



**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
Feb. 26, 2024 6:30 pm Special Meeting
Location: District Office & 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. 6:50 Discussion Item
 - a. Use of attorney for Negotiations
 - b. Colorado Energy Office
 - c. Timber Ranch Update
 - d. School District Finances-Update
7. 8:00 Break
8. 8:10 Discussion Item
 - a. Superintendent Search Firm considerations and next steps
9. 9:10 Action Item
 - a. Superintendent Search Firm selection
 - b. Resolution NO. 24-18 Increase in Grant Fund 22
 - c. Timber Ranch letter
10. 9:40 Agenda planning
11. Informational Item
 - a. LCSD Budget Reports
12. Adjourn
13. Upcoming Meetings or events:
 - a. Feb. 29, 2024 BOE Walk Through @ 9:00 am @ LCES
 - b. March 4, 2024 Regular Meeting @ 6:30 pm @ District Office/Zoom
 - c. March 6, 2024 BOE Walk Through @ 9:00 am @ LCES
 - d. March 6, 2024 Members of the board may attend the DAC Meeting @ 5:30 pm @ District Office/Zoom
 - e. March 12, 2024 Members of the board may attend the Finance Committee Meeting @ 5:30 pm @ District Office/Zoom
 - f. March 25, 2024 Special Meeting @ 6:30 pm @ District Office/Zoom
 - g. March 27, 2024 BOE Walk Through @ 11:50 am @ LCHS
 - h. April 3, 2024 Members of the board may attend the DAC Meeting @ 5:30 pm @ District Office/Zoom
 - i. April 9, 2024 Members of the board may attend the Finance Committee Meeting @ 5:30 pm @ District Office/Zoom

Estimated duration of meeting is 2.5 to 3 hours **Updated 2/24/2024

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

26 de febrero de 2024 6:30 pm Reunión especial

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. 6:50 Elemento de discusión
 - a. Uso de abogado para negociaciones
 - b. Oficina de Energía de Colorado
 - c. Actualización del rancho de madera
 - d. Actualización sobre las finanzas del distrito escolar
7. 8:00 descanso
8. 8:10 Elemento de discusión
 - a. Consideraciones del Superintendente para la búsqueda de empresas y próximos pasos
9. 9:10 Elemento de acción
 - a. Superintendente Búsqueda Selección de empresa
 - b. Resolución NO. 24-18 Aumento del Fondo de Subvenciones 22
 - c. Carta de rancho de madera
10. 9:40 Planificación de la agenda
11. Elementos informativos
 - a. Informes presupuestarios del LCSD
12. Aplazar
13. Proxima reunion o evento:
 - a. 4 de marzo de 2024 reunion ordinaria a las 6:30 pm en la oficina del distrito/Zoom
 - b. 6 de marzo de 2024 Visita del BOE a las 9:00 am en LCES
 - c. 6 de marzo de 2024 Los miembros de la junta pueden asistir a la reunion del DAC a las 5:30 pm en la oficina del distrito/Zoom
 - d. 12 de marzo de 2024 Los miembros de la junta pueden asistir a la reunion del Comité de Finanzas a las 5:30 pm en la oficina del distrito/Zoom
 - e. 25 de marzo de 2024 sesión de trabajo a las 6:30 pm en la oficina del distrito/Zoom
 - f. 27 de marzo de 2024 Visita del BOE a las 11:50 am en LCHS
 - g. 3 de abril de 2024 Los miembros de la junta pueden asistir a la reunion del DAC a las 5:30 pm en la oficina del distrito/Zoom
 - h. 9 de abril de 2024 Los miembros de la junta pueden asistir a la reunion del Comité de Finanzas a las 5:30 pm en la oficina del distrito/Zoom
 - i.

La duración estimada de la reunión es de 2,5 a 3 horas ** Actualizado 2/24/2024

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.



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.

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.

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: Charlie Stevens
TIME ALLOTTED ON AGENDA: 30 minutes
ATTACHMENTS: 1

RE: *Colorado Energy Office*, Presentation

TOPIC SUMMARY

Background: McKinstry recently presented information regarding energy performance contracts. Getting more details to help the board make an informed decision was requested.

Topic for Presentation: Charlie Stevens from the Colorado Energy Office will present information on the energy performance contract process.

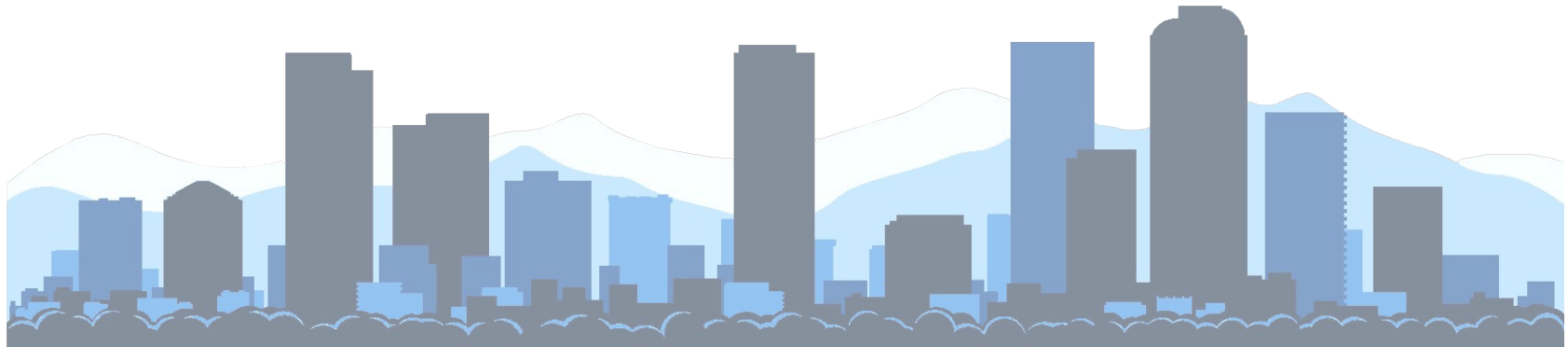
BUILDING EFFICIENCY

COLORADO ENERGY OFFICE:

Lake County School District

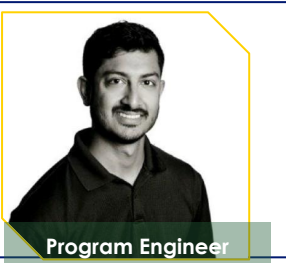


Presented By: *Colorado Energy Office* - Strategic Initiatives & Finance Unit



Colorado Energy Office - Energy Performance Contracting

Our Team



Program Engineer

Arin Chakraverty

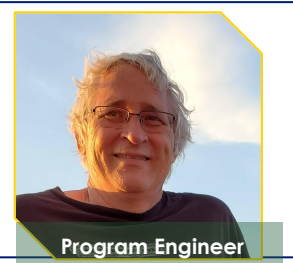
arin.chakravertys@state.co.us



Associate Director,
SIFI

DeLynne Southern

delynne.southern@state.co.us



Program Engineer

Charlie Stevens

charlie.stevens@state.co.us

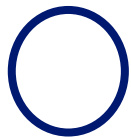


COLORADO
Energy Office

Colorado Energy Office

Our Mission

Reduce greenhouse gas emissions and consumer energy costs by advancing clean energy, energy efficiency, and zero emission vehicles to benefit all Coloradans



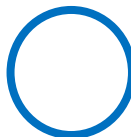
Weatherization Assistance Programs

Free Home Energy Audits
Rooftop & Community Solar



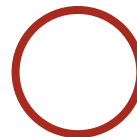
Transportation Fuels & Technology

Alt Fuel Vehicle Tax
Credits
Charge Ahead Colorado
Recharge Colorado



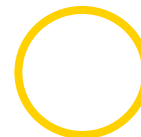
Building Decarbonization

Building Energy Codes
Benchmarking
Climate Ready Buildings



Policy & Regulatory Affairs

Public Utilities Commission
Energy Assurance Plans



Strategic Initiatives and Finance

Decarbonization/Carbon Management
Industrial SEM
Energy Performance Contracting
Colorado C-Pace
Geothermal
Sustainable Cannabis
Building Electrification



COLORADO
Energy Office

Colorado Energy Office

Our Mission

Reduce greenhouse gas emissions and consumer energy costs by advancing clean energy, energy efficiency, and zero emission vehicles to benefit all Coloradans

Stephanie Insinna-Sahondo
Stephanie.insicna-sahondo@state.co.us

Christian Williss
Christian.williss@state.co.us

Amy Jiron
amy.jiron@state.co.us

Keith Hay
keith.m.hay@state.co.us

Michael Turner
Michael.a.turner@state.co.us

Weatherization Assistance Programs

Free Home Energy Audits
Rooftop & Community Solar

Transportation Fuels & Technology

Alt Fuel Vehicle Tax Credits
Charge Ahead Colorado
Recharge Colorado

Building Decarbonization

Building Energy Codes
Benchmarking
Climate Ready Buildings

Policy & Regulatory Affairs

Public Utilities Commission
Energy Assurance Plans

Strategic Initiatives and Finance

Decarbonization/Carbon Management
Industrial SEM
Energy Performance Contracting
Colorado C-Pace
Geothermal
Sustainable Cannabis
Building Electrification



COLORADO
Energy Office

What is Energy Performance Contracting (EPC)?

A **financing & contracting** tool that allows Public entities to use future savings from energy improvements to fund capital projects

25yrs.

Colorado's EPC program began in 1997

292M

Public buildings have achieved 292 million energy (kWh) savings

\$846M

\$846 million invested into facility improvements

\$52M

Communities have realized over \$52 million in annual cost savings

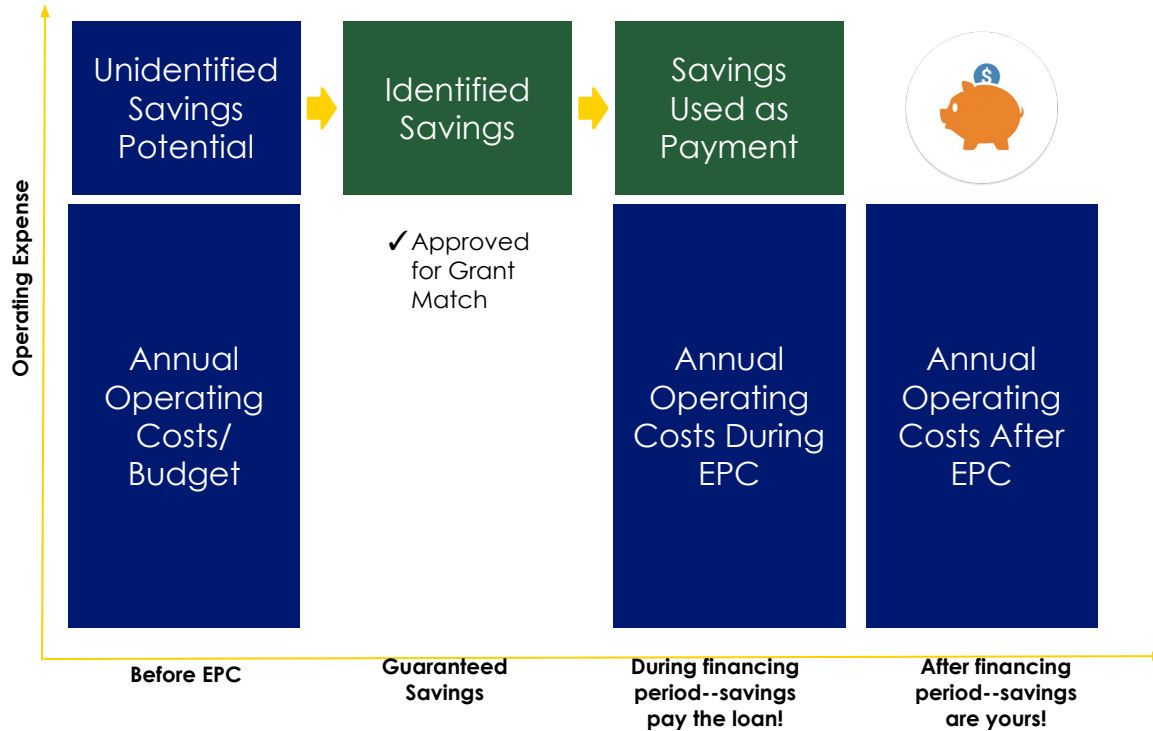
Colorado Statute: Key Requirements

Colorado Statute establishes EPC guidelines including:

- ✓ Guaranteed Utility Cost Savings
- ✓ Cash flow positive
- ✓ Three years of M&V
- ✓ Cost-weighted average life of equipment
Greater than the project term

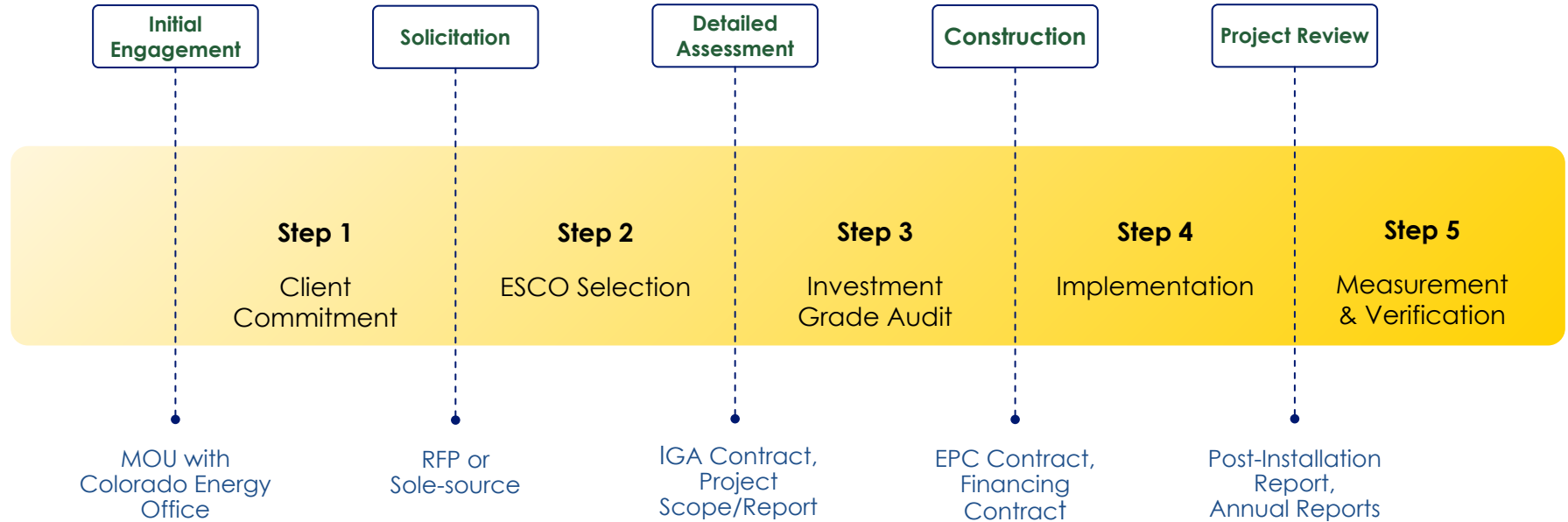


How It Works - Energy Savings Financing Approach



COLORADO
Energy Office

EPC: 5-Step Process



COLORADO
Energy Office

EPC: 5-Step Process (2. ESCO Selection)

State Approved Investment Grade Audit Contracts

☐ State

Required for State
Agencies & Higher Ed

☐ Local

Provided as a template
that can be amended
by client - CEO requests
notice prior to any major
modifications

Standard IGA Pricing Table				
Tiered Pricing (\$/sq ft)		Total Facility Square Footage		
		Under 250K	250 – 500K	500K +
Distance from CEO 1580 Logan, Denver	Under 75 miles	\$ 0.250	\$ 0.225	\$ 0.200
	75 – 150 miles	\$ 0.275	\$ 0.250	\$ 0.225
	Over 150 miles	\$ 0.300	\$ 0.275	\$ 0.250

😊 Audit pricing for
non-typical spaces to be
negotiated after Notice of
Apparent Awardee



COLORADO
Energy Office

Benefits of Energy Performance Contracting

- ✓ **Single Procurement Contract** for design/engineering, installation, startup, and M&V
- ✓ Generates **Positive** Cash Flow
- ✓ **Guaranteed** energy and maintenance cost **savings**
- ✓ Promotes **local workforce** and **economic development**
- ✓ No-cost support from the Colorado Energy Office
 - Standardized, state-approved documents
 - Pre-qualified ESCOs
 - Colorado Energy Office engineering & contract support throughout lifecycle of the project



COLORADO
Energy Office

FY23 New Grant Programs

New Programs & Initiatives

Building Electrification for Public Buildings (HB22-1362)

- \$10,000,000 Grant Program
- Eligibility: Public buildings that install equipment that reduces GHGs
- 30% of grant fund earmarked for LMI, DI, Just Transition communities

High Efficiency Electric Heating & Appliances (HB22-1362)

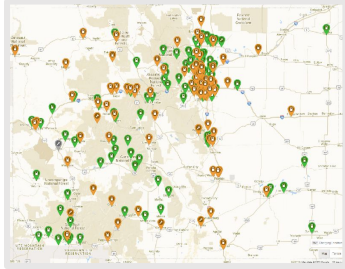
- \$11,000,000 Grant Program
- Eligibility: All sectors, neighborhood-scale energy efficiency upgrades
- 36% of grant fund earmarked for LMI, DI, Just Transition communities

Geothermal Energy Grant (HB22-1381)

- \$12,000,000 Grant Program
- \$8M for space conditioning & water heating projects; \$4M for P3s to support electricity generation



EV Grant Programs



Charge Ahead Colorado

- Grants for L2 and DCFC Stations
- Covers equipment, permits, construction material & labor, utility upgrades, signage, networking/subscription
- Additional assistance for DI and other qualifying entities



Fleet - ZERO

- \$3M first round grants for fleet electrification
- 20% Match requirement/10% if "Qualifying Entity". \$50K max per applicant
- Anticipated to open by Summer 23



COLORADO
Energy Office

Geothermal Energy Grant Program

Program launched in November 2023 to support the development of geothermal resources used for zero-emission cooling/heating and electricity generation (HB22-1381).



Single-Structure Geothermal Grant:

- Intended for developers, corporations, and local governments
- Up to \$2k/ton capacity (\$3k/ton for nonprofit)
 - Up to 100 tons for multifamily or non-residential (\$200k/\$300k max)
 - Up to 5 tons for single-family (\$10k max)



Community District Heating Grant:

- Scoping study to determine GHG reduction potential and cost (up to \$100k)
- Detailed design study to evaluate issues, legal and financial responsibilities (up to \$500k)
- Installation of community district geothermal project (50% match up to \$1m of cost)



Geothermal Electricity Generation Grant:

- <\$1 million study to identify and explore suitable resources (50% match; 60% if hydrogen is included)
- >\$1 million study to identify and explore suitable resources (up to \$500k)
- Resource confirmation through drilling & testing (50% of first \$1M, plus up to \$500k additional)



COLORADO
Energy Office

Additional limitations apply.

DOLA Grants

Dept. of Local Affairs

The Division of Local Government provides strategic expertise, advocacy, and funding for Colorado communities. DOLA promotes local problem solving, informs decision making and invests in communities.

Microgrid

- Cycle currently closed
- [Tech. Assistance for Grid Resiliency](#)

Program Benefits

[EIAF](#)

- Tier I: Up to \$200K grant
- Tier II: Between \$200K - \$750K grant

Water

- State Revolving Loan Funds
- Community Development Block Grants
- Colorado Water Conservation Board



COLORADO
Department of Local Affairs



COLORADO
Energy Office

Contact: DOLA Regional Manager

Building Performance Colorado: Building List

- ▷ Colorado is working with [Touchstone IQ](#) and has launched the [Building Performance](#) program statewide
- ▷ Outreach to all covered building owners commenced in March 2022
 - Compiled this list through Tax Assessor data and local benchmarking program data
 - Still trying to fill in several gaps in the building list:
 - *Correct building information*
 - *Correct building owner information*
- ▷ To find out if a building you own is covered by Colorado's benchmarking requirements, please use this [Building ID Search Tool](#)



buildingid.touchstoneiq.com



COLORADO
Energy Office

Contact: Crystal.egelkamp@state.co.us

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: Melissa Kendrick, Nick Costello
TIME ALLOTTED ON AGENDA: 15 minutes
ATTACHMENTS: 3

RE: *Timber Ranch Subdivision*, Presentation

TOPIC SUMMARY

Background: During the February 12th board meeting, Nick Costello and Melissa Kendrick present preliminary plans for the Timber Ranch subdivision that is likely to be submitted to the Lake County Planning Department in the near future.

Topic for Presentation: A draft recommendation letter from the school district has been prepared for review by the board of education following guidance received from legal counsel.



Timber Ranch Subdivision

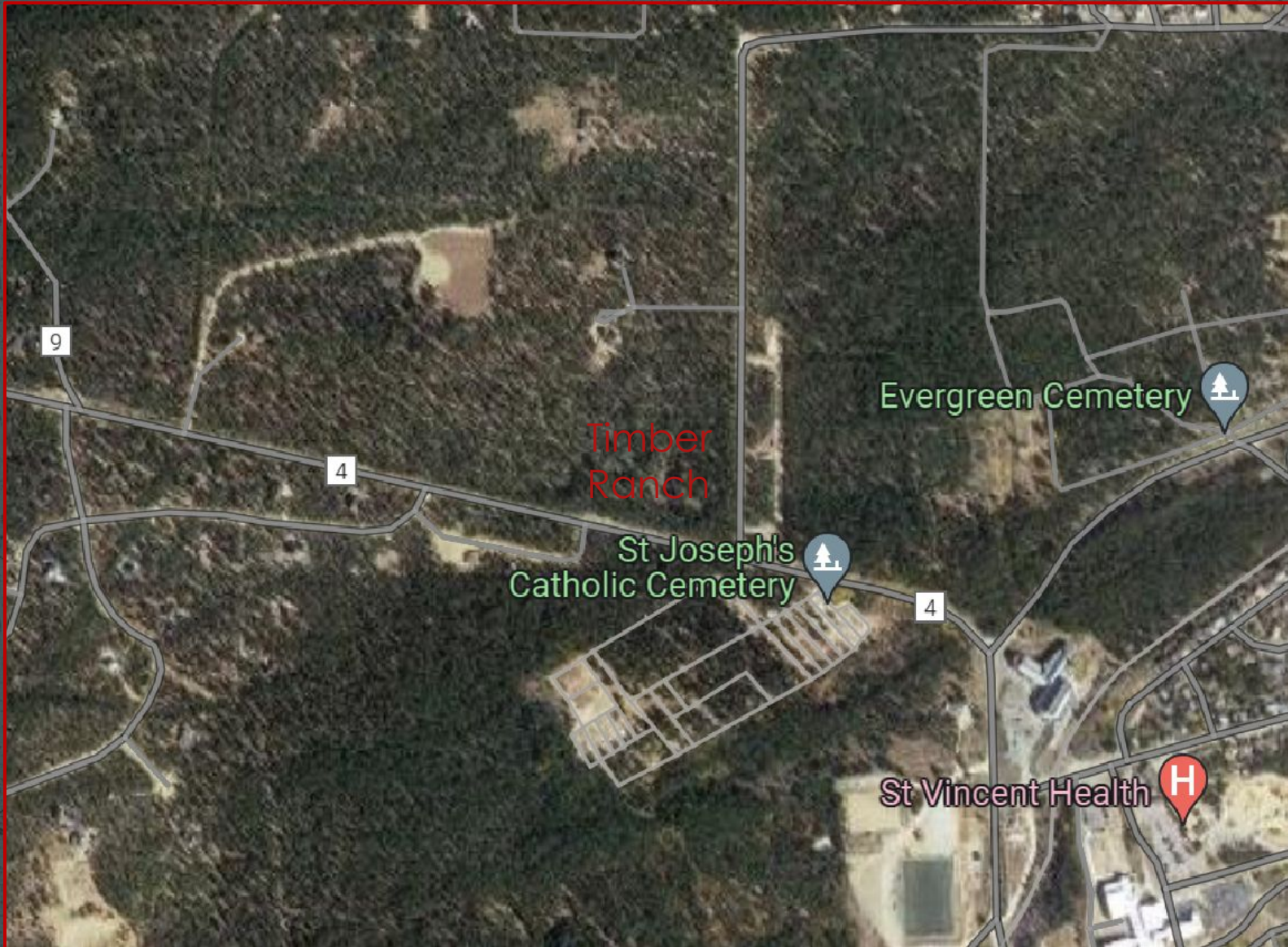
SCHOOL BOARD MEETING

FEBRUARY 12, 2024

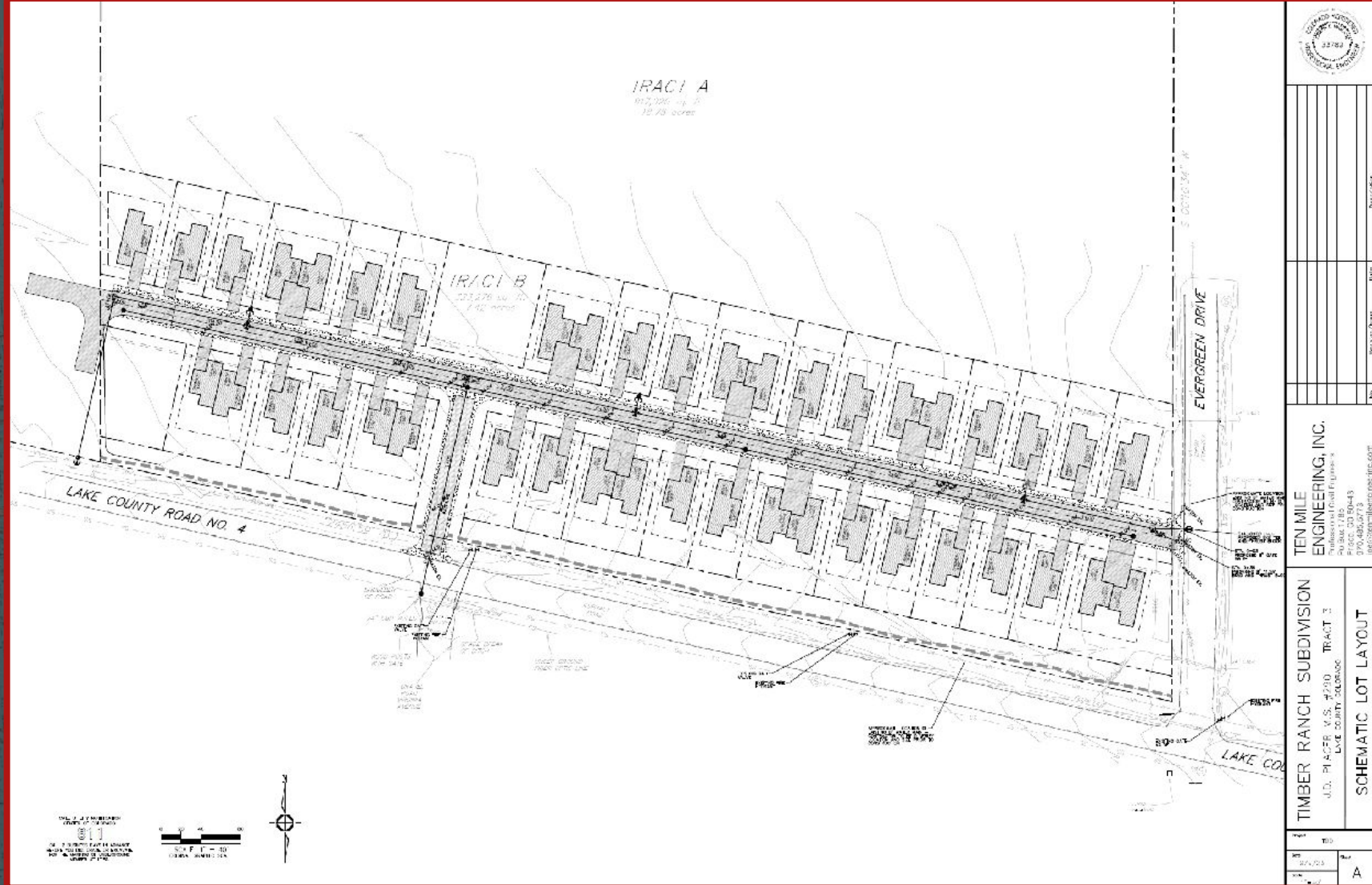
Introductions

- **NICK COSTELLO, OWNER**
- **MELISSA KENDRICK, OWNER'S REPRESENTATIVE**

Vicinity Map



Site Plan



Timber Ranch Proposal

- ▶ 42 single family and duplex homes.
- ▶ Cash-in-lieu = \$49,778.82
 - ▶ Based upon \$1,185.21/unit.
- ▶ Bus stop within the neighborhood as directed by the School District.
- ▶ Regional trail connection to the existing trail along CR 4 within a half mile Middle and High Schools.
- ▶ Five (5) deed restricted workforce housing units.

Request

- ▶ We are requesting a will serve letter affirming the cash-in-lieu contribution and the need for a bus stop as applicable.



Thank You

SCHOOL BOARD MEETING
FEBRUARY 12, 2024

Paul Anderson

From: Kim Crawford <Kim.Crawford@butlersnow.com>
Sent: Wednesday, February 21, 2024 4:06 PM
To: Bethany Massey; Paul Anderson
Subject: Lake County development code

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hi Paul and Bethany,

I have reviewed 6.2 “Subdivision” of the Lake County Land Development Code, and I read these provisions as follows. . .

1. A subdivider is required to dedicate sites and land for schools when such dedication is reasonably necessary to serve the residents. The dedication shall be roughly proportional to the impacts of the new subdivision.
2. The county sends the district the subdivision plan, and the district gets to comment with respect to adequacy of schools in light of the new subdivision.
3. The BOCC shall consider the school board/district’s recommendations. The school district and the subdivider can meet if necessary to discuss. If the recommendations to the BOCC indicate that there is or will be a lack of available schools, based on certain criteria, the BOCC shall require the subdivider to dedicate sites and land for schools
4. If the SUBDIVIDER determines to dedicate sites and land, the amount of land to be dedicated SHALL be calculated using a specific formula.
5. At the option of the SUBDIVIDER, with approval of the BOCC, the subdivider may pay the county a sum of money calculated per the formula, or a combination of land and money. The dollar amount specified in the code is adjusted based on inflation. Any funds collected “may” be paid directly to the district, or be subject to disbursement by the BOCC pursuant to state law.

I don’t view this code as giving the school district/school board much room for “demands” – but it can have discussions with the subdivider and the BOCC can agree to whatever is decided. But I think the subdivider gets to decide if they want to contribute land or money, or a combination. . . .

I hope this answers your question. let me know if you would like further clarification.

Thanks, Kim

Kim Crawford
Butler Snow LLP

D: (720) 330-2354 | F: (720) 330-2301
1801 California Street, Suite 5100, Denver, CO 80202
Kim.Crawford@butlersnow.com | [vCard](#) | [Bio](#)

[Twitter](#) | [LinkedIn](#) | [Facebook](#) | [YouTube](#)



**Response to Request for Proposal
Superintendent Search Services**

**Lake County School District
328 West 5th Street
Leadville, CO 80461**

Due: February 22, 2024, 5 pm MT

**Attention: Grayson Cooper,
boardofeducation@lakecountyschools.net**

Contact:

Monica Santana Rosen, CEO
Alma Advisory Group
1525 E 53rd Street, Suite 530
Chicago, Illinois 60615
Phone: 312-799-9642

Email: monica@almaadvisorygroup.com

Website: www.AlmaAdvisoryGroup.com

Introduction

Lake County School District (LCSD) proudly serves approximately 900 students at 4 schools surrounded by the picturesque Rocky Mountains. The district serves students from pre-k to 12th grade and includes a focus on expeditionary learning across grade bands. The district's strategic plan focuses on four core areas including ensuring all students are at or above grade level; providing engaging learning opportunities for students; creating safe, inclusive, and welcoming spaces for all; and planning and executing capital and human capital investments that will make the district better. Lake County School District is located just two hours outside of the Denver Metropolitan area and while vastly different it also experiences many of the challenges we see in large urban school systems. LCSD is navigating challenges including declining enrollment, budget shortfalls, and leadership transitions. At this time, the district is seeking a firm to support the search for the district's next Superintendent who will lead the district as it continues to strive towards its collective vision in service to the students of Leadville.

