SCHOOL ACCOUNTABILITY COMMITTEES (SACs)

Training Module

Overview of SACs
Welcome

Thank you for volunteering to serve as a member of your School Accountability Committee.

Please sign in.
Topics

- Superintendent Message
- Purpose of SACs
- SAC Responsibilities and Duties
- SAC Composition
- Unified Improvement Planning
- Budget
- Discussion
- Additional Resources
Shaping Their Future
Important Numbers

89 Schools
- 48 Elementary Schools
- 9 Middle Schools
- 9 High Schools
- 5 Alternative Schools
- 18 Charter Schools

64,000 Students
- 75% Neighborhood
- 25% Charter

8,600 Employees
- 4,400 Licensed
- Largest Employer in Douglas County

$116 M Scholarships
$3.7 M Tuition Saved

*DCSD also has preschool programs

Growth is coming!

Updated August 3, 2022
What do we want for our students?

- Destination District: An amazing place to work and go to school.
- College, Career and Service Pathways: Creating a pipeline for local industry.
- Excellent Schools: Each one a point of pride in our community.
Challenges Looking Forward: Competitive Compensation, Growth, and Maintenance

Average Educator Salary

*Note: Turnover and longevity impact average salary

Source: https://www.cde.state.co.us/cdereval/rvaveteach BLLinks

Updated August 3, 2022
How is DCSD Funded?

Total Funding is Fixed by the School Finance Act

- Local prosperity does NOT change Total Funding
- Total Funding can be increased up to 25% (plus*) through locally-approved Mill Levy Overrides.
- Other district MLOs increased over the last decade (to 25% plus*) and are outpacing DCSD (at 12%) in salaries & student programming.

What You Need to Know

Total Funding (fixed) = Property Taxes + State Equalization

Learn Today, Lead Tomorrow

Updated August 3, 2022
FACT: Cherry Creek receives $1,951 more per student in MLO over DCSD.

At DCSD’s student count, this equates to more than $124 million annually.

*Based on DCSD’s 2021-2022 student count of 63,876.

The Impact of and MLO on Comparative Revenue

*Note: Numbers updated to reflect the 2022-2023 School Year

Updated August 3, 2022
Challenges: Paying our Teachers and Staff Competitively

Average Teacher Salary 2021-22

- **Boulder**: $82,150
- **Cherry Creek**: $76,050
- **Littleton**: $66,686
- **JeffCo**: $62,612
- **DCSD**: $57,919

It’s not just teachers...

**Educational Assistant 2022-2023 starting salary:**

- **$13.62/hour**
- **$19.00/hr**
- **$17.03/hr**

Source: [https://www.cde.state.co.us/cdereval/rvaveteachsallinks](https://www.cde.state.co.us/cdereval/rvaveteachsallinks) and [CDE Principal and Assistant Principal Average Salary by District](https://www.cde.state.co.us/cdereval/rvaveteachsallinks)
Can’t DCSD Just Cut Administrative Costs?

DCSD has very low administration costs. Central Administration is 1% of salary and benefits.

For example, DCSD Human Resources has 23 professionals to serve 8500 employees (1:370 ratio) – other districts’ ratios are 1:100 to 1:250; industry standard is 1:50.
Bond (Capital Needs) History

- Bond elections provide money for construction, maintenance, buses, and IT infrastructure
- Capital maintenance going forward is unfunded (2018 bond covered deferred maintenance)

Bond Passed (Margin, Amount in Millions)

- From 1984 to 2006, a bond passed every 3-4 years on average.
- No capital funding (12 yrs) caused buildings to degrade.

Buildings in DCSD

111

$30-$35M annual capital maintenance

*Note: Numbers updated to reflect the 2022-23 school year.

Last New DCSD Neighborhood School Built

2010

Source: DCSD 2021-2022 Master Capital Plan and 2/8/22 DCSD Priority Capital Needs Presentation to the BoE

Updated August 3, 2022
November 2022 Ballot Initiatives
5A and 5B

$60 Million Mill Levy Override

- Competitive Compensation

The MLO would equate to about $943 per student which overcomes the $1951 per student gap with Cherry Creek about halfway.

$450 Million Bond (Capital Needs)

- Build and Expand Neighborhood Schools
- Ongoing Capital Needs

The district’s Master Capital Plan estimates the district’s capital needs will be $800-$920 million over the next five years.
Where Will the Money Go?

