



Partnership for Fiscal Sustainability Committee

Meeting Minutes

May 7th 2026 – 5:00-7:00 pm

Warren Tech Central, Founders' Room

Partnership for Fiscal Sustainability

Members include staff, parents, business leaders, educators, students, residents - voices who care deeply about the future of Jeffco schools.

Board Liaisons:

Erin Kenworthy, Board of Education

Attendees

- Ang Anderson
- Anna Bryant
- Akela Edwards
- Allison Phipps
- Brooke Schubert
- Carolyn Valter
- Cheryl Sekorski
- Cindy Anderson
- Courtney Jensen
- Devin Mills
- Don Hargis
- Emily Richardson
- Eric Romero
- James McAvoy
- Jessica Post
- Josh McIlwain
- Justin Ogden
- Kia Ruiz
- Leigh Pytlinski
- Lexi Jackson
- Maggie Hesketh
- Melanie McClain
- Mallory Hamilton
- Meghan Teegarden
- Michael Frank
- Michelle Mohelis
- Nate Cabrera
- Rick Rush
- Tonya Toller
- Zander Kaschub

Staff & Consultants:

Tracy Dorland, Superintendent
Brenna Copeland, CFO
Matt Palaoro, Chief Student Success Officer
Jeff Gatlin, Chief Operating Officer
Renee Nicothodes, Chief Academic Officer
Amanda Pierorazio, Chief Human Resource Officer
Kimberly Mahugh, Flourish Communications
Ed Bowditch, Lobbyist, Bowditch & Cassell Public Affairs
Mattie Prodanovic, Municipal Advisor, Hilltop Securities
Kim Crawford, Bond Counsel

Welcome, Introductions, and Pre-Read Feedback

The meeting was called to order at 5:06 p.m.

Tracy Dorland and Kimberly Mahugh welcomed participants and discussed the:

- Partnership timeline
- Pre-read feedback provided by participants

Summary of the Pre-Read Feedback:

- What resonated:
 - Alignment with needs and priorities
 - Inclusion of specific data
 - Compensation and staff retention
 - Thoroughness and detail
- Concerns:
 - Insufficient polling data
 - Need for further polling and financial clarity
 - Fund allocation transparency
 - Failure contingencies
 - Public relations support
- Recommendations:
 - Revisit enrollment data
 - Highlight adequate staffing & CTE needs
 - Term “modern” may not motivate voters
 - Hire Hilltop PR from May-August
- What’s missing:
 - Voter messaging and economic impact
 - Accountability and transparency
 - Context and data
 - Internal alignment and strategy
- Advice for the Board of Education:
 - Strategy and communication
 - Campaign leadership
 - Transparency and trust
 - Contingency planning
 - Recommendation basis
- Strengths:
 - Clarity and organization
 - Compensation and staffing
 - Alignment with priorities
 - Process and language
 - Specific use of funds
- Suggested Revisions:
 - Clarity on funding and deficit
 - Refining language on facilities
 - Strengthened justification
 - Committee and student focus

- Additional Feedback:
 - Campaigning and union engagement
 - Need for clarity on essentiality
 - Process feedback and next steps

Draft Recommendation Presentation

Partnership Executive Planning Team (Randy England, Ang Anderson, Devin Mills and Mallory Hamilton)

The Partnership's Executive Planning Team members presented the draft recommendation for the Board of Education.

Discussion Takeaways:

- Regrounding in who the group represents (collective of parents, staff, community members and association partners)
- Reviewing the current landscape; discussing challenges facing Jeffco:
 - \$60M budget deficit
 - School maintenance needs
 - Opportunities for support & compensation for teachers/staff
 - Vacant school buildings
 - Lack of trust in Board of Education and Administration
 - Unmet Student Opportunities (waitlist for CTE programs)
- Ballot Recommendation
 - \$135M Ballot Initiative in November 2026
 - General Mill Levy Override of \$75M for Compensation (Salary & Benefits) and Career Technical Education (CTE)
 - Special Purpose Mill Levy of \$60M for Capital to maintain schools
 - Recommended Ballot Language
 - Discussions around ensuring oversight and accountability
 - Recommendation for a Board policy, reporting requirement, etc.
 - Need for ongoing communication about fund use
 - Concern about use of subjective term adequate
- Impact to the Community
 - Emphasis on positive impacts & benefits for greater community
 - Tax impact is incremental
 - \$3.58 per \$100K of assessed home value per month
 - Average Jeffco home: \$22/month
 - Provide better education
 - Clear and transparent communication on spending
 - Staff compensation closer to market average
 - Increase graduation rates with improved test scores
 - Provide graduates with workforce/career readiness
 - Increase home property values in district
 - Enable staff to live in the communities they work
 - Retain former students who will live/work in district
- Revisit the Financial Reality
 - Front Range District Funding (based on FY25)

- Emphasis on importance and impact of this data
 - Question of including in the blue book
 - Ballot Measure Revenue Allocation at a Glance
 - General MLO of \$75M
 - Solutions to Current Challenges
 - Direct impact on current deficit
 - Retains and attracts experienced staff
 - Increased enrollment in CTE programs
 - Rationale
 - 62% approval rating; 55% when combined with SPML
 - Compensation supports all staff (steps, lanes, COLA)
 - Special Purpose ML of \$60M
 - Solutions to Current Challenges
 - 50% cut to general fund contribution
 - Incorporates one-time vacant property sales over 4 years
 - Allows district to maintain HVAC, water systems, roof, etc
 - Rationale
 - 52% approval rating; 55% when education provided
 - General fund transfer can be reduced based on needs
- Next Steps
 - Board recommendation approval
 - Develop public reporting on fund use and impact in perpetuity
 - Follow up survey to pressure-test recommendation
 - Complete union negotiations
 - Board/Admin to address public relations headwinds
 - Launch exploration committee to market ballot measure

Tabletop Feedback Exercise

Kimberly Mahugh introduced the 30 minute structured feedback exercise. In table groups, participants discussed the following questions:

- What resonates most with you in this recommendation?
- What concerns or questions do you still have?
- Is there anything important missing?
- What advice do you want to share with the Board?

