



**District
Mission:**

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

**Board
Priorities:**

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

Every day, we are college or career ready.

Provide all students with engaging learning opportunities.

Rigor and engagement are everywhere.

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

Diversity and culture make us better.

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

We plan for the future.

Lake County School District Board of Education

Feb. 24, 2025 5:30 pm Work Session

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 Discussion Items
 - a. 5:40 LCSD 2025-26 Draft Student Calendar
 - b. 5:50 Capital Plan/Master Plan Update
 - c. 6:20 District Performance-Data Wall Update
 - d. 6:40 Non-Renewal Overview
7. 6:50 Policy Review-Board Policies GP-3 and GP-4
8. Agenda Planning
9. Informational Items
 - a. Preschool Reports
10. Upcoming meeting or event:
 - a. Feb. 28, 2025 LCSD & LCEA Negotiations @ 8:30 am @ District Office/Zoom
 - b. March 17, 2025 Regular Meeting @ 5:30 pm @ District Office/Zoom
 - c. March 28, 2025 LCSD & LCEA Negotiations @ 8:30 am @ District Office/Zoom
 - d. March 31, 2025 Work Session @ 5:30 pm @ District Office/Zoom
 - e. April 1, 2025 Members of the board may attend a walk through at LCHS & CCHS @ 9:00 am @ LCHS & CCHS
 - f. April 4, 2025 LCSD & AFSCME Negotiations @ 9:00 am @ District Office/Zoom
 - g. April 14, 2025 Regular Meeting @ 5:30 pm @ District Office/Zoom
 - h. April 18, 2025 LCSD & LCEA Negotiations @ 8:30 am @ District Office/Zoom
 - i. April 28, 2025 Work Session @ 5:30 pm @ District Office/Zoom
 - j. May 12, 2025 Regular Meeting @ 5:30 pm @ District Office/Zoom
 - k. May 16, 2025 LCSD & LCEA Negotiations @ 8:30 am @ District Office/Zoom
 - l. May 23, 2025 LCSD & AFSCME Negotiations @ 9:00 am @ District Office/Zoom

Estimated duration of meeting is 2.5 to 3 hours **Updated 2/18/2025

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

24 de febrero de 2025 5:30 pm Sesión de trabajo

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 Temas de discusión
 - a. 5:40 Borrador del calendario estudiantil 2025-26 del LCSD
 - b. 5:50 Actualización del plan de capital/plan maestro
 - c. 6:20 Actualización del muro de datos de desempeño del distrito
 - d. 6:40 Descripción general de la no renovación
7. 6:00 Revisión de políticas: políticas de la junta GP-3 y GP-4
8. Planificación de la agenda
9. Informes de preescolar
10. Next Reunion o evento:
 - a. 28 de febrero de 2025 Negociaciones de LCSD y LCEA a las 8:30 a. m. en la Oficina del Distrito/Zoom
 - b. 17 de marzo de 2025 Reunión ordinaria a las 5:30 p. m. en la Oficina del Distrito/Zoom
 - c. 28 de marzo de 2025 Negociaciones de LCSD y LCEA a las 8:30 a. m. en la Oficina del Distrito/Zoom
 - d. 31 de marzo de 2025 Sesión de trabajo a las 5:30 p. m. en la Oficina del Distrito/Zoom
 - e. 1 de abril de 2025 Los miembros de la junta pueden asistir a un recorrido por LCHS y CCHS a las 9:00 a. m. en LCHS y CCHS
 - f. 4 de abril de 2025 Negociaciones de LCSD y AFSCME a las 9:00 a. m. en la Oficina del Distrito/Zoom
 - g. 14 de abril de 2025 Reunión ordinaria a las 5:30 p. m. en la Oficina del Distrito/Zoom
 - h. 18 de abril de 2025 Negociaciones de la LCSD y la LCEA a las 8:30 a. m. en la oficina del distrito/Zoom
 - i. 28 de abril de 2025 Sesión de trabajo a las 5:30 p. m. en la oficina del distrito/Zoom
 - j. 12 de mayo de 2025 Reunión ordinaria a las 5:30 p. m. en la oficina del distrito/Zoom
 - k. 16 de mayo de 2025 Negociaciones de la LCSD y la LCEA a las 8:30 a. m. en la oficina del distrito/Zoom
 - l. 23 de mayo de 2025 Negociaciones de la LCSD y la AFSCME a las 9:00 a. m. en la oficina del distrito/Zoom

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La duración estimada de la reunión es de 2,5 a 3 horas ** Actualizado 2/18/2025

Algunas notas de bienvenida:

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

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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 min
DATE OF MEETING: 2/24/2025
ATTACHMENTS: 1

RE: *2025-26 Student Calendar*, Presentation

TOPIC SUMMARY

Background: As a reminder, the Board of Education has the statutory requirement to approve the district calendar. In October, the Board gave staff the direction to keep the general calendar structure the same for one more year (2025-26).

