

Kate Bartlett
Lake County School District R-1, Leadville, CO - Superintendent (321)



COVER LETTER

Cover Letter

Please type your personalized cover letter here.

Cover Letter

Dear Board of Education:

Please accept my enthusiastic application to become the next Superintendent of the Lake County School District. In many ways, my entire career has led me to this moment, both in terms of my personal leadership growth and my service to the community of Leadville and Lake County. I'd like to highlight the qualities, experience and skills that set me apart and make me an excellent fit to become the Superintendent the district needs, particularly at this moment.

Having lived here for 22 years, I know the community, the district and our stakeholders very well. In addition to my extensive experience in local education, I have served on numerous non-profit boards, often in a founding role, have led multiple community initiatives and have continually looked for ways to be of service to the place we all call home. I am not applying for multiple Superintendent jobs. I am applying for one, here, in the place we have chosen to raise our daughter, in the school district I love. I am a Panther in my heart.

Having been deeply involved in the academic turnaround of our schools between 2014-2017, I have a significant school improvement and instructional leadership skill set and background, one that might be easy to miss by focusing on the finance and operations experience on my resume. I look forward to working with principals to ensure that best practices for instruction, curriculum, use of data and school culture are adopted, monitored and brought to life throughout the district. After staff and student safety, student outcomes are our top priority, and all of our efforts must be aligned to improve them.

Because of the statewide work I have done since leaving LCSD, I have a well-developed network that includes leaders across the Colorado education sector, including in school finance, school improvement and advocacy. I will be able to call on my experience elsewhere in the state, as well as this network of supporters, in the Superintendent role, bringing best practices for rural school districts home to Lake County. I also have many personal relationships at the Department of Education and the capitol, allowing me to get questions answered quickly and to advocate for the best interests of LCSD.

The Board seeks a leader who is approachable, has relationships, and can build and maintain trust. As a candidate who has lived in the community for over twenty years, my reputation is established and known. Rather than me telling you that I have relationships, and that I am an honest, open communicator who values transparency and creates trust, I encourage you to ask others. I believe you will find that even those with whom I have disagreed will say that we were able to have hard conversations that ultimately maintained mutual trust and respect. Many people say that feedback is a gift, but few really mean it. I believe I am one of the rare leaders who truly welcomes constructive comments from "critical friends." I certainly can't promise to get everything right all of the time, but I can promise to listen and to embrace continuous improvement in my leadership, communication and approach. As I bring humility to the role, I will also seek and foster this quality in others within the organization.

I do not have the lived experiences of many of our families. Therefore, I must first and foremost lift up the voices of those in our community who do have these lived experiences, from being an immigrant, to learning English, to experiencing poverty. Our students and our families must be part of designing a school and district community that lives up to our goal, "Diversity and culture make us better." I am committed to ensuring that every member of our district community sees themselves in our schools, and is seen and heard. The fact that I know and have relationships with many members of this diverse district community already is a significant asset.

The district will inevitably have to garner support from voters in coming years for one or more funding initiatives. Through my involvement in successful fundraising and election campaigns, I have gained a deep understanding of the strategies that work in Lake County, and the strategies that don't. Building a base

understanding of, and support for, the district's current work in the community is an absolutely key first step for the new Superintendent. Knowing the landscape will allow me to hit the ground running.

Last but certainly not least, the Board seeks a candidate with in-depth knowledge about school finance. My experience in this area is extensive, and ranges from a deep understanding of the district's finances, to an expert-level knowledge of the school finance formula and related funding policy. As the district faces a period of financial and operational recalibration, it will encounter difficult choices and decisions. I cannot say that I can magically make those choices easy. But I can say that I have the skills to manage this change and lead the implementation of a plan toward a sustainable future. I believe in our collective ability to not just survive but to thrive in the years ahead.

Please note that I am currently completing coursework for my Colorado Administrator / Superintendent license. My coursework will be complete in May 2024, and I anticipate having my endorsement prior to the start of the 2024-25 school year. Thank you so much for considering my application. As a professional, parent, taxpayer and community member, becoming the Superintendent here is far more than a job for me. It is the opportunity to serve the place I call home, and to make it an even more incredible place for students and families to thrive.