2022 Mill Levy Override - $60M (Ongoing Funding):

- Teachers will receive a 9% increase on average
- Support staff will receive a 9% increase
- Other staff (principals, APs, etc.) will receive 6%

2022 Bond - $450M (Capital Funding):

<table>
<thead>
<tr>
<th>Total Bond for the Entire District</th>
<th>$450M</th>
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<tbody>
<tr>
<td>New Construction for Growth Areas</td>
<td>$216M</td>
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<tr>
<td>Student Programming Investments</td>
<td>$54.5M</td>
</tr>
<tr>
<td>Safety and Security Upgrades</td>
<td>$15.5M</td>
</tr>
<tr>
<td>Capital Maintenance and Renewal</td>
<td>$139M</td>
</tr>
<tr>
<td>Bond Fees, Management, &amp; Contingency</td>
<td>$25M</td>
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</table>
Overall Tax Impact of a Bond/MLO

The real dollar impact of both the bond and MLO on taxpayers will decrease over time with growth in homes and assessed values.

If both a $60M MLO and a $450M Bond pass, it will cost $1 per $100,000 of home value a week.
Learn More

www.dcsdk12.org/funding
School Accountability Committee
Regional Training Overview
Senate Bill 13-193: Increasing Parent Involvement in Schools

- Solicit parent participation on school and district accountability committees, including parents that represent the student population.
- Incorporate strategies on the Unified Improvement Plan to increase parent engagement in schools (Priority Improvement and Turnaround Schools).
- Each school district board of education shall adopt a district policy for increasing and supporting parent engagement in the public and charter schools of the district.
- Districts shall identify a family partnership point of contact for family engagement training and resources.
Why SACs?

Spirit of SAC

The purpose of the SAC is **to inform, encourage and provide opportunities** for parent and community members to be involved in the planning and evaluation of the school’s instructional program and quality improvement processes.

SACs are advisory committees – not governing bodies.

• Source: DCSD SAC Handbook
SAC Responsibilities (per DCSD SAC Bylaws)

Include, but are not limited to:

1. To advise the Principal concerning the preparation of the Unified Improvement Plan (UIP) with goals and objectives for the improvement of education in the school.

2. To recommend to the principal its priorities for spending school monies.

3. Meet at least quarterly to discuss:
   a. Whether school leadership, personnel and infrastructure are advancing or impeding implementation of the school's performance, improvement, priority improvement, or turnaround plan, whichever is applicable
   b. Safety issues relative to the school environment.
   c. Community concerns and input.
SAC Responsibilities (per DCSD SAC Bylaws)

4. **Gather and provide information** to the principal and DAC on the needs or concerns of the school’s community.

5. When a school has been placed on a priority improvement or turnaround plan, the SAC shall **advise the principal** concerning the preparation of such plan, and submit recommendations concerning the content.

6. Report, at least annually, to the community and the Board of Education, on the educational performance of the school and provide data for the appraisal of such performance.

7. Provide **input and recommendations on an advisory basis** to District Accountability Committee and district administration concerning:
   
   a. Principal development plans; and
   b. Principal evaluations
8. Perform such other duties and responsibilities as may be required by Board policy and comply with Superintendent policies and directives.

9. Actively increase parental engagement in the school by, at a minimum; publicizing and soliciting opportunities to serve on the SAC; assisting with the implementation of the district’s parent engagement policy; and encouraging parent-teacher interaction.
POP QUIZ -- Which of the Following are Responsibilities of a SAC?

a. Personnel issues, including hiring or evaluation of individual staff members.
b. Individual student discipline issues.
c. Any issue dealing with a specific student, staff member, or parent.
d. All of the Above
e. None of the Above
POP QUIZ -- Which of the Following are Responsibilities of a SAC?

a. Personnel issues, including hiring or evaluation of individual staff members.
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c. Any issue dealing with a specific student, staff member, or parent.
d. All of the Above
e. None of the Above
SAC Composition: (per DCSD SAC Bylaws)

There shall be at least seven voting members as follows:

1. **Principal** – The principal of the school or the principal’s designee.

2. **Teacher** – One teacher who provides instruction at the school.

3. **At least three parents or legal guardians** – Three parents or legal guardians of students enrolled in the school to make the membership as representative as possible of all groups attending the school (Special Education, Gifted and Talented, free or reduced lunches, ELL, traditionally underserved populations, etc.)