Shared Feedback:

- Table One:
 - a. What resonates most with you in this recommendation?
 - i. Language feels clear & concise; doesn't over-promise
 - ii. We liked learning about the past errors our district has had
 - b. What concerns or questions do you still have?
 - i. Some staff are paid adequately; don't want that to impact the data
 - ii. Market average is much more complicated for JESPA employees
 - iii. Central administration isn't called out in regards to pay – more clarity on role specifications

- c. Is there anything important missing?
 - i.
 - d. What advice do you want to share with the Board?
 - i. Create review policy with date
 - Table Two:
 - a. What resonates most with you in this recommendation?
 - i. Clear & concise language
 - ii. Clarity of the what
 - iii. Accountability
 - b. What concerns or questions do you still have?
 - i. Ballot language isn't enough; must be coupled with marketing & campaigning
 - c. Is there anything important missing?
 - i. Include language about charters receiving a portion
 - d. What advice do you want to share with the Board?
 - i. Don't tie steps/lanes to the MLO (not contingent on passing)
 - Table Three:
 - a. What resonates most with you in this recommendation?
 - i. Attracting high quality staff; closer to market average
 - b. What concerns or questions do you still have?
 - i. What is needed vs. what will spark voter motivation
 - ii. As needs change over time, is language flexible enough?
 - c. Is there anything important missing?
 - i. How do these measures impact the student experience?
 - d. What advice do you want to share with the Board?
 - Table Four:
 - a. What resonates most with you in this recommendation?
 - i. CTE was included
 - b. What concerns or questions do you still have?
 - i. Accountability, perpetuity, top-heaviness
 - ii. Battling perceptions; data in how this compares locally
 - c. Is there anything important missing?
 - i. Competitiveness; how can we integrate this more?
 - ii. Oversight clarification
 - d. What advice do you want to share with the Board?
 - i. Need for education to the voting population
 - ii. Education around what the "general fund" is
 - Table Five:
 - a. What resonates most with you in this recommendation?
 - i. Language has been passed before in other districts
 - ii. Specifics included stand out; creates awareness
 - b. What concerns or questions do you still have?
 - i. Jargon such as "site-hardening" – will people know what this means
 - ii. Market average for staff; what is the break down?
 - iii. What does adequate access mean?
 - c. Is there anything important missing?
 - d. What advice do you want to share with the Board?
 - i. Board states their purpose for the measures; and integrates policy
 - Table Six:

- a. What resonates most with you in this recommendation?
 - i. Non-competitive language of the compensation
 - ii. Nostalgia effect of community; teachers living in community
 - iii. Safe work environments for staff
 - b. What concerns or questions do you still have?
 - i. Value of listing both high quality staff and quality of education?
 - ii. Highlight the mental health & safety
 - iii. Money doesn't solve every problem
 - iv. How are we going to market this to the community
 - v. Don't want just staff to go knocking on doors to beg for salaries
 - c. Is there anything important missing?
 - i. Theory of action (If, then statements)
 - 1. Acknowledgement of ESPs is missing
 - 2. Break down of cost difference of supplies over time
 - d. What advice do you want to share with the Board?
 - i. Going to take everyone to get the work done
 - ii. Be prepared to answer why we are paying for temporary facilities when there are empty schools
- Table Seven:
 - a. What resonates most with you in this recommendation?
 - i. Attracting high quality teachers
 - ii. Transparency statement – critical in earning trust
 - b. What concerns or questions do you still have?
 - i. Wording things such as “clean & safe drinking water” – let's call out Lead infrastructure; what's actually leading to the issues
 - ii. Take out the word “replacement” when referring to aging schools
 - iii. Site-hardening; not understood
 - iv. Let's reduce the word “modern” (use updated, improved, etc.)
 - c. Is there anything important missing?
 - i. Can we get language that emphasizes we are supplementing for salaries; could be questions around what is done with the general fund if not
 - d. What advice do you want to share with the Board?
 - i. Tracking and reporting available to the public will rebuild trust
 - ii. Recommendations for negative polling to be done; we're going to have feedback and we want to see what we need to respond to

Final Consensus Check

Kimberly Mahugh shared a QR code that invites participants to provide their feedback on the recommendation and if it is strong and representative enough to move forward with the Board.

What Can You Do to Support Jeffco Kids?

- Participants were asked to consider how they will be involved moving forward:
 - Share: think about which community organizations you are a part of and consider giving a presentation. You can sign up today to receive turnkey materials to utilize.
 - Join: Exploration of Campaign Committees

Presentation to the Board

- Monday, May 11 at the Jeffco Education Center (around 6:30 p.m.)
- Participants asked to provide feedback on the Partnership experience

Next Steps

Executive Committee will finalize a recommendation for presentation to the Board

Adjournment

The meeting adjourned at 7:14 p.m.