Alma Advisory Group (Alma) is honored to submit a proposal to support the Superintendent search. Alma is a mission-driven education consulting and executive search firm founded in 2016 by Monica Santana Rosen, a Black Latina leader. Alma is well-established as a trusted advisor, thought partner and consultant for a number of dynamic nonprofits, districts and school operators nationally. We have demonstrated steadfast support for our clients, with results and measurable impact that have benefited our clients' entire organizations well beyond our engagement.

Alma is recognized for the strength and the diversity of talent we provide our clients. Our searches have featured the following results:

- Finalists presented by Alma have been 46% Black, 14% Latinx, 31% White, and 8% Asian, 54% Female
- Hires selected by our clients have been 51% Black, 17% Latinx, 20% White, 12% Asian, 56% Female

One of the distinguishing characteristics of Alma as a search partner is our commitment to not just communication but facilitated decision-making with the Board and other key decision-makers. Alma will work as a trusted partner with the Board and key stakeholders to ensure they are supported throughout the search process. We believe in capacity-building at our core, and we bring that unique lens to our executive search practice. Our goal is to guide and facilitate the search process in a way that supports the board and staff to adopt recruitment and selection best practices into their ongoing work. This includes a thorough debrief and knowledge transfer process at the completion of the search.

Alma's community-centered, transparent, inclusive, and equity-focused approach to the search process set us apart from others in the executive search field. We understand that the majority of the board will be new to their role as a search begins, and we are confident that our skilled facilitation and deep experience supporting Boards through transitions, assisting with Board development, and facilitating Board discussions to consensus.

Thank you for your thoughtful approach to this selection, and for your consideration of our firm. We welcome any questions you may have about this response.



Monica Santana Rosen
Chief Executive Officer

1. Provide a brief company history including the number of superintendent searches completed in the past 24 months and how many of those searches were conducted in the Rocky Mountain region. Please list districts with enrollments under 1,000 students for which you provided superintendent search services in the past five years. What was the success of the chosen applicants over those years?

Alma Advisory Group, LLC (Alma) is a consulting firm with the mission of fostering the culture, people, and practices that enable staff to do their best, teams to do great work, and organizations to accomplish outstanding results. Led by founder and Chief Executive Officer Monica Santana Rosen, Alma, a certified minority woman owned business launched in September 2016. We partner closely with our clients to understand their unique context, and the conditions that affect their ability to ensure the success of their staff. We work in collaboration with our clients to chart a path to solving their most pressing human capital needs, building the capacity in-house to lead and continue to strengthen their work beyond our time with them.

We believe that an organization's success relies on PEOPLE

- A clear understanding of the kind of people the organization needs in order to thrive
- A sense of current gaps in talent, and knowledge of how future openings can help bridge those gaps
- A strategy for identifying an organization's best people and finding ways to reward, leverage and inspire them
- A culture with the practices that support the people within the organization and help them succeed

We accomplish this aim through the following set of services:

Talent Management Assessment

- Based on client needs, we assess and develop the organization's approach to attracting, developing and keeping great staff in every role. Our approach includes gathering stakeholder perception, validated by actual organization data, together with benchmark research against local and national counterparts. Our assessment may include a review of the HR function itself, and/or analysis of core talent management strategies already in place.

Talent Strategy Design, Implementation, and Team Capacity-Building

- While our assessments spotlight opportunities for improvement, the work we love most is design and implementation. We serve as trusted thought partners to our clients through the improvement of talent strategies including recruitment, hiring, performance management, compensation and strategic retention. We emphasize stakeholder engagement, thoughtful change management, and internal capacity-building so that teams can lead their work beyond our time with them.

Diversity, Equity and Inclusion

- We help organizations build the awareness, tools and language needed to address the systems and practices that cause inequitable outcomes for students. We also help school systems ensure that their highest-need students have access to proven talent ready to meet their needs. Finally, we foster the best HR practice and organizational culture to attract, retain, and value the contributions of diverse talent throughout the organization.

Leadership Pipeline, Support and Supervision

- We help leadership teams better anticipate turnover among critical leadership roles, and identify and cultivate high-potential aspiring leaders to promote over time. The goal is to ensure a strong bench of potential leaders and transparent support for ambitious and high-performing staff. Our work in principal support and supervision helps school systems identify the barriers to principal success, and set up support, development and supervision so that principals can successfully lead schools.

Executive Search

- We support organizations through the recruitment, screening, and hiring of executive level roles. Our search efforts leverage our national network and connections with education leaders throughout the country, who offer us their unique perspective on often-unknown but effective leaders showing potential and readiness to meet the requirements of our clients' openings. We are not a traditional search firm. The Alma team carries out each search with a focus on organizational capacity-building, so that our clients may replicate the search process without us if desired beyond our engagement.

A superintendent search led by Alma has several distinctive offerings that are not typically provided by other firms:

- Clear focus on equity and diversity in hiring through a competency-based approach at all phases of the process
- Customized approach and interview tools collaboratively developed to meet the unique context of the district
- Transparent, inclusive and authentic community engagement, including intentional outreach at each stage of the process to communities that have been historically excluded or difficult to reach, yielding on average a 0.15 ratio (i.e. enrollment of 10,000 students, 1,500 survey responses)
- Thoughtful and thorough analysis and synthesis of focus group, community engagement and survey data, including a Board presentation to highlight results and recommendations for next steps forward
- Ability to lead monolingual Spanish focus groups, stakeholder interviews and forums, and provide human translation, not AI translation, in support of our communities and candidates in bilingual meetings and forums
- Facilitated planning with the Board to confirm alignment, clarify the competencies required for the next Superintendent and reach shared agreement on the key steps of the screening and decision-making process
- Anti-bias training delivered to all interviewers, and the design and utilization of anti-biased, competency-driven interview activities and tools to mitigate bias
- Design and facilitation of a finalist stage that enables authentic engagement with community and includes anti-bias training for all participants
- Facilitation and support for the Board at each stage of the process, especially at the stage of final decision making
- Round the clock availability and support from the Alma team for individual Board members and regular meetings with the Board as needed throughout the process

In the last 24 months, Alma has completed (or is nearing completion of) the following searches:

- Evanston Township High School District, Illinois (4,000 students) - Superintendent still in role
- Eugene School District 4J, Oregon (16,000 students) - Superintendent still in role
- Cincinnati Public Schools, Ohio (36,000 students) - Superintendent still in role, recognized as [K12 Dive's Superintendents to Watch](#) and [NSPRA's Superintendent to Watch](#)
- Portland Public Schools, Maine (6,500 students) - Recently appointed
- Cleveland Metropolitan School District, Ohio (36,000 students) - Recently appointed, recently recognized as [Crain's Cleveland 40 under 40](#)
- Everett Public Schools, Massachusetts (6,500 students) - Recently appointed
- Dayton Public Schools, Ohio (12,000 students) - announcement this week
- Madison Metropolitan School District, Wisconsin (25,000 students) - announcement this week
- Lawrence Public Schools, Massachusetts (13,000 students) - search is in progress

Alma has not completed any Superintendent searches for districts with under 1,000 students, however we have completed searches for Executive Directors and Chief Executive Officers for charter schools and charter management organizations of similar size including:

- Denver Language School, Colorado (885 students) - Executive Director
- East Harlem Tutorial Program, New York (1600 students) - Chief Executive Officer
- Academy of the City Charter School, New York (700 students) - Executive Director
- Integration Charter Schools, New York (1500 students) - President
- Rocketship Milwaukee, Wisconsin (750 students) - Executive Director
- Rocketship Tennessee (1000 students) - Executive Director

Alma has not completed a Superintendent search in the Rocky Mountain region in the last 24 months. We did complete the Superintendent search for Denver Public Schools in 2021. Dr. Alex Marrero has been recognized as [K12 Dive's Superintendents to Watch](#) and [District Administration's National Superintendent of the Year](#).

2. Describe the members of the team who would serve Lake County School District. Provide a short biography and resume of your designated team lead and support associates for our search. Include a list of the recent clients of the designated team lead.

The team proposed to lead this project has completed a wide range of executive searches, including district Superintendent and other c-level roles, including Chief Academic Officer, Chief Operating Officer, Chief Finance Officer, Chief Talent Officer and Deputy Superintendent. We have worked in some of the most politically complex environments in education, and our network is strong among leaders in school districts and charter management organizations. Full resumes are available in Appendix A.

Monica Santana Rosen, Chief Executive Officer (Executive Oversight)



Monica Santana Rosen is a Black Latina who began her career over 25 years ago, guided by a passion to support and strengthen organizations and their teams to achieve breakthrough results for underserved communities. In her current role as founder and CEO of Alma Advisory Group, LLC, Monica and her team have supported clients to build strong, diverse workplaces, and enabled leaders to do great work. Monica has developed and implemented unique approaches and processes to help her customers get their desired results. She is well known for her expert coaching, commitment, and willingness to drive positive organizational change, while simultaneously improving leadership team dynamics.

Prior to Alma, Monica was a partner at Cross & Joftus, where she launched a successful human capital consulting practice supporting urban school districts and educational organizations. This was a natural transition after she spent more than seven years at Chicago Public Schools, where she led a talent management redesign effort, managed a 65-member HR operational team, and focused specifically on leadership pipelines, principal recruitment, development, and succession planning in her role as Talent Management Officer.

Monica began her career at the Tiger Foundation, where she was part of a team that supported nonprofits working to break the cycle of poverty in New York City. The foundation partnered closely with nonprofit leadership teams to assess their organizational strengths, and to develop their programmatic models. She then served as the executive director for Management Leadership for Tomorrow (MLT). MLT works to diversify leadership in the upper ranks of the public and private sectors.

Monica has been featured in multiple media outlets, primarily with her work leading executive searches for some of the most prominent school districts in the county. She serves as the Chair of the board of the Danielson Group, an organization well-known for its work re-imagining teacher development and evaluation. Monica also serves on the U.S. Figure Skating board's Parent Subcommittee, and has served on the board of directors of KAM Isaiah Israel, the longest-standing synagogue in Chicago, as well as the Ancona School. She graduated from Wesleyan University and received her MBA from Harvard Business School. Monica credits her success to her parents, who immigrated from the Dominican Republic and instilled in her the importance of a good education and a strong work ethic.

Eliana Pereyra, Chief of Staff



Eliana brings almost 20 years of experience serving urban public school districts as a consultant and district leader. Most recently, Eliana served as the Executive Director for Equitable Learning Environments with Atlanta Public Schools, helping to create partnerships and establish structures designed to build the collective capacity of leaders in the district. Prior to APS, she served Gwinnett County Public Schools as the Director of Leadership Development, supporting school and district leadership pipeline programs. Eliana began her district-level journey in the NYC Department of Education as a Program Manager in the Office of Teacher Recruitment and Quality, working on designing and implementing principal pipeline and teacher leadership

opportunities across New York City's 1,800 schools. As a consultant, Eliana was a founding team member with the Alma Advisory Group, where she worked with school districts nationwide to establish or strengthen leadership pipeline programs and human capital systems. She also has experience in non-profits, including New Leaders, and as a School Social Worker serving immigrant students and families. Eliana holds an M.S.W. from CUNY's Hunter School of Social Work and a B.A. in Economics from NYU. She is also a Human Resources Senior Certified Professional (SHRM-SCP).

Sylvia Flowers, Managing Director Talent Acquisition and Executive Search (Search Lead)



Sylvia is a native of St. Louis, holds a B.S. in Chemical Engineering and an M.B.A. from the Darden Graduate School of Business at the University of Virginia. Before dedicating her career to improving public education, she spent eight years in the private sector working as a chemical engineer for Monsanto and a finance profession for Duke Energy. She then joined the Broad Residency in Urban Education and began her education career in the Christina School District in Wilmington, Delaware. Sylvia also worked for Chicago Public Schools implementing the district's first Teacher Incentive Fund grant pilot program in 40 high-needs schools.

In 2009, she moved to Nashville, Tennessee and later served as the Director of Technical Assistance at the State Collaborative on Reforming Education (SCORE), a nonprofit and non-partisan advocacy and research organization founded by former U.S. Senate Majority Leader Bill Frist. Most recently, Sylvia spent seven years at the Tennessee Department of Education as the Executive Director of Educator Effectiveness and Talent, focused on implementing the state's educator education evaluation system and using human capital data to drive statewide policy, strategy, and technical support for districts in the recruitment, retention, compensation, professional growth, and recognition of effective educators. Sylvia joined Alma in 2020 and is the Managing Director, Talent Acquisition and Executive Search.

Recent clients: Madison Metropolitan School District, Guilford County Schools, Cleveland Metropolitan School District, Portland Public Schools, Chicago Public Schools

Najjah Thompson, Talent Acquisition



Najjah is a native of Miami, FL., and holds a BA in Music Education and MM in Music Performance from the University of Miami. He is currently pursuing a MS in Learning and Organizational Change from the School of Education and Social Policy at Northwestern University. Najjah started his career in education and public service as a Servant Leader with the Children's Defense Fund's Freedom Schools Program. In 2015, he began teaching elementary and secondary music at Chicago Public Schools. After a few years of teaching, he transitioned to administration and became the Arts Education Specialist in the department of Curriculum and Instruction for the Madison Metropolitan School District. Most recently, Najjah transitioned to HR and spent three years leading Madison Metropolitan School District's Recruitment and Engagement Strategy where he was able to

successfully increase the number of highly-qualified diverse teachers and district administrators. Najjah joined Alma in 2022 as an Executive Search Specialist.

Nita Losoponkul, Talent Analytics



Nita has spent the last two decades working domestically and internationally in both the public (K-12 education) and private (energy, hospitality, financial services, consulting) sectors. She has led projects to implement change initiatives and drive process improvements, including designing and delivering talent development curriculum to support the change. As the Director of Innovation and the Director of Talent Acquisition at the Washoe County School District, she launched new high school magnet programs to create new opportunities for students and revamped hiring processes. At Public Impact, she worked with school districts across the country to plan and implement an Opportunity Culture, creating new career pathways for teacher leaders with sustainably funded higher compensation. Nita holds a bachelor's degree in Engineering from the California Institute of

Technology, a master's degree in Business Administration from the University of California at Los Angeles, and a master's degree in Educational Leadership from the Broad Center (now part of the Yale School of Management). She is also qualified as a Project Management Professional (PMP) and a Human Resources Senior Certified Professional (SHRM-SCP). Nita joined Alma in 2021 as a Talent Analytics Consultant.

Venus Velez, Talent Development, Community Engagement



Venus brings over 20 years of experience in the field of education, with a focus on equity and excellence. Her work has included district level reform efforts, community engagement, talent recruitment, selection and development, organizational development, non-profit management, program design and evaluation, and project management. Venus spent the earlier part of her career working in non-profit educational organizations, developing and leading college preparation programming for high school students from underserved communities. She then went on to work with the NYC Department of Education (DOE), initially supporting high school reform efforts, working with a team of school leaders to phase out

larger failing campus high schools and replace them with a more successful model of new small specialized high schools. Venus also supported the DOE's community engagement strategy – working across the city to build support for the reform efforts and district restructuring and supporting the launch of a new parent and community engagement structure. Working closely with the Superintendent, Venus led the creation of a new parent engagement office in a region serving 139 schools. After leaving the NYC DOE, Venus continued her work in education supporting non-profit educational organizations, working on talent searches for educational leadership roles, and supporting other district level reform efforts. Venus completed her undergraduate work at Wesleyan University, the Education Policy Fellowship Program at Columbia University, Teacher's College, and holds an MBA from the Zicklin School of Business. Venus joined Alma in 2018, supporting Executive Search.

3. How many simultaneous searches does your firm typically conduct? How many other searches might the Lake County School District team lead participate in during the search process?

Alma has the capacity to support this search with the goal of having a new Superintendent in place by the desired start of approximately mid-June 2024. While we lead multiple searches at one time, we will have the aforementioned primary team dedicated to this search to ensure that other projects do not cause capacity constraints or delays in Alma's delivery of service throughout the search. Alma has additional team members with prior Superintendent search experience who can provide coverage and additional support for any primary team member during this search period. Alma's commitment is to continue working on the search until a candidate is selected. Each team member and the firm as a whole are not time-bound in this regard and would dedicate the resources necessary to complete the project.

4. Outline the steps you would recommend for this search process. Include the information you would need the Board/staff to provide, a proposed schedule of meetings and a completion timeline. How flexible is your process, should the Board decide it would like to add/modify its community input sessions, add additional meetings, etc?

Alma proposes the following timeline for the recruitment and selection of the superintendent, but would meet with the Board to confirm the timeline and project plan, to identify key stakeholders to engage throughout the process, to map out a communication strategy that ensures transparency and wide-spread participation, and to confirm a schedule of meetings with the Board to ensure we meet the desired timeline. We continuously visit and revisit our project plan to confirm we are collectively informed on progress and areas that will require us to shift our approach to meet the needs of the process. The following details the key milestones we would target and approximate timelines.

- Search Launch Planning Session - as soon as feasible, estimated early March
- Stakeholder Engagement on Organizational Priorities and Key Competencies for the role - March (see #5 for

details)

- Recruitment Strategy Development and Execution - late March to end of search (see #6 for details)
- Screening Process Design - April (see #7 for details)
- Monitoring of Incoming Talent Pool and Initial Screening of Top Candidates - late April to end of search (see #7 for details)
- Finalist Interviews and Reference and Background Checks - early May (see #7 for details)
- Contract Negotiations - late May (see #8 for details)
- Knowledge Transfer - June

5. How will you engage community stakeholders in the search process? How do you report these findings to the Board?

Our authentic engagement of stakeholders is a distinguishing feature of Alma's search process. Early in every process, we take the time to understand the different community groups that make up the tapestry and landscape of each district we partner with so that we can intentionally design outreach that will truly reach voices and community members who are not typically represented in these processes. It is important to us to reflect the voices of all members of the community, not just the loudest but to truly design a process that reflects the voices of the full spectrum of stakeholders. An example of this is the priority we place in engaging and bringing in student voice into the process which has been central to many of our most recent searches.

The Alma team will meet with select members of the Board, its designees, district office, school leaders, teachers and staff, union leaders, parents and students, community groups and members, and any other key stakeholders (as determined in consultation with the Board) to gather their input on the role and the steps of the selection process. This has typically included interviews, focus groups and surveys, with the intentional identification of affinity groups, including Latinx, Black, Asian American, LGBTQ, monolingual (non-English speaking) families, and other communities that have been historically excluded or difficult to reach. Alma's community surveys (multiple languages) have resulted in an average response to student ratio of 0.15 (i.e. enrollment of 10,000 students, 1,500 survey responses). Alma will analyze and synthesize the stakeholder feedback and present it to the Board upon completion. This presentation can be done in both English and Spanish. We would work with district staff and the board to determine additional interpretation or accessibility needs.

6. Describe your experience and successes recruiting a high-quality applicant pool that includes candidates from diverse backgrounds. Provide examples of where your recruits come from and where you advertise the vacancy.

Alma will review any ideal candidate profiles already created and facilitate conversations with key leaders to review the stakeholder feedback to confirm the most important competencies, characteristics and qualifications required of the position. We will also assess the current market conditions to advise on the competitiveness of the salary. Based on these conversations, the Alma team will refine the job description with an eye towards attracting the desired candidate, and explicitly describing those leadership attributes most important for the Superintendent role.

Upon completion of stakeholder engagement and the job profile and competitive compensation package, the Alma team will build a recruitment strategy, with recommended sources to recruit for top candidates, both locally and nationally, and assemble a network contact list for personal outreach to help spread the word about the position and pursue nominations of high-potential candidates, to ensure wide and effective outreach. Our network is strong among leaders in urban school districts and other organizations in the K12 space. With a team of former education leaders, we begin our searches by scouring each of our personal networks and reaching out to colleagues for personal nominations and recommendations. In addition, the Alma team researches leaders in roles that are similar in scale and experience, with a priority for track records aligned with the competencies required of the role. The Alma team will then partner with the Board to build a pool of potential candidates and monitor the results of recruitment efforts. We leverage our recruiter

licenses and professional membership organizations to directly outreach to prospective candidates and advertise on local and national web-based posting sites where potential hires are likely to learn about the opportunity and will prepare and post and recommend sites for the Board's approval.

Our team uses an Applicant Tracking System to manage all aspects of the candidate pipeline, helping our team to stay organized throughout the search, to access real-time data for our clients, and to maintain clear, transparent and timely communications with candidates. The system interfaces with several job boards and posting sites to maximize the views of our job postings and ensure that our postings get seen by many job seekers. Alma will prepare a customized application for prospective candidates to apply to, through our Applicant Tracking System.

7. Describe your applicant screening process. Provide details of the process for initial screening of applicants as well as the "deep dive" screening of finalists. Do you call listed references and unlisted references? What are the most important questions you seek to answer through this screening, and what important information do you yield through your deep-dive process?

The Alma team will propose the steps of a screening process for the role and draft all interview tools, customized to the district's unique context. This typically includes resume screening protocols, candidate profiles mapped to key competencies, interview guides for each round with look-fors and scoring rubrics, and performance tasks and scenarios to assess the specific competencies required for the role. Decisions will include which internal team members and/or District staff should be engaged in the screening process, key roles in the interview process, and sequence of steps from first screen to final hiring decision. We carry out each search with a focus on organizational capacity building, so that our clients may replicate the search process without us if desired beyond our engagement, and involving District staff throughout the process is part of the capacity building. Our purpose is to minimize bias at every step in the process, and keep the process focused on assessing those skills most important for the role. To ensure fidelity to the agreed upon competencies, our team continuously refers to and ensures alignment of all stages of our process to these competencies.

The Alma team will monitor incoming applications together with the Board and will work proactively to ensure a strong and diverse pool of candidates continue to apply for the role, to ensure an acceptable list of candidates in the timeframe desired. The team will meet with the organization weekly to review progress and will provide reports with clear data tracking metrics to understand the strength and diversity of the pool and status of candidates in process, including the number of candidates at each step (e.g., first screen, rejections, etc.). We will also review incoming resumes and identify top candidates for a first-round screen in partnership with our client. The Alma team will carry out first-round interviews and recommend candidates for second round interviews to be completed by the client organization. Candidate profiles will be provided for any interviewed candidates summarizing the background information along with candidate strengths, questions, and recommendation on whether to advance to finalist screen. The interview and selection process typically includes training for all interviewers with a focus on understanding bias and mitigating bias during the debrief discussion.

The Alma team will design second and semi-final round screening tools, developing interview guides and providing guidance for our client's leaders to facilitate interviews and debrief for competency-driven interviewer feedback to arrive at a list of semi-finalists. Our team is particularly skilled at facilitating the feedback and debrief process with key decision makers at each stage of the selection process.

The Alma team will provide initial background and reference checks for any semifinalists prior to moving to the finalist stage. This will include a search of press on the candidate, conversations with 3-5 references, and any additional network background checks possible to understand the candidate's reputation, and to identify any potential optics issues that the Board would want to be aware of and/or address if they moved forward. As the organization engages with candidates, we will continue to calibrate on desired competencies and strengthen screening protocols as needed along the way until our client finds its chosen candidate and has an accepted offer. Alma typically partners with the HR team in the completion of any standard criminal or financial background checks required by the district.

Alma will work with the Board and district to invite members of the community, staff, families, and students to participate in the finalist interview process, either by serving as a panelist, submitting interview questions for consideration or providing their feedback about the finalist interviews. The finalist interview and selection process typically includes training for all interviewers, including the Board, student, staff, family and community panelists, with a focus on understanding bias and mitigating bias during the debrief discussion. Alma will assist in the finalist interviews and will facilitate debrief meetings to discuss the results of the interviews. Alma will also support the Board and district in announcing the finalists for the role.

8. How will you incorporate the ideas, vision, and needs of the Board? How will you guide and advise the Board as it prepares for finalist interviews? What role will you plan in conducting the interviews, and deliberating after the interviews. How will you help the Board gain consensus about the candidates to be considered?

Attracting a strong Superintendent candidate aligned with the mission and vision of the Board requires several key elements. First and foremost the Board members should be aligned on the key requirements of the role, and the skills most important to recruit and screen. A major risk to a search is when the governing body charged with making such a critical decision is misaligned throughout the search. For this reason, Alma facilitates initial planning sessions with the key decision makers to ensure that leaders are aligned with the approach, stakeholder engagement, and the requirements of the role. An additional risk is the perceived or real dysfunction among top leaders. Candidates will research past meetings, press, and information from their networks about how well the governing body works with each other and works with the district's leadership and staff. Negative press, or perceived infighting or disagreements can undermine the recruitment efforts for the district. Alma mitigates this risk by helping the Board identify any risks to their reputation, and ensure that members are able to address issues or speak to them openly during the search. Alma is very clear with candidates about the desires of the Board and what they're seeking in their next leader. This helps us find candidates who will be aligned with the Board right from the start.

Additional risks and challenges during a superintendent search stem from gaps in communication and the time sensitive nature of the search process. Alma has found that the absence of a liaison for communication and coordination can stall the process, particularly in the critical stakeholder engagement phase of the search. To counteract this challenge, Alma intentionally works with the Board to determine a point of contact. Providing this consistent liaison for the search is one of the responsibilities that Alma asks the district to commit to upholding.

A lack of dedicated time from the Board can stall or delay the process. This can impact timely decision making and keeping candidates engaged through the process. Alma will work with the selection committee to outline the specific time periods and responsibilities of the selection process. This will allow search committee members to plan ahead. Alma will also keep search committee members updated with regular communication about progress and next steps, providing reminders as needed to keep the search process moving. Finally, Alma also acts as an engaged facilitator to support the search committee members as they consider candidates and make selection decisions.

Selecting the superintendent is one of the Board's most important functions and this is at the heart of how we've designed our support for search committees going through this process. This is one of the defining features of what makes our firm unique from others. Throughout the process, Alma team members work alongside the Board or a subcommittee of members to codesign a search process that meets their needs, that ensures adherence to the agreed upon competencies that serve as the foundation for the job profile and interview process, and to walk side by side to address any challenges presented along the way. We are your trusted advisor throughout the process to ensure transparency with the community and the press. Our team remains fully available to the Board throughout the process to ensure we work together to address any challenges that may present during the search process. In a typical search process, we are meeting at least biweekly with the search subcommittee and planning for regular and thoughtful engagement with the full Board to keep them informed along the way.

Alma recommends that the Board engage its own counsel in negotiating the terms of the superintendent's contract. However, Alma plays a very helpful role as liaison between finalist candidates and the district, identifying the top priorities for the candidates, salary expectations and other terms that will be important for the candidate. We are happy to coordinate with general counsel however helpful to ensure a smooth conclusion to the contract negotiation process.

Alma will work with the Board to craft a press release to announce the selected candidate. We will also close out the application process with all candidates not selected for the role.

9. How will you present information to the Board and keep the Board informed throughout the search process? How will you collaborate with the Board throughout the search process? What Board of Education behaviors do you look for in a preferred client?

Alma requests the District and the Board of Education support the search in several key ways: a) advise on stakeholder engagement, including communications and outreach through media channels and community partners, b) calibrate on candidates, engaging first in a review of potential candidates to ensure we are aligned on the skill set and experiences required, and c) support the scheduling and attendance of any interviewers or other stakeholders engaged in the process. The Alma team will seek a point of contact in the district to work with us, meeting on a regular basis to review progress on the search. Typically, we will meet either weekly or biweekly to ensure the project is moving forward on time and on schedule. Additionally, we will establish a secure site for communication and sharing of documents, including project plans, stakeholder engagement templates and notes, candidate materials, and interview protocols. We work with our clients to utilize the technology system (Google, Dropbox) which allows ease of accessibility and security.

We will also seek a point of contact from the search committee to work with us, meeting on a regular basis to review progress on the search. We can determine the appropriate frequency of check-ins when the project launches.

The successful completion of a search requires regular communication, responsiveness, and quick turnaround when candidates are at the finalist stage. Therefore, we would ask the following of the district:

- Maintain regular contact with Alma as they interview candidates, providing feedback within 2 business days of any interview.
- Move approved finalists from interview to final decision within 3 weeks. If an organization takes longer and loses any finalist, additional expense may be required to continue the search and identify new candidates.
- In such a case, we will ask the organization to complete final payment to Alma and negotiate new payment if continuing the search

10. What contractual arrangements does your firm propose in the event the first round of the process does not yield a viable candidate? What contractual arrangements does your firm propose in the event the new superintendent resigns or is dismissed with or without cause within 24 months of his/her start date?

Alma's commitment is to continue working on the search until a candidate is selected. In the event that the search is unsuccessful, Alma would be open to discuss the possibility of relaunching another search. While we are confident in our ability to identify a leader in the time frame provided in this proposal, we would be open to discuss this possibility or a relaunch if the need arises. If the selected leader leaves their role in less than two years, Alma Advisory Group is only able to conduct a new search at no additional cost, only if it is deemed that the cause of the departure is Alma's willful neglect in carrying out the search.

Budget and Invoicing Schedule

Alma benchmarks its price point for Superintendent searches with the fees typically allotted for CEO-level searches. To meet these supports, Alma typically charges a fee benchmarked at 32% of the predicted salary (Traditional search firms charge 34% to 35% of expected total compensation for a similar search), with a minimum fee of \$37,500.

With an estimated salary of approximately \$116,000, our fee for this search would be our minimum of \$37,500. With advertising and travel expenses (for Alma team to be onsite at the district), the not-to-exceed amount is \$44,500.

- Advertising Expenses: approximately \$3,000 for job postings and advertising on job boards
- Travel expenses: Approximately \$4,000 for travel inclusive of 2 team members on site for the community engagement visit and 1-2 trips for the project lead to be on site with the Board. (If additional travel beyond this is required, we will need to seek approval from the district and reimbursement.)

Alma's commitment is to continue working on the search until a candidate is selected. We are not time-bound or time-limited in this regard and would dedicate the resources necessary to complete the project. Work completes when a successful candidate is hired. We propose the following invoicing schedule for the executive search fee (expenses will be invoiced as incurred):

- 50% (\$18,750) upon execution of the contract.
- 20% (\$7,500) upon posting of the job description, delivery of first set of first-round interview guides including interview questions, and first set of candidates delivered
- 20% (\$7,500) when second round screening materials, including all interview questions, scenarios and performance tasks, are delivered and satisfactory delivery of finalist candidate pool
- Final payment of the remaining 10% (\$3,750) when selection/offer decision is made. This will include the completion of finalist interview activities and materials, including structure and design of any virtual or in-person stakeholder-related town convenings and interviews to engage with finalists.

All finalist candidate travel and lodging costs are not included in this quote and will be paid for directly by the district.

In addition, if the district hires an Alma-identified candidate for a different role in the district, Alma would receive a finder's fee, discounted at 20% of the hire's incoming base salary.

Additional Information

Alma Advisory Group is a certified Minority-Owned Business Enterprise and Women-Owned Business Enterprise in the state of Illinois, our primary place of business.

