



**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
Nov. 11, 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. Oct. 14, 2024 Regular Meeting Minutes
 - b. Employee Status
 - c. Board Member time sheets
 - d. Appointment of new Finance Committee members
7. 5:41 Spotlight
 - a. LCSD IT Department
8. 5:55 Discussion item
 - a. 5:55 Land Sales update
 - b. 6:15 Election recap
 - c. 6:30 Review of board retreat
 - i. BSR-5E, BSR-5E2, and SP4-C1
9. 7:00 Superintendent update
 - a. October count numbers
10. 7:15 Board Reports
11. 7:25 Agenda Planning
12. Adjourn
13. Upcoming meeting or event:
 - a. Dec. 9, 2024 Regular Meeting @ 5:30 pm @ District Office/Zoom
 - b. Dec. 16, 2024 Special Meeting @ 5:30 pm @ District Office/Zoom
 - c. Jan. 13, 2025 Regular Meeting @ 5:30 pm @ District Office/Zoom
 - d. Jan. 27, 2025 Work Session @ 5:30 pm @ District Office/Zoom
 - e. Jan. 31, 2025 LCSD & LCEA Negotiations @ 8:30 am @ District Office/Zoom

Estimated duration of meeting is 2.5 to 3 hours **Updated 11/10/2024

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

11 de noviembre 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 14 de octubre de 2024
 - b. Estado del Empleado
 - c. Hojas de tiempo de los miembros de la junta
 - d. Designación de nuevos miembros del Comité de Finanzas
7. 5:41 Destacado
 - a. Departamento de IT de LCSD
8. 5:55 Tema de discusión
 - a. 5:55 Actualización de las ventas de terrenos
 - b. 6:15 Resumen de las elecciones
 - c. 6:30 Revisión del retiro de la junta
 1. BSR-5E, BSR-5E2 y SP4-C1
9. 7:00 Actualización del superintendente
 - a. Números de recuento de octubre
10. 7:15 Informes de la junta
11. 7:25 Planificación de la agenda
12. Aplazar
13. Próxima reunión o evento:
 - a. Reunión ordinaria del 9 de diciembre de 2024 a las 5:30 p. m. en la oficina del distrito/Zoom
 - b. Reunión especial del 16 de diciembre de 2024 a las 5:30 p. m. en la oficina del distrito/Zoom
 - c. 13 de enero de 2025 Reunión ordinaria a las 5:30 p. m. en la oficina del distrito/Zoom
 - d. 27 de enero de 2025 Sesión de trabajo a las 5:30 p. m. en la oficina del distrito/Zoom
 - e. 31 de enero de 2025 Negociaciones de la LCSD y la LCEA a las 8:30 a. m. en la oficina del distrito/Zoom

La duración estimada de la reunión es de 2,5 a 3 horas ** Actualizado 11/10/2024

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.

A few welcoming notes:

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SCHOOL BOARD MINUTES

Regular Meeting

October 14, 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 Oct. 14, 2024, at 5:30 p.m. and was held at the District Office and via Zoom. Directors Baker, Charles, Cooper, Earley, Lozano and Superintendent Bartlett were present.

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

Preview of agenda- No changes needed.

Public Participation- Jeff Fiedler was in attendance representing the Board of County Commissioners and just wanted to update the board that nothing has changed on the county's side regarding land sales and they are continuing to move forward.

Action items- It was moved by Director Cooper to approve the consent agenda. Director Charles seconded the motion;

	Baker	Charles	Cooper	Earley	Lozano
Aye	X	X	X	X	X

Nay					
Absent					
Abstain					

motion carried 5-0-0-0.

Action item- It was moved by Director Cooper to approve Head Start-Program Goals, School Readiness Goals and the Head Start Baseline Application. Director Lozano seconded the motion; Tanya Lenhard was in attendance and able to answer questions from the board.

	Baker	Charles	Cooper	Earley	Lozano
Aye	X	X	X	X	X
Nay					
Absent					
Abstain					

motion carried 5-0-0-0.

Discussion Items- Superintendent Bartlett shared that the district is expecting a letter of interest regarding land sales but nothing was submitted in time for this meeting but that things are moving forward.

Superintendent Bartlett spoke on the UIP and that the district will submit one for the year instead of one for each school and shared data and the improvement plans for moving forward.

Jim Mulcey shared information on the Health Insurance and how it works and looking at the cost dilemmas. He shared information regarding the budget and shared a summary of where the district was sitting as of Sept. 30th.

Superintendent Update- Superintendent Bartlett reported on: DAC doing a pot luck for teachers at the schools during parent teacher conferences, an update on the Energy Project and not leaning in at this time, looking at a service/therapy dog policy, field trip update with International travel and looking at a baseline survey on a cell phone policy.