Topic for Presentation: Attached is the 2025-26 school calendar for students. The calendar mirrors the 2024-25 structure per Board direction. We will bring forward a complete calendar, including staff days, for approval after negotiations are completed. However, we want to publish the student calendar now so that families can begin planning.



Lake County School District 2025-26

Color Key

No School-Summer Vacation
First/Last Day of School
Teacher Day
Orientation
Graduation
Parent-Teacher Conferences
New Teachers Back
No School/Holiday

JULY 2025						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JANUARY 2026						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

1-2 Break
1 New Year's Day
16 student days

6 Orientation-All Schools
11 First day of school for all students

12 student days

AUGUST 2025						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

FEBRUARY 2026						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

16 student days

1 Break -Labor Day

17 student days

SEPTEMBER 2025						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

MARCH 2026						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

9-13 Break – Spring Break
25-26 Half Day AM(3hrs),
PT Conf Noon-8pm
14 student days

15-16 Half Day AM(3hrs),
PT Conf Noon-8pm

18 student days

OCTOBER 2025						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

APRIL 2026						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

18 student days

24-28 Break
27 Thanksgiving Day

12 student days

NOVEMBER 2025						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

MAY 2026						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

25 Break - Memorial Day
15 student days

22-31 Break
25 Christmas Day

12 student days

\$1 71 Student Days

DECEMBER 2025						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JUNE 2026						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

13 Graduation
18 End of quarter, last day of school
12 student days
\$2 91 Student Days

LCSD Facilities Update

2/24/2025

Agenda

- Updates
- Plan for Grades
- Plans for facilities
 - LCHS
 - LCES
 - LCIS
 - Pitts Elementary School

Updates

- Land Sales
 - Lake County Government allocating \$950K to purchase land
 - Lot near Federico field
 - Half of the strip near LCES
 - Easement on the other half of the strip for utilities
 - No other near-term sales have materialized
- Certificate of Participation
 - Exploring the use of this financial instrument
 - Essentially, a lease-to-own agreement
 - Use cost savings from consolidation as the funding stream to repay

Plan for Grades

- 6th Grade moves to LCHS
- 3rd - 5th Grades move to LCES
- No other moves initially
 - CCHS may move to LCIS at a later time

Plan for LCHS

- Additional grade of 60-70 students
- Facility Modifications
 - Convert second floor lounge into a classroom
 - Possibly convert faculty neighborhoods into classrooms
 - Move Grades 6-8 to second floor of current High School
- 6th Grade is integrated into the LCHS classroom model (rotating classes) versus elementary single classroom model

Plan for LCES

- Three additional grades of 180-200 students (total)
- Facility Modifications
 - Construction/Installation of modular classrooms
 - Wet modulares (plumbing) directly connected to LCES
 - Estimated \$3.5M for ~8 equivalent rooms (classrooms & offices)
 - Working to get better estimates
- Preliminary footprint changes
 - Kindergarten moves to Pre-school area
 - 1st Grade moves to current Kinder pod
 - 2-3rd Grade in current 1st & 2nd pods
 - 4th Grade spread across 1st/2nd/modulars
 - 5th Grade in Modulars
- Operational Impacts
 - Food service spaces are inadequate for the larger school size
 - Seeking options for addressing this with modifying footprint or operationally

Plan for LCIS

- Renovations prior to re-use (wide range of options, limited by funds)
 - None - \$0.00
 - Minimal (<\$1M)
 - Infrastructure (\$10M - \$15M)
 - Water, sewage, possibly asbestos mitigation
- Potential Occupants
 - District Offices
 - CCHS
 - All of Project Dream
 - Bright Start (Childcare)
 - Other community partners?

Plan for Pitts

- Once current occupants vacate, list the property for sale
- Appraisal in progress now

Next Steps

- Request that the Board consider endorsing the overall grade and building configurations presented here
- HCM in March will be presenting us with 3-4 options to increase square footage at LCES, including modulars and stick-built options
 - These will include rough pricing
 - They will present these options to the BOE on March 17th
- Ongoing costs of failing to consolidate
 - Estimate \$500K per year in unrealized savings
- Board direction needed on financing consolidation
 - Pursue Certificate of Participation options / pricing?
 - Annual payment could use up all realized savings
 - Wait for land sales to materialize?

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INVITED GUESTS: 0
TIME ALLOTTED ON AGENDA: 20 min
DATE OF MEETING: 2/24/2025
ATTACHMENTS: 1

RE: *2024-25 Mid-Year Data Review*, Presentation

TOPIC SUMMARY

Background: Our schools typically collect internal assessment data three times a year.

Topic for Presentation: Today's presentation provides an overview of the mid-year academic outcomes data our schools collected as well as the results of our mid-year staff culture survey through Panorama. These results are also reflected on the district data wall.