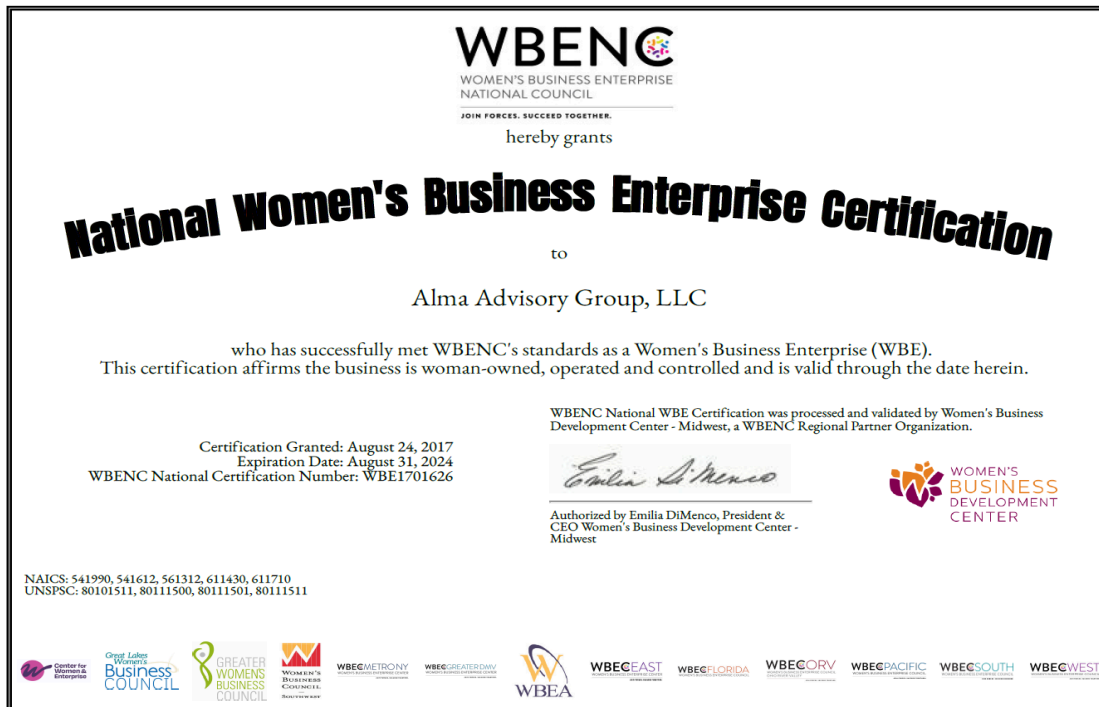
Business & Contact Information

BUSINESS NAME	Alma Advisory Group, LLC
OWNER	Mrs. Monica Santana Rosen
ADDRESS	1525 E 53rd Street Suite 530 Chicago, IL 60615-4575 [map]
PHONE	773-966-4998
FAX	877-917-1689
EMAIL	monica@almaadvisorygroup.com
WEBSITE	http://www.almaadvisorygroup.com
ETHNICITY	Hispanic
GENDER	Female
COUNTY	Cook (IL)

Certification Information

CERTIFYING AGENCY	State of Illinois Commission on Equity and Inclusion
CERTIFICATION TYPE	WMBE - Women/Minority Business Enterprise
RENEWAL DATE	8/21/2023
EXPIRATION DATE	6/21/2025
CERTIFIED BUSINESS DESCRIPTION	NIGP 91838 Education and Training Consulting NIGP 91865 Human Resources, Relations Consulting NIGP 91875 Management Consulting NIGP 91883 Organizational Development Consulting

Additionally, we are certified as a Women's Business Enterprise by the Women's Business Enterprise National Council.



Appendix A - Team Resumes

Monica Santana Rosen

monica@almaadvisorygroup.com

EDUCATION

Harvard Business School, Boston, MA

Master in Business Administration, June 2004. Awarded the Paul and Daisy Soros Fellowship for New Americans and the Horace W. Goldsmith Fellowship for Outstanding Contributions in the non-profit sector.

Wesleyan University, Middletown, CT

Bachelor of Arts Degree in Psychology. Awarded the Jose Gomez Ibanez Scholarship for Academic Achievement, recognized for exceptional community involvement. Semester abroad in Paris, France.

EXPERIENCE

ALMA ADVISORY GROUP, CHICAGO, IL

Chief Executive Officer

2016 - Present

Launched a human capital consulting firm with the mission of short- and long-term organizational success through the cultivation of people, practice, culture and research. Alma has 9 employees and senior associates supporting states, districts, and nonprofits in the design and implementation of large-scale human capital reforms, with an emphasis on strengthening teachers and principals who improve outcomes for their students.

CROSS & JOFTUS, LLC, CHICAGO, IL

Partner and Vice President

2011 - 2016

Launched and built a successful human capital and educator effectiveness practice serving urban school districts, states, and charter management organizations nationally. Work included HR assessment and redesign, principal pipeline strategy development and implementation, teacher recruitment, screening and retention strategy development. Client results have included 28% improvement in diversity of teacher hires, improved principal satisfaction with teacher and principal hiring, improved transparency in principal pipeline, and improved satisfaction with HR service.

CHICAGO PUBLIC SCHOOLS, CHICAGO, IL

2004 – 2011

Talent Management Officer

Led efforts to identify, recruit, develop and retain school and central office leadership. Responsible for a \$14 million budget and \$4 million in federal and private funding partnerships. Raised an additional \$1.2 million in grants.

- Spearheaded job analysis of the principal role and redesigned existing principal screening process.
- Developed and implemented a new strategy for principal recruitment and placement, resulting in historic 400% growth in experienced external hires and the selection of 62 new high potential principal hires.
- Supported Chief Area Officers (i.e., principal supervisors) through principal talent management efforts, resulting in strategic support and/or exiting of persistently low-performing school leaders.
- Expanded strategy for new principal induction, revising induction curriculum, executive coaching and peer learning.
- Directed effort within the Central Office to identify high performers and design new succession planning processes.

Officer, Human Resources Employee Services

Selected for Broad Residency in Urban Education. Promoted within the first year to establish and run HR Employee Services, a shared service center with 65 staff and \$4.4 million budget. Raised \$5.5 million for HR redesign.

- Improved performance across all areas including salary change processing from 8 weeks to 3 days, call answer rates from 45% to 93%, first call/visit resolution from 45% to 75%, and medical leaves processing from 15-3 days.

- Designed department and set strategic priorities. Established team scorecard and critical success factors.
- Launched customer service initiative. As a result, HR was named most-improved department by 60% of principals.
- Supported HR organization redesign, coordinated change management efforts and PeopleSoft HR implementation.

INQUILINOS BORIQUAS EN ACCION (IBA), BOSTON, MA
Summer Associate, Catalyst Alliance (Partnered with Accenture)

SUMMER 2003

- Consultant to this Community Development Corporation offering broad services to 900 units of low-income housing.
- Facilitated planning sessions and completed organizational assessment. Developed a five-year plan with budget and outcomes. Work resulted in a \$3 million capital campaign, expansion goals and 3-year expected milestones.

MANAGEMENT LEADERSHIP FOR TOMORROW, NEW YORK, NY

1998 – 2002

Executive Director

Directed all finances, operations and program development for this nonprofit program offering mentorship, career guidance and MBA application assistance to minority undergraduates and professionals. Raised over \$2.7 million.

- Initiated a five-year strategic plan. Engaged the Boston Consulting Group to provide approximately \$1 million in pro-bono strategic consulting. Strategic plan resulted in new program design and improved organization brand.
- Managed operational budget which grew from \$250,000 to \$1.2 million. Established national headquarters, developed compensation and benefits structure and team of seven to create strategic partnerships.

Program Manager

- Spearheaded assessment and redesign of mentor program. Directed communications including website launch.

TIGER FOUNDATION, NEW YORK, NY

1997 - 1998

Grants Administrator

- Administered \$5 million in grants per year for this private foundation.
- Evaluated and screened funding proposals, recommended initiatives for funding to the senior management team.

Eliana Pereyra
eliana@almaadvisorygroup.com

EDUCATION

Society for Human Resource Management - Senior Certified Professional (SCP) June 2023

Certified Gallup CliftonStrengths Coach Fall 2019

Hunter College, School of Social Work, New York, NY

Masters of Social Work

New York University, New York, NY

Bachelor of Arts in Economics

EXPERIENCE

Alma Advisory Group, Chicago, IL

Chief of Staff

2023-Present

- Support the CEO and leadership team's effort to codify and execute on Alma's business plan and strategy
- Establish structures, practices and routines that promote an inclusive, developmental, caring and high-performing team culture
- Plan for team learning and collaboration so that teams have the knowledge, skills and tools needed to carry out their work in keeping with Alma's values and expectations for quality and long-term sustainability of Alma's work products
- Support Alma's thoughtful, intentional, and ambitious growth trajectory, seeking and securing new sources of business, while deepening our impact in the education space and building our national brand and presence in our industry

Atlanta Public Schools

Executive Director, Equitable Learning Environments

2022

- Lead cross-divisional task force charged with designing a three year implementation plan of programs designed to embed culturally and linguistically responsive and equity-focused practices into curricular, pedagogical, and leadership practices in response to district participation in the Harvard Public Education Leadership Project (PELP)
- Implemented a series of professional learning sessions for 15 schools designed to build capacity in conducting root cause analysis and co-design action plans in schools
- Designed and facilitated district-wide equity-focused professional learning for leaders across 87 schools to build the collective capacity and stamina for equity work
- Created systems and structures to institutionalize professional learning, coaching, and promote peer mentoring within a start-up division

Gwinnett County Public Schools

Director, Leadership Development

2019 - 2022

- Championed and contributed to the redesign of the screening process and curriculum for leadership programs and professional learning for both current and aspiring school leaders to center diversity, inclusion, equity-centered leadership and culturally responsive practices
- Collaboratively designed and implemented innovative three-month leadership development program for 110+ managers within Facilities and Operations division; 95% of survey respondents from three graduating cohorts consistently rated sessions highly
- Redesigned district-level leadership induction program; updated and streamlined curriculum and learning platform to include a focus on DEIB for district-level leaders; leveraged cross-departmental relationships to capture input on redesign process to support induction of roughly 40+ leaders annually
- Coached 40+ aspiring school leaders across nationally recognized Quality-Plus Leader Academy
- Integrated and facilitated leadership team's professional learning and reflection to model continuous improvement and equity-centered mindset and practices

Alma Advisory Group, LLC.

Vice President, Leader and Teacher Pipelines

2016 - 2019

- Functional project and content lead for over a dozen large and medium-scale leader pipeline and program assessment projects, with responsibilities ranging from client engagement, design and management of project plans and budgets, and supervision of project teams across different locations
- Worked with clients to assess and/or develop programs/processes that mitigate bias and cultivate environments that promote equity, inclusion and belonging with a focus on pipeline and leadership development, talent management and cultivation, and recruitment and selection processes
- Partnered with clients to define solutions that establish or strengthen programs, support talent cultivation efforts, and improve organizational effectiveness

Cross & Jofus, Inc.

Associate

2015 - 2016

- Content lead for several principal pipeline projects within large and medium-size public school districts
- Partnered with clients to establish or strengthen leadership pipelines, support talent cultivation efforts, and design competency-based selection processes that produce high-quality and diverse pipelines

NYC Department of Education

Program Manager, Teacher Incentives

2012- 2015

Office of Teacher Recruitment and Quality

- Led the implementation and evaluation of teacher leader roles within HR systems by creating a cross divisional task force bringing together over 30 leaders across 4 departments; our task force successfully established roles in HR systems within aggressive timeline
- Established strong partnership with two school district superintendents and staff serving our highest-need schools to align the implementation of city-wide teacher leadership roles to each district's goals; successfully staffed almost 40 teacher leaders and launched pre-service training for over 70 emerging teacher leaders among two of our most high-need school districts; partnered with the UFT to design recruitment and selection process that ensured equitable access to teacher leader opportunities
- Set strategic direction and managed Lead Teacher program - a city-wide teacher leadership program with over 250 teachers in 170+ NYC public schools; oversaw programmatic operations and advocated for resources and funding to ensure growth of teacher leadership positions; in FY 2014 secured over \$700,000 for participating schools in our highest need districts

NYC Department of Education, New York, NY

Leadership Development Consultant/Various Roles

2009 - 2012

Office of Teacher Recruitment and Quality

- Led design and implementation of a pilot professional internship for teachers aspiring to administrative positions within our most difficult to staff districts in the Bronx to ensure greater access to resources and funding
- Set direction, vision, and goals for comprehensive and challenging curriculum aligned to NYC DOE competencies
- Oversaw mentor and mentee placements, conducted school visits, and evaluated program outcomes; successful outcomes of the first year ensured financial commitment and expansion for second year of the program

Office of Teacher Effectiveness/Office of Product Development

- Trained and provided product support of new talent management tool to over 100 school-based users Designed and managed training and on-boarding of over a dozen partner offices
- Conducted product analysis on a regular basis to communicate usage patterns and trends to inform the strategic development of products, marketing, communication and strategy

Office of School Leadership

- Curated professional learning resources and courses for inclusion in new online learning platform
- Supported the development of robust online development portals, toolkits, and learning management systems

New Leaders for New Schools

Manager for Community Development

2005 - 2008

- Launched first-ever online community for principal residents with participation rates over 80% in the first year with a high % of participation among our Black and Latino leaders
- Provided high-quality training and support to 8 site facilitators and 15 principal coaches
- Supported the planning and implementation of annual national summits hosting over 500 participants

Manager of Admissions

- Designed and implemented onboarding process for associates in 9 program cities to standardize admissions operations and implementation
- Managed admissions operations and the matriculation process for over 200 residents across 9 program sites
- Implemented quality control system including the creation of robust admission's policies and procedures for all sites to ensure our core values of DEIB were reflected across the admissions process in all program cities
- Managed temporary employees and multiple vendors to assist with admissions' operations and trainings

Sylvia M. Flowers
sylvia@almaadvisorygroup.com

EDUCATION

University of Virginia, Darden Graduate School of Business Administration, Charlottesville, VA

Master of Business Administration

University of Missouri, Columbia, MO

Bachelor of Science in Chemical Engineering

EXPERIENCE

ALMA ADVISORY GROUP, CHICAGO, IL

2020 – present

Managing Director, Talent Acquisition and Executive Search

- Provides professional expertise in HR and talent recruitment processes, lead anti-bias training, design interview and selection process, work closely with clients to provide creative solutions to pressing human capital challenges, lead executive searches teams and community engagement.

TENNESSEE DEPARTMENT OF EDUCATION, NASHVILLE, TN

2012 - 2019

Executive Director, Educator Effectiveness and Talent

- Managed a team of 15 in implementing the state's educator evaluation system for teachers and school leaders, ensuring data quality, accuracy and reporting, and developing policy recommendations to improve the system.
- Led the development of district human capital data reports using educator evaluation data and provided training to district leadership teams in order to drive improvement in students' access to effective teachers.
- Created state policy for educator compensation and differentiated pay and ensured implementation in 146 districts statewide.
- Identified and shared best practices, developed tools and resources for improving teacher and leader recruitment, selection and staffing practices in districts and schools across the state, including the launch of a statewide marketplace to match teacher and leader candidates with job openings across the state.
- Developed and implemented district technical assistance and supports for recruiting high-caliber teachers to the profession.
- Oversaw and managed the statewide programs to recognize and reward excellent teachers and leaders throughout the state.
- Directed and coordinated the implementation of two federal grants focused on performance-based compensation – Teacher Incentive Fund (TIF) and Race to the Top (RTTT).

TENNESSEE SCORE, NASHVILLE, TN

2010 – 2012

Director, Technical Assistance

- Provided project management support and oversaw business operations and finances for SCORE's internal operations.
- Provided technical assistance, research and analysis on teacher evaluation systems, including student achievement growth as a component of a teacher effectiveness rating system.
- Led and managed the research and creation of new proposals for new public-private partnerships for SCORE to undertake in conjunction with partner organizations.
- Coordinated and convened focus groups and partner meetings with key stakeholders to gain feedback on the progress of Tennessee's education reform efforts and to refine strategies to support stakeholders' concerns.

CHICAGO PUBLIC SCHOOLS, CHICAGO, IL

2007 – 2009

Project Manager, Chicago TAP (formerly Recognizing Excellence in Academic Leadership)

- Oversaw the implementation and administration of the \$27.5MM TIF grant award, the largest competitive federal grant award received by Chicago Public Schools, a pilot for teacher and principal performance based compensation.

- Directed the strategic planning, school selection, staff selection and supervision, establishment of critical procedures, budget management, and communications for the program.
- Managed the critical relationship between the Chicago Teachers Union and Chicago Public Schools in supporting the pilot, which included negotiating the Memorandum of Understanding between the two parties and leading a joint committee responsible for governance and oversight of the project.
- Supervised the Training/Support team and implementation of the Teacher Advancement Program in 20 participating schools.
- Organized and coordinated the professional development for the Chicago TAP Schools' Leadership Teams including three weeks during the summer and monthly principal and lead teacher trainings during the School Year.

CHRISTINA SCHOOL DISTRICT, WILMINGTON, DE

2004 – 2007

Manager, Grants

- Oversaw the development of the Consolidated Grant Application and the implementation of plans and requirements of the Grant (\$11.7MM) as well as other multisite and single site grants.
- Managed the Supplemental Educational Services program for Title I Schools Under Improvement.
- Coordinated the implementation of the Title I programs by working collaboratively with the Title I building principals, parents, and teachers and staff of the Title I Schools.
- Provided technical assistance to and ensured requirements of the NCLB Act were met for schools under improvement, parent involvement, non-public schools, and homeless students.

Director, Training and Development

- Organized and coordinated the professional development activities for the District including 10 District-wide In-service days per year and other offerings held throughout the School Year.
- Developed and organized leadership training for over 100 members of the District Leadership Team consisting of Leadership Styles training, 360° Feedback, Malcolm Baldrige Quality, and case studies.
- Facilitated district project focused on developing, documenting, and instituting processes and procedures for all important activities in several departments, such as Human Resources, Payroll, Business Office, Procurement, Facilities, and Curriculum & Instruction.
- Led cross-functional team in the identification, selection, purchase and implementation of a Professional Development registration and tracking system and managed the integration of data from legacy system.
- Managed the site based coaching system consisting of 26 Instructional Coaches located in 24 schools focused on New Teacher Mentoring/Induction, coaching and training teachers, providing workshops, developing curriculum, and improving the quality of teaching in the core content areas.
- Supported the Curriculum and Instruction department by conducting district-wide walkthroughs to assess the implementation of professional development initiatives and provided in-depth technical support to the School Improvement Planning process by serving as school liaison from the district office.
- Selected from over 300 applicants for The Broad Residency in Urban Education, an intensive leadership development program focused on building leadership and management capacity in urban school systems and charter management organizations nationwide.

DUKE ENERGY, HOUSTON, TX

2002 – 2004

Commercial Associate

- Developed financial models using discounted cash flow and EBITDA multiples for acquisition targets in the gas pipeline industry of up to \$35MM.
- Performed valuation analysis on Duke Energy International ("DEI") assets to identify divestiture candidates and to establish retention values of those assets.
- Drafted, reviewed, and edited Information Memorandums and Sale and Purchase Agreements for the sale of non-strategic assets in DEI.
- Developed the 2003 budget of approximately \$6.0M for Energy Services Finance and Strategic Planning
- Coordinated activities relating to Duke Houston's participation in the Disclosure Working Group of the Committee of Chief Risk Officers ("CCRO"), a coalition of energy companies formulating best practices in risk management and disclosure for the industry.

SOLUTIA INCORPORATED, PENSACOLA, FL

1996 – 2000

A \$3 Billion chemical company spun off from Monsanto Company in 1997.

Senior Buyer, Essential Materials

- Managed inventories of more than 200 raw materials and scheduled deliveries for two Solutia nylon plants and seven outsourced manufacturing partners.
- Led cross-functional team to reduce working capital by \$1MM and consolidate precious metal catalyst purchases resulting in \$50 K savings and material handling process improvements.
- Developed and implemented procedures, trained 30 employees, coordinated and conducted audits in order to maintain ISO9002/QS9000 quality systems registration for Purchasing & Manufacturing Services.

Packaging Engineer and Buyer, Pensacola, FL

- Managed packaging inventories of more than 100 materials and scheduled deliveries.
- Leveraged and consolidated enterprise packaging purchases as a member of national sourcing teams resulting in enterprise savings of \$2 MM and plant wide savings of \$400 K.
- Identified and evaluated new ways of packaging and handling all finished goods to reduce packaging costs and meet customer needs.

MONSANTO CORPORATION, ST. LOUIS, MO

1994 – 1996

Business & Research Support Services/Engineering Purchasing

- Conducted study to identify potential suppliers for EDI/EFT resulting in a reduction of manual transactions and the addition of 50% of suppliers to Electronic Data Interchange.
- Negotiated contracts for services to identify potential cost savings and consolidate supplier base.
- Created a performance evaluation tool to identify and maintain high performing suppliers and eliminate low performing suppliers.

OTHER

- **Founding Board Member, Valor Collegiate Academy, Nashville, Tennessee**
- **Board Member, Education Pioneers, Nashville, Tennessee**
- **Alumni Advisory Board Member, The Broad Center, Los Angeles, California, 2013-2015**

Najjah Sion Thompson
najjah@almaadvisorygroup.com

EDUCATION

Northwestern University, Evanston, IL

Master of Science in Learning & Organizational Change

University of Miami, Miami, Florida

Master of Arts in Music Performance

Bachelor of Arts in Music Education & Music Performance

EXPERIENCE

ALMA ADVISORY GROUP, CHICAGO, IL

2022 to present

Associate

- Develop, plan, and execute national recruitment strategies for Alma searches that attract diverse top talent that meets clients' desired competencies and requisite experiences
- Design and manage effective advertising outreach strategies to market open positions through social media, key job boards and other channels demonstrated to produce strong candidate pools
- Create campaigns to source leads and prospects and cultivate relationships with key partners to create a diverse candidate pipeline

EXACT SCIENCES CORPORATION, MADISON, WI

2022 – 2022

Recruiter

- Assist Hiring Managers to build, gain buy in, and deploy sourcing and talent acquisition strategies for current and future opportunities
- Manage a range of 10 – 12 requisitions to support clinical studies, regulatory affairs, finance, and human resources departments
- Develop and maintain external relationships with passive candidates and educational institutions

MADISON METROPOLITAN SCHOOL DISTRICT, MADISON, WI

2019 – 2022

Recruitment & Engagement Specialist

- Develop a comprehensive Recruitment & Engagement strategy in attracting, sourcing, selecting, and engaging high performing talent
- Support hiring authorities to accomplish their specific hiring objectives for instructional and non-instructional positions
- Leverage social media platforms and online job boards to advertise open positions and engage with potential candidates
- DEI focused strategy that increased New Hires of Color from 15% to 27%

Nita Losoponkul
nita@almaadvisorygroup.com

EDUCATION

UCLA Anderson School of Management
Master of Business Administration
California Institute of Technology
Bachelor of Science in Engineering

EXPERIENCE

ALMA ADVISORY GROUP, CHICAGO, IL

2021 - present

Senior Associate

- Analyze student performance and talent management data to identify areas for targeted improvement
- Support executive search team with executing community engagement surveys and analyzing data to identify key insights

CAPITAL ONE, PLANO, TX

2021 - 2023

Senior Manager, Customer Experience

- Built CX team from the ground up including developing roadmaps, processes and metrics; moved CX internal assessment rating from “behind” (at time of hire) to “ahead”
- Recognized with Diamond Award for improvements to customer feedback survey that increased response rates by 400%; built Tableau dashboard to enable wider accessibility to data insights
- Utilize data queries to identify extreme outliers that are likely to be unrecognized poor CX and work to develop solutions; present findings monthly to Division President and Leadership Team
- Developing customer listening programs to generate insights used to programmatic changes
- Authored strategic plan to resolve service issues to continuously improve customer experience; piloted new process with Mid-Atlantic region earning rave reviews and requests to roll out to additional regions
- Created three supplemental new employee onboarding modules to close gaps in new hire experiences

YATES+PARTNERS, BANGKOK, TH

2018 – 2021

Senior Partner, Project Governance

Direct report to CEO for industry-leading hospitality consultancy. Provide oversight for all the firm’s projects to maximize ROI and ensure high quality deliverables. Sample engagements include:

- Airline Passenger Experience Association (APEX) – World Class Awards – member of the global team that designed the inaugural World Cup Award audit, incorporating key measures in sustainability, safety & well-being, and service & inclusiveness
- Delta Airlines – Purser Transformation Project
 - o Surpassed YOY Net Promoter Score (2019) goal by 400% by empowering Inflight Leaders to advocate for customers and to shift from being compliance-driven to customer-focused through a series of training initiatives
 - o Managed 10- person global content development team to plan training curriculum, design e-learning story books and create facilitator guides, presentations and training activities for workshops to retrain all 3,400 Inflight Leaders; overhauled new selection and onboarding programs to align with the new responsibilities and expectations
 - o Designed and delivered train-the-trainer program to upskill airline trainers to facilitate new workshop, allowing airline to cost effectively implement change; prepared 50+ supervisors to coach Inflight Leaders in their roles
 - o Supported executive team with communication roll out to all 90, 000 employees by drafting scripts for CEO’s and Inflight Services SVP’s video pieces about the transformation

- Saudia Airline – Ground Operations Revitalization Project
 - Redesigned customer experience at world’s worst ranked airport through ground service delivery improvements and new training programs for all staff; aligned with client strategy, awarded 2021 5-Star rating by APEX.
 - Worked with executive management to ensure equal numbers of male and female were hired for the new customer-facing Airport Ambassador role (% female employees has been historically low)

PUBLIC IMPACT, CHAPEL HILL, NC

2014 – 2018

Vice President of District Support and Consulting Manager | Senior Consultant

Oversaw multiple K-12 education talent management projects simultaneously to improve compensation and retention of high performing teachers and build leadership capacity. Mentored junior team members. Sample projects include:

- Syracuse City School District – Increased number of low performing school participating in school turnaround redesign by 275% while maintaining support from nearly 90% of school staff
- Office of the Maricopa County School Superintendent – Developed and delivered train-the-trainer workshops to enable client to cost effectively scale program offerings to more school post- Teacher Incentive Fund (TIF) grant expiration; 83% of pilot schools exceed expectations
- Chan-Zuckerberg Initiative/Clayton Christensen Institute – Award grant to research how innovative models combined with blended learning can accelerate student achievement gains. Conducted observations and interviews, analyzed data, published case studies and white paper on best practices.
- Texas Education Agency – Created competency-mapped selection processes to support HR teams in minimizing bias in screening and hiring talent for innovative new teacher-leader roles in six Texas districts
- Fulton County Schools – Provided individualized coaching sessions to school principals and district leaders to diagnose issues through conduct root cause analyses and accelerate student academic growth results
- American Institute for Research – Served on the peer review panel reviewing Every Student Succeeds Acts (ESSA) state plans; provided targeted recommendations for improvement

WASHOE COUNTY SCHOOL DISTRICT, RENO, NV

2010 –2013

Director of Talent Acquisition and Development

- Supervised a team of 10 responsible for talent recruitment and selection for all district openings
- Oversaw expansion of Work Study, AmeriCorps Vista, AARP and Community Work Experience Program partnerships to provide on-the-job training and employment opportunities for participants
- Worked closely with hiring managers to provide a strong and diverse candidate pool in cost-effective and timely manner, including prescreening, skills demonstration and behavior-event interviews (BEI)
- Build university talent pipeline and comprehensive student teaching and field experience programs to facilitate early identification of high potential future teachers and secure talent early in hard-to-fill areas
- Expanded on-campus recruiting to include Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutes (HSIs) to improve diversity outreach efforts.
- Launched the Spanish Teacher Exchange (J1 visa) to support the scaling of dual language programs
- Liaised with the Dept. of Ed to support Alternative Route to Licensure candidates to complete requirements
- Administered Grow Your Own scholarship program to support classified staff seeking to become teachers
- Redesigned HR procedures , within district policies, to improve process times & decrease cost by 65%

Director of Innovation

- Successfully launched 10 High School Signature (Magnet) Academies to provide new learning opportunities for students; partnered with higher education institutions, local businesses (including Microsoft) and nonprofits to develop rigorous and engaging curriculum maps; oversaw student applications and selection processes to ensure inclusion of students previously excluded from special programing;
- Fiscally responsible for a \$5M capital improvement budget, \$500k operating budget, \$400k grant budget

Special Project Manager

- Completed benchmarking of staffing ratios with districts nationwide; built and tested new models to equitably distribute school headcount and repurpose \$2M for new programs to close achievement gaps

CHEVRON CORPORATION, SAN RAMON, CA, SINGAPORE

2007 – 2010

Global Marketing Graduate Rotational Program

- Represented rotational program at on-campus and diversity conference recruiting events
- Led 12 pioneering ExtraMile (EM) convenience store projects including interior construction and merchandising, coached new franchisees in brand execution and business planning
- Oversaw retail stations and convenience stores; managed 45 staff, including hiring, payroll, performance evaluations, and customer service focused training
- Launched one and two rebranded fuel products; led staff training to explain changes to full service Singapore market (four official languages); exceeded sales targets by 9%.
- Headed product selection, pricing, placement and promotional activities and vendor contract negotiation for beverage products at all 500+ stores, comprising \$100M in annual sales
- Created marketing guide to support the EM brand with easy-to-use, customizable tactics to increase foot traffic, attract new customers, reward loyal customers, and increase overall sales

MCMASTER-CARR SUPPLY COMPANY, SANTA FE SPRINGS, CA

2001 – 2006

Product Dept. Supervisor | Sales Dept. Supervisor | Sales Development Associate

- Interviewed and onboarded new associates; supervised and continuously developed a team of 10 Product Specialists; coached, evaluated and administered merit increases for team of 25 representatives in a call center environment
- Implemented weekly performance reviews that reduced order entry errors by 50%

Venus Velez
venus@almaadvisorygroup.com

EDUCATION

Zicklin School of Business, Baruch College, New York, NY
Master of Business Administration in Marketing Management
Columbia University, Teacher's College, New York, NY
Educational Policy Fellowship Program
Marymount Manhattan College, New York, NY
Certificate in Nonprofit Management
Wesleyan University, Middletown, CT
Bachelor of Arts in Government

EXPERIENCE

ALMA ADVISORY GROUP, CHICAGO, IL

2018 to Present

Senior Associate - Executive Search

- Leads day-to-day responsibilities of the search, managing the rest of the project team.
- Coordinates first round interviews
- Create the project plan, draft agendas and materials for each meeting

SPALDING SMART SHOT, NEW YORK, NY

2005 – Present

Entrepreneur, COO/Project Leader

- Partnered with the inventor of an innovative sports product to develop the product and bring it to market. Drove the project from idea inception through launch (Dec. 2016).
- Conducted research
- Created business plan and marketing materials
- Vetted and built a project team including lawyers, engineers, and manufacturers,
- Identified and sought opportunities for product exposure, and helped negotiate a licensing contract with a top sports company. Continue to support product marketing and sales.

Independent Consultant

2012- 2015/ 2018-present

Worked to support district level education reform efforts throughout the country, primarily in the area of talent management and human resources, as well as executive level searches. District projects have included: supporting the redesign of the human resource department and talent management systems for Newark Public Schools and Syracuse City School District; screening applicants for leadership development academies at Gwinnett County Public Schools; and, supporting sourcing, recruitment, and screening process for executive level positions at Tulsa Public Schools, Foundation Academies charter school organization, Civic Builders, and Baltimore City Schools.

NEW YORK EDGE (formerly Sports & Arts in Schools Foundation), NEW YORK, NY

2014 - 2014

Consultant, High School Programs

Assisted Deputy Director in program evaluation; advised on improvement plans and supported implementation. Provided coaching and support to high school program staff, and worked on special projects as assigned.

ASPIRA OF NEW YORK INC., NEW YORK, NY

2008 - 2011

P/T Consultant, College Preparation Program

- Designed and supported the implementation of a high school college preparation program.
- Helped train College Coaches on helping students build college readiness skills and advising students on the college admissions process.
- Oversaw ongoing program assessment, development, and reporting.

NYC DEPARTMENT OF EDUCATION (DOE), NEW YORK, NY**2002 – 2008****Director of Regional Support**

- Worked with regional parent support teams to implement parent initiatives set out by the Chancellor.
- Provided professional development and technical assistance to regional parent staff and school-based Parent Coordinators. Managed parent involvement data and assisted in producing citywide reports.
- Assisted with content development for parent pages on the DOE website. Organized and managed various citywide conferences, programs, and events.
- Managed hiring process and placement of regional and central parent staff.
- Served as point of contact for human resource and union contract issues for parent staff. Served as liaison to various departments and assisted with parent outreach efforts.

Director of Parent Support

- Provided direct service to New York City public school parents citywide
- Assisted in addressing parent concerns and questions and provided information to help parents better navigate the Department of Education.
- Supervised parent engagement staff and provided professional development and support to volunteer parent leaders citywide.

Supervisor of Parent Support, Region 8

- Helped create and open a new Parent Support Office in the new regional structure under the Chancellor's Children First Education Reforms. Under former Superintendent Carmen Farina, oversaw direct service to parents in Region 8 (former community districts 13, 14, 15, and 16), which consists of 139 schools.
- Managed a staff of 8 Parent Support Officers. Provided professional development and support to school-based Parent Coordinators and parent leaders in the region.