Board Reports- Director Baker did not have a LURA meeting. Director Cooper attended the DAC meeting and the first finance committee meeting. Director Lozano reported on policy council meeting. Director Charles reported that BOCES has not meet yet. Director Earley reported that she is meeting with the high school next week.

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 7:50 pm.

ATTEST:

Melissa Earley, Secretary

John Baker, President

Lake County School District R-1
Employee Status Report
November 11, 2024

prepared: 11/6/2024

Certified Staff

Recommended for Hire

<u>Name</u>	<u>Assignment</u>	<u>Degree</u>	<u>License- Endorsement</u>	<u>Experience</u>
Trujillo, Talmage	CCHS Counselor Corps	MA- School Admin/Leadership	TEE School Counselor (K-12)	25 yrs in Education

<u>Name</u>	<u>Current Assignment</u>	<u>Transfer Assignment</u>	<u>Location</u>	<u>Effective</u>

Resignations/Terminations

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John Baker, President

Melissa Earley, Secretary

Lake County School District R-1

prepared: 11/6/2024

Employee Status Report

November 11, 2024

Support Staff/Classified**Recommended for Hire**

Benney, Caroline	Substitute	District	11/5/2024
Carlier, Jill	2nd grade support paraprofessional	LCES	11/6/2024
Garcia, Haylie-Paige	Special Education paraprofessional	LCHS	10/29/2024
Hofer, Andy	MS Alpine Ski Assistant 2	MS	2024 late fall
Mallozzi, Carrie	MS Alpine Ski Assistant 1	MS	2024 late fall
Name	Current Assignment	Transfer Assignment	Effective

Resignations/Terminations

Kichty, Brittney	Preschool Assistant Teacher	LCES	11/7/2024
Pacheco, Neil	Bus Driver	Transportation	10/31/2024

John Baker, President_____
Melissa Earley, Secretary

Lake County School District R-1

prepared: 11/6/2024

Employee Status Report

November 11, 2024

<u>2024-2025 Openings</u>			
<u>Certified/Staff</u>			
<u>Classified/Support Staff</u>			
Bus Driver	Transportation	2024-2025	
Bus Technician (part time)	Transportation	2024-2025	
K-3 ELD Instructional Paraprofessional	LCES	2024-2025	
Part Time Music Accompanist	HS	2024-2025	
Part Time Trips Driver	Transportation	2024-2025	
Substitute Teachers, Custodians, Cooks	PreK-12	2024-2025	
<u>Coaches</u>			
Asst. MS Track & Field			
Officials (for volleyball, basketball, soccer, and football)			

Additional Pay Sheet

12/1/24 11/20/24 10/31/24 10/20/24

Name: Malissa Ertly

JOB RECAP OF TIME EARNED:

Employee's Signature _____ Date _____

Total Compensation Earned \$ 1,000,000

PAY PERIOD
October 1, 2024 TO October 31, 2024

Name: Grayson Cooper

[illegible]

Y. A. Izrael

1 November 2024

Employee's Signature

Date _____

Supervisor's Signature

Date _____

DATE	DESCRIPTION						HOURS	RATE	TOTAL
10/07/2024	Policy Council						2	\$75	\$75.00
10/14/2024	Board of Education Regular Meeting						2.5	\$75	\$75.00
10/24/2024	Board of Education Retreat						3	\$75	\$75.00
10/25/2024	Board of Education Retreat						4	\$75	\$75.00
10/28/2024	Board of Education Work Session						2	\$75	\$75.00
Total							13.5		\$375.00
	Employee Address								
								Miriam Lozano	11/06/24
								Employee's Signature	Date
								Supervisor's Signature	Date

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Jim Mulcey
MEMO PREPARED BY: Jim Mulcey
INVITED GUESTS: 0
TIME ALLOTTED ON AGENDA: 1 Minute
ATTACHMENTS: 0

RE: Appointment of new Finance Committee Members

TOPIC SUMMARY

Background: The Finance Committee has two additional members for appointment

Topic for Presentation:

1. Appoint the following members to the LCSD Finance Committee
 - a. Margaret Pulte
 - b. Stacy Petty

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Jim Mulcey
MEMO PREPARED BY: Jim Mulcey
INVITED GUESTS: 0
TIME ALLOTTED ON AGENDA: 10 Minutes
ATTACHMENTS: 0

RE: Information Technology Spotlight

TOPIC SUMMARY

Background: The IT team has been working on many initiatives.

