



2024 Bond Planning - Pursuit of Passion

Subcommittee Meeting #5
April 30, 2024



DENVER
PUBLIC
SCHOOLS

Bond & Mill Levy



Agenda


- Land Acknowledgement
- Public Comment
- Athletics & Sandoval Auditorium Recap
- Decision Making Frameworks
- Prioritization
 - Innovation
 - Arts
 - Athletics





Land Acknowledgement

“In the Spirit of Truth and Reconciliation, Denver Public Schools acknowledges that we are gathered today in our schools on the ancestral land of the Cheyenne and Arapahoe Nations. This area was also the site of trade, hunting, gathering, and healing for many other Native Nations: The Ute, Lakota, Kiowa, Comanche, Apache, Shoshone, and many other native nations. We also acknowledge that our country was built with stolen labor, and the generational wealth which was created by the hands and backs of enslaved people was kept from them while enriching others.”



Public Comment



20 minutes total


Time Limits: 2 minutes/person or 6 minutes/group



Subcommittee Logistics

Meeting Schedule

| Topic | Committee Overview | Subcategory exploration | Subcategory prioritization | Whole Group | Finalize Package |
|----------|--|---|---|--|---|
| Date | February 21st | March 5th | March 19 th | April 10 th | April 30th |
| Location | DMLK | MCT | Kunsmiller | Denver South | Manual |
| Agenda | <ul style="list-style-type: none"> • Introductions and Committee Overview • Current State • Bond Recap • Committee Category Overview | <ul style="list-style-type: none"> • Public Comment • Details of Innovation • Prioritization discussions • Whole group discussion | <ul style="list-style-type: none"> • Public Comment • Details of Arts • Prioritization discussions • Whole group discussion | <ul style="list-style-type: none"> • Public Comment • Details of Athletics • Prioritization discussions • Whole group discussion | <ul style="list-style-type: none"> • Public Comment • Recap of summary investments • Prioritization • Wrap Up |



Sandoval Auditorium Athletics Recap

Questions and Answers from previous meeting

[Athletics Q&A 3/19/24](#)

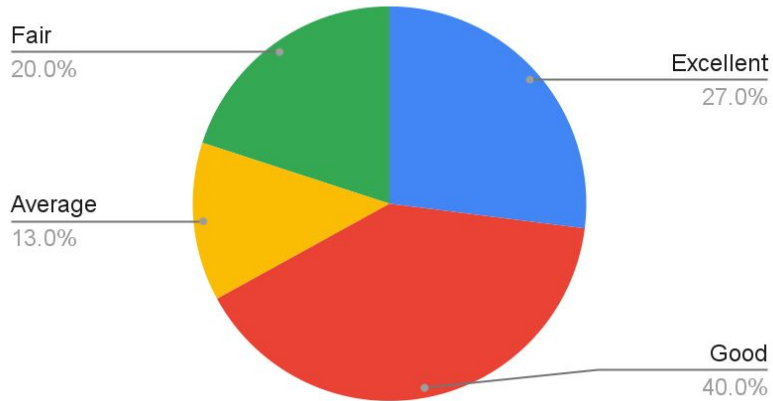
[Sandoval Campus](#)



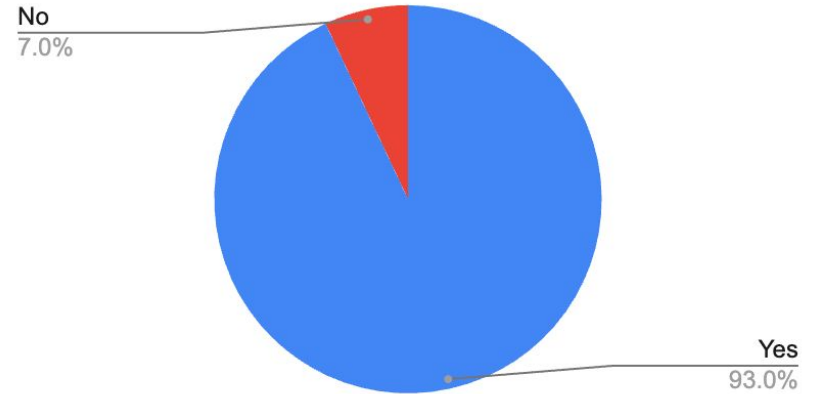
Athletics Survey Results

P of P Meeting #4 (15 Participants)

