



**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
Sept. 9, 2024 5:30 pm Regular Meeting
Location: District Office-Room 11 & via Zoom

1. 5:30 Call to order
2. 5:31 Pledge of Allegiance
3. 5:32 Roll Call
4. 5:33 Preview Agenda
5. 5:34 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. 5:40 Consent Agenda
 - a. Aug. 12, 2024 Regular Meeting Minutes
 - b. Aug. 29, 2024 Special Meeting Minutes
 - c. Employee Status
 - d. Board Member time sheets
7. 5:41 Potential Board Member Interviews and discussion
 - a. Kerry Charles
 - b. Melissa Earley
 - c. Clara Wilson
8. 6:10 Phase V of Superintendent Hiring Process-Christy Sinner
9. 6:30 High School Band/Choir Trip
10. 6:45 Head Start Update
11. 7:00 Oversight calendar
 - a. Facilities Update-Jim Mulcey
 - b. Transportation Update-Joyce LaCome
12. 7:30 Superintendent update
13. 7:35 Board Reports
14. 7:40 Agenda Planning
15. Adjourn
16. Upcoming meeting or event:
 - a. Sept. 23, 2024 Work Session @ 5:30 pm @ District Office/Zoom
 - b. Oct. 14, 2024 Regular Meeting @ 5:30 pm @ District Office/Zoom
 - c. Oct. 24, 2024 Work Session/BOE Retreat @ 5:30 pm @ District Office/Zoom
 - d. Oct. 25, 2024 Work Session/BOE Retreat @ 9:00 am @ District Office/Zoom
 - e. Oct. 28, 2024 Work Session @ 5:30 pm @ District Office/Zoom
 - f. Nov. 11, 2024 Regular Meeting @ :30 pm @ District Office/Zoom

Estimated duration of meeting is 2.5 to 3 hours **Updated 9/4/2024

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

9 de septiembre de 2024 5:30 pm Reunión ordinaria

Ubicación: Oficina del distrito y via Zoom

1. 5:30 Llamada al orden
2. 5:31 Juramento a la bandera
3. 5:32 Pasar lista
4. 5:33 Vista previa de la agenda
5. 5:34 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. 5:40 Agenda de consentimiento
 - a. Acta de la reunión ordinaria del 12 de agosto de 2024
 - b. Acta de la reunión especial del 29 de agosto de 2024
 - c. Estado del Empleado
 - d. Hojas de tiempo de los miembros de la junta directiva
7. 5:41 Entrevistas y debates con posibles miembros de la junta directiva
 - a. Kerry Charles
 - b. Melissa Earley
 - c. Clara Wilson
8. 6:10 Fase V del proceso de contratación del superintendente: Christy Sinner
9. 6:30 Viaje de la banda/coro de la escuela secundaria
10. 6:45 Actualización de Head Start
11. 7:00 Calendario de supervisión
 - a. Actualización de las instalaciones: Jim Mulcey
 - b. Actualización del transporte: Joyce LaCome
12. 7:30 Actualización del superintendente
13. 7:35 Informes de la junta
14. 7:40 Planificación de la agenda
15. Aplazar
16. Próxima reunión o evento:
 - a. 23 de septiembre de 2024 Sesión de trabajo a las 5:30 p. m. en la oficina del distrito/Zoom
 - b. 14 de octubre de 2024 Reunión ordinaria a las 5:30 p. m. en la oficina del distrito/Zoom
 - c. 24 de octubre de 2024 Sesión de trabajo/Retiro de la Junta de Educación a las 5:30 p. m. en la oficina del distrito/Zoom
 - d. 25 de octubre de 2024 Sesión de trabajo/Retiro de la Junta de Educación a las 9:00 a. m. en la oficina del distrito/Zoom
 - e. 28 de octubre de 2024 Sesión de trabajo a las 5:30 p. m. en la oficina del distrito/Zoom
 - f. 11 de noviembre de 2024 Reunión ordinaria a las 5:30 p. m. en la oficina del distrito/Zoom

La duración estimada de la reunión es de 2,5 a 3 horas ** Actualizado 9/4/2024

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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:

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SCHOOL BOARD MINUTES

Regular Meeting

Aug. 12, 2024

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

Roll Call of Members - The regular meeting of the Board of Directors for Lake County School District R-1 was called to order on Aug. 12, 2024, at 6:31 p.m. and was held at the Lake County District Office and via Zoom. Directors Baker, Cooper, Fiedler (arrived at 6:35), Lozano (via zoom) and Superintendent Bartlett were present. Director Federico was absent and excused.

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

Preview of agenda- Director Cooper moved that we add an 8b as follows: Action item to appoint a treasurer and board member for the BOCES board. Director Lozano seconded the motion.

	Baker	Cooper	Federico	Fiedler	Lozano
Aye	X	X			X
Nay					
Absent			X	X	
Abstain					

motion carried 3-0-2-0.

Public Participation- The following people spoke in public participation:

Jane Harelson spoke regarding a fundraiser for PB Swims and shared an invite for the

board to the next upcoming fundraiser this coming weekend and gave an update on the ballot question to support the pool in November.

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

	Baker	Cooper	Federico	Fiedler	Lozano
Aye	X	X		X	X
Nay					
Absent			X		
Abstain					

motion carried 4-0-1-0.

The Board recognized Jeff Fiedler and Felicia Federico for their time on the board.

Action Items-It was moved by Director Cooper to approve Resolution NO. 25-06

Resignation and Declaration of vacancy. Director Lozano seconded the motion.

	Baker	Cooper	Federico	Fiedler	Lozano
Aye	X	X		X	X
Nay					
Absent			X		
Abstain					

motion carried 4-0-1-0.

It was moved by Director Cooper to appoint Director Lozano as Treasurer along with Secretary and that Director Cooper will serve on the BOCES committee until new board members are appointed to the board. Director Lozano seconded the motion.

	Baker	Cooper			Lozano
Aye	X	X			X
Nay					
Absent					

Abstain					
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motion carried 3-0-0-0.

It was moved by Director Cooper to approve Resolution NO. 25-07 Increase in Grant Fund 22. Director Lozano seconded the motion.

	Baker	Cooper			Lozano
Aye	X	X			X
Nay					
Absent					
Abstain					

motion carried 3-0-0-0.

Discussion Items- The board discussed the timeline for appointing new members and discussed starting the next few meetings at 5:30 pm. Superintendent Bartlett shared information regarding committees and process for appointing new members for the school year.

No break was needed and the meeting continued.

Jim Mulcey gave some background information regarding land sales and shared a presentation. The board was able to ask questions and give their thoughts.

Superintendent Bartlett led discussions on the how a Mill Levy Over ride may look and what this will bring to the district and a projection of what this would look like for taxpayers.

Oversight Calendar- Superintendent Bartlett reported on the start of the year and district preparedness for the first day of school with students today; tracking open positions in the district; busing went well, and gave an update on athletics.

Superintendent update- Superintendent Bartlett gave an update on School Based Health Center and the Energy Efficiency Project; the agreement with partners will pause on moving forward for the time being and relook at the plan later in the year; an update on bus services for Life Time for the races; and looking at hire a grant manager as an independent contractor to manage the grants within the district.

Board reports- There were no reports at this meeting.

Upcoming meetings and agenda planning were discussed.

It was moved by Director Cooper to adjourn the meeting. Director Lozano seconded the motion; motion carried.

Meeting adjourned at 9:25 pm.

ATTEST:

Miriam Lozano, Secretary

John Baker, President

SCHOOL BOARD MINUTES

Special Meeting

August 29, 2024

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

Roll Call of Members - The special meeting of the Board of Directors for Lake County School District R-1 was called to order on Aug. 29, 2024, at 5:30 p.m. and was held at the District Office and via Zoom. Directors Baker, Cooper, Lozano (via Zoom) and Superintendent Bartlett were present.

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

Preview of agenda- No changes needed.

Public Participation- NA

Action items- It was moved by Director Cooper to approve Resolution NO. 25-07-LCSD Mill Levy Override Ballot Language. Director Lozano seconded the motion;

	Baker	Cooper			Lozano
Aye	X	X			X

Nay					
Absent					
Abstain					

motion carried 3-0-0-0.

It was moved by Director Cooper to approve Resolution NO.25-08 LCSD Mill Levy

Override-Fund Allocation Guidance. Director Federico seconded the motion;

	Baker	Cooper			Lozano
Aye	X	X			X
Nay					
Absent					
Abstain					

motion carried 3-0-0-0.

Upcoming meetings and agenda planning were discussed.

It was moved by Director Cooper to adjourn the meeting. Director Lozano seconded the motion; motion carried.

Meeting adjourned at 5:38 pm.