Topic for Presentation:

1. Recent Accomplishments
 - a. Procured and deployed air fiber solution to connect LCHS & LCIS
 - b. Emergency response to multiple fiber optic breaks this fall
2. On-going Projects
 - a. Replacement of phone system
 - b. Procuring additional Chromebooks
3. Focus Areas (upcoming project, planned improvements, problem areas)
 - a. Collection and inventory of all student devices
 - b. Development of Chromebook Use and Liability Policy
 - c. Consolidation of technology platforms to ease spending on redundant programs and devices
 - d. Training for staff

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Jim Mulcey
MEMO PREPARED BY: Jim Mulcey
INVITED GUESTS: 0
TIME ALLOTTED ON AGENDA: 20 Minutes
ATTACHMENTS: 0

RE: Land Sales Update

TOPIC SUMMARY

Background: The school district is pursuing the sale of multiple parcels of land in order to generate non-recurring revenue.

Topic for Presentation:

1. Lake County Government
 - a. BOCC approved \$1.2M for buying LCSD land
 - b. Exact nature the offer is TBD
2. Potential offer for parcels near McWethy
 - a. We may receive a proposal for parcels on the north and south sides of McWethy
 - b. Exact nature of the offer is TBD
3. Potential parcel of land near the car wash on Highway 24
 - a. Assessor's office believes we may own this property
 - b. Researching to see if we can establish ownership

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Kate Bartlett
MEMO PREPARED BY: Kate Bartlett
INVITED GUESTS: 0
TIME ALLOTTED ON AGENDA: 30 Minutes
ATTACHMENTS: 0

RE: Board Retreat Follow Up & Policy Review

TOPIC SUMMARY

Background: The Board of Education had a retreat on October 24-25, 2024. The retreat was facilitated by Susan Meek and focused on our governance structure, Superintendent evaluation and our communication / working norms.

Topic for Presentation: There are four attachments to support this presentation.

- 1) Board Retreat Recap
- 2) Revised version of policy BSR-5E: to reflect updated Superintendent goals
- 3) New policy BSR-5E-2: to reflect Superintendent evaluation process for January 2025
- 4) Revised version of policy SP-4C-1: to reflect updated management oversight calendar for 2024-25

Lake County School District Board of Education Retreat Agenda October 24, 2024, 328 West 5th Street, Leadville, CO 80461 / Room 11

Attendees: John Baker, President; Grayson Cooper, Vice President; Miriam Lozano, Treasurer; Melissa Earley, Secretary; Kerry Charles, Director; Kate Bartlett, Superintendent; Bunny Taylor, Board Secretary

[Slides](#) | [Board Policies](#)

October 24, 2024

Team-Building Activities

- **Discussion:** Engaged in activities aimed at enhancing understanding of each member's communication style, strengths, and roles in governance.
- **Key Insights:** Activities helped identify areas for improved teamwork and communication, and members highlighted the need for more structured team-building sessions throughout the year.
- **Follow-up Actions:** Agreed to schedule periodic check-ins focusing on team dynamics and revisiting communication norms.

Superintendent Update

Discussion: The superintendent provided an overview of the district's current status, including academic performance trends, financial health, staffing needs, and key initiatives underway.

Key Insights:

- **Academic Performance:** Identified areas where student growth needs acceleration, especially in literacy and math. Emphasized the need for additional support for Tier I instruction and a stronger intervention system for Tier II and III students.
- **Financial Health:** Discussed the ongoing efforts to stabilize the district's budget, including potential funding initiatives and the importance of fiscal planning for upcoming capital and operational needs.
- **Staffing and Retention:** Highlighted challenges in recruiting and retaining qualified staff, with plans to improve HR practices and streamline hiring processes.
- **Infrastructure and Facilities:** Provided updates on capital improvement projects, ensuring alignment with long-term strategic goals for safe and adequate facilities.

Follow-up Actions:

- **Academic Goals:** The board requested that the superintendent and staff provide mid-year academic performance data for more immediate insights into intervention impacts.

- **Budgeting and Financial Planning:** The board agreed to prioritize budget discussions in upcoming meetings, particularly concerning funding strategies and long-term financial stability.
- **HR and Staffing:** The board requested periodic updates on staffing metrics, such as vacancy rates and staff satisfaction surveys, to monitor improvements in retention.
- **Capital Projects:** Agreed to integrate regular facilities updates into the oversight calendar, allowing the board to track progress on key projects and address any emerging issues.

Governance Principles and Norms

Discussion: The board reviewed and clarified foundational governance principles, focusing on the balance between governance and management, effective communication, and role boundaries. Key topics included the board's oversight role, the superintendent's autonomy in operational matters, and norms for interactions within the governance team.

