



**District
Mission:**

LCSD Challenges students to reach their fullest potential through personal, engaged and rigorous learning in the classroom and beyond.

**Board
Priorities:**

Ensure all students stay on or above grade level each year and graduate prepared to successfully implement a plan for college or career.

Every day, we are college or career ready.

Provide all students with engaging learning opportunities.

Rigor and engagement are everywhere.

Create a space that is safe, inclusive and welcoming for all.

Diversity and culture make us better.

Plan and execute the capital and human capital investments that will make our district better.

We plan for the future.

Lake County School District Board of Education

Oct. 10, 2022 6:30 pm Regular Meeting

Location: District Office-Room 11 & via Zoom

1. 6:30 Call to order
2. 6:31 Pledge of Allegiance
3. 6:32 Roll Call
4. 6:33 Preview Agenda
5. 6:34 Public Participation

Members of the public who wish to address the board on non-agenda items are welcome to do so at this time. Please sign up with board secretary. We ask you to please observe the following guidelines:

- Confine your comments to matters that are germane to the business of the School District.
- Recognize that students often attend or view our meetings. Speaker's remarks, therefore, should be suitable for an audience that includes kindergarten through twelfth grade students.
- Understand that the board cannot discuss specific personnel matters or specific students in a public forum.

6. 6:45 Consent Agenda
 - a. Sept. 5, 2022 Regular Meeting Minutes
 - b. Employee Status
7. 6:46 Action Item
 - a. Resolution NO. 23-03-Accreditation of Schools
8. 6:55 Oversight Calendar
 - a. College and Career Readiness-Katherine Kerrigan and Kelly Hofer
9. 7:25 RFP/Q Update
10. 7:35 Action Item
 - a. Master Plan Dust Off-Contract for Facility Master Planner
11. 7:40 Discussion items
 - a. Housing update-Paul Anderson
 - b. Housing Authority Update
 - c. Housing Initiative Purpose Statement
12. 8:30 Break
13. 8:35 Budget Sub Committee
 - a. Budget Prioritization
14. 8:35 Discussion Items
 - a. Board compensation-draft survey questions
 - b. Youth Participation in board meetings
15. 9:10 Oversight Calendar
 - a. Policy Review SP-1 through SP-5
16. 9:30 Board Reports
17. Agenda planning
18. Adjourn
19. Upcoming Meetings or events:
 - a. Oct. 12, 2022 Members of the board may attend a walk through at LCIS 11:30 am
 - b. Oct. 19, 2022 Members of the board may attend a walk through at CCHS 10:30 am
 - c. Oct. 24, 2022 Work Session @ 6:30 @ District Office/Zoom
 - d. Nov. 2, 2022 Members of the board may attend a walk through at LCES 9:30 am
 - e. Nov. 9, 2022 Members of the board may attend a walk through at LCIS 9:00 am

Estimated duration of meeting is 2.5 to 3 hours **Updated 10/7//2022

A few welcoming notes:

The board's meeting time is dedicated to its strategic mission and top priorities. • The "consent agenda" has items which have either been discussed prior or are highly routine. By not discussing these issues, we are able to spend time on our most important priorities. • "Public participation" is an opportunity to present brief comments or pose questions to the board for consideration or follow-up. Time limits are 3 minutes for individual speakers if fewer than 20 individuals have signed up to speak; 2 minutes' limit and 5 minutes for groups of 20 signed up; and 1 minute for individual and 3 minutes for groups if more than 30 have signed up to speak. Please see Board Policy GP-14 (Governance Process) for the full policy. The boundaries are designed to help keep the strategic meeting focused and in no way limits conversations beyond the board meeting. • Your insights are needed and welcomed and the board encourages you to request a meeting with any board member, should you have something to discuss. • If you are interested in helping the district's achievement effort, please talk with any member of the leadership team or call the district office at 719-486-6800. Opportunities abound. Your participation is highly desired.



Mision del Distrito:

LCSD desafía a los estudiantes a alcanzar su máximo potencial a través del aprendizaje personal, comprometido y riguroso en el aula y más allá.

Prioridades de la junta:

Asegúrese de que todos los estudiantes se mantengan en o por encima del nivel de grado cada año y se gradúen preparados para implementar con éxito un plan para la universidad o una carrera.

Todos los días estamos preparados para la universidad o una carrera.

Brindar a todos los estudiantes oportunidades de aprendizaje interesantes.

El rigor y el compromiso están en todas partes.

Crea un espacio seguro, inclusivo y acogedor para todos.

La diversidad y la cultura nos hacen mejores.

Planificar y ejecutar las inversiones de capital y capital humano que mejorarán nuestro distrito.

Planeamos para el futuro.

Junta de Educación del Distrito Escolar del Condado de Lake 10 de octubre de 2022 6:30 pm Reunión ordinaria Ubicación: Oficina del distrito y via Zoom

1. 6:30 Llamada al orden
2. 6:31 Juramento a la bandera
3. 6:32 Pasar lista
4. 6:33 Vista previa de la agenda
5. 6:34 Participación pública

Los miembros del público que deseen dirigirse a la junta sobre temas que no estén en la agenda pueden hacerlo en este momento. Regístrese con el secretario de la junta. Le pedimos que observe las siguientes pautas:

- Limite sus comentarios a asuntos relacionados con los negocios del Distrito Escolar.
- Reconozca que los estudiantes a menudo asisten o ven nuestras reuniones. Por lo tanto, los comentarios del orador deben ser adecuados para una audiencia que incluya a estudiantes de jardín de infantes a duodécimo grado.
- Entender que la junta no puede discutir asuntos específicos de personal o estudiantes específicos en un foro público.

6. 6:45 Agenda de consentimiento
 - a. Acta de la reunión ordinaria del 5 septiembre de 2022
 - b. Estado de empleado
7. 6:46 Elemento de accion
 - a. Resolucion Nr. 23-03 Acreditacion de Escuelas
8. 6:55 Calendario de supervisión
 - a. Preparacion universitaria y profesional-Katherine Kerrigan y Kelly Hofer
9. 7:25 Actulizacion de RFP/Q
10. 7:35 Elemento de acción
 - a. Master Plan Dust Off-Contract para el planificador maestro de instalaciones
11. 7:40 Elementos de debate
 - a. Actualización de vivienda-Paul Anderson
 - b. Actualización de la autoridad de vivienda
 - c. Proyecto de declaración de propósito de la iniciativa de vivienda
12. 8:30 descanso
13. 8:35 Subcomité de Presupuesto
 - a. Priorización de presupuesto
14. 8:35 Elementos de debate
 - a. Preguntas de la encuesta sobre el borrador de compensación de la junta
 - b. Participación de los jovenes en las reuniones de la junta
15. 9:10 Calendario de supervisión
 - a. Revisión de políticas SP-1 a SP-5
16. 9:30 Informes de la junta
17. Planificación de la agenda
18. Aplazar

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19. Proxima reunion o evento:

- a. 12 de octubre de 2022 los miembros de la junta pueden asistir a un recorrido en LCIS a las 11:30 am
- b. 19 de octubre de 2022 los miembros de la junta pueden asistir a un recorrido en CCHS a las 10:30 am
- c. 24 de octubre de 2022 sesión de trabajo @ 6:30 @ oficina del Distrito/Zoom
- d. 2 de noviembre de 2022 los miembros de la junta pueden asistir a un recorrido en LCES a las 9:30 am
- e. 9 de noviembre de 2022 los miembros de la junta pueden asistir a un recorrido en LCIS a las 9:00 am
- f.

La duración estimada de la reunión es de 2,5 a 3 horas ** Actualizado 10/7/2022

Algunas notas de bienvenida:

El tiempo de reunión de la junta se dedica a su misión estratégica y sus principales prioridades. • La "agenda de consentimiento" tiene elementos que han sido discutidos previamente o son muy rutinarios. Al no discutir estos temas, podemos dedicar tiempo a nuestras prioridades más importantes. • La "participación pública" es una oportunidad para presentar breves comentarios o plantear preguntas a la junta para su consideración o seguimiento. Los límites de tiempo son 3 minutos para oradores individuales si menos de 20 personas se han inscrito para hablar; Límite de 2 minutos y 5 minutos para grupos de 20 inscritos; y 1 minuto para individuales y 3 minutos para grupos si más de 30 se han inscrito para hablar. Consulte la Política de la Junta GP-14 (Proceso de gobernanza) para conocer la política completa). Los límites están diseñados para ayudar a mantener la reunión estratégica enfocada y de ninguna manera limita las conversaciones más allá de la reunión de la junta. • Sus ideas son necesarias y bienvenidas y la junta le anima a solicitar una reunión con cualquier miembro de la junta, en caso de que tenga algo que discutir. • Si está interesado en ayudar en el esfuerzo de rendimiento del distrito, hable con cualquier miembro del equipo de liderazgo o llame a la oficina del distrito al 719-486-6800. Abundan las oportunidades. Su participación es muy deseada d.

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SCHOOL BOARD MINUTES

Regular Meeting

Sept. 5, 2022

Meeting called to order –Director Contreras called the meeting to order.

Roll Call of Members - The regular meeting of the Board of Directors for Lake County School District R-1 was called to order on Sept. 5, 2022, at 6:32 p.m. and was held at the District Office and via Zoom. Directors Allaman, Baker, Contreras, Federico, Weston and Superintendent Massey were present.

Pledge of Allegiance –Director Contreras led the pledge of allegiance.

Preview of agenda- No changes were needed.

Public Participation- N/A

Approval of consent agenda items- It was moved by Director Baker to approve the consent agenda. Director Federico seconded the motion;

	Allaman	Baker	Contreras	Federico	Weston
Aye	X	X	X	X	X
Nay					
Absent					
Abstain					

motion carried 5-0-0-0.

Project Dream Update- Taylor Trelka was in attendance and reported on summer highlights, shared staffing updates, and went over goals for the 2022-2023 school year.

RFP Dust-off- Superintendent Massey shared the timeline and next steps with the RFP process.

Oversight Calendar- Superintendent Massey shared district performance including CMAS and PSAT/SAT data from last year and gave an update on the start of the year student enrollment numbers.

Strategic Plan Update- Superintendent Massey shared the strategic plan and the working documents that all schools are using and tracking goals for the year. Goal 1 was covered and a short break was taken and the meeting resumed. Goals 2, 3 and 4 were covered.

Budget subcommittee- Superintendent Massey shared what the goals were from last year and asked for input on what the board sees as goals for this year and what the hopes or outcomes of the meetings should be.

Housing Initiative Purpose Statement- Superintendent Massey shared a draft statement and the board shared thoughts on edits. A second draft will go in the next meeting. The board discussed if a member will be looking to apply to be on the housing authority.

Board reports- Director Allaman had no report, the first policy meeting has not happened yet. Director Baker had no report. Director Contreras spoke on hearing of people who were looking to be part of the equity work. Director Federico had no report. Director Weston gave an update on LURA meeting.

Upcoming meetings and agenda planning were discussed.

It was moved by Director Baker to adjourn the meeting. Director Federico seconded the motion; motion carried.

Meeting adjourned at 9:52 pm.

