mezzofante

were appointed as the DAC Chair and Vice-Chair respectively for the 2019-20 academic year with unanimous DAC member consent. DAC membership will be presented to the BOE for final approval at the June 12, 2019 BOE meeting.

#### **D. Recommendations for 2019-2020**

The DAC leadership firmly believes that a strong foundation has been set in place from which can we grow and improve in future years. Over the course of the year, the DAC members have collectively voiced a few future areas of development. This section captures those suggested recommendations.

- It is vital that the D11 community is fully engaged and invested for the successful implementation of the new strategic plan. Clear progress benchmarks should be identified and communicated with all stakeholders (especially parents and community members). SACs and PTAs can often be the first step in opening these channels of communication and should be involved partners.
- During the 2018-19 academic year, a few of the D11 schools faced challenges recruiting SAC members. In addition, some schools struggled having an effective and functional SAC. DAC believes that a highly functioning and effective SAC is a crucial component for the success of any school and in coordination with principals, SACs can only enhance the quality of education our students receive. Accordingly, DAC strongly encourages individual school administration to identify and recruit passionate parents and committed guardians during the summer or during open houses at the beginning of the academic year.
- The DAC fully recognizes that the success of SACs depends on the support of and relationship with the school administration. With that in mind, the quarterly SAC Training Sessions next year will place stronger emphasis on building and fostering this relationship between SACs and school principals.
- Even though attendance at quarterly SAC training sessions was improved, we still had 8 elementary schools, 1 middle school, and 1 alternative high school with no representatives at any of these sessions. Furthermore, a few schools attended only 1 of the 4 training sessions. DAC would like to see these numbers improve in 2019-2020 through improved coordination with and support from school principals. The T&SS committee plans to reach out earlier in the school year to those schools who have not attended SAC training.
- Staffing allocations and the district budget for fiscal year 2019-20 dominated the conversations in the latter half of the year. Strong support was expressed within the DAC that the budget cuts should have the least impact on students and direct classroom instruction.
- Concern was expressed that some of the targeted staffing cuts could result in the termination of or diminished support to successful educational programs and add to the declining student enrollment. To mitigate this issue, DAC members suggested that school principals should be fully engaged in all levels of conversations surrounding staffing allocations, including working collaboratively with Executive Directors and Human Resources in proactively determining the impact of staffing cuts and resource reallocation on individual schools.



- There was strong approval within the DAC to revisit the current staffing formula for elementary, middle, and high schools so as to decrease the student/teacher ratio at all levels. At the discretion of the BOE, DAC would enthusiastically participate in conversations surrounding the equitable staffing allocations at our schools. The DAC also supports near-term development of an official D11 equity policy to include a D11 definition of equity and procedures for its application, as this would provide clarity and direction to all district stakeholders.
- The Orgametrics alignment survey identified district-wide communication to be disjointed, sporadic, uncoordinated, and existing in silos/pockets. It is necessary that there is a systemic shift in improving the culture of communication at all levels. Anecdotal conversations with parents/community indicate that outside groups and entities are incorrectly defining District 11 agenda and often the district is reacting in defense, putting the district at a distinct disadvantage. Many members on the DAC strongly recommended that the district (with guidance from the BOE) pro-actively set the message and respond with thoughtful action, often anticipating external threats and neutralizing them.
- DAC members emphasized the need for effective and increased marketing of both district-wide programs (such as Summer Enrichment Series, Career and Technical Education etc.) and school-based programs (such as Project Based Learning, International Baccalaureate, Gifted/Talented Magnet schools etc.). This would help parents understand that District 11 offers a wide variety of educational choices for their students, thereby reducing the market share loss of students to surrounding districts. Recommendations made by Western Demographics in the Demographic Study and Enrollment Forecast document should also be carefully considered.
- DAC strongly endorses the early development of UDIP/USIP as proposed by Dr. Thomas for the academic year 2019-20 (August/September). This would provide an opportunity for the major improvement strategies to be implemented with fidelity for improved student academic growth and achievement. DAC firmly advocates that school administration engages SACs in the development and monitoring of the USIPs to determine if the major improvement strategies are being effective in getting the desired results.
- Timely development of the UDIP will also support the alignment of USIPs with the UDIP, thereby enhancing the advisory role of the SACs.
- DAC supports the new quarterly Galileo K-8 Aligned District Benchmark (ADB) assessments. This past year was the first year of its implementation. It is crucial to build on this initial year and use this tool effectively to target classroom instruction to close achievement gaps and improve academic performance at all levels.
- Currently no quarterly/periodic district wide assessments are offered at the high school level. DAC suggests that all schools (including high schools) utilize a comprehensive and aligned approach to academic assessments to measure student growth and achievement. This would allow for necessary course correction in classroom instruction and a more accurate projection of the individual school and district performance in Colorado Measures of Academic Success (CMAS) assessments at the end of the academic year, as well as in PSAT and SAT assessments at the high school level.