Key Insights:

- **Governance vs. Management:** Reinforced that the board's role is to set strategic priorities and monitor high-level outcomes rather than involving itself in daily district operations.
- **Communication Protocols:** Emphasized the importance of unified communication channels, particularly between board members and the superintendent, to prevent miscommunication and ensure alignment on district matters.
- **Board Conduct and Professionalism:** Discussed maintaining professionalism during board meetings, adhering to agreed norms for respectful discourse, and ensuring all members have a voice in discussions.
- **Transparency and Accountability:** Confirmed that all information requests and board communications should be documented and shared with the full board to ensure transparency and equal access to information.

Follow-up Actions:

- **Documentation of Norms:** Agreed to compile the governance principles and norms into a formal document or handbook, which will be reviewed and updated annually.
- **Communication Standards:** Established a protocol where board members will copy the superintendent on all district-related communications to maintain transparency and consistent messaging.
- **Meeting Management:** Board President will lead in reinforcing time management and decorum during meetings, with the board committed to a standard of professional and respectful dialogue.
- **Periodic Review:** Will schedule regular check-ins throughout the year to assess adherence to governance norms and to address any emerging issues within the governance framework.

October 25, 2024

Recap of Prior Day and Governance Structure

Discussion: Day 2 of the retreat began with a recap of key insights from Day 1 and a brief introduction to the agenda for the day, which included a deeper focus on superintendent evaluation processes, governance norms, and strategic planning. This session set the tone for collaboration, with an emphasis on aligning efforts to improve district outcomes and ensuring accountability across board roles.

Key Insights:

- **Reflection on Day 1:** Board members shared reflections on the discussions from the previous day, emphasizing the importance of a unified approach to governance and the need for clarity in the board's oversight role.
- **Focus on Accountability:** Reaffirmed the board's commitment to accountability, both in terms of the superintendent's performance and the board's adherence to governance principles.
- **Team Alignment:** Emphasized the value of a collaborative team approach, encouraging open dialogue and shared responsibility in achieving district goals.
- **Strategic Priorities for Day 2:** The agenda highlighted the importance of establishing clear, measurable goals for the superintendent and focusing on oversight processes to ensure alignment with board policies.

Follow-up Actions:

- **Action Plan Review:** The board agreed to revisit and refine any action items from Day 1 before concluding the retreat, ensuring they have a clear, actionable plan moving forward.
- **Continued Reflection:** Board members committed to ongoing reflection on their roles and responsibilities, with a focus on reinforcing governance practices in their interactions and decision-making.
- **Evaluation Framework:** Established a priority for completing the superintendent evaluation framework and aligning it with the oversight calendar.
- **Strategic Priority Alignment:** The board confirmed their intention to align all future agenda items and discussions with the established strategic priorities, ensuring that each meeting contributes to district-wide goals.

Strategic Planning and Priorities

- **Discussion:** Reviewed the district's strategic priorities for 2024-25, aligning them with board goals and superintendent objectives.
- **Key Insights:** The strategic priorities centered on student outcomes, such as grade-level proficiency, engaging learning environments, inclusivity, and infrastructure planning.

- **Follow-up Actions:** Superintendent will codify the agreements in the document: Update to BSR-5E, Monitoring Superintendent Performance.

Oversight Calendar

- **Discussion:** The board examined the oversight calendar's alignment with governance policies and emphasized the importance of systematic monitoring aligned to district goals.
- **Key Insights:** Ensured that the calendar emphasizes high-level oversight while avoiding operational details, keeping the board focused on governance.
- **Follow-up Actions:** Further refinement of the calendar to directly correlate with board policies, including the addition of timelines for monitoring critical areas like financial health, academic outcomes, and infrastructure projects. The Superintendent codified the changes in the proposed Board Policy Update to SP-4C-1.

Superintendent Evaluation Process

Discussion: This segment focused on refining the superintendent evaluation process to align with board goals, strategic priorities, and the Results-Based Governance model. The board discussed integrating measurable outcomes into the evaluation and ensuring a balance between accountability and support for the superintendent's development.

Key Insights:

- **2024-25 Interim Evaluation Tool:** Given the absence of historical data and conclusive results, the 2024-25 evaluation will utilize an **interim evaluation tool**. This formative approach will help set expectations, provide constructive feedback, and establish baseline data. The primary goal for this year's evaluation is to ensure the superintendent is on track with board priorities while receiving support in their role.
- **2025-26 Evaluation Framework:** Future evaluations will be based on a comprehensive system of **monitoring reports** being developed over the coming year. These reports will provide ongoing data on strategic goals, allowing for a more rigorous and evidence-based evaluation process in 2025-26.
- **Formative Feedback Approach:** Recognized the value of formative feedback to provide constructive guidance, especially in areas where the superintendent is implementing new initiatives or addressing district challenges.
- **Alignment with Strategic Priorities:** The evaluation process will be linked to the board's strategic priorities, focusing on student achievement, financial stability, and operational effectiveness, among other core areas.