ATTEST:

Erin Allaman, Secretary

Eudelia Contreras, President

**Lake County School District R-1
Employee Status Report
October 10, 2022**

prepared on: 10/4/2022

Certified Staff

Recommended for Hire

<u>Name</u>	<u>Assignment</u>	<u>Degree</u>	<u>License- Endorsement</u>	<u>Experience</u>
<u>Name</u>	<u>Current Assignment</u>	<u>Transfer Assignment</u>	<u>Location</u>	<u>Effective</u>
Green, Megan	LCES ELD Teacher	5th grade teacher	LCIS	10/10/2022

Employees on Administrative Leave

none at this time

Resignations/Terminations

Mascarenas, Angelica	5th grade teacher	LCIS	10/25/2022
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Eudelia Contreras, President

Erin Allaman, Secretary

**Lake County School District R-1
Employee Status Report
October 10, 2022**

prepared: 10/4/2022

Support Staff/Classified

Recommended for Hire

Barraza, Shanti	Project Dream	District	10.03.2022
Chavez, Chantell	Substitute	District/ Center	09.14.2022
Garcia Rosales, Maria	Family Connector	LCIS	10.10.2022
Harvey, Anita	Project Dream	District	09.16.2022
Ortiz, Whitney	Substitute	District	8.25.2022
Rodriguez Gonzales, Patreecia	Substitute	District	8.25.2022
Rodriguez Rangel, Leonela	Substitute	Center	09.12.2022
Roosa, Nicholas	Substitute - Full Time	District	8.25.2022
Rosales, Ailyn	Cook	LCIS	09.14.2022
Ruselavage, Jackson Blake	Project Dream	District	09.20.2022
Seibel, Matthew	Instructional Paraprofessional	CCHS	09.13.2022
Watson, Gabriel	Substitute	District	8.25.2022

Transfers

<u>Name</u>	<u>Current Assignment</u>	<u>Transfer Assignment</u>	<u>Effective</u>
Shimak, Whitney	Preschool Substitute	Preschool Assistant Teacher	Center

Employees on Administrative Leave

none at this time

Resignations/Terminations

Anguiano, Jessica	Preschool Assistant Teacher	Center	09.29.2022
Medina, Kaitlyn	College and Career Readiness Coordinator	LCIS	10.04.2022
Rodriguez, Adriana	Cook	LCIS	09.16.2022

Eudelia Contreras, President

Erin Allaman, Secretary

**Lake County School District R-1
Employee Status Report
October 10, 2022**

prepared: 10/4/2022

Current Openings

Certified/Staff

ELD Teacher	LCES	2022-2023
Social Workers/Counselors	LCHS, LCES, LCIS, CCHS	2022-2023
Special Education Teacher	.5 LCHS	2022-2023
Speech Language Pathologist Assistant	.5 K-12	2022-2023

Classified/Support Staff

Bus Drivers (2)	Transportation	2022-2023
Substitute Teachers	PreK-12	2022-2023
Maintenance Technicians (2)	District	2022-2023

Coaches/Athletics

MS Boys' Soccer Assistant Coach	2022-2023
MS Boys' Soccer Head Coach	2022-2023

*Lake County School District
328 West 5th Street
Leadville, CO 80461
719-486-6800*

RESOLUTION NO. 22-03

WHEREAS, Lake County School District has been accredited by the Colorado Department of Education; and

WHEREAS, the local board of education is required to accredit local schools;

THEREFORE, the Board of Education of Lake County School District R-1 accredits Cloud City High School: Not eligible for review; Lake County High School: Improvement; Lake County Intermediate School: Performance Plan; and Lake County Elementary: Improvement for the 2022-2023 school year.

Secretary

President

Dated: October 10, 2022

Lake County School District
328 West 5th Street
Leadville, Colorado 80461
www.lakecountyschools.net

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Kelly Hofer and Katherine Kerrigan
MEMO PREPARED BY: Kelly Hofer and Katherine Kerrigan
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 30 minutes
ATTACHMENTS: 0

RE: *College and Career Readiness*, Oversight Calendar

TOPIC SUMMARY

Topic for Presentation:

LCHS Counseling Department

CEPA- Recruitment, Placement Testing, Enrollment, and Support

Work with Seniors- College Applications, Scholarships, FAFSA/CASFA, Essays, SAT

Course Selections- Course Requests and Scheduling- 3 goals: Align with career aspirations, real world experiences, student choice

Graduation Progress- Monitoring, Interventions and Credit Recovery

College and Career Exploration- College Fairs and Visits, Career Fair, Pathway Explorer Programs of Study and ICAP

Internship Program

New/Additions to Counseling Programming: ASCENT and Capstones

CCHS Principal

CEPA and students earning COPs and adding CDIP

Class courses in general and enrollment (reengagement efforts of drop-outs)

WBL and the Leadville Economic Development partnership workshop for the Future of Work Bootcamp (CO-Action/Internships)

Community Partnerships within the school and programming (Full Circle, GOL, SWAP, etc.)

Lake County School District
328 West 5th Street
Leadville, Colorado 80461
www.lakecountyschools.net

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Bethany Massey
MEMO PREPARED BY: Paul Anderson
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 15 minutes
ATTACHMENTS: 2

RE: *RFP/Q Update*, Discussion item/Action item

TOPIC SUMMARY

Background: Two responses were received through an RFP/Q process. Each of the companies were sent the same list of additional clarifying questions in lieu of interviews. Proposals are attached along with answers from the clarifying questions.

Topic for Presentation: A recommendation will be presented.

REQUEST FOR QUALIFICATIONS & PROPOSAL (RFQ/P)

FOR A FACILITY MASTER PLAN UPDATE



Lake County School District
Learning Beyond Walls

Request for Qualifications & Proposal for Professional Services

FACILITY MASTER PLAN UPDATE

For Lake County School District

Qualifications Due 09.19.22 @ 1 PM

Provided by: DYNAMIC PROGRAM MANAGEMENT



DYNAMIC
PROGRAM MANAGEMENT

REQUEST FOR QUALIFICATIONS/PROPOSAL (RFQ/P) FOR A FACILITY MASTER PLANNER

Lake County School District

PROPOSAL DUE DATE/DELIVERY REQUIREMENTS- 09.19.2022 @ 1 PM

Deliver 1 electronic copy via email to:

Mr. Paul Anderson, CFO

328 West 5th Street

Leadville, CO 80461

panderson@lakecountyschools.net

All official communication with Candidates and questions regarding this RFQ/P will be via email to the Owner Contact above and the Owner's Representative contact, Katie Droxler, katie.droxler@dynamicpm.com with Dynamic Program Management. **No inquiries will be accepted after the clarification deadline as indicated in the project schedule. Please submit clarification questions and proposals to both Paul Anderson and Katie Droxler via email.**

All Candidate inquiries will be responded to at the same time which will be after the "Clarification Deadline". Responses to clarification will be made available by email to all Candidates who requested the RFQ/P. Candidates should not rely on any other statements, either written or oral, that alter any specification or other term or condition of the RFQ/P during the open solicitation period. **Candidates should not contact any team members, or any individual associated with the Owner or the Colorado Department of Education (CDE) regarding this RFQ/P or this project.**

I. PROJECT SCHEDULE

RFQ/P Available	08.26.2022
Non-mandatory Virtual Pre-proposal Meeting @12:00 PM	09.01.2022
RFQ/P Clarification Deadline by 12:00 PM	09.06.2022
RFQ/P Clarification Responses	09.08.2022
RFQ/P Responses due by 1:00 PM	09.19.2022
Selection Notification OR Interview Invitations	09.23.2022
Interviews (if held)	09.29.2022*
Candidates Notified of Selection	09.30.2022
Contract Accepted by BOE	October 2022
Master Plan Update Complete	January 2023*
*Dates Subject to Change	

The Pre-proposal meeting will be held on 9/1/2022 at 12:00 PM via Zoom. Interested parties may join by using the following link and/or dial-in:

<https://us06web.zoom.us/j/81153330211?pwd=Y1FydWppOHlyc0hOamNWd3ZEUUVMUT09>

Meeting ID: 811 5333 0211

Passcode: 329159

One tap mobile
+17193594580,,81153330211#,,,,*329159# US

Dial by your location
+1 719 359 4580 US
Meeting ID: 811 5333 0211
Passcode: 329159

II. BACKGROUND

Owner Background

Please refer to Lake County School District's website for more information about the Owner:

<https://www.lakecountyschools.net/>

Project Description

Lake County School District intends to engage in a master plan update process to evaluate and identify facility needs to best serve their students, staff and community. The owner wishes for the community to be invited to participate in this process with the selected master planning firm. If the master planning process results in identified need(s) for a large renovation, addition or building replacement at one or more of their facilities, then the district would like to pursue grant opportunities to partially fund these projects and investigate a bond initiative. These grants may include BEST, DOLA, GOCO among others.

The District completed a master plan in 2019 that can be found here: <https://www.lakecountyschools.net/our-next-chapter/2019-facility-master-plan/>

A large portion of the master plan has been implemented with the completion of the new Lake County Elementary School (LCES) BEST Grant project. The new LCES currently serves grades pk-2 and was supported by a bond election and successful BEST Grant application in 2019. The school recently opened for its second school year this month.

The District applied for, but was unsuccessful, in obtaining a BEST Grant in 2022 to build an addition at LCES for grades 3-6. Grades 3-6 are currently located in Lake County Intermediate School (LCIS).

The Board of Education would like the district to re-engage in the master plan process to either confirm the 2022 BEST grant project is the right way to move forward for the district and community or provide the Board with alternatives to address the deficiencies at LCIS.

In addition, the District would like to evaluate long term planning solutions for Cloud City High School. CCHS is the alternative high school program and did not exist in the current form when the last master plan was completed.

Facilities Included in the Scope of Services

Please note CDE and the 2019 Master Plan team has completed facility assessments for the District that can be found in the Master Plan document. In addition, supplemental investigations have been completed for LCIS.

1. Lake County Intermediate School
2. Margaret J. Pitts School (currently District Admin, Cloud City High School and County Head Start)

3. Federico Field (Field/track adjacent to Lake County High School)
4. Transportation Building
5. Lake County Elementary School (update master plan to reflect this project has been completed)
6. General Review of Potential for District Workforce Housing

III. MASTER PLAN UPDATE OBJECTIVE

The objective of the Owner is assistance in the preparation of a facility master plan update that will address both the short term and long term facility needs. The master plan will serve as a "road map" ultimately leading to high performing, 21st century school facilities. The update will provide information to the Board of Education regarding the options to address building deficiencies.

IV. SUBMITTAL REQUIREMENTS

Organize your RFQ/P response using the following outline. Please separate each section with dividers or tabs using the appropriate section labels. **Fees shall be included in the RFQ Submittal.**

SECTION 1 – LETTER OF INTEREST

A maximum two-page letter of interest that includes a synopsis of the firm, business principals, distinguishing characteristics, approach to completing this project, primary contact information, and signed by the principal-in-charge.

SECTION 2 – EXPERIENCE AND QUALIFICATIONS

Please address each criterion listed below as it relates to your firm's relevant experience and qualifications.

1. Identify the individual who will be the main point of contact and the team responsible for providing services for the duration of the project. (the Owner reserves the right to determine the acceptability of these individuals)
2. Provide all team members experience, background and responsibilities including resumes.
3. Describe your firm's past experience with master planning and educational programming.
4. Describe your firm's past experience in considering workforce housing in the context of a facilities master plan, if any.
5. Provide your firm's project organization structure and responsibilities.
6. According to your firm, what is the value of a master plan and what is it used for?
7. What criterion does your firm use to determine if a building should be remodeled or if it should be torn down and rebuilt?
8. Describe your approach to integrating multiple sources of information about an Owner's facilities and community into the master plan.
9. Describe your ability to work with and facilitate multiple stakeholder committees comprised of community members, parents, staff, students, etc.
10. How does your firm provide an in-depth cost evaluation associated with deficiencies in a facility? This should include hard and soft costs.
11. Show your ability/approach to organize and meet schedules.
12. Identify master plans your firm has completed with a similar size and scope to the proposed project.