- A significant number of parents are still not comfortable using all the D-11 communication tools (such as the D 11 loop, Q Parent Connection, D 11 mobile app etc.) to gauge the progress of their kids. The DAC will continue to educate parents and guardians on the importance of using technology to effectively monitor and contribute to the overall student growth.
- DAC will also strive to improve the parent-teacher communication through strong support for the effective use of the D-11 loop and associated teacher messaging system. Schools should also strongly encourage their staffs and parents/guardians to use these tools to improve the parent/teacher partnership providing strong individual student support for excellence in student engagement and achievement.
- Finally, the DAC unanimously believes that the future for School District 11 is promising and optimistic, especially with the gradual implementation of the strategies, mission impacts, and mission identified in the new draft strategic plan. Parent and community engagement are critical in the coming months and DAC will vigorously partner/support in any endeavor that targets the overall education (academic, social, emotional, personal, and cultural) of the whole student.

Respectfully Submitted,

Dr. Parth Melpakam  
Chair – District Accountability Committee  
School District 11

## **2019-2020 Proposed DAC Charges**

### **Full DAC 2019 – 20 Charges:**

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.
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.
5. Participate in at least two joint work session 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.

### District Accountability Committee – Full DAC

**Appointed by:** The Board of Education approves the roster and charge

**Created through:** Policy AE <https://www.d11.org/cms/lib/CO02201641/Centricity/domain/69/sectiona//AE.pdf>

**District Contact:** Phoebe Bailey, Assistant superintendent, Personnel Support Services

#### Full DAC 2019 – 20 Charges:

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.
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.
5. Participate in at least two joint work session 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.

**Meeting Dates:** August 15, 2019, September 19, 2019; October 17, 2019; November 21, 2019; January 16, 2020; February 20, 2020; March 19, 2020; April 16, 2020, May 14, 2020

Name	Category	Location
Velvet Stepanek	Chair DAC Committee	Sabin MS
Joseph Mezzofante	Vice Chair DAC/Chair Membership Committee	Odyssey ECCO
Jane Tucker	Parent-Elementary School	Fremont ES
Carol Nuss	Parent-Elementary School	King ES
Vicky McLaughlin	Parent – Elementary School	Buena Vista ES
Vacant	Parent – Elementary School	
Nila Rickard	Parent-GT Student	Stratton ES
Cass Daley	Parent-ELL Student	Palmer HS
Velvet Stepanek	Parent-Middle School	Sabin MS
Darleen Daniels	Parent-Middle School	Jenkins MS
Carl Schueler	Parent-High School	Palmer HS
Stacy Ruddy	Parent-High School	Doherty HS
Joseph Mezzofante	Parent-Alternative School	Odyssey ECCO HS
Vacant	Parent-Charter School	
Carla Scott	Teacher-Elementary School	Carver ES
Esther Smith	Teacher-Middle School	North MS
Amanda Hawkins	Teacher-High School	Mitchell HS
LynDel Randash	Teacher-Charter	Roosevelt Edison
Frank Lee	Teacher – ELL	Tesla
Aaron Ford	Elementary School Administrator	Audubon ES
Chris Kilroy	Middle School Administrator	North MS
Carlos Perez	High School Administrator	Mitchell HS
Cynthe Winebrenner	ESP Representative	Mitchell HS
Lyman Kaiser	Community Member	80918
Stacy Fisher	Community Member	
Sally Sue Coddington	Community Member	
Bob Null	Community Member	80909



