



Aurora  
Public  
Schools

# **Board of Education**

## **Agenda**

meeting of

**February 18, 2014**

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**Aurora Public Schools**

1085 Peoria Street  
Aurora, Colorado 80011

**AURORA PUBLIC SCHOOLS  
1085 Peoria Street  
Aurora, CO 80011**

**A G E N D A  
BOARD OF EDUCATION WORK SESSION  
February 18, 2014  
6:00 p.m.**

**I – PRELIMINARY**

- A. CALL TO ORDER - ROLL CALL
- B. PLEDGE OF ALLEGIANCE
- C. WELCOME TO VISITORS

The regular meeting of the Aurora Public Schools Board of Education will convene in the Dr. Edward and Mrs. Patricia Lord Boardroom of Educational Services Center 4.

Please contact the Aurora Public Schools at 303-344-8060, ext. 28988 if, because of a disability, you require special assistance (such as sign language or oral interpreting services) in order to participate in a meeting of the Board of Education. Persons with such needs are requested to make contact at least one week prior to the Board of Education meeting, if possible, in order to allow staff to coordinate arrangements.

- D. APPROVAL OF AGENDA

The February 18, 2014, agenda is presented for approval.

- E. APPROVAL OF MINUTES

The minutes of the regular Board of Education meeting held on February 4, 2014, are presented for approval.

- F. OPPORTUNITY FOR AUDIENCE 6:00 - 6:36

# **February 4, 2014, Board Minutes**

**I. PRELIMINARY**

Shepherd called the February 4, 2014, meeting to order at 6:04 p.m.

***Roll Call***

The following members were present:

JulieMarie A. Shepherd, president  
Cathy Wildman, vice president  
Mary W. Lewis, secretary  
Dan Jorgensen, treasurer  
Amber Drevon, director  
Eric Nelson, director  
Barbara J. Yamrick, director

Also meeting with the Board of Education were:

D. Rico Munn, superintendent of schools  
William Stuart, deputy superintendent  
Brandon Eyre, district legal counsel  
Damon Smith, chief personnel officer  
Lisa Escárcega, chief accountability and research officer  
John Youngquist, chief academic officer  
Anthony Sturges, chief operating officer  
Adrienne Bradshaw, chief financial officer  
Tonia Norman, assistant to Board of Education

***Pledge of Allegiance/Welcome to Visitors***

Shepherd led the Board and audience in the pledge to the flag.

***Approval of Agenda***

The February 4, 2014, agenda was approved as written.

***Approval of Minutes***

The minutes of the regular meeting of the Board of Education held on January 21, 2014, were approved as written.

***Recognizing Excellence***

Munn shared that February is Black History Month, a celebration of significant events, people and accomplishments within the African-American culture. Black History Month has been recognized annually since 1976. We encourage APS students, staff and community to partake in this national observance.

February is also Career and Technical Education Month, which promotes education preparing students to enter the workforce. Pickens Technical College is a great model of this. It offers students nearly 50 certificate programs to choose from. Pickens students acquire state-of-the-art skills, knowledge and work habits that help them succeed in the workforce.

Lewis announced that January was National Mentoring Month. She shared that the city of Aurora read a proclamation designating January as The City of Aurora Mentoring Awareness Month. She highlighted a brochure, Mentor Aurora through America's Promise Alliance, which lists all of the active mentoring organizations in Aurora. She thanked and recognized mentors who work with APS kids.

### ***Opportunity for Audience***

Jicelyn Johnson, parent of Wheeling Elementary School students, attended a Board meeting in December in which Principal Ramone Carson provided an update of the school's UIP plan. She shared that one Board member asked how they could best support schools with their site UIP plans. She commented that high-income and middle-income families tend to be more involved in their student's education while lower-income families tend to rely more on the school. She noted that APS serves a number of low-income families and suggested that the Board be more visible in the community to better assist low-income parents with strategies to help their kids succeed in school.

Shepherd asked Director of Equity and Engagement Bonnie Lavinder to meet with Johnson to discuss current ideas and strategies to engage parents.