Follow-up Actions:

- **Evaluation Document Update:** The superintendent evaluation document will be updated to incorporate both the interim evaluation tool for 2024-25 and the

comprehensive framework planned for 2025-26, including detailed criteria, evidence sources, and timelines for each goal.

- **Regular Monitoring:** The board confirmed their commitment to using the oversight calendar to regularly monitor progress on superintendent goals, ensuring ongoing alignment with the district's mission and strategic objectives.

Closing Summary and Next Steps

- **Discussion:** The final segment of the retreat provided an opportunity to reflect on the progress made over the two days and ensure alignment on next steps. Board members reviewed action items from each segment, confirming their commitment to maintaining focus on strategic goals, governance principles, and superintendent support. The session concluded with shared reflections on the retreat's outcomes and the collaborative approach taken to address district priorities.
- **Key Insights:**
 - **Commitment to Strategic Alignment:** Board members reinforced their commitment to aligning all future actions with the district's strategic priorities, ensuring that governance remains focused on high-level outcomes.
 - **Unified Communication and Norms:** There was consensus on the importance of maintaining unified communication protocols, adhering to the governance norms discussed, and ensuring transparency in all board activities.
 - **Superintendent Support and Accountability:** The board acknowledged the need to provide both support and accountability in the superintendent's role, with a balanced approach in the evaluation process that fosters development.
 - **Reflective and Continuous Improvement:** The board emphasized ongoing reflection on governance practices and committed to regular reviews of both board and superintendent performance.

Update to BSR-5E, Monitoring Superintendent Performance

LAKE COUNTY SCHOOL DISTRICT STRATEGIC PLAN GOALS

(this section to be updated annually to reflect Board Strategic Priorities and Superintendent goals)

Board Strategic Priority 1. Ensuring all students stay on or above grade level each year and graduate prepared to successfully implement a plan for college or career. Every day, we are college and career-ready.

Superintendent Goal: Build systems to improve student academic growth and achievement.

Potential Year 1 Action Steps:

- Ensure that all schools are using data and planning cycles to adapt Tier I instruction to meet a diverse range of student needs.
- Ensure that all schools are using data, planning cycles and daily schedules to identify and serve students who need Tier II and Tier III intervention.

Multi-Year Outcomes:

- Improvements in percentage of students demonstrating sufficient growth on local assessments in ELA and math.
- Median Growth Percentile improvement on state assessments in ELA and math.
- Improvements in percentage of students on or above grade level in reading and math, measured through local and state assessments.
- Maintain or improve graduation rates and post-graduation plans (e.g., matriculation).

Examples of Evidence:

- School-wide local and state assessment data on student progress, broken down by subgroups.
- Reports on the implementation of data and planning cycles across all schools.
- Progress toward improving student outcomes in targeted groups (e.g., multilingual learners, students qualifying for free or reduced lunch).
- Graduation rates and matriculation data.

Board Strategic Priority 2. Providing all students with engaging learning opportunities. Rigor and engagement are everywhere.

Superintendent Goal: Create a culture of performance that improves student engagement and sets consistent, high expectations.

Potential Year 1 Action Steps:

- Complete strategic direction work at Lake County High School to further develop a clear plan for college and career course progressions and pathways.
- Pursue funding for attendance systems work at Lake County High School.
- Use school-level improvement plans (PM Tools) to identify highest leverage action steps to increase engagement and set high expectations for students (i.e. engagement strategies, common classroom expectations).
- Engage families at all levels to be involved in their children's learning and academic success through frequent outreach and communication.

Multi-Year Outcomes:

- Improvement in percentages of students reporting sense of belonging, engagement at school according to student engagement surveys.
- Improvement in percentages of parents reporting involvement in their student's learning and academic success.
- Improvement in attendance data (reduction in chronic absenteeism)
- Increase in number of students completing industry credentials.
- Increase in number of students matriculating to a post-secondary option.

Examples of Evidence:

- Survey results from students on their engagement levels and perception of learning opportunities.
- Survey results from parents on being engaged in their student's learning and academic success.
- Classroom observations on common classroom expectations
- Classroom observations or school improvement plans demonstrating the implementation of engagement strategies.
- Attendance data.
- Concurrent enrollment and career pathways enrollment and completion data.
- Matriculation data.
- Parent outreach and communication data.

Board Strategic Priority 3. Creating a space that is safe, inclusive, and welcoming for all.
Diversity and culture make us better.