**Sincerely,
Kate Bartlett**

PERSONAL DATA

Personal Data

<i>How did you hear about this position?</i>	"Word of Mouth"	<i>Title</i>	Ms.
<i>First Name</i>	Kate	<i>Middle Initial</i>	C
<i>Last Name</i>	Bartlett	<i>Suffix</i>	
<i>Email</i>	████████████████████	<i>Primary Phone</i>	████████████████
<i>Alternate Phone</i>	██████████		

PERSONAL INFORMATION

Present Address

<i>Street</i>	████████████████████	<i>City</i>	██████████
<i>State</i>	Colorado	<i>Zip Code/Postal Code</i>	██████

Permanent Address

(If different from Present Address)

<i>Street</i>		<i>City</i>	
<i>State</i>		<i>Zip Code/Postal Code</i>	

Work Authorization

Are you legally able to work in the U.S.? **Yes**

EDUCATION

Undergraduate Institution #1

<i>Type of School</i>	College/University	<i>Name of School</i>	Other: Amherst College
<i>City</i>	Amherst	<i>State</i>	Massachusetts
<i>Attended From (mm/yyyy)</i>	09/1988	<i>Attended To (mm/yyyy)</i>	12/1992
<i>Graduation Date (mm/yyyy)</i>	04/1993	<i>Degree</i>	Bachelor of Arts
<i>Subject</i>			

Undergraduate Institution #2

Type of School	Name of School
City	State
Attended From (mm/yyyy)	Attended To (mm/yyyy)
Graduation Date (mm/yyyy)	Degree
Subject	

Undergraduate Institution #3

Type of School	Name of School
City	State
Attended From (mm/yyyy)	Attended To (mm/yyyy)
Graduation Date (mm/yyyy)	Degree
Subject	

Graduate Institution #1

Name of School	Other: University of Denver	City/State	Denver, CO
Graduation Date (mm/yyyy)	05/2007	Degree	Other: MBA

Graduate Institution #2

Name of School	Other: University of Colorado-Denver	City/State	Denver
Graduation Date (mm/yyyy)	05/2024	Degree	Other: Administrator Licensure

Major/Course of Study

Undergraduate	American Studies	Master's	Business Administration
Specialist's	Colorado Administrator Licensure	Doctorate	
Publications		Activities/Honors	

EXPERIENCE

Current Employment

Employer Name	Colorado School Finance Project	From (mm/yyyy)	04/2023
To (mm/yyyy)	06/2024	Assignment	Associate Director
Reason For Leaving	N/A	Supervisor Name	Tracie Rainey
Supervisor Phone Number		Supervisor Email	raineytracie@gmail.com
Employer City	Denver	Employer State	Colorado
May we Contact this Employer	Yes		

Professional Experience #2

Employer Name	Colorado Department of Education	From (mm/yyyy)	06/2019
To (mm/yyyy)	12/2022	Assignment	Turnaround Program Manager, Executive Director of School District Operations

<i>Reason For Leaving</i>	Pursuing new opportunities	<i>Supervisor Name</i>	Jennifer Okes
<i>Supervisor Phone Number</i>		<i>Supervisor Email</i>	okes_j@cde.state.co.us
<i>Employer City</i>	Denver	<i>Employer State</i>	Colorado
<i>May we Contact this Employer</i>	Yes		

Professional Experience #3

<i>Employer Name</i>	Lake County School District	<i>From (mm/yyyy)</i>	10/2010
<i>To (mm/yyyy)</i>	06/2019	<i>Assignment</i>	Head Start Director, Special Projects Director, CFO
<i>Reason For Leaving</i>	Pursuing new opportunities	<i>Supervisor Name</i>	Wendy Wyman
<i>Supervisor Phone Number</i>		<i>Supervisor Email</i>	wendy.wyman@live.com
<i>Employer City</i>	Leadville	<i>Employer State</i>	Colorado
<i>May we Contact this Employer</i>	Yes		