Consultant

- Facilitated workshops for students and parents on the college and financial aid process.
- Facilitated student and parent engagement meetings for the Chancellor's office.
- Helped support the successful opening of 4 new small college preparatory high schools in Brooklyn; assisted with community outreach, student recruitment, staff development in the area of family engagement, and provided general support to school teams.



EXECUTIVE RECRUITMENT AND DEVELOPMENT

Superintendent

Search Services Proposal for

Lake County School District Leadville, Colorado

February 2024



Phone: 888-375-4814
Email: mail@macnjake.com
Website: www.macnjake.com



submitted in collaboration with



Colorado Association
of School Boards





MCPHERSON & JACOBSON, LLC

EXECUTIVE RECRUITMENT & DEVELOPMENT

11725 ARBOR STREET, SUITE 220 ♦ OMAHA, NEBRASKA 68144 ♦ 402-991-7031/888-375-4814
FAX: 402-991-7168 ♦ EMAIL: MAIL@MACNJAKE.COM ♦ WEBSITE: WWW.MACNJAKE.COM

February 22, 2024

Board of Education
Lake County School District R-1
328 West 5th Street
Leadville, Colorado 80461

Thank you for the opportunity to respond to your RFP. The enclosed proposal describes the professional services the Colorado Association of School Boards representative, McPherson & Jacobson, L.L.C. will provide Lake County School District in ensuring your superintendent search secures quality leadership for the district.

As a nationally recognized leader in superintendent searches, McPherson & Jacobson will work with the board to design a search that meets the unique needs of your school district. Our firm's protocol allows the board to concentrate on the most important segments: the interview and selection of the successful candidate.

At the core of our firm's work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps.

McPherson & Jacobson has been conducting searches for boards of education since 1991. Our Colorado consultants will ensure your search results in quality leadership for your district.

We welcome the opportunity to meet with your board to present our proposal and discuss our proven search process.

Sincerely,

Dr. Norm Ridder

Owner, McPherson & Jacobson L.L.C.

TABLE OF CONTENTS

<i>Executive Summary</i>	<i>3</i>
<i>About McPherson & Jacobson</i>	<i>4</i>
<i>The McPherson & Jacobson Difference</i>	<i>4</i>
<i>Qualifications and Background of McPherson & Jacobson, L.L.C.</i>	<i>4</i>
<i>Colorado Searches Conducted by McPherson & Jacobson, L.L.C.</i>	<i>6</i>
<i>Superintendent Searches for Districts with Enrollments Under 1,000 Students</i>	<i>8</i>
<i>McPherson & Jacobson, L.L.C. Non-Discrimination Policy.....</i>	<i>10</i>
<i>Applicant Diversity.....</i>	<i>10</i>
<i>Consultants for the Lake County School District Search</i>	<i>12</i>
<i>Availability of McPherson & Jacobson</i>	<i>18</i>
<i>Search Process</i>	<i>19</i>
<i>Five Phases of a Superintendent Search.....</i>	<i>19</i>
<i>Responsibilities of Lake County School District R-1 and McPherson & Jacobson, L.L.C.....</i>	<i>26</i>
<i>Timeline</i>	<i>29</i>
<i>Stakeholder Involvement</i>	<i>30</i>
<i>Recruiting, Identifying, and Screening Applicants</i>	<i>32</i>
<i>Advertising the Position</i>	<i>32</i>
<i>Identifying and Recruiting Applicants</i>	<i>32</i>
<i>Applicant Diversity</i>	<i>33</i>
<i>Screening, Reference Checks, Interviews of Final Applicants</i>	<i>34</i>
<i>Communicating with and Working with the Board</i>	<i>35</i>
<i>Cost Proposal for Lake County School District R-1</i>	<i>36</i>
<i>Investment for the Search</i>	<i>36</i>
<i>Additional Services Available</i>	<i>37</i>
<i>McPherson & Jacobson Guarantees.....</i>	<i>39</i>
<i>Client Satisfaction.....</i>	<i>39</i>
<i>Price Match.....</i>	<i>39</i>
<i>Recruiting the Selected Candidate</i>	<i>39</i>

<i>Additional Information.....</i>	<i>40</i>
<i>Colorado Consultants</i>	<i>40</i>
<i>What Board Members Say About McPherson & Jacobson’s Search Services</i>	<i>41</i>

This proposal is the property of McPherson & Jacobson L.L.C. and has been prepared at the request of the Lake County School District R-1, Leadville, Colorado. The contents of this proposal are not to be reproduced or distributed for any reason other than for use by the Lake County School District R-1, Leadville, Colorado.

02/24

Executive Summary

McPherson & Jacobson L.L.C. provides a comprehensive search process. Below are some of the highlights of our process:

- Our process is comprehensive and provides critical support for the most time-consuming aspects of recruiting and screening the candidates, so the board can focus on interviewing and selection.
- Our team of consultants, working in conjunction with the board and diverse stakeholder groups you identify, will implement a systematic, comprehensive process culminating in the hiring of the most qualified candidate for your district.
- We take the entire board through a consensus decision-making process to identify the top criteria for the selection of the new superintendent.
- Transparency is a hallmark of our protocol. Stakeholder participation emphasizes the transparency of our process. We meet with groups to ensure broad-based stakeholder input in the selection process. In addition, we provide an online survey to reach out to anyone who cannot attend a stakeholder meeting. The consultants will present a comprehensive written report to the board, which includes all of the comments recorded during the input sessions.
- McPherson & Jacobson's consultants actively recruit candidates that meet the selection criteria. If desired, we will recruit non-traditional candidates.
- Applicant confidentiality is important to attract top candidates. Names remain confidential until the board selects their finalists.
- The consultants will read all of the completed files submitted by applicants and evaluate them against the selection criteria.
- The consultants will conduct reference checks until they have complete knowledge of the applicant's strengths and weaknesses. The consultants will pre-interview applicants to be submitted on the shortlist. In-depth background checks (criminal, financial, and educational degree verification) are conducted on the candidates selected by the board to be interviewed.
- We will continue to work with your school district until a superintendent is hired and in place.
- Phase V provides a continued commitment to work with your board and new superintendent for one year. We will help you collaboratively establish annual performance objectives for the new superintendent's first year. Evidence from previous searches shows this phase to be very positive as it fosters a good transition.
- We are so confident of our ability to identify the district's criteria, recruit, and screen applicants against those criteria, and assist during the transition period, that we guarantee our service.
- The fee for Phases I-V is \$7,900. The not to exceed amount is \$12,330 (see page 36 for additional information)

***Our mission is to ensure your search results in
quality leadership for education excellence.***

About McPherson & Jacobson

The McPherson & Jacobson Difference

“Your students, staff, and community deserve the best.”

- *WE BELIEVE every student is entitled to a high-quality education. We strongly believe quality education is dependent upon quality leadership.*
- *OUR MISSION is to ensure your search results in quality leadership for education excellence.*

McPherson & Jacobson has developed a protocol that provides for high involvement of stakeholders, while keeping the board in complete control of the process.

One of the hallmarks of McPherson & Jacobson, L.L.C. is the belief that the search for a public executive should be conducted with as much transparency as possible. We have designed a process, which keeps the board in complete control of the search, while inviting various stakeholder groups to provide input and become meaningfully involved in the process.

At the core of our firm’s work is the belief that every student is entitled to high quality education and that this is dependent upon quality leadership. We understand that students have diverse needs, thus, we focus on the intentional recruitment of a diverse candidate pool that includes ethnic and cultural identity as well as experience in culturally proficient practices that have proven successful in addressing educational equity gaps. This unique approach is made possible through the diverse and extensive network of our consultants who have various levels of expertise in the school system from superintendents to school board members to educational equity experts. We believe this has contributed to our successful placement of qualified candidates around the state and nation who have met extensive equity focused criteria and continue to make an impact in the districts they serve.

Qualifications and Background of McPherson & Jacobson, L.L.C.

- **Colorado Association of School Boards Search Service**

The Colorado Association of School Boards has selected McPherson & Jacobson, L.L.C. to represent them in conducting superintendent searches in

Colorado. McPherson & Jacobson is a leading national search firm that has Colorado-based consultants. Our Colorado consultants understand Colorado and its unique requirements and laws.

- **Leading National Search Firm**

McPherson & Jacobson, L.L.C. has been conducting national searches for governing boards since 1991. The firm has placed **over 1,000 superintendents** and other officials in public and non-profit organizations across the United States. **McPherson & Jacobson is one of the leading national superintendent search firms.**

- **Nationwide Network of Experienced Consultants**

McPherson & Jacobson has **over 120 consultants** across the nation. Over one-fourth of McPherson & Jacobson consultants are minorities or female. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensure your search results in quality leadership for education excellence.

- **Sustainability in Leadership**

Waters and Marzano review of 3.4 million students' achievement scores found that Superintendents' tenure is positively correlated with student achievement.

Organizations using the McPherson & Jacobson protocol have enjoyed sustainability of leadership. Over the last five years, **almost eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Over forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

Colorado Searches Conducted by McPherson & Jacobson, L.L.C.

Year	District	City	Enrollment
2022/23	Academy School District 20	Colorado Springs	26,000
1999/00	Academy School District 20	Colorado Springs	16,581
2020/21	Alamosa School District, No. RE-11J	Alamosa	2,500
2021/22	Archuleta School District	Pagosa Springs	1,655
2019/20	Archuleta School District 50JT	Pagosa Springs	1,700
2022/23	Arickaree School District R-2	Anton	98
2020/21	Arickaree School District R-2	Anton	98
2020/21	Arriba-Flagler CSD #20	Flagler	159
2023/24	Brush School District RE-2J	Brush	1,440
2022/23	Chavez Huerta K12 Preparatory Academy—President/CEO	Pueblo	993
2020/21	Cheyenne Mountain School District 12	Colorado Springs	5,000
2022/23	Clear Creek School District RE-1	Idaho Springs	682
2018/19	Clear Creek School District RE-1	Idaho Springs	765
2022/23	Colorado Association of School Boards (CASB)—Executive Director	Denver	
2019/20	Colorado Association of School Executives (CASE)—Executive Director	Denver	
2022/23	Colorado Department of Education—Commissioner of Education	Denver	
2021/22	Colorado Springs School District 11	Colorado Springs	22,000
2023/24	Cotopaxi Consolidated Schools	Cotopaxi	190
2023/24	Custer County School District C-1	Westcliffe	335
2021/22	East Grand School District	Granby	1,354
2006/07	East Grand School District	Granby	1,300
2023/24	East Otero School District	La Junta	1,358
2021/22	Edison School District 54JT	Yoder	243
2020/21	Elbert County School District C-2	Kiowa	270
2023/24	Fremont School District RE-2	Florence	1,400
2021/22	Garfield County School District 16	Parachute	1,350
2021/22	Genoa-Hugo School	Hugo	220
2021/22	Georgetown Community School (Director search)	Georgetown	134
2020/21	Haxtun RE-2J School District	Haxtun	350
2023/24	Hi-Plains School District R-23	Seibert	120
1999/00	Hinsdale County School District RE-1 (Lake City Comm. School Dist.)	Lake City	70
2020/21	Ignacio School District 11-JT	Ignacio	720
2020/21	Lamar School District RE-2	Lamar	1,614
2023/24	Las Animas School District RE-1	Las Animas	500

Year	District	City	Enrollment
2023/24	Lewis-Palmer School District 38	Monument	7,000
2022/23	Manitou Springs School District 14	Manitou Springs	1,500
2021/22	Moffat Consolidated School District #2	Moffat	217
2021/22	Moffat County School District RE-1	Craig	2,068
2020/21	Montezuma-Cortez School District RE-1	Cortez	2,800
2021/22	Morgan County School District	Fort Morgan	3,500
2017/18	Morgan County School District	Fort Morgan	3,300
2022/23	Mountain Valley School District RE-1	Saguache	173
2023/24	Norwood Public Schools	Norwood	193
2020/21	Norwood School District	Norwood	206
2023/24	Otis School District	Otis	211
2020/21	Otis School District R3	Otis	250
2023/24	Park County School District RE-2	Fairplay	500
2020/21	Platte Valley School District Weld RE-7	Kersey	,1200
2021/22	Prairie School District RE-11J	New Raymer	220
2021/22	RE-1 Valley School District	Sterling	2,258
2022/23	School District 49 (D49)	Peyton	24,000
2020/21	Sangre de Cristo School District	Mosca	250
2020/21	South Central BOCES—Executive Director	Pueblo West	
2022/23	South Conejos School District	Antonito	176
2021/22	Springfield School District	Springfield	280
2021/22	Steamboat Springs School District	Steamboat Springs	2,651
2019/20	Summit School District RE-1	Frisco	3,450
2021/22	Swink School District	Swink	350
2017/18	Thompson School District R2-J	Loveland	16,000
2022/23	The Vanguard School—Executive Director	Colorado Springs	1,500
2021/22	Walsh School District RE 1	Walsh	160
2020/21	Weld County RE-5J School District	Milliken	3,800
2021/22	Weld RE-4 School District	Windsor	8,000
2021/22	Woodlin School District R-104	Woodrow	85

Superintendent Searches for Districts with Enrollments Under 1,000 Students

Since 1991, McPherson & Jacobson has assisted over 400 school districts with enrollments under 1,000 students in their superintendent searches. Listed below are the searches we have conducted in the past five years. Seventy-four percent of the placements are still in the position they were hired for.

Year	District	Enrollment	City	State
2022/23	Arickaree School District R-2	98	Anton	CO
2022/23	Centura Public Schools	500	Cairo	NE
2022/23	Copper River School District	420	Glennallen	AK
2022/23	Glide School District	709	Glide	OR
2022/23	Hampton School District	600	Hampton	AR
2022/23	Hermitage School District	400	Hermitage	AR
2022/23	Lone Tree Community School	466	Lone Tree	IA
2022/23	Mark Twain Union Elementary School District	736	Angels Camp	CA
2022/23	Moffat Consolidated School District #2	217	Moffat	CO
2022/23	Mountain Valley School District RE-1	173	Saguache	CO
2022/23	Newcastle Elementary School District	398	Newcastle	CA
2022/23	Rancho Santa Fe School District	581	Rancho Santa Fe	CA
2022/23	Sausalito Marin City School District	220	Marin City	CA
2022/23	Sierra-Plumas Joint Unified School District	400	Loyalton	CA
2022/23	South Conejos School District	176	Antonito	CO
2022/23	Swallow School District	470	Hartland	WI
2022/23	Walsh School District RE 1	180	Walsh	CO
2022/23	West Yellowstone School District	289	West Yellowstone	MT
2021/22	Alpena School District	480	Alpena	AR
2021/22	Edison School District 54JT	140	Yoder	CO
2021/22	Genoa-Hugo School	220	Hugo	CO
2021/22	Glendale School District	281	Glendale	OR
2021/22	Mount Shasta Union School District	534	Mt. Shasta	CA
2021/22	North River School District	67	Cosmopolis	WA
2021/22	Patricia A. Hannaford Career Center	400	Middlebury	VT
2021/22	Prairie School District RE-11J	220	New Raymer	CO
2021/22	Siskiyou Union High School District	555	Mt. Shasta	CA
2021/22	Skykomish School District #404	35	Skykomish	WA
2021/22	South Bay Union School District	500	Eureka	CA
2021/22	Springfield School District	280	Springfield	CO
2021/22	Swink School District	350	Swink	CO
2021/22	Toutle Lake School District	700	Toutle	WA
2021/22	Valdez City Schools	650	Valdez	AK
2021/22	Wilmot Union High School District	930	Wilmot	WI
2021/22	Woodlin School District R-104	85	Woodrow	CO

Year	District	Enrollment	City	State
2020/21	Arickaree School District R-2	98	Anton	CO
2020/21	Arriba-Flagler CSD #20	159	Flagler	CO
2020/21	Des Arc School District	587	Des Arc	AR
2020/21	Doniphan-Trumbull Public School	426	Doniphan	NE
2020/21	Elbert County School District C-2	270	Kiowa	CO
2020/21	Haxtun RE-2J School District	350	Haxtun	CO
2020/21	Ignacio School District 11-JT	720	Ignacio	CO
2020/21	Norwood School District	206	Norwood	CO
2020/21	Otis School District R3	250	Otis	CO
2020/21	Sangre de Cristo School District	250	Mosca	CO
2020/21	Santa Ynez Valley Union High School District	850	Santa Ynez	CA
2020/21	Scales Mound Community Unit School District #211	270	Scales Mound	IL
2020/21	Starmont CSD/West Central CSD (shared supt)	860	Arlington/Maynard	IA
2020/21	Summerland Public Schools	402	Ewing	NE
2020/21	Vallecito Union School District	600	Avery	CA
2020/21	Wall School District 51-5	273	Wall	SD
2019/20	Cedar Ridge School District	705	Newark	AR
2019/20	Gurdon Public School District	684	Gurdon	AR
2019/20	Palmyra Bennet District OR-1 Schools	581	Palmyra	NE
2019/20	Quileute Tribal School	120	La Push	WA
2019/20	Shelton Public Schools	300	Shelton	NE
2019/20	Sioux Central Community School District	667	Sioux Rapids	IA
2019/20	Sonora Union High School District	940	Sonora	CA
2019/20	Stockton School District 206	660	Stockton	IL
2019/20	Strathmore Union Elementary School District	773	Strathmore	CA
2019/20	Valley Springs School District	866	Valley Springs	AR
2019/20	West Monona CSD/West Harrison CSD (shared supt)	981	Onawa / Mondamin	IA
2018/19	Arlington Public Schools	660	Arlington	NE
2018/19	Clear Creek School District RE-1	765	Idaho Springs	CO
2018/19	Concord School District	440	Concord	AR
2018/19	McCrary School District	665	McCrary	AR
2018/19	Sausalito Marin City School District	524	Marin City	CA
2018/19	Sibley-Ocheyedan Community School District	850	Sibley	IA
2018/19	Sierra-Plumas Joint Unified School District/Sierra County Office of Education	425	Loyalton	CA

McPherson & Jacobson, L.L.C. Non-Discrimination Policy

McPherson & Jacobson, L.L.C. is dedicated to serving school districts by supporting all candidates regardless of cultural and ethnic diversity.

As an organization, we are committed to equitable practices that will ensure equal access for all candidates. This commitment means that success will not be predicted nor predetermined by race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion.

Every decision McPherson & Jacobson, L.L.C. makes will be committed to the following foundational beliefs:

1. Consultants share the moral imperative and collective ownership to identify and eliminate disparities to ensure all candidates have an equal opportunity regardless of their race, ethnicity, socioeconomic status, cognitive/physical ability, language, marital status, gender, sexual orientation, gender identity, disability, or religion;
2. Eliminate barriers in recruitment, hiring, retention, and internal processes;
3. Utilize culturally relevant practices that do not discriminate based upon language, marital status, gender, sexual orientation, gender identity, cognitive/physical ability, or religion;
4. Promote catalytic leadership for educational and community partners;
5. Support the continuing development of all personnel with a focus on their mindset, beliefs, knowledge, and skills, including an understanding of implicit bias and racial identity;
6. Incorporate the voices, cultures, and perspectives of diverse students, families, and communities into decision making to create a sense of belonging for all;
7. Support and comply with State and District policies.

Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

We use our nationwide consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

In the past ten years, **one-third** of the boards we have represented have placed women or ethnically diverse candidates.

Consultants for the Lake County School District Search

Dr. Walter Cooper—Lead Consultant



Dr. Walt Cooper joined McPherson & Jacobson in 2021.

Dr. Cooper started his public education career as a high school teacher and coach in Hill City, Kansas in 1984. He later served as middle school principal in Hill City before returning to Colorado as principal of North Valley Middle School in LaSalle. Following a two-year term as Assistant Superintendent in Weld County, Colorado, he was named superintendent of the Ellicott, Colorado School District in 1998. He served in this role for four years before moving to the Cheyenne Mountain School District as assistant superintendent for business operations in 2002. Dr. Cooper was selected by his peers across the state as the 2018 Colorado Superintendent of the year. He retired in 2021 after serving 15 years as superintendent of the Cheyenne Mountain School District in Colorado Springs, Colorado.

Dr. Cooper is a native of Lakewood, Colorado. He holds a bachelor's degree in physical education from the University of Northern Colorado, a master's degree in educational administration from Ft. Hays (Kansas) State University, and a doctorate in educational leadership from Nova Southeastern University in Ft. Lauderdale, Florida.

Dr. Cooper has participated in numerous searches since joining McPherson and Jacobson, serving as lead consultant for many of them. He has been involved in superintendent searches for Summit School District RE-1, Edison School District 54JT, Springfield School District, East Grand School District, Moffat Consolidated School District #2, Colorado Springs School District 11, Academy District 20, Archuleta School District, Manitou Springs School District 14, Mountain Valley School District RE-1, School District 49, Custer County School District, Fremont School District, Lewis-Palmer School District 38, and Albuquerque Public Schools, NM. He has also conducted Executive Director searches for Colorado Association of School Boards and South Central BOCES. Dr. Cooper has conducted Commissioner of Education searches for Colorado Department of Education and Nebraska State Board of Education.

Dr. Norm Ridder – Consultant



Dr. Norm Ridder has been with McPherson and Jacobson since March of 2018.

Dr. Ridder, a native of Nebraska, has worked his entire career in education beginning as a teacher followed by 41 years as a school administrator in public, Catholic and at-risk programs (Father Flanagan Boys Home in Omaha, Nebraska). Dr. Ridder served most of his administrative years as superintendent. Most recently, he served as interim-superintendent in the Academy District 20, superintendent of Colorado Springs School District 11 (five years), the superintendent of Springfield Public Schools (nine years), interim-superintendent of Mehlville Public Schools (one year) and interim-superintendent of Joplin Public Schools (two years) in Missouri.

Dr. Ridder has degrees from St. Thomas College in Denver, Colorado, the University of Nebraska, and Creighton University.

Dr. Walter Cooper

Colorado Springs, CO 80906
Email: w_cooper@macnjake.com
Phone: 719-499-2317

Educational Background

Ed.D.	1999	Southeastern University, Ft. Lauderdale, FL	Educational Leadership
M.S.	1990	Fort Hays State University, Hays, KS	Educational Administration
B.A.	1984	University of Northern Colorado, Greeley, CO	Physical Education

Professional Experience

Dates		Title	District	Location
2021	to Present	Consultant	McPherson & Jacobson, L.L.C	Omaha, NE
2006	to 2021	Superintendent of Schools	Cheyenne Mountain School District 12	Colorado Springs, CO
2002	to 2006	Assistant Superintendent for Business Operations	Cheyenne Mountain School District 12	Colorado Springs, CO
1998	to 2002	Superintendent of Schools	Ellicott School District 22	Ellicott, CO
1996	to 1998	Assistant Superintendent of Schools	Weld County School District RE-1	Gilcrest, CO
1993	to 1996	Principal – North Valley Middle School	Weld County School District RE-1	Gilcrest, CO
1990	to 1993	Principal – Longfellow Middle School	Unified School District 281	Hill City, KS
1984	to 1990	Physical Education and English Teacher – Hill City High and Longfellow Middle Schools	Unified School District 281	Hill City, KS

Professional Organization Memberships

Name of Organization	Dates	Offices Held
Colorado Association of School Executives Legislative Committee	2016 to 2018	Chair
Department of Business Officials Board of Directors	2004 to 2006	Director
Colorado Association of Superintendents and Senior Administrators	2001 to 2003	Director
Pikes Peak BOCES Superintendent Advisory Council	2001 to 2002	Chair
Northwest Evaluation Association	1999 to 2003	Facilitator, Interpreting Assessment Reports
Colorado Partnership for Educational Renewal	1996 to 1998	Governing Board

Professional Recognition/Awards

Date	Name of Award	Awarding Organization, Committee, etc.
2018	Colorado Superintendent of the Year	American Association of School Administrators
2017	Colbert Cushing Award	Colorado Association of Superintendents and Senior Executives
2012	Policy Leadership Award	Colorado Association of School Executives
1996	Administrator of the Year	Colorado Association for Health, Physical Education, Recreation, and Dance

Norman F. Ridder
Arvada, CO 80004
Email: n_ridder@macnjake.com
Phone: 417-766-7107

Educational Background

Ed. D.	University of Nebraska	Administration, Curriculum, Instruction
M. Ed.	University of Nebraska	Secondary Education
Th. M.	Creighton University	Deacon Ordination
B. A.	St. Thomas College	Philosophy, Theology

Professional Experience

Dates			Title	District	Location	Enrollment
2022	to	Present	Owner	McPherson & Jacobson, L.L.C.	Omaha, NE	
2018	to	Present	Consultant	McPherson & Jacobson, L.L.C.	Omaha, NE	
2015	to	2017	Interim Superintendent	Joplin School District	Joplin, MO	8,000
2014	to	2015	Interim Superintendent	Mehlville Public Schools	Saint Louis, MO	11,000
2005	to	2014	Superintendent	Springfield R-12 Public Schools	Springfield, MO	25,000
2000	to	2005	Superintendent	Colorado Springs School District	Colorado Springs, CO	31,000
1999	to	2000	Interim Superintendent	¹¹ Academy School District 20	Colorado Springs, CO	17,000
1998	to	1999	High School Principal	Academy School District 20	Colorado Springs, CO	1,200
1996	to	1998	Superintendent of Schools	Archdiocese of Denver	Denver, CO	(School) 15,000
1991	to	1996	Assistant Professor of Education (part-time)	Creighton University	Omaha, NE	

1987 to 1996	Director of Education	Girls and Boys Town Schools	Omaha, NE
--------------	-----------------------	-----------------------------	-----------

Professional Recognition/Awards

Name of Award	Awarding Organization, Committee, etc.	State
Educator of the Year	Colorado Springs NAACP	CO
Entrepreneur of the Year	Colorado Springs Economic Development Corporation	CO
Educator of the Year	Notre Dame Club of Omaha	NE

Community/Service/Fraternal Organizations

Name of Organization	Offices Held
Missouri Quality Award	Board of Directors
Missouri School Boards Association	Superintendent Advisory Council
Missouri-Kansas Superintendents' Forum	Board of Directors, President (2011-Present)
Southwest Missouri School Administrators	Board of Directors
Mercy Hospital	Board of Directors/Ethics Committee/ Quality Committee
The Kitchen	Board of Directors
Drury University	Board of Trustees
Every Child Initiative	Advisory Board
Springfield Civility Committee	
Springfield Early Childhood Coalition	Board of Directors
YMCA	Board of Directors
Urban Development	Board of Directors
Community Leadership Forum	
Discover Center	Board of Directors
Catholic Campus Ministry	Board of Directors
United Way	Board of Directors
US Bank	Advisory Board
St. Joseph's Catholic Church	Deacon
Spirit of Christ Catholic Church	Deacon

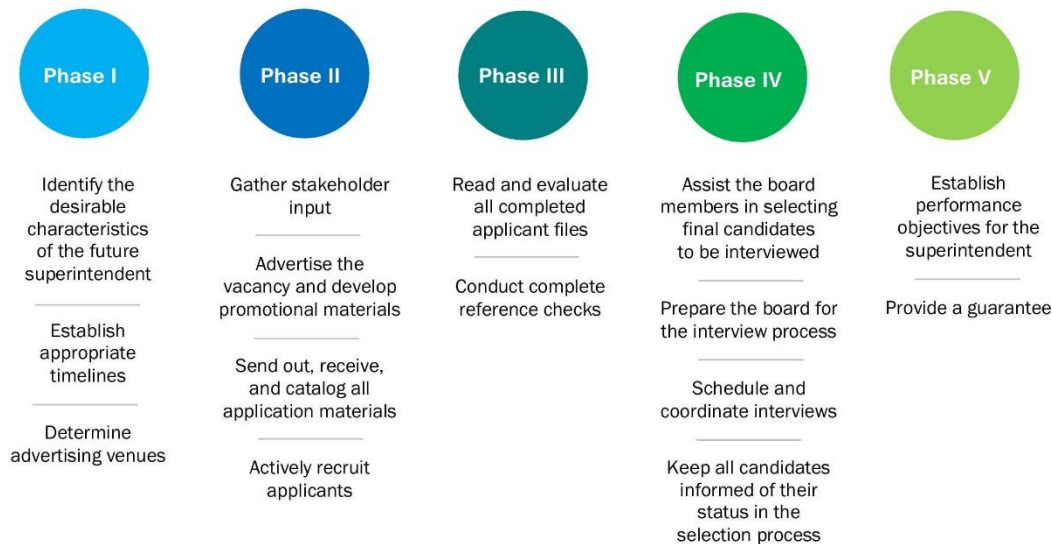
Availability of McPherson & Jacobson

The consultants proposed are not engaged in any searches or other projects that would affect the timeline of a superintendent search for Lake County School District.

McPherson & Jacobson has over 100 consultants located across the United States; this allows us to tailor each search to the timeline that best meets the needs of the board—while still giving the search our utmost attention.

Search Process

Five Phases of a Superintendent Search



Phase I—Initiating the Search Process

- **Using a group process with the board, identify the most important characteristics of the future superintendent.**

The consultants will assist the board in identifying the most important characteristics the board would like the new superintendent to possess. These characteristics will be used as a template for recruiting and selecting candidates.

- **Establish appropriate timelines and target dates for the selection process.**

The consultants will prepare a proposed calendar for the search process. Dates for advertising the announcement of vacancy, closing date, dates for interviewing, a target date for selecting the new superintendent, and a date for the new superintendent to begin will be determined.

- **Determine, with the board, appropriate advertising venues.**

The consultants will assist the board in determining the scope of the search. Appropriate media venues (professional journals, trade papers, newspapers, and websites) and associated costs will be presented for consideration.

- **Identify appropriate stakeholder groups.**

The board will identify the various stakeholder groups that they want McPherson & Jacobson's consultants to meet with to solicit input into the process.

- **Assist the board in determining compensation parameters.**

In order to recruit and select top candidates, compensation packages need to be competitive. Our consultants will present data indicating what districts in the same geographic region and similar size are paying superintendents. Whenever possible, they will also present compensation information for districts that recently hired a superintendent. This information is provided for the board's consideration of compensation parameters.

Final compensation decisions will be determined by the board and the selected candidate.

- **Identify the point of contact for the district.**

The board will identify an appropriate staff person to work with the consultants to coordinate the logistics of the search. This includes tasks such as assisting with information for the promotional brochure and coordinating details for stakeholder input and other meetings within the district.

Phase II—Stakeholder Input, Advertising the Position, Recruiting Applicants

- **Work with the district to schedule the stakeholder input meetings.**

The consultants will work with the district's point of contact to determine the stakeholder input schedule and coordinate notifying the stakeholders about the meetings.

- **Meet with groups identified by the board to provide stakeholder input into the selection process.**

The consultants will meet with the stakeholder groups identified by the board and solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the issues facing the new superintendent, and the characteristics they would like to see the new superintendent possess.

The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include.

For any unable to attend a stakeholder meeting, we provide an online version of the questions we ask the groups. At the request of the district, the survey can be available in multiple languages.

The results of the stakeholder meetings and online stakeholder input are summarized by the consultants and presented to the board.

- **Develop promotional literature and brochures announcing the vacancy (*optional—there is an additional fee for a full-color brochure*).**

In order to attract quality applicants, it is important to promote your school system and community. With on-site assistance from the district, the consultants will assist in preparing an announcement of vacancy that highlights the strengths of your school system and community. Our graphic artist will prepare a professional color brochure that highlights the school district and community, including the board's selection criteria, the board members, and the application procedures and timelines.

- **Prepare and place announcement of vacancy.**

McPherson & Jacobson's staff will prepare and place the announcement of vacancy. It will be sent to the state school board and administrator associations, as well as media venues selected by the board. Additionally, McPherson & Jacobson maintains an interactive website (www.macnjake.com) that allows applicants to access all the application materials and apply online. The website averages over 225,000 hits per month.

- **Develop an application unique to your vacancy that reflects the selection criteria determined by the board.**

McPherson & Jacobson's staff will create an application form requiring applicants to describe their strengths and experiences relating to each criterion identified by the board. This will be one of the preliminary screening devices used by the consultants when assessing potential candidates.