### District Accountability Committee – Full DAC

**Appointed by:** The Board of Education approves the roster and charge

**Created through:** Policy AE <https://www.d11.org/cms/lib/CO02201641/Centricity/domain/69/sectiona//AE.pdf>

**District Contact:** Phoebe Bailey, Assistant superintendent, Personnel Support Services

Name	Category	Location
Wendy Chiado	Community Member	
Chyrese Exline	Community Member-Business/Industry	80918
Victoria Henderson	Military Community	Peterson AFB
Jan Rennie	<b>Chair</b> Budget Subcommittee	80917
Ed Plute	<b>Chair</b> Accreditation/Achievement Subcommittee	80917
Phoebe Bailey (ex-officio)	Administrative Liaison	Central Administration
Trudy Tool (ex-officio)	Administrative Support	Central Administration
K-12 Executive Directors (ex-officio)	Administrative Support	Central Administration



Dr. Michael J. Thomas Superintendent

**Jan Rennie, Chair**  
**DAC Budget Subcommittee**  
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## Memorandum

**TO:** Chairman Dr. Parth Melpakam, District Accountability Committee (DAC)  
District 11 Board of Education  
Dr. Michael Thomas, District 11 Superintendent

**FROM:** District Accountability Committee Budget Subcommittee

**DATE:** May 14, 2019

**RE:** Final DAC Budget Subcommittee Report for Fiscal Year 2018-2019

### **A. Introduction**

The DAC Budget Subcommittee (DACBC) is pleased to present this year-end report to the Board of Education. This report is primarily organized around the four DACBC charges approved by the DAC and the Board of Education for this year. In addition, recommendations for DACBC work and focus for the upcoming 2019-2020 fiscal year are included.

### **B. Membership, Participation and Staff Support**

A list of the current DACBC members is attached. While DACBC has a good balance of community members and staff, we do have a need for additional parent members. Lara Crowell (parent) and Toni Seberger (ESP employee) informed DACBC that they can no longer attend meetings due to their busy schedules. Aaron LaFrancis (parent) did not attend any meetings this year and it is presumed that he no longer resides in the district. Representative Pete Lee was unable to attend meetings due to state legislative conflicts.

Most of the other members of the DACBC regularly attended and actively participated this year. The DAC and DACBC will actively attempt to recruit additional members to fill all vacancies on the subcommittee for the 2019-20 academic year.

The DACBC also notes that District 11 Board of Education Directors Julie Ott and Nora Brown attended meetings as did DAC Chair Dr. Parth Melpakam. The subcommittee was well supported by D-11 staff and thank them for their time, effort, and insight, from which we benefitted.

### **Subcommittee Work Reported by Charge**

#### **1. Participate in the budget review and creation process for FY2019-2020**

- a. DACBC participated in the budget balancing exercise conducted by Deputy Superintendent Glenn Gustafson. The subcommittee provided feedback which was used in the development of the FY 2019-2020 D11 budget.

- b. FY 2019-20 budget modification requests (both recurring and non-recurring) were presented to the DACBC along with pertinent supporting information to justify these requests. Budget modification requests that addressed safety concerns and an improved, efficient work environment were considered as needed priorities.
- c. DACBC carefully deliberated every request, and reviewed if adding expenses to the general fund was necessary considering the cuts in FTE positions to all employee groups due to declining student enrollment.
- d. Emphasis was placed on “investing our way out of the current budget challenge” by investing in select educational programs and staff that could reverse the decline in student enrollment.
- e. DACBC participated in a Board of Education work session on March 21, 2019 and submitted its recommendations and comments through a detailed report.

**2. Review and submit recommendations, with regard to prioritizations of budget modifications, before they are approved by the Board of Education, as applicable.**

- a. The subcommittee reviewed a total of nine mid-year budget modification requests. The additional photographs that were furnished with the requests made the analysis process smoother and efficient
- b. District personnel attended subcommittee meetings to furnish additional information on budget modification requests, when necessary. DACBC carefully deliberated each request and engaged in a productive discussion on the additional cost incurred due to the use of motor coaches for field trips. Suggestions were made to alleviate this expenditure in future years.
- c. The subcommittee ultimately supported each budget request. A mid-year report was delivered to the Board of Education during the January 16, 2019 work session, capturing essential comments from the DACBC.