Superintendent Goal: Create an organizational culture that evaluates and seeks to improve employee morale and retention, student sense of belonging and parent satisfaction.

Potential Year 1 Action Steps:

- Identify the top priorities of staff for improving culture, morale and trust as measured by a baseline (fall) and end of year staff survey.
- Work closely with LCEA and AFSCME to complete successful negotiations cycles.
- Implement changes to HR systems to improve retention and allow for earlier hiring cycles.
- Hold quarterly Town Hall meetings for staff to engage with leadership and ask questions.
- Identify the top priorities for improving student experience, safety and sense of belonging by funding and implementing student engagement surveys to establish baseline data by the end of the year.
- Identify the top priorities for improving parent success and satisfaction by funding and implementing a parent survey to establish baseline data by the end of the year.

Multi-Year Outcomes:

- Improvement in staff survey results regarding culture, morale and trust.
- Increased retention / reduced turnover rates.
- Completion of hiring earlier in the year.
- Fewer mid-year vacancies.
- Improvement in student engagement survey results.
- Improvement in family survey results.

Examples of Evidence:

- Baseline and end-of-year results from staff culture surveys measuring improvements in morale, trust, and work environment.
- Turnover data
- Hiring data
- Baseline and end-of-year results from student engagement surveys.
- Baseline and end-of-year results from family surveys.

Board Strategic Priority 4. Planning and executing the capital and human capital investments that will make our district better. We plan for the future.

Superintendent Goal: Return the district to financial health and stability.

Potential Year 1 Action Steps:

- Pursue a mill levy override to generate additional operating revenue.
- Sell assets to generate funding to support cash flow and consolidation.
- Present a balanced budget for FY26.
- Develop a five-year financial plan for the school district.

- Develop a five-year facilities plan for the district.
- Develop a plan to consolidate LCIS and LCES no later than 2026.
- Convene the Finance and Facilities Committees.

Multi-Year Outcomes:

- Provide all staff with salary increases.
- Improve the performance of the health insurance fund / program.
- Reduce discrepancies in budget to actuals (+/- 1% for revenue, +/- 3% for expenditures)
- Implement robust forecasting, budgeting and tracking systems.
- Implement staffing plans to ensure qualified and adequate staff are in place to meet student needs.
- Implement facilities, capital planning and preventative maintenance plans and schedules.

Examples of Evidence:

- Passage of a mill levy override.
- Monthly, quarterly and annual budget documents.
- Financial audits.
- Board approval of a balanced budget for FY26.
- Five-year financial and facilities plans presented and adopted by the board.
- Reports on recruitment and retention strategies.
- Reports from stakeholder committees.

BSR-5E2 - Interim Superintendent Evaluation Tool for 2024-25 School Year

In the absence of historical data and conclusive results, the board will focus on initial progress toward goals and adherence to policies. This evaluation serves as a formative step to set expectations, provide feedback, and establish baseline data for future evaluations. This ensures that the superintendent is on track to meet the board's priorities while being supported in their role.

1. Focus on Progress Toward Goals

- **Approach:** Instead of evaluating based solely on **final outcomes**, focus on the **progress made toward achieving the strategic priorities and Superintendent goals** set in BSR-5E. The board can assess the superintendent's leadership, planning, and implementation efforts during the early stages of initiatives.
- **Key Considerations:**
 - Did the superintendent effectively deliver on her 100 Day Plan (entry plan)?
 - Is the superintendent effectively communicating with the board and keeping them informed through regular reports and updates?
 - Has the superintendent developed clear plans for initiatives, with timelines, resource allocation, and staffing?
 - Has the superintendent established mechanisms to measure progress, even if those measurements are still in the early stages?
 - Are there indicators of progress, even if full results are not yet available (e.g., mid-year data, pilot program outcomes)?

2. Evaluate Adherence to Policies

- **Approach:** Assess the superintendent's **adherence to the Staff/Superintendent Guidelines (SSG policies)** related to ethical, legal, and operational management.
- **Key Considerations:**
 - Even without complete data, has the superintendent complied with policies related to financial management, staff treatment, and safety?
 - Has the superintendent demonstrated a commitment to operating within the boundaries set by the board's policies (e.g., financial audits, legal compliance, safety protocols)?
 - Has the superintendent made progress in developing a monitoring process for the Staff-Superintendent Guidelines Policies (SSGs)?

3. Establish a Forward-Looking Evaluation

- **Approach:** Use this evaluation cycle to **set clear expectations** and **establish baseline data** for future evaluations. This can help the board and superintendent align on key priorities for the next year.
- **Key Considerations:**

- Based on the superintendent's progress so far, what are the next steps for achieving the district's strategic priorities?
- How will the superintendent and the board track progress moving forward?
- What are the Board's expectations regarding 360 feedback for the Superintendent?