- **Post application information and notify interested applicants.**

McPherson & Jacobson's staff contacts potential applicants and manages all the application materials using our online application software. Our office staff handles this task without assistance from your district.

- **Actively recruit applicants who meet the district's needs.**

While McPherson & Jacobson does not represent candidates, we actively maintain a data bank of quality candidates. Once the board has chosen its selection criteria, we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. We will encourage those candidates to apply. Some of the best candidates may not be actively seeking another position and will need to be recruited.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at national and state education conferences. We participate in Job Central at the American Association of School

Administrators conference, the National School Boards Association annual conference, and others such as the AASA Women's Leadership Conference.

- **Confidentiality of Applicants**

McPherson & Jacobson proposes an open process for the search. We believe public business should be done in public with transparency. We also understand the need for applicants' confidentiality. Our process keeps the names of all applicants confidential until they are named a finalist for the position, at which time the names of the finalists are made public.

If the board believes that the names of the finalists should be kept confidential until they make their selection, we can do that. This is your search, and we will adapt our process to fit your unique needs.

- **Keep all applicants informed of their status in the selection process.**

During the application process, McPherson & Jacobson's staff monitors applicants and notifies them of what is still needed to complete the process.

- **Communicate with all Board Members in a timely manner.**

The consultants will communicate with all board members keeping them informed of the status of the search throughout the process.

Phase III—Applicant Screening

- **Evaluate each applicant against the selection criteria.**

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional materials in each applicant file and begin reviewing against the selection criteria.

- **Conduct reference checks.**

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who can speak of the applicant's qualifications. We go a minimum of three people removed from the primary references. What we are looking for is consistency of answers that will verify the applicant's strengths and weaknesses.

In addition to contacting references, the consultants conduct an extensive Internet search of the applicants.

- **Pre-Interview and Video of Shortlist Applicants.**

The consultants will pre-interview applicants to be submitted on the shortlist. We will have these applicants submit a video which the consultants can share with the board.

- **Assist the board in developing a set of interview questions that reflect the identified selection criteria and characteristics.**

The consultants will present an extensive list of potential interview questions that reflect the selection criteria and characteristics desired by the board. The board members choose interview questions that reflect their criteria and priorities.

If the board chooses to conduct two rounds of interviews, the consultants will assist in developing interview questions for both rounds of interviews.

Phase IV—Reviewing Candidates with the Board, Interviews

- **Review candidates with the board and assist board members in determining which candidates they will interview.**

The consultants will provide a complete list of applicants who completed the application process to the board for its review. We do not eliminate any applicants; however, a short list will be submitted of those applicants who we found most closely met the district's criteria. The consultants will present a reference profile demonstrating the consistent feedback for each short list applicant.

Upon reviewing the recommendations, the consultants will assist the board members in identifying which applicants they wish to consider as candidates for interviews.

- **Conduct background checks.**

Included in the expenses are a criminal/financial/degree verification background checks for the candidates selected to be interviewed.

- **Assist the board in determining interview procedures.**

After the board selects their final candidates to interview, the names of these candidates will be made public upon confirming the interviews (if the board chooses to release the names). During the interview process, the stakeholder groups will have an opportunity to meet the individual candidates.

If the board chooses to conduct semi-finalist interviews, the candidates will only meet with the board. The names of the semi-finalist candidates will remain confidential (in states where an executive session is allowed), and stakeholders will not meet the semi-finalists. The finalist interviews will be conducted as described in the paragraph above.

- **Coordinate interview and visitation procedures.**

If the board chooses, McPherson & Jacobson will schedule semi-finalist interviews. Semi-finalist interviews are typically conducted with the board only. After the semi-finalist interviews, the board will select their finalists.

If the board chooses to involve stakeholder groups in the interview process, the consultants will assist in establishing the finalist interview schedule that includes district staff, students, and community groups. A typical interview day will include a tour of the district and community, meeting with stakeholder groups, and a formal interview with the board.

- **Assist the groups identified by the board in planning for meeting each candidate and providing feedback to the board.**

If the board chooses to involve stakeholder groups in the interview process, representatives will be selected from the stakeholder groups identified by the board. The purpose of these groups is two-fold: 1) to promote the school district and community to the candidate; and 2) to form an impression of each candidate, which they will share with the board. The board will identify chairpersons for each stakeholder group. The consultants will meet with the chairpersons to discuss their roles and responsibilities. The consultants will also provide the chairpersons with a form to record the group's consensus impressions of each candidate's strengths and any concerns or questions the group may have. Each form will be sealed in an envelope and turned in to the district contact person.

- **Coordinate visitation procedures for the candidate's spouse/significant other.**

We encourage boards to invite spouse/significant others to attend the interview day. The consultants will coordinate, with the point of contact, a portion of the interview day for the spouse/significant other to have an expanded visitation of the community. Tours typically include available housing, medical facilities, churches, recreational opportunities, and areas of interest unique to your community.

- **Assist the board in making final arrangements for each candidate's visit.**

It is common practice for the district to pay interview expenses for the candidates and their spouse/significant others. To ensure that expenses stay within established guidelines, the consultants will assist the point of contact in making lodging and travel arrangements for each candidate.

- **Contact all finalists and schedule their interview dates.**

The consultants will contact the final candidates, notifying them they are finalists for the position and scheduling their interview dates. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

- **Notify all applicants not selected for an interview.**

Once the board has selected its final candidates, all other applicants will receive, on behalf of the board, a personalized notification thanking them for taking the time to complete the application materials and notifying them that they are not a finalist.

- **Personally contact each finalist who was not offered the position.**

Once a contract has been offered by the board and accepted, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position. *These candidates are not notified until an offer has been accepted.* If by chance you lose your top candidate, we want to keep viable candidates available.

Phase V—Transition with Success

- **Establish performance objectives for new superintendent.**

Working with the board and new superintendent, the consultant will assist in establishing two or three performance objectives the board wants the superintendent to focus on during the first year. These objectives are beyond the day-to-day school district operations.

Once the performance objectives have been identified, board members will be asked what they will accept as evidence of progress towards the accomplishment of the identified objectives.

The superintendent will take the information generated from this session and develop an action plan for achieving the performance objectives.

- **Provide a guarantee.**

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, **FOR WHATEVER REASON**, within the guarantee period, we will repeat the process at no charge except actual expenses.

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Responsibilities of Lake County School District R-1 and McPherson & Jacobson, L.L.C.

Event	McPherson & Jacobson's Tasks	School District's Tasks
1 st board meeting	<input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> ○ Characteristics for the new superintendent ○ The search calendar ○ Compensation parameters ○ Identify the appropriate constituent groups for stakeholder input ○ Advertising venues <input type="checkbox"/> The consultant works with the Point of Contact to compile: <ul style="list-style-type: none"> ○ Information to create the brochure announcing the vacancy (optional) ○ The list of names to be invited to the community input meetings 	<input type="checkbox"/> Provides consultant with the necessary information to create the brochure (optional); the name of the Point of Contact; and the Board Contact List <input type="checkbox"/> Reviews and approves the brochure
After 1 st meeting	<input type="checkbox"/> Application link is posted online <input type="checkbox"/> Brochure announcing the vacancy is created (add-on item) <input type="checkbox"/> Advertising is started <input type="checkbox"/> Vacancy announcements are sent out <input type="checkbox"/> E-mails are sent to applicants registered with McPherson & Jacobson notifying them about the opening <input type="checkbox"/> E-mails are sent to consultants regarding the opening, requesting they invite candidates to apply for the position <input type="checkbox"/> Opening is posted on social media and additional venues	<input type="checkbox"/> Edit the brochure (if district chooses to have a brochure created)
During application period	<input type="checkbox"/> Consultants recruit candidates that fit the position <input type="checkbox"/> Monitors applicants and where they are in the application process <input type="checkbox"/> Notifies applicants of the closing date for submitting their materials <input type="checkbox"/> Lead consultant keeps the board up to date on the search	<input type="checkbox"/> Posts a link to the McPherson & Jacobson website <input type="checkbox"/> Posts the brochure (announcement of vacancy) on their website (if chosen) <input type="checkbox"/> Advertises the opening on the district's social media platforms

Event	McPherson & Jacobson's Tasks	School District's Tasks
Stakeholder meetings are scheduled	<input type="checkbox"/> Home Office sends out invitations to the community stakeholder meeting(s) after receiving the information from the consultant and the district	<input type="checkbox"/> Assists in organizing stakeholder focus groups and meeting schedule <input type="checkbox"/> Names and addresses are sent to Home Office for community meeting invitations <input type="checkbox"/> Posts meeting dates, times, and locations as open public forum <input type="checkbox"/> Assists in translating stakeholder input survey into the additional language(s) requested by the school district
Stakeholder meetings	<input type="checkbox"/> Consultants facilitate the stakeholder meetings, recording the input <input type="checkbox"/> An online stakeholder input survey is created, the link is posted on the McPherson & Jacobson website and also provided to the district to post	<input type="checkbox"/> Link to online stakeholder input form(s) is (are) posted on the school district website
Stakeholder meetings completed	<input type="checkbox"/> Consultant summarizes key themes and is sent to Home Office <input type="checkbox"/> The stakeholder input summary report is created	<input type="checkbox"/> "Stakeholder Input Report" is posted on the school district website
2 nd board meeting	<input type="checkbox"/> Review stakeholder input summary report and provide copies to the district <input type="checkbox"/> The consultant guides the board in determining the following items <ul style="list-style-type: none"> ○ Interview questions ○ Length of contract, moving and interview expenses ○ Spouse/significant other's involvement in interview process ○ District Interview Schedule ○ Candidate Daily Interview Schedule <input type="checkbox"/> Interview questions are sent to Home Office to be formatted	
Prior to 3 rd board meeting	<input type="checkbox"/> Applicant packets are reviewed by the consultants and reference checks are performed <input type="checkbox"/> Contact candidates on short list and verify their interest in the position <input type="checkbox"/> Meet with stakeholder group chairs to review schedule, procedures, and screen questions	

Event	McPherson & Jacobson's Tasks	School District's Tasks
3 rd board meeting	<ul style="list-style-type: none"> <input type="checkbox"/> The consultant facilitates the board's <ul style="list-style-type: none"> o Review of the list of all applicants o Overview of candidates on short list o Selection of finalists o Finalizing of interview dates & schedule o Review of interview questions & procedures o Finalizing candidate & spouse/significant other arrangements <input type="checkbox"/> Contact finalists and schedule interview dates, review schedule, discuss compensation and contractual issues <input type="checkbox"/> Work with Point of Contact to coordinate interviews (transportation, lodging, interview locations, etc.) <input type="checkbox"/> Send Candidate Daily Interview Schedule to each finalist <input type="checkbox"/> Conduct criminal/financial/educational degree verification checks on finalists selected to be interviewed <input type="checkbox"/> Notify the applicants who were not selected to be interviewed 	<ul style="list-style-type: none"> <input type="checkbox"/> Assist with lodging arrangements and welcome gifts <input type="checkbox"/> Arrange for spouse/significant other tour
Interviews	<ul style="list-style-type: none"> <input type="checkbox"/> Call Point of Contact after 1st interview to learn how it went <input type="checkbox"/> Call 1st candidate to learn their perspective and how the interview went <input type="checkbox"/> Suggest any possible improvements <input type="checkbox"/> Be available for questions <input type="checkbox"/> Be present at interviews if request is made by school district (additional fee for this service) 	<ul style="list-style-type: none"> <input type="checkbox"/> One candidate per day <input type="checkbox"/> Board member greets each candidate upon arrival to district <input type="checkbox"/> Informal interview-social setting <input type="checkbox"/> Formal interview <input type="checkbox"/> Spouse/significant other's visitation is coordinated
Finalist selected and accepted	<ul style="list-style-type: none"> <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Verify acceptance <input type="checkbox"/> Call other finalists <input type="checkbox"/> Sends out letter of congratulations to candidate who was chosen 	<ul style="list-style-type: none"> <input type="checkbox"/> Board meets and discusses each candidate individually <input type="checkbox"/> Read input forms submitted by stakeholder input groups <input type="checkbox"/> Have each board member rank order candidates <input type="checkbox"/> Select minimum of #1 and #2 candidate <input type="checkbox"/> Call and make offer to candidate <input type="checkbox"/> Send interview forms and files to the Home Office <input type="checkbox"/> Board evaluates our services
Phase V	<ul style="list-style-type: none"> <input type="checkbox"/> Facilitate board and superintendent's identification of 2-3 performance objectives and evidence of progress the board will accept <input type="checkbox"/> Consultant reviews superintendent's plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Superintendent creates plan with target objectives and timelines <input type="checkbox"/> Plan is sent to consultant to be reviewed <input type="checkbox"/> Board adopts plan

Timeline

The timeline for the search process is established when we meet with the board, so we can address the unique needs of the district. However, the time from our first meeting with the board until the finalist is selected is typically a minimum of two to three months.

Proposed timeline: *(can be adjusted to meet the needs of the board and district)*

- At the beginning of the search (**March 2024**)
 - The qualities for the new superintendent are identified
 - A formal timeline is established
 - Advertising decisions are made
 - Application information is posted
 - Promotional materials are created to advertise the district and the vacancy
- At the time designated by the board (**late March 2024**)
 - Stakeholder group meetings are held, and online stakeholder input is gathered
 - A summary of stakeholder input is presented to the board
- As applications arrive in our office
 - Applications are monitored and applicants are notified of the deadlines to submit their materials
- After the closing date (**early April 2024**)
 - All the completed applicant files are forwarded to the consultants
 - The consultants begin the review and pre-interview process
- Approximately two to four weeks after the closing date (**late April 2024**)
 - Consultants provide information to the board on all applicants who completed the process
 - Consultants present summary profiles and video interviews of qualified candidates to the board
 - The board selects the candidates it wants to interview
 - Criminal/financial/degree verification background checks are conducted on the candidates selected to be interviewed
 - McPherson & Jacobson notifies each applicant not selected for an interview
- Soon after the board selects their candidates (**mid-late May 2024**)
 - Semi-finalist interviews are conducted (if chosen by the board)
 - The board interviews its final candidates
 - The board selects their new superintendent
 - McPherson & Jacobson's consultants contact each candidate who was interviewed to notify them of their status

Stakeholder Involvement

Obtaining stakeholder input is an integral part of McPherson & Jacobson's search process. Since 1991, McPherson & Jacobson has conducted over 1,000 superintendent searches for school districts ranging from 10 to over 300,000 students. For each search, we have coordinated stakeholder input sessions. Besides meeting with stakeholder groups designated by the board, an online input survey is also available for those who cannot attend the meetings. After the meetings have been completed, the board will receive a written report with the findings of the meetings and online input.

Initial stakeholder input sessions

The consultants will meet with groups identified by the board to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board. The board chooses which groups it would like the consultants to meet with, but the most common groups include central office administrators, building administrators, teachers, classified staff, students, and community and business groups. The consultants will assist the board in choosing which groups it wishes to include. An online survey option will be provided to stakeholders who are unable to attend the scheduled meetings.

Meeting the candidates

A representative group of eight to twelve people will be selected to represent each of the groups identified by the board. The consultants will meet with a chairperson for each group to discuss their roles and responsibilities. The purposes of these groups are two-fold: one, to promote the school district and community to the candidate; and two, to form an impression of each candidate, which they will share with the board. The consultants will coach each group on how to conduct the meeting with each candidate and what questions they can or cannot ask. The consultants will also provide the chairpersons with a form in which, using group consensus, they will record their impressions of each candidate. The forms will be sealed in an envelope after meeting with each candidate and turned in to the district contact person. Upon completing the interview process with all candidates, the board will receive and open the forms from each group.

Process for Obtaining Staff Input

The consultants will meet with central office administrators, building administrators, teachers, classified staff, and students, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the teachers and classified staff in the afternoon, right after school dismissal, to give the maximum opportunity for the staff to participate. Central office and building administrator meetings are scheduled at multiple locations to maximize the opportunities for their input. Student input sessions are not scheduled during class time, they are normally held during lunch breaks.

Process for Obtaining Parent and Community Input

The consultants will meet with parents and community stakeholders, to solicit their input into the selection process. Each group is asked to identify the strengths of the school district and community, the characteristics they would like to see the new superintendent possess, and the issues facing the new superintendent. The results of these meetings are summarized by the consultants and presented to the board.

Our normal protocol is to host meetings for the parents and community stakeholders in the evenings at multiple locations to allow as many stakeholders as possible to give their input.

Process for Including Ethnically Diverse Communities

McPherson & Jacobson will work with the district to determine the best practices to obtain input from ethnically diverse communities in the district. If in-person meetings are required, McPherson & Jacobson will work with the district to obtain the necessary translators.

At the request of the district, online surveys for multiple languages can be developed and posted.

Process for Obtaining Online Stakeholder Input

McPherson & Jacobson will create an online input survey to allow stakeholders unable to attend scheduled meetings to submit their input. At the request of the district, surveys for multiple languages can be developed and posted.

Recruiting, Identifying, and Screening Applicants

Advertising the Position

The consultants will discuss with the board the advertising options available and the pricing for them. The minimum advertising we recommend are the following online venues: AASA, *TopSchoolJobs.org*, ALAS (Association of Latino Administrators & Superintendents), and NABSE (National Alliance of Black School Educators).

McPherson & Jacobson will not place any media advertising without approval from the board.

Additional advertising/recruiting tools provided at no additional cost to the district:

- The opening and application materials will be posted on the McPherson & Jacobson website which averages 225,000 hits per month
- Information regarding the position will be sent to the over 125 McPherson & Jacobson consultants located nationwide asking for names of potential applicants
- The over 1,000 potential applicants registered with McPherson & Jacobson will receive an email giving them opportunity to apply
- Posted on McPherson & Jacobson's social media accounts: Facebook, LinkedIn, and Twitter
- Vacancy announcements sent to school board and school administrator associations

Identifying and Recruiting Applicants

While McPherson & Jacobson does not represent candidates, we keep a data base of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

Over one-fourth of McPherson & Jacobson consultants are minorities or female. We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

McPherson & Jacobson stays current with trends in educational leadership by being an active participant and presenter at many national and state education conferences. We participate in Job Central at the American Association of School Administrators (AASA) Conference, the National School Boards Association annual conference, and others such as the AASA Women's & Minority Leadership Conference. In addition, McPherson & Jacobson consultants are members of the

National Alliance of Black School Educators (NASBE), and the Association of Latino Administrators and Superintendents (ALAS).

Once the board has identified its selection criteria, the consultants of McPherson & Jacobson will immediately begin to identify potential applicants both locally and nationally. McPherson & Jacobson has over 125 consultants across the United States; we will send the information to all of our consultants across the United States, asking them to nominate candidates who would be a good match. Those candidates will be invited to apply. Some of our best candidates may not be actively seeking another position and will need to be recruited.

We do not maintain a stable of candidates, but we do follow the careers of successful administrators. Individuals who are currently looking to take a new position are encouraged to register with us so they can receive notification of the vacancies we are representing. We have over 1,000 potential applicants currently registered with McPherson & Jacobson who will receive notification of the superintendent opening. Additionally, we will vigorously pursue current or emerging leaders through personal contact.

We have maintained an ongoing presence at the American Association of School Administrators' Job Central at their annual conference where we have an opportunity to meet and interact with potential applicants. We maintain an ongoing presence at the National Association of School Boards' annual conference. We represent two state school board associations as their superintendent search process; therefore, we are the only private firm allowed to participate in their Job Central.

Our searches draw applicants from across the United States. Most searches have applicants from 10 to up to 25 states apply. Some of our searches also have applicants from outside the United States.

Applicant Diversity

While McPherson & Jacobson does not represent candidates, we keep a data bank of quality candidates. Once a board identifies the characteristics it desires in its new superintendent, the consultants from McPherson & Jacobson, L.L.C. will identify and aggressively recruit, on a national level, candidates who match the board's identified criteria.

McPherson & Jacobson has **over 125 consultants** across the nation. Our diverse group of consultants has extensive backgrounds in education and public service including current and former superintendents, assistant superintendents, university professors, and school board members. Over fifty percent have a doctorate degree. Their diversity and expertise ensures your search results in quality leadership for education excellence. In addition, McPherson & Jacobson consultants are members of the National Alliance of Black School Educators (NASBE), and the Association of Latino Administrators and Superintendents (ALAS).

We use our consultant network to track the careers of successful administrators. We also work closely with universities, colleges, and professional organizations that represent and promote minority and female applicants.

For the past five years, approximately **one-third** of our applicants have been female and almost **one-fourth** of our applicants have been ethnically diverse.

In the past ten years, **one-third** of our placements have been women or ethnically diverse candidates.

Screening, Reference Checks, Interviews of Final Applicants

The consultants will read and evaluate all of the completed files submitted by applicants. They will read the application form and all of the additional material in each file and begin comparing it against the selection criteria.

We understand that applicants do not submit references who will not speak highly of them. We begin with the references given and ask them a list of questions relevant to the selection criteria. After asking those questions, we ask each reference to give us the names of other people who can speak of the applicant's qualifications. We then call those individuals and ask them the same set of questions, including asking them to give us the names of other people who could speak of the applicant's qualification. We repeat the process until we have complete knowledge of the applicant's strengths and weaknesses. If we find any biases or controversial issues during this comprehensive vetting process, we will provide this information to the board.

The consultants will present a complete list of applicants to the board for its review. We do not eliminate any applicants. We will submit a short list of those applicants who we feel most closely meet the district's criteria and will present a written analysis for each.

Upon reviewing the applicants, the consultants will assist the board in determining which applicants it wishes to consider as candidates for interviews.

The consultants will assist the board in establishing the interview schedule. Working with the board, the consultants will set up an interview schedule that will give the candidate a tour of the district and community. The consultants will also help the board identify groups for each candidate to meet. Typically, the same groups the consultants met with to receive input into the selection process will also spend time with each candidate. Finally, the consultants will help coordinate the formal and informal interview process with the board.

The consultants will contact each final candidate; notifying them they are a finalist for the position and scheduling their interview date. The consultants will be the contact for answering any questions and coordinating the candidates' visits to the district.

Once the board has offered a contract to the final candidate, and it has been accepted by the candidate, the consultants will call each of the other final candidates and thank them on behalf of the board for interviewing for the position.

Final candidates are not notified until a contract has been signed. If by chance you lose your top candidate, we want to keep viable candidates available.

Communicating with and Working with the Board

The consultants will be in contact with the board president during the search as necessary to give updates on the progress. The consultants are available by phone or email to address any concerns or answer any questions the board has during the search process.

The McPherson & Jacobson consultants will meet with the entire board for three meetings:

1. Initial meeting to determine the criteria for the new superintendent, advertising venues, and stakeholder groups for input meetings.
2. Review of stakeholder input. At this meeting, the input obtained from the stakeholder meetings will be presented to and reviewed with the board. In addition, the interview schedule, interview questions, and salary for the new superintendent will be discussed at this meeting.
3. Presentation of the candidates to the board. At this meeting, the consultants will give the board a complete list of those who completed the application process, and will present additional information about the applicants that most closely meet the district's criteria. The consultants will assist the board in determining which applicants it wishes to interview.

In addition, the consultants will send regular emails to the board members keeping them abreast of the status of the search.

The consultants are available to meet with the board for additional issues, if the board desires; however, there is an additional fee for these meetings.

Cost Proposal for Lake County School District R-1

Investment for the Search

The fee for conducting the superintendent search is \$7,900 for Phases I-V.

Estimated Expenses \$4,430

- **Advertising**
 - Thirty (30) days on AASA (American Association of School Administrators)
 - Thirty (30) days on TopSchoolJobs (Ed Week online)
 - Thirty (30) days of advertising on NABSE (National Alliance of Black School Educators)
 - Six (6) weeks of advertising on ALAS (Association of Latino Administrators & Superintendents)
 - Posted on CO-ALAS
 - Posted on the Colorado Association of School Boards' website
 - Posted on the Colorado Association of School Executives' website
 - *Expenses may increase if additional advertising or alternative advertising venues are chosen.*
- **Stakeholder Meetings**
 - One (1) day of in-person stakeholder meetings
 - Online stakeholder input surveys
 - Final report delivered to the board by email and one hard copy per board member, if requested
 - *If the district requests additional stakeholder input days, there will be an additional fee (negotiated between the district and the consultants) and additional expenses.*
 - *Depending on the languages selected for the surveys, there may be an additional fee charged for translating the results of the survey.*
- **Candidate Reviews/Information**
 - Video interviews of candidates (five (5) video interviews are included in the not to exceed amount)
 - Criminal/financial/degree verification background check for candidates chosen by the board for interviews (four (4) background checks are included in the not to exceed amount)
 - Assist in scheduling an on-site visitation to the finalist's home district (at the district's request).
- **Consultant Travel**
 - Travel expenses for consultants for scheduled trips to the school district (initial meeting with the board, stakeholder meetings, meeting to discuss the stakeholder input, meeting to present candidates to the board).
 - *Consultant travel expenses can be reduced if the district requests online meetings.*
- **Office Expenses**

The total not to exceed amount including expenses is \$12,330.

Interview expenses for the candidates are not included in this amount.

Additional Services Available

- **Attending Candidate Interviews**

If the board requests, McPherson & Jacobson's consultants will attend the candidate interview sessions for an additional fee (negotiated between the district and the consultant) plus expenses.

- **Creating a Brochure for the Vacancy**

If the board requests, McPherson & Jacobson will prepare a full-color two or four-page brochure to advertise the vacancy. The fees are \$250 for a two-page brochure and \$500 for a four-page brochure. The information for the brochure needs to be provided to the firm no later than three weeks prior to the closing date for applications.

- **Personality/Strengths Assessments Option**

If the board requests, personality strength tests can be completed for the candidates.

Birkman International Signature Reports can be obtained for the candidates the district chooses to interview. The estimated fee for this service is \$700 per candidate. The report received will

- Show the traits most expressed by a potential candidate.
- Provide insight into work styles and environmental preferences.
- Help you understand the projects and initiatives a candidate will likely prioritize.

- **Assistance in Hiring the Selected Candidate**

The fee will be based on an hourly negotiated rate.

- Assist the board in revising and updating the superintendent's job description.
- Assist the board in developing an effective contract.
- Provide assistance in negotiating the contract with the finalist.

- **Searches for Other Leadership Positions**

The fee will be based upon services selected.

McPherson & Jacobson can assist the district in filling additional leadership positions in your district (principals, central office, etc.). For these searches, we offer either a full search process, or we can assist the district with selected

parts of the search. Our consultants would be pleased to discuss the options with you. For some districts we have a blanket contract to assist the district with their leadership openings as they occur.

- **Leadership Team Resources**

The fee will be based upon services selected.

In addition to our Phase V, Establishing Superintendent Objectives, we can assist the district leadership team through additional services and workshops.

- Creating Board Operating Principles
- Goal Setting/Long-Range Planning
- Executive Coaching
- Meaningful Superintendent Evaluations

- **Strategic Planning**

The fee will be based upon services selected.

McPherson & Jacobson has partnered with Innovate K12 to offer districts a dynamic, comprehensive, Strategic Planning service.

InnovateK12 will utilize its suite of consultative, engagement, and analytics services to drive the Strategic Planning process in conjunction with District Leadership.

- InnovateK12 serves as the engine for district leadership and their internal and external outreach, offering an array of services—spanning the beginning to completion of the process, including using the new Strategic Plan as a dynamic resource for Continuous Improvement.
 - SWOT Analysis involving both internal and stakeholders.
 - Internal: Staff (classified/certified), students, leadership.
 - External: Parents, Residents, Business Community, Community Partners.
 - Evaluating previous/current Strategic Plan: Pre-Strategic Planning.
 - What worked and what didn't and why?
 - Challenges and barriers to successful implementation.
 - Data Analytics Reporting identifies the priorities as shared by internal and external stakeholders to pair with future strategic planning committee work.
 - Integration of Continuous Improvement processes.
 - Defining strategic priorities/challenges/objectives.
 - Crafting the Strategic Plan

McPherson & Jacobson Guarantees

Client Satisfaction

McPherson & Jacobson is committed to working with the school district until a superintendent is identified and hired. If a second round of candidate selection is necessary, the only cost to the district would be the additional expenses; there is not an additional fee.

If the board chooses to use our complete service, we will guarantee our process for **two (2) years**. If the person selected leaves the position, for whatever reason, within the guarantee period, we will repeat the process at no charge except actual expenses. *The guarantee is valid only if the board is comprised of a majority of the members who hired the superintendent (exceptions would be considered in situations of a placement's personal or family reasons for leaving).*

We are convinced that our process of identifying your most important selection criteria, meaningfully involving stakeholders, screening candidates against the criteria, and working with you during the critical first year, will ensure your search results in quality leadership for education excellence.

Price Match

McPherson & Jacobson, L.L.C. will match the search fee for a comparable level of services provided by the competitive bid.

Recruiting the Selected Candidate

McPherson & Jacobson consultants do not actively recruit administrators that have been placed in our searches. We would not have the retention rates for our placements if we recruited the administrators from our searches. Over the last five years, **almost eighty-five percent** of administrators are in the position for which they were hired. **Almost sixty percent** of administrators are still in the position for which they were hired within the past ten years. **Forty percent** of the administrators selected by governing boards within the past 15 years continue in the position for which they were hired.

Additional Information

Colorado Consultants

Dr. Walter Cooper, Retired Superintendent, Colorado Springs

Dr. Kenneth Haptonstall, Colorado River BOCES Executive Director, Grand Junction

Mr. Paul Reich, Former school board member, Telluride

Dr. Norman Ridder, Retired Superintendent, Arvada

Dr. Henry Roman, Retired Superintendent, Pueblo

Dr. Christy Sinner, Retired Superintendent, Durango

Dr. Randall Zila, Centennial BOCES Executive Director, Loveland

What Board Members Say About McPherson & Jacobson's Search Services



Morgan County School District Re-3
District Support Center
715 West Platte Avenue
Fort Morgan, Colorado 80701

February 1, 2023

To Whom It May Concern:

I have been a school board member for seven years and have been president for one year. I have been involved in three superintendent searches with two interim superintendents as well. We first contracted with McPherson and Jacobson in 2018 with Dr. Norm Ridder as our consultant. The search was successful and performed with professionalism, efficiency and with consideration of our district and our needs. Dr. Ridder guided us through the process competently. The superintendent we hired through that search quit suddenly in June of 2020 for various reasons, so we reached out to McPherson and Jacobson again. The superintendent was with us for just under two years, so McPherson and Jacobson honored their guarantee to perform another search at no cost. The second search brought us numerous qualified and desirable candidates but, for unknown reasons, we were unable to finalize a contract with any candidates, so we decided to go with an interim superintendent.

This brings us to our most recent (and final) search starting in late 2021. Since McPherson and Jacobson were partnering with CASB, they were a natural choice for us. I was the contact person and became president early in the search process. Dr. Randy Zila was our consultant.

When deciding to partner with a consulting firm, many factors go into the decision. The process of vetting applications and references, taking care of focus groups, surveys, forming interview committees, and organizing meet and greets along with the interviews themselves, is a daunting task. The fact that there are regulations regarding interviews and executive sessions complicates things as well. Dr. Zila managed all of this with ease, a sense of what our district wanted and needed, and a sense of humor. He worked diligently to discover our character as a board and district, what had worked in the past, what had not worked, and what we needed in a leader to succeed. He offered guidance and opinion, when asked, and steered us procedurally in the proper direction. He worked well with all stakeholder groups and even with the board and superintendent administrative assistant.

Without McPherson and Jacobson, and specifically Dr. Zila, this would have been a very difficult procedure. Not only did we make an excellent selection in the proper manner, but McPherson and Jacobson are diligent about following the hire with training for the board and superintendent relationships. This is an important piece of the contract that helps cement a lasting board-superintendent relationship and speaks to the knowledge and expertise that McPherson and Jacobson bring to the search. We were thankful for the guidance through all our searches and would highly recommend what this group brings to your search as simply part of what they do. While I sincerely hope we do not require their services in the near future, I would not hesitate to call upon this firm again to conduct another search.

Sincerely,

Melissa Smits, DVM

(970) 867-5633 • Fax (970) 867-0262 www.morgan.k12.co.us



EAST GRAND SCHOOL
DISTRICT
EXCELLENCE IN EDUCATION

Dear Walt,

Thanks so much for helping East Grand School District with our Superintendent Search, and the help transitioning our new superintendent into that role.