**3. Review and report to the Board regarding certain academic programs; International Baccalaureate (IB), Advancement via Individual Determination (AVID), Advanced Placement (AP), the Summer Enrichment Series, CU Succeed and CU Gold.**

- a. Summer Enrichment Series (SES): The subcommittee reviewed the extensive report prepared by Dr. Paul Medina that addressed participation statistics and overall effectiveness of the program. DACBC concurred with the District’s recommendation of revamping the program for the summer of 2019. The subcommittee strongly emphasized the need for effective marketing and advertising of the SES program as the D11 parent community is still not fully aware of this free summer enrichment opportunity for students.
- b. CU Succeed, CU Gold, International Baccalaureate (IB), and Advanced Placement (AP): The subcommittee also received information concerning International Baccalaureate (IB), CU Succeed, CU Gold and Advanced Placement. It was determined that due to time constraints, the subcommittee could not make specific recommendations for the coming school year. Duane Roberson presented information about Concurrent Enrollment that is available to D-11 students. Participation in the programs continues to grow as D11 now pays the tuition and fees involved.
- c. Advancement Via Individual Determination (AVID): DACBC focused on reviewing the AVID program and provided a detailed analysis to the Board of Education in its mid-year report on current implementation, practice, and outcomes at D11 schools. The subcommittee noted in its report the strengths of the program in closing achievement gaps if it is implemented with fidelity. Andrew Jackson Elementary, North Middle, and Odyssey ECCO are notable successes in this regard. The program should be regularly reviewed for proper school buy-in, implementation, and effectiveness.

**4. Review and report to the Board regarding district staffing formulas to include school staffing and Teacher on Special Assignment (TOSA)**

- a. DACBC did not directly participate in the conversations surrounding staffing formula due to time constraints. The subcommittee was aware that decline in student enrollment over the past several years contributed to significant staffing cuts in the FY 2019-2020 proposed general budget. These FTE cuts were made to better align with the current Board of Education approved staffing formula.
- b. The subcommittee expressed their concern on the impact of the FTE cuts on schools and opined that staff FTE cuts should have the least impact on student classroom instruction.

**C. Recommended Charges for FY2019-2020**

**1. Participate in the budget review and creation process for FY2020-2021**

- a. The subcommittee and DAC will be involved throughout the process, that they may effectively provide input.
- b. We invite input from principals and will increase DAC and school-based input.
- c. We hope to receive reports on the prior year's budget modifications to which we will follow up and respond.

**2. Review and submit recommendations regarding budget change requests before they are presented to Board of Education for approval**

- a. DACBC considers this charge to include any mid-year changes in addition to any substantive changes to the prior year's budget.
- b. DACBC stresses the importance of having statistics and research available as early as possible in order to effectively review requests for new programs.
- c. We ask to be provided as much advance notice of upcoming changes as possible.

**3. Continue to assess the growth and achievement related to the cost of programs;**

- a. AVID
- b. ST Math
- c. Achieve 3000
- d. System 44

**4. Analyze, review, and make recommendations concerning funding for students who take the AP tests and receive dual enrollment credits for the same courses at district expense.**

**D. Miscellaneous DACBC observations.**

- The committee would like to engage in and provide support for the new strategic plan as it relates to the budget.
- The addition of vice chair to DACBC is proposed so that person may be mentored by the outgoing chair in an effort to streamline the process of leadership changes.

The subcommittee would like to express its appreciation for the support of our process by the Board of Education, D-11 administrative staff and all employee groups. DAC and DACBC is especially thankful for all the assistance provided by Becky Moore, congratulates Ms. Moore on her upcoming retirement, and wishes her the very best.

We look forward to continuing active engagement as participants in, and advocates for, a reasoned and forward-thinking budget process.

Respectfully submitted,

Chair Jan Rennie  
DAC Budget Subcommittee

Attachments: Subcommittee membership list



### District Accountability Committee (DAC) – Budget Subcommittee

**Appointed by:** DAC chair appoints the subcommittee chair and volunteers are recruited to participate, with the subcommittee composition approved by the Board of Education.