Professional Experience #4

<i>Employer Name</i>	High Mountain Institute	<i>From (mm/yyyy)</i>	10/2002
<i>To (mm/yyyy)</i>	10/2010	<i>Assignment</i>	Director of Advancement
<i>Reason For Leaving</i>	Pursuing new opportunities	<i>Supervisor Name</i>	Christopher Barnes
<i>Supervisor Phone Number</i>		<i>Supervisor Email</i>	cbbarnes@gmail.com
<i>Employer City</i>	Leadville	<i>Employer State</i>	Colorado
<i>May we Contact this Employer</i>	Yes		

Experience Summary

<i>Years of administrative experience</i>	21
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DISCLOSURES

Disclosures

<i>Contract Status</i>	<i>Are you currently under contract?</i>	No
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<i>If Yes, When does it expire?</i>	<i>Superintendent Certification</i>
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Do you have a Superintendent Endorsement for the state represented by the position listed on this Application Form?

No

Background Check

I understand that if I am selected as a finalist for this position, I will need to complete a background check.

Yes

Birkman Personality Questionnaire

I understand that if I am selected as a finalist for this position, I may be required to complete a Birkman International Questionnaire. The results of the questionnaire will be shared with the consultants and the school district.

Yes

REFERENCES

[REDACTED]

Title	[REDACTED]	Relationship	[REDACTED]
Address	[REDACTED]	City	[REDACTED]
State	[REDACTED]	Zip	[REDACTED]
Email	[REDACTED]		[REDACTED]
From	[REDACTED]	To	[REDACTED]
Reference Letter	[REDACTED]		

[REDACTED]

Title	[REDACTED]		[REDACTED]
Address	[REDACTED]		[REDACTED]
State	[REDACTED]		[REDACTED]
Email	[REDACTED]		[REDACTED]
From	[REDACTED]		[REDACTED]
Reference Letter	[REDACTED]		

[REDACTED]

Title	[REDACTED]		[REDACTED]
Address	[REDACTED]		[REDACTED]
State	[REDACTED]		[REDACTED]
Email	[REDACTED]		[REDACTED]
From	[REDACTED]		[REDACTED]
Reference Letter	[REDACTED]		

ATTACHMENTS

Attachments

Resume	[REDACTED]
Transcript	[REDACTED]
Other	[REDACTED]

BACKGROUND INFORMATION

Legal Information

Please Note: A conviction will not necessarily bar you from employment. Facts, such as date of occurrence and rehabilitation will be considered. This information will be used only for job-related purposes and only to the extent permitted by applicable law.

Have you ever been convicted of a violation of law other than a minor traffic violation? **No**

If yes, please explain

Have you been convicted of any offense for physical or sexual abuse of a child? **No**

If yes, please explain

Have you ever been involuntarily terminated or asked to resign, or resigned in lieu of termination from the employment of another school district?

No

If yes, please give the name of the district, the date and the reason for the resignation or termination

Background

Have you ever been placed on leave by your employer for any alleged misconduct? **No**

If yes, explain.

I authorize my listed references, current and past employers and educational institutions, and anyone else who has information about my work history, education qualification, or fitness to provide such information to the school district for which I have completed an employment application. I release the school district and all persons providing this information to the school district, from any liability whatsoever for obtaining and providing that information, regardless of the results.

Yes

Indicate you have read and agree to these terms by placing both your INITIALS and DATE in the text box.

KB 03/21/2024

LAKE COUNTY SCHOOL DISTRICT R-1, COLORADO - CRITERIA

Lake County School District R-1, Colorado - Criteria

Please describe your strengths and abilities as they relate to the listed criteria.