Mid-Year Data Review

DIBELS, NWEA, Panorama



Overview

- There are two internal assessments we give twice a year in grades K-10, with some differences between grade levels.
 - NWEA - interim ELA and math assessment, we use in 3-10
 - DIBELS - state-mandated literacy assessment for grades K-3 (READ Act), we use in 4-6 as well
- The assessments measure different things.
 - NWEA - is a “dipstick” on academic proficiency and growth that often predicts results on state assessments. Less actionable, more autopsy.
 - DIBELS - is a literacy assessment that is used to create small groups, drive instruction and intervention. More actionable, less autopsy.
- This January, we also administered a district-wide staff culture survey.
 - Panorama - is an education-focused survey platform focused on learning conditions and culture, with nationally normed data

Growth vs. Achievement

Achievement

- Lagging indicator
- Change is slower



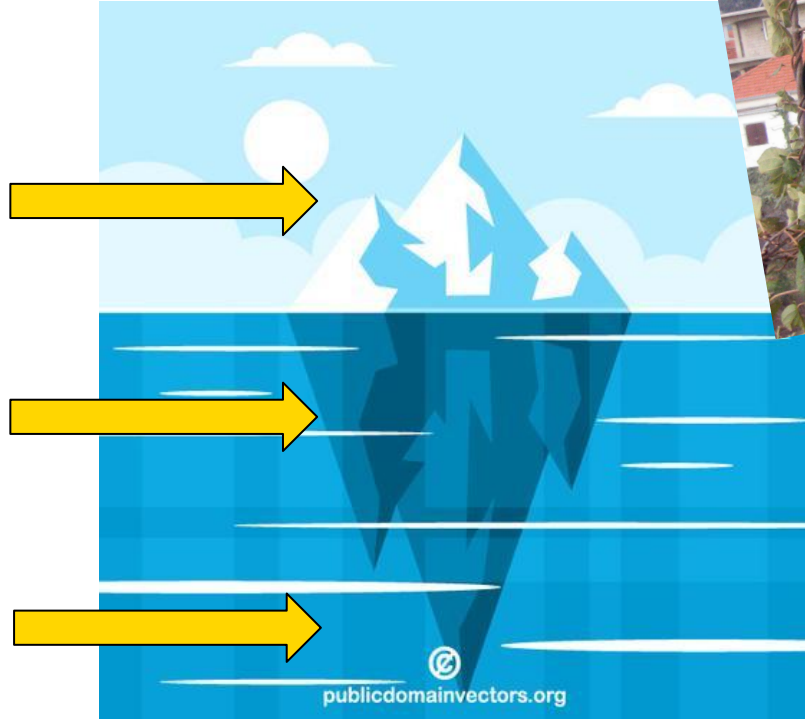
Growth

- First to change



Culture

- Culture eats strategy for breakfast



Middle of Year (MOY) DIBELS Results



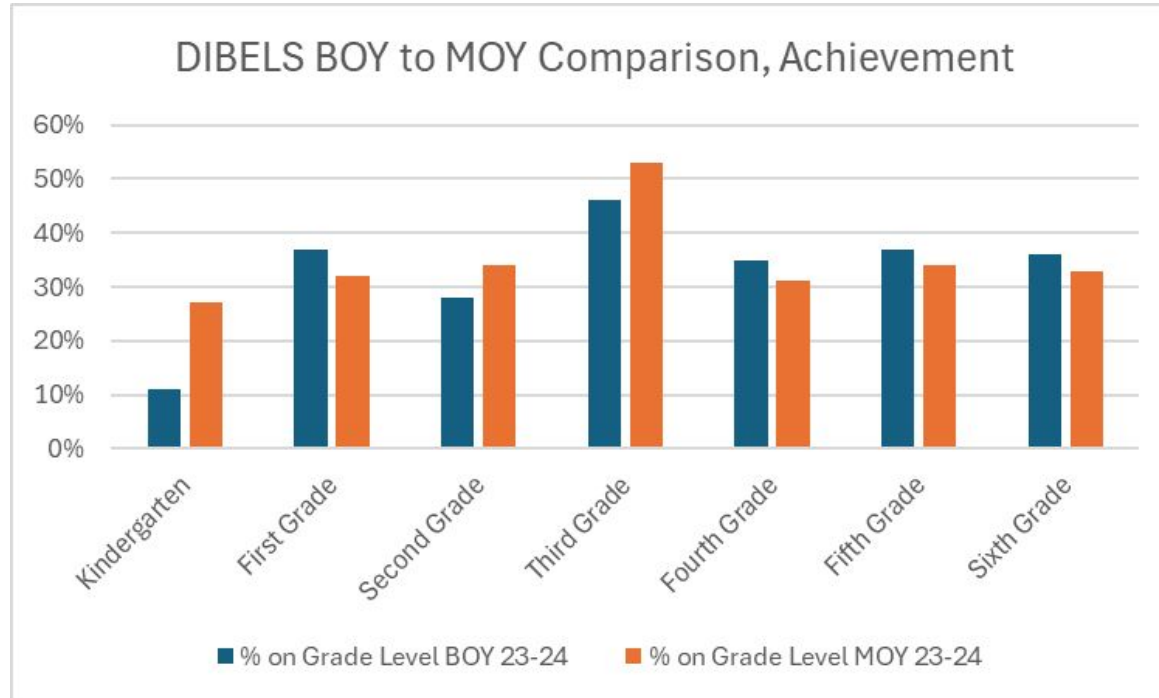
DIBELS: Achievement

District results: BOY 34% on Grade Level, MOY 39% on Grade Level

	% on Grade Level BOY 23-24	% on Grade Level BOY 24-25	% on Grade Level MOY 23-24	% on Grade Level MOY 24-25	% on Grade Level EOY 23-24	% on Grade Level EOY 24-25
Kindergarten	11%	8%	27%	30%	53%	
First Grade	37%	35%	32%	32%	51%	
Second Grade	28%	50%	34%	45%	43%	
Third Grade	46%	36%	53%	52%	54%	
Fourth Grade	35%	50%	31%	45%	24%	
Fifth Grade	37%	33%	34%	33%	42%	
Sixth Grade	36%	33%	33%	38%	45%	