**Created through:** C.R.S. 22-11-302 and Board Policy AE, Accountability/Commitment to Accomplishment and AE-R-1, District Accountability Committee Bylaws

<https://www.d11.org/cms/lib/CO02201641/Centricity/domain/69/sectiona//AE.pdf> and  
<https://www.d11.org/cms/lib/CO02201641/Centricity/domain/69/sectiona//AE-R-1.pdf>

**District Contacts:** Deputy Superintendent/CFO Glenn Gustafson ([glenn.gustafson@d11.org](mailto:glenn.gustafson@d11.org)) and Executive Director of Financial Services Laura Hronik ([laura.hronik@d11.org](mailto:laura.hronik@d11.org))

#### DAC Budget Subcommittee 2018-2019 Charge:

1. Participate in the budget review and creation process for FY2019-2020.
2. Review and submit recommendations, with regard to prioritizations of budget modifications, before approval by the Board of Education, as applicable.
3. Review and report to the Board regarding certain academic programs: International Baccalaureate (IB), Advancement via Individual Determination (AVID), Advanced Placement (AP), CU Succeed, and CU Gold.
4. Review and report to the Board regarding district staffing formulas to include school staffing and teachers on special assignment (TOSA).

**Meeting Dates: 2018:** 9/25, 10/9, 10/23, 11/13, 11/27, 12/11

**2019:** 1/8, 1/22, 2/12, 2/26, 3/12, 4/9, 4/23, 5/14

*Meeting dates subject to change or cancellation. Supplemental meetings may be added.*

Name	Position	Location
Jan Rennie	Community Member - <i>Chair</i>	80917
Sally Sue Coddington	Community Member	80904
Bruce Cole	Teacher – Business	Doherty High School
Lara Crowell	Parent – Freedom and Jenkins	80923
Donna Ecks	Teacher – Economics	Doherty High School
Clara Hoellerbauer	Executive Professional/Assistant Principal	Palmer High School
Tom Hunt	Executive-Professional/ADS Project Manager	Technology Services
Aaron LaFrancis	Parent – Mitchell	80909
Sanford “Pete” Lee	Community Member	80906
Trish Nixon	Community Member	80917
Bob Null	Community Member	80909
Sandra Park	Executive-Professional/Principal	Freedom Elementary
Kim Polomka	Parent – Taylor	80909
Michael Reyes	Parent – Achieve On-Line	80904
Carl Schueler	Parent – Palmer	80907
Toni Seberger	ESP – Staff Assistant	Food Services
Elisa Villarruel	ESP – Community Liaison/ESP Council Pres.-elect	Doherty HS/ESP Council
Glenn Gustafson (Ex-officio)	Deputy Superintendent/Chief Financial Officer	Business Services
Laura Hronik (Ex-officio)	Executive Director of Financial Services	Financial Services
Becky Moore (Ex-officio)	Secretary to Division Head/Budget Analyst I	Business Services/Budget

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

**End of Year Report for School Year 2018-2019 to the DAC, May 16, 2019**

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. Janeen Demi-Smith, Dr. Paul Medina Jr., Wendi Rivera, and all 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 both Mr. John Keane and Mr. David Engstrom.
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 Galileo K-12 test 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 recommendation to the D-11 Board of Education as to the Accreditation Status/SPF level for all the schools, including the Alternative Educational Campus (AEC) schools. We concluded the process by reviewing, in an overview fashion, the Unified School Improvement Plans (USIP) of Priority Improvement Schools as lead by John Keane.
3. We reviewed the District Performance Plan (DPF) and the accreditation status of the district, and the extension of the Unified District Improvement Plan (UDIP).
4. Throughout the school year we had many presentations from D-11 staff with the focus on student achievement. These presentations are listed below:
  - Title 1 Schools, Historical and Current - Holly Brilliant
  - Quarterly Galileo K-12 Benchmark Results - Eric Mason
  - Summer Enrichment Series - Paul Medina
  - Gifted/Talented Report - Paul Medina
  - DIBELS/READ Act - Christy Feldman
  - Student Count Data - Janeen Demi-Smith
  - ACT Schools - Jeremy Koselak
  - 2018-2019 UDIP Flexibility - David Engstrom
  - Capturing Kids Hearts – Jennifer Schulte, Cory Notestine
5. In addition, we held discussions on a variety of achievement indicators, including correlation of CMAS data to FRL, growth, and graduation rates.