13. Demonstrate experience, understanding and analyzing school operations, school programs, enrollment projections and demographic data.
14. Understanding of the Owner, its organization and leadership.
15. Identify any other unique challenges/approaches that you have experienced that will assist the Owner with developing a successful master plan and ultimately successfully implement the master plan.
16. Based on your current workforce and staffing in addition to the number of projects your firm currently has under contract or in negotiation does your firm have the capacity to complete this project? What percentage of your firm is currently involved in other projects?
17. This project requires the Candidate to carry, at a minimum, general liability insurance, professional liability and workers' compensation according to State laws.

SECTION 3 – SCOPE OF SERVICES

The Candidate chosen will be expected to develop a master plan through a team effort involving school administration, staff, students, community members, and professional consultants with disciplines in education, planning, programming, architecture, engineering, construction, facility management, facility operations, and technology. The master plan should explore a variety of options, based on a thorough assessment of the facilities, to develop a strategic implementation plan for the long term facility needs.

Please address each of the following items below.

1. Facilities Master Planning Services

Complete the Scope of Services Matrix provided as Exhibit A. Exhibit A is divided into three categories: required services, additional services desired by the Owner, and additional scope offered by Candidate. The Candidate must validate each line in the exhibit by marking either provided or excluded.

The required items in Exhibit A represent the minimum deliverable requested in this RFQ/P. By submitting a response and proposal to this RFQ/P, candidates are agreeing to provide all services associated with the development of the Master Plan deliverable described. In general, these services may include, but are not limited to:

- a. Facilitating Community/Committee Meetings to gather information and seek input;
- b. Reviewing Facilities Assessments already completed and comparing findings with the CDE Statewide Facility Assessment;
- c. Performing square foot, program, and classroom utilization studies to discover and correct inefficiencies;
- d. Assisting Owner and Owner's committees with analyzing information and/or generating options;
- e. Developing multiple options for consideration, and provide adequate information for analysis;
- f. Assisting Owner in prioritizing potential capital projects toward build-out of selected option;
- g. Completing and publishing the Master Plan document as described in deliverable (Exhibit A)
- h. Please note LCIS houses the community indoor pool. The pool has been unable to open because of deficiencies for many months. Some options related to the community pool repairs and/or relocation would be desired in the master plan update report.

In addition to completing Exhibit A, please provide a separate narrative description of your approach to the

scope requested, describing quantity and types of proposed meetings, site visits, unique methodologies, etc. Additional services or scope may be proposed and identified in the final section of Exhibit A, however fees for these services should be identified as a line item in the fee proposal for consideration. Any exclusions from services or deliverables described must be explicitly identified in the submittal.

2. ADD ALTERNATE #1 - Grant Application Support Services

In the event that the master planning process results in the Owner proceeding with a BEST Grant application, the Owner may request assistance with preparation of a BEST grant application. These grant assistance services may include but are not limited to:

- a. Providing technical information regarding the deficiencies to the Owner's Representative preparing the grant application.
- b. Providing technical information regarding the proposed solution to the Owner's Representative preparing the grant application.
- c. Providing programming, floor and site plans to submit for the grant programs.
- d. Coordination of and attendance at meetings as needed and requested (via conference call if possible);
- e. Other duties as required;

If the Candidate is interested in providing Add Alternate #1, please provide a narrative expressing your firm's interest and capacity to complete this scope as presented.

Please note the Owner's Representative will take the lead on compiling and writing the BEST Grant application.

3. ADD ALTERNATE #2 - Bond Issue Support Services

In the event that the master planning process results in a successfully awarded BEST project, the Owner may request the following additional services:

- a. Assistance with providing the Owner with graphic images of conceptual design for the community
- b. Attendance at community meetings to discuss the bond election
- c. Attendance on conference calls and site meetings, answering questions regarding the project, and providing the Owner with information as needed to prepare and communicate the project for the bond election

If the Candidate is interested in providing Add Alternate #2, please provide a narrative expressing your firm's interest and capacity to complete this scope as presented.

SECTION 4 – SCHEDULE

It is expected that your firm has the current capabilities and capacity to complete the master plan by the date listed in the project schedule. Provide a detailed master plan schedule, including milestones, from the notice to proceed date to the completion of the master plan. Provide reasoning, in this section, for any modifications or alterations your firm wishes to make to the recommended project schedule

SECTION 5 – REFERENCES

Provide a comprehensive list of ALL school projects completed or begun within the last 5 years, with contact

information, along with a project description. Identify in the reference list which projects this master team has performed collectively. The Owner reserves the right to check additional references beyond those provided in the submittal.

SECTION 6 – FEE PROPOSAL

Provide a comprehensive fee for the base scope of work and separate fee proposals for the alternates. Please break out reimbursable expenses in the fee proposal. The fee proposal should demonstrate average time commitment by team member (architectural team) for each phase of the master plan.

V. SUBMITTAL REVIEW & SELECTION PROCESS

The selection process consists of two phases, followed by negotiations with the apparent winner.

Phase 1 – RFQP Review

The Owner's Selection Committee will evaluate and score the RFQ submittals based on the selection criteria listed below:

Selection Criteria	Max Point Possible
Section 1: Letter of Interest. How complete and concise was the letter of interest and RFQ/P response? Was the RFQ/P well organized, with complete information responding to all of the submittal criteria?	5 points
Section 2: Experience and Qualifications Provided a comprehensive and insightful experience and qualifications package which highlighted key personnel in addition to other items as stated.	30 points
Section 3: Scope of Services. Candidate has affirmed each of the Owners requirements for this project and demonstrates a clear understanding of Owner's needs and clear direction toward completing scope of work.	20 points
Section 4: Schedule. Ability to complete the planning tasks within the timeframe needed. Submitted complete & understandable schedule.	10 points
Section 5: References. Candidate has provided a comprehensive project list with contact information for projects completed over the last five years.	10 points
Section 6: Fee. Candidate has provided clear, detailed fee information for the base scope of work and add alternates.	50 points
Total Points	125 points

Phase 2 – Interview

If selected by the District to hold interviews, an interview invitation will be sent out to the Candidates with the highest RFQ/P submittal scores on the date noted in the project schedule. The invitation will explain the interview requirements and provide the time and location. The purpose of the interview is to ensure a full understanding of the RFQ/P responses and to introduce key members of the master plan team.

The interviews will consist of a short presentation followed by a longer period for questions and answers. During the short presentation, the lead consultant for the project should be identified along with members of the master planning team. Please note team members that will not be directly working on the project are not invited to the oral interviews.

Lake County School District prefers the interviews to be in-person. However, at the current time, the interviews may be virtual depending on health guidance. Clarification for this will be provided with the interview invitations, but please plan accordingly for either situation.

VII. Acceptance and Rejection

The Owner reserves the right to select any or reject any and all proposals in their best interest. The Owner also reserves the right to pre-qualify any or all Candidates or reject any or all Candidates as unqualified, including without limitation the right to reject any or all nonconforming, nonresponsive, unbalanced, or conditional, qualifications. The Owner also reserves the right to re-solicit, waive all informalities not involving price, time, or changes in the work, and to negotiate contract terms with the apparent successful proposer.

The Owner is not responsible for cost incurred in preparation of this proposal. Proposals will not be returned and become the property of the Owner once submitted. By submitting a proposal all Candidates agree to the terms and conditions of this RFQ/P and the RFQ/P will become part of the awarded Candidates contract. The apparent winner will be responsible for submitting a draft agreement to be used for this project. The Owner and the Owner's legal council will review the agreement and negotiate terms prior to commencement of work.

If the master planning process results in a decision to move forward on a capital project, the Owner will complete a separate competitive selection process to select the design and construction team for that project.

VIII. RFQ/P Supporting Material

1. Exhibit A: Master Planner Scope of Services Matrix (attached to this document)
2. To be completed as part of this submittal

The following are to be utilized by the master planner for reference in developing a master plan. They Are available at CDE's Department of Capital Construction website:

<https://www.cde.state.co.us/capitalconstruction>

1. Capital Construction Assistance Public Schools Facility Construction Guidelines. Master Planner to reference this document as a guideline during the master planning process.
2. Summary of 5B 07-51 re: High Performance Requirements. These requirements apply to building projects receiving 25% or more of state funding.

3. 24-80.1-104 C.R.S. ref: Colorado Historical Society.
4. Public School Facilities Master Plan Guidelines from CDE's Division of Public School Capital Construction Assistance. This document represents the Owner's minimum expectations for the deliverables and associated scope of the master plan.
5. Statewide Facilities Assessment.

Exhibit A

Master Plan Scope Matrix

The following matrix is a worksheet to identify required and optional scope for master planning services, adapted from the CDE Master Plan Guidelines. Please identify the scope represented by your proposal. For items not described in the CDE Master Plan Guidelines, or with enhanced or limited scope, please provide a description in your proposal. Please list any other services proposed in the section provided at the end of the list below. Any non-required scope proposed should be broken out as a line-item in the fee proposal.

Required	Provided	Excluded	I – Table of Contents
X			
Comments			
Required	Provided	Excluded	II - Executive Summary Provide a brief summary of the information provided in the master plan update. At a minimum, the executive summary should include the following with additional detail provided within the body of the master plan: <ul style="list-style-type: none"> • Background and Demographic Information: <ul style="list-style-type: none"> ○ History; ○ Location; ○ Demographics comprising student body and community. • Assessment Findings: <ul style="list-style-type: none"> ○ School educational programming and adequacy; ○ Facility conditions; ○ Future use analysis. • Conclusion.
X	X		
Comments			
Limited to MP Update only			
Required	Provided	Excluded	III – History of the Owner Describe the history of the Owner and the surrounding region, including but not limited to: <ul style="list-style-type: none"> • When was the Owner established and why? • How was the Owner’s name determined? • Provide a timeline of events from the Owner’s establishment to present day describing major growth and decline periods and reason for growth/decline; • Provide supporting graphs and charts; • List any historically significant sites, any building over 50 years of age, or properties owned by the Owner, or located within the Owner’s boundaries.
X	X		
Comments			
May use info. from existing MP for update deliverable.			

Required	Provided	Excluded	IV - Location of Owner’s boundaries <ul style="list-style-type: none">• Provide map illustrating geographic location of the Owner in the state of Colorado;• Provide map delineating the Owner’s boundary lines with facility sites identified;• Describe the location relative to other major cities and services. Include location to higher education facilities, universities, private schools, technical schools and community colleges;• On maps show major highways, streets, roads, railroads, airports and other transportation modes;• Describe the location in terms of elevation and climate trends;• Describe the location in regards to its potential for renewable energy savings. Evaluate the Owner’s location in respect to:<ul style="list-style-type: none">○ Solar;○ Wind;○ Geothermal;○ Biomass.
X	X		
Comments			
May use info from existing MP for update deliverable.			
Required	Provided	Excluded	V – Owner’s demographics <p>An understanding of the demographics is important to determine past, current and future trends. Demographic information should be obtained and collected to provide an understanding of the demographic make-up and resulting needs.</p> <ul style="list-style-type: none">• Owner’s population trends for the last 10-years in general and specifically the last 5-years. Include but don’t limit to:<ul style="list-style-type: none">○ General population;○ Classroom population;○ Decline, increase, stable;○ Median age and is the population getting younger, stable, getting older.• Economics of the general population, including but not limited to:<ul style="list-style-type: none">○ Industry and business make up of the area;○ Are the economics weak, strong, stable?○ Influences that may impact the economics:<ul style="list-style-type: none">▪ Currently;▪ In the next 5-years.○ Median household income;○ Median home cost.• Summary of the performance of the Owner, including but not limited to:<ul style="list-style-type: none">○ Graduation rates;<ul style="list-style-type: none">▪ Percent of pupils that go to college;▪ Percent of pupils that stay in the community;▪ Percent of pupils that move out of the community.○ Test scores;○ Educational programs or specialties;○ Athletics.• Geographic area;• Operation costs:<ul style="list-style-type: none">○ Utilities;○ Maintenance;<ul style="list-style-type: none">▪ Custodial;▪ Systems maintenance.○ Cost per year and cost per SF to maintain each facility.
X	X		
Comments			
May use info from existing MP for update deliverable.			
Would need to update info regarding district performance and operational costs with most recent info since MP.			