The depth of knowledge you and McPherson Jacobson had of all the candidates in Colorado and what pay expectations were proved invaluable to us.

You immediately had a grasp of EGSD, our needs, and who a good fit would be.

We as a board felt all the meetings were thoughtful and helped us think about what we really wanted. The communication was quick and very helpful.

The Board felt your process of involving the community and staff was engaging and an important part of the process, so all stakeholders were heard and valued.

Communication was always timely.

We felt like we got a tremendous value, and the money was well spent, especially in the negotiating phases.

Not only would East Grand engage McPherson Jacobson again, I would advise any board conducting a search to use your services as well. I think in today's market it would be foolish to conduct a search without your representation and the time it took some districts to fill their superintendents position proves that.

If any prospective clients would like to speak to me directly, I am available at their convenience.

Edward F. Raegner
President East Grand School District
ed.raegner@egsd.org
970-575-1066

Sept 25, 2022

To whom it may concern:

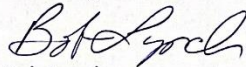
Vision:
Create a Culture of
Learning Excellence
at ASD

Mission:
Empowering
students and staff to
achieve personal
and academic
success in a safe
and appropriate
learning
environment while
providing them with
the tools to
effectively navigate
the 21st century.

In the spring of 2022 the Board of Archuleta School District was faced with an unexpected resignation of our Superintendent. The board had been through a search only 18 months prior to the resignation and because of the time of year we were concerned about our ability to conduct an effective search. We explored options which included an initial interview with Walt Cooper of McPherson & Jacobson. During that interview, Walt was quickly able to think through how we could leverage our previous search efforts and work on an expedited timeline. Because of the good connection we established with Walt, and his ability to think through options in real-time, we chose to go forward with McPherson & Jacobson.

The entire process was a pleasure for the board. Walt facilitated very productive work sessions with our board to clearly define our desired future leader and quickly worked to attract an excellent pool of candidates. We couldn't be more pleased with the entire process, the candidate we selected and the work relationship with Walt. The combination of excellent communication, flexibility with the approach, and the behind the scenes work he does in attracting and screening candidates makes it easy to highly recommend Walt Cooper and McPherson & Jacobson for any executive search.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bob Lynch".

Bob Lynch,
Archuleta School District
Board President



BOARD OF EDUCATION

Ms. Kate Hudnut, President
Ms. Consuelo Redhorse, Vice President
Ms. Lisa Webster, Treasurer
Ms. Johanna Kugler, Secretary
Mr. Chris Alleman, Director
Mr. Chris Guarino, Director
Ms. Julie Shapiro, Director

Dr. Tony Byrd, Superintendent

October 5, 2022

To Whom It May Concern,

It is my pleasure to recommend McPherson Jacobson's Superintendent Search Services.

Our Board of Education (BOE) at Summit School District worked with Dr. Walt Cooper, Ed. D. during our search for a Superintendent in the winter/spring of 2022.

Walt's process from our first conversation was thorough and thoughtful. He brings a deep understanding of the role of the superintendent and the nuances of public education in Colorado. He listened carefully to gain an understanding of our District's needs and reviewed stakeholder feedback to guide the BOE in crafting the job posting. He walked us through the process and timeline and provided clear updates for our BOE. Walt facilitated stakeholder interviews and synthesized the survey data/comments for our board to review.

As Board Chair, I appreciated Walt's ability to guide us through the entire process from posting the job listing to contract negotiations with our finalist. In addition to his deep understanding of education leadership, Walt's outgoing personality enthusiasm, and steady demeanor made him a pleasure to work with on this Superintendent Search.

Please don't hesitate to contact me if you have any questions. My contact info is below.

Sincerely,

Kate Hudnut
Summit School District, RE1
Board of Education, President
kate.hudnut@summitk12.org

Summit School District | 150 School Road | P.O. Box 7 | Frisco, CO 80443 | 970.368.1000 | www.summitk12.org

Arickaree School District R-2

Washington County R-2
12155 CO RD NN
ANTON, CO 80801-9601
970-383-2202
FAX # 970-383-2205

August 10, 2021

McPherson & Jacobson, L.L.C. Testimonial

The consultants for McPherson & Jacobson did a wonderful job on our superintendent search. They listened to us and our community members and really kept us in mind when they were screening candidates. They brought not only the best applicants, but the best applicants for our unique district to our attention. I was impressed with the research that was done by your team to find the right fit for our school. We were also able to attract more applicants with the help of McPherson and Jacobson than we would have been able to get on our own.

They made the search process go so smoothly and at a good pace. The consultants kept us informed during the whole process. They were always willing to talk us through each step in the process and answer all of our questions. In the end, we now have a wonderful superintendent, and we are all on the same page and ready to move forward and make our district even better for our students.

Sincerely,



Harold Jefferson

Arickaree School Board President

Subject: Thank you!
Date: Wed, 30 Jun 2021 10:26:23 -0600
From: Beth Wells <@otisr3.com>
To: Randy Zila <->

Randy,
I just wanted to let you know that Diane Jones, our District Bookkeeper and myself met in person with Tracey yesterday morning to negotiate her contract. We were successful in coming to an agreement with the terms of her employment. All parties are very excited to begin our partnership!

Thank you very much for your diligent work, again, to help us find a viable teammate to lead our district. I am so eager to see what Tracey can do to influence our school community and I'm looking forward to great things!

I hope you have a wonderful Independence Day weekend celebration!

Beth

--
Beth Wells
Board Member
Otis R-3 School District
518 Dungan St.
Otis, CO 80743
(970)246-3486

“....

School board president Mike Morlang said he is also pleased.

‘Overall, the process has been outstanding. During the search, we had great support from the administration, staff and the Norwood community. Paul Reich and Norman Ridder with McPherson, Jacobson have really made this process efficient and transparent,’ he said. ‘From start to finish, they have led the way and done an excellent job. Everyone at Norwood Schools, parents and the community worked together to make this search successful. Thank you all for helping in the process, and be sure to congratulate Todd Bittner when you see him.’”

Tuttle, Regan. “Norwood hires new superintendent.” *The Norwood Post*, 3 March 2021, p. 2.

RESPONSE EVALUATION

The District will evaluate proposals by reviewing documentation submitted by the Firms. The Board of Education will deliberate and take action at the February 26th public meeting. Applicants may be invited to engage in an interview at the February 26th meeting, or applicants may be asked to respond to clarifying questions about their submission with responses to be provided at the February 26th meeting. The Board of Education will, in open session, deliberate and announce selection of a finalist. Evaluation of responses will be based on the characteristics as set forth below:

CHARACTERISTIC	RUBRIC POINTS
Firm Qualifications	5
Alignment of Firm's response to questions to the desired response of the Board of Education	5
Cost of Services	5
Process and Timeline	5

Lake County School District
328 West 5th Street
Leadville, CO 80461

RESOLUTION NO. 24-18

BE IT RESOLVED THAT, the Board of Education of Lake County School District R-1 authorizes an increase in the 2023-2024 Funds as follows:

Grant Fund 22

Menstrual Hygiene Products Accessibility Grant
(New acquisition)

\$2,500.00

Total \$2,500.00

Miriam Lozano, Secretary

John Baker, President

Dated: Feb. 26, 2024



Lake County School District
Learning Beyond Walls

February 26, 2024

To whom it may concern:

During a regularly held school board meeting on February 12, 2024, Nick Costello and Melissa Kendrick presented a preliminary plan for the Timber Ranch Subdivision. The plan included 26 single family and 16 multi-family units for a total of 42 units. The school bus route currently travels Evergreen Drive. Adding a bus stop for students that occupy these units has been discussed and would be addressed at the time a need arose.

The Lake County School District proposed that the project follow the county code for school land dedication of .433 acres (Single Family: 26 X .0151 acres) (Multi-Family: 16 X .0025) or cash-in-lieu payment through a cash payment in the amount of \$51,520.98 (42 units X \$1226.69).

Sincerely,

Paul Anderson

Chief Financial Officer, Lake County School District

ACCOUNT REFERENCE SHEET BY OBJECT

01's	All salaries
02's	Health, dental, life, vision insurances, PERA and Medicare benefits
03's	Legal, audit and consulting services
04's	Disposal, snow removal and repairs and maintenance services
05's	Student transportation, all insurances, telephone, postage, advertising, printing and binding, tuition, and travel and registration
06's	General supplies, natural gas and heating expenses, fuel, food, books and periodicals
07's	Equipment
08's	Dues and fees, interest and indirect costs, reserves
52-58	Transfers, allocations and leases

For 01/01/24 - 01/31/24

Expenditure Summary Report

FJEXS01A

Periods 07 - 07

MONTHLY BUDGET STATUS REPORT

BUDGET STATUS(Copy)

<u>Account No/Description</u>	<u>Adjusted Budget</u>	<u>Y-T-D Encumb</u>	<u>Period Expended</u>	<u>Y-T-D Expended</u>	<u>Available Balance</u>	<u>Percent Used</u>
10 GENERAL FUND						
01 SALARIES	7,627,600.00	.00	625,575.71	4,754,461.21	2,873,138.79	62.33
02 BENEFITS	3,015,868.00	.00	225,278.15	1,653,859.57	1,362,008.43	54.84
03 PROF/TECH SERVICES	809,750.00	27,783.46	108,670.04	546,647.23	235,319.31	70.94
04 PURCHASED SERVICES	166,573.00	20,593.35	22,170.57	85,702.93	60,276.72	63.81
05 OTHER SERVICES	923,944.00	.00	28,645.98	612,857.81	311,086.19	66.33
06 SUPPLIES	920,831.00	12,269.71	55,455.17	496,896.54	411,664.75	55.29
07 EQUIPMENT	27,400.00	.00	.00	2,431.75	24,968.25	8.88
08 OTHER OBJECTS	2,558,347.00	.00	478.81	25,416.24	2,532,930.76	.99
10 GENERAL FUND	16,050,313.00	60,646.52	1,066,274.43	8,178,273.28	7,811,393.20	51.33
19 COLO. PRESCHOOL PROGRAM						
01 SALARIES	90,146.00	.00	927.71	75,674.22	14,471.78	83.95
02 BENEFITS	32,354.00	.00	393.61	29,315.03	3,038.97	90.61
04 PURCHASED SERVICES	2,136.00	.00	.00	1,564.80	571.20	73.26
05 OTHER SERVICES	288,000.00	.00	.00	101,616.63	186,383.37	35.28
06 SUPPLIES	7,579.00	118.07	2,867.47	8,777.78	-1,316.85	117.37
19 COLO. PRESCHOOL PROGRAM	420,215.00	118.07	4,188.79	216,948.46	203,148.47	51.66
21 FOOD SERVICE FUND						
01 SALARIES	400,010.00	.00	36,086.05	218,510.06	181,499.94	54.63
02 BENEFITS	163,551.00	.00	15,439.20	95,938.08	67,612.92	58.66
05 OTHER SERVICES	1,500.00	.00	57.85	677.96	822.04	45.20
06 SUPPLIES	446,548.00	.00	26,018.58	204,703.45	241,844.55	45.84
21 FOOD SERVICE FUND	1,011,609.00	.00	77,601.68	519,829.55	491,779.45	51.39
22 DESIGNATED PURPOSE GRANTS						
01 SALARIES	1,865,055.00	.00	125,548.05	821,180.76	1,043,874.24	44.03
02 BENEFITS	679,112.00	.00	44,843.37	272,180.27	406,931.73	40.08
03 PROF/TECH SERVICES	768,999.00	25,842.37	143,716.45	381,052.76	362,103.87	52.91
05 OTHER SERVICES	184,737.00	2,319.36	9,296.00	26,082.86	156,334.78	15.37
06 SUPPLIES	293,733.00	10,053.07	2,090.29	217,473.21	66,206.72	77.46
07 EQUIPMENT	40,695.00	.00	.00	.00	40,695.00	.00
22 DESIGNATED PURPOSE GRANTS	3,832,331.00	38,214.80	325,494.16	1,717,969.86	2,076,146.34	45.83
23 ATHLETIC/ACTIVITY FUND						
08 OTHER OBJECTS	332,054.00	.00	.00	.00	332,054.00	.00
23 ATHLETIC/ACTIVITY FUND	332,054.00	.00	.00	.00	332,054.00	.00
26 THE CENTER - CHILD CARE						
01 SALARIES	221,746.00	.00	16,344.23	78,437.26	143,308.74	35.37
02 BENEFITS	93,569.00	.00	6,013.87	29,668.74	63,900.26	31.71
03 PROF/TECH SERVICES	4,757.00	.00	311.96	2,029.47	2,727.53	42.66
05 OTHER SERVICES	11,131.00	.00	.00	11,130.90	.10	100.00
06 SUPPLIES	90,879.00	108.83	-1,243.25	21,879.59	68,890.58	24.20
08 OTHER OBJECTS	3,500.00	.00	1,097.28	2,379.69	1,120.31	67.99
26 THE CENTER - CHILD CARE	425,582.00	108.83	22,524.09	145,525.65	279,947.52	34.22
27 HEAD START PROGRAM						

Run Date 02/08/24 10:22 PM

Lake County School District R1

Page No 2

For 01/01/24 - 01/31/24

Expenditure Summary Report

FJEXS01A

Periods 07 - 07

MONTHLY BUDGET STATUS REPORT

BUDGET STATUS(Copy)

<u>Account No/Description</u>	<u>Adjusted Budget</u>	<u>Y-T-D Encumb</u>	<u>Period Expended</u>	<u>Y-T-D Expended</u>	<u>Available Balance</u>	<u>Percent Used</u>
27 HEAD START PROGRAM						
01 SALARIES	461,775.00	.00	46,613.82	285,418.94	176,356.06	61.81
02 BENEFITS	168,091.00	.00	17,147.96	107,174.17	60,916.83	63.76
03 PROF/TECH SERVICES	47,853.00	11,321.63	8,609.97	33,169.28	3,362.09	92.97
05 OTHER SERVICES	5,267.00	1,008.84	329.18	2,685.82	1,572.34	70.15
06 SUPPLIES	62,489.00	15,334.22	19,505.54	47,928.31	-773.53	101.24
08 OTHER OBJECTS	187,476.00	.00	.00	642.28	186,833.72	.34
27 HEAD START PROGRAM	932,951.00	27,664.69	92,206.47	477,018.80	428,267.51	54.10
31 BOND REDEMPTION FUND						
08 OTHER OBJECTS	3,710,533.00	.00	.00	279,212.35	3,431,320.65	7.52
09 OTHER USES OF FUNDS	1,135,622.00	.00	.00	1,135,622.00	.00	100.00
31 BOND REDEMPTION FUND	4,846,155.00	.00	.00	1,414,834.35	3,431,320.65	29.19
43 CAPITAL PROJECTS FUND						
03 PROF/TECH SERVICES	3,708.00	.00	.00	3,707.50	.50	99.99
07 EQUIPMENT	269,048.00	151,915.00	.00	104,996.24	12,136.76	95.49
08 OTHER OBJECTS	374,779.00	.00	.00	.00	374,779.00	.00
09 OTHER USES OF FUNDS	19,126.00	.00	.00	.00	19,126.00	.00
43 CAPITAL PROJECTS FUND	666,661.00	151,915.00	.00	108,703.74	406,042.26	39.09
64 HEALTH INSURANCE RESERVE						
05 OTHER SERVICES	2,208,158.00	.00	203,398.94	1,540,565.63	667,592.37	69.77
08 OTHER OBJECTS	90,800.00	.00	.00	.00	90,800.00	.00
64 HEALTH INSURANCE RESERVE	2,298,958.00	.00	203,398.94	1,540,565.63	758,392.37	67.01

FINANCIAL REPORT AS OF 1/31/24														
GENERAL FUND														
EXPENDITURES										REVENUE				

						EXPENDITURES			HEADSTART FUND								REVENUE			
						TOTAL EXPENDITURE FORECAST	YTD ACTIVITY	PREVIOUS YR ACCRUED SAL/BEN	BUDGET	BUDGET						NEW REVENUE FORECAST	YTD ACTIVITY	BUDGET	BUDGET	
	TOTAL ALLOCATION	TABOR	UNALLOCATED	% UNALLOCATED					BALANCE	%		BUDGET AMOUNT	BFB							
Jul-2023	\$ 932,951.00					\$ 932,951.00	\$ 39,048.15	\$ 31,253.18	\$ 925,156.03	4.19%	Jul-2023	\$ 932,951.00		\$ 932,951.00	\$ 46,452.00	\$ 886,499.00	4.98%			
Aug-2023	\$ 932,951.00					\$ 932,951.00	\$ 95,288.18	\$ 31,253.18	\$ 868,916.00	10.21%	Aug-2023	\$ 932,951.00		\$ 932,951.00	\$ 76,130.00	\$ 856,821.00	8.16%			
Sep-2023	\$ 932,951.00					\$ 932,951.00	\$ 160,028.12	\$ 31,253.18	\$ 804,176.06	17.15%	Sep-2023	\$ 932,951.00		\$ 932,951.00	\$ 128,190.00	\$ 804,761.00	13.74%			
Oct-2023	\$ 932,951.00					\$ 932,951.00	\$ 233,901.57	\$ 31,253.18	\$ 730,302.61	25.07%	Oct-2023	\$ 932,951.00		\$ 932,951.00	\$ 147,838.31	\$ 785,112.69	15.85%			
Nov-2023	\$ 932,951.00					\$ 932,951.00	\$ 312,565.88	\$ 31,253.18	\$ 651,638.30	33.50%	Nov-2023	\$ 932,951.00		\$ 932,951.00	\$ 220,911.31	\$ 712,039.69	23.68%			
Dec-2023	\$ 932,951.00					\$ 932,951.00	\$ 370,590.40	\$ 31,253.18	\$ 593,613.78	39.72%	Dec-2023	\$ 932,951.00		\$ 932,951.00	\$ 300,248.31	\$ 632,702.69	32.18%			
Jan-2024	\$ 932,951.00					\$ 932,951.00	\$ 504,683.49	\$ 31,253.18	\$ 459,520.69	54.10%	Jan-2024	\$ 932,951.00		\$ 932,951.00	\$ 374,897.31	\$ 558,053.69	40.18%			
Feb-2024								\$ 31,253.18			Feb-2024									
Mar-2024								\$ 31,253.18			Mar-2024									
Apr-2024								\$ 31,253.18			Apr-2024									
May-2024								\$ 31,253.18			May-2024									
Jun-2024								\$ 31,253.18			Jun-2024									
						EXPENDITURES			BOND FUND								REVENUE			
						TOTAL EXPENDITURE FORECAST	YTD ACTIVITY	PREVIOUS YR ACCRUED SAL/BEN	BUDGET	BUDGET						NEW REVENUE FORECAST	YTD ACTIVITY	BUDGET	BUDGET	
	TOTAL ALLOCATION	TABOR	UNALLOCATED	% UNALLOCATED					BALANCE	%		BUDGET AMOUNT	BFB							
Jul-2023	\$ 4,797,541.00		\$ 3,120,409.00	65%		\$ 1,677,132.00	\$ -		\$ 1,677,132.00	0.00%	Jul-2023	\$ 4,797,541.00	\$ 2,893,393.00	\$ 1,904,148.00	\$ 169,550.36	\$ 1,734,597.64	3.53%			
Aug-2023	\$ 4,797,541.00		\$ 3,120,409.00	65%		\$ 1,677,132.00	\$ -		\$ 1,677,132.00	0.00%	Aug-2023	\$ 4,797,541.00	\$ 2,893,393.00	\$ 1,904,148.00	\$ 193,730.18	\$ 1,710,417.82	4.04%			
Sep-2023	\$ 4,797,541.00		\$ 3,120,409.00	65%		\$ 1,677,132.00	\$ -		\$ 1,677,132.00	0.00%	Sep-2023	\$ 4,797,541.00	\$ 2,893,393.00	\$ 1,904,148.00	\$ 238,866.11	\$ 1,665,281.89	4.98%			
Oct-2023	\$ 4,797,541.00		\$ 3,120,409.00	65%		\$ 1,677,132.00	\$ -		\$ 1,677,132.00	0.00%	Oct-2023	\$ 4,797,541.00	\$ 2,893,393.00	\$ 1,904,148.00	\$ 256,805.99	\$ 1,647,342.01	5.35%			
Nov-2023	\$ 4,797,541.00		\$ 3,120,409.00	65%		\$ 1,677,132.00	\$ 1,414,834.35		\$ 262,297.65	29.49%	Nov-2023	\$ 4,797,541.00	\$ 2,893,393.00	\$ 1,904,148.00	\$ 104,653.84	\$ 1,799,494.16	2.18%			
Dec-2023	\$ 4,797,541.00		\$ 3,120,409.00	65%		\$ 1,677,132.00	\$ 1,414,834.35		\$ 262,297.65	29.49%	Dec-2023	\$ 4,797,541.00	\$ 2,893,393.00	\$ 1,904,148.00	\$ 116,934.93	\$ 1,787,213.07	2.44%			
Jan-2024	\$ 4,846,155.00		\$ 3,169,023.00	65%		\$ 1,677,132.00	\$ 1,414,834.35		\$ 262,297.65	29.19%	Jan-2024	\$ 4,846,155.00	\$ 2,942,007.00	\$ 1,904,148.00	\$ 130,374.26	\$ 1,773,773.74	2.69%			
Feb-2024			\$ 3,169,023.00								Feb-2024		\$ 2,942,007.00							
Mar-2024			\$ 3,169,023.00								Mar-2024		\$ 2,942,007.00							
Apr-2024			\$ 3,169,023.00								Apr-2024		\$ 2,942,007.00							
May-2024			\$ 3,169,023.00								May-2024		\$ 2,942,007.00							
Jun-2024			\$ 3,169,023.00								Jun-2024		\$ 2,942,007.00							
						EXPENDITURES			CAPITAL PROJECT FUND								REVENUE			
						TOTAL EXPENDITURE FORECAST	YTD ACTIVITY	PREVIOUS YR ACCRUED SAL/BEN	BUDGET	BUDGET						NEW REVENUE FORECAST	YTD ACTIVITY	BUDGET	BUDGET	
	TOTAL ALLOCATION	TABOR	UNALLOCATED	% UNALLOCATED					BALANCE	%		BUDGET AMOUNT	BFB							
Jul-2023	\$ 1,081,428.00					\$ 1,081,428.00	\$ 189,898.32		\$ 891,529.68	17.56%	Jul-2023	\$ 1,081,428.00	\$ 689,571.00	\$ 391,857.00	\$ 20,833.33	\$ 371,023.67	1.93%			
Aug-2023	\$ 1,081,428.00					\$ 1,081,428.00	\$ 219,347.82		\$ 862,080.18	20.28%	Aug-2023	\$ 1,081,428.00	\$ 689,571.00	\$ 391,857.00	\$ 41,666.66	\$ 350,190.34	3.85%			
Sep-2023	\$ 1,081,428.00					\$ 1,081,428.00	\$ 219,347.82		\$ 862,080.18	20.28%	Sep-2023	\$ 1,081,428.00	\$ 689,571.00	\$ 391,857.00	\$ 62,499.99	\$ 329,357.01	5.78%			
Oct-2023	\$ 1,081,428.00					\$ 1,081,428.00	\$ 264,198.74		\$ 817,229.26	24.43%	Oct-2023	\$ 1,081,428.00	\$ 689,571.00	\$ 391,857.00	\$ 89,259.37	\$ 302,597.63	8.25%			
Nov-2023	\$ 1,081,428.00					\$ 1,081,428.00	\$ 264,198.74		\$ 817,229.26	24.43%	Nov-2023	\$ 1,081,428.00	\$ 689,571.00	\$ 391,857.00	\$ 122,021.20	\$ 269,835.80	11.28%			
Dec-2023	\$ 1,081,428.00					\$ 1,081,428.00	\$ 264,198.74		\$ 817,229.26	24.43%	Dec-2023	\$ 1,081,428.00	\$ 689,571.00	\$ 391,857.00	\$ 142,854.53	\$ 249,002.47	13.21%			
Jan-2024	\$ 666,661.00					\$ 666,661.00	\$ 260,618.74		\$ 406,042.26	39.09%	Jan-2024	\$ 666,661.00	\$ 589,732.00	\$ 76,929.00	\$ 142,854.53	\$ (65,925.53)	21.43%			
Feb-2024											Feb-2024		\$ 589,732.00							
Mar-2024											Mar-2024		\$ 589,732.00							
Apr-2024											Apr-2024		\$ 589,732.00							
May-2024											May-2024		\$ 589,732.00							
Jun-2024											Jun-2024		\$ 589,732.00							
						EXPENDITURES			INSURANCE FUND								REVENUE			
						TOTAL EXPENDITURE FORECAST	YTD ACTIVITY	PREVIOUS YR ACCRUED SAL/BEN	BUDGET	BUDGET						NEW REVENUE FORECAST	YTD ACTIVITY	BUDGET	BUDGET	
	TOTAL ALLOCATION	TABOR	UNALLOCATED	% UNALLOCATED					BALANCE	%		BUDGET AMOUNT	BFB							
Jul-2023	\$ 2,210,000.00		\$ 90,800.00	4%		\$ 2,119,200.00	\$ 455,271.59		\$ 1,663,928.41	20.60%	Jul-2023	\$ 2,210,000.00	\$ 10,000.00	\$ 2,200,000.00	\$ 451,141.26	\$ 1,748,858.74	20.41%			
Aug-2023	\$ 2,210,000.00		\$ 90,800.00	4%		\$ 2,119,200.00	\$ 688,010.94		\$ 1,431,189.06	31.13%	Aug-2023	\$ 2,210,000.00	\$ 10,000.00	\$ 2,200,000.00	\$ 598,783.20	\$ 1,601,216.80	27.09%			
Sep-2023	\$ 2,210,000.00		\$ 90,800.00	4%		\$ 2,119,200.00	\$ 865,187.77		\$ 1,254,012.23	39.15%	Sep-2023	\$ 2,210,000.00	\$ 10,000.00	\$ 2,200,000.00	\$ 787,821.80	\$ 1,412,178.20	35.65%			
Oct-2023	\$ 2,210,000.00		\$ 90,800.00	4%		\$ 2,119,200.00	\$ 998,166.13		\$ 1,121,033.87	45.17%	Oct-2023	\$ 2,210,000.00	\$ 10,000.00	\$ 2,200,000.00	\$ 949,557.68	\$ 1,250,442.32	42.97%			
Nov-2023	\$ 2,210,000.00		\$ 90,800.00	4%		\$ 2,119,200.00	\$ 1,166,444.87		\$ 952,755.13	52.78%	Nov-2023	\$ 2,210,000.00	\$ 10,000.00	\$ 2,200,000.00	\$ 1,122,035.14	\$ 1,077,964.86	50.77%			
Dec-2023	\$ 2,210,000.00		\$ 90,800.00	4%		\$ 2,119,200.00	\$ 1,337,166.69		\$ 782,033.31	60.51%	Dec-2023	\$ 2,210,000.00	\$ 10,000.00	\$ 2,200,000.00	\$ 1,273,397.94	\$ 926,602.06	57.62%			
Jan-2024	\$ 2,298,958.00		\$ 90,800.00	4%		\$ 2,208,158.00	\$ 1,540,565.63		\$ 667,592.37	67.01%	Jan-2024	\$ 2,298,958.00	\$ 98,958.00	\$ 2,200,000.00	\$ 1,440,078.31	\$ 759,921.69	62.64%			
Feb-2024			\$ 90,800.00								Feb-2024		\$ 98,958.00							
Mar-2024			\$ 90,800.00								Mar-2024		\$ 98,958.00							
Apr-2024			\$ 90,800.00								Apr-2024		\$ 98,958.00							
May-2024			\$ 90,800.00								May-2024		\$ 98,958.00							
Jun-2024			\$ 90,800.00								Jun-2024		\$ 98,958.00							

[illegible]

		<u>Beginning Balance</u>	<u>Activity</u>	<u>Deposits</u>	<u>Ending Balance</u>
<u>Lake County Intermediate School</u>					
LCIS Activity Fund 8299	July	\$ 74,680.62	\$ 226.16	\$ 3.17	\$ 74,457.63
	August	\$ 74,457.63	\$ 248.32	\$ 2,003.22	\$ 76,212.53
	September	\$ 76,212.53	\$ 2,455.89	\$ 1,999.05	\$ 75,755.69
	October	\$ 75,755.69	\$ 2,571.47	\$ 2,103.89	\$ 75,288.11
	November	\$ 75,288.11	\$ 5,177.86	\$ 5,540.89	\$ 75,651.14
	December	\$ 75,651.14	\$ 991.77	\$ 637.69	\$ 75,297.06
	January	\$ 75,297.06	\$ 1,864.57	\$ 1,337.17	\$ 74,769.66
	February	\$ -	\$ -	\$ -	\$ -
	March	\$ -	\$ -	\$ -	\$ -
	April	\$ -	\$ -	\$ -	\$ -
	May	\$ -	\$ -	\$ -	\$ -
	June	\$ -	\$ -	\$ -	\$ -
<u>Lake County High School</u>					
LCHS Activity Fund 2102	July	\$ 119,043.56	\$ 501.34	\$ 965.05	\$ 119,507.27
	August	\$ 119,507.27	\$ 206.88	\$ 17,612.31	\$ 136,912.70
	September	\$ 136,912.70	\$ 6,881.40	\$ 410.49	\$ 130,441.79
	October	\$ 130,441.79	\$ 4,238.66	\$ 19,795.74	\$ 145,998.87
	November	\$ 145,998.87	\$ 5,614.85	\$ 4,998.54	\$ 145,382.56
	December	\$ 145,382.56	\$ 5,695.75	\$ 3,949.82	\$ 143,636.63
	January	\$ 143,636.63	\$ 10,704.24	\$ 10,749.06	\$ 143,681.45
	February	\$ -	\$ -	\$ -	\$ -
	March	\$ -	\$ -	\$ -	\$ -
	April	\$ -	\$ -	\$ -	\$ -
	May	\$ -	\$ -	\$ -	\$ -
	June	\$ -	\$ -	\$ -	\$ -
<u>Lake County Athletics</u>					
LCSD Athletic Activity Fund 2591636986	July	\$ 80,563.70	\$ 1,420.00	\$ 3.39	\$ 79,147.09
	August	\$ 79,147.09	\$ 122.49	\$ 170.37	\$ 79,194.97
	September	\$ 79,194.97	\$ 903.82	\$ 10,430.20	\$ 88,721.35
	October	\$ 88,721.35	\$ 5,442.77	\$ 12,678.53	\$ 95,957.11
	November	\$ 95,957.11	\$ 1,955.31	\$ 6,092.39	\$ 100,094.19
	December	\$ 100,094.19	\$ 4,669.02	\$ 3,095.22	\$ 98,520.39
	January	\$ 98,520.39	\$ 7,616.73	\$ 11,313.33	\$ 102,216.99
	February	\$ -	\$ -	\$ -	\$ -
	March	\$ -	\$ -	\$ -	\$ -
	April	\$ -	\$ -	\$ -	\$ -
	May	\$ -	\$ -	\$ -	\$ -
	June	\$ -	\$ -	\$ -	\$ -
<u>Cloud City High School</u>					
CCHS 2578400962	July	\$ 10,427.63	\$ -	\$ 0.45	\$ 10,428.08
	August	\$ 10,428.08	\$ -	\$ 360.45	\$ 10,788.53
	September	\$ 10,788.53	\$ 285.00	\$ 2,000.49	\$ 12,504.02
	October	\$ 12,504.02	\$ 1,253.36	\$ 0.49	\$ 11,251.15
	November	\$ 11,251.15	\$ 865.83	\$ 112.94	\$ 10,498.26
	December	\$ 10,498.26	\$ 1,545.35	\$ 1,212.36	\$ 10,165.27
	January	\$ 10,165.27	\$ 407.15	\$ 700.44	\$ 10,458.56
	February	\$ -	\$ -	\$ -	\$ -
	March	\$ -	\$ -	\$ -	\$ -
	April	\$ -	\$ -	\$ -	\$ -
	May	\$ -	\$ -	\$ -	\$ -
	June	\$ -	\$ -	\$ -	\$ -



CONSOLIDATED BILLING CONTROL ACCOUNT STATEMENT

Prepared For	LAKE COUNTY SCHOOL RENA SANCHEZ
Account Number	
Statement Closing Date	02/02/24
Days in Billing Cycle	30
Next Statement Date	03/03/24
Credit Line	\$50,000
Available Credit	\$33,774

For Customer Service Call:
800-231-5511

Inquiries or Questions:
Wells Fargo SBL PO Box 29482
Phoenix, AZ 85038-8650

Payments:
Elite Card Payment Center PO Box 77066
Minneapolis, MN 55480-7766

Payment Information

New Balance	\$13,854.32
Current Payment Due (Minimum Payment)	\$693.00
Current Payment Due Date	02/28/24

Thank you for using our Automatic Payment service. See the **Important Information** section below for your next scheduled payment.