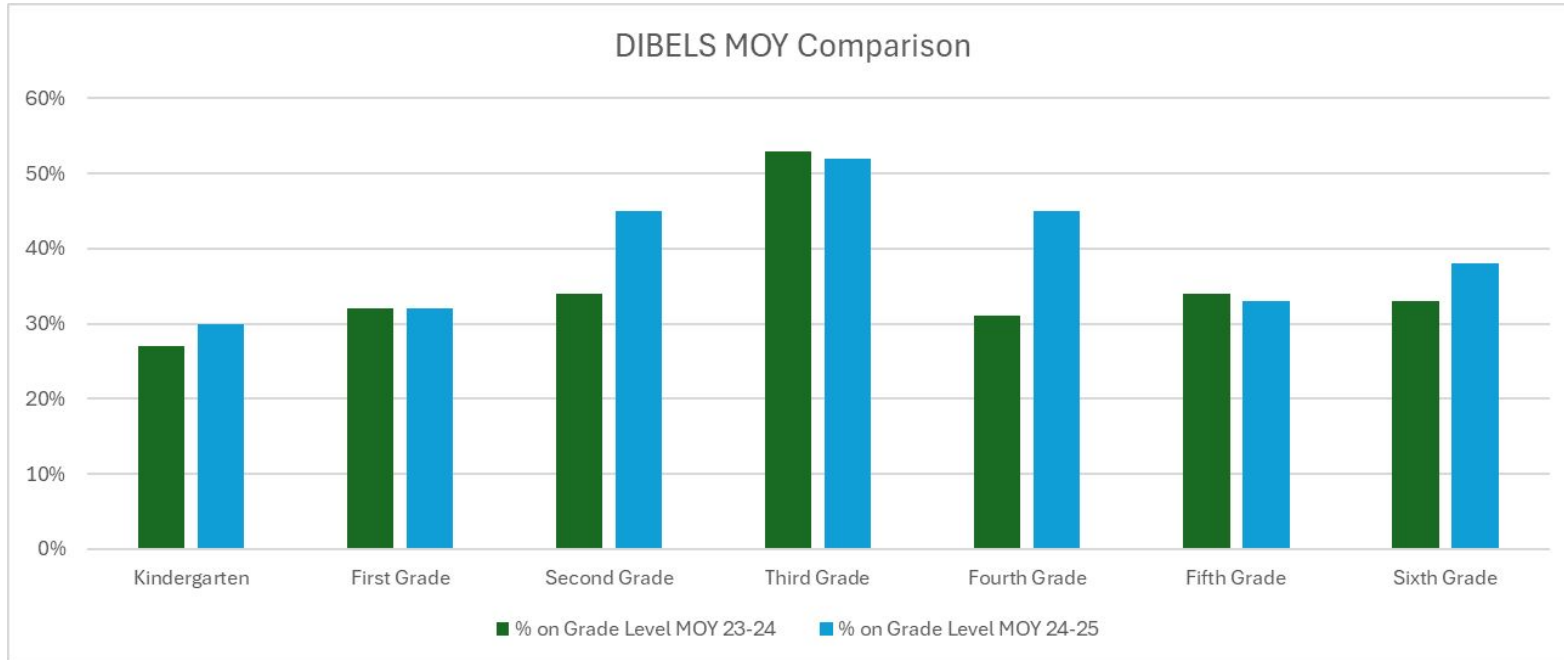
DIBELS: Achievement

Remember: the bar for “grade level” changes with each benchmark



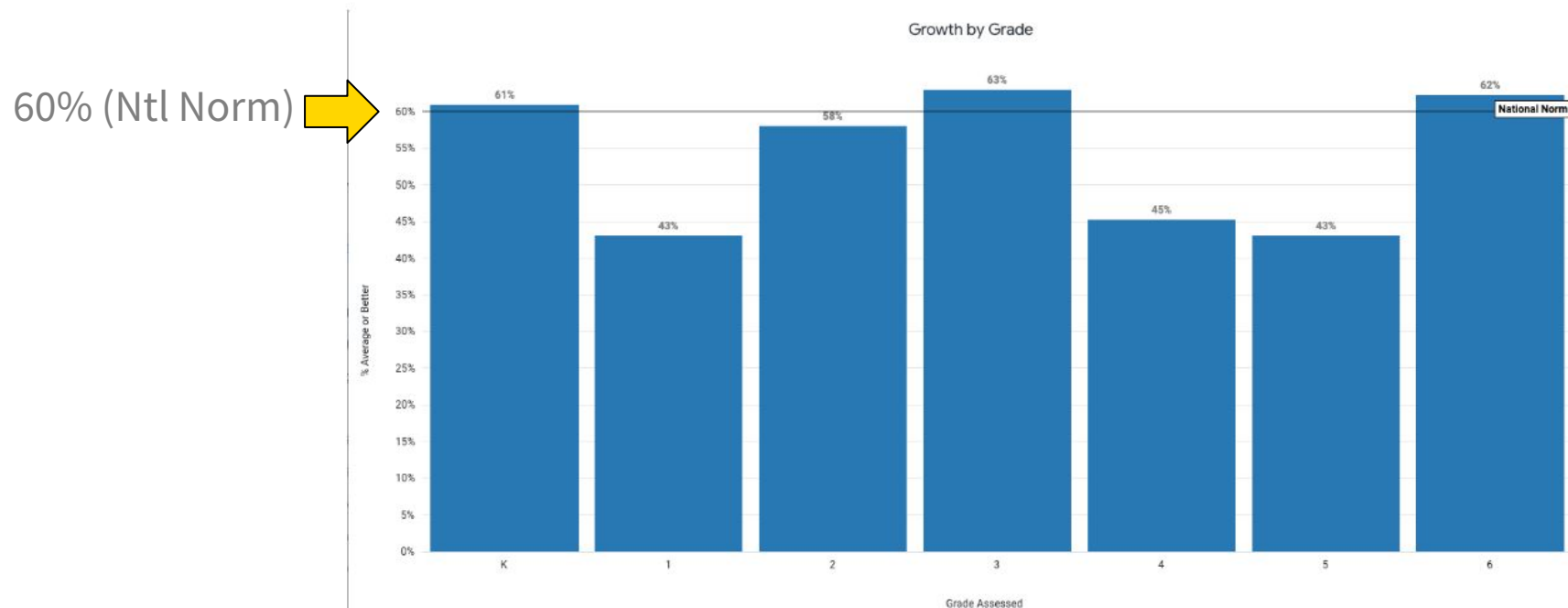