## **II. INFORMATIONAL REPORTS**

### **Board of Education Report**

No Items

### **Superintendent's Report**

Munn provided the Board with a P-8 design outline, an instructional design for a new school and a K-8 performance analysis in advance of the meeting. He shared that the boundary change process would be led by Chief Operating Officer Anthony Sturges and a boundary committee would be convened to review potential changes. He indicated that the Board would receive information in November and the community would have opportunities to provide input at meetings and via a survey. He discussed three broad options for the academic design for the new P-8 school, including a traditional P-8 model, a current imported district model and a model to fit the building design and projected demographics of the new school. He shared that a principal and an assistant would be hired a year prior to the opening of the new school to facilitate hiring of staff and to ensure required processes and procedures are in place. He added that teacher leaders and other staff may be hired in advance to ensure instructional processes are in place.

Drevon asked if the academic resiliency program as outlined in the P-8 design process was currently utilized by students. Munn replied that the program is not currently in place, but is similar to programs built around design principles such as the expeditionary learning program and the IB program.

Drevon asked if a current K-8 school provided a better representation of demographics to utilize as comparison data with the projected demographics of the new P-8 school. Escárcega replied that staff planned to remove schools in the performance analysis report in order to get a better snapshot of comparison

data. She added that information should be available in a week or so. Wildman requested demographic data for all K-8 schools.

Drevon asked if there were long-term plans to convert existing elementary or middle schools to K-8 school models. Munn replied that additional data, research and trends would need to be researched both locally and nationally before making any structural determination.

Shepherd requested that Board members direct additional questions or concerns to Superintendent Munn.

### **Legislative Priorities**

Munn shared that regular conversations are occurring with legislators around school finance and the School Finance Act. He indicated that the Colorado Association of School Executives and the Colorado Association of School Boards have outlined proposals around school finance and area superintendents are working to establish a position to advocate for. He highlighted pivotal points currently being discussed, including additional K-12 funding sources; flexibility of additional K-12 funding sources; and distinguishing between one-time and recurring funding sources. He noted that the district has been consistent with the Board's policy and decision to place an emphasis on flexible dollars; filling the hole created by the negative factor; serving the district's demographics; and allocating funds wisely.

Yamrick asked about lobbying rules and restrictions associated with public officials. Shepherd reminded the Board of the recent adoption of legislative protocols and speaking in one voice. She noted that Board members can share individual opinions or concerns with legislators. Lewis highlighted the importance of meeting with legislators to help them understand challenges and issues of local school boards and districts.

Lewis provided the Board with contact information of east metro legislators created by the Aurora Chamber of Commerce.

### **Leadership Team Report**

#### **New America School**

Escárcega presented the Board with a brief overview of New America's request for release from APS authorizing to the Charter School Institute (CSI) effective for the 2014-15 school year. Dominic DiFelice, superintendent of the New America School network, and Annie Trujillo, principal of New America School Lowry/Aurora campus, shared that the transfer to CSI would provide one authorizer and better consistency among the three New America campuses, attract more students throughout the metropolitan area and provide better contract stability.

Lewis asked if parents and the community had been involved in the decision-making process. Trujillo replied that staff worked through the school advisory committee to provide communication outreach to parents and the community regarding the potential change of authorizers.

Escárcega shared that New America has completed a formal application with CSI

and authorization has been approved pending a decision by the Board.

Shepherd moved and Nelson seconded to move informational Item II-D-1, New America School, authorizing release from APS to the Charter School Institute, to the consent agenda (III-C-2) for action.

Roll Call: Drevon, Jorgensen, Lewis, Nelson, Shepherd, Wildman, Yamrick #8290

Approved on a vote of 5-2

Drevon and Yamrick voted against amending the consent agenda and moving informational Item II-D-1, New America School, authorizing release from APS to the Charter School Institute, to the consent agenda (III-C-2) for action.

Policies ADD, Safe Schools, and AED, Accreditation

Eyre presented the Board with an overview of revisions to Policy ADD, Safe Schools, to correspond with Colorado Department of Education regulations. He also highlighted new Policy AED, Accreditation, created to correspond with Colorado Department of Education regulations. Neither policy changes current practices or procedures in place.

