DPS Set Ambitious Goals Through the Denver Plan 2020 and While Significant Progress Has Been Made, Work Remains

Overarching Goal: Great schools in every neighborhood
By 2020, 80% of students from every region within DPS will attend a high performing school in their region, as measured by the district’s school performance framework.

• School readiness
  – By 2020, 80% of DPS third-graders will be at or above grade level in reading and writing.

• Ready for college & career
  – By 2020, the four-year graduation rate for students who start with DPS in ninth grade will increase to 90%.
  – By 2020, we will double the number of students per class who graduate college and career ready while raising the bar (adding Science and Social Studies in addition to English and Math).

• Support the whole child
  – In 2014-15, DPS staff, parents, students, community partners and city agencies providing services to DPS students, came together to define support for the whole child and recommend a plan to measure this goal and track progress. We are looking to provide increased resources to schools in support of the Whole Child, including increased investments in social-emotional health.

• Close the opportunity gap
  – By 2020, the graduation rate for African American and Latino students will increase by 30%.
  – The proficiency in reading and writing for third-grade African American and Latino students will increase by 25%.
The DPS Class of 2016 is the largest graduating class in DPS history, with an increase of more than 500 students.

*Preliminary data; graduation rates will be available in January 2017*
DPS Students Continue to Make Gains on College Readiness Indicators, More Than Tripling the Number of Qualified AP Tests

Count of Qualified AP Tests

Number of tests


- 936 tests in 2006
- 3162 tests in 2016

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But while all student groups have made significant progress in recent years, gaps remain particularly among our African American and Latino students.
Mill Levy Override Recommendations: $56.6M

Denver Plan 2020 Goals

- Great Teachers in Every Classroom, Great Leaders in Every School: $14.5M
- Invest Early – Early Literacy: $6.8M
- Ready for College & Career: $8.0M
- Support for the Whole Child: $15M
  - Access to Educational Opportunities: $400K
- Classroom Technology: $6.6M
- Maintenance: $4.9M
2500 elementary educators receiving professional learning and supports for First Best Early Literacy Instruction – includes professional learning and monthly time for collaboration and planning

$12M in flexible Whole Child funds to address student social emotional and behavioral needs. This could look like at least an additional half-time social worker depending on how school communities utilize these funds

Expand student participation by 4500 students in career pathway programs and over 13,000 in work-based learning opportunities

Ensure all students have the opportunity to take at least one 3 credit hour Dual Enrollment course
2016 Bond Recommendation - $572M

- **New Capacity**
  - New facilities or expanded capacity at existing campuses

- **Quality Learning Environments**
  - School-driven investments at all facilities built prior to 2006

- **Facility Maintenance**
  - Fixing deficiencies (e.g., roofing, plumbing) and making investments in facility cooling and sustainability

- **Technology and Safety**
  - Classroom tech
  - Safety investments in (cameras, door access)

- **Total**
  - $142M
  - $108M
  - $252M
  - $70M
2016 Bond and Mill Levy Financial Considerations

• **Bond:** If approved, the bond proposal is not expected to increase the property tax rate. While the approval of a bond would require an increase in debt, we do not project a property tax rate increase to repay the bonds – this is primarily because Assessed Value is rising.

• **Mill Levy Override (MLO):** DPS is considering asking voters to bring us to the state cap for local mill levies. The size would be approximately 4.2 mills annually, decreasing over time as assessed value grows. This would generate approximately $56 million annually to be used towards recurring funding needs.

  - **Financial Impact of Proposed MLO:**
    - Residential: ~$8/mill per $100,000 of assessed home value. At 4.2 mills and an assessed home value of $329,000, this would be ~$110 or less than $10 a month.
    - Commercial: ~$290/mill per $1,000,000 in assessed property value. At 4.2 mills, this would be ~$1,200.