ATTEST:

Miriam Lozano, Secretary

John Baker, President

Lake County School District R-1
Employee Status Report
September 9, 2024

prepared: 9/4/2024

Certified Staff

Recommended for Hire

Name	Assignment	Degree	License- Endorsement	Experience
Name	Current Assignment	Transfer Assignment	Location	Effective

Employees on Administrative Leave

none				
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Resignations/Terminations

John Baker, President

Miriam Lozano, Secretary

Lake County School District R-1

prepared: 9/4/2024

Employee Status Report

September 9, 2024

Support Staff/Classified**Recommended for Hire**

Adamson, Josh	Assistant Football Coach	LCHS	2024-2025
Campbell, Karen	District Substitute		2024-2025
Carlier, Jill	District Substitute		2024-2025
Chavez-Rodriguez, Julissa	Substitute Cook		2024-2025
Cruz Garcia, Julia	Bilingual Instructional Paraprofessional	LCIS	2024-2025
Davis, Bonnie	District Substitute		2024-2025
Giunta, Jaime	Behavior Instructional Paraprofessional	LCHS	2024-2025
Hansen, Reuben	Special Education Instructional Paraprofessional	LCHS	2024-2025
Lenhard, Conner	District Substitute		2024-2025
Lenhard, Molly	District Substitute		2024-2025
Schieffer, Lorri	Health Instructional Paraprofessional	LCHS	2024-2025
Wood, Shauna	Assistant Volleyball Coach	LCIS	2024-2025
<u>Name</u>	<u>Current Assignment</u>	<u>Transfer Assignment</u>	<u>Effective</u>
Newton, Mandi	LCES Paraprofessional	El Camioncito Site Supervisor	8/12/2024

Employees on Administrative Leave

none			
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Resignations/Terminations

Martinez, Isaac	HS Boys' Basketball Coach	LCHS	2024-2025
Radilla, Stephanie	Bilingual Instructional Paraprofessional	CCHS	9/19/2024
Valdes, Vivian	Special Education Paraprofessional	LCIS	2024-2025

John Baker, President_____
Miriam Lozano, Secretary

Lake County School District R-1
Employee Status Report
September 9, 2024

prepared: 9/4/2024

<u>2024-2025 Openings</u>			
<u>Certified/Staff</u>			
Counselor Corps Counselor	CCHS	2024-2025	
Special Education Teachers	PreK, LCHS	2024-2025	
<u>Classified/Support Staff</u>			
Bus Technician (part time)	Transportation	2024-2025	
Lead Preschool Teacher	LCES-PreK	2024-2025	
Special Education Paraprofessional	LCIS	2024-2025	
Substitute Teachers, Custodians, Cooks	PreK-12	2024-2025	
<u>Coaches</u>			
Asst MS Boys' Basketball			
Asst MS Football			
Asst MS Track & Field			
Asst. MS Ski			
Head Boys' Basketball			
Middle School Cross Country			
Officials (for volleyball, basketball, soccer, and football)			

PAY PERIOD
August 1, 2024 TO August 31, 2024

[illegible][illegible]

Employee's Signature

Date

Date _____

Supervisor's Signature		Date
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Kerry Charles

4037 Highway 91
Leadville, CO 80461
(970) 389-5689
charles.kerry@yahoo.com

September 3, 2024

Lake County School Board

328 West 5th Street
Leadville, CO 80461

Dear Lake County School Board Members,

My name is Kerry Charles and I would like to join the school board. I am interested in joining the board because I am interested in our community and education. I became motivated to apply after I saw that there were two resignations from the board over the summer.

I am a social scientist by nature and a school counselor by training. I will bring 30 years of paying attention to schools and education from multiple perspectives to the board. I have worked with youth at day treatment, residential treatment, human services and positive development programs. In raising my own children, I taught homeschool for 8 years, took classes on how to teach and advocate for students with Dyslexia, and was an involved parent at The Peak School. In addition, I spent considerable time learning about Lake County High School as my kids transitioned into the district. I see the contrast between students who come from homes with economic and emotional resources, and those who do not. At the same time, I do not speak Spanish, and I am not a member of the Hispanic Community in Lake County. As a board member I would need to be cognizant of this and strive to make sure that I am working with and for the entire school community.

I believe that student outcomes are, and should be the most important issue facing a school district. Finances and frequent staff turnover seem to be the issues that are a focus of the community (and probably the board), so they are things that must be addressed in order to focus more on learning.

My hope for Lake County Schools is that in five years things will be, and feel stable. Stable finances. Stable infrastructure. Stable leadership. Stable schedules. Stable graduation requirements. This stability will allow everyone in the district, especially the board, to focus on improving student outcomes.

Sincerely,

A handwritten signature in black ink that reads "Kerry Charles". The script is fluid and cursive, with the first letters of both names being capitalized and prominent.

Kerry Charles

August 22, 2024

Dear Ms. Bartlett,

I am interested in serving in one of the vacant positions on the Lake County School Board. I registered to vote on September 15, 2023.

I have long supported and believed in public education and would be honored to be part of the Lake County School Board. I have seen the dedication of our district's teachers, staff, parents, and students. Since moving to Leadville in June 2023, I've been impressed by the central place the schools have in our community. I plan to stay in Leadville for many years and so I have a vested interest in helping our community's schools be as strong as possible. Strong schools are in everyone's best interest.

While living and working in Waukegan, Illinois, I was part of a community organization that worked hard to improve public schools. Our work led to the creation of a not for profit called, Waukegan to College. Waukegan to College knits together family involvement, academic support, financial education, health education, and advising to help students attend and succeed in college. Communities flourish when we unite around what is best for our children.

I am currently the pastor in residence at St. George Episcopal Mission. I am grateful for the way the community supports our mission to build community by sharing food. Serving on the school board is a way I can give back to our community. I bring skills I've learned in leading groups, managing conflict, problem-solving, and community engagement.

Thank you for your consideration.

Sincerely,
Melissa Earley

224-217-1787
mearley.68@gmail.com
517 E 12th Street
Leadville, CO 80461

Clara Wilson | Leadville, CO 80461 | claramdwilson@gmail.com | 402-418-0859

Attn: John Baker and Members of the Lake County District Board of Education,

I am writing to express my interest in serving as a member of the Lake County School District Board of Education. As a mother to future Lake County students and a dedicated community advocate, I am committed to the continued success of our local educational system.

Community service and education has driven much of my professional career. Through my work as the Director of Community Impact at Lake County Build a Generation and my previous roles, I have focused on addressing the needs of vulnerable populations, implementing programs that foster positive change, and collaborating with community partners to achieve shared goals. My seats on the Leadville-Lake County Regional Housing Authority, District Accountability Committee, and Bright Start's Board of Directors have allowed me to participate in crucial discussions and decision-making processes, orienting me to the evolving dynamics within Lake County. Joining the school board is a natural extension of my commitment to ensuring that all children in our community have access to quality education and the opportunities they deserve.

I bring a unique perspective to the board, combining my background in public health, management, and crisis services with applied practice in addressing health disparities within marginalized and underserved communities. My experience in managing large-scale projects, allocating budgets, and developing data-driven strategies will be invaluable in addressing the challenges faced by our district. Additionally, my professional experience with families in crisis has given me insight into the barriers some of our students face, allowing me to advocate effectively for policies that promote equity and inclusion and break the cycles created by systems of oppression faced by our community.

While my experience aligns with the work of the school district and the services it provides to children and families, I recognize that there is still much for me to learn about the specific challenges and pressing issues our district faces. Building on my observations and experiences mentioned earlier, I believe that thoroughly assessing and understanding these issues, implementing practices tailored to the district's unique needs, and fostering a collective focus on the well-being of our children are crucial to the success of our schools.

In five years, I envision Lake County schools as a model for rural education, where every student, regardless of background, has the resources and support needed to thrive. I see a district that prioritizes innovation in teaching, embraces diversity, and fosters a culture of collaboration between educators, parents, and the community. By investing in both academic excellence and the well-being of our students, we can ensure that they are not only prepared for the challenges of the future but also empowered to become active, engaged citizens.

I am eager to bring my skills, passion, and dedication to the Lake County School Board. I am confident that my background and perspective will allow me to make a meaningful contribution to our schools and the broader community. Thank you for considering my application. I look forward to the opportunity to discuss my candidacy further.

Sincerely,

Clara Wilson

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Christy Sinner
MEMO PREPARED BY: Kate Bartlett
INVITED GUESTS: Christy Sinner
TIME ALLOTTED ON AGENDA: 20 minutes
ATTACHMENTS: 1

RE: *Phase V Superintendent Search Update*, Presentation

TOPIC SUMMARY

Background: Christy Sinner will be joining the Board to discuss Phase V of the Superintendent Search process per the contract with McPherson-Jacobson. Phase V concerns goal-setting for the Superintendent and is required for the district to receive a 2 year guarantee on the search.

Topic for Presentation: Please find attached an updated version of the 100 Day Plan for the Superintendent to inform this discussion.



Lake County School District Superintendent Entry Plan: The First 100 Days

June 2024; Updated September 2024

Dear Board of Education & Leadville-Lake County Community:

I am honored and humbled to have been selected as your new Superintendent of schools. I look forward to working closely with the Board, staff, parents, students and the community to help the Lake County School District (LCSD) become an even better place for our community's students to grow and thrive. I believe that our students and their needs should remain at the center of any decisions we make.