Wildman asked about staff training programs related to lockdown procedures. Sturges replied that district schools are required to conduct one red-level lockdown and one yellow-level lockdown annually. Eyre elected not to expand language in Policy ADD, but to outline some best practices currently in place.

This item will be included on the March 4 consent agenda for action.

Policy JF, Admission of Students

Bonnie Lavinder, director of Equity and Engagement, and Leah Wilkinson, coordinator of Centralized Admission, provided an overview of revisions to Policy JF, Admission of Students, to correspond with state law; the federal McKinney Vento Act; facilitate a continuity of education for students who have moved; and provide better clarity for staff.

Wildman asked who was responsible for home visits. Wilkinson replied that school liaisons, assistant principals and principals conduct home visits.

Lewis asked if home visits were conducted to deny admissions to a school. Eyre replied that language included in Policy JF related to home visits is intended for that purpose.

Wildman asked if principals were authorized to deny admission based on class size or building capacity. Lavinder explained that under Policy JF the Superintendent has the authority to approve or deny admission once a student has moved. Munn indicated that class size and site capacity would be considered in the decision-making process, but a decision would be school based. He noted that one issue discussed relates to the distinction between in-district transfers and out-of-district transfers. He explained that the recommended language before the Board omits the distinction, adding that we serve a highly mobile population and policies should reflect our demographics. He noted the importance of having the ability to approve or deny admission based on a school

determination as well as options to maintain stability from an educational standpoint.

Lewis asked how closed enrollment would affect students of district employees. Lavinder shared that the principal would determine that decision based on space availability.

Eyre explained that the district does not have the authority to take away a student's statutory rights, adding that in-district transfer students would still be allowed to finish the semester and petition at the elementary school level even if a school is closed to enrollment. He noted that the district is expanding that right to a full school year and giving the Superintendent the right to cap the full year extension. The statutory right does not apply for out-of-district transfer students.

This item will be included on the March 4 consent agenda for action.

#### 2014-15 Budget Review

The Board was presented with a preliminary budget update for the 2014-15 school year and minor changes to the 2013-14 budget. Bradshaw highlighted items that could affect next year's budget, including the governor's 2014-15 revised budget; new legislation; projected enrollment; charter school enrollment; and funding for district federal grants as a result of federal sequestration. The projected revenue and expenditures for the 2014-15 school year are based on conservative estimates.

Bradshaw indicated that the governor has proposed an increase to state funding for education, which would translate to approximately \$40 per pupil, and highlighted potential revenue increases and cost increases to the general fund. She shared that a budget survey is currently being finalized to gather feedback from staff, community stakeholders and employee groups, including AEA, SEA, and CEC. Budget surveys will also be mailed to parents. Revised projections will be provided following the March 2014 economic forecasts. The Board will be presented with the proposed budget in May 2013.

Lewis asked about the survey time line for staff and the community. Bradshaw shared that the survey would be available for approximately two weeks.

Shepherd asked if the Board would receive a summary of budget survey results. Bradshaw replied yes.

Drevon asked about the financial status of Global Village Charter School. Bradshaw will provide an update to the Board.

Drevon asked about the expenditure summary report. Bradshaw shared that the Board is statutorily required to approve the expenditure summary report included on tonight's consent agenda.

*A copy of the 2014-15 budget development report is appended to the February 4 minutes.*

### **III. CONSENT AGENDA**

Wildman moved and Nelson seconded to approve the following items on the amended consent agenda as presented.



February 4, 2014

Yamrick requested that consent agenda Item III-C-2, New America School, authorizing release from APS to the Charter School Institute, be removed from the consent agenda for separate discussion and vote.

Yamrick moved and Nelson seconded to approve the following items on the consent agenda as originally presented:

- 2014-15 District Calendar
- Application for Committee Appointment – DAAC
- Building Excellent Schools Today (BEST) Grant – Aurora Central High School
- Lease Purchase Agreement for the New Community Campus P-8 School Finance by Certificates of Participation Series 2014
- Expenditures Summary and Financial Report as of December 31, 2013
- Personnel
- Application for Committee Appointment – Long-Range Facilities Advisory Committee (LRFAC)

Smith congratulated Nii-Akwei Allotey, bus driver, who is retiring at the end of the month.