4. **PTS Adult** – One adult member of an organization of parents, teachers, and students (PTS) recognized by the school. If the school does not have a recognized PTS organization, a fourth parent or legal guardian of a student enrolled in the school is elected to the SAC by a majority vote of the parent community.
SAC Composition: (per DCSD SAC Bylaws)

There shall be at least seven voting members as follows:

5. **Community** – One person from the community not otherwise included above. “Community” is defined broadly to mean lives or is involved in business or industry within feeder boundaries.

6. **Additional Parent or Legal Guardian Voting Members** – at the option of the Principal, additional voting members may be selected by a simple majority vote of the above voting members.

No more than three voting members (the principal, the teacher rep, and one other) may be employed by the District or be relatives of an employee of the District.
Training and Resources

https://www.dcsdk12.org/parents__students/family_resources/school_accountability_committees
Connecting at your Table

At your table, please introduce yourself and discuss the following:

- Why do you want to serve on your School Accountability committee?
- What do you believe is the most important priority for SACs to focus on?
SCHOOL ACCOUNTABILITY COMMITTEE

Regional Training

Unified Improvement Planning
The Education Accountability Act of 2009 (SB 09-163) requires each Colorado school to create and submit an annual improvement plan.

The Colorado Department of Education has developed a unified improvement planning (UIP) template and processes to support schools and districts in their performance management efforts. The UIP template has been designed to meet state, federal, and program accountability requirements.

Source: Colorado Department of Education
§ 22-11-402. School accountability committee - powers and duties

• To advise the principal of the school concerning the preparation of a school plan and to submit recommendations to the principal concerning the contents of the plan

• To meet at least quarterly to discuss whether school leadership, personnel, and infrastructure are advancing or impeding implementation of the school's plan
KEYS FOR SUCCESS

• Unified Improvement Planning should be a collaborative process between school staff and the School Accountability Committee (SAC)

<table>
<thead>
<tr>
<th>School Leadership Role</th>
<th>School Accountability Committee Role</th>
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<tbody>
<tr>
<td>• Review and explain school performance data</td>
<td>• Participate in performance data discussions</td>
</tr>
<tr>
<td>• Update SAC on school priorities and plan implementation</td>
<td>• Provide feedback to school leadership regarding the school’s plan</td>
</tr>
<tr>
<td>• Solicit feedback from SAC on plan</td>
<td></td>
</tr>
</tbody>
</table>
KEYS TO SUCCESSFUL UIP PROCESS

• Clear and consistent communication regarding:
  – School performance data
  – Progress on implementation of current plan
  – Action steps

• Provide opportunities for regular, two-way, and meaningful dialogue on plan

• Focus on student growth and achievement
KEYS TO SUCCESSFUL ENGAGEMENT

• Apply research (and laws) to practice, focusing on student success.
  – Do what works, consistently.

• Share knowledge and responsibility.
  – Use two-way communication.
  – Partner actively and equitably.

• Use data to make decisions.
  – Be strategic and intentional.
  – Action plan, based on what exists and what is needed.
  – Continuously improve.

• Source: SACPIE Best Practices
QUESTIONS TO START THE CONVERSATION REGARDING UNIFIED IMPROVEMENT PLANNING:

• What is our current school performance?

• Are there patterns in the performance framework data? (Achievement, Growth or Postsecondary Workforce Readiness)

• What is the school currently working on?

• What are the future plans?
School UIP are expected to portray actions at the appropriate level of scope and intensity depending on the specific school’s plan type assignment.

In particular, schools assigned with a Priority Improvement or Turnaround Plan must select major improvement strategies that will result in dramatic outcomes for students.

- Source: CDE Accountability Handbook
<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
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</table>
| August     | ● Achievement and Growth Data Released  
               ● Plan Updates                                                    |
| September  | ● **Preliminary** School and District Performance Plans Issued and Shared  
               ● Plan Prepared for Submission                                    |
| October 15 | ● Plan Submission                                                     |
| December   | ● School Performance Plans **Finalized**                              |
| Spring     | ● Review data and revise plan                                         |
FLEXIBILITY IN UIP SUBMISSION

• **HB 16-1440** – provides flexibility for all schools to submit UIP biennially (every other year) for schools with a Performance Plan Type

![Plan Type Table]

- **Performance Plan: Low Participation**

• **How should schools and districts handle Accountability Committee expectations when submitting biennially?**

Accountability Committee expectations still stand (e.g., SAC quarterly monitoring of plan implementation), although committees would **not** need to provide recommendations on the UIP until the plan is being updated for public posting.

