# DAC Meeting
# May 19, 2026

## ATTENDANCE:

| | ~~***Strikethrough***~~ ***absent*** | | **Notified** |
|---|---|---|---|
| ~~Amanda Bryan~~ | Crystal Marine | Jessica Bridges | Trace Faust |
| ~~Amanda Gomez~~ | Dawn Fritz | Kate Otto | Tara Pena |
| Angela Cryan | ~~Diego Rodriguez~~ | Katie Koivisto | |
| Annie Contractor | Elizabeth Armstrong | Katie Zaback | |
| Ashley Reynolds | ~~Emily Lubkert~~ | Kayleb Layman | |
| ~~Aubrey Allmond~~ | Evie Hudak | Kim Bierbrauer | |
| ~~Aubrey Rice~~ | Greg Aigner | ~~Laura Grims~~ | |
| Carsten Engebretsen | Hannah Hoong | Mandi Perkins | |
| ~~Christa Medine~~ | Heather Fassino | Matt Noll | |
| Corie Detwiler | ~~Heather Frizzell~~ | Michele DeAndrea-Austin | |
| Corky Guy | Jennifer Wilson | Therese Rednor | |

1. Welcome and approval of Agenda and Minutes (5:30-5:40 pm)
2. Review: Superintendent's Recommendation on Charter School Application of Mesa K-8
    a. The superintendent denied based on DAC review "approval of application is contrary to best interest of the community…does not demonstrate long-term viability." The BOE voted and they passed a resolution and they said they are denying the application and cited DAC's remarks and superintendent's statements

Therese: Jenn Juarez asked to give the names of the DAC charter subcommittee.

a. Question: Why?
b. Q: Wouldn't it be available in prior meeting minutes? It's in the minutes but doesn't have the names?
c. Q: Does she know it wasn't just the subcommittee that voted? There was discussion and then the DAC took a full vote.
d. Q: Crystal: Elevate to volunteer if there is communication that she would like forwarded, that's fine, but not people's names.
e. Katie: I like what Crystal recommended. Some of the context is the subcommittee process only included what was in the application and one of the key things in the that was discussed was the community's desires and recommendations
f. Evie: The DAC was shown the rubric and explained that it was the mechanism to review the application. It's an informal method to come up with quantifiable recommendations. It doesn't make the decisions, the full DAC does.
g. Mandy: Is there a district wide policy about open records? Yes, there are sunshine laws as it applies to the full DAC. She would see the DAC work but not

the subcommittee work.

h. Kara: Summarize: come to a meeting, happy to give feedback, and ask her what her goal is. Give those three options and let us know what you want.
i. Tara: If the next step is an appeal to the state board, then DAC has done it's due diligence and all it's work on the subcommittee. With an appeal likely, that engagement and our part should take a back seat to the appeal process.

3. DUIP Subcommittee End of Year Update (5:50-6:20), Dr. Carol Eaton, Executive Director, Instructional Data

*They will put forward a recommendation, and then next year's DAC puts forth a vote.

j. CDE's Unified Improvement Plan Cycle
    i. Focus attention on the right things
    ii. Evaluate how the plan is working by reviewing student outcomes
    iii. Plan for major improvement strategy revisions based on date
k. Start with Strategic Plan "Jeffco Thrives"
    i. Instructional Excellent
    ii. Student Belonging
l. Multi-year plan
    i. Access and challenge has been highlighted→ all students can access grade level learning and push them to the next level
    ii. Student Agency→ learning is about kids and they need to track their own learning
    iii. Strengthening academic partnerships→ embracing this next year and want to include it in a visible way, we've always had that work and are strengthening this work
    iv. *The two goals mirror each other and complement each other, and the school plans mirror these
m. Arc of Learning, 2026-2027
    i. "All students experience safe, affirming classrooms with high-qualigy Tier 1 instruction that sparks curiosity…etc (see slides)
n. For instruction excellent
    i. Strong start (june-aug)
    ii. internationation/planning for access and challenge
    iii. Student discourse
    iv. Student ownership
    v. Strong finish (april-may)
o. District PBST (Pro Behavior and Safety Team) Purpose Statement
    i. Purpose is to ensure that every student experiences a strong culture… (see slides)
p. Jeffco Academic Partnerships Framework
    i. Educators, families and schools working together
q. At your tables, discuss and record:
    i. What resonates with you?
    ii. What questions do you have?