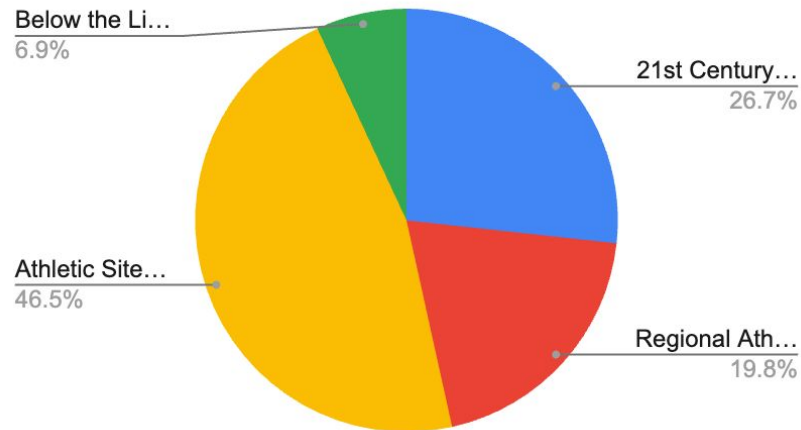
Do you have a good understanding of the Athletics



Do you feel that the Athletic projects provide more opportunities for our students?



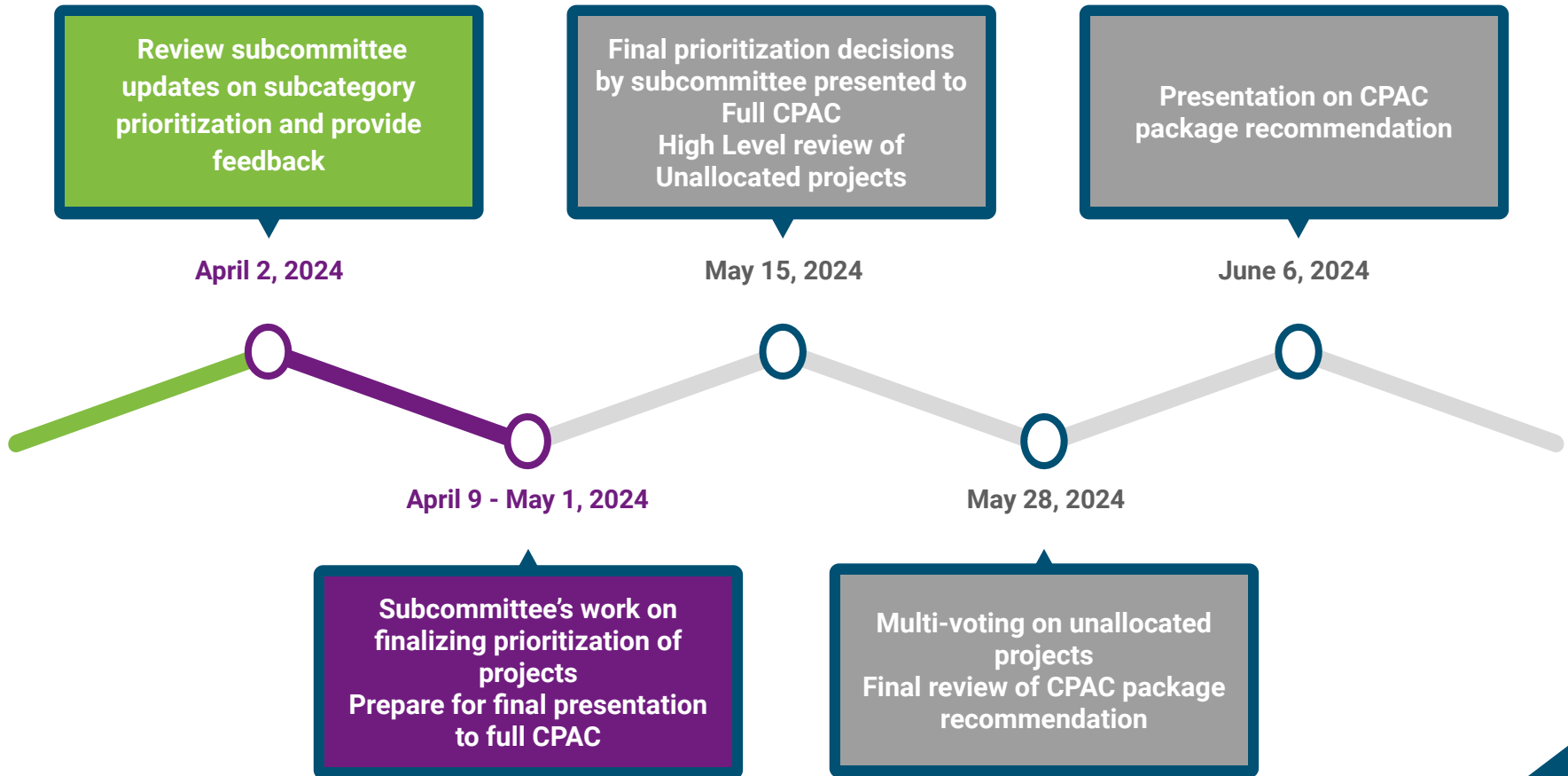
Based on tonight's presentation, how should we prioritize?