Required	Provided	Excluded	VI - Historical Significance <ul style="list-style-type: none">The evaluation shall take into consideration the historical significance of the facility and other community valued attributes. At the earliest stages of planning, if a historical building defined as one that is 50 or more years old may be affected as part of the master planning process, CDE must be contacted to request a determination of effect from the Colorado Historical Society as per CRS 24-80.1-104(2)(a);The master planning team must take into consideration the historical society’s position if a determination is made that the planned project may adversely affect a building of historical significance, and provide CDE with adequate information as part of the consultative process between the two state agencies (CDE & CHS).The process outlined is a time sensitive process and must therefore be prioritized early in the initial phases of the master planning.
X	X		
Comments			
May use info from existing MP.			
Required	Provided	Excluded	VII – BEST Facility Assessment <p>A complete and detailed facility assessment should be performed to evaluate the condition and suitability of all building systems, as part of the Facility Evaluation and Future Use analysis. A CDE statewide facility assessment report is available and may be referenced, however all systems should be independently evaluated by the master plan team. If the CDE Facility Assessment is utilized, note major discrepancies between the professional assessment and the statewide assessment report.</p>
X	X		
Comments			
May use info from existing MP. Will need some updates for Pitts since MP was completed			
Required	Provided	Excluded	VIII - Educational programming and adequacy <p>This portion of the assessment should compare the Owner’s offered programming against the Colorado Academic Standards listed below. If programs are not provided in the areas set forth indicate why. Describe programs that are provided by the Owner not included in the Colorado Academic Standards (VoAg & VoTech) and reason for inclusion. Describe how the Owner’s current facilities meet or are deficient in meeting the educational program needs being taught.</p> <p>Colorado Academic Standards: Dance, Drama and Theatre Arts, Comprehensive Health & Physical Education, English Language Proficiency, Mathematics, Music, Reading, Writing and Communicating, Science, Social Studies, Visual Arts, World Languages.</p>
X	X		
Comments			
May use info from existing MP. Owner would like updated			

analysis for LCIS and CCHS.			
Required	Provided	Excluded	IX - Complete Inventory of facilities This portion of the assessment should include, in spreadsheet format, all facilities owned or leased by the Owner including, educational facilities, administration buildings, gymnasiums, multipurpose facilities, libraries, cafeterias, maintenance buildings, storage buildings, storage sheds, water pump houses, concession stands and sports fields and bleachers. The following information should be included for each facility: <ul style="list-style-type: none">• Name of facility;• Address of facility;• Use of facility (i.e. elementary school, preschool, etc.);• Square footage of facility;• Year built;• Description of construction (i.e. slab on grade with masonry walls and metal roof, etc);• Additions to facility:<ul style="list-style-type: none">○ Use of addition;○ Square footage of addition;○ Year of addition;○ Description of construction. Provide a site plan of each facility locating the property line along with notes of important site and building elements. The use of satellite map imagery illustrates site and building elements. Provide floor plans with graphic scale of education facilities when possible.
X	X		
Comments			
May use info from existing MP for update. Will need update for the new LCES and CCHS location.			
Required	Provided	Excluded	X - Facility Evaluation and Future Use Analysis <ul style="list-style-type: none">• Provide a separate overall building analysis describing the condition and educational suitability of each of the buildings, the most pressing and long-term needs, and any additional relevant comments that would assist the reader in gaining a snapshot understanding of the buildings condition and needs. Provide relevant “titled” photos that support the Master Plan;• Floor plans are helpful in the Master Plan for all educational programmed spaces clearly identifying all current and existing educational programs within the floor plan. If as-built drawings are not available a sketch showing all current and existing programmed spaces within the buildings should be adequate;• Provide a professional evaluation on the structural soundness of each building;• Evaluate the building envelope including exterior wall and roof construction;• Evaluate all facilities and key building components compared against “Capital Construction Assistance Public Schools Facility Construction Guidelines”. (This document is available on the CDE’s web site under capital construction grants);• Each facility should be field assessed/reviewed to determine all the facilities deficiencies, and to provide repair/replacement cost associated to each identified deficiency. The assessment evaluation should utilize a facility condition index (FCI) or equal evaluation
X	X		
Comments			
May use info from existing MP, but will need to update for LCES, LCIS (future use) and CCHS.			

			<p>approach;</p> <ul style="list-style-type: none">• The Statewide Facilities Assessment may be utilized in the assessment portion of the master plan, however it is not a substitute for further in-depth condition assessment of all building systems by the master planning team;• List major code violations for ADA accessibility, fire safety systems, life safety systems, electrical systems, and mechanical and plumbing systems.
Required	Provided	Excluded	XI - Energy, HVAC, O & M Analysis <ul style="list-style-type: none">• Include a code review and energy efficiency evaluation. Include utility costs and other operating costs for each building. Identify areas of the building where thermal comfort is not being achieved through adequate heating, cooling and natural ventilation and identify areas where the thermal envelope is compromised. Identify areas not meeting current energy codes;• Evaluate the major heating and cooling systems for energy efficiency, condition and operation and also evaluate the lighting systems for energy efficiency, condition and operation.
X	X		
Comments			
May use info from existing MP. Will need to be updated for LCES and CCHS.			
Required	Provided	Excluded	XII - SF Analysis <p>Master Plan materials should:</p> <ul style="list-style-type: none">• Clearly outline the total SF and the SF for each facility;• Identify SF/pupil;• Identify capacity of the current facilities compared to the current enrollment and how it relates to the programs being delivered;• Include a utilization matrix showing how the facilities are currently utilized.
X	X		
Comments			
May use info from existing MP. Will need to be updated for LCES, LCIS and CCHS			
Required	Provided	Excluded	XIII - Site Evaluation <ul style="list-style-type: none">• Include site evaluations including bus/vehicle/pedestrian traffic patterns, sports fields, soft and hard playground surfaces, parking lots and safe parent/student/staff conditions, ADA compliance for general use of the building, site lighting, site drainage, and deficiencies noted;• Emergency and fire department access to site and building for existing and proposed site
X	X		
Comments			

May use info from existing MP. Will need to be updated for LCES and CCHS			<div>improvements and building improvements;</div> <div><div></div><div>Master plan should include evaluation of existing utility infrastructure and its location with respect to the existing and proposed facilities for power, water, sanitary and storm sewer, and telecommunication systems;</div><div></div><div>Acreage for each site.</div></div>
Required	Provided	Excluded	<div>XIV – Technology</div> <div>Describe the technology infrastructure:</div> <div>Network Topology</div> <div><div></div><div>Type of cabling;</div><div></div><div>Age of hardware;</div><div></div><div>Security of servers;</div><div></div><div>Source and bandwidth of internet connectivity.</div></div> <div>Network Infrastructure</div> <div><div></div><div>Data network equipment;</div><div></div><div>Voice network equipment;</div><div></div><div>Firewall and security;</div><div></div><div>Backup and Recovery;</div><div></div><div>Availability and campus connectivity if applicable.</div></div> <div>System Standards and Specifications</div> <div><div></div><div>Operating System;</div><div></div><div>Active directory standards;</div><div></div><div>Email Services;</div><div></div><div>Wireless Services.</div></div> <div>Educational Technology</div> <div><div></div><div>Smart Boards;</div><div></div><div>Student Equipment;</div><div></div><div>Laboratory Equipment;</div><div></div><div>Other Classroom Equipment.</div></div>
X	X		
Comments			
May use info from existing MP. Will need to be updated for LCES and CCHS			
Required	Provided	Excluded	<div>XV - Future Use Analysis</div> <div>Include analysis and narrative regarding the Owner and/or community’s current and future use of any facilities that are changing usage as a result of the planning process.</div>
X	X		
Comments			
May use info from existing MP. Will need to be updated for LCES and CCHS.			

<p>Future uses, including community use of LCIS will need to be studied.</p> <p>Future sites and solutions for staff housing should be studied as part of this master plan update.</p>			
Required	Provided	Excluded	<p>XVI – Strategic Plan for Implementation</p> <p>From the findings develop a strategic plan that establishes options for specific directions and actions to implement the Owner’s master plan.</p> <p>Options for Facilities</p> <ul style="list-style-type: none">• If applicable multiple options should be presented with associated costs, narrative discussion, life cycle analysis, and pros/cons of each option;<ul style="list-style-type: none">○ Impact on educational delivery;○ Itemized cost, including how cost are determined;○ Impact on operating cost• Indicate the impact of options/recommendations/conclusions/proposed construction to the adjacent properties, streets, infrastructure and general area;• Provide a narrative that summarizes each of the options explored and use a matrix type exhibit for detailed pros/cons;• Indicate the impact on the community for each option presented;• Long range impact of implementing or not implementing each option including: educational delivery, initial cost, operation and maintenance costs and projected energy costs. Compare these costs to their current O & M and energy costs of operating the existing facilities. <p>High Performance Objectives</p> <p>High performance objectives/components should be evaluated and included as part of the master plan process including a LEED, CHPS, or Green Globes scorecard (if applicable) and narrative of high performance opportunities that can be achieved.</p> <p>Funding</p> <p>A funding discussion should be included noting multiple funding sources and a plan for contacting and applying/soliciting funding from each source.</p> <p>Capital Renewal</p> <p>A capital renewal plan should also be a part of the strategic plan. The capital renewal plan allows the Owner to plan for replacement costs in the future when the major building systems require replacement</p> <p>Prioritized long-term (5-10 year) project implementation list with cost estimates</p>
X	X		
Comments			
May use info from existing MP.			
Will need to be updated for LCES, LCIS and CCHS.			
In addition a strategic plan for future staff housing should be identified in the MP update.			