DIBELS: Achievement

Year over Year Comparison, MOY



DIBELS: Growth 2023-24

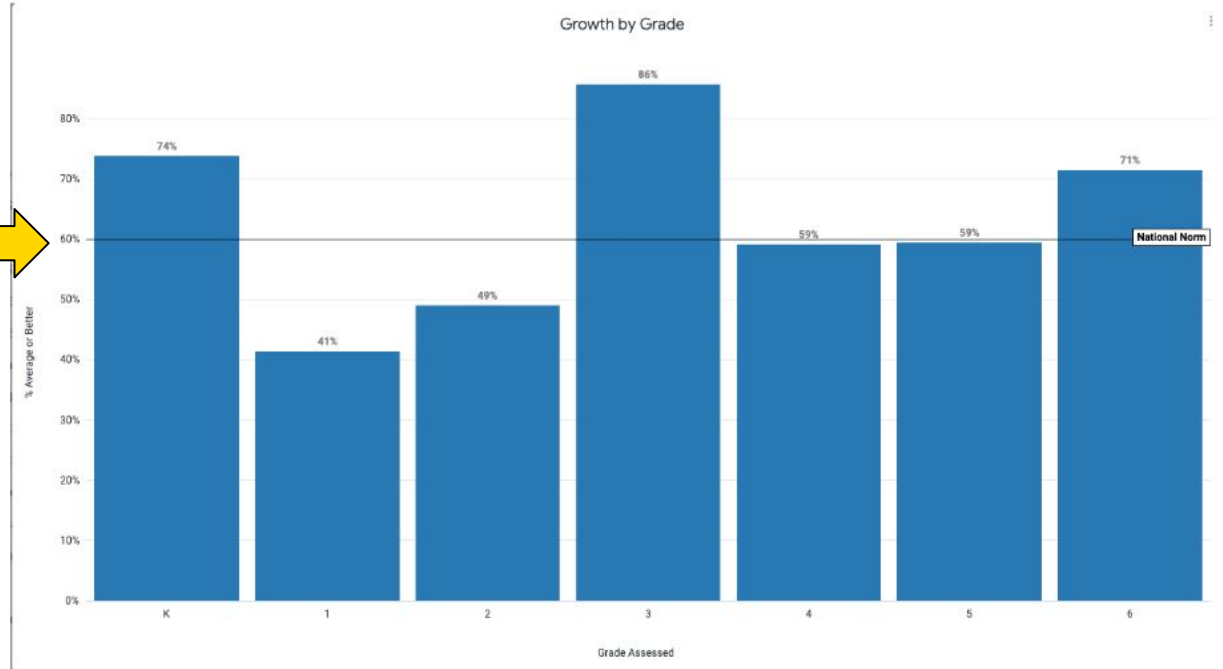
Zones of Growth BOY-MOY (23/24)