The Lake County School District R-1, Leadville, Colorado, Board of Education, is seeking a highly qualified and fully licensed Superintendent with the following desired characteristics:

- A collaborative leader experienced in rural school districts and is a team player who seeks to understand the current workings of the district and works with staff strengths. A person who loves and understands the rural community and is willing to live in the community long term. A leader who works to maintain the momentum of the district with a strategic focus.*
- A dynamic educator who works toward meeting the needs of the whole child and has a growth mindset. An instructional leader with successful classroom and building experience who has a passion for public schools. A leader who has experience in negotiations. An administrator with in-depth knowledge of school finance and budget constraints.*
- An approachable leader that is visible in the community and steps up to be the "Face" of the district. A person who wants to be present and involved in the Lake County community and will continue to build upon and maintain relationships. A person who prioritizes being accessible and involved in the community and has the ability to create strong partnerships and trusting relationships with staff, students, administration, and community.*
- A culturally competent leader who understands and has experience with equity, diversity, inclusivity, and cultural engagement as a base for learning. A leader who can garner support for the future of the district and community (e.g., BEST matching funds for capital construction).*

I am excited to share my experience and skills that are aligned to the qualities the Board has identified for its next Superintendent.

- "A collaborative leader experienced in rural school districts and is a team player who seeks to understand the current workings of the district and works with staff. A person who loves and understands the rural community and is willing to live in the community long term. A leader who works to maintain the momentum of the district with a strategic focus:"

I have lived in Leadville for 22 years, and I worked for the school district for nine of those years. My family and I have made our home here. Our daughter has attended, and thrived in, Lake County schools since she was three. My husband has had a long teaching career in LCSD. We are deeply invested in the community and have no intentions of leaving.

Since leaving the district, I have held state-level roles that have allowed me to support many rural school districts across the state. I have had the privilege of directly supporting districts such as Aguilar and Monte Vista in their school improvement journeys, and have worked with countless other rural districts to support them with school finance and ESSER implementation. I have attended weekly calls hosted by the Rural Alliance for many years, and have a deep understanding of the issues rural districts face across the state.

I was part of the creation of the district's four strategic goals and I am committed to ensuring that our strategic plan is a living document with goals that reflect our current circumstances. Given that the current goals were created many years ago, the new Superintendent may have a good opportunity to revisit them with stakeholders and update them as needed to reflect where the district is today and where its future focus should be.

- "A dynamic educator who works toward meeting the needs of the whole child and has a growth mindset. An instructional leader with successful classroom and building experience who has a passion for public A leader who has experience in negotiations. An administrator with in-depth knowledge of school finance and budget constraints:"

My first role in the district was as the Head Start Director, which was equivalent to a school leader or principal role. I supervised a staff of 25 and was responsible for all aspects of preschool, from instruction, to family services, to community engagement and financial oversight. During my time as CFO of the district, I was deeply engaged with creating, supporting, and advancing the educational goals of all schools with an eye toward improving classroom engagement and student learning at all levels. When I left the district to join the Colorado Department of Education, my first role was Turnaround Program Manager, a position in which I supported underperforming schools and districts to improve student outcomes. I coached principals and leadership teams and worked with them to monitor school improvement.

Also in this category, the Board references a desire for experience with negotiations, and an in-depth knowledge of school finance. I served on the district's negotiating team for five years and worked hard to build relationships of mutual respect with the members and leaders of LCEA and AFSCME. I look forward to working closely with both of these employee associations.

With regard to school finance, I have both served as a district CFO and led the state's school finance operations at the Department of Education, in which I oversaw the annual distribution of \$9B in formula funding, \$1.8B in ESSER funding and numerous grant programs. In my current role with the Colorado School Finance Project, I regularly serve as a statewide expert on school finance. As a member of the LCSD Finance Committee, I have had the opportunity to understand the district's current financial situation at a deep level.

- "An approachable leader that is visible in the community and steps up to be the "Face" of the district. A person who wants to be present and involved in the Lake County community and will continue to build upon and maintain relationships. A person who prioritizes being accessible and involved in the community and has the ability to create strong partnerships and trusting relationships with staff, students, administration, and community:"

Having worked side by side with the district's former leader for six years, I have first-hand knowledge of what it means for the Superintendent to be the face of the district. I watched and supported her in many different efforts to ensure that LCSD was connected and listening to the community. When we were preparing for the 2019 bond campaign, the Superintendent did close to 20 community presentations to explain why the district needed funds to build LCES, and I was involved in preparing messaging, developing materials and supporting these presentations. We also developed numerous relationships and partnerships with community organizations during my time as CFO, including with GOL!, LCBAG, Lake County Government, Full Circle and others. From attending Wednesday Coffee, to being present at athletic events, to being visible at Boom Days, I understand how important it is for the Superintendent to be seen and to be a positive representative of the district.