Decision Making & Frameworks to Consider in Prioritization

Decision-Making Roadmap



Decision Making

Prioritization

- Ask clarifying questions
- Share the airwaves
- Respect diversity of opinions and views
- Remove any bias
- Consensus preferred, but *super majority rules*

Engagement/Decision Making:

- Agree to disagree
- Avoid conflicts of interest
- Assume best intentions
- Avoid interruptions
 - Listen respectfully
- **Fist-to-five:** When making decisions or moving towards a possible solution, fist-to-five can be used to achieve consensus
- Yay or Nay to be used for hard decisions

Decision Making

Prioritization Criteria

Grounding questions to consider:

- How can this best support the Strategic Roadmap?
- Does this put students first?
- Will this help improve student outcomes?
- How will this contribute to the the District Climate Action Plan?
- Does this support or enable equity?
- Is this essential for school safety?
- Does this address short-term needs?
- Does this address long-term needs?
- What are the alternatives? (i.e. what if we don't do anything? other choices?)
- What is 'non-discretionary' vs. discretionary?
- *Others?*

Business Case Rank:

- Is this important? (rank 1-5)
- Is this urgent? (rank 1-5)



Equity Index

Approach to Equity - Equity Index

As prioritization was evaluated, we used a method to evaluate district-wide equity and equality through an Equity Index that defines a baseline for ALL schools/programs with greater rigor beyond family income.

Student Equity- Providing the resources that students need for success. For measuring student equity, we used the following index:

$$\frac{\text{School \% High Poverty} + \% \text{English Learner} + \% \text{SPED} + \% \text{Volatility}}{\text{District Average \% High Poverty} + \% \text{English Learner} + \% \text{SPED} + \% \text{Volatility}}$$

This is in line with how DPS allocates student-based funding.

What is the Data?

- District average Equity Index (EI) is 1.0
- You can read an EI of 1.1 as that school having 10% above average population of students with greater needs. An EI of 0.7 indicates that school has 30% smaller than average population of harder-to-serve students.





Sandoval Campus - Auditorium

Sandoval Campus Information

District Critical Priority \$17,931,375

ABOUT SANDOVAL CAMPUS

The Sandoval Campus is shared between two DPS high schools: **Northfield High School** and **DSST: Conservatory Green High School**.



Sandoval Campus 2023-2024 Enrollment:

2,626



40%
qualify for free
or reduced lunch



27%
are English
Language Learners



60%
are students
of color



At **Northfield HS**, about **70%** of the student body lives within the school boundary, and **30%** lives outside the school boundary, primarily from FNE Denver.

DSST CG has no attendance boundary, so **100%** of students are considered "choice in", and over half of those students are also from FNE Denver.

Sandoval Campus Information

More details about the demographics of each school on the campus can be found here:

- [DSST CG HS Enrollment Snapshot](#)
- [Northfield HS Enrollment Snapshot](#)



Note: This image is a concept and has not gone through a formal design process.

PROJECT BACKGROUND & CAMPUS DATA

Paul Sandoval Campus is one of the last comprehensive high schools to receive a [student based health clinic](#). Many options have been developed to find space to renovate within the existing buildings' footprint. As the campus is functioning already over capacity, all classrooms and support spaces need to be preserved.

Paul Sandoval is also one of the three high schools (Bruce Randolph and DMLK being the other two) currently without an auditorium. The building is designed as a Performing Arts Center with state-of-the-art Instrumental, Vocal and Drama classrooms.

The request of adding an auditorium came from school leadership in 2018:

- 490 seats
- Control booth
- Ticket/Concession
- Lobby/Vestibule
- Stage

These additions will enrich the student experience at Paul Sandoval.