6. Participated in the Board of Education work session on October 3, concerning student achievement.
7. Gave a presentation concerning student achievement to the full DAC on October 18, 2018.
8. Worked with the DAC Training and SAC Support Subcommittee and gave educational presentations at SAC training sessions.
9. Throughout the school year, we reviewed the quarterly reports on Galileo K-12 benchmark assessments.

Respectfully Submitted,  
Dr. Ed Plute, Chair  
Accreditation and Achievement Subcommittee

**District Accountability Committee (DAC)**  
**Accreditation and Achievement Subcommittee**  
**Agenda Items for School Year 2018-2019**

**August 27, 2018**

Data Review  
2018 School Performance Frameworks (SPF)  
Growth Data  
CMAS Data  
Accreditation Ratings Recommendation  
Requests to Reconsider?

**September 10, 2018**

Science results  
Social Studies results  
Mitchell High School request to reconsider

**September 24, 2018**

AECs SPFs  
DPF – opportunity to seek higher district rating  
Disaggregated Data (FRL, IEP, ELL, minority)  
Implications of HB 18-1355 (“On the Clock” for schools on Priority Improvement)  
Procedures for school USIPs review  
BOE work session

**September 28, 2018**

Letter to BOE, Dr. Thomas with respect to input for October 3<sup>rd</sup> work session.  
Observations and response to state mandated test results CMAS (Colorado Measures of Academic Success) and Performance Frameworks (SPF, DPF).

**October 8, 2018**

Review of Board Work Session  
Purpose and Guidelines for USIP Review, for the following schools:  
Fremont, Keller, Martinez, Queen Palmer, Jenkins, Swigert, Galileo, Mitchell  
Review Achievement Data Presentation to DAC

**October 18, 2018**

Student Achievement Presentation to Full DAC

**October 22, 2018**

USIP Reviews



**December 10, 2018**

Unified District Improvement Plan (UDIP) Biennial Flexibility  
Galileo K12, end of 1<sup>st</sup> quarter results

**January 14, 2018**

DIBELS/READ Act  
Impacts of SB18-1355: State and D11 required actions for schools on performance watch

**January 28, 2018**

Summer Enrichment Series  
Gifted/Talented Report  
October Count Summary Data

**February 11, 2018**

ACT Schools Vision  
Orgametrics staff survey results, as related to the Strategic Plan

**February 25, 2018**

Capturing Kids Hearts  
Galileo K12 results

**March 11, 2019**

Strategic Plan Review  
Continue Review of Quarter 2 data (drop out rates, % of students on track...)

**April 22, 2019**

Quarter 3 Galileo K12 results  
Title I, history and updates  
Strategic Plan Updates

**May 13, 2019**

CDE updates for 2020 framework calculations  
End of Year Report; SY19-20 Charge  
Strategic Plan Update and Conversation



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

### **2018 – 2019 School Year Annual Report**

#### **SAC/DAC/Parent Training/Work Sessions**

**General:** Four School Accountability Committee/District Accountability Committee/Parent Training Sessions were held throughout the year. 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. Babysitting 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, on the ACT School Improvement Planning process as it related to the Unified School Improvement Plan, on the new D11 Strategic Plan development process, on school testimonials related to student success and on 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 13, 2018 at Tesla 6:00 – 8:00 PM**

- Program:
  - Welcome and Vision for District 11 – Dr. Michael Thomas, new Superintendent for District 11
  - Testimonial – North Middle School, “Success on School Performance” – Chris Kilroy, Principal
  - SAC Basics (101) – Training for Effective SACS – Dr. Ed Plute, DAC Accreditation Sub-committee Chair
  - ACT Schools Improvement Plan Development/UIP – Jeremy Koselak, System Improvement Specialist, ALL Division
  - School Performance Framework (SPF) and Student Growth Data – Lyman Kaiser, Training and SAC Support Subcommittee Chair
  - Galileo K-12 – New Standards Aligned District Benchmark (ADB) Assessment Plan – Dr Eric Mason, Director of Assessment, EDSS
  - Peachjar/Communication/Volunteers – Devra Ashby, D11 Communications Director and LouAnn Dekleva, Administrative Supervisor Volunteer Services
  - Note: The last five briefings/sessions were each presented twice.
- Attendance: 80 attendees representing 36 schools (ES-22, MS-8, HS-5, charter-1)