			<p>Relevant information regarding an implementation plan, phased if needed, should be included with the master plan.</p> <p>Provide in spreadsheet or database format a list of five year projects required to satisfy deficiencies identified in the facility assessment. Each project shall be accompanied with a cost estimate utilizing RS Means cost data, or equal. Projects proposed in years 2-5 should take inflation into account.</p>
Required	Provided	Excluded	XVII - Conclusion <p>This section should clearly and concisely convey the final solutions and the rationale behind the final solutions determined through the master plan process. The following topics should be covered at a minimum:</p> <ul style="list-style-type: none">• Document master plan process in detail with brief narrative descriptions of each meeting held as part of the master planning process;• Identify team members involved and their roles. Provide contact information for each member;• Include all ideas discussed and options explored;• Describe overall methodology.
X			
Comments			
Required	Provided	Excluded	ADD ALTERNATE #1 - Grant Application Support Services <ul style="list-style-type: none">• Ensuring that all costs (hard, soft, and owner) and scope are included in grant application;• Ongoing communication with the Owner;• Coordination of and attendance at meetings as needed and requested (via conference call if possible);• Reviewing BEST application requirements and familiarization with BEST grant information from CDE website;• Compare master plan assessments with Owner’s CDE Facility Assessment data, and coordinate notable discrepancies with CDE staff;• Communication and cooperation with CDE staff as needed;• Documentation required by CDE to provide to the Colorado Historical Society as applicable;• Preparing the BEST grant application including scope narrative for final Owner approval;• Preparing LEED, CHPS, and/or Green Globes scorecard and narrative;• Providing additional information required for CDE to complete the analysis of the grant application;• Acting as a liaison for the Owner for CDE follow-up grant questions;• Other duties as required;
X			
Comments			
Please see RFQ/P document			
Required	Provided	Excluded	ADD ALTERNATE #2 - Bond Issue Support Services <ul style="list-style-type: none">• Assistance with providing the Owner with graphic images of conceptual design for the community;• Attendance at community meetings to discuss the bond election;• Attendance on conference calls, answering questions regarding the project, and providing the Owner with information as needed to prepare and communicate the project for the bond
X			
Comments			

Please see RFQ/P document			election.
Required	Provided	Excluded	Additional scope offered by Candidate :
Comments			

REQUEST FOR QUALIFICATIONS & PROPOSAL (RFQ/P)

FOR A FACILITY MASTER PLAN UPDATE



Request for Qualifications & Proposal for Professional Services

FACILITY MASTER PLAN UPDATE

For Lake County School District

CLARIFICATION #1

September 8, 2022

Provided by: **DYNAMIC PROGRAM MANAGEMENT**



DYNAMIC
PROGRAM MANAGEMENT

Request for Qualifications & Proposal – Clarification #1

A. Procurement Schedule Remaining

RFQ/P Responses due by 1:00 PM	09.19.2022
Selection Notification OR Interview Invitations	09.23.2022
Interviews (if held)	09.29.2022
Candidates Notified of Selection	09.30.2022

B. Documents Issued to Date

- a. Lake County School District Facility Master Plan Update RFQP
- b. Exhibit A - Master Plan Scope Matrix

C. Documents Issued with This Addendum

- a. Lake County School District Facility Master Plan Update RFQP – Clarification #1 (this document)
- b. Lake County School District Facility Master Plan – Clarification Q & A (attached)

End – Clarification #1

Lake County School District Facility MP RFQ/P Clarification Q/A

Question No.	Question(s)	Response(s)
1	Should we include on our team a pool consultant, who would ultimately be responsible for putting together a detailed assessment of the issues with the pool at LCIS and recommended solutions. Each of the solutions then would have an estimated cost of construction?	At this time, a pool consultant is not needed for the Master Plan Update.

LCSD Facility Master Planner RFQ Scorecard

	Hord Coplan Macht	RTA Architects	NOTES:
1. Letter of Interest (1-5 Points)			
2. Experience and Qualifications (1-20 points)			
3. Scope of Services (1 - 20 points)			
4. Schedule (1 - 15 Points)			
5. References (1-10 Points)			
6. Fee (1-30 Points)			
100 POINT TOTAL:	0	0	
Rank	0	0	



Lake County School District
Learning Beyond Walls

Follow-up Questionnaire

RFQ/P for Facility Master Plan Update Services

Response Deadline: October 3rd, 2022, by 5:00 PM

Please email responses to colleen.kaneda@dynamiccpm.com and panderson@lakecountyschools.net

1. Regarding the facilities assessment as addressed in your Scope, could you please confirm:
 - a. The buildings included in the assessments.

RTA would like to visit all District facilities for a cursory review of the existing conditions. RTA is willing to assess any facilities necessary through discussions with the District. Based on the RFP, RTA would focus reviewing and supplementing the information for Lake County Intermediate School and Cloud City High School. We would review the supplemental investigations for the six facilities listed in the RFP and discuss if further action is required.
 - b. Please explain for each of the assessment consultants (electrical/mechanical, etc.) what specific assessments will be conducted and what outcomes/reports will be provided to the district as a result of the assessment.

RTA's MEP consultant would review both schools and provide an assessment of LCIS and CCHS systems. The report would include the type and condition of each system, age, estimated cost to either repair, refurbish, or replace the systems. We would propose to use Cator Ruma & Associates for the MEP assessment. Cator Ruma & Associates has completed over 100 K12 school projects across Colorado. Cator Ruma is working with RTA in Idaho Springs currently on an elementary school renovation. Cator Ruma has also recently worked with RTA on Newton Middle School, three projects for Strasburg school District, two projects in Nederland, Colorado, and Peak Vista High School for Aurora schools.

- c. Please provide more detail about the expertise of the personnel who will be providing the assessments (professional engineers, registered architects, etc.)

See resumes in original submittal. RTA key staff are all registered architects with extensive K-12 school experience.

In summary here is the K12 experience of your team:

Doug Abernethy – 26 years of K-12 experience

Mike Riggs – 15 years plus of K-12 experience.

Ericka Everett – 5 years of K-12 experience.

Don McReynolds – 22 years of K-12 experience.

In addition, our 2 other K-12 Principals, Brian Calhoun and Ken Gregg, both have over 20 years of K-12 experience.

Cator Ruma & Associates

Dennis Rudko (mech) – 20 years of K-12 experience

Maddie Grego (mech) – 7 years of K-12 experience

Michael Green (electrical) – 7 years of K-12 experience

2. Confirm the scope Exhibit A provided with all the notes in the first column are included in the proposal. If any scope is excluded, please identify. Yes, scope is included in fees. The majority of master plan sections will remain as is with existing data, or slightly updating the data based on discussions around the LCES and CCHS or updating district data based on trends the last several years. The affordable housing component will require further discussion on a strategic approach to address this issue with the District, Town of Leadville, and County.

I wanted to take a moment and discuss Alternate 1 for grant support. We included a fee of \$8,500 based on the RFP. RTA has worked on over 15 BEST grants and even worked on several projects with CDE before the BEST program was created. We have extensive experience supporting Districts and Owners Representatives in the BEST grant process. It really requires all parties to contribute to complete a BEST grant appropriately. Depending on the level of involvement of RTA in the process we can revisit this fee. Sometimes the updates are small to the BEST grant, other times RTA is asked to play a more significant role filling out the application. The approach by “this team” will influence the fees required to support the effort.

3. Your proposal has a specific section to address the fee estimate. Please clarify how you came to propose the number of hours that you did. Would your firm be willing to convert the proposed lump sum to an hourly not-to-exceed fee? After a discussion with the District leadership and defining the scope of work, number of trips, and requested deliverables, yes RTA could convert the fee agreement to either a lump sum or hourly not to exceed.
4. One outcome our board is looking for is a cost comparison between building a new LCIS facility versus renovating LCIS. Please provide more detail on how this comparison will be calculated and the proposed entity/team member that would be responsible for cost estimating services.

- a. RTA has completed similar evaluations for Platte Canyon School District, Ridgway School District, Canon City School District, Montrose School District, and we are currently working on a similar master plan update for Manitou Springs School District. RTA is very comfortable providing this perspective due to our over 20 years of K12 experience in Colorado and over \$750 million dollars of K-12 education work. Steps to compare the cost of renovating the existing facility vs a new facility.
 - i. Evaluate existing school.
 - 1. Identify deficiencies and associated cost.
 - 2. Identify if any deficiencies cannot be overcome, such as structural issues, lack of land area, poor soils, or prolonged disruption of learning.
 - 3. Quantify total project cost including moving expenses, disruption to learning, cost of portable classrooms and duration.
 - 4. Quantify adequacy of existing school. School student capacity, land area, playgrounds, vehicular access.
 - 5. Have an independent construction estimator (Bob Stanton) provide an estimate and validate with General Contractors with mountain experience. Such as FCI out of Grand Junction.
 - ii. Create a concept for a new school.
 - 1. Create a preliminary space program.
 - 2. Identify location of school and understand utility configuration.
 - 3. Identify comparable schools in mountain communities for reference and provide pricing.
 - 4. Have an independent construction estimator (Bob Stanton) provide an estimate and validate with General Contractors with mountain experience. Such as FCI out of Grand Junction.

Comparative data can be presented to a master plan assistance team or to the board as a part of the work session. In Platte Canyon we also presented comparable data to the community and had the community vote on a preferred approach to the elementary school.

Given today's cost environment, the District expects the cost estimating services to be from a firm that has direct experience building in Lake County with Lake County specific cost data. This was not clarified in the RFQP document, so if a change in cost estimating firms is needed at this time, that is acceptable to the District. Please also confirm the cost estimating services are included in the fee proposal.

Bob Stanton is an independent estimator that has worked with RTA for 15 plus years estimating K-12 projects for our office. Bob will provide an independent estimate based on his over 30 years' experience in Colorado. Bob also owns and operates a small construction company in Colorado Springs. Bob's proven track record with RTA is very good and he maintains a thorough data base and has

provided objective independent pricing on multiple RTA projects. As a part of this process we can seek alternate opinions from several General Contractors to validate the estimate. We have extensive experience with FCI constructors and Diesslin Structures, Inc which both have extensive mountain construction experience including in Lake County. A more detailed estimating process could add some additional cost depending on the level of data needed.

5. Demographics: please confirm how this was addressed in your proposal, who will be providing the services and the cost is included.
 - a. We included Western Demographics, Shannon Bingham, in our proposal. Shannon has provided demographic services for over 20 years in Colorado. Shannon has worked with RTA for 15 plus years on numerous master plans across the state. Shannon worked with RTA in Ignacio, Lewis Palmer School District, and most recently with RTA and the Montrose School District. For this master plan update Shannon would review district collected demographic and enrollment data and provide a cursory evaluation of trends in Lake County. The cost of this service is included in our fees.
6. How will your team handle Spanish translation/interpretation for materials/during public input sessions?
 - a. RTA traditionally relies on the school District to provide these resources. Many a staff member in the ESL department knows the local community, parents, and students on a first name basis. This traditionally builds on established relationships in the community and allows for a more open dialogue. If necessary, RTA can assist with identifying an outside party to assist in this process.

Thank you again for the opportunity to work with Lake County School District. RTA as a Colorado owned company truly values the opportunity to support our neighbors throughout the state. We pride ourselves on Principal / Company Owner led relationships with our clients and believe we are one of the most experienced and best performing architectural firms specializing in K-12 schools in the state. I am happy to talk to you on the phone or come up for a visit if I can answer any additional questions.

Thank you.

A handwritten signature in blue ink that reads "Doug Abernethy AIA". The signature is stylized with a large "D" and "A".

Doug Abernethy AIA

719-229-4939



Mechanical Principal

Education

Michigan Technological University
1985 Bachelor of Science Mechanical Engineering

Registration

Professional Engineer:
Colorado (36861)
Arkansas (11009)
Illinois (062-053417)
Michigan (6201038259)
Ohio (E63936)

Professional Affiliations

American Society of Heating,
Refrigerating and Air-Conditioning
Engineers (ASHRAE)

National Council of Examiners for
Engineering and Surveying (NCEES)

Experience

Years of Experience: 37

Joined CRA in 2002

Biography

Dennis joined Cator, Ruma & Associates in 2002 as a mechanical engineer and assumed the role of Associate in 2005. He became a Principal in 2007. His expertise in a multitude of mechanical systems is a vast resource for his associates and design team members. He is particularly knowledgeable in the areas of K-12, healthcare, and higher education. Dennis is known for creative solutions to engineering challenges and routinely applies new and innovative technology in his designs.