DIBELS: Growth 2024-25

Zones of Growth BOY-MOY

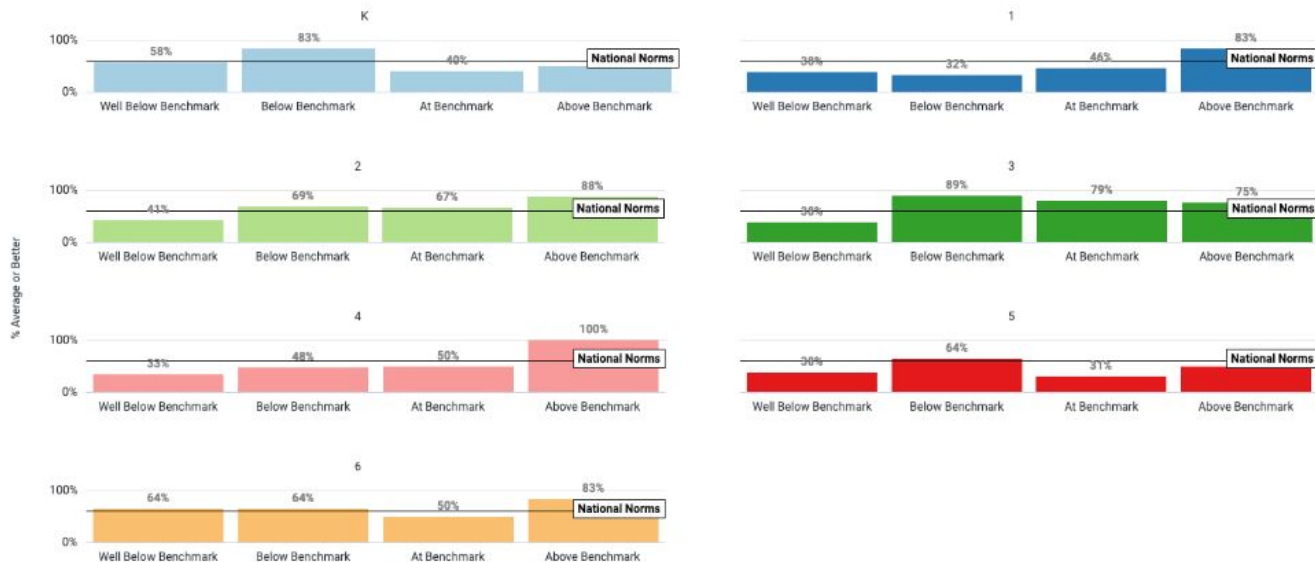
60% (Ntl Norm)



DIBELS: Growth 2023-24

Zones of Growth BOY-MOY (23/24)

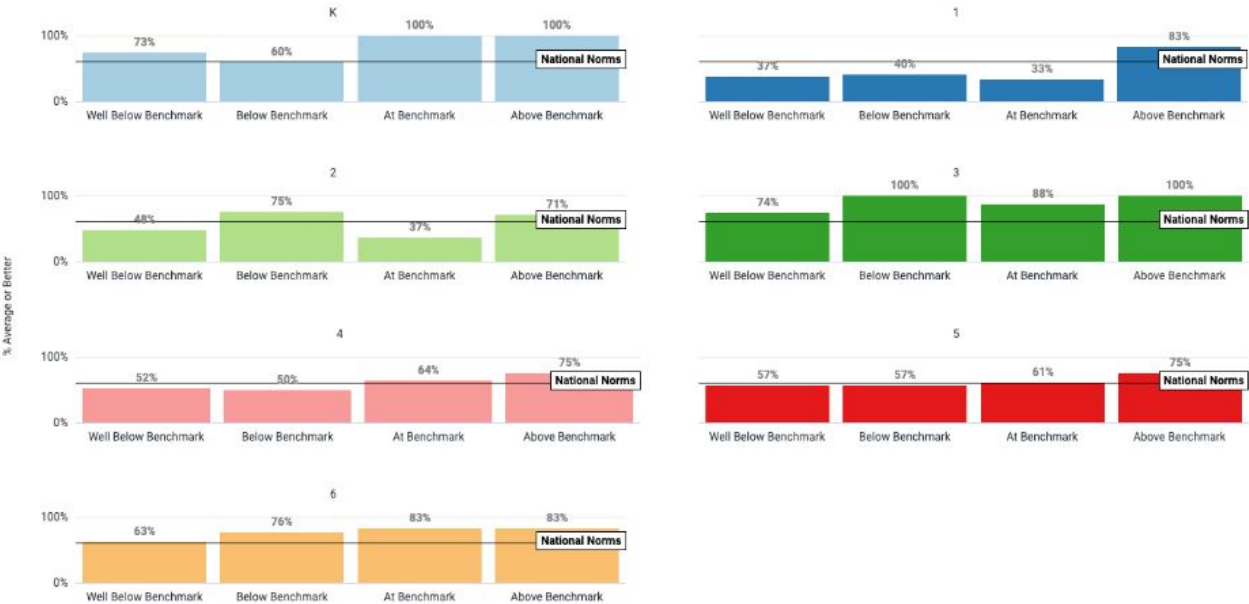
Growth by Grade and Starting Performance Level