The first 100 days of a new leader's tenure are critical for establishing relationships, learning and beginning to build trust. In LCSD, we also have some urgent issues that need attention and focus during the first 100 days, including financial and operational planning and taking first key steps to build trust with district staff and the community.

During the period from June 16-September 30, 2024, I will focus on introducing myself as a leader to the LCSD community, and to executing key first steps in six areas of focus. I selected these six areas based on the results of the Superintendent search stakeholder survey, in addition to my knowledge of the district and the community as a 22-year resident and former district employee. I believe that focusing here will set the district up for a successful year under a new leadership team.

Thank you so much for your support of my candidacy, and I look forward to great things to come!

Kate Bartlett

Kate Bartlett

The How: My Values & Leadership Style

One of the most important outcomes of the first 100 days is for stakeholders to learn about me and how I lead. I will emphasize these practices:

Provide & Model High Support

- Set and communicate expectations - clear is kind
- Provide tools, resources and capacity to set students and adults up for success
- Listen from a place of empathy and curiosity
- Recognize the value of different perspectives and personalities - they make our team stronger
- See each person fully - recognize that everyone is carrying something

Provide & Model High Accountability

- Do what we say we will do, even when it's hard
- Communicate when expectations are not being met - clear is kind
- Develop concrete improvement steps and actions
- Have difficult conversations when needed, and empower others to do so
- Solicit and welcome feedback

Model behaviors associated with relational trust

The 13 Behaviors of Relationship Trust

CHARACTER BEHAVIORS

1. **TALK STRAIGHT** Tell the truth and demonstrate integrity.
2. **DEMONSTRATE RESPECT** Show that you genuinely care; show kindness in little things.
3. **CREATE TRANSPARENCY** Be genuine, open, and authentic. Don't hide information.
4. **RIGHT WRONGS** Apologize and make restitution. Do the right thing.
5. **SHOW LOYALTY** Give credit to others and be loyal to the absent.

COMPETENCE BEHAVIORS

6. **DELIVER RESULTS** Accomplish what you are hired to do. Don't make excuses.
7. **GET BETTER** Learn and improve. Be thankful for feedback and act upon it.
8. **CONFRONT REALITY** Meet issues head on; address the tough stuff directly.
9. **CLARIFY EXPECTATIONS** Reveal, discuss, and validate expectations.
10. **PRACTICE ACCOUNTABILITY** Hold yourself accountable. Take responsibility for results; communicate how others are doing.

CHARACTER AND COMPETENCE BEHAVIORS

11. **LISTEN FIRST** Listen before you speak and don't make assumptions.
12. **KEEP COMMITMENTS** State your intent and then do what you say you'll do. Don't break confidences.
13. **EXTEND TRUST** Demonstrate a propensity to trust. Don't withhold trust because risk is involved.

Stephen M. R. Covey, in *The Speed of Trust*, 2008 asserts,

"The ability to establish, extend, and restore trust with all stakeholders – customers, business partners, investors and coworkers – is the key leadership competency of the new, global economy. Leaders are rediscovering trust as they see it with new eyes. Looking beyond the common view of trust as a soft, social virtue, they're learning to see it as a critical, highly relevant, performance multiplier."

The What: 100 Day Plan Goals & Objectives

By the end of the first 100 days, I will have completed the following goals for the six main areas of focus for my transition:

- **Governance:** Established relationships and protocols with the Board of Education and laid the foundation for goal-setting and strategic planning
- **Staff Culture:** Established relationships, completed listening tour, established expectations and built trust
- **Stakeholder Engagement:** Established relationships, completed listening tour and shared key district updates with stakeholder groups
- **Financial & Operations Management:** Completed current conditions financial analysis, short-term financial management plan and laid the groundwork for a 5-year financial plan. Examined go-forward options and established Continuity of Operations Plan for Lake County Intermediate School (LCIS).
- **District Leadership:** Completed hiring and onboarding of key leadership positions and established relationships and protocols with leadership team (principals).
- **Academic Outcomes:** Completed deep dive on internal and external student data, observed instruction and learned about the implementation of new curricula

Governance

Objective	Timing	Status
Review 100 Day Plan with Board of Education (BOE)	June 24 BOE Mtg	Complete
1:1 meetings with each BOE member	By July 15	Complete
Launch weekly written updates to BOE	By July 15	Complete
Set cadence and schedule for regular meetings	July	In process pending filling of vacancies
Board training and retreat - Outside facilitator <ul style="list-style-type: none">- Policy governance training / refresher- Approach to strategic planning and goal setting- Board/Superintendent relationship, communication	Pending timing of seating new board member	Scheduled for October 24-25
Work with BOE to discuss and decide on whether to run 2024 ballot initiative, in conjunction with long-term facilities and revenue strategy	June-August	Complete
Evaluate effectiveness of 100 Day Plan, use outcomes to establish annual	October	

priorities and goals		
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Staff Culture

Objective	Timing	Status
Introduction email to all staff	Before June 14	Complete
1:1 listening meetings with each District Office staff member	By July 15	Complete
Listening meeting with Lake County Education Association (LCEA) leadership to build relationships, set goals for FY25	July-August	Complete
Welcome back communication to all staff	Late July	Complete
Meet with American Federation of State, County & Municipal Employees (AFSCME) leadership to build relationships, set goals for FY25	August	Scheduling in process
Plan and lead all staff welcome back event	Early August	Complete
Staff listening tours in each building	August-September	
Pre-survey on staff Culture	September	

Stakeholder Engagement

Objective	Timing	Status
1:1 listening meetings with key community leaders, groups and stakeholders	June-July	In process
Meet with housing experts / continue to surface housing challenges for staff	June-July	In process
Attend community coffee at least 1x month	July and ongoing	In process
Attend District Accountability Committee (DAC) meetings	July and ongoing	In process
Meet with Lideres Latinoamericanos and other Latinx leaders to receive input on engaging Spanish-speaking families	July-August	Complete

Hold community wide State of the Schools event	August or September	Tentative date September 30
Welcome back communication to all parents	August	Complete
Be present and visible in all schools during Orientation, Back to School	August	Complete
Communicate facts about election question, if applicable	August-September	In process
Establish Community Cabinet/Key Communicators and Staff Cabinet structures, membership and protocols	September	

Financial & Operations Management

Note: Normally a Superintendent entry plan would not include such detailed objectives in the area of finance. However, the district's precarious financial situation and the hiring of a new CFO mean that this is an area of significant risk for the district which therefore warrants extra time and attention from the Superintendent.

Objective	Timing	Status
Support and enable Chief Financial Officer/Chief Operations Officer (CFO) to complete current conditions financial analysis, to include FY24 ending fund balance forecast, FY25 budget analysis	June-July	In process
With CFO, hold meetings with key financial partners, to include cash flow loan administrator, ColoTrust, health insurance administrator	June-July	Complete
Collaborate with BOE on selling district land parcels to support cash position	July	In process
Support and enable CFO to create short-term financial management plan and communication to staff (i.e. guidelines for travel, supplies spending)	July-August	In process
With CFO and Finance Director, present finance, health insurance update to BOE monthly	August and ongoing	Pending budget update in October
With CFO, develop assumptions and approaches to developing five-year financial plan - for BOE input	September	Pending budget update in October
Support and enable CFO to create go-forward options and Continuity of Operations Plan (COOP) for LCIS / consolidation of schools	September	In process

District Leadership

Objective	Timing	Status
Complete hiring of 3 new leadership roles (Principal, CFO and Out of School Time Director) in partnership with outgoing Superintendent	May-June	Complete
Develop training and onboarding plans for 3 new leadership hires	June	Complete
1:1 listening meetings / walk buildings with each Principal	Before June 20	Complete
Kick off / end of year leadership team meeting	June	Complete
Work with principals to develop staffing contingency plans for fall	June	Complete
Plan and lead leadership team retreat and school year kick off	July	Complete
Work with leadership team to establish communication protocols	July	Complete
Work with leadership team to establish meeting cadence and purpose of both 1:1 and team meetings	July	Complete
Set annual goals and support / coaching plans with all direct reports	September	

Academic Outcomes

Objective	Timing	Status
Review internal and state assessment data for each school	July-August	In process
Receive curricula implementation updates and plans ahead from each principal	July-August	Complete
Become familiar with / observe / participate in work/strategic planning, including instruction non-negotiables as appropriate, for the FY25 year with	August-September	Planned for September 20

each building team, including work with Sterling Literacy		
Observe instruction in every school	August-September	In process
Consider shadowing a student at Lake County High School (LCHS), LCIS	August-September	
Review state performance framework and internal assessment results with BOE to inform strategic planning	September-October	Planned for September 23 BOE

Next Steps: Beyond the First 100 Days

The first 100 days will enable me to meet with multiple stakeholder groups and learn about many things already happening in our district. They will also enable me to understand the highest priorities for the Superintendent and the leadership team for 2024-25. I will work with the leadership team and the Board in October to communicate and refine these priorities so that our work stays focused on what is most important in the coming year.