Relevant Project Experience

Eaton School District, Eaton, CO

- Master Planning
- Eaton Elementary School Renovation
- Eaton Middle School Renovation
- Eaton High School (New Facility)
- Transportation Building/Maintenance Warehouse Building (New)

Fowler School District, Fowler, CO

- Master Planning
- Fowler Middle School/High School

Platte Canyon School District, Bailey, CO

- Master Planning

Pueblo School District 60, Pueblo, CO

- Facilities Assessment

Strasburg School District, Strasburg, CO

- Master Planning
- Strasburg High School Renovation
- Strasburg Elementary School Renovation and Addition

Aurora Public Schools, Aurora, CO

- Vista Peak Preparatory High School (New Facility) - LEED Gold
- Vista Peak Preparatory High School Phase II (Addition)

Boulder Valley School District, CO

- New Horizons K-8 Renovation, Boulder
- Lafayette Elementary School Renovation/Upgrades, Lafayette
- Crestview Elementary School Renovation/Upgrades, Boulder
- Flatiron Elementary School Renovation/Upgrades, Boulder

Jeffco Public Schools, Golden, CO

- Maple Grove Elementary School Renovations

Littleton Public Schools, Littleton/Centennial, CO

- Newton Middle School Replacement Facility
- Educational Services Center Security Command Center

St. Vrain Valley School District, CO

- Longmont High School Renovation, Longmont
- Soaring Heights PK-8 School (New Facility), Erie
- Skyline High School Addition, Longmont

Adams 14 Schools, Commerce City, CO

- Alsup Elementary School Replacement



Electrical Project Manager

Education

Drexel University 2009 Bachelor of Science Electrical Engineering with an Emphasis on Power Systems

Registration

Professional Engineer:
Colorado (59426)
Pennsylvania (84335)

Professional Affiliations

Institute of Electrical and Electronics Engineers (IEEE)

Experience

Years of Experience: 15

Joined CRA in 2018

Biography

Michael has 15 years of experience across a multitude of institutional project types, including K-12 facilities, higher education facilities, healthcare facilities, manufacturing, laboratories, and municipal projects. He has experience designing a variety of building systems, including controls, lighting, emergency and standby generator systems, primary and secondary power distribution, and UPS systems. As our proposed Electrical Project Manager, he will provide design and coordination for electrical systems, and also assist in maintaining the schedule.

Project Experience

Eaton School District, Eaton, CO

- Benjamin Eaton Elementary School Renovation and Upgrades
- Eaton Middle School Renovation
- Eaton Elementary School Renovation
- Eaton High School (New Facility)

Weld County RE-5J School District, Johnstown/Milliken, CO

- Elwell Elementary School Replacement

Boulder Valley School District, CO

- Lafayette Elementary School Renovation, Lafayette

Jeffco Public Schools, CO

- Open School Renovation and Addition, Lakewood
- Marshdale Elementary Replacement Facility, Evergreen
- Warren Tech South (New CTE Facility), Littleton
- Alameda High School Renovation, Lakewood
- Fairmount Elementary School HVAC Upgrade, Golden
- Emory Elementary School Renovation, Lakewood
- Red Rocks Elementary School Renovation, Morrison
- Westgate Elementary School Renovation, Lakewood

Littleton Public Schools, CO

- Franklin Elementary School Renovation, Centennial
- Newton Middle School Replacement Facility, Centennial

Westminster Public Schools, CO

- Scott Carpenter Middle School HVAC Upgrade and Renovation, Westminster
- Early Childhood Center HVAC Upgrade and Addition/Renovation
- Ranum Middle School Generator Replacement, Denver
- Fairview Elementary School ASP Program Classroom Remodel, Denver
- Skyline Vista PK-8 School (New Facility), Denver

Adams 14 Schools, Commerce City, CO

- Alsup Elementary School Replacement



Mechanical Project Manager

Education

The Pennsylvania State University
2012 Bachelor of Architectural
Engineering

Registration

Professional Engineer:
Colorado (52501)

Professional Affiliations

American Society of Heating,
Refrigerating, and Air-Conditioning
Engineers (ASHRAE)

Experience

Years of Experience: 10

Joined CRA in 2015

Biography

Maddie joined Cator, Ruma & Associates in 2015. She has worked on complex campus type projects that required coordination of multiple buildings and systems for educational facility and healthcare projects. Maddie's meticulous attention to detail is a benefit to any project team, and her flexible mindset and ability to adapt quickly to design changes contributes to a nimble design team.

Project Experience

Eaton School District, Eaton, CO

- Master Planning
- Eaton Elementary School Renovation
- Eaton Middle School Renovation
- Eaton High School (New Facility)
- Transportation Building/Maintenance Warehouse Building (New)

Adams 14 Schools, Commerce City, CO

- Alsip Elementary School Replacement

Fowler School District, Fowler, CO

- Master Planning
- Fowler Middle School/High School

Platte Canyon School District, Bailey, CO

- Master Planning

Pueblo School District 60, Pueblo, CO

- Facilities Assessment

Strasburg School District, Strasburg, CO

- Master Planning
- Strasburg High School Renovation
- Strasburg Elementary School Renovation and Addition

Brighton School District 27J, Brighton, CO

- Brighton High School Prairie View High School CTE Center

Boulder Valley School District, CO

- New Horizons K-8 Renovation, Boulder
- Lafayette Elementary School Renovation/Upgrades, Lafayette
- Crestview Elementary School Renovation/Upgrades, Boulder
- Flatiron Elementary School Renovation/Upgrades, Boulder

Jeffco Public Schools, CO

- Maple Grove Elementary School Renovations
- Open School Renovation and Addition, Lakewood
- Warren Tech South (New CTE Facility), Littleton

St. Vrain Valley School District, CO

- Longmont High School Renovation, Longmont
- Skyline High School Addition, Longmont
- Aspen Ridge Preparatory School Addition, Erie

Mapleton Public Schools, Denver, CO

- Monterey Community School Renovation
- Trailside Academy (New Facility)



Lake County School District
Learning Beyond Walls

Follow-up Questionnaire

RFQ/P for Facility Master Plan Update Services

Response Deadline: October 3rd, 2022 by 5:00 PM

Please email responses to colleen.kaneda@dynamiccpm.com and panderson@lakecountyschools.net

1. Regarding the facilities assessment as addressed in your Scope, could you please confirm:

- a. The buildings included in the assessments

The buildings we included in our scope and fees are the following, as presented in the RFP:

1. Lake County Intermediate School
2. Margaret J. Pitts School
3. Federico Field (Field/track adjacent to Lake County High School)
4. Transportation Building
5. Lake County Elementary School (update master plan to reflect this project has been completed)
6. General Review of Potential for District Workforce Housing
(interpreted as assessing the appropriateness and feasibility of potential sites for such housing)

- b. Please explain for each of the assessment consultants (electrical/mechanical, etc.) what specific assessments will be conducted and what outcomes/reports will be provided to the district as a result of the assessment.

Mechanical Assessment, completed by IMEG, will include evaluation of:

Plumbing Fixtures and Equipment
Plumbing Infrastructure (Piping and water Service entries)
Drain Systems
HVAC Equipment and distribution / ductwork
HVAC system adequacy / comfort levels
HVAC apparent energy efficiency
Controls System if present

Electrical Assessment, completed by IMEG, will include evaluation of:

Lighting Fixtures, Equipment and Controls
Outlets
Power and Electrical Infrastructure (wiring / panels, service, and service capacity)

Technology Assessment, completed by IMEG, will include evaluation of:
Information Technology systems and equipment
Security Systems and Equipment
Catalog of Technology information described in Exhibit A

The outcomes of these assessments will be some narrative reports along with line-item recommendations that can be used by FCI to provide pricing for upgrades and code-compliance.

- c. Please provide more detail about the expertise of the personnel who will be providing the assessments (professional engineers, registered architects, etc.)

The assessment of each building will be conducted by Matt Porta, AIA, Lyn Eller, AIA, or Joel Pehrson, AIA. Each is a registered Architect with more than 20 years of experience working in PK-12 school design. Lyn has over twelve years' experience in K-12 master planning, school assessments, and BEST grant writing.
For IMEG, Christine Williams (Electrical), Brian Eagleton, PE (Mechanical), and Adam June (Technology) will conduct systems assessments at each facility. Christine has 25 years of experience in electrical design for both education and multi-family residential. Brian has 15 years of experience with HVAC and plumbing design for educational facilities. Adam has over 30 years of experience with low-voltage and information technology systems.

2. Confirm the scope Exhibit A provided with all the notes in the first column are included in the proposal. If any scope is excluded, please identify.

Our proposed scope includes the work indicated in the first column of the RFP Exhibit A with no exclusions.

3. Your proposal has a specific section to address the fee estimate. Please clarify how you came to propose the number of hours that you did. Would your firm be willing to convert the proposed lump sum to an hourly not-to-exceed fee?

Our total hours are based on the anticipated tasks involved to complete the update, including assessments, meeting preparation and attendance, option design and development, and gathering / compilation of the data and conclusions into the report format.

Please see attached table for more specific allotment of hours per phase.

Yes, HCM would be willing to convert the lump sum fee to an hourly not-to-exceed fee.

4. One outcome our board is looking for is a cost comparison between building a new LCIS facility versus renovating LCIS. Please provide more detail on how this comparison will be calculated and the proposed entity/team member that would be responsible for cost estimating services.

FCI Constructors (Evan Walton and Mike Potter) will be responsible for cost estimating and coordinating with the master plan team to price the correct scope. An LCIS renovation cost will be based on improvements required by the updated building assessment line items. A new LCIS facility cost will be based on new conceptual drawings and outline specification developed by the HCM team.

Given today's cost environment, the district expects the cost estimating services to be from a firm that has direct experience building in Lake County with Lake County specific cost data. This was not clarified in the RFQP document, so if a change in cost estimating firms is needed at this time, that is acceptable to the District. Please also confirm the cost estimating services are included in the fee proposal.

Our planning team includes FCI Constructors, a firm with recent local building experience at Lake County Elementary School, completed in 2022. Their estimating fees are broken out separately and are included in the fee proposal.

5. Demographics: please confirm how this was addressed in your proposal, who will be providing the services and the cost is included.

Lyn is planning to update the 2019 report with the most current information that will be gathered from the Colorado Department of Labor, Colorado Department of Local Affairs, Lake County Assessor, Colorado Department of Public Health and the Lake County School District.

Based on the scope noted in Exhibit A, HCM will review the 2019 Demographics section and update as needed. Our focus will be on updating School Performance metrics and Operational costs based on research conducted by the HCM / IMEG team in conjunction with LCSD.

The work above is included in our base fee. Our proposal currently does not include a separate Demographics professional / consultant.

6. How will your team handle Spanish translation/interpretation for materials/during public input sessions?

Our in-house staff includes several Spanish-speaking team members who can help produced bi-lingual, Master Plan presentation slides or printed exhibits. We are prepared to bring Adriana Moreno (registered Architect), Cesar Madrigal (designer), or Joselinne Mendoza Ortega (designer) from our staff to help with Spanish translation as needed during community meetings.