DIBELS: Growth 2024-25

Zones of Growth BOY-MOY

Growth by Grade and Starting Performance Level

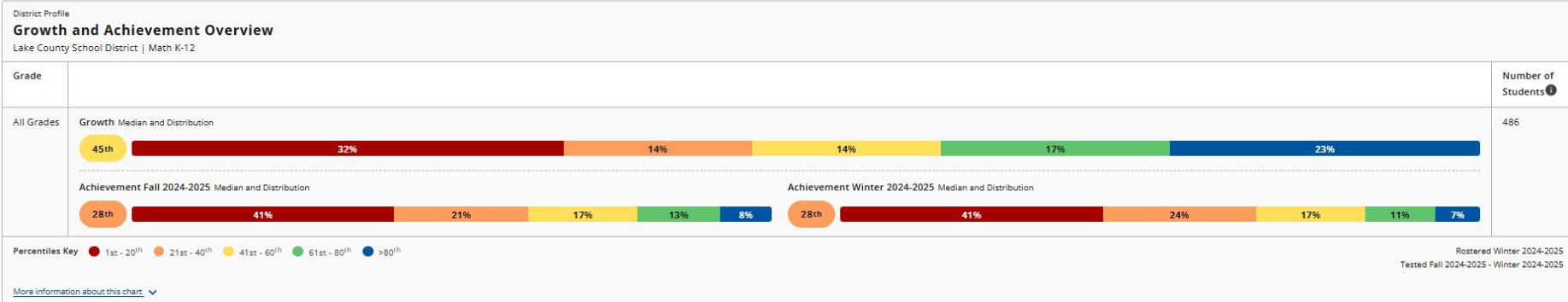


Winter NWEA Results



NWEA: Math Growth & Achievement

Lake County School District

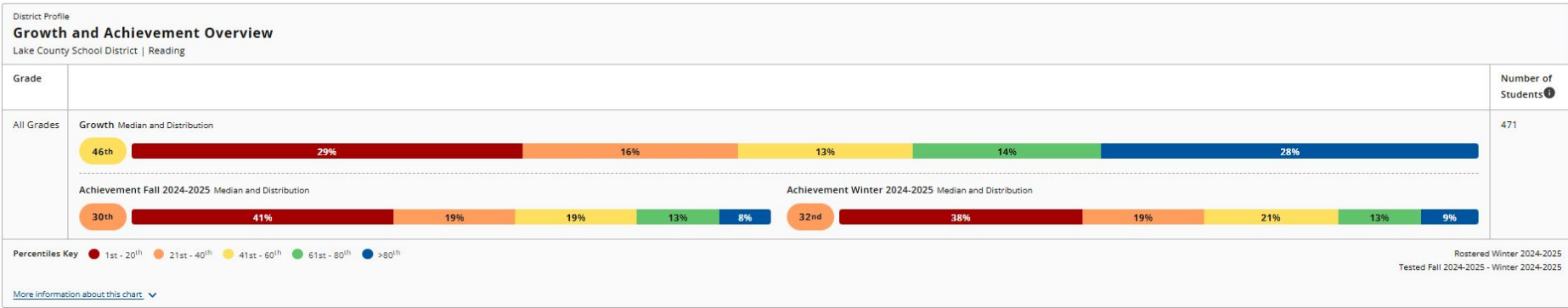


Highlights:

- **6th Grade Math:** 54th Percentile Growth
- **8th Grade Math:** 56th Percentile Growth
- **9th Grade Math:** 73rd Percentile Growth
- **Cloud City HS:** 79th Percentile Growth

NWEA: ELA Growth & Achievement

Lake County School District



Highlights:

- **6th Grade ELA:** 68th Percentile Growth
- **8th Grade ELA:** 64th Percentile Growth
- **10th Grade English:** 65th Percentile Growth
- **Cloud City HS:** 85th Percentile Growth

Academic Mid-Year Reflections

- The work our schools, our teachers and our students doing is largely WORKING to accelerate student growth particularly in literacy.
- We have already begun to analyze why growth might be slower in some areas and have already begun to implement high-leverage moves (i.e. lesson pacing) to accelerate growth.
- Growth in achievement is slower, but we are still seeing it (i.e. 5% increase in number of students on grade level in DIBELS in one period).