“**DPS employees are free to contribute, volunteer, or voice opinions on ballot issues/candidates during their personal time. However, use of District resources, work time, school facilities, equipment, technology, or funds to support or oppose any ballot issue/candidate is prohibited.**”

- 9 -
MILL LEVY OVERRIDE BALLOT ISSUE:

SHALL DENVER PUBLIC SCHOOLS (SCHOOL DISTRICT NO. 1) TAXES BE INCREASED BY $56.6 MILLION IN 2016 FOR COLLECTION IN 2017 AND ANNUALLY THEREAFTER BY THE AMOUNT THAT, WHEN COMBINED WITH OTHER TAXES APPROVED BY DENVER VOTERS FOR THE DISTRICT’S GENERAL FUND, EQUALS THE AMOUNT PERMITTED BY STATE LAW, BY THE LEVY OF PROPERTY TAXES AT A RATE THAT WILL PRODUCE SUCH AMOUNTS FOR EDUCATIONAL PURPOSES, INCLUDING BUT NOT LIMITED TO:

- Expanding early childhood reading programs;
- Providing more mental health professionals, school counselors, and other wrap-around services to support students;
- Expanding technology access to more students;
- Providing better support, training, and leadership opportunities for teachers;
- Recruiting a strong, diverse pool of teachers;
- Expanding college and career programs such as apprenticeships, work experience, high school classes that earn college credit, and career focused curriculum.
APPENDIX: 2016 Bond Ballot Language

BOND BALLOT ISSUE:

SHALL DENVER PUBLIC SCHOOLS (SCHOOL DISTRICT NO. 1) DEBT BE INCREASED $572 MILLION, WITH A MAXIMUM REPAYMENT COST OF $1,100 MILLION, SHALL DISTRICT TAXES BE INCREASED BY A MAXIMUM OF $61 MILLION ANNUALLY BY THE LEVY OF PROPERTY TAXES, (BUT WITH NO INCREASE IN THE DISTRICT’S CURRENT BOND FUND MILL LEVY RATE BASED ON THE DISTRICT’S CURRENT ASSESSED VALUE AND TAX COLLECTION RATE), AND SHALL THE PROCEEDS OF SUCH DEBT BE USED FOR PURPOSES PERMITTED BY STATE LAW, INCLUDING:

- EXTENDING THE LIFE OF EXISTING SCHOOLS BY REPLACING LEAKING ROOFS, MAKING CRITICAL REPAIRS, AND REPAIRING STRUCTURAL PROBLEMS;
- EXPANDING TECHNOLOGY TO MORE STUDENTS AND UPGRADING SCIENCE AND COMPUTER LABS;
- ADDING NEW SCHOOLS AND CLASSROOMS AND MAKING IMPROVEMENTS TO EXISTING SCHOOLS TO ADDRESS OVERCROWDING AND CLASS SIZE;
- PROVIDING COOLING SYSTEMS TO HIGH TEMPERATURE CLASSROOMS THAT LACK AIR CONDITIONING;
- IMPROVING STUDENT SAFETY BY PROVIDING SECURITY CAMERAS AND UPDATED ALARM SYSTEMS;
- EXPANDING EARLY CHILDHOOD PROGRAMS;

BY THE ISSUANCE AND PAYMENT OF GENERAL OBLIGATION BONDS, WHICH SHALL BEAR INTEREST, MATURE, BE SUBJECT TO REDEMPTION, WITH OR WITHOUT PREMIUM, AND BE ISSUED, DATED AND SOLD AT SUCH TIME OR TIMES, AT SUCH PRICES (AT, ABOVE OR BELOW PAR) AND IN SUCH MANNER AND CONTAINING SUCH TERMS, NOT INCONSISTENT HEREWITH, AS THE DISTRICT MAY DETERMINE; AND SHALL AD VALOREM PROPERTY TAXES BE LEVIED IN ANY YEAR, WITHOUT LIMITATION AS TO RATE OR AMOUNT, TO PAY THE PRINCIPAL OF, PREMIUM, IF ANY, AND INTEREST ON SUCH BONDS AND ANY BONDS ISSUED TO REFINANCE SUCH BONDS AND TO FUND ANY RESERVES FOR THE PAYMENT THEREOF?
## APPENDIX: Draft List of 2016 Metro District Elections

<table>
<thead>
<tr>
<th>District</th>
<th>Bond – Approximate Amount</th>
<th>Mill – Approximate Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams 12</td>
<td>Yes - $350M</td>
<td>Yes - TBD</td>
</tr>
<tr>
<td>Aurora</td>
<td>Yes - $300M</td>
<td></td>
</tr>
<tr>
<td>Cherry Creek</td>
<td>Yes - $250M</td>
<td>Yes - $23.9M</td>
</tr>
<tr>
<td>Douglas County</td>
<td></td>
<td>Yes – Approximately $50M</td>
</tr>
<tr>
<td>Englewood</td>
<td>Yes - TBD</td>
<td>Yes - TBD</td>
</tr>
<tr>
<td>Jeffco</td>
<td>Yes - $535M</td>
<td>Yes - $33M</td>
</tr>
<tr>
<td>Mapleton</td>
<td>Yes - TBD</td>
<td></td>
</tr>
</tbody>
</table>

Draft – content subject to change as more current information becomes available.
Many other local districts are considering requesting voters for a new MLO in 2016.
<table>
<thead>
<tr>
<th>School District</th>
<th>FY15-16 Bond Redemption Mills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brighton</td>
<td>22.07</td>
</tr>
<tr>
<td>Northglenn</td>
<td>21.67</td>
</tr>
<tr>
<td>Aurora</td>
<td>20.00</td>
</tr>
<tr>
<td>Westminster</td>
<td>15.03</td>
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<tr>
<td>Englewood</td>
<td>11.85</td>
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<tr>
<td>Sheridan</td>
<td>11.16</td>
</tr>
<tr>
<td>Douglas County</td>
<td>10.68</td>
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<tr>
<td>Cherry Creek</td>
<td>10.44</td>
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<tr>
<td>Denver</td>
<td>10.25</td>
</tr>
<tr>
<td>Mapleton</td>
<td>9.11</td>
</tr>
<tr>
<td>Littleton</td>
<td>8.50</td>
</tr>
<tr>
<td>Boulder</td>
<td>7.89</td>
</tr>
<tr>
<td>Jefferson County</td>
<td>6.75</td>
</tr>
</tbody>
</table>

Many other local districts are considering requesting voters for a new General Obligation Bond in 2016.
DPS 101
DPS Shared Core Values

**Students First**

We put our kids’ needs at the forefront of everything we do

**Integrity**

We tell the truth, and we keep our promises

**Equity**

We celebrate diversity & will provide the necessary resources & supports to eliminate barriers to success & foster a more equitable future for all our kids

**Collaboration**

Together as a team, we think, we work & we create in order to reach our goals

**Accountability**

We take responsibility for our individual & collective commitments; we grow from success; we learn from failure

**Fun**

We celebrate the joy in our work & foster in our students a joy & passion for learning to last their whole lives
Our Vision: Every Child Succeeds

Great Schools in Every Neighborhood

GOALS
A Foundation for Success in School
Support for the Whole Child
Ready for College & Career
Close the Opportunity Gap

STRATEGIES
Leadership
Teaching
Flexibility
Invest Early Culture

CORE BELIEFS
Every child has talent and potential.
Our diversity is a community treasure.
We can and will eliminate the opportunity gap.
We must dramatically accelerate our progress.
Every family deserves choice and access.
Our kids need all of us.

SHARED CORE VALUES
Students First
Integrity
Equity
Collaboration
Accountability
Fun
By 2020, 80% of DPS students will attend a high-performing school, measured by region using the district’s school performance framework.

By 2020, 80% of DPS third-graders will be at or above grade level in reading and writing, lectura and escritura.

By 2020, the four-year graduation rate for students who start with DPS in ninth grade will increase to 90%. By 2020, we will double the number of students who graduate college and career-ready, as measured by the increasing rigor of the state standard.

By 2015, a task force, including DPS staff, community partners and city agencies providing services to DPS students, will recommend to the Board of Education a plan to measure this goal and track progress.

By 2020, the graduation rate for African American and Latino students will increase by 25 percentage points. Reading and writing proficiency for third-grade African American and Latino students will increase by 25 percentage points.
Strategic Focus Areas

1. **Leadership**
   Prioritize our efforts to attract and develop strong, values-based leaders at all levels of our team.

2. **Teaching**
   Significantly increase the quality and rigor of classroom instruction through a deep implementation of grade-level content standards and proven best practices for English-language learners.

3. **Flexibility**
   Ensure schools are empowered through flexible, school-based decision making, including resource prioritization.

4. **Invest Early**
   Prioritize resources in the early grades (ECE-3rd grade) to set up our youngest students for later success.

5. **Culture**
   Live our Shared Core Values.
Understanding the District Structure
Comprendiendo la estructura del Distrito

Board of Education

Happy Haynes  
_At Large-

Anne Rowe
-District 1-  
President

Michael Johnson
-District 3-
Treasurer

Barbara O’Brien
-At Large-

Rosemary Rodriguez
-District 2-
Secretary

Rachele Espiritu
-District 4-

Lisa Flores
-District 5-

Superintendent
Basic DPS Organizational Structure

Superintendent

Deputy Superintendent
- Academic and Innovation
- Elem Ed / Post Secondary
- ELA
- Equity and Whole Child Services
- Portfolio
- Assessment, Research and Evaluation

Chief of Staff
- FACE
- Communications
- Operations and Finance
- HR
- Culture Equity Leadership Team
District and Charter

DPS Board of Education

Both Types
- Tiered supports for schools
- Held accountable to serve their students
- Given support if school is not serving students
- May be closed or redesigned if student achievement targets are not met
- Support for students with special needs (ELA and special education)
- Responsible for developing and supporting teachers
- Commitment to serve all students
- Share data to better serve students

District Leadership

District-Run School

Charter School Board

Charter School
District Committees
Comités del Distrito

Superintendent Parent Forum
Foro del Superintendente para Padres de Familia

ELA DAC
English Language Acquisition District Advisory Committee
Comité Consultivo del Distrito del Departamento de Adquisición del Idioma Inglés

District Advisory Committee
Comité Consultivo del Distrito

Regional Community Meetings
Reuniones Comunitarias por Zona Escolar
LEARN | Timeline

Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | April | May | Jun

Denver Plan 2020

SPF

TSF: Supports for existing schools

SRA*

*May be released in Spring

Call for New Quality Schools
52% of students in the Southwest attend a Blue or Green school.

Students in Red and Orange schools:
- Elementary: 1,800 students (28%)
- Secondary: 3,000 students (18%)
Tiered Supports: Priority, Intensive and Strategic Support

1. **Valverde**
2. **Harrington**
3. **Schmitt**
4. **Goldrick**
5. **Greenlee**
6. **Amesse**
7. **Cheltenham**

**Priority**
- Barnum Elementary School
- Beach Court Elementary School
- Bear Valley International School
- Bruce Randolph MS
- Castro Elementary School
- Centennial School
- Charles M Schenck (CMS) Community School
- Cole Arts and Science Academy
- Colfax Elementary School
- Columbine Elementary School

**Intensive & Strategic**
- DCIS at Ford
- DCIS at Montbello MS
- Denver Public Montessori MS
- Eagleton Elementary School
- Fairview Elementary School
- Garden Place Elementary School
- Gilpin Montessori Public School
- Hallett Fundamental Academy
- Henry World School
- Kepner
- Kepner Beacon
- Lake International School
- Manual High School

**Strategic**
- Math and Science Leadership Academy
- Noel Community Arts HS
- Noel Community Arts MS
- Oakland Elementary School
- Palmer Elementary School
- Stedman Elementary School
- Trevista ECE-8 at Horace Mann
- West Early College
- West Leadership Academy MS