As far as building trusting relationships is concerned, I understand that these relationships take time. It is critical for a leader who wants to build trust to go slow to go fast. The work depends on relationships, and those relationships develop at the speed of trust; they cannot be rushed. Two decades of living in this community has given me a head start on relationships. I know many staff, many parents, many students and many community members, and I hope my reputation speaks for itself. That said, I do not take these relationships for granted. I understand that it will be important for the new Superintendent to listen first and

act second.

Communication is also a critical factor in building trust, and I have years of experience developing and executing on a district communications strategy. During my tenure as CFO, I led many communications efforts, including launching school Shout Outs for parents; the Roar to update staff every week; and designing and building the district website. I also gained experience with crisis communications and interacting with the media. Frequent and transparent communication is absolutely critical to create a trusting relationship with stakeholders, and my experience in this area will serve the district well.

- "A culturally competent leader who understands and has experience with equity, diversity, inclusivity, and cultural engagement as a base for learning. A leader who can garner support for the future of the district and community (e.g., BEST matching funds for capital construction):"

During my tenure as a member of the district leadership team, I was part of numerous efforts to ensure that our schools were welcoming, that our practices were culturally competent, and that all students and families were supported in their pursuit of a great education.

When I served as the CFO, I oversaw several initiatives related to creating culturally competent schools and structures in the district. For example, I helped lead the creation of the original Family Liaison program in the district, as well as being part of the development of the Parent Mentor program. Both programs sought to provide connections between the district and families, particularly non-English speaking families. I also led the expansion of our translation and interpretation services. Finally, I was deeply involved in collaborative problem solving with families when concerns arose.

For example, we had a bus stop at Mountain View that was made unsafe by snow removal one winter. I and others worked with parents in the community to design a solution, and then we monitored the solution and checked in to be sure it was working. I wore a yellow down jacket most mornings to observe the bus stop in action at Mountain View, and soon students would see me in that jacket in a school building and say, "You're the bus lady!" This deep level of commitment to listening and problem-solving is something I look forward to bringing to the Superintendent role. I also continue to work on my Spanish skills, and can engage in basic conversation.

This section also references a candidate who can secure community support for initiatives such as a bond campaign. I was a co-chair of the successful 2019 bond campaign for LCES and also played leadership roles in the 2013 bond campaign and 2014 mill levy override extension campaign. I was also the fundraising chair for the Lake County Community Field project in 2007. It is not easy to ask for funding in our community, particularly when so many of our neighbors are struggling financially in a rising cost environment. The Superintendent must approach this ask with respect and humility, while lifting up the importance of ensuring the sustainability of LCSD for generations to come.

In sum, I believe I hold the skills and experience that the Board is looking for in the next Superintendent. I look forward to rising to the challenge of serving my community in this role.

DISCLAIMERS AND AFFIRMATION

District Policy

McPherson & Jacobson, L.L.C. and the client we represent are an Equal Opportunity Employer. McPherson & Jacobson, L.L.C. ensures equal employment opportunities regardless of race, creed, gender, color, national origin, religion, age, sexual orientation, or disability. McPherson & Jacobson, L.L.C. has a policy of active recruitment of qualified minority applicants. Any individual needing assistance in making application for any opening should contact McPherson & Jacobson, L.L.C.

Application Confirmation Statement

I certify that the information provided herein is true and complete to the best of my knowledge. Applicant hereby waives his/her right to confidentiality with regard to his/her work record or criminal record and consents to and authorizes the release of information from current and former employers and/or law enforcement personnel upon inquiry under this application.

I agree to the terms **Affirm**
above

Initials **KCB**

Affirmation Date **03/26/2024**