Lake County School District Master Plan Update		Task	HCM Hours
LEARN PHASE			
	Total Hours this Phase:	Building / Educational Assesment	24
	45	Staff Interviews	4
		Review Existing drawings / reports	6
		Utilization Assessment	2
		Meetings + Prep	
		Planning Committee Meeting (1 of 4)	6
		Exec Comm Meeting x 1 (Virtual)	3
		Travel Time	
		LEARN Travel Time	0
COMPILE PHASE		Programming	
		SF / Future Use Analysis	2
	Total Hours this Phase:	Bldg Renovation Program	2
	18	New MS Program	2
		Meetings + Prep	
		Planning Committee Meeting (2 of 4)	5
		Exec Comm Meeting x 1 (Virtual)	3
		Demographics Review / Coordination	4
		Travel Time	
		COMPILE Travel Time	0
DEVELOP PHASE		Option A	
		Site / Diagrams	4
	Total Hours this Phase:	Concept Design A	4
	50	Consult Coordination A	1
		Cost Study A + Coordination	1
		Option B	
		Site / Diagrams	4
		Concept Design B	4
		Consult Coordination B	1
		Cost Study B + Coordination	1
		Option C	
		Site / Diagrams	4
s		Concept Design C	4
		Consult Coordination C	1
		Cost Study C + Coordination	1
		Meetings + Prep	
		Planning Committee Meeting (3 of 4)	6
		Community Meeting (1 of 2)	6
		BOE Presentation (1 of 2) (Virtual)	3
		Local AHJ Meeting / Coordination (1)	2
		Exec Comm Meeting x 1 (Virtual)	3
		Travel Time	
		DEVELOP Travel Time	0
		Optional / Flex Trip Travel Time	0
REFINE PHASE		Final Report	
		MP Content Compilation	20
	Total Hours this Phase:	Final Cost Coordination	2
	46	Final Graphics and Recommendations	6
		Meetings + Prep	
		Planning Committee Meeting (4 of 4)	6
		Community Meeting (2 of 2)	6
		BOE Presentation (2 of 2) (Virtual)	3
		Exec Comm Meeting x 1 (Virtual)	3
		Travel Time	
		REFINE Travel Time	0
		Total	159

Lake County School District
328 West 5th Street
Leadville, Colorado 80461
www.lakecountyschools.net

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Paul Anderson
MEMO PREPARED BY: Paul Anderson
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 15 minutes
ATTACHMENTS: 3

RE: *Housing update*, Presentation

TOPIC SUMMARY

Topic for Presentation: Below are three documents that established the land dedication for school sites or fee in lieu in the City of Leadville as well as Lake County. These documents were not in effect for phase I of the Railyard project. No new subdivisions have been given final plat approval since the City of Leadville Ordinance 5 Series 2021 and Resolution 7 were approved. There is a very specific list of items that funds generated from the Land Dedication Fee can be used on and a timeframe for which we need to use them. I will look into finding that list so we are all in the loop if/when funds become available.

Lake County School District
328 West 5th Street
Leadville, Colorado 80461
www.lakecountyschools.net

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Bethany Massey
MEMO PREPARED BY: Bethany Massey
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 10 minutes
ATTACHMENTS: 0

RE: *Housing Initiative Purpose Statement*, Presentation

TOPIC SUMMARY

Purpose Statement Draft #3:

The Board of Education for Lake County School District wishes to show leadership in efforts related to community housing stability that removes barriers to members of the community to be able to access housing in our community. The Board believes that the involvement in community housing stability supports the district goal of retaining and recruiting employees. The Board wishes to consider the use of district assets that will offer the most impactful efforts in order to serve and support our staff. The Board wishes to support the good of the community housing efforts while considering the financial and long term sustainability of the district.

Lake County School District
328 West 5th Street
Leadville, Colorado 80461
www.lakecountyschools.net

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Bethany Massey
MEMO PREPARED BY: Bunny
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 10 minutes
ATTACHMENTS: 0

RE: *Budget Sub Committee update*, Discussion Item

TOPIC SUMMARY

Update from Superintendent Massey and Director Baker regarding the budget sub committee meeting.

A discussion on budget prioritization and planning forward is also included on the agenda for this time.

Lake County School District
328 West 5th Street
Leadville, Colorado 80461
www.lakecountyschools.net

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Bethany Massey
MEMO PREPARED BY: Bethany Masey
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 30 minutes
ATTACHMENTS: 1

RE: *Board Compensation-Draft survey questions*, Discussion Item

TOPIC SUMMARY

A DRAFT survey is attached for feedback from the board before sending it to the community.

Should School Board members be paid?

We want to hear from you.

HB21-1055 is legislation that now allows for a district to consider paying *future* School Board Members. The Lake County School Board sees the benefit in allowing pay for board members to recruit and attract community members who may otherwise have financial barriers to serving on the Board. The Board would like to understand community perception around this topic. Below is a brief explanation of the legislation followed by survey questions for your consideration. We appreciate your input.

Below is an excerpt from Colorado General Assembly (click link for full article):

<https://leg.colorado.gov/bills/hb21-1055#:~:text=The%20act%20also%20allows%20members,than%205%20days%20per%20week.>

The act removes the restriction on compensation for a president or vice-president of a school district board of education (board) and allows for the compensation of members of a board. The act also clarifies that any increase to compensation cannot occur during an officer's or member's term in office. The act also requires that a board set compensation rates for officers and members by written resolution in a public meeting. The act also allows members of a board to be reimbursed for necessary expenses in amounts approved by a majority vote of the board in a public meeting.

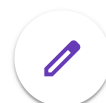
The act also requires that any compensation provided to officers or members of a board is not higher than \$150 per day for not more than 5 days per week. The act also provides that board members may only receive compensation for days when official board duties are performed. The act also allows a board to adjust compensation for inflation after January 1, 2022.



btaylor@lakecountyschools.net (not shared) [Switch account](#)



* Required



Demographics (you may select more than one) *

- ☐ Student
- ☐ Certified staff
- ☐ Classified staff
- ☐ Parent/Guardian
- ☐ Community member (only select if none of the other checkboxes are selected)

Race & Ethnicity (select all that apply) *

- ☐ Ethnicity: Hispanic/Latino
- ☐ Ethnicity: Not Hispanic/Latino ethnicity
- ☐ Race: American Indian or Alaskan Native
- ☐ Race: Asian
- ☐ Race: Black/African American
- ☐ Race: Native Hawaiian or Other Pacific Islander
- ☐ Race: White
- ☐ Do not wish to disclose
- ☐ Other:

If you received pay for serving as a Board of Education member, would this increase your likelihood in running/serving?

- ☐ Yes
- ☐ No



Would you support the concept of paying future Board Members for their service on the Board?

☐ Yes

☐ No

If the concept is supported, for what financial compensation would you like to see compensation provided?

☐ Pay for each Board Meeting attended

☐ Pay for time outside of Board Meetings for assigned Board work (committee memberships, other meeting attendance, etc)

☐ Other:

If you selected "other" please explain.

Your answer

What comments/thoughts would you like to share for the Board to consider as part of this decision?

Your answer

Submit

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Google Forms



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STRATEGIC POLICIES

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SP-4C-3	Onboarding Road Map Calendar
SP-5	District Instruction and Learning Policy

Policy Type: Strategic Policies

Board Policy Introduction

This is the Lake County School District Board Policy Manual. This document, along with Colorado law and the Board's minutes, serve as our basic governing documents. The District and Board exist and operate through the Colorado Constitution and state law, which also describe the powers of the Board, its members, and the District. Board minutes are a legal record of the Board's meetings, actions, and decisions. Board policy records those largest, most general decisions upon which subsequent behavior is based.

These policies are the written statements of the Board of Education as a whole that define the expectations, values or perspectives which underlie and guide the decisions and actions of the Board, Superintendent and staff. To distinguish these decisions as Board decisions, we call them Board Policies. The Superintendent further establishes policies, procedures, practices and makes decisions consistent with Board policy.

There are four categories of Board Policy:

1. **Strategic Policies:** These describe the mission, organizational products, impacts, benefits, results, recipients and their relative priority, worth or cost (what end result is desired for whom and at what cost); these are primarily descriptions about what good our District should create in the lives of students.
2. **Governance Process:** These describe how the Board will conceive, carry out and monitor its own work.
3. **Board/Superintendent Relationship:** Since the Board has delegated all executive authority to its Superintendent, these policies describe the Superintendent's role, authority, accountability and how the District's and the Superintendent's performance will be monitored or evaluated.
4. **Staff/Superintendent Guidelines:** These describe the constraints on executive authority which establish the practical, ethical and legal boundaries within which all executive and staff activity and decision-making will take place.

Within each category, these policies are written from the most general to the more specific. Each smaller level is also a more specific interpretation of some of the concepts in the next higher level. Therefore, whatever is written at the larger levels also pertains to each smaller level. This results in policies that are concise and complete.

For example, at the largest or most general level Staff/Superintendent Guideline policies, the Board has stated that the "...Superintendent shall not cause or allow any...organizational circumstance which is unlawful..." Since this concept is embedded in all further policies, it is unnecessary for the other policies to further describe areas where the District must follow the law.

The Board also has a focus on Results Based Governance, so its policies are formulated to encourage results, particularly results for students. This focus is more specifically described in the documents which follow in this introductory section.

Policy Type: District Priorities

Mission

LCSD challenges students to reach their fullest potential through personal, engaged and rigorous learning in the classroom and beyond.

Simultaneously we focus our efforts on the following:

1. Ensure all students stay on or above grade level each year and graduate prepared to successfully implement a plan for college or career (“Every day, we are college and career ready”).
2. Provide all students with engaging learning opportunities (“Rigor and engagement are everywhere”).
3. Create a space that is safe, inclusive and welcoming for all (“Diversity and culture make us better”).
4. Plan and execute the capital and human capital investments that will make our district better (“We plan for the future”).

Core Commitments

- Inspire all students to be life-long problem-solvers;
- Create a culture of academic achievement;
- Build on the strengths of every individual;
- Provide opportunities for risk-taking in learning;
- Respect the whole person: physical, mental, emotional;
- Empower all community members to be active participants in our schools;
- Foster a safe environment for all students and staff;
- Honor cultural difference;
- Partner with families and community members

[Revised October 2018]

LAKE COUNTY SCHOOL DISTRICT R-1, LEADVILLE, COLORADO

Policy Type: Strategic Policies

Results Based Governance Policy

In 2014, the Lake County School District Board of Education (“Board”) adopted a Mission Statement and Core Commitments that outlined new expectations for learning, climate and culture in the Lake County School District. Subsequently, it began an exploration of a results-based governance model in which the following would be aligned:

- Mission Statement and Core Commitments
- Priorities, Strategies and Metrics
- District Strategic Plan
- School-Level Work Plans
- Oversight Calendar
- Budget
- Board Policies
- Superintendent’s Evaluation

The Board believes it can best play a role in ensuring ongoing strong results in the Lake County School District by aligning the District’s work and resources to its beliefs about learning, culture and climate—and by monitoring that work in a disciplined way. The Board recognizes its responsibility to oversee systems and procedures to implement those beliefs.

Purpose

The purpose of this introductory document is to set forth in policy a Results Based Governance Model, systems and procedures for implementing this model and a system of accountability for monitoring the progress of work in the District.

Policy Statement

Aligned Mission Statement, Core Commitments, Priorities and Strategic Plan

The work of the District is directed by the District’s Mission Statement and Core Commitments, which are supported by a set of Priorities developed by the board. The Strategic Plan for the District further develops these Priorities and is written by the Superintendent and approved by the Board. Each portion of the strategic plan supports a District Priority and is comprised of one or two strategies each accompanied by a metric to monitor progress.

The Board sets forth in policy the following Theory of Action that we must simultaneously focus our efforts on the following priorities:

1. Ensuring all students stay on or above grade level each year and graduate prepared to successfully implement a plan for college or career (“Every day, we are college and career-ready”)
2. Providing all students with engaging learning opportunities (“Rigor and engagement are everywhere”)
3. Creating a space that is safe, inclusive and welcoming for all (“Diversity and culture make us better”)
4. Planning and executing the capital and human capital investments that will make our district better (“We plan for the future”)

Commitment to Results Based Governance to implement the Priorities and Strategic Plan

The Board also sets forth in policy its commitment to results based governance to implement the District’s Priorities and Strategic Plan and acknowledges the following responsibilities:

- The work of the District is underpinned by a Board-adopted Mission Statement and Core Commitments that reflect the deeply held foundational beliefs of the District.
- The District’s Priorities are Board-developed and adopted direction statements that serve to focus the District’s work in the immediate future. The Superintendent’s Strategic Plan turns the District’s Priorities into action. The Strategic Plan is comprised of strategies, each with a metric to track progress.
- It is the Superintendent’s responsibility to write a Strategic Plan that outlines the work that will be undertaken around the District’s Priorities. Each Priority should contain one or two key strategies. Every key strategy should have a metric to measure progress. The Superintendent shall bring this Strategic Plan annually to the Board for review, discussion and adoption. The schedule for this annual review shall be outlined in the Board’s Calendar Policy.
- It is the Superintendent’s responsibility to communicate the District’s Priorities to schools, and to ensure that school-level plans demonstrate alignment with the District’s Priorities and the key strategies in the Strategic Plan.
- It is the Superintendent’s responsibility to annually develop a strategic budget that prioritizes work around the District’s Priorities and the key strategies of the Strategic Plan. The

Superintendent shall bring this strategic budget to the Board annually for review, discussion and adoption. The schedule for this annual review shall be outlined in the Board's Calendar Policy.