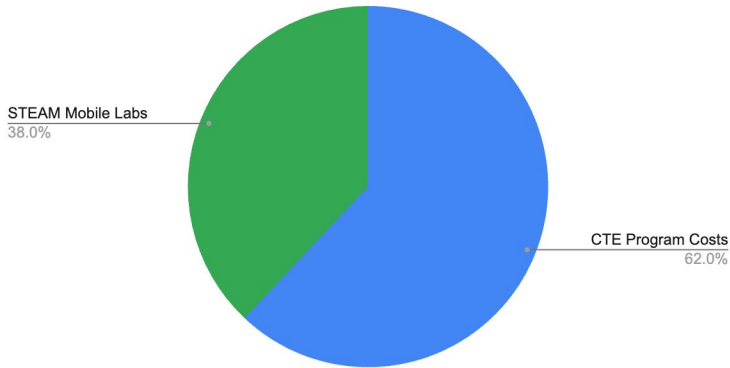
Innovation



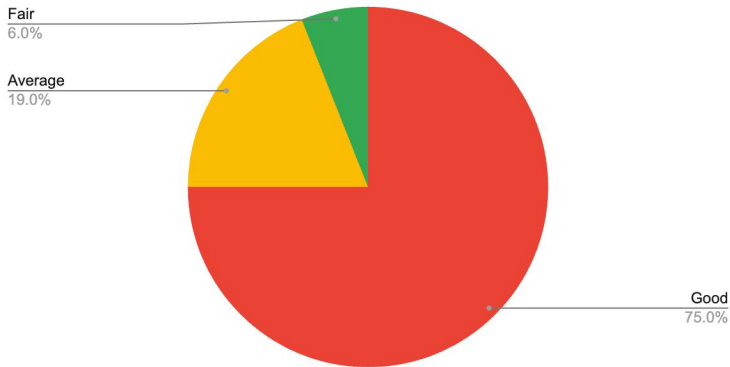
Polling - Innovation

In the previous Innovation meeting the subcommittee was polled on the below questions:

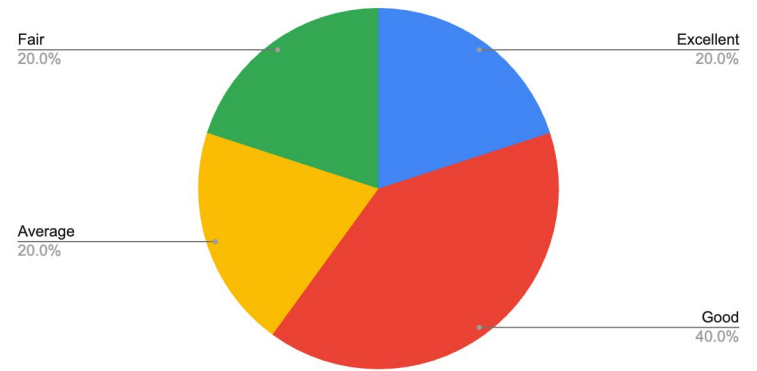
Which of these do you need more information on to better understand the budget allocations?



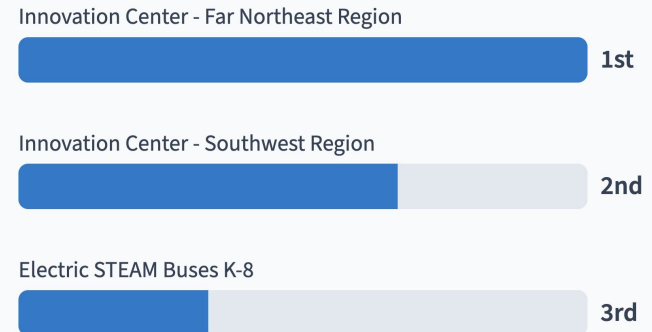
Do you have a good understanding of the Innovation recommendation?



Do you feel that the programs presented provide opportunity for students after high school?



Based upon the information presented tonight, rank which should be prioritized first?



Initial Prioritization - Innovation

During the prioritization process, the each subcommittee member completed a template on Innovation.

The question was asked:

| Innovation | Total Allocation | Yes | No |
|---|---------------------|-----|----|
| Do you agree with the Innovation Proposal that was presented? | \$39,294,225 | 16 | 1 |



Initial Prioritization - Innovation

If the answer was “no”, there was an option to rank priority with above and below the line projects