**CHOIRS OF
AMERICA**
ENGAGE | INSPIRE | EDUCATE

1001 E. Harmony Rd, Ste. A-300
Fort Collins, CO 80525
800.284.21777

Lake County High School Choir

Celesta Cairns, Director
1000 West 4th St.
Leadville, CO 80461

August 23, 2024

Dear Celesta,

I wanted to **Thank You and the Lake County High School Choir** personally for accepting our invitation to participate in the **2025 COA Nationals for Top Choirs** in NYC + Carnegie Hall taking place **April 3-4, 2025**. We are so pleased, and a bit humbled, by the positive responses we have received to the highly selective invitations we have extended thus far. You and your Choir will be joining an elite group of the highest quality choirs from throughout the country. Moreover, everyone involved will enjoy diving deep into the choral arts with some of today's top choral teaching artists... and that's just for starters.

Your concert performance in Carnegie Hall, led by **André Thomas** and featuring a special world premiere written by Dr. Brandon Boyd, will create unforgettable memories to last a lifetime for you and your Singers.

Our Artistic Team has been working directly with the Conductor over the past couple of months to establish the festival concert repertoire. You will be receiving your massed choir assignment along with the list of repertoire in the coming weeks. We hope that you will want to incorporate these festival concert octavos into your own concert repertoire for the 2024-2025 school year. In the Fall, we will also send you additional forms and information with details relating to your participation in the Nationals program.

In the meantime, you can always visit [our website event page](#) for the latest information. If you have any questions or need anything else, please do not hesitate to contact us and...

Welcome to the r(E)volution!

GEOFFREY MCQUEEN
EXECUTIVE DIRECTOR



www.Go2Harmony.com



hello@go2harmony.com



CHOIRS OF AMERICA

Esteemed Colleague,

We would personally like to welcome you and your choir to your Choirs of America event!

At Choirs of America, our mission is to engage, inspire, and educate singers, empowering them to become better students, artists, and community members through the study of music. Our dream is to fulfill this mission in a collaborative environment that prioritizes community building over competition. Responding to the evolving needs of teachers and choral programs, Choirs of America is committed to ongoing innovation, communication, and collaboration.

The world of choral music is a dynamic and inspiring field, and we are dedicated to amplifying that excitement by designing enriching musical experiences for your choir. This event overview provides a broad outline of what to expect as we move together through the planning and preparation phases. You will find a basic description of the schedule, along with a general timeline for materials. A more detailed Event Handbook will be shared in early fall, which will answer specific questions regarding repertoire, preparation, venue details, attire, concert tickets, and other pertinent information for your time in New York City.

We are continually refining our processes to better align COA events with your curricular goals, providing the most engaging materials for you and your students, while simplifying the planning process. We are eager to collaborate with you and your choral program in the coming year! Should you have any questions or need additional information, please do not hesitate to reach out to us.

In closing, we sincerely thank you for partnering with Choirs of America. Your hard work, vision, and expertise as a choral and educational leader are invaluable to paving the path forward. We are so thrilled to embark on this exciting journey with you.

Sincerely,

Geoffrey McQueen
Executive Director

Rollo Dilworth
Artistic Director

PROGRAM VENUES OVERVIEW



Festival Day

**CUNY Queens College
Aaron Copland School of Music
65-30 Kissena Blvd
Flushing, NY 11367**

8:00 a.m. to 5:00 p.m.
(General timing)

Massed Choir Concert Rehearsal

**W83 Ministry Center
150 W 83rd St
New York, NY 10024**

**2-hour rehearsal between
8:00 a.m. and 3:00 p.m.**

Evening Concert

**Carnegie Hall
Stage Door
881 7th Avenue
New York, NY 10019**

OVERVIEW OF PLANNING TIMELINE



September

Receive COA Nationals for
Top Choirs
Welcome Packet

Receive massed choir
assignment and
repertoire list

October

Custom event apparel
available for purchase on
choralgear.com

Receive COA Nationals for
Top Choirs
Welcome Packet

November/ December

Receive the special
commission world-premiere
concert finale piece

January

Receive announcer sheet
form to list adjudicated
performance repertoire

Receive form to submit
Playbill details

February

Receive detailed festival and
concert schedule

Festival Action Items

- ☐ **October**
 - Select your repertoire for adjudicated performance at Queens College
 - Purchase sheet music for assigned massed choir repertoire
- ☐ **November**
 - Begin learning the massed choir repertoire and world premiere piece for the evening concert performance
- ☐ **January**
 - Submit announcer sheet listing your adjudicated performance repertoire song selections
 - Submit Playbill details form
 - Deadline to purchase t-shirts and sweatshirts at www.choralgear.com to receive them before the event date
- ☐ **March**
 - Arrange for a local accompanist if you are not bringing your own (*if needed for adjudicated performance/ adjudication or spotlight performance*)

NATIONALS FOR TOP CHOIRS FESTIVAL DAY

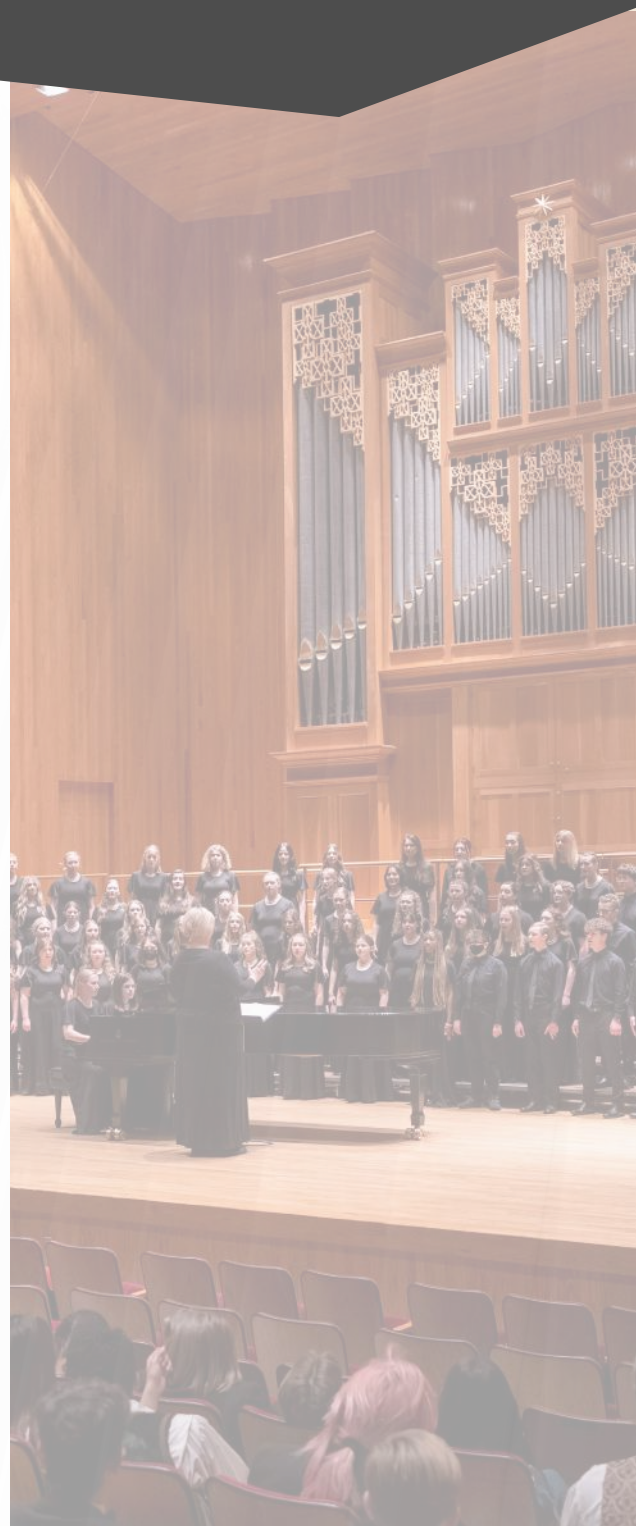


CUNY Queens College
Aaron Copland School of Music
65-30 Kissena Blvd
Flushing, NY 11367

Events: Each Choirs of America event is filled with educational opportunities for all participants. While each individual choir's itinerary is unique, a COA adjudication day typically consists of a combination of the following elements:

- Check-in
- Warm-up
- Adjudicated performance (12-15 minutes, typically 3 octaves)
- On-stage performance review
- Full one-hour clinic
- Observational opportunities
- xChange Workshop
- Pen 2 Podium Workshop

Timing: Plan to check-in with us around 8:30 a.m. and be finished around 5:00 p.m. This is general timing and will be determined by your group's detailed festival schedule emailed to you in the early spring.



NATIONALS FOR TOP CHOIRS
**MASSED CHOIR
CONCERT REHEARSAL**



**W83 Ministry Center
150 W 83rd St
New York, NY 10024**

Events: Today we will rehearse the three assigned massed choir scores and the world premiere all-choir finale for our evening concert performance! In the fall you will receive your massed choir assignment along with the repertoire list. During rehearsal, each massed choir will have the opportunity to rehearse with the Principal Conductor(s) and Composer-in-Residence.