If you wish to pay off your balance in full: The balance noted on your statement is not the payoff amount. Please call 800-231-5511 for payoff information.

Account Summary

Previous Balance	\$12,298.76
Credits	- \$10.21
Payments	- \$12,288.55
Purchases & Other Charges	+ \$13,854.32
Cash Advances	+ \$0.00
Finance Charges	+ \$0.00
New Balance	= \$13,854.32

Wells Fargo Business Card Elite Rewards

Rewards ID:		
Previous Balance	373,462	
Points Earned this Month	13,844	
Points From Other Company Cards	0	
Bonus Points Earned	5,000	
Adjustments	0	
Redeemed	- 0	
Total Available	= 392,306	

Rewards Notice

Check your point balance and redeem your points at wellsfargo.com/businessrewards. You can also call our Rewards Service Center from 8 a.m. to midnight (ET) at 1-800-213-3365.

Congratulations! You've earned 5,000 bonus points because your total company spend was at least \$10,000 in this billing period.

See reverse side for important information.

5596 0009 YTG 1 7 2 240202 0 PAGE 1 of 6 10 3268 1000 ELAC 01DR5596 52617

DETACH HERE

Detach and mail with check payable to "Wells Fargo" to arrive by Current Payment Due Date.

Make checks payable to: Wells Fargo

Account Number	
New Balance	\$13,854.32
Total Amount Due (Minimum Payment)	\$693.00
Current Payment Due Date	02/28/24

Amount Enclosed: \$

ELITE CARD PAYMENT CENTER YTG 30
PO BOX 77066
MINNEAPOLIS MN 55480-7766

LAKE COUNTY SCHOOL
RENA SANCHEZ
328 W 5TH ST
LEADVILLE CO 80461-3547

52617
Q312



Rate Information

Your rate may vary according to the terms of your agreement.

TYPE OF BALANCE	ANNUAL INTEREST RATE	DAILY FINANCE CHARGE RATE	AVERAGE DAILY BALANCE	PERIODIC FINANCE CHARGES	TRANSACTION FINANCE CHARGES	TOTAL FINANCE CHARGES
PURCHASES	16.490%	.04517%	\$0.00	\$0.00	\$0.00	\$0.00
CASH ADVANCES	27.240%	.07463%	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL				\$0.00	\$0.00	\$0.00

Important Information

\$0 - \$13,854.32 WILL BE DEDUCTED FROM YOUR ACCOUNT AND CREDITED AS YOUR AUTOMATIC PAYMENT ON 02/28/24. THE AUTOMATIC PAYMENT AMOUNT WILL BE REDUCED BY ALL PAYMENTS POSTED ON OR BEFORE THIS DATE.

TOTAL *FINANCE CHARGE* BILLED IN 2023

\$0.00

TOTAL *FINANCE CHARGE* PAID IN 2023

\$0.00

Summary of Sub Account Usage

Name	Sub Account Number Ending In	Monthly Spending Cap	Spend This Period
BUNNY TAYLOR		10,000	\$4,227.48
PAUL ANDERSON		5,000	\$0.00
CHERYL TALBOT		5,000	\$569.88
JOHN MORA		5,000	\$454.15
SCOTT CARROLL		5,000	\$139.60
KATHERINE KERRIGAN		5,000	\$322.44
AMY PETERS		5,000	\$1,773.10
KATIE PONGREKUN		5,000	\$541.70
JACQUELINE LUJAN		5,000	\$2,803.13
TIMOTHY POWELL		5,000	\$246.15
JOYCE LACOME		5,000	\$52.52
KATHLEEN FITZSIMMONS		5,000	\$1,760.24
RENA SANCHEZ		10,000	\$0.00
TAYLOR TRELKA		5,000	\$953.72
BETHANY MASSEY		5,000	\$0.00

Transaction Details

The transactions detailed on this Consolidated Billing Control Account Statement contain transactions made directly to this Control Account plus all transactions made on Sub Accounts. If there were no transactions made by a Sub Account that Sub Account will not appear.

Trans	Post	Reference Number	Description	Credits	Charges
01/28	01/28	F326800DC00CHGDDA	AUTOMATIC PAYMENT - THANK YOU	12,288.55	
			TOTAL 4484610008418991		\$12,288.55-

Transaction Summary For BUNNY TAYLOR
Sub Account Number Ending In

01/09	01/09	2400097QTV5VFFF5R	THE BROADMOOR LODGING COLORADO SPRI CO		3,453.10
01/27	01/27	2400097DQ0GRGHHW9	THE BROADMOOR LODGING COLORADO SPRI CO		387.19
01/27	01/27	2400097DQ0GRGHJBR	THE BROADMOOR LODGING COLORADO SPRI CO		387.19
			TOTAL	\$4,227.48	
			BUNNY TAYLOR / Sub Acct Ending In		

Transaction Summary For CHERYL TALBOT
Sub Account Number Ending In

01/13	01/13	2449215QXMN8DSS82	THRIFT BOOKS GLOBAL, LLC 253-275-2241 WA		26.95
01/17	01/17	2444500D15SBR86ZE	WALMART.COM 8009666546 800-966-6546 AR		16.45
01/17	01/17	2444500D15SBR8721	WALMART.COM 8009666546 800-966-6546 AR		121.73
01/17	01/17	2469216D132GE7TH2	WWW COSTCO COM 800-955-2292 WA		83.18
01/18	01/18	2478930D3WEBRW2S2	OTC BRANDS INC 800-2280475 NE		321.57
			TOTAL	\$569.88	
			CHERYL TALBOT / Sub Acct Ending In		

Transaction Details

Trans	Post	Reference Number	Description	Credits	Charges
Transaction Summary For JOHN MORA					
Sub Account Number Ending In					
01/25	01/25	2449215D9LY4SJ6YS	ADOBE INC. 408-536-6000 CA		19.99
02/02	02/02	2443099DH2DZ07ZZN	DMI* DELL K-12 REL 888-977-3355 TX		434.16
			TOTAL \$454.15		
JOHN MORA / Sub Acct Ending In					
Transaction Summary For SCOTT CARROLL					
Sub Account Number Ending In					
01/17	01/17	2426979D200SPL5JM	HIGH MOUNTAIN PIES LEADVILLE CO		139.60
			TOTAL \$139.60		
SCOTT CARROLL / Sub Acct Ending In					
Transaction Summary For KATHERINE KERRIGAN					
Sub Account Number Ending In					
01/05	01/05	2423168QNRBGJF4DA	SAFEWAY #2824 LEADVILLE CO		159.89
01/09	01/09	2423168QSRBGK1YAV	SAFEWAY #2824 LEADVILLE CO		94.86
01/09	01/09	2423168QSRBGK1ZYW	SAFEWAY #2824 LEADVILLE CO		32.69
02/02	02/02	2469216DH34780714	BACKGROUND INFORMATION 303-442-3960 CO		35.00
			TOTAL \$322.44		
KATHERINE KERRIGAN / Sub Acct Ending In					
Transaction Summary For AMY PETERS					
Sub Account Number Ending In					
01/06	01/06	2449216QN001QQ3HM	HALF PRICE BANNERS HTTPSWWW.HALF MO		99.07
01/08	01/08	2444500QR8PW8YGZK	FSP*COLORADO ATHLETIC DIR303-433-4446 CO		100.00
01/08	01/08	2449216QR000XLJ57	TTFCA VIRTUAL CLINIC 2 HTTPSCOACTHUB TX		50.00
01/09	01/09	2469216QT3619H1HF	RENAISSANCE DENVER CC DENVER CO		319.47
01/09	01/09	2469216QT3619H1H7	RENAISSANCE DENVER CC DENVER CO		319.47
01/10	01/10	2444500QV00RA0BXD	FIVE GUYS 1681 QSR ENGLEWOOD CO		15.60
01/10	01/10	2494300QVS4AFJGRY	COSTCO WHSE #1027 SHERIDAN CO		116.82
01/11	01/11	2401134QV000BVEL4	NFHSNTWRK* C6CF07647AU HTTPSNFHSNETW GA		12.82
01/12	01/12	2449216QW001HGK8Q	HALF PRICE BANNERS HTTPSWWW.HALF MO		34.39
01/16	01/16	2403454D001J3THBK	PHILLIPS 66 - STOP N'SAVE BUENA VISTA CO		37.95
01/16	01/16	2444500D1EHZRLW16	LITTLE CAESAR'S 3560 0002 ALAMOSA CO		8.66
01/30	01/30	2469216DE32J1KLBA	WALMART.COM 800-966-6546 AR		6.14
01/30	01/30	2494300DFS4AFKDWB	COSTCO WHSE #0468 LONE TREE CO		93.10
01/31	01/31	2405523DGRBGHNP7M	CALI PIZZA KITC INC #154 LITTLETON CO		20.14
01/31	01/31	2413746DG019QRED3	USPS PO 0755080403 LEADVILLE CO		3.62
01/31	01/31	2449215DFLWA8HNSP	AIRBNB HMAA3Z9YQE AIRBNB.COM CA		535.85
			TOTAL \$1,773.10		
AMY PETERS / Sub Acct Ending In					
Transaction Summary For KATIE PONGREKUN					
Sub Account Number Ending In					
01/18	01/18	2418955D3S66MRJ3Z	QUINCYS 719-2930156 CO		74.49
01/25	01/25	2480197D92M2SHFR9	BUTTERFLY PAVILION ONLIN WESTMINSTER CO		467.21
			TOTAL \$541.70		
KATIE PONGREKUN / Sub Acct Ending In					
Transaction Summary For JACQUELINE LUJAN					
Sub Account Number Ending In					
01/08	01/08	2449216QR0011Y4GP	TEACHSTONE TRAINING WWW.TEACHSTON VA		125.00
01/08	01/08	2449216QR0012WMNG	TEACHSTONE TRAINING WWW.TEACHSTON VA		125.00
01/17	01/17	2407314D2S66H4RPD	TTAS WEB 270-7453026 KY		1,100.00
01/21	01/21	2416407D5324LJQ7W	Staples Inc staples.com MA		341.01
01/22	01/22	2449215D6LR4QHDPN	EB HOVRS3 SUPPORTING 801-413-7200 CA		350.00
01/22	01/22	2449215D6LVVEMR6R	EB HOVRS3 SUPPORTING 801-413-7200 CA		350.00
01/22	01/22	2449215D6LVVF2BR2	EB HOVRS3 SUPPORTING 801-413-7200 CA		350.00
01/25	01/25	2473309DA2M03RFQH	CO GOVT SERVICES EGOV.COM CO		62.12
			TOTAL \$2,803.13		
JACQUELINE LUJAN / Sub Acct Ending In					
Transaction Summary For TIMOTHY POWELL					
Sub Account Number Ending In					
01/16	01/16	2454045D15YHJHQVP	THE DELAWARE HOTEL-RE 303-7484903 CO		38.17
01/17	01/17	2449398D2BLTM4WWO	BIG R OF LEADVILLE, LLC LEADVILLE CO		207.98
			TOTAL \$246.15		
TIMOTHY POWELL / Sub Acct Ending In					
Transaction Summary For JOYCE LACOME					
Sub Account Number Ending In					
01/09	01/09	2444500QS2XBJ5DDA	WENDY'S 7832 LAKEWOOD CO		52.52
			TOTAL \$52.52		
JOYCE LACOME / Sub Acct Ending In					



Transaction Details

Trans	Post	Reference Number	Description	Credits	Charges
-------	------	------------------	-------------	---------	---------

Transaction Summary For **KATHLEEN FITZSIMMONS**
Sub Account Number Ending In

01/05	01/05	2469216QM33B5JQYP	IN *AMERICAN BIOIDENTITY,303-8864747 CO		54.50
01/05	01/05	2469216QM33B5JQZH	IN *AMERICAN BIOIDENTITY,303-8864747 CO		109.00
01/10	01/10	2469216QS2X78DV18	CRAIGSLIST.ORG 415-399-5200 CA		40.00
01/10	01/10	2469216QS2X78F5WS	CRAIGSLIST.ORG 415-399-5200 CA		20.00
01/10	01/10	2469216QS2X783GXD	CRAIGSLIST.ORG 415-399-5200 CA		40.00
01/10	01/10	2469216QS2X7854A7	CRAIGSLIST.ORG 415-399-5200 CA		20.00
01/12	01/12	2401339QW0168PXKB	OROURKE MEDIA GROUP-COLOR312-9959452 CO		449.00
01/18	01/18	2479338D2005ZHRBL	Indeed 87973763 800-4625842 TX		503.44
01/21	01/21	2405522D6BLT7TLZV	BRAVA MODERN TRATTORIA GLENWOOD SPRI CO		36.13
01/22	01/22	2462275D62XF9T1YZ	GLENWOOD SPRINGS INN GLENWOOD SPRI CO		85.21
01/22	01/22	7462275D72XFHLMYV	GLENWOOD SPRINGS INN GLENWOOD SPRI CO	10.21	
02/01	02/01	2479338DG00M745NN	Indeed 88560491 800-4625842 TX		413.17
			TOTAL \$1,760.24		
KATHLEEN FITZSIMMONS / Sub Acct Ending In					

Transaction Summary For **TAYLOR TRELKA**
Sub Account Number Ending In

01/09	01/09	2469216QT366LF1LL	SQ *FREIGHT gosq.com CO	150.00
01/12	01/12	2444500QXHEWG7V86	WALGREENS.COM PHOTO #1624800-289-2273 IL	251.48
01/12	01/12	2446816QX0001HNWS	FIRE ON THE MOUNTAIN LLC LEADVILLE CO	63.26
01/19	01/19	2402233D309BBMQ54	SKYLINE CINEMA 8 DILLON CO	434.00
01/24	01/24	2449398D9BLTRYZBZ	BIG R OF LEADVILLE, LLC LEADVILLE CO	54.98
			TOTAL \$953.72	
TAYLOR TRELKA / Sub Acct Ending In .				

Report Date 02/08/24 09:11 PM

Lake County School District R1

Page No 1

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
1XL LEARNING		22756					
	0100102219	01/31/24	S490058	240520	25 SITE LICENSES MATH & ELA QUOTE #15040	4-10-602-10-0090-0612-000-000000	255.00
					Check Total		255.00
					Vendor Total		255.00
401 (K) VOL. INVESTMENT PLAN		175					
	0100639506	01/29/24	01-29-2024_6		1/401K	4-10-000-00-0000-7477-000-000000	4,831.25
					Check Total		4,831.25
					Vendor Total		4,831.25
ACORN PETROLEUM, INC.		270					
	0100102187	01/25/24	1236352		1/1-1/15/ FUEL	4-10-710-26-2600-0626-000-000000	785.40
	0100102187	01/25/24	1236352		1/1-1/15/ FUEL	4-10-720-27-2700-0626-000-000000	1,423.03
	0100102187	01/25/24	1234425		12/16-12/31 / FUEL	4-10-710-26-2600-0626-000-000000	76.94
	0100102187	01/25/24	1234425		12/16-12/31 / FUEL	4-10-720-27-2700-0626-000-000000	962.17
	0100102187	01/25/24	1234425		12/16-12/31 / FUEL	4-22-602-00-2100-0610-000-009414	61.04
	0100102187	01/25/24	1236352		1/1-1/15/ FUEL EARLY PAY DISCOUNT	4-10-720-27-2700-0626-000-000000	-14.71
	0100102187	01/25/24	1236352		1/1-1/15/ FUEL BUS 10	4-22-602-00-2100-0610-000-009414	122.86
	0100102187	01/25/24	1236352		1/1-1/15/ FUEL BUS 2	4-22-101-01-2100-0510-000-007287	55.40
	0100102187	01/25/24	1236352		1/1-1/15/ FUEL BUS 2	4-22-100-00-2100-0510-000-008287	55.40
	0100102187	01/25/24	1234425		12/16-12/31 / FUEL	4-22-100-00-2100-0510-000-008287	8.39
	0100102187	01/25/24	1234425		12/16-12/31 / FUEL	4-22-101-01-2100-0510-000-007287	8.39
					Check Total		3,544.31
					Vendor Total		3,544.31
AFSCME COUNCIL 18		257					
	0100102211	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-27-000-00-0000-7421-000-000000	9.46
	0100102211	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-21-000-00-0000-7421-000-000000	217.50
	0100102211	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-10-000-00-0000-7421-000-000000	121.04
					Check Total		348.00
					Vendor Total		348.00
ALPHA SECURITY		31151					
	0100102138	01/18/24	12544	240494	ORDER #22351 - CAMERA SYSTEM MONITORING	4-10-710-26-2600-0300-000-000000	11,325.60
					Check Total		11,325.60
					Vendor Total		11,325.60

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
AMAZON.COM		4304					
	0100102139	01/18/24	17HF-TQXY-991W	240484	SHARPIE S-GEL PENS, MED. POINT (0.7MM),	4-10-301-24-2410-0610-000-000000	275.06
	0100102139	01/18/24	1H3T-CJCN-T6NM	240484	SHARPIE S-GEL PENS, MED. POINT (0.7MM),	4-10-301-24-2410-0610-000-000000	321.02
					Check Total		596.08
	0100102188	01/25/24	199X-43F9-QJ3G	240487	MAINTENANCE SUPPLY	4-10-710-26-2600-0430-000-000000	86.99
	0100102188	01/25/24	1XNK-1CR4-WG44	240498		4-27-971-23-3330-0610-000-008600	584.75
	0100102188	01/25/24	11P1-7WJ4-W7JL	240482	EHS SUPPLIES FOR MLC	4-27-971-01-3330-0610-000-008600	1,942.01
	0100102188	01/25/24	1MVJ-YFD9-4DV1	240482	EHS SUPPLIES FOR MLC	4-27-971-01-3330-0610-000-008600	5.39
	0100102188	01/25/24	1XNK-1CR4-WG44	240498	SUMMER TRANSIITON PACK SUPPLIES	4-19-971-00-0040-0610-000-003141	314.87
	0100102188	01/25/24	1WPK-WG69-DTTN	240476	CLASSROOM SUPPLY	4-19-971-00-0040-0610-000-003141	45.94
	0100102188	01/25/24	1WPK-WG69-DTTN	240476		4-27-971-23-3330-0610-000-008600	85.31
	0100102188	01/25/24	1GV3-V6NH-M1WF	240489	PLEASE SEE ONLINE ORDER #113-3656069-241	4-10-101-10-0010-0610-000-000000	56.00
	0100102188	01/25/24	1X3W-Q39M-X1G1	240491	MIKE AND IKE TROPICAL TYPHOON, 0.78 OUNC	4-10-301-14-1800-0610-000-000000	272.38
					Check Total		3,393.64
	0100102220	01/31/24	14DF-TYFK-7WH9	240516		4-27-971-23-3330-0610-000-008600	-6.59
	0100102220	01/31/24	161X-3WMG-G399	240495	STORAGE SHELVING	4-26-971-33-3310-0610-000-000000	326.99
	0100102220	01/31/24	1G3F-CK7V-KJYM	240486	POWER STRIPS	4-10-602-20-2290-0610-000-000000	165.82
	0100102220	01/31/24	1TNR-36J4-V7DK	240518		4-10-100-24-2410-0610-000-000000	107.97
	0100102220	01/31/24	1TNR-36J4-V7DK	240518	OFFICE AND CLASSROOM SUPPLY	4-10-100-10-0010-0610-000-000000	53.96
	0100102220	01/31/24	161X-3WMG-G399	240495		4-27-971-23-3330-0610-000-008600	336.91
	0100102220	01/31/24	16W9-W6K4-KVKV	240516	CLASSROOM SUPPLIES	4-10-100-10-0010-0610-000-000000	14.99
	0100102220	01/31/24	1LWP-HW37-16G7	240500	3D PRINTER FILAMENT	4-22-100-00-0010-0610-000-008287	59.97
	0100102220	01/31/24	14DF-TYFK-7WH9	240516	CLASSROOM SUPPLIES	4-10-100-10-0010-0610-000-000000	-4.80
	0100102220	01/31/24	14DF-TYFK-7WH9	240516		4-19-971-00-0040-0610-000-003141	-3.60
	0100102220	01/31/24	16W9-W6K4-KVKV	240516		4-19-971-00-0040-0610-000-003141	10.49
	0100102220	01/31/24	16W9-W6K4-KVKV	240516		4-27-971-23-3330-0610-000-008600	19.49
	0100102220	01/31/24	161X-3WMG-G399	240495		4-27-971-01-3330-0610-000-008600	336.00
	0100102220	01/31/24	1LWP-HW37-16G7	240500	3D PRINTER	4-22-301-00-0030-0610-000-007287	195.99
					Check Total		1,613.59
					Vendor Total		5,603.31

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
BIGHORN HARDWARE		93					
	0100102122	01/04/24	01-04-2024_11		11&12/CHARGES ACCT 30030	4-10-602-20-2290-0610-000-000000	26.57
	0100102122	01/04/24	01-04-2024_11		11&12/CHARGES ACCT 30030	4-10-710-26-2600-0610-000-000000	376.83
	0100102122	01/04/24	01-04-2024_11		11&12/CHARGES ACCT 30030	4-10-710-26-2600-0430-000-000000	640.12
					Check Total		1,043.52
					Vendor Total		1,043.52
BUENA VISTA SCHOOL DISTRICT		40169					
	0100102141	01/18/24	806		SEPT 18-19 CAREER CONNECTED CONF	4-22-602-10-2100-0580-000-004429	1,307.88
	0100102141	01/18/24	806		JULY-DEC CAREER PATHWAY COOR HEALTH	4-22-602-10-2100-0230-354-004429	4,658.55
	0100102141	01/18/24	806		JULY-DEC CAREER PATHWAY COOR PERA	4-22-602-10-2100-0230-354-004429	4,994.08
	0100102141	01/18/24	806		JULY-DEC CAREER PATHWAY COOR MEDICARE	4-22-602-10-2100-0221-354-004429	338.38
	0100102141	01/18/24	806		CAREER WISE CONF REIM	4-22-602-10-2100-0580-000-004429	1,050.00
	0100102141	01/18/24	806		JULY-DEC CAREER PATHWAY COOR SAL	4-22-602-10-2100-0110-354-004429	23,336.83
					Check Total		35,685.72
					Vendor Total		35,685.72
CAPLAN & EARNEST, LLC.		3779					
	0100102142	01/18/24	206349		1/CHARGES FRAUD PREVENTION FEE	4-10-602-10-0090-0300-000-000000	500.00
	0100102142	01/18/24	206646		1/CHARGES HIB CHARGES- GOGOI	4-10-602-10-0090-0300-000-000000	4,410.00
	0100102142	01/18/24	206348		1/CHARGES FRAUD PREVENTION FEE	4-10-602-10-0090-0300-000-000000	500.00
					Check Total		5,410.00
	0100102221	01/31/24	207104		12/CHARGES ID 11842-06	4-10-602-10-0090-0300-000-000000	1,786.00
					Check Total		1,786.00
					Vendor Total		7,196.00

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
CENTURYLINK		2139					
	0100102123	01/04/24	01-04-2024_19		12/K-719-111-6280-001M	4-10-602-10-0090-0531-000-000000	949.44
					Check Total		949.44
	0100102190	01/25/24	01-22-2024_18		1/ CHARGES K-719-111-6280 001M	4-10-602-10-0090-0531-000-000000	972.85
	0100102190	01/25/24	01-22-2024_14		1/ CHARGES 719-486-3423 309B	4-10-602-10-0090-0531-000-000000	77.08
	0100102190	01/25/24	01-22-2024_13		1/ CHARGES 719-486-1456 416B	4-10-602-10-0090-0531-000-000000	242.16
	0100102190	01/25/24	01-22-2024_12		1/ CHARGES 719-486-0862 180B	4-10-602-10-0090-0531-000-000000	72.88
	0100102190	01/25/24	01-22-2024_15		1/ CHARGES 719-486-8066 706B	4-10-602-10-0090-0531-000-000000	87.24
					Check Total		1,452.21
					Vendor Total		2,401.65
COAL RIDGE HIGH SCHOOL		30406					
	0100102222	01/31/24	01-25-2024_4		4/19 HS TRACK ENTRY FEE	4-10-301-14-1800-0584-000-000000	200.00
					Check Total		200.00
					Vendor Total		200.00
COLO. DEPT. OF REVENUE		100					
	0100639502	01/23/24	01-29-2024_2		1/PAYROLL	4-10-000-00-0000-8102-000-000000	610,000.00
					Check Total		610,000.00
	0100639503	01/29/24	01-29-2024_3		1/SIT	4-10-000-00-0000-7471-000-000000	26,396.00
					Check Total		26,396.00
					Vendor Total		636,396.00
COLORADO DEPARTMENT OF REVENUE		39012					
	0100102215	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-10-000-00-0000-7421-000-000000	231.47
	0100102215	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-10-000-00-0000-7421-000-000000	121.07
					Check Total		352.54
					Vendor Total		352.54
COLORADO EDUCATION INITIATIVE		40835					
	0100102143	01/18/24	10558-01	240506	ARKANSAS RIVER VALLEY SUMMIT FOR RURAL C	4-22-602-10-2100-0300-000-004429	16,800.00
					Check Total		16,800.00
					Vendor Total		16,800.00

Report Date 02/08/24 09:11 PM

Lake County School District R1

Page No 6

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
COLORADO SCHOOL MEDICAID CONSORTIUM 25810							
	0100102144	01/18/24	1435		FY24 QTR 3 FEE	4-10-602-20-2130-0300-000-009003	631.00
					Check Total		631.00
					Vendor Total		631.00
COMMITTEE FOR CHILDREN 24007							
	0100102191	01/25/24	2046423	240499	SECOND STEP EARLY LEARNING	4-19-971-00-0040-0610-000-003141	618.45
	0100102191	01/25/24	2046423	240499	PUPPET SET	4-27-971-23-3330-0610-000-008600	1,148.55
					Check Total		1,767.00
					Vendor Total		1,767.00
COOKE AUTOMOTIVE & EQUIPMENT REPAIR 39888							
	0100102210	01/26/24	1420-REISSUE		LOST CHECK REISSUE	4-22-602-00-2100-0300-000-009414	545.94
					Check Total		545.94
					Vendor Total		545.94
DAVID SCHMID 39047							
	0100102192	01/25/24	01-22-2024_7		12/7,12/19,1/12,1/17,1/22 PRNCPL MNTR	4-10-602-10-0090-0300-000-000000	925.00
	0100102192	01/25/24	01-22-2024_7		12/7,12/19,1/12,1/17,1/22 TRAVEL EXP	4-10-602-10-0090-0300-000-000000	250.05
					Check Total		1,175.05
					Vendor Total		1,175.05
DISCOUNT SCHOOL SUPPLY 2460							
	0100102193	01/25/24	P42655120101	240502	WASHABLE PREMIUM WHITE GLUE	4-19-971-00-0040-0610-000-003141	275.38
	0100102193	01/25/24	P42655120101	240502	STICKS - SET REGULAR CRAYONS - 24 PACKS	4-27-971-23-3330-0610-000-008600	511.42
					Check Total		786.80
					Vendor Total		786.80
DYNAMIC PROGRAM MANAGEMENT LLC 39390							
	0100102124	01/04/24	1672		10/MASTER PLAN FEES	4-10-602-10-0090-0300-000-000000	383.74
					Check Total		383.74
	0100102145	01/18/24	1734		11&12/MASTER PLAN FEES	4-10-602-10-0090-0300-000-000000	1,517.78
					Check Total		1,517.78
					Vendor Total		1,901.52

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
E.L. ACHIEVE, INC		40819					
	0100102194	01/25/24	34162	240507	EL SYMPOSIA REG - D BEYER, T ROMOCKI	4-22-602-00-2100-0580-000-003276	1,190.00
					Check Total		1,190.00
					Vendor Total		1,190.00
EAGLE VALLEY HIGH SCHOOL		1144					
	0100102223	01/31/24	01-25-2024_6		4/6 HS TRACK ENTRY FEE	4-10-301-14-1800-0584-000-000000	250.00
					Check Total		250.00
					Vendor Total		250.00
EL MEXICANO		19348					
	0100102146	01/18/24	01-10-2024_45		CCHS LUNCH TIME PRESENTATION FOOD	4-10-602-20-2213-0350-000-000000	49.00
					Check Total		49.00
					Vendor Total		49.00
FAITH PONGREKUN		40991					
	0100102147	01/18/24	01-10-2024_24		PEER TUTORING W/ PJD	4-22-301-00-0030-0300-000-004449	252.35
					Check Total		252.35
					Vendor Total		252.35
FLEX ACCOUNT ADMINISTRATION AMERICA		3686					
	0100102216	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-10-000-00-0000-7421-000-000000	2,782.78
	0100102216	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-21-000-00-0000-7421-000-000000	41.67
	0100102216	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-22-000-00-0000-7421-000-000000	280.35
					Check Total		3,104.80
					Vendor Total		3,104.80
FULL CIRCLE		1525					
	0100102148	01/18/24	FER11/23		CONTRACTED FAMILY CONNECTOR	4-22-602-00-2100-0300-000-009414	3,070.50
					Check Total		3,070.50
					Vendor Total		3,070.50

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount	
GRAINGER	3709							
	0100102125	01/04/24	9927445289		MAINT REPAIR FAUCETS	4-10-710-26-2600-0430-000-000000	400.70	
	0100102125	01/04/24	9940461925		MAINT REPAIR	4-10-710-26-2600-0430-000-000000	96.36	
	Check Total						497.06	
	0100102149	01/18/24	9947461639		MAINTENANCE SUPPLIES	4-10-710-26-2600-0610-000-000000	125.72	
	Check Total						125.72	
	0100102195	01/25/24	9955212551	240488	MAINTENANCE / REPAIR	4-10-710-26-2600-0610-000-000000	164.60	
	0100102195	01/25/24	9958556293		MAINTENANCE SUPPLY - FILTER	4-10-710-26-2600-0610-000-000000	843.30	
	0100102195	01/25/24	9959651796		MAINTENANCE / REPAIR	4-10-710-26-2600-0430-000-000000	37.24	
	0100102195	01/25/24	9955212551		MAINTENANCE / REPAIR	4-10-710-26-2600-0430-000-000000	281.22	
	Check Total						1,326.36	
	Vendor Total						1,949.14	
	GSV SUMMIT	41530						
		0100102150	01/18/24	ASUGSV-122023-60	240496	ASU+GSV SUMMIT REGISTRATION FOR CO-ACTIO	4-22-602-10-2100-0580-000-004429	1,600.00
		0100102150	01/18/24	ASUGSV-122023-61	240496	ASU+GSV SUMMIT REGISTRATION FOR CO-ACTIO	4-22-602-10-2100-0580-000-004429	1,600.00
Check Total						3,200.00		
Vendor Total						3,200.00		
HDI ENTERPRISES LLC	38520							
	0100102151	01/18/24	2802	240451	REFINISH LCHS & LCES GYM FLOORS - ESTIMA	4-10-710-26-2600-0300-000-000000	10,200.00	
	0100102151	01/18/24	2802	240451	REFINISH LCHS & LCES GYM FLOORS - ESTIMA	4-27-971-23-3330-0610-000-008600	1,800.00	
Check Total						12,000.00		
Vendor Total						12,000.00		
HERALD DEMOCRAT	60							
	0100102152	01/18/24	01-10-2024_1		12/CHARGES ACCT 38171 - VACANCY ADS	4-10-601-23-2391-0540-000-000000	495.00	
Check Total						495.00		
Vendor Total						495.00		
HORACE MANN LIFE INSURANCE CO.	211							
	0100102217	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-10-000-00-0000-7421-000-000000	265.08	
Check Total						265.08		
Vendor Total						265.08		