| Type | Item Description | Proposed or Below the Line Project | Total Allocation | Avg. Priority Rank (1 = highest & 7 = lowest) |
|---|--|------------------------------------|---------------------|---|
| CTE & Innovation | Upgrades to a Far Northeast Campus to include 11 programs for students across schools in the Far Northeast and Northeast regions. | Proposed | \$28,337,725 | 2.1 |
| Equipment for proposed program at Far Northeast Campus | CTE Programming Equipment for the FNE location and associated programs | Proposed | \$2,040,000 | 3.2 |
| Proposed Campus for Career and Technical Education and Innovation | Upgrades to a Southwest Campus to include six new programs for students across schools in the Southwest and Southeast regions. Includes building an automotive lab for EV. | Proposed | \$4,933,500 | 2.6 |
| Equipment for proposed program at Southwest Campus | CTE Programming Equipment for the SW location and associated programs | Proposed | \$960,000 | 4.1 |
| Purchase of 3 Mobile Labs for Integrated Project Based Learning | Each Mobile Lab includes selected Sustainability and STEAM kits for hands on learning in K-8 schools to expose students to Innovation Programs | Proposed | \$3,000,000 | 4.8 |
| Sustainability Building Materials | Upgrades to building construction to include Sustainability projects such as solar panels for two campuses | Below the Line | \$2,000,000 | 5.2 |
| Fourth STEAM/Sustainability Mobile Lab | Expanding K-8 program to include more frequent use within K-8 schools in a year. Include Project based learning kits in STEAM and Sustainability. | Below the Line | \$1,000,000 | 5.2 |

Prioritization

Decision-Making on Innovation

- Review Business Case Proposals
- Discussion
 - Business cases
 - Any agreeance or uncertainty?
 - Any final changes?
- Voting



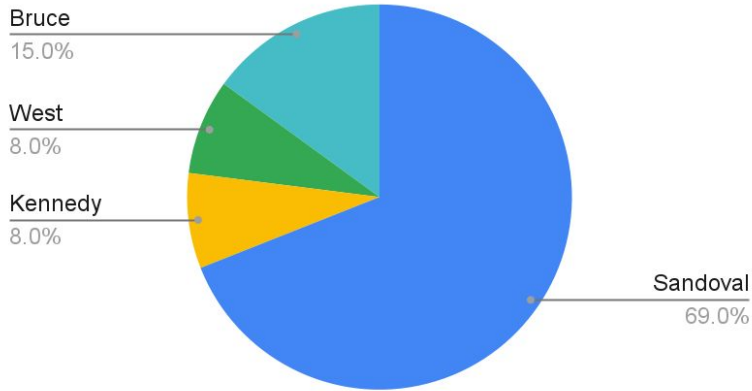
Arts



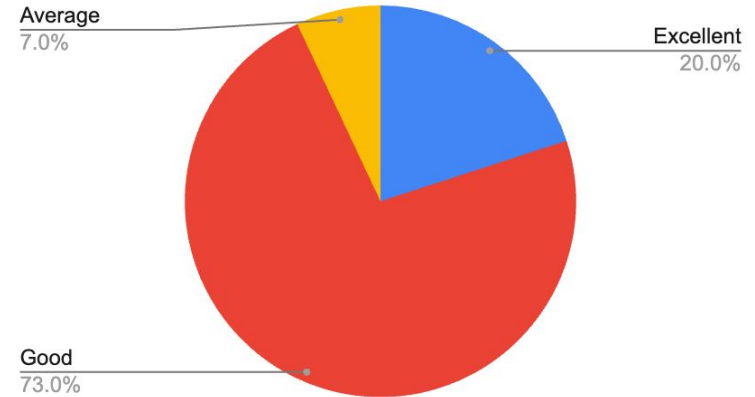
Polling Prioritization - Arts

In the previous Arts meeting the subcommittee was polled on the below questions:

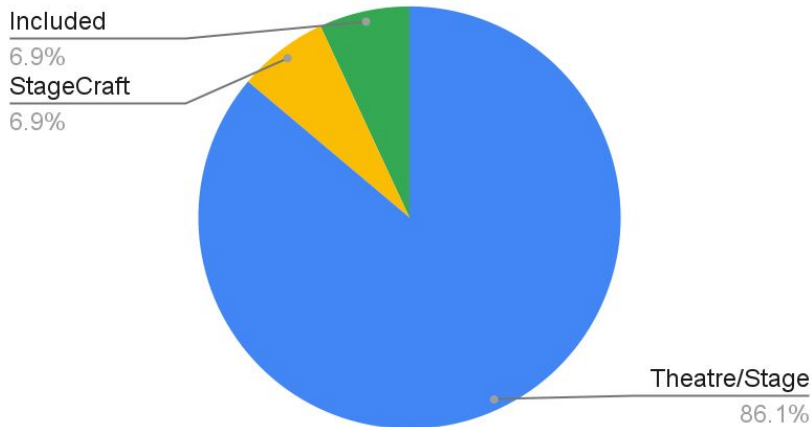
Do you need more information on any schools?