Accountability Structure to Monitor the Strategic Plan

- It is the Superintendent's responsibility to use metrics to measure progress on the strategies in the Strategic Plan. Each of the strategies should have a metric. The Superintendent shall bring these metrics annually to the Board for review, discussion and adoption. The schedule by which this is done shall be outlined in the Board's Calendar Policy. Taken together, these metrics shall:
 1. Measure system-level change.
 2. Measure change over time.
 3. Measure Lake County Public Schools against valued and appropriate comparables.
 4. Measure change from the perspective of multiple stakeholders (students, parents, teachers).
 5. Be accompanied by a clearly-agreed upon methodology.
- It is the Board's responsibility to work with the Superintendent to develop a schedule by which it can review progress on the chosen metrics. The schedule for this review shall be outlined in the Board's Calendar Policy. The Superintendent's evaluation, which will occur annually as per the Oversight Calendar, will include a review of metrics and results. However, each metric should also be reviewed at least once during the year, so that the Board and Superintendent can discuss interim progress.

Review Date

This policy shall be reviewed annually according to the Oversight Calendar.

Policy Type: Strategic Policies

Management Oversight Policy

Management Oversight

The purpose of this policy is to guide the Lake County Board of Education as it fulfills its responsibility of overseeing management of the school district's major systems. The Lake County Board of Education acts as a body in accordance with applicable state and federal law to govern Lake County Public Schools and serve the interests of the people of Lake County. The Board of Education and Superintendent understand that management oversight is the responsibility of the Board as a whole, not of individual Board members. While holding the Superintendent accountable for the performance of these systems, the Board will not interfere with the Superintendent's management of the district. The Superintendent will be responsible for ensuring that all procedures, controls, checks and balances and codes of ethics are in place and are being executed properly.

The Board of Education is responsible for management oversight of all major systems of the Lake County Public Schools including, but not limited to, finances, curriculum, human resources, safety and security, construction management, facilities maintenance, transportation, custodial services, food services and technology, in addition to students' academic performance. The Board of Education's role in management oversight is to review the performance of all major systems through formal reports, audits, workshop presentations and any other reporting method deemed appropriate by the Board of Education through the Superintendent.

The Board of Education will receive performance reports – either as written reports or presentations—during regularly scheduled meetings and workshops as outlined in the Oversight Calendar and will identify any other periodic reporting required.

By overseeing the annual external financial audit process, ensuring that the Superintendent acts on the auditor's recommendations and reviewing the integrity and performance of the district's major management systems as per the Oversight Calendar, the Board of Education will fulfill its duty to assure the public that school district resources are being used efficiently and effectively and that the district's mission is being fulfilled.

Guidelines for Board Oversight of District Management Systems

Oversight Calendar

The Board of Education will review all major management systems per its Oversight Calendar. The Oversight Calendar will outline how and when the Board reviews the following in order to exercise its

obligation to ensure that the District is making progress toward its goals and that any deficiencies are being addressed. During the workshop, the designated district administrator will provide a thorough and comprehensive presentation that will provide a “look under the hood” perspective for the Board. The presentation will include, but is not limited to, the following:

1. What are we trying to do?
2. How are we trying to do it?
3. At any given moment, how will we know if we're on track?
4. If we're not on track, what are we going to do about it?

The Board will submit any additional information requests/questions to the Superintendent at the work session prior to the scheduled workshop. The Board will receive final workshop presentation documents in the Board packet no less than four days prior to the scheduled workshop. Presentations containing extensive data will also include executive summaries. The workshop presentations will be conducted according to the Oversight Calendar.

As the board continues implementation of this policy, the Board of Education may want to debrief the meetings and keep a list of changes or additional information requests for the next time – and change the instructions that are given to staff accordingly.

Additional Tools

Where there has been a pattern of inconsistency, or where interest is high, the Board can use additional tools for management oversight, including external reviews of systems integrity and performance from audit firms, task forces comprised of experts or community members.

Management Areas

- Finance
- Food Service
- Technology
- Construction Management, Facilities Maintenance and Custodial Service
- Transportation
- Human Resources
- Communications
- Safety and Security
- Focus on Schools

Review Date

Every year, the Board of Education and the Superintendent will review the progress made in meeting the goals of the management Oversight Calendar and oversight and Results Based policies for the current year and make needed changes for the upcoming year.

This policy describes processes. It is the intention of the Board of Education to follow these processes, but from time to time, by decision of the Board, processes and timelines may vary. The processes are not intended to be overly restrictive or become issues of dispute, but rather to provide guidelines for effective Board workshops.

Policy Type: Strategic Policies

Month	Focus Area	Person	Reports and Activities
August	District Preparedness Overview: Facilities, Transportation, Hiring, Safety	Superintendent	
Work session	Workshop 1: 2019-2020: Facilities 2020-2021: Transportation	Facilities Director OR Transportation Director	
September	District Performance	Superintendent	State Assessment Enrollment update
	Strategic Plan Review	Superintendent	Strategic Plan
	Student Representative Approval		
Work session	Workshop 2: Safety and Security (Every year)	Director of Safety & Security	
October	Student Achievement Overview; College and Career Readiness	Superintendent	College and career readiness data Enrollment numbers Update on ICAP Graduation Rollout
	Policy Review		SP-1-SP-5
Work session	Workshop 3: 2019-2020: Technology 2020-2021: Athletics & Extracurricular Activities	Technology Director OR Athletic Director	
November	Student Achievement Overview Part 2; Rigor and Engagement	Superintendent	School Performance Framework
	Accreditation of Schools(Resolution)		

Policy Type: Strategic Policies

Month	Focus Area	Person	Reports and Activities
Work session	HOLIDAY BREAK		
December	Audit Certify Mill Levy School Culture Overview; Diversity and Inclusion	CFO/Auditor CFO Superintendent	Audit
Work session	Holiday Break		
January	Superintendent Evaluation Revised Budget Policy Review	Superintendent CFO	Final Budget GP-1 to GP-9
Work session	Work Shop 4: 2019-2020: Food Service 2020-2021: Communica- tions	Food Service Director OR CFO	
February	Human capital investment Enrollment: Choice in/out	Superintendent/CFO Superintendent	
Work session	Capital Plan Overview; Master Plan Non-Renewal Overview	Superintendent /CFO	Master Plan Review of practices from CASB

Policy Type: Strategic Policies

Month	Focus Area	Person	Reports and Activities
March	LCIS Update	Principal	PM Tool – LCIS, LCHS, CCHS School plan, goals, data specific to school, curriculum updates
	LCHS Update	Principal	
	CCHS Update	Principal	
Work session	SPRING BREAK		
April	West Park Elementary Update	Principal	PM Tool – WPE, Center School plan, goals, data specific to school, curriculum updates
	The Center Update	Director	
	Student Health & Wellness	Health & Wellness Coordinator	Data Specific
	Policy Review		GP-10 to GP-14 and BRS-1 to BRS-5E
Work session	Strategic Plan	Superintendent	
May	Celebrations	Superintendent	Celebrations Data related to progress
	Leaving student representative celebration		
	Graduation Expectations		
Work session	Work Shop 5: Finance (All years)	CFO	Draft Budget
	Work Shop 6: Human Resource (All years)	HR Director	

Policy Type: Strategic Policies

Month	Focus Area	Person	Reports and Activities
June	Budget approval/Capital strategic plan approval Master Plan Update Policy Review Interest Free Loan Approval	Superintendent Superintendent/CFO	Community satisfaction measures SSG-1 to SSG-9
Work session	Board Retreat Board Evaluation Goal setting		
July	Holiday		
Work session	Holiday		

[Revised October 2020]

LAKE COUNTY SCHOOL DISTRICT R-1, LEADVILLE, COLORADO

Policy Type: Strategic Policies**Calendar of Oversight Workshops**

Year	Work Session (see oversight calendar)	Workshop	Person
2019-2020	1	Facilities	Facilities Director
	2	Safety and Security	Director of Safety & Security
	3	Technology	Chief Financial Officer/Technology Dep.
	4	Food service	Food service Director
	5	Finance	Chief Financial Officer
	6	Human Resources	Human Resources Director
2020-2021	1	Transportation	Transportation Director
	2	Safety and Security	Director of Safety & Security
	3	Athletics & Extracurricular	Athletic Director
	4	Communications	Chief Financial Officer
	5	Finance	Chief Financial Officer
	6	Human Resources	Human Resources Director
2021-2022	1	Facilities	Facilities Director
	2	Safety and Security	Director of Safety & Security

	3	Technology	Chief Financial Officer/Technology Dep.
	4	Food Service	Food Service Director
	5	Finance	Chief Financial Officer
	6	Human Resources	Human Resources Director
2022-2023	1	Transportation	Transportation Director
	2	Safety and Security	Director of Safety & Security
	3	Athletics & Extracurricular	Athletic Director
	4	Communications	Chief Financial Officer
	5	Finance	Chief Financial Officer
	6	Human Resources	Human Resources Director

[Revised October 2020]

LAKE COUNTY SCHOOL DISTRICT R-1, LEADVILLE, COLORADO

Policy Type: Strategic Policies**On Boarding Road Map Calendar**

Month/Year	Activity	Who facilitates	
November 2019	Election	The Public	
	At meeting, welcome	Board president	
December 2019	Board basic orientation	Board president	Include acronyms; quick start guide.
	Roles	Board president	
January 2020	At work session, red line scenarios	Board president	
February 2020	At work session, constituent service	Katie Baldassar	
March 2020	At work session, legal training	Caplan and Ernst	
April 2020	At work session, financial	Keith Moffet	
May 2020	At work session, discussion of unwritten expectations	Board president	
June 2020	Board retreat		

Month/Year	Activity	Who facilitates	
September 2020	CASB fall gathering		
December 2020	CASB winter gathering		
January 2021	School finance workshop	CASB	

Policy Type: Strategic Policies

District Instruction and Learning Policy

Purpose

The purpose of this policy is to provide a unified vision, a strong foundation, and common educational values for the Lake County School District. This policy seeks to ensure that all Lake County learners can give and receive feedback, revise and confidently present their work, and strongly engage their community.

Accordingly:

1. Student learning and instruction is grounded in the following habits:

- Responsibility
- Perseverance
- Respect
- Collaboration with peers, teachers, family members, and the community
- Craftsmanship
- Compassion through empathy, caring, and service
- Curiosity and critical thinking

2. Learning is understood to be:

- Active
- Challenging
- Authentic
- Creative
- Continuous and life-long
- Shared and celebrated

3. Rigorous instruction is designed to lead students to meet and exceed grade level expectations.

4. Students learn in such a way that fosters diversity and inclusion among peers and community members. Students are guided in, and held responsible for, creating a school community that is equitable as well as physically and emotionally safe.

5. Learning connects students to the natural world.

6. Students are encouraged to:

- Take meaningful risks
- Grapple with situations, lessons, and problems that may be difficult for the individual learner
- Be adventurous inside and outside of school
- Make discoveries, overcome obstacles, and celebrate victories

7. The school community fosters time for reflection so that teachers and students may continuously learn, grow, and improve.

8. We educate the whole person—intellectual, emotional, social, and physical.

This policy will be reviewed annually according to the Lake County School Board's oversight calendar.