January 2025 Panorama Staff Survey Results



Panorama: Teacher Well Being

<i>Well Being</i>	LCHS	LCIS	LCES
Teacher Responses	22	11	10
Overall	46%	51%	54%
Engaged	73%	91%	67%
Excited	41%	36%	60%
Exhausted	18%	9%	0%
Frustrated	23%	9%	20%
Happy	41%	64%	70%
Hopeful	36%	36%	60%
Overwhelmed	23%	9%	10%
Safe	59%	91%	100%
Stressed out	9%	18%	20%
Worried	36%	45%	33%
Effective at your job	36%	55%	60%
Work matters to me	100%	100%	100%
Work is meaningful	100%	91%	100%
Satisfied with your job	45%	55%	50%



Staff Culture Mid-Year Reflections

- Our teachers are universally invested in their work and in our students.
- Teaching and working in public education right now is HARD. This is true in our district, around the state and around the country. Some conditions are within our control, some are not.
- We are focusing on ways to increase staff well-being and culture through honest, collaborative conversations with all employee groups about the things in our control to improve working conditions.
- Changing these trends will take continuous effort over a long period of time.
- We see bright spots in the data and in certain schools that we can build on!

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AGENDA COVER MEMO

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

RE: Non renewal processes

TOPIC SUMMARY

Background:

Nonrenewal is the process by which a school board acts to interrupt the automatic renewal of a probationary teacher's contract. Requirements for the process are outlined in state law. As a benefit of CASB membership, CASB annually provides nonrenewal resources, which include an overview of the nonrenewal process and samples and tools to assist local school boards with these important employment decisions. You can log in to CASB using your credentials to access additional information or resources.

<https://casb.memberclicks.net/2023-nonrenewal-resources?servId=9667>

(You will need to log into CASB to view resources. Please check in with Bunny if you do not have access)

Topic for Presentation:

As part of an annual process, the discussion related to how non-renewals will be conducted is provided to the board. This presentation is to outline the process. Today's presentation is NOT to address or bring forward any non-renewals.

- 1) In the spring, the Superintendent will place a resolution for non-renewals on a board agenda and will notify any employees identified for non renewal.
- 2) If the board chooses, an executive session could be requested to engage in discussion regarding the personnel matter.

- a) Colorado's Open Meetings Law allows employees to request an open session discussion of their individual personnel matter.
 - b) What the board should/should not say in public.
 - c) What to do if the employee requests a public discussion.
 - i) Invite employee to exec session
 - ii) Consider attorney advisement including potential written documentation
- 3) The board will take action on the proposed resolution in a public forum.
 - a) The action is not a hearing therefore evidence, arguments, rationale or debate should not take place as part of the action.
- 4) If a vote to non-renew is approved the Superintendent must provide written notice to the employee by June 1.

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Grayson Cooper
MEMO PREPARED BY: Grayson Cooper
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 20 minutes
ATTACHMENTS: 0

RE: GP-3: *Board Job Description* and GP-4: *Monitoring Board Governance Process and Board/Superintendent Relationship Policies* Monitoring Report Presentation

Background:

Below are the monitoring reports for GP-3: *Board Job Description* and GP-4: *Monitoring Board Governance Process and Board/Superintendent Relationship Policies*. These reports detail the board's activities as compared to those required by board policy in a self-assessment by one member of the board.

The monitoring period for each report is the prior year (January 28, 2024 - January 27, 2025). As the board engaged in board training on the governance operating system in Fall 2025 and had limited collective understanding of the monitoring practice beforehand, these monitoring reports reflect this developmental stage. The board will have opportunities to demonstrate compliance in future monitoring reports as these emerging practices and plans are implemented and become routine.

In reviewing the monitoring reports, the board as a whole is then charged with making the following determinations:

- Is the interpretation of policy reasonable?
- Does the data presented support the accomplishment of the interpretation?

(*Carver & Carver: Reinventing your Board: A Step-by-Step Guide to Implementing Policy Governance*, p. 180 - 182)

Since this is a new process, broader feedback is also welcomed on areas such as: content, format, presentation, as we consider how to move forward with self-monitoring the Governance Process and Board/Superintendent Relationship policies that are under the board's purview.

Monitoring Report: GP-3: Board Job Description February 24, 2025

1. Policy Wording:

GP-3: Board Job Description

The job of the Board is to represent and lead the district by determining and demanding appropriate and excellent organizational performance. To distinguish the Board's own unique job from the jobs of the Superintendent and staff, the Board will concentrate its efforts on the following:

1. Utilizing available avenues, including the district accountability program, to ensure input from students, staff, parents and the community as a means to link to the entire community.
2. Developing written governing policies which, at the broadest levels, address:
 - a. District Priorities: Organizational products, impacts, benefits, results, services, recipients and their relative worth (what end result is desired for whom and at what cost).
 - b. Governance Process: How the Board will conceive, carry out and monitor its own work.
 - c. Board/Superintendent Relationship: How authority