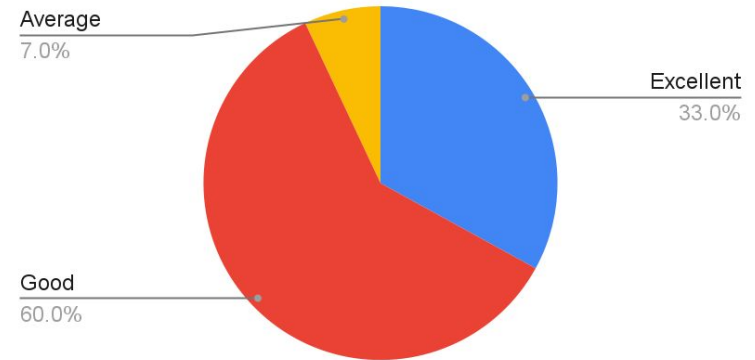
Do you have a good understanding of the Arts Recommendations?



Based on tonight's presentation what should we prioritize?



Do you think the focus of the project enhances the Arts experiences for our students?



Initial Prioritization - Arts

During the prioritization process, the each subcommittee member completed a template on Arts.

The question was asked:

| Innovation | Total Allocation | Yes | No |
|---|------------------|-----|----|
| Do you agree with the Arts Proposal that was presented? | \$20,155,008 | 17 | 0 |



Initial Prioritization - Arts

If the answer was “no”, there was an option to rank priority with above and below the line projects

| Type | Item Description | Number of Schools | Proposed or Below the Line Project | Total Allocation | Avg. Priority Rank (1 = highest & 7 = lowest) |
|---|---|-------------------|------------------------------------|------------------|---|
| High School Theatre Renovations (Including Curtains where applicable) | Stage renovations, facility upgrades, casework, acoustic treatment, sound system, lighting & controls, curtain & rigging systems, scrim & digital projection (3 including curtain upgrades, 2 with no curtain upgrades) | 5 | Proposed | \$5,191,008 | 2.3 |
| High School Theatre Renovations (Seating) | Replacement for 650 seats and incorporate ADA accessible control console (Balcony included if applicable). | 4 | Proposed | \$3,016,000 | 2.9 |
| Flex Classrooms/Creative Labs | Data, Electrical, Partitioned Spaces, and Finishes Upgrades including doors, walls, and lighting. Acoustic treatments, Digital/Audio Production Equipment. | 5 | Proposed | \$2,088,000 | 3.1 |
| StageCraft Classrooms | Renovate Infrastructure included HVAC, dust collection stations, eye wash stations, power and data. | 5 | Proposed | \$9,860,000 | 3.6 |

Initial Prioritization - Arts

If the answer was “no”, there was an option to rank priority with above and below the line projects

| Type | Item Description | Proposed or Below the Line Project | Avg. Priority Rank (1 = highest & 7 = lowest) |
|--|--|------------------------------------|---|
| Additional High School Theatre Renovations (Including Curtains where applicable) at a cost of \$1.5M per building | Stage renovations, facility upgrades, casework, acoustic treatment, sound system, lighting & controls, curtain & rigging systems, scrim & digital projection | Below the Line | 5.0 |
| Additional High School Theatre Renovations (Seating) at a cost of \$754K per building | Replacement for 650 seats and incorporate ADA accessible control console (Balcony included if applicable). | Below the Line | 6.4 |
| Expanding into Middle School Theatre Renovations (Including Curtains) at a cost of \$800K per building | Stage renovations, facility upgrades, casework, acoustic treatment, sound system, lighting & controls, curtain & rigging systems, scrim & digital projection | Below the Line | 6.5 |
| Expanding into Middle School Theatre Renovations (Seating) cost of \$754K per building | Replacement for 650 seats and incorporate ADA accessible control console (Balcony included if applicable). | Below the Line | 7.0 |
| Expand into Elementary School Theatre Renovations (Including Curtains) at a cost of \$800K per building | Stage renovations, facility upgrades, casework, acoustic treatment, sound system, lighting & controls, curtain & rigging systems, scrim & digital projection | Below the Line | 8.7 |
| Additional Flex Classrooms/Creative Labs at a cost of \$224K per building | Data, Electrical, Partitioned Spaces, and Finishes Upgrades including doors, walls, and lighting. Acoustic treatments, Digital/Audio Production Equipment. | Below the Line | 7.5 |
| Additional StageCraft Classrooms at a cost of ~\$2M per building | Renovate Infrastructure included HVAC, dust collection stations, eye wash stations, power and data. | Below the Line | 8.5 |

Prioritization

Decision-Making on Innovation

- Review Business Case Proposals
- Discussion
 - Business cases
 - Any agreeance or uncertainty?
 - Any final changes?
- Voting