Timing: Exact rehearsal times will be announced later in the Fall and will be dependent on your massed choir assignment. Currently, we have rehearsals scheduled throughout the morning and afternoon.



NATIONALS FOR TOP CHOIRS EVENING CONCERT



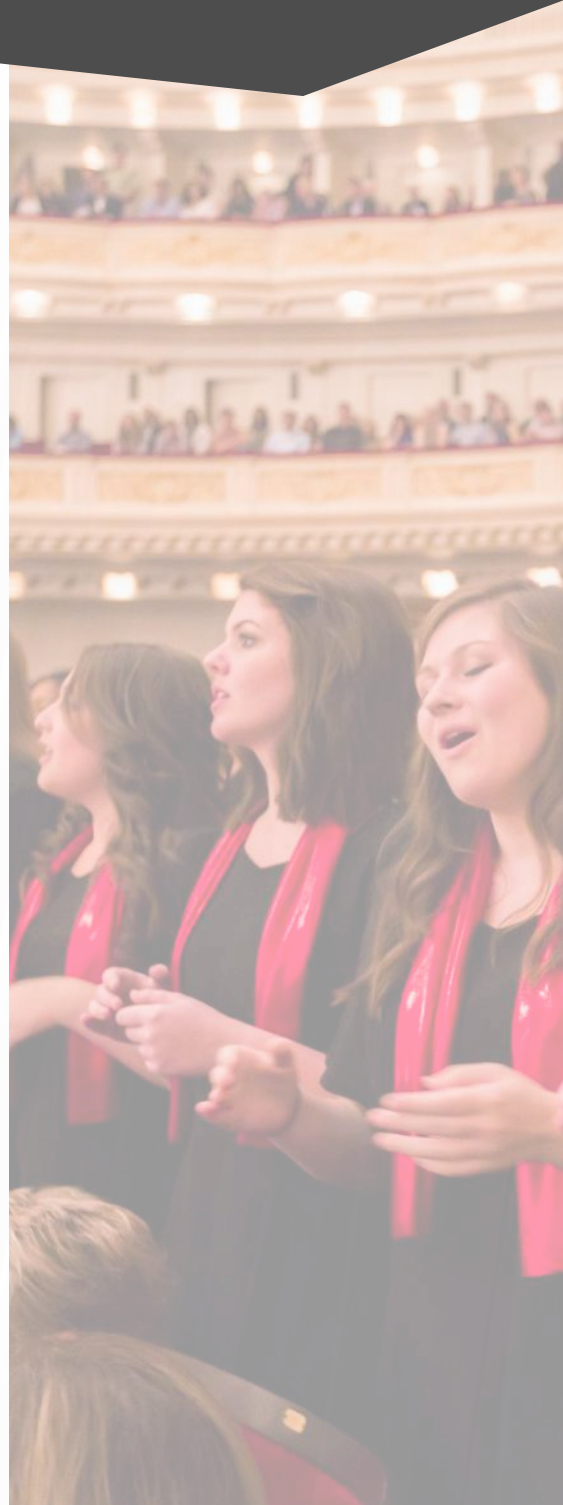
Carnegie Hall

It's time for our evening concert event! In the late afternoon we will have a logistics practice (cue-to-cue) and an all-choir rehearsal in Carnegie Hall for the commissioned world premiere prior to the concert start.

After the cue-to-cue we will have a short break for performers to have dinner and get dressed into concert attire before returning for the evening concert. Exact schedule times will be released in the early spring.

Evening Concert Format: Typically, you can expect the concert to be ~3 hours in duration. We produce the concert in prism format, meaning that the members of your choir will be on stage together, surrounded by the other groups assigned to your massed choir. The concert will typically feature three massed choirs, each singing three massed choir pieces chosen by the Principal Conductor, along with a handful of Spotlight Performances by individual choirs. If you are bringing 45 singers or more, your choir automatically qualifies for a Spotlight Performance of one piece from your own repertoire (about 3 minutes), conducted by you! The concert concludes with our all-choir world-premiere!

We're looking forward to seeing you next year in New York City!



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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Mary Jelf
MEMO PREPARED BY: Mary Jelf
INVITED GUESTS: Tanya Lenhard
TIME ALLOTTED ON AGENDA: 15 minutes
ATTACHMENTS: 1

RE: *Early Head Start Full Enrollment Initiative*, Presentation

TOPIC SUMMARY

Background:

The Early Head Start program is participating in a required twelve month Full Enrollment Initiative plan to reach at least 97% enrollment in the EHS program by 2024.

Topic for Presentation:

The Full Enrollment Initiative (FEI) Team is meeting regularly and updating the plan document with progress.

Updates since the last report:

- Current enrollment is 12 children with one child on the waitlist.
- Recruitment continues and more applications are in process.
- Socializations are successful and well received.
- Role of Family Connectors in recruitment plans are evolving.
- September enrollment numbers to be reported in October will be the basis for evaluating efforts.



Full Enrollment Initiative - *Update*

The goal of the FEI plan is to have full enrollment in the Early Head Start program by July 2024.

- Current enrollment is 12 children with one child on the waitlist.
- Recruitment continues and more applications are in process.
- Socializations are successful and well received.
- Role of Family Connectors in recruitment plans are evolving.
- September enrollment numbers to be reported in October will be the basis for evaluating efforts.

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AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Jim Mulcey
MEMO PREPARED BY: Jim Mulcey
INVITED GUESTS: None
TIME ALLOTTED ON AGENDA:
ATTACHMENTS: 0

RE: *Facilities*, Presentation

TOPIC SUMMARY

Background: Updated information on LCSD Facilities.

Topic for Presentation:

1. LCES
2. LCIS
3. LCHS
4. Pitts
5. Bus Barn
6. Energy Use Patterns
7. Facilities Committee/LCIS Sale/Consolidation

Facilities Update

9 September 2024

Facilities

- Facilities
 - LCES
 - LCIS
 - LCHS
 - Pitts (CCHS/DO)
 - Bus Barn
 - Energy Use Patterns
- Facilities Committee
- Facilities Liquidation

LCES

- Handicap Door
 - Fixed
- Door issues with Pre-K
 - Fixed
- Roof drain leaks (under warrantee)
 - 1 leak outstanding
- Roof Extension (not under warrantee)
 - On hold

LCIS

- Fire Suppression system in kitchen not connected to Fire Alarm
 - Working on this
- Sanitation work on 6th street severed the fiber line to LCIS
 - Internet, phones, printers
 - Hopefully resolved by the time you read this
- LCIS Field
 - We acquired dozens of rolls of artificial turf
 - Working to get fill to raise/flatten the field
 - The cost is <\$2K for glue/tape
 - May need volunteers to position the 1,500 pound turf sections