4. Provide Formative Feedback

- **Approach:** Frame this year's evaluation as a **formative process** where the board provides constructive feedback to help the superintendent succeed.
- **Key Considerations:**
 - Are there areas where the superintendent could benefit from additional support or resources?
 - What feedback can the board provide to ensure the superintendent is on track to achieve the district's goals?

Policy Type: Strategic Policies

Month	Policy Review / Monitoring	Statutory Approval Items	Spotlight (10 min update: Celebrations & Key focus areas)	Reports	Activities
	Review = review policies for language changes, general awareness Revise = annual updates required Pre-monitor = explore ways to monitor this policy next year, review examples				
August 2024				District Preparedness Overview (Supt) <i>Facilities, Transportation, Hiring, Safety</i>	
August Special Meeting		Ballot Language	Facilities (CFO) Transportation (Transportation Director)		
September 2024					
September Special Meeting		Accreditation of Schools	Safety and Security (Safety Director)	District Performance (Supt) <i>State Assessments, School and District Performance Frameworks, Data Wall: BOY</i>	
October 2024				District Improvement Planning (Supt) <i>UIPs</i>	
September Work session	Review SP-1 through SP-5 (Supt & BOE) – Strategic Policies		College and Career Readiness (School Teams)		

Policy Type: Strategic Policies

Month	Policy Review / Monitoring	Statutory Approval Items	Spotlight (10 min update: Celebrations & Key focus areas)	Reports	Activities
	Review = review policies for language changes, general awareness Revise = annual updates required Pre-monitor = explore ways to monitor this policy next year, review examples				
November 2024	Review BSR-5E (Supt & BOE) – Monitoring Superintendent Performance, Strategic Plan Review BSR-5E2 Interim Superintendent Evaluation Format for 2025 (BOE) Review SP-4C-1 (Supt) – Management Oversight Calendar		Technology (IT Director)	Strategic Plan Review (Supt) <i>Present proposed annual goals</i> Draft Audit (CFO) Enrollment (Supt)	BOE Walk Schools
November Work session					
December 2024	Pre-monitor SSG-1 (Supt) – Global Staff / Superintendent Guideline	Audit Certify Mill Levy / CDE Form	Athletics & Extracurricular Activities (Athletic Director)		
December Work session					
January 2025	Pre-monitor SSG-2 (Supt) – Treatment of Students, Parents and Community	Agenda Posting	Finance Committee	Superintendent Evaluation (BOE & Supt)	

Policy Type: Strategic Policies

Month	Policy Review / Monitoring	Statutory Approval Items	Spotlight (10 min update: Celebrations & Key focus areas)	Reports	Activities
	Review = review policies for language changes, general awareness Revise = annual updates required Pre-monitor = explore ways to monitor this policy next year, review examples				
				Revised Budget (CFO)	
January Work session	Review GP-1 (BOE) – Governance Commitment Review GP-2 (BOE) – Governing Style		Food Service (Food Service Director)		
February 2025	Pre-monitor SSG-3 (Supt) – Staff Treatment Pre-monitor SSG-4 (Supt) – Staff Compensation		Staffing, Recruitment, Retention (HR Director) District Accountability Committee	Enrollment: Choice in/out (Supt)	BOE Walk Schools
February Work session	Review GP-3 (BOE) – Board Job Description Review GP-4 (BOE) – Monitoring Board Governance Process			Capital Plan Overview; Master Plan (CFO) Non-Renewal Overview (Supt, CASB) District Performance (Supt) <i>District Data Wall: MOY</i>	

Policy Type: Strategic Policies

Month	Policy Review / Monitoring	Statutory Approval Items	Spotlight (10 min update: Celebrations & Key focus areas)	Reports	Activities
	Review = review policies for language changes, general awareness Revise = annual updates required Pre-monitor = explore ways to monitor this policy next year, review examples				
March 2025	Pre-monitor SSG-5 (Supt) – Emergency Superintendent Succession Pre-monitor SSG-6 (Supt) – Budgeting	District Calendar	LCIS Update (Principal) LCES Update (Principal)		
March Work session	Review GP-5 (BOE) – President’s Role Review GP-6 (BOE) – Board Committee Principals Review GP-7 (BOE) – Agenda Planning				
April 2025	Pre-monitor SSG-7 (Supt) – Financial Administration Pre-monitor SSG-8 (Supt) – Asset Protection		LCIS Update (Principal) LCES Update (Principal)		