Athletics



Criteria Used to Access Athletics

BOC Prioritization Matrix

| Category | Weight | 0 | 1 | 2 | 3 |
|--|--------|---|--|--|--|
| Life / Safety – Ability for School to Safely Operate | 3x | Critical Maintenance/ Facility Does not impact safety | Addresses a life / safety concern that is low priority and does not impact the school's ability to operate | Addresses a life / safety concern that is a medium priority due to the risk of impacting a school's ability to operate | Addresses critical safety violation that directly risks a school's ability to operate |
| | | Code or ADA Does not impact code or ADA | Addresses a low priority code or ADA issue under which DPS has no obligations and presents no negative impacts to students | Addresses a low or medium priority code or ADA issue under which DPS has no obligations but remedying would present a positive student impact | Addresses a high priority code or ADA issue in which DPS has an obligation to remedy the issue and/or would significantly improve the student experience |
| | | Student Safety Does not impact student safety/Mental and Behavioral Health | The project improves student safety/Mental and Behavioral Health (Nice to have) | Project expands existing student safety/Mental and Behavioral Health investment that is working and/or invests in piloting new work | Project will bring DPS facilities into compliance with evolving standards for student safety/Mental and Behavioral Health |
| Supporting Value of Equity | 2x | The school has an equity index <0.5 | Equity index between 0.51 - 1.0 | Equity index between 1.01 - 1.5 | Equity index > 1.51 |
| Aligned with Instructional Priorities | 2x | The project does not impact instruction and academics | The project will improve the student learning environment | The project improves the learning environment and supports new/different instruction | The project directly supports instruction and will support student learning |
| Time Sensitivity | 1x | The project can wait for a future capital request without negatively impacting student experience | The project can wait for a future capital request but would positively impact student experience | The project would enhance the student experience in the near term and/or there is a risk of future cost being significantly higher beyond the rate of construction inflation | The project cannot wait for future funding and the district will fund elsewhere if not from premium to the detriment of other district funded programs |

Initial Prioritization - Athletics

During the prioritization process, the each subcommittee member completed a template on Athletics.

The total Allocation for Athletics: **\$35,772,900**

The question was asked to do a prioritization based on the Bond Oversight Committee's prioritization matrix:



| Type | Item Description | Number of Buildings | Proposed or Below the Line Project | Total Allocation | Total Score based on BOC Weight |
|-------------------------------|--|---------------------|------------------------------------|------------------|---------------------------------|
| 21st Century Upgrades | Schools: Lincoln, Kennedy, North, Manual, Evie Dennis, Jefferson, East, Sandoval Campus (baseball & softball bullpens, batting cages, baseball & softball roofs, softball fence, warning tracks, scoreboards, LED lighting, Baseball LED lighting, elevator, | 8 | Proposed | \$4,750,515 | 3,329 |
| Athletic Site Upgrades | Schools: Lincoln, GW, West, Randolph, Kennedy, North, South, Groff Campus, East | 9 | Proposed | \$19,095,450 | 3,027 |
| Regional Athletics Facilities | Manual, All City Stadium, Evie Dennis | 3 | Proposed | 10,213,830 | 2,030 |
| Outdoor Restrooms | Schools: GW, West, Lincoln, Kennedy, Manual, DMLK, North, South, East, Groff Campus, Montbello, All City. Outdoor restroom facilities | 12 | Below the Line | 17,226,000 | 1,619 |
| Athletic Site Upgrades | Schools: GW, West, North, Jefferson, All City, East. Replace rubberized track | 6 | Below the Line | 13,365,000 | 770 |
| Athletic Site Upgrades | Schools: GW, West, North, Kennedy, Jefferson, South. Resurface tennis courts | 6 | Below the Line | \$5,346,000 | 837 |
| Regional Athletics Facilities | Evie Dennis, All City, Manual | 4 | Below the Line | \$5,902,875 | 724 |
| Athletic Site Upgrades | Schools: Kennedy, South, Lincoln. Convert Aux field to synthetic turf | 3 | Below the Line | 10,516,770 | 424 |

Prioritization

Decision-Making on Safety

- Review Business Case Proposals
- Discussion
 - Business cases
 - Any agreeance or uncertainty?
 - Any final changes?
- Voting





Proposals for Unallocated Funds

Projects Proposed for \$40 Million

| Type | Item Description | Allocation Total | Yes | No |
|------|------------------|------------------|-----|----|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |



Projects Proposed towards remaining Pursuit of Passion

| Type | Item Description | Allocation Total | Yes | No |
|------|-----------------------|------------------|-----|----|
| | Needs to be allocated | \$1,713,105 | | |



Proposals

Recommendations

- Which Business Case Proposals should go forward to the \$40 million?