Questions: I think I can break it apart and understand it, but I don't feel confident about it.
Comment: It would be helpful to see variances. Some of the results don't reflect the UIP.
Answer: We're getting our data now, so it will come back to you in the fall.

Question: One of the strategies to making it work is a balance of principal autonomy and giving them benchmarks. There are 10 deficiencies in growth and in achievement. That would help to see and it would help for the BOE to see. A: We're seeing gaps in our perception and performance data.
Question: It seems formulaic. One of the things we've noticed, especially with UIP, is: when do we do the actual work? What is the steady marathon run on these initiatives? For example, in COVID, why didn't we just keep the benchmarks? Why did we have to "improve?" Tara: In my role, we've been all in on graduation rates, belonging, reading, math, etc. We are asking for coherence and alignment that we haven't had for a long time because we are asking educators to meet students were they are. We will share family perception data and we are seeing increases. A 1% increase in an org this size is significant. We are doing the work and there is progress. The incremental growth that we see is the best kind of growth. Hannah: This is where the opportunity is and it's helpful to learn about the process. We can make a connection that's going to speak to our schools because we understand what's happening at our schools. The "strong start" stuff elicits many opinions and it's an opportunity for us to focus on if this is what we want to focus on as a school and we want to be able to connect this. We are able to say this is what's going to be best and to provide some input. In the toolkit that we're creating, we are working on strategies that will make this real for your SACs. It's a both and…we have the plan and the ability to impact it at the school level. Tara: Michelle at Bell knows a thing about UIP and knows how to improve results. Michelle: 14 years at this job and 4 with Dr. Eaton, and we are the most cohesive we've ever been. When we talk about UIP at the school level, we've so much more focused. I know it doesn't seem like it, but it does trickle. It's 1000 little things. It's 3-5 years to see the impact of things that you've done. Every school has things that they are laser focused on and that can be a conversation with the SAC.
Annie: It was helpful this year because the district provided the tool-kit that highlighted what was negotiable at the school level and what was non-negotiable. And I think there's a good opportunity to do this with the UIP as well. This is what we know, this is what is mandated, put those clearly in communication and then highlight what can actually be elevated by community input. Hannah: That's part of the tool kit! Katie Z: Curious how it's different for things in a center school, and there is different coherence. Dr. Eaton: I would refer you to the GT director for that. Michelle: It depends on the center. Tara: Every school community brings a unique need. We're all striving toward outcomes and the strategies will be unique based on the school community. Every staff is different, etc. We have common major improvement strategies that we've aligned over the last three years and then we ask each school to insert their unique variabilities, then we set goals based on that. Dr Eaton: This has been a great convo and if you have more feedback, please reach out. We are going to postpone until the fall.

r. Full plan will be available in the fall and DAC will approve it then. Erin: We're not voting tonight so that it all comes back to you in the fall.

4. DAC Share Out-Therese and Crystal shared to BOE on May 11th

s. From director Gibbons: He would like to see from DAC some definite, more improved communication structures and strategies for better communication with families from the DAC.
t. We asked for more assistance from BOE for recruitment for DAC applications. BOE wants DAC's engagement in the Mill Levy Project. Be prepared for that ask.
u. The Partnership for Fiscal Sustainability (Crystal presented on this)

v. See slides–on May 11th there was a recommendation to the BOE

I. $135 Ballot initiative that would be uses for compensation and CTE programing and then $60M for capital improvement

Ii. If WHEN the MLO passes, then jeffco will be more in line with other districts

Iii. General MLO of $75M,

Iv. Special purpose of $60M this is for building maintenance

V. Community impact (see slides)

VI. Next Steps (see slides)

w. Pressure test the recommendation

x. This must happen by August to make it to the ballot

y. Exploration committee to market ballot measure (volunteer based)

z. www.jps.click/jeffco-partnership→ shared the meeting minutes, etc, share this!