LCHS

- Elevator not connected to emergency power
 - Done

Pitts

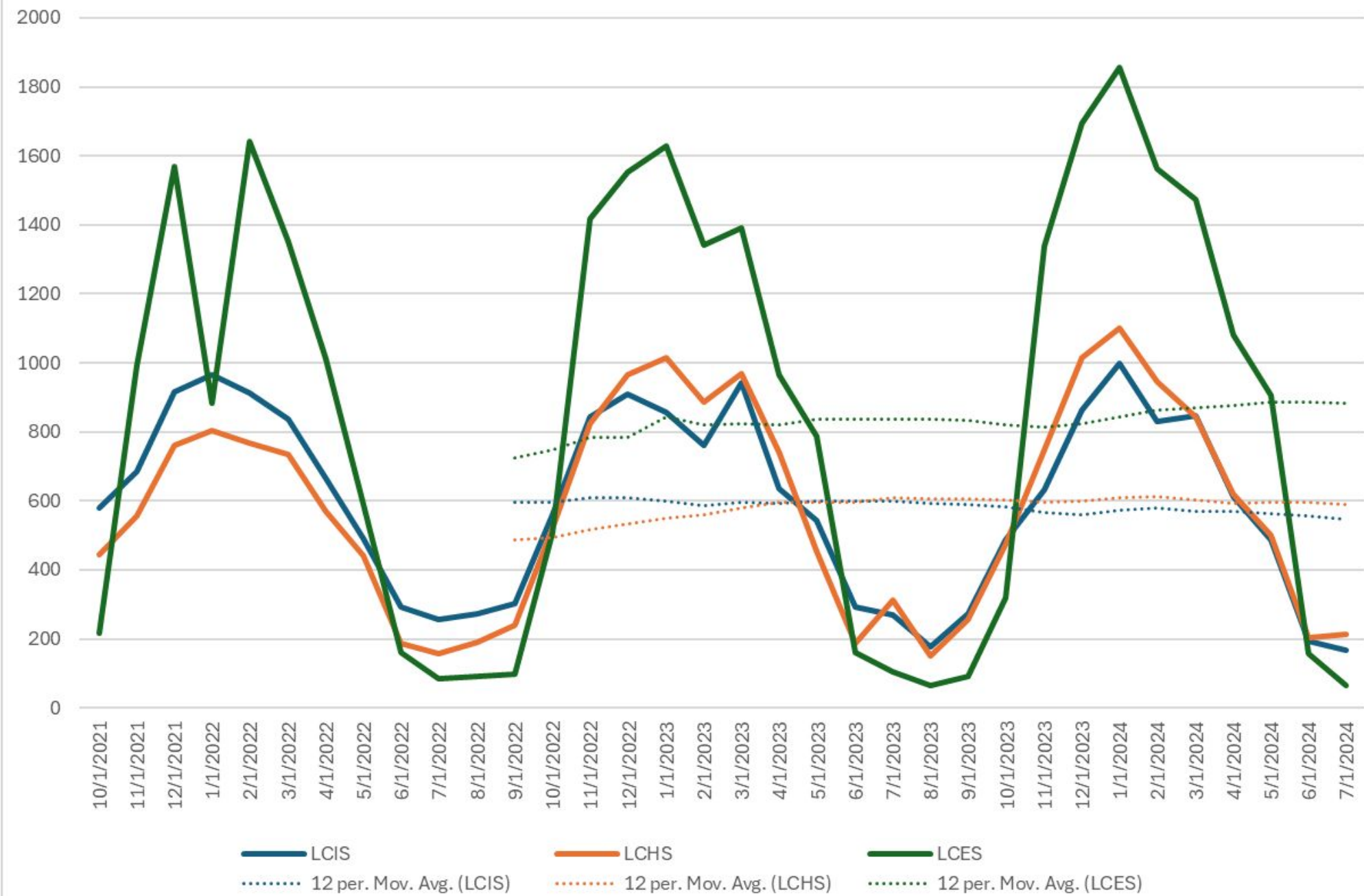
- Roof leak
 - Fixed

Bus Barn & Maintenance Facility

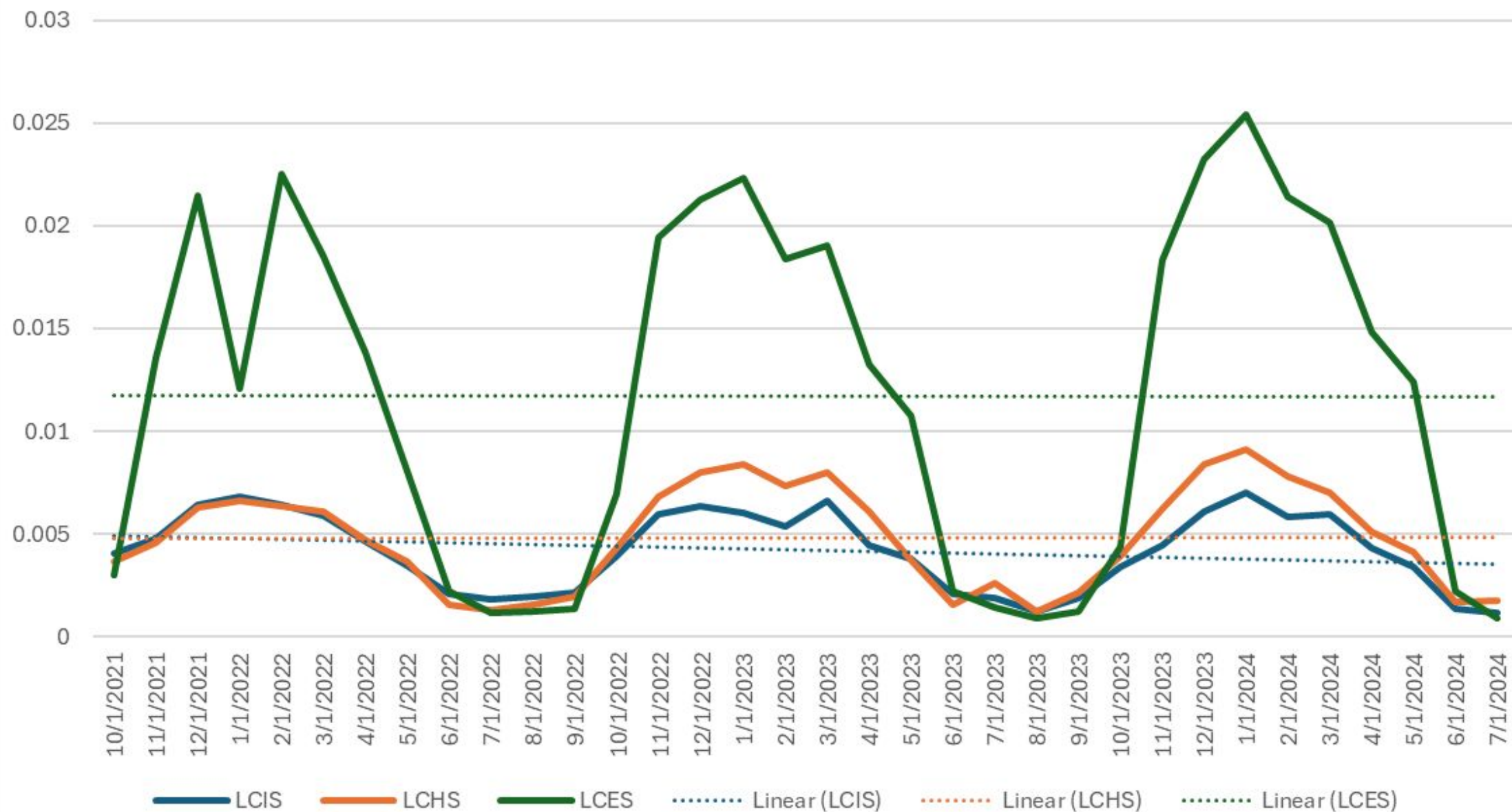
- Possible use of the old District office to house people in the winter
 - Need to get public health building use departments, and fire marshal involved
- DO Freezer will need repairs, cost TDB

Utility Usage Data

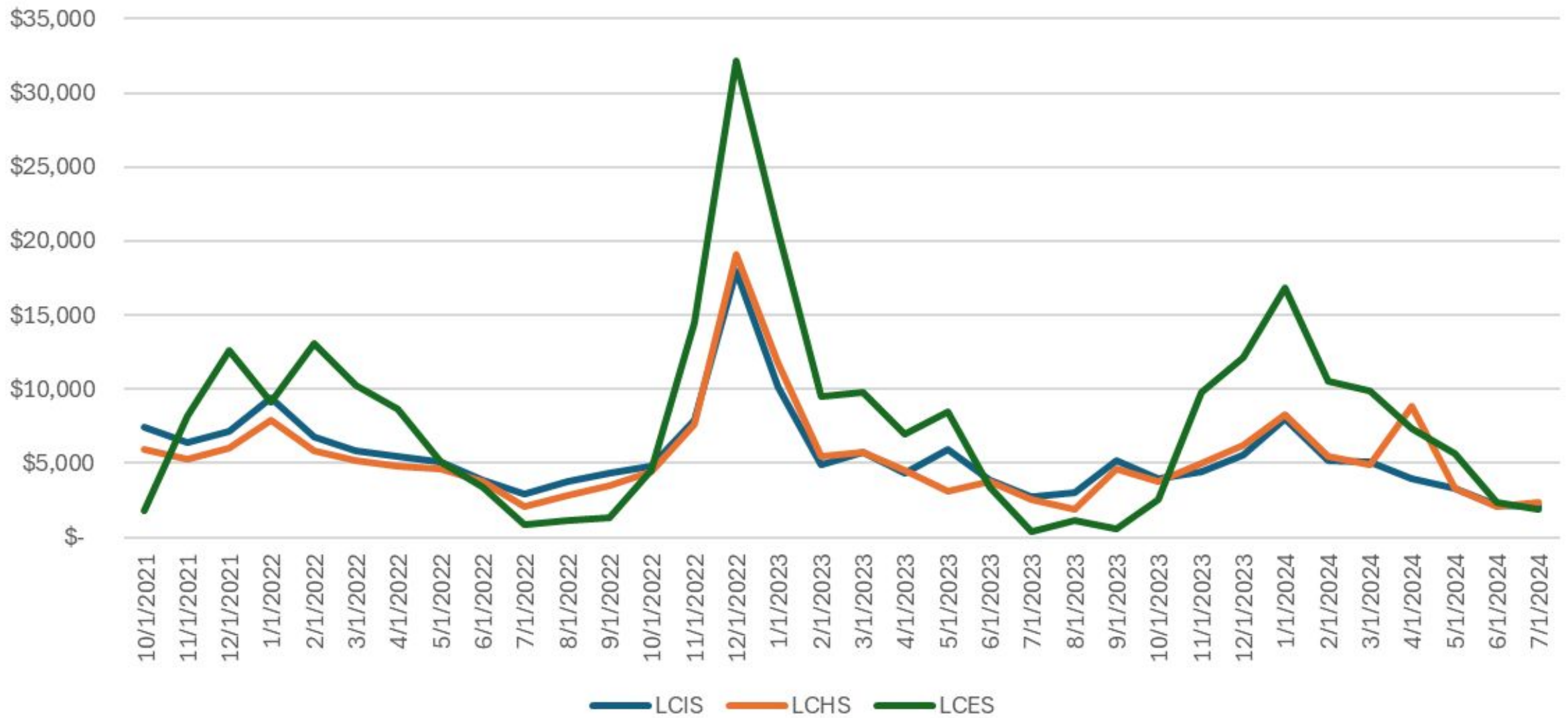
Gas Usage (million Btu / dekatherm)