Next Steps

- Complete the final Google Survey on Voting by May 2
- Remaining Full CPAC meetings
 - May 15 @ Bruce Randolph from 5:30 - 8 p.m.
 - May 28 @ West High from 5:30 - 8 p.m.

**A Huge Thank You for support and
commitment to this process!**



Appendix



Sustainability Prioritization Matrix

| | Category | Reference | Weight | 0 | 1 | 2 |
|---|---|---|--------|--|---|---|
| 1 | Addresses a 5-year goal from the DPS Climate Action Plan | DPS Climate Action Plan (2028 Goal) | 3x | No or little measurable movement toward CAP goals | Some measureable movement toward CAP goals | Significant movement toward CAP goals |
| 2 | Reduces greenhouse gas emissions | DPS Climate Action Plan (North Star - Environmental Protection) | 2x | No or negligible emissions reduction | Some emissions reduction | Significant emissions reduction |
| 3 | Reduces natural resource consumption and waste | DPS Climate Action Plan (North Star - Economic Prosperity) | 2x | No or negligible reduction in consumption | Some reduction in consumption | Significant reduction in consumption |
| 4 | Engages students and/or staff in sustainability | Climate Action Plan (North Star - Social Development) | 1x | No student/staff engagement with sustainability | Some student/staff engagement with sustainability | Significant student/staff engagement with sustainability |
| 5 | Increases environmental justice | DPS Ends Statement 1.6 | 1x | Does not address the fact that marginalized communities are disproportionately impacted by climate change disasters, impacts, etc. | Somehow addresses the fact that marginalized communities are disproportionately impacted by climate change disasters, impacts, etc. | Significantly addresses the fact that marginalized communities are disproportionately impacted by climate change disasters, impacts, etc. |
| 6 | Establishes DPS as a national leader in sustainability and climate action | DPS Ends Statement 1.6 | 1x | Does not support DPS in national leadership in establishing a cultured anchored in sustainability and climate action | Somehow supports DPS in national leadership in establishing a cultured anchored in sustainability and climate action | Significantly supports DPS in national leadership in establishing a cultured anchored in sustainability and climate action |

Sub-Committee Decision Making

Unallocated & Committee Prioritized Funds

Base Recommendation

Subcommittee will create a recommendation based on the allocation for Safe & Welcoming Environments

Guardrails - must stay within dollar threshold; must come to a consensus on all project changes

Not all projects will be able to fit into the base recommendation

Additional Priorities

Subcommittee will then identify additional priorities, not included in their base recommendation, that they recommend be included in the overall bond package

Full CPAC Package

The full CPAC will review the additional priorities that subcommittees present and vote on which projects to include in the full bond package

Role of this Committee

CPAC

- Review and understand the methodology used to prioritize needs and recommendations for each category
- Provide feedback to the team for categories with multiple options
- Recommend project selection within each category
- Recommend allocation for potential additional funding
- Advocate to the public for facility and school needs

DPS

- Provide current condition of DPS buildings and vision for Facility Maintenance and Planning, Design, & Construction
- Detail assessment process used and prioritization criteria for each category
- Communicate with complete transparency
- Timely delivery of data and information

The recommendation is based on DPS's commitment to student achievement, multiple assessments, the Board of Education & the Strategic Roadmap. The committees are responsible for taking these recommendations and prioritizing projects above or below the line that will be presented to the full CPAC.

Initial Overview of Bond Investments

| | | |
|--|---|---|
| Safe & Welcoming Environments | Safety Technology Air Conditioning | \$312 Million <ul style="list-style-type: none">• Vestibules, Door Access, Safety Systems• Classroom Tech., Network Infrastructure & Systems• Full Air Conditioning |
| Pursuit of Passion | Arts Athletics Innovation | \$113 Million <ul style="list-style-type: none">• Stage Renovations & Production• Regional Facilities, 21st Century Updates & Athletic Upgrades• CTE FNE & SW Centers & STEAM Mobile Buses |
| Enabling Conditions | Capacity Maintenance Quality Learning Environments | \$510 Million <ul style="list-style-type: none">• New Buildings• Critical Maintenance, ADA Code, & Facility Life Safety• Improved Learning Environments |

District Critical Priorities:

Gateway K-5

Sandoval Campus Auditorium
and Health Center

ADA/Code

**Undetermined
Projects Funds:**

\$40 Million