Question: Elizabeth: Why does Union negotiation matter? Michelle: It's because it will impact MLO compensation. Kayleb: BOE makes recommendations, with the $60M special purpose, that's going to school improvements? Has there been any conversation about safety? Is there anything for unified safety across schools? Tara: yes, capital improvements would include going directly to infrastructure ( warm, safe, dry, safety). For the last three years, we've tried to ensure Tier 1 safety across buildings. That isn't currently what's happening, it comes out of school budgets. Special purpose MLO will ensure that we have equitable AT scale resources. Erin: BOE has been requesting a "standard of safety" because we do have schools with PTAs that can and schools with PTAs that can't. We're trying to right-size across the district. It's not a one time fix it all measure; it is ongoing work to address those inequities. Kayleb: I asked neighbors, and he heard two themes: 1) educating people on how funding works and educating on why we need more money and 2) repairing trust that has been broken with sexual abuse allegations and the gaggle report Quote: "something smells wrong, why trust them with more money?" Crystal: a lot of work was about public perception: BOE and district is aware that this needs to come through in a strong way and the public perception about where is this money is actually going to go Tara: 1) we thread the needle often of truth and hope and we see feedback from families on their perception of trust and it's improving and this larger perception of trust that are rooting in terrible isolated incidences that are happening across the country. We have educators that are deeply invested in their school communities, we are one collective school district navigating the national climate, the resilience and strength of this community and we have some bad actors tainting the narrative, as someone who lives in this community, I can tell you that people trust their school principal, and they trust how decisions are being made at the school level. As a parent, that narrative is where the disconnect lives. As someone connected across the country, we are not going it alone regarding the controversies that are in the news. For every negative press, there are 10, 20, 100 stories of impact that we aren't telling. Those are the stories that we need to tell and you are the ambassadors of that. All of our data is going in the right direction and you can't do that without trust. I hear all the things, but mostly I hear people who trust their schools. We keep missing opportunities to hear those stories. Evie: when Therese and I met with BOE, they asked us what was going well, we need to let the BOE know that. Erin: I am going to reply to this. It's frustrating

to me. Go out and do some research on Gaggle. It's about a community that continues to spin narratives that are not helpful. Do some research about how Gaggle is received across the nation. Do that research on your own. Matt: I was referring to the Denver 7 article and what a parent told me. There is more to it than what i'm hearing. I'm not saying that you look at that Gaggle report, it was about the time delay and that the transparency wasn't there. Communicating, hey this is what happened, this is what they found, it would sound more transparent and forthcoming.

Example, at my kid's school, they had a stranger walk around for 45 minutes and we got an email right away saying that is happened and that it wasn't allowed, and this is how it happened and this is what we're doing to change it. I was pissed and then I realized mistakes happen and you own up to it and communicate with it. Perception sometimes is reality. I'm letting you know what I"m hearing in the neighborhood.

Katie Z: We are ambassadors and our superintendent told us what they are doing to address those.

That candidness in front of this group is what we need to share out. Our experiences in this room are good to elevate. Elizabeth: I wanted to echo what Katie and Matt said about perceived transparency. Gibbons asked us how to be more transparent, be the one to tell the story first. Here's what happened and here's how we're going to fix it.

Dawn: I want to point out one thing: sensationalism draws eyes and that's why it's hard to see the good work that Jeffco is doing. We have a lot of hard working educators that want the best for our kids. We need to look at the sources of information and the agenda behind it. We all have our own viewpoints and biases and it's the bad news that creates attention. Sharing that with our communities is important.

BREAK

5. SAC Kick-Off (7:10-7:25) Tara Pena and Evie Hudak (see handout)

*Plan and Implementation: Tara: before we start, you can always reach out to me. As parents and caregivers, I am in service of you all. At times, there are things I find out when you all do. 1) Always reach out if there's something you need, and 2) when we know better, we do better. Two new topics we surveyed: 1) Community communication is where we have work to do

a. Plan and Implementation-We are grateful to the DAC Executive Committee and the FSCP to help redesign this experience and differentiate.
b. *We will be meeting on an articulation area model. Please have this stay here. This was just agreed upon yesterday and hasn't been communicated to community sups or principals.* There will be shared turn-key materials that are DAC specific. AARs would be asked to serve as ambassadors alongside the principal to share some turn keys about the MLO. The third part will be articulation area driven. Once we get the green light to figure out the timeline, then you'll be the first to know. Principals will read it in June and come back in July and hit the ground running. Dates between start of school and between Sept 15.

Question: Katie Z: Who is going to facilitate the big kick-off? A: Principals will probably facilitate. Those are some of the details that need to be worked out. Therese: What I hear from many principals is that they are communicating all the time, and it will work itself out.