  • Source: Colorado Department of Education
At your table, please discuss the following:

- What are some steps you can take to increase communication?
SCHOOL PERFORMANCE DATA

• School performance data is available online on the Colorado of Department of Education website

• For specific questions about your school’s performance, please contact your school leadership team
UNIFIED IMPROVEMENT PLANNING RESOURCES

- Colorado Department of Education – UIP homepage
- UIP Supporting Resources
- Performance Framework Changes
- Biennial Flexibility in UIP Submission
- School Performance Framework Resources
- 2022-23 UIP School QC Rubric (PDF)
(1) Each school district accountability committee has the following powers and duties

(a) To recommend to the principal of its school priorities for spending school moneys. The principal shall consider the school accountability committee's recommendations regarding spending state, federal, local, or private grants and any other discretionary moneys and take them into account in formulating budget requests for presentation to the local school board, if the school is a district public school, other than a charter school, or in creating the school budget if the school is a district or institute charter school. The school accountability committee for a district public school shall send a copy of its recommended school priorities to the school district accountability committee and to the local school board.
### SAC Budget Responsibilities – Practice in DCSD

<table>
<thead>
<tr>
<th>Role of SAC</th>
<th>Role of Principal</th>
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<tbody>
<tr>
<td>Give advice concerning budget priorities (BOE Resolution regarding Priorities for Board Committees signed 8.20.19)</td>
<td>Budget owner for Site-Based Budget (SBB)</td>
</tr>
<tr>
<td>Opportunity to review copy of SBB with principal</td>
<td>Determine staffing needs and hire all positions within school</td>
</tr>
<tr>
<td>Opportunity to provide recommendations on use of school carry over (savings)</td>
<td>Manage spend to maximize purchasing power and generate carry over</td>
</tr>
<tr>
<td>Opportunity to provide recommendations on discretionary budget decisions</td>
<td>Run financial reports and meet with Business Services department</td>
</tr>
</tbody>
</table>
SBB OVERVIEW – DISCRETIONARY VS NON-DISCRETIONARY FUNDS

• Discretionary – allocated to the school per student or by another student count driven formula, but able to be spent at the discretion of the school community
  • Used for staffing and operations
  • Discretionary operations eligible to carry over

• Non-Discretionary – allocated by a District department for a prescribed use either per pupil or through staffing requirements, not able to be spent at the discretion of the school community
  • Typically related to State requirements
  • Not eligible to carry over
### Examples of Budget Decisions SAC May Recommend to Change

<table>
<thead>
<tr>
<th>Examples of Budget Decisions SAC May Recommend to Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class sizes and student to staff ratios</td>
</tr>
<tr>
<td>Electives/Specials positions to staff</td>
</tr>
<tr>
<td>Amount to dedicate to classroom supplies and instructional materials</td>
</tr>
<tr>
<td>Priorities for capital equipment purchases and building modifications</td>
</tr>
</tbody>
</table>

### Examples of Budget Decisions SAC May NOT Recommend to Change

<table>
<thead>
<tr>
<th>Examples of Budget Decisions SAC May NOT Recommend to Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring decisions for all positions</td>
</tr>
<tr>
<td>Counselor positions to staff</td>
</tr>
<tr>
<td>Special Education and English Second Language teacher positions to staff</td>
</tr>
<tr>
<td>Curriculum and staff professional development selections</td>
</tr>
</tbody>
</table>
ADDITIONAL DCSD BUDGET RESOURCES

2022-2023 Site Based Budget (SBB) Example

District Accountability Committee Accountability (DAC)

Individual School Budgets

FY 2022-2023 Adopted Budget Book Elementary Schools Section
FY 2022-2023 Adopted Budget Book Middle Schools Section
FY 2022-2023 Adopted Budget Book High Schools Section
FY 2022-2023 Adopted Budget Book Alternative Schools Section
FY 2022-2023 Adopted Budget Book Charter Schools Section
SCHOOL ACCOUNTABILITY COMMITTEE

SAC Regional Training

Discussion
Discussion

Questions for our discussion:

• What are some keys to a successful, collaborative SAC?
• What advice would you give SAC?
Contact Information

DCSD School Accountability Committee Liaison

Matt Reynolds
Chief Assessment and Data Officer
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303-387-0137

DCSD Parent and Family Engagement Liaison

Alison Rausch
Director of Parent, Community, and Civic Engagement
arausch@dcsdk12.org
Thank you again for volunteering to serve as a member of your School Accountability Committee.