Policy Type: Strategic Policies

Month	Policy Review / Monitoring	Statutory Approval Items	Spotlight (10 min update: Celebrations & Key focus areas)	Reports	Activities
	Review = review policies for language changes, general awareness Revise = annual updates required Pre-monitor = explore ways to monitor this policy next year, review examples				
April Work session	Review GP-8 (BOE) – Board Member’s Code of Conduct Review GP-9 (BOE) – Board Member Covenants Review GP-10 (BOE) – Board Members Conflict of Interest Review GP-11 (BOE) – School Board Member Financial Disclosure		School Culture Overview; Diversity and Inclusion (Supt) Staff Culture Overview (Supt)		
May 2025	Pre-monitor SSG-9 (Supt) – Communication and Counsel to the Board			Revisit Communication Norms (BOE & Supt) Graduation Expectations (Supt and Board President) District Performance (Supt) <i>District Data Wall: EOY</i>	Post draft Budget information
May Work session	Review GP-12 (BOE) – Process for Addressing Board Member Violations			Draft Budget (CFO) Hiring & Retention Update (HR)	

Policy Type: Strategic Policies

Month	Policy Review / Monitoring	Statutory Approval Items	Spotlight (10 min update: Celebrations & Key focus areas)	Reports	Activities
	Review = review policies for language changes, general awareness Revise = annual updates required Pre-monitor = explore ways to monitor this policy next year, review examples				
	Review GP-13 (BOE) – Development of New Board Policy Review GP-14 (BOE) – Public Participation at School Board Meetings				
June 2025	Review BSR-1 through BSR 5 (BOE & Supt)	Budget Interest-Free Loan Program Application	Celebrations (Supt)	Master Plan Update (CFO)	Graduation
June Work session	Board Retreat Board Evaluation Goal setting				
July 2025					
July Work session					

Policy Type: Strategic Policies

[Revised November 2024]

LAKE COUNTY SCHOOL DISTRICT R-1, LEADVILLE, COLORADO

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Kate Bartlett
MEMO PREPARED BY: Kate Bartlett
INVITED GUESTS: 0
TIME ALLOTTED ON AGENDA: 10 Minutes
ATTACHMENTS: 0

RE: Enrollment Update

TOPIC SUMMARY

Background: By November 1, our student count numbers (October Count) are solidified and we are able to know the number that will drive our funding for the year.

Topic for Presentation: For the current fiscal year, CDE forecast that our FTE (full-time equivalent) pupil count would be 843. The actual count came in at 862.5. This will not result in significant additional funding for us due to averaging. CDE's forecast of our averaged count was 894.7; with the higher pupil count in the current year it is 898.6. You can see our recent enrollment history, plus a preliminary forecast for next year, in the chart below:

Year	FTE Count	Change	5-Year Average	Change
2020	932.0			
2021	925.5	-6.5		
2022	900	-25.5		
2023	873	-27		
2024	862.5	-10.5	898.6	
2025 Forecast	827	-35.5	877.6*	-21.0

*Note that the Governor's Budget, presented on November 1, recommends the elimination of five-year averaging, meaning that we would be funded on our current year count only.

There are two October Count reports attached for additional context:

- 1) District Summary of Pupil Counts and
- 2) District Summary of Resident and Non-Resident Pupil Counts



Colorado Department of Education

District Summary of Pupil Counts Comparison

		Current Year Total	Prior Year Total	Difference
District Students	Count Full Time	862	874	-12
	Count Half Time	1	0	1
	Count Not Eligible	86	103	-17
	FTE Full Time	862	874	-12
	FTE Part Time	0.5	0	0.5
	Total FTE	862.5	874	-11.5
	Total Count	949	977	-28
Non-District Students	Count Full Time	0	0	0
	Count Half Time	0	0	0
	Count Not Eligible	0	0	0
	FTE Full Time	0	0	0
	FTE Part Time	0	0	0
	Total FTE	0	0	0
	Total Count	0	0	0
Totals	Total FTE	862.5	874	-11.5
	Total Count	949	977	-28
	Free Lunch	412	410	2
	Free Lunch %	43	42	1
	Reduced Lunch	110	74	36
	Reduced Lunch %	12	8	4
	Free and Reduced Lunch Count	522	484	38
	Free and Reduced Lunch %	55	50	5



Colorado Department of Education
District Summary of Resident and Non-Resident Pupil Counts

Page: 1

District: 1510 - Lake County R-1
2024-25

Note: Includes headcount of pupils attending educational programs administered by the reporting district. Excludes pupils attending non-district programs.

Resident Pupils Attending this District	938
Non-Resident Pupils Attending from Another District	
Buena Vista R-31	7
Eagle County RE 50	4

No Data Available for Non-Resident Pupils Attending from Another State/Country.

Total	949
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