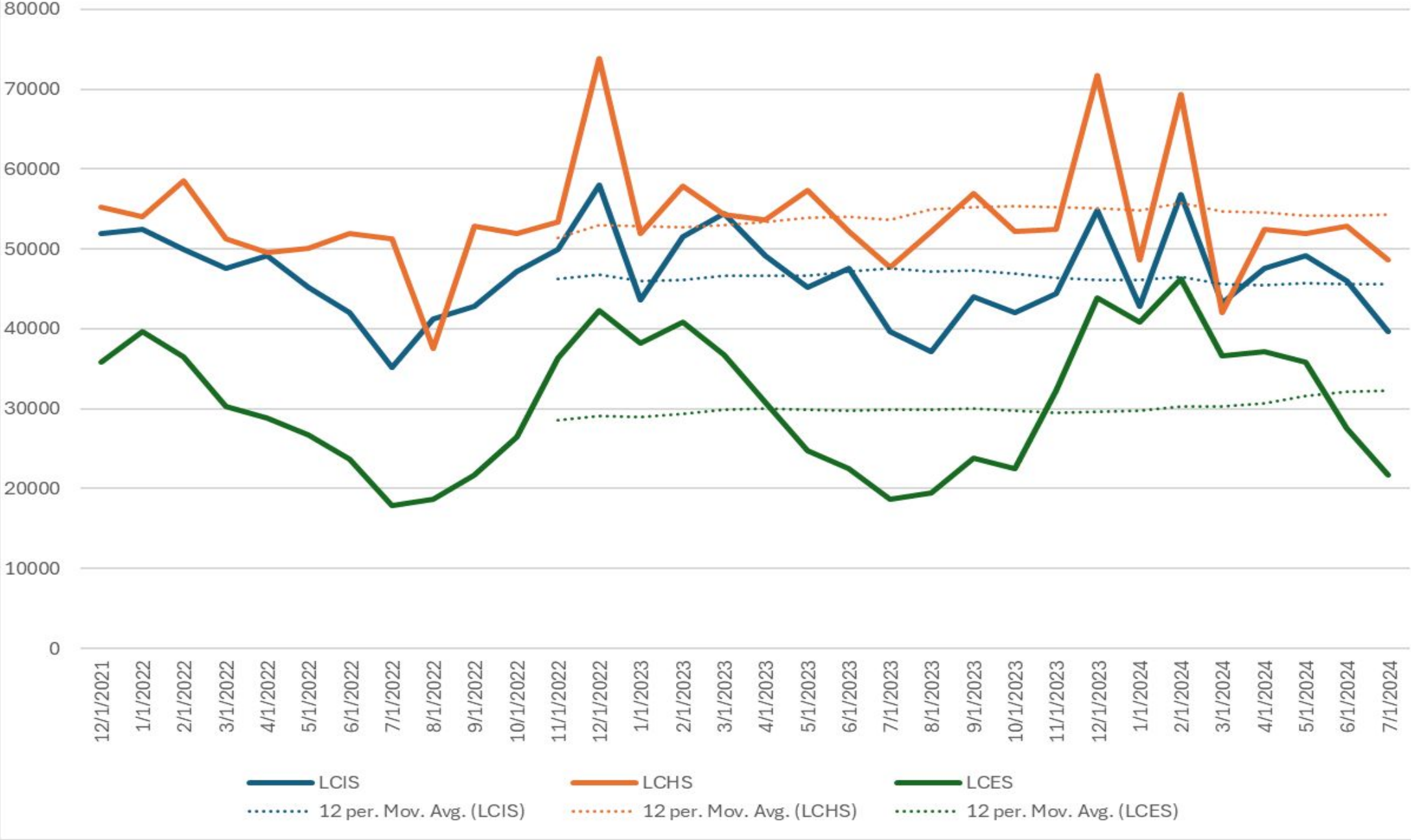
Gas Usage Per Square Foot



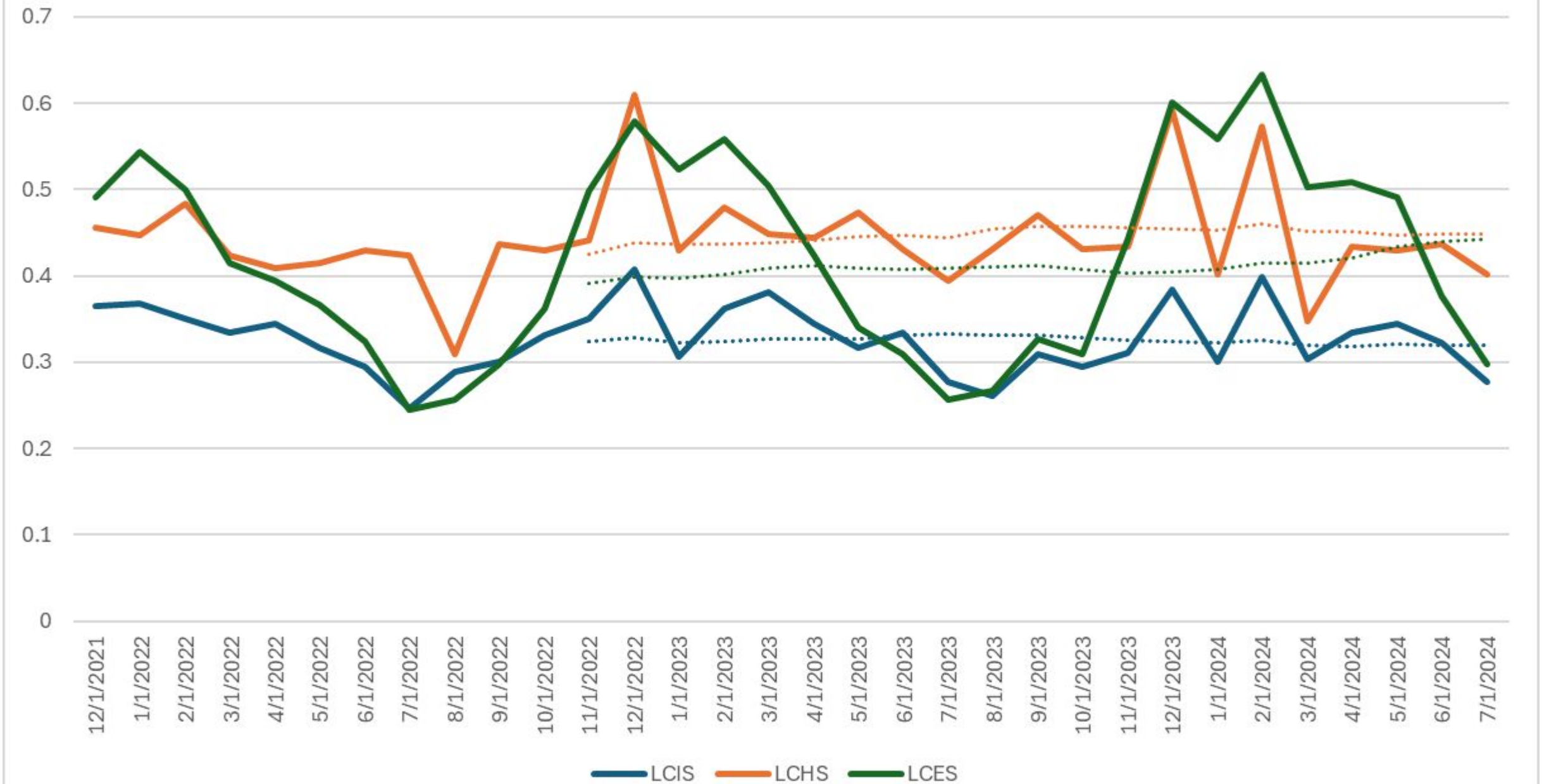
Gas Cost per month



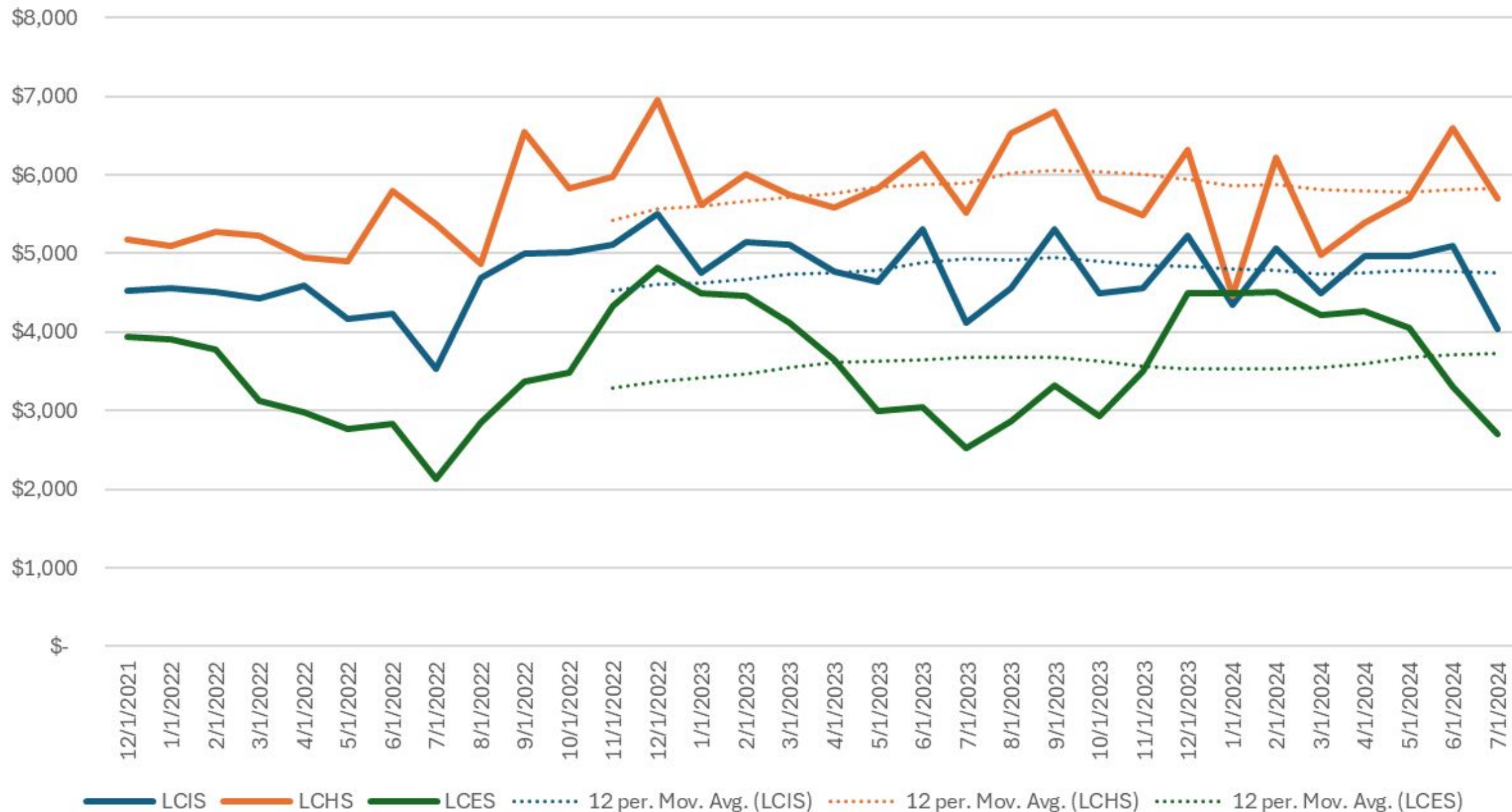
Electricity Usage (kWh)



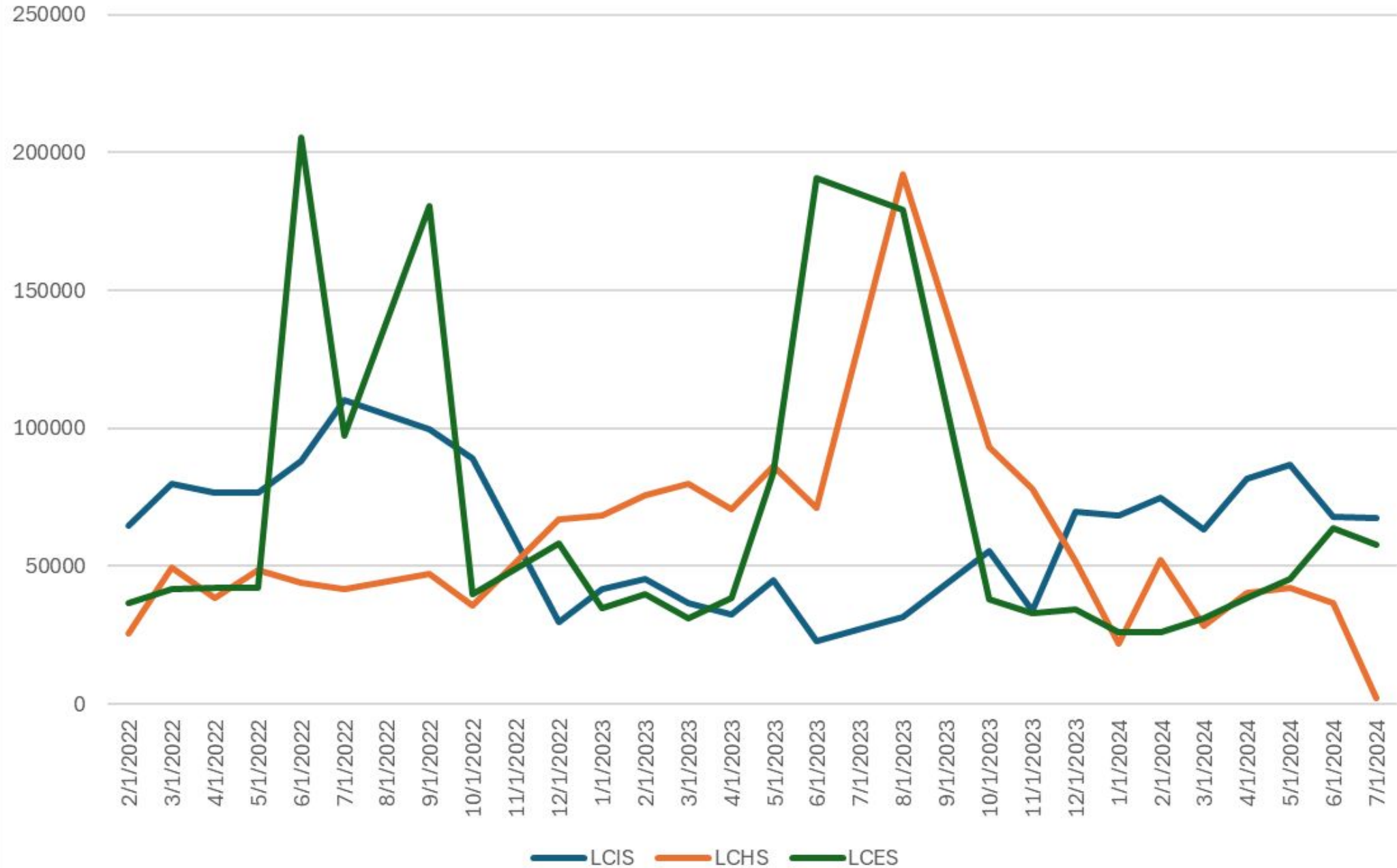
Electricity Usage Per Square Foot



Electricity Cost per Month



Water Usage (gallons)



Facilities Committee

- First meeting is tomorrow
 - Background information
 - Potential Options
 - Roundtable discussion about staff & community concerns
 - Roundtable discussion about other options & ideas
 - Planning for November meeting
- The Committee will help guide our planning for vacating LCIS

Facilities Committee

Name	Community Member	LCIS Staff	LCES Staff	Other Staff	Parent
Amy Peters				X	X
Brandi Lovely			X		X
Kevin Teesdale		X			
Austin Corley		X			
Ben Flores	X				X
Bryanne Busato	X				X
Megan Green	X	X			X
Amanda Good		X			
Megan Gunderson	X				X
Morgan Law	X				X
Em Ducharme	X				X

Facilities/Land Liquidation

- LCIS
 - Still in talks with Lake County Government
 - Positioning for market listing, if LC does not buy?
- Vacant Land near Federico Field
 - Potential issue with the legal description
- Vacant Land near James Street
 - Working on survey and title work
- Vacant land north of McWethy
 - Working significant replat of all the parcels in the area

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AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Joyce LaCome or Jim Mulcey
MEMO PREPARED BY: Jim Mulcey
INVITED GUESTS: None
TIME ALLOTTED ON AGENDA: 5 min
ATTACHMENTS: 0

RE: *Transportation*, Presentation

TOPIC SUMMARY

Background: This is an update of activities for the Transportation Department.

Topic for Presentation:

- Vehicle Fleet
 - All buses were inspected in July
 - Received a new 65 passenger bus
 - Hoping to get a new expedition (budget dependent)
- Staff
 - All drivers returned for the new school year
- Other Operations
 - Provided support to Leadville Race Series for 2 races
 - 5 buses

Transportation Update

9 September 2024

Transportation

- Vehicle Fleet
 - All buses were inspected in July
 - Received a new 65 passenger bus
 - Hoping to get a new expedition (budget dependent)
- Staff
 - All drivers returned for the new school year
- Other Operations
 - Provided support to Leadville Race Series for 2 races
 - 5 buses