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
HORD COPLAN MACHT		37842					
	0100102196	01/25/24	09766571		9/LCSD FACILITY MASTER PLAN	4-10-602-10-0090-0300-000-000000	1,364.28
					Check Total		1,364.28
					Vendor Total		1,364.28
INTERNAL REVENUE SERVICE		838					
	0100639504	01/29/24	01-29-2024_4		1/FIT	4-10-000-00-0000-7428-000-000000	22,884.20
	0100639504	01/29/24	01-29-2024_4		1/FIT	4-10-000-00-0000-7472-000-000000	44,351.01
					Check Total		67,235.21
					Vendor Total		67,235.21
JACKIE WEBB EDUCATIONAL CONSULTING		40053					
	0100102224	01/31/24	201		7/1-12/31/23 RUR COACTION CONTR SERVICE	4-22-602-10-2100-0300-000-004429	44,986.98
	0100102224	01/31/24	201		7/1-12/31/23 RUR COA NON PERA REP EXP	4-22-602-10-2100-0300-000-004429	3,013.02
					Check Total		48,000.00
					Vendor Total		48,000.00
JAN RODGERS MEDIATION LLC		39233					
	0100102153	01/18/24	01-10-2024_8		9/28-12/18 RESTORATIVE JUSTICE CULTURE	4-22-602-00-2100-0300-000-009414	4,875.00
					Check Total		4,875.00
					Vendor Total		4,875.00
JAYRO ALANIZ BURCIAGA		41548					
	0100102154	01/18/24	01-10-2024_23		PEER TUTORING ON MLC	4-22-301-00-0030-0300-000-004449	327.60
					Check Total		327.60
					Vendor Total		327.60
JUSTINE MILLINGTON		39780					
	0100102155	01/18/24	01-10-2024_19		CHECK REISSUE	4-10-720-27-2700-0690-000-000000	84.91
	0100102155	01/18/24	01-10-2024_40		FOOD REIMBURSEMENT	4-10-720-27-2700-0690-000-000000	28.11
					Check Total		113.02
					Vendor Total		113.02
KAITLYN HASTY		41068					
	0100102156	01/18/24	01-10-2024_41		12/11-1/10 MILEAGE REIMBURSEMENT	4-21-740-31-3100-0580-000-000000	13.00
					Check Total		13.00
					Vendor Total		13.00

Page No 10

FMVEN10A

[illegible]

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
LCEA		20214					
	0100102218	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-27-000-00-0000-7421-000-000000	281.93
	0100102218	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-21-000-00-0000-7421-000-000000	.74
	0100102218	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-26-000-00-0000-7421-000-000000	117.52
	0100102218	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-19-000-00-0000-7421-000-000000	11.20
	0100102218	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-22-000-00-0000-7421-000-000000	395.60
	0100102218	01/27/24	27-JAN-24		PAYROLL LIABILITIES	4-10-000-00-0000-7421-000-000000	3,360.87
					Check Total		4,167.86
					Vendor Total		4,167.86
LCHS ACTIVITY		3683					
	0100102197	01/25/24	01-22-2024_17		REIMBURSE NHS MEMBERSHIP	4-10-301-14-1939-0610-000-000000	385.00
					Check Total		385.00
					Vendor Total		385.00
LEADVILLE SANITATION DISTRICT		259					
	0100102127	01/04/24	01-04-2024_17		11&12/SEWER & SANIT ACCT 1177 &1177S	4-27-971-01-3330-0620-000-008600	145.53
	0100102127	01/04/24	01-04-2024_17		11&12/SEWER & SANIT ACCT 1177 &1177S	4-27-971-23-3330-0620-000-008600	415.80
	0100102127	01/04/24	01-04-2024_17		11&12/SEWER & SANIT ACCT 1177 &1177S	4-10-710-26-2600-0411-000-000000	1,351.35
	0100102127	01/04/24	01-04-2024_16		11&12/SEWER & SANIT ACCT 1170	4-10-710-26-2600-0411-000-000000	212.86
	0100102127	01/04/24	01-04-2024_15		11&12/SEWER & SANIT ACCT 1173	4-10-710-26-2600-0411-000-000000	324.72
	0100102127	01/04/24	01-04-2024_14		11&12/SEWER & SANIT ACCT 1169 & 1169S	4-10-710-26-2600-0411-000-000000	1,871.10
	0100102127	01/04/24	01-04-2024_13		11&12/SEWER & SANIT ACCT 1167 &1167S	4-10-710-26-2600-0411-000-000000	2,104.76
	0100102127	01/04/24	01-04-2024_12		11&12/SEWER & SANITATION ACCT 1168	4-10-710-26-2600-0411-000-000000	2,308.68
	0100102127	01/04/24	01-04-2024_17		11&12/SEWER & SANIT ACCT 1177 &1177S	4-26-971-33-3310-0810-000-000000	166.32
					Check Total		8,901.12
					Vendor Total		8,901.12

Report Date 02/08/24 09:11 PM

Lake County School District R1

Page No 12

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
LIONS CLUB	3360						
	0100102163	01/18/24	01-10-2024_28		FOOD CARD FOR LCIS COOLKING CLUB	4-22-101-01-0010-0610-000-007287	100.00
	Check Total						100.00
	0100102164	01/18/24	01-10-2024_46		LCHS COOKING CLUB FOOD CARD	4-22-301-00-0030-0610-000-007287	100.00
	Check Total						100.00
	0100102165	01/18/24	01-10-2024_47		LCHS COOKING CLUB FOOD CARD	4-22-301-00-0030-0610-000-007287	100.00
	Check Total						100.00
	Vendor Total						300.00
	17922						
	0100102166	01/18/24	01-10-2024_42		12/11-1/10 MILEAGE REIMBURSEMENT	4-21-740-31-3100-0580-000-000000	44.85
	Check Total						44.85
	Vendor Total						44.85
	1735						
	0100102167	01/18/24	S101059888:01	240480	REPAIRS ON BUS 24 - ESTIMATE #4201740	4-10-720-27-2700-0430-000-000000	5,384.25
	Check Total						5,384.25
	Vendor Total						5,384.25
	2960						
	0100102128	01/04/24	01-04-2024_3		12/LONG DISTANCE FAX ACCT 08660958314	4-10-602-10-0090-0531-000-000000	88.63
	Check Total						88.63
	0100102198	01/25/24	01-22-2024_16		1/ HDST FAX ACCT 6P603161	4-27-971-23-3330-0531-000-008600	37.55
	Check Total						37.55
	Vendor Total						126.18
	38245						
	0100102168	01/18/24	18720		FY23 AUDIT-FINAL	4-10-602-10-0090-0300-000-000000	24,359.00
	Check Total						24,359.00
	Vendor Total						24,359.00
	1343						
	0100102129	01/04/24	01-04-2024_4		12/MILK	4-21-740-31-3100-0631-000-000000	1,880.00
	Check Total						1,880.00
	Vendor Total						1,880.00

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
MICHELLE PRESLEY		41564					
	0100102199	01/25/24	01-22-2024_6		TUITION REFUND AFTER WITHDRAWAL	4-26-971-00-0000-1310-000-000000	89.34
						Check Total	89.34
						Vendor Total	89.34
MIDWEST CONNECT		6408					
	0100102169	01/18/24	613055		POSTAGE MACHINE INK CARTRIDGE	4-10-602-10-0090-0533-000-000000	223.28
						Check Total	223.28
						Vendor Total	223.28
MONA CLOYS		10944					
	0100102170	01/18/24	01-10-2024_39		FY24 AMS ANNUAL DUES	4-10-302-10-0060-0810-000-000000	67.00
						Check Total	67.00
						Vendor Total	67.00
N.SUSAN HAMMERTON		38180					
	0100102171	01/18/24	01-10-2024_21		12/12, 12/18, 1/10 INTERPRETATION	4-10-602-10-0090-0300-000-000000	43.75
						Check Total	43.75
						Vendor Total	43.75
NATIONAL HEAD START ASSOC.		92475					
	0100102200	01/25/24	000396987	240513	REGISTRATION - PK CDA - T CHAVEZ	4-27-971-23-3330-0320-000-008600	1,500.00
	0100102200	01/25/24	00396985	240514	REGISTRATION PK CDA - S FLORES, R CARLSO	4-27-971-23-3330-0320-000-008600	4,000.00
						Check Total	5,500.00
						Vendor Total	5,500.00
NATIONAL STUDENT CLEARINGHOUSE		30112					
	0100102172	01/18/24	HS2112040		HS STUDENT TRACKER ANNUAL RENEWAL	4-10-602-10-0090-0612-000-000000	595.00
						Check Total	595.00
						Vendor Total	595.00
O'REILLY AUTOMOTIVE, INC		27090					
	0100102173	01/18/24	4790-154457		12/CHARGES ACCT 1754362	4-10-710-26-2600-0610-000-000000	14.99
						Check Total	14.99
						Vendor Total	14.99

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
PARKVILLE WATER DISTRICT	334						
	0100102130	01/04/24	01-04-2024_21		11/WATER BUS ACCT 1264	4-10-710-26-2600-0411-000-000000	57.00
	0100102130	01/04/24	01-04-2024_20		11/WATER ADMIN ACCT 1265	4-10-710-26-2600-0411-000-000000	112.06
	0100102130	01/04/24	01-04-2024_22		11/WATER FB FIELD ACCT 1219	4-10-710-26-2600-0411-000-000000	71.50
	0100102130	01/04/24	01-04-2024_23		11/WATER PRACTICE FIELD ACCT 1218	4-10-710-26-2600-0411-000-000000	71.50
	0100102130	01/04/24	01-04-2024_24		11/WATER LCHS ACCT 1217	4-10-710-26-2600-0411-000-000000	251.79
	0100102130	01/04/24	01-04-2024_27		11/WATER LCE ACCT 1151	4-26-971-33-3310-0810-000-000000	20.88
	0100102130	01/04/24	01-04-2024_26		11/WATER PITTS ACCT 1206	4-10-710-26-2600-0411-000-000000	106.92
	0100102130	01/04/24	01-04-2024_27		11/WATER LCE ACCT 1151	4-10-710-26-2600-0411-000-000000	169.70
	0100102130	01/04/24	01-04-2024_27		11/WATER LCE ACCT 1151	4-27-971-23-3330-0620-000-008600	52.21
	0100102130	01/04/24	01-04-2024_27		11/WATER LCE ACCT 1151	4-27-971-01-3330-0620-000-008600	18.29
	0100102130	01/04/24	01-04-2024_25		11/WATER LCIS ACCT 1216	4-10-710-26-2600-0411-000-000000	519.81
					Check Total		1,451.66
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1206	4-10-710-26-2600-0411-000-000000	213.92
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1151	4-27-971-01-3330-0620-000-008600	34.85
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1151	4-26-971-33-3310-0810-000-000000	39.81
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1216	4-10-710-26-2600-0411-000-000000	957.40
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1217	4-10-710-26-2600-0411-000-000000	558.95
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1218	4-10-710-26-2600-0411-000-000000	146.60
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1151	4-27-971-23-3330-0620-000-008600	99.53
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1151	4-10-710-26-2600-0411-000-000000	323.48
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1265	4-10-710-26-2600-0411-000-000000	117.00
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1264	4-10-710-26-2600-0411-000-000000	117.00
	0100102225	01/31/24	01-25-2024_2		12 & 1/ WATER 1219	4-10-710-26-2600-0411-000-000000	146.60
					Check Total		2,755.14
					Vendor Total		4,206.80
PERA	340						
	0100639501	01/29/24	01-29-2024_1		PERA RETIREE-D SCHMID	4-10-602-10-0090-0300-000-000000	205.44
					Check Total		205.44
	0100639505	01/29/24	01-29-2024_5		1/PERA	4-10-000-00-0000-7473-000-000000	258,287.35
					Check Total		258,287.35
	0100639507	01/29/24	01-29-2024_7		1/PERA RETIREE-D SCHMID	4-10-602-10-0090-0300-000-000000	197.96
					Check Total		197.96
					Vendor Total		258,690.75

Page No 15

FMVEN10A

[illegible]

Report Date 02/08/24 09:11 PM

Lake County School District R1

Page No 16

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
REALLY GREAT READING		36714					
	0100102231	01/31/24	45776	240511	STUDENT WORKBOOKS - QUOTE #37577	4-22-602-00-0090-0640-000-009414	470.40
						Check Total	470.40
						Vendor Total	470.40
RIO GRANDE		1961					
	0100102232	01/31/24	95937390	240508	NICKLE ALLOY 6" X12" SHEET, 18 GA., DEAD	4-10-301-10-1000-0610-000-000000	323.35
						Check Total	323.35
						Vendor Total	323.35
S&S WORLDWIDE		34142					
	0100102233	01/31/24	IN101330280	240504	DRAWSTRING BACKPACK (PACK OF 12)	4-19-971-00-0040-0610-000-003141	93.06
	0100102233	01/31/24	IN101330280	240504		4-27-971-23-3330-0610-000-008600	172.84
						Check Total	265.90
						Vendor Total	265.90
SAFEWAY INC.		376					
	0100102203	01/25/24	01-22-2024_2		1/CHARGES ACCT 52324	4-21-740-31-3100-0630-000-000000	1,679.90
						Check Total	1,679.90
						Vendor Total	1,679.90
SANGRE DE CRISTO ELECTRIC		382					
	0100102174	01/18/24	01-10-2024_4		12/TWIN LAKES SCHOOLHOUSE ACCT 13090000	4-10-710-26-2600-0620-000-000000	42.32
						Check Total	42.32
						Vendor Total	42.32
SCANGA MEAT CO		35572					
	0100102175	01/18/24	0945		12/MEAT PRODUCTS	4-21-740-31-3100-0630-000-000000	1,533.67
	0100102175	01/18/24	0945		12/MEAT PRODUCTS - RETURNED PRODUCT	4-21-740-31-3100-0630-000-000000	-959.13
						Check Total	574.54
						Vendor Total	574.54
SCHOLASTIC TESTING SERVICE		8141					
	0100102234	01/31/24	291969S	240467	GT TORRANCE TEST SCORING ENGLISH	4-10-602-00-2100-0300-000-003150	1,025.15
						Check Total	1,025.15
						Vendor Total	1,025.15

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
STAPLES		4758					
	0100102204	01/25/24	8072901926		FY24 PREMIUM MEMBERSHIP RENEWAL	4-10-602-10-0090-0810-000-000000	299.00
						Check Total	299.00
						Vendor Total	299.00
STECK INSIGHTS LLC		36161					
	0100102176	01/18/24	2535		1/MONTHLY WEBSITE SERVICE	4-10-602-10-0090-0300-000-000000	220.00
						Check Total	220.00
						Vendor Total	220.00

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
STERLING LITERACY CONSULTING		38318					
	0100102131	01/04/24	LC082023-REISSUE		AUG INV LC082023 LOST CHECK REISSUE	4-22-100-02-2100-0300-000-005371	4,400.00
	0100102131	01/04/24	LC082023-REISSUE		AUG INV LC082023 LOST CHECK REISSUE	4-22-100-02-2100-0302-000-005371	2,300.00
	0100102131	01/04/24	LC082023-REISSUE		AUG INV LC082023 LOST CHECK REISSUE	4-22-971-02-2100-0302-000-005371	2,300.00
	0100102131	01/04/24	LC082023-REISSUE		AUG INV LC082023 LOST CHECK REISSUE	4-22-301-02-2100-0302-000-005371	12,300.00
	0100102131	01/04/24	LC082023-REISSUE		AUG INV LC082023 LOST CHECK REISSUE	4-22-971-02-2100-0300-000-005371	3,500.00
Check Total							24,800.00
	0100102177	01/18/24	LC112023		NOV INVOICE - BIRTH-5 CONSULTANT	4-22-971-02-2100-0300-000-005371	800.00
	0100102177	01/18/24	LC112023		NOV INVOICE - 6TH-12TH CONSULTANT	4-22-301-02-2100-0300-000-005371	2,100.00
	0100102177	01/18/24	LC112023		NOV INVOICE - KINDER-5TH CONSULTANT	4-22-100-02-2100-0300-000-005371	1,500.00
	0100102177	01/18/24	LC112023		NOV INVOICE - 6TH-12TH CONSULTANT	4-22-301-02-2100-0300-000-005371	500.00
	0100102177	01/18/24	LC112023		NOV INVOICE - 6TH-12TH CONSULTANT	4-22-301-02-2100-0300-000-005371	2,000.00
	0100102177	01/18/24	LC112023		NOV INVOICE - 6TH-12TH CONSULTANT	4-22-301-02-2100-0300-000-005371	2,000.00
	0100102177	01/18/24	LC112023		NOV INVOICE - TCH ADM SCI RDG L/A PD	4-22-971-02-2100-0302-000-005371	900.00
	0100102177	01/18/24	LC112023		NOV INVOICE - TCH ADM SCI RDG L/A PD	4-22-971-02-2100-0302-000-005371	180.00
	0100102177	01/18/24	LC112023		NOV INVOICE - TCH ADM SCI RDG L/A PD	4-22-100-02-2100-0302-000-005371	540.00
	0100102177	01/18/24	LC112023		NOV INVOICE - TCH ADM SCI RDG L/A PD	4-22-301-02-2100-0302-000-005371	630.00
	0100102177	01/18/24	LC122023		DEC INVOICE - BIRTH-5 CONSULTANT	4-22-971-02-2100-0300-000-005371	1,556.00
	0100102177	01/18/24	LC122023		DEC INVOICE - KINDER-5TH CONSULTANT	4-22-100-02-2100-0300-000-005371	4,666.00
	0100102177	01/18/24	LC122023		DEC INVOICE - 5TH-12TH CONSULTANT	4-22-301-02-2100-0300-000-005371	778.00
	0100102177	01/18/24	LC122023		DEC INVOICE - BIRTH-5 CONSULTANT	4-22-971-02-2100-0300-000-005371	800.00
	0100102177	01/18/24	LC122023		DEC INVOICE - KINDER-5TH CONSULTANT	4-22-100-02-2100-0300-000-005371	1,200.00
	0100102177	01/18/24	LC122023		DEC INVOICE - KINDER-5TH CONSULTANT	4-22-100-02-2100-0300-000-005371	1,500.00
	0100102177	01/18/24	LC122023		DEC INVOICE - 6TH-12TH CONSULTANT	4-22-301-02-2100-0300-000-005371	500.00
	0100102177	01/18/24	LC122023		DEC INVOICE - 6TH-12TH CONSULTANT	4-22-301-02-2100-0300-000-005371	2,000.00
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI RD L/A PD	4-22-301-02-2100-0302-000-005371	3,000.00
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-301-02-2100-0302-000-005371	3,000.00

Vendor Detail Report

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
STERLING LITERACY CONSULTING	38318						
	0100102177				RD L/A PD		
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-301-02-2100-0302-000-005371	3,000.00
					RD L/A PD		
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-971-02-2100-0302-000-005371	240.00
					RD L/A PD		
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-100-02-2100-0302-000-005371	360.00
					RD L/A PD		
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-100-02-2100-0302-000-005371	450.00
					RD L/A PD		
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-301-02-2100-0302-000-005371	150.00
					RD L/A PD		
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-971-02-2100-0302-000-005371	80.00
					RD L/A PD		
	0100102177	01/18/24	LC122023		DEC INVOICE - TCH ADM SCI	4-22-301-02-2100-0302-000-005371	280.00
					RD L/A PD		
	0100102177	01/18/24	LC112023		NOV INVOICE - KINDER-5TH	4-22-100-02-2100-0300-000-005371	900.00
					CONSULTANT		
	0100102177	01/18/24	LC112023		NOV INVOICE - TCH ADM SCI	4-22-301-02-2100-0302-000-005371	6,000.00
					RDG L/A PD		
0100102177	01/18/24	LC112023		NOV INVOICE - TCH ADM SCI	4-22-301-02-2100-0302-000-005371	750.00	
				RDG L/A PD			
0100102177	01/18/24	LC112023		NOV INVOICE - TCH ADM SCI	4-22-100-02-2100-0302-000-005371	2,250.00	
				RDG L/A PD			
0100102177	01/18/24	LC112023		NOVEMBER INVOICE 6TH-12TH	4-22-301-02-2100-0300-000-005371	778.00	
				CONSULTANT			
0100102177	01/18/24	LC112023		NOV INVOICE - KINDER-5TH	4-22-100-02-2100-0300-000-005371	1,200.00	
				CONSULTANT			
0100102177	01/18/24	LC112023		NOVEMBER INVOICE KINDER-5TH	4-22-100-02-2100-0300-000-005371	4,666.00	
				CONSULTANT			
0100102177	01/18/24	LC112023		NOVEMBER INVOICE BIRTH-5	4-22-971-02-2100-0300-000-005371	1,556.00	
				CONSULTANT			
					Check Total	53,050.00	
					Vendor Total	77,850.00	
SUMMIT MIDDLE SCHOOL	7057						
	0100102178	01/18/24	01-10-2024_9		1/13 MS GIRLS BASKETBALL	4-10-201-14-1800-0584-000-000000	200.00
					TOURN ENTRY FEE		
					Check Total	200.00	
					Vendor Total	200.00	
TAYLOR TRELKA	27359						
	0100102179	01/18/24	01-10-2024_17		REIM FUNDRAISING EXP	4-10-602-00-2100-0610-000-001210	127.54
					Check Total	127.54	
					Vendor Total	127.54	

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
TERRANCE B. TAYLOR		38644					
	0100102180	01/18/24	211001		ONLINE RJ TRAINING FOR 10 PEOPLE	4-22-602-00-2100-0300-000-009414	891.00
						Check Total	891.00
						Vendor Total	891.00
TIGER, INC		29874					
	0100102181	01/18/24	1223490566		12/UTILITIES ACCT 01627-04	4-10-710-26-2600-0620-000-000000	5,522.69
	0100102181	01/18/24	1223490568		12/UTILITIES ACCT 01627-06	4-10-710-26-2600-0620-000-000000	1,396.15
	0100102181	01/18/24	1223490565		12/UTILITIES ACCT 01627-02	4-10-710-26-2600-0620-000-000000	3,227.84
	0100102181	01/18/24	1223490669		12/UTILITIES ACCT 01627-07	4-26-971-33-3310-0610-000-000000	970.39
	0100102181	01/18/24	1223490564		12/UTILITIES ACCT 01627-01	4-10-710-26-2600-0620-000-000000	6,188.51
	0100102181	01/18/24	1223490567		12/UTILITIES ACCT 01627-05	4-10-710-26-2600-0620-000-000000	987.41
	0100102181	01/18/24	1223490669		12/UTILITIES ACCT 01627-07	4-10-710-26-2600-0620-000-000000	7,884.32
	0100102181	01/18/24	1223490669		12/UTILITIES ACCT 01627-07	4-27-971-23-3330-0620-000-008600	2,425.94
	0100102181	01/18/24	1223490669		12/UTILITIES ACCT 01627-07	4-27-971-01-3330-0620-000-008600	849.08
						Check Total	29,452.33
						Vendor Total	29,452.33
TIPTON KPCL		40940					
	0100102205	01/25/24	ERSEABTCMP23-6KE 240184		REGISTRATION J LUJAN HS ERSEA TRAINING 9	4-27-971-23-3330-0320-000-008600	249.00
						Check Total	249.00
						Vendor Total	249.00
U.S. FOOD SERVICE, INC. ALLIANT		2117					
	0100102132	01/04/24	01-04-2024_18		12/FOOD	4-21-740-31-3100-0630-000-000000	21,498.61
						Check Total	21,498.61
						Vendor Total	21,498.61
USI		618					
	0100102182	01/18/24	0397479101016	240475	27" WIDE 1' CORE 500' 1.3 MIL LAMINATING	4-10-101-10-0010-0550-000-000000	274.91
						Check Total	274.91
						Vendor Total	274.91

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
VERIZON WIRELESS		3373					
	0100102183	01/18/24	9953440019		12/CHARGES ACCT 970483601-00001	4-26-971-33-3310-0810-000-000000	41.97
	0100102183	01/18/24	9953440019		12/CHARGES ACCT 970483601-00001	4-27-971-01-3330-0531-000-008600	58.75
	0100102183	01/18/24	9953440019		12/CHARGES ACCT 970483601-00001	4-27-971-23-3330-0531-000-008600	67.14
	0100102183	01/18/24	9953440019		12/CHARGES ACCT 970483601-00001	4-27-971-01-3330-0531-000-008600	50.74
	0100102183	01/18/24	9953440019		12/CHARGES FAMILY CONNECTOR ESSER III	4-22-602-00-2100-0531-000-009414	303.70
	0100102183	01/18/24	9953440019		12/CHARGES BUS PHONES	4-10-602-10-0090-0531-000-000000	60.74
	0100102183	01/18/24	9953440019		12/CHARGES ACCT 970483601-00001	4-10-602-10-0090-0531-000-000000	2,565.42
					Check Total		3,148.46
					Vendor Total		3,148.46
VERO FIBER NETWORKS, LLC		34517					
	0100102184	01/18/24	5418		12/INTERNET PROVIDER	4-10-602-10-0090-0531-000-000000	250.00
	0100102184	01/18/24	5599		1/INTERNET PROVIDER	4-10-602-10-0090-0531-000-000000	250.00
					Check Total		500.00
					Vendor Total		500.00
VOCOVISION		35858					
	0100102185	01/18/24	20832168		W/E 12/10 SCHOOL TELE-COUNSELOR	4-10-602-12-1700-0300-000-003130	3,187.50
	0100102185	01/18/24	20802560		W/E 11/5 SCHOOL TELE-COUNSELOR	4-10-602-12-1700-0300-000-003130	3,187.50
	0100102185	01/18/24	20771887		W/E 10/1 SCHOOL TELE-COUNSELOR	4-10-602-12-1700-0300-000-003130	3,187.50
	0100102185	01/18/24	20766406		W/E 9/24 SCHOOL TELE-COUNSELOR	4-10-602-12-1700-0300-000-003130	2,592.50
	0100102185	01/18/24	20760440		W/E 9/17 SCHOOL TELE-COUNSELOR	4-10-602-12-1700-0300-000-003130	2,550.00
	0100102185	01/18/24	20856109		W/E 1/14/SCHOOL PSYCHOLOGIST	4-10-602-12-1700-0300-000-003130	3,187.50
					Check Total		17,892.50
	0100102206	01/25/24	20861829		W/E 1/21 / SCHOOL TELE-COUNSELOR	4-10-602-12-1700-0300-000-003130	2,252.50
					Check Total		2,252.50
	0100102235	01/31/24	20867041		W/E 1/28/SCHOOL TELE-COUNSELOR	4-10-602-12-1700-0300-000-003130	2,380.00
					Check Total		2,380.00
					Vendor Total		22,525.00

Report Date 02/08/24 09:11 PM

Lake County School District R1

Page No 23

Check Date 01/01/24 - 01/31/24

Vendor Detail Report

FMVEN10A

Vendor	Check Key	Check Date	Invoice No	Po No	Description	Account No	Amount
XCEL ENERGY	3732						
	0100102134	01/04/24	858737934		12/UTILITIES LCES ACCT 53-0013027313-0	4-10-710-26-2600-0620-000-000000	2,926.65
	0100102134	01/04/24	858737934		12/UTILITIES LCES ACCT 53-0013027313-0	4-27-971-23-3330-0620-000-008600	900.51
	0100102134	01/04/24	858737934		12/UTILITIES LCES ACCT 53-0013027313-0	4-27-971-01-3330-0620-000-008600	315.17
	0100102134	01/04/24	858737934		12/UTILITIES LCES ACCT 53-0013027313-0	4-26-971-33-3310-0810-000-000000	360.22
	Check Total						4,502.55
	0100102135	01/04/24	85897664		12/UTILITIES LCES ACCT 53-2359658-5	4-10-710-26-2600-0620-000-000000	13,616.15
	Check Total						13,616.15
	0100102236	01/31/24	862545026		1/UTILITES LCE	4-10-710-26-2600-0620-000-000000	2,917.37
	0100102236	01/31/24	862545026		1/UTILITES LCE	4-27-971-23-3330-0620-000-008600	897.65
	0100102236	01/31/24	862545026		1/UTILITES LCE	4-27-971-01-3330-0620-000-008600	314.17
	0100102236	01/31/24	862545026		1/UTILITES LCE	4-26-971-33-3310-0810-000-000000	359.08
	Check Total						4,488.27
Vendor Total						22,606.97	
ZITLALIC ALMEIDA	41580						
	0100102209	01/25/24	01-22-2024_21		PAYROLL ADVANCE TO CORRECT UNDERPAY	4-10-000-00-0000-8153-000-000000	757.50
	Check Total						757.50
Vendor Total						757.50	
Grand Total						1,462,304.76	

Cash Flow Financial Report
FY 2023-2024

		<u>Beginning Balance</u>	<u>Activity</u>	<u>Deposits</u>	<u>Ending Balance</u>
<u>Lake County School District</u>					
Operating Account	July	\$ 840,295.63	\$ 1,512,477.60	\$ 1,837,931.73	\$ 1,165,749.76
	August	\$ 1,165,749.76	\$ 2,681,723.95	\$ 1,850,783.98	\$ 334,809.79
	September	\$ 334,809.79	\$ 1,501,732.04	\$ 1,845,449.15	\$ 678,526.90
	October	\$ 678,526.90	\$ 1,560,268.85	\$ 1,465,939.59	\$ 584,197.64
	November	\$ 584,197.64	\$ 1,654,583.20	\$ 2,178,743.77	\$ 1,108,358.21
	December	\$ 1,108,358.21	\$ 1,728,975.84	\$ 1,755,474.29	\$ 1,134,856.66
	January	\$ 1,134,856.66	\$ 1,573,071.61	\$ 1,661,219.81	\$ 1,223,004.86
	February	\$ -	\$ -	\$ -	\$ -
	March	\$ -	\$ -	\$ -	\$ -
	April	\$ -	\$ -	\$ -	\$ -
	May	\$ -	\$ -	\$ -	\$ -
	June	\$ -	\$ -	\$ -	\$ -
Colostrust Account	July	\$ 3,661,144.01	\$ 1,250,000.00	\$ 316,941.42	\$ 2,728,085.43
	August	\$ 2,728,085.43	\$ 1,500,000.00	\$ 97,375.95	\$ 1,325,461.38
	September	\$ 1,325,461.38	\$ 500,000.00	\$ 321,722.02	\$ 1,147,183.40
	October	\$ 1,147,183.40	\$ -	\$ 736,541.21	\$ 1,883,724.61
	November	\$ 1,883,724.61	\$ 1,100,000.00	\$ 201,743.81	\$ 985,468.42
	December	\$ 985,468.42	\$ -	\$ 54,254.08	\$ 1,039,722.50
	January	\$ 1,039,722.50	\$ -	\$ 773,657.55	\$ 1,813,380.05
	February	\$ -	\$ -	\$ -	\$ -
	March	\$ -	\$ -	\$ -	\$ -
	April	\$ -	\$ -	\$ -	\$ -
	May	\$ -	\$ -	\$ -	\$ -
	June	\$ -	\$ -	\$ -	\$ -
Payroll Account	July	\$ 11,862.62	\$ 544,439.13	\$ 544,000.00	\$ 11,423.49
	August	\$ 11,423.49	\$ 886,169.43	\$ 885,853.52	\$ 11,107.58
	September	\$ 11,107.58	\$ 611,080.05	\$ 611,000.00	\$ 11,027.53
	October	\$ 11,027.53	\$ 646,660.41	\$ 647,000.00	\$ 11,367.12
	November	\$ 11,367.12	\$ 632,485.86	\$ 632,206.95	\$ 11,088.21
	December	\$ 11,088.21	\$ 614,586.08	\$ 614,000.00	\$ 10,502.13
	January	\$ 10,502.13	\$ 610,120.82	\$ 610,000.00	\$ 10,381.31
	February	\$ -	\$ -	\$ -	\$ -
	March	\$ -	\$ -	\$ -	\$ -
	April	\$ -	\$ -	\$ -	\$ -
	May	\$ -	\$ -	\$ -	\$ -
	June	\$ -	\$ -	\$ -	\$ -