#### **Session two: Thursday, Nov 8, 2018 at Tesla 6:00 – 8:00 PM**

- Program:
  - Testimonial – Capturing Kids’ Hearts - Jenkins Middle School – Darren Joiner, Principal
  - Capturing Kids’ Hearts – Cori Notestine, Director Counseling and Wellness for D11
  - Galileo K-12 October Aligned District Benchmark (ADB) test results – Dr Eric Mason, Director of Assessment, EDSS and Natasha Crouse, Assessment Facilitator, EDSS
  - Multi-Tier System of Support (MTSS) Early Warning System – Tom Hunt, Project Manager, Technology Services and Sonia Urban, Multi-Tier Support System (MTSS) Specialist, ALL Div.
  - Division of Achievement, Learning and Leadership (ALL) – What’s New – David Engstrom, Deputy Supt. ALL Div.
  - Note: The last four briefings/sessions were each presented twice.
- Attendance: 54 attendees representing 22 schools (ES – 11, MS – 5, HS – 4, charter – 2)

#### **Session three: Thursday, Jan 31, 2019 at Tesla 6:00 – 8:00 PM**

- Program:
  - Strategic Plan Scope, Processes and Initial Results of Internal Staff Surveys – Dr Michael Thomas, Superintendent
  - Key Findings and Recommendations from the D11 2018 Demographic Study - Dr Janeen Demi-Smith, Exec Director, EDSS
  - Galileo K-12, ADB Test 2 (Interpreting and using the results at the building level) – Ashley Byers, Assessment Facilitator, EDSS
  - Discussion on the Strategic Plan Information/Demographic Study (Recommendations and what can SACs do at the school level) – T&SS Committee Facilitators
  - Note: The last two sessions were run in parallel.
- Attendance: 40 attendees representing 21 schools (ES – 12, MS – 4, HS – 4, charter – 1)

**Session four: Thursday, April 4, 2019 at Tesla 6:00 – 8:00 PM**

- MTSS Vision for D11 with Focus on Family, School, and Community Partnership for the Whole Student – Jeremy Koselak, System Improvement Specialist, and Toby Lefere, Elementary Content Specialist TOSA
- Social Emotional Learning (SEL) – Update on SEL status and initiatives in D11 for 2019-2020 to include the Comprehensive Student Support Model (CSSM) – Cory Notestine, Director Counseling & Wellness
- Project Based Learning – The Penrose ES Model – Ms Tamara Sobin, Penrose Principal; Ms Gretchen Bitner, PBL Coordinator; and Penrose students
- Career and Technical Education (CTE) – Update on new initiatives in Colorado and in D11 with a focus on work-based learning. – Duane Roberson, Director Career & Technical Education, and Melissa Smith, Work-Based Learning TOSA
- Note: One presentation and discussion session for all on the Multi-tiered System of Supports (MTSS) followed by three presentations running in parallel and given once with attendees choosing which to attend.
- Attendance: 44 attendees representing 20 schools – (ES – 13, MS – 2, HS – 4, charter – 1)

**Comments and Observations for 18-19:**

- 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 13, 2018 SAC training session. A relevant spectrum of informational handouts was also provided at the SAC training sessions to supplement the presentations.
- The new 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. We really appreciate the support from Trudy, Phoebe Bailey, and LouAnn Dekleva.
- DAC and the T&SS Subcommittee also owe a large debt of gratitude to the many District staff members who graciously supported our efforts with outstanding presentations and follow-up support.
- All four 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. As of early May 19, the DAC webpage had received a total of 1,875 visits and 4,271 total page views for the 18 – 19 school year.
- Attendance at the SAC training sessions improved this year but there were still 8 elementary schools, one middle school and one alternative high school with no representative at any of the training sessions. 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 19 – 20. 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 SAC chairs and principals, and one-on-one support for both SAC chairs and principals.

Respectfully Submitted,

Lyman Kaiser, Chair

Training and SAC Support Subcommittee.