Question: Heather Fassino: Are all principals required? A: Yes, they bring their SAC chairs and it's the SAC chairs and the principals in the articulation area. Q: It sounds like it's no different than a regular SAC meeting? A: There will be articulation area emphasis. Evie: Some will be similar to the SAC kick-offs we've done before, and some of it will be the AARs working with principals to coordinate. 1st part is educate new SAC chairs, refresh returning SAC chairs, toolkits for all. Q: Who is talking about that? A: We are going to figure that out. That is a really important question. Q: In person or virtual? A: In person. By the AAR meeting, we will have a clear plan. Q Angela: If you hate public speaking, then I will speak for you! Our goal is to start building relationships from the ground up and we don't want you to feel lost. FSCP & Exec Committee will be there to help. Q: Heather: Our last arctic meeting, we talked about what principals want? Where can I send that feedback? A: Send to Therese and Tara.

6. DAC Elections (7:25-7:55)
    a. DAC Chair-Applicant Crystal Marine All in Favor (all ay)
    b. DAC Vice Chair-Applicants Elizabeth Armstrong and Katie Zaback

       Elizabeth: This is my fourth year on DAC and making sure we're fulfilling our statute responsibilities. We've become more organized and we've adhered much more to our requirements, we can always do better. There still are some things that we're not meeting. We're the best DAC in the state, Trace says that. We can be a voice for our communities and for change.

       Katie: I think you can definitely see how the Jeffco DAC has been continuing to grow and mature over the years. I would like to see more transparency on how decisions are made and sharing out with not just the exec but with the whole DAC. One great moment, when we were giving Crystal feedback and we can have more meaningful conversations. We can have shared goals and continuing to work on who we are working on systems. I think everyone has done a great job, but this is something I do professionally as well, so something I want to bring to this role.

       People voted
    c. Secretary-Kate Otto, approved
    d. AAR Coordinator-Evie Hudak is putting her name in, approved,
    e. Budget Chair-VACANT
    f. Charter School Chair-VACANT
    g. DUIP Chair-Hannah Hoong, approved
    h. FSCP Chair-Evie removed herself and we have Angela Cryan, approved

       Annie and Greece are counting ballots for Vice Chair.

       Q, Katie: What is the process for filling those open spots? It would be helpful that we are transparent about what that looks like? Last year, other executive committee members just took on another role by volunteering and then the exec committee votes on it. We never went down the line of getting other people, and it could be a better process.

7. Celebrations & Looking Forward (7:55-8:15)
    a. Elizabeth celebrates Therese and thanks her for her service and consistency, humor and friendship. Tara thanks Therese for her service and mentioned that she was recognized at the last BOE meeting as a wonderful leader.
    b. Therese celebrates Trace as a wonderful facilitator. Celebrates Annie and her great feedback on how DAC can be more accessible and with great solutions. Celebrates

Elizabeth–we've had a great balance and keeping us guided and making sure we're not missing anything and grounding us back into our work. Celebrates Greece as the engine of our communication. Celebrates Tara for sense-making what's coming from the district and answering the tough questions.

c. Evie celebrates Carsten because he was FSCP chair, then DAC chair, then AAR coordinator and he always stepped up. He always has unique input that is helpful. Celebrates Erin Kenworthy because she comes and knows what's happening and is our liaison.

8. Open Discussion & Adjournment & Vote Count-Annie and Crystal
   A. By a total of 15 votes, our new Vice Chair is Katie Zaback.
9. Interim Superintendent Hiring-Tara & Erin
   a. Interim position is posted. Have learned a lot from her and seen what an asset she has been. We worked hard along side her in implementing Jeffco Thrives. Grateful for her and excited for her. BOE is actively looking for someone who is a true interim for ONE YEAR while we also engage in a nation wide search. This person will only be there for one year; they wouldn't extend it beyond that. This is so we can be intentional with where we are headed and how we get there. We are leaning into our cabinet staff for feedback and we need those leaders to stay there and continue to do the good work they are doing. People will apply. BOE will have executive session and make final list and then information will become public. 14 day waiting period and then hire. In service of transparency, optics and legal, we have slowed down so that we can make a decision without being rushed.

      Q Evie: Dwight Jones is a deputy superintendent and I thought he took his spot for when she left. Is Dwight possible? A: We won't plan to employ deputy superintendent as part of budget reduction blueprint, and he's going to help us hire an interim. If you have questions, let me know. Michelle and I are co-captaining it. Tracy is thinking forward. I am grateful for you and your time.