Roll Call: Drevon, Jorgensen, Lewis, Nelson, Shepherd, Wildman, Yamrick #8291

Approved on a vote of 7-0

New America School

Lewis moved and Nelson seconded to approve Item III-C-2, New America School, authorizing release from APS to the Charter School Institute, as presented.

Roll Call: Drevon, Jorgensen, Lewis, Nelson, Shepherd, Wildman, Yamrick #8292

Approved on a vote of 6-1

Yamrick voted against approval of Item III-C-2, New America School, authorizing release from APS to the Charter School Institute, as presented.

### ***Opportunity for Audience***

Laurie Godwin, principal of Tollgate, shared that page 1 of Policy JF, Admission of Students, states “Aurora Public Schools recognizes and accepts its responsibility to educate students within the district boundaries.” She noted that Anthony Sturges, chief operating officer, and Josh Hensley, planning coordinator, highlighted enrollment vs. capacity challenges at a recent Board meeting. She reviewed enrollments and withdrawals at Tollgate as of February 4, 2014, noting that 93 students have transferred within the district; 65 students have enrolled from outside the district; and 27 students have enrolled from outside the state or the country. She commented that Tollgate processes approximately eight to ten enrollments and withdrawals daily, and is concerned that students who move outside of Tollgate’s attendance area and outside of the district will be allowed to stay for the entire school year. She noted that Tollgate’s attendance area consists of approximately 12 apartment complexes, which has attributed in part

to the high mobility rate. She emphasized that we cannot educate everyone, and expressed that parents in the community are upset that their kids are in overcrowded classrooms and an overcrowded school. She shared that buses are full and staff is unaware where kids are going once they get off the bus, adding that this is a huge safety concern. She requested that the Board review Policy JF carefully, reiterating that overcapacity schools cannot keep students who do not live in the attendance area as it is unfair to the community.

Cindy Lacey, secretary at Tollgate, cited an incident that occurred today in which two students who live outside of the Tollgate attendance area were dropped off at a bus stop where they used to reside. She shared that the students had to cross Mississippi and Sable to get to their grandparents' home as no one was present to pick them up. She cited a similar incident with a first grader who had to cross Mississippi Avenue after being dropped off at a bus stop where he used to reside because no one was present to pick him up. She emphasized that this is a huge safety concern and requested that the Board take safety into consideration when overcapacity schools are asked to keep students for an entire school year.

Shepherd thanked Antoinette C. Wright, who was approved to serve on the Long-Range Facilities Advisory Committee earlier in the evening.

#### **IV. BOARD WORK**

##### **Ends Conversation and Open Dialogue**

###### Policy Perception Checklist

Did the Board receive information at tonight's meeting that requires a policy change?

The Board did not receive information that requires a policy change.

Did the Board receive information at tonight's meeting that requires additional information or monitoring?

Requested information will be provided to the Board.

##### **Open Dialogue**

The Board held a discussion related to district reimbursements and appropriate expenditures while attending professional learning conferences. The Board will utilize guidelines in Policy DKC/DKC-R that highlight allowable expenditures for conferences. The Board handbook will be revised to include the following statement as recommended by the district legal counsel: "To the extent a situation is not specifically described in this document the Treasurer shall use the reimbursement guidelines set forth in policy DKC and DKC-R for employee reimbursement to determine if an expense is a necessary expense subject to reimbursement."

Nelson and Shepherd serve as board of directors on the Colorado Association of School Boards (CASB). Shepherd shared that CASB has scheduled a series of regional days at the capitol. The schedule day for Region 5 is Wednesday, April 16. Regional days at the capitol will be held every Wednesday until April 16 if

Board members are unable to attend on their scheduled day.

Shepherd shared that CASB is requesting that local boards tell their stories related to the impact of budget cuts and its effect on student achievement. She requested that this item be included on the February 18 work session agenda for discussion and asked that Bradshaw provide a budget summary of total funds lost over the past few years. She added that CASB is having directors develop individualized lobbying plans to have talking points readily available when meeting with legislators or having lunch with legislators as part of the regional day at the capitol.

Lewis provided the Board with information related to the Youth Community Center in the Hoffman Municipal Services Center. She shared that a number of students at surrounding schools are utilizing the computer lab.

Drevon requested additional clarification related to the consent agenda voting process. Eyre will provide information to the Board.

Drevon asked for additional clarification related to the VISTA 2015 transition memo that was provided to the Board in advance of the meeting. Shepherd suggested that this item be included on the February 18 Board work session agenda for discussion.

Yamrick suggested that the Board cap the number of conferences that members can attend. Jorgensen shared that the Board had discussed attending two conferences per year at recent Board retreats.

Nelson encouraged Board members to attend some of the events and activities related to Black History Month.

Yamrick highlighted the community garden projects at North Middle School Health Sciences and Technology Campus and Hinkley High School. She shared that community gardens have been around for approximately 40 years, and a number of organizations donate seeds and plants. Approximately 200 special needs students will help with the community garden projects. A number of fliers have been provided to surrounding committees and an informational meeting will be held in February.

Lewis asked about workshop notes from the January 21 work session with CASB Policy Consultant Jim Weigel. Shepherd suggested that she contact Weigel to get additional information.

Shepherd would like to get the Board to the point of having more Board driven agendas and discussed the possibility of having Weigel do a follow up session with the Board. Nelson requested that the Board consider program effectiveness, outcomes, and the cost prior to scheduling a subsequent session. Jorgensen asked Shepherd if research was available that showed achievement outcomes in relation to policy governance. Shepherd noted that high functioning boards of education look at the effectiveness of meeting structures and positive board/superintendent relations.

Lewis would like additional information related to Board monitoring in terms of what and how programs should be monitored. Yamrick suggested that more practical application of monitoring be provided in a subsequent policy session.

February 4, 2014

Wildman voiced concerns regarding the cost of a subsequent policy session and suggested that the Board look at available articles, books and other district models. The Board will do some preliminary work related to monitoring before scheduling a subsequent policy session. .

***Board Self-Monitoring***

Amber Drevon shared that the Board worked well together to review processes and returned from the scheduled break on time. She suggested that the Board continue to focus on providing presenters with their full attention.

**V. CONCLUDING ITEMS**

***Next meeting date***

The next meeting of the Board of Education will be held on February 18, 2014, at 6:00 p.m. in the Dr. Edward and Mrs. Patricia Lord Boardroom of Educational Services Center 4.

***Adjournment***

The regular meeting of the Board of Education adjourned at 8:23 p.m.

\_\_\_\_\_  
**President**

ATTEST \_\_\_\_\_  
**Secretary**



# 2014-15 Budget Development

As of January 28, 2014

# 2014-15 Budget Development



- Purpose of today's presentation
  - Provide a baseline understanding of the budget outlook for 2014-15
  - Examine changes for 2013-14 budget
- Sources
  - Governor's revised budget proposal-January 2014
  - CDE projections
  - APS Planning projections

# 2014-15 Budget Development



- Budget assumptions
  - Subject to change due to new information
  - Conservative estimates
  - 2013-14 Supplemental budget request will be funded
  - Governor’s revised budget for 2014-15 must be approved by legislature
  - Federal revenue sequestration will continue – TBD
  - Charter school enrollment remains as projected

# 2014-15 Budget Development



- CDE's projections for APS
  - 2.9% inflation increase
  - \$228 per pupil state share increase to \$7,154
  - Student enrollment growth will be funded
  - 2.8% funded pupil increase – 1,051 FPC
    - Includes CPP and charter schools
  - \$15.3 million increase in state share
    - Includes CPP and charter schools



# 2014-15 Budget Development



- APS Projections – 2014-15 General Fund
  - \$10 million additional combined revenue, compared to 2013-14
    - 0.7% FPC increase, based on APS Planning’s estimate
    - \$9.1 million in state funding
    - 1% increase in property tax revenue = \$850,000
  - \$13 million one-time money - estimated ending fund balance, after all required reserves
    - Spending rate = 95.1%, 10-year average = 94.3%

# 2014-15 Budget Development



- Potential APS cost increases – General Fund
  - PERA
  - New Community Campus P-8 costs
  - COP payment
  - Healthcare
  - Personnel costs
  - Increased instruction time
  - Additional site support needs

# 2014-15 Budget Development



- APS Increased costs – for General Fund (con't)
  - Student technology support for mandatory assessments
  - IT support: service agreements, licenses, salary realignment
  - Potential bus route changes

# Budget Development Calendar



Timeline	Event	Performed by
January 24	Provide staffing directions and time lines to principals	Human Resources
January 27	Begin scheduling TE meetings for February	Human Resources
January 31	Begin posting hard to fill department positions	Human Resources
January 31	2014-15 budget preparation survey - District staff - electronic - Tentative date	Budget Office
February 3	2014-15 budget preparation survey - Parent and Community - Tentative date	Budget Office
February 12-28	TE meetings with principals to discuss 2014-15 staffing plans; provide TE sheets and TE calculator spreadsheets to principals to be used for staffing scenarios	Human Resources
February 12	Begin posting vacancies	Human Resources
February 28	2014-15 budget survey results to leadership - Tentative date	Budget Office
March 3	2014-15 budget worksheets to divisions/other funds	Budget Office
March 3	2014-15 PPA allocations to schools for their planning	Budget Office
March 21	2014-15 PPA budgets due back from all schools	Principals
March 31	2014-15 budget worksheets due to budget office - divisions/other funds	Department Managers

# 2014-15 Budget Development



- Next steps
  - Budget surveys
  - Get budget survey feedback from AEA, SEA, CEC, Employees
  - Prioritize survey feedback
  - Revise projections after March 2014 economic forecasts
  - Prepare proposed budget



# 2014-15 Budget Development

Discussion and questions

II – BOARD WORKSHOP

1. **Discipline in the Aurora Public School District:  
Data and Initiatives to Improve  
Presentation** 6:36 - 7:36

**(Attachment under separate cover)**

The Board will have an opportunity to review data and hear answers to frequently asked questions around discipline at school sites. A panel of teachers and principals will be available to engage in a conversation with the Board.

**Ten-Minute Recess** 7:36 - 7:46

III - INFORMATIONAL REPORTS

A. BOARD OF EDUCATION REPORT 7:46 - 8:06

1. Impact of Budget Cuts/Student Achievement

B. SUPERINTENDENT’S REPORT 8:06 - 8:16

Time reserved is for the Board to receive information and discuss issues introduced by the Board, Superintendent or Leadership Team. Agenda items may be scheduled in advance or raised at the meeting. No Board action on substantive matters is taken.

1. Proposed District Monitoring 8:16 - 8:26  
*Brief Introduction*

**(Attachment under separate cover)**

The Board will be presented with a brief introduction on internal audit’s role in policy governance.

C. LEGISLATIVE PROTOCOL 8:26 - 8:36

D. LEADERSHIP TEAM REPORT

1. APS Education Foundation 8:36 - 8:51  
*Presentation*

The Board will hear an update from APS Education Foundation Director Paul Lhevine.



**IV – BOARD WORK**

**Ends Conversation**

**1. Open Dialogue 8:51 - 9:41**

- VISTA 2015 Transition
- 2014-15 Board Goals
- Superintendent Evaluation Process/Tool Development Update

**2. Policy Perception Checklist 9:41 - 9:51**

- Did the Board receive information at tonight's meeting that requires a policy change?
- Did the Board receive information at tonight's meeting that requires additional information or monitoring?

**Board Self-Monitoring 9:51 - 10:01**

Barbara Yamrick, Self-Monitoring Facilitator

**V – CONCLUDING ITEMS**

**A. NEXT MEETING DATE**

The next meeting of the Board of Education will be held on March 4, 2014, at 6:00 p.m. in the Mount Massive Conference Room of the Professional Learning and Conference Center.

**B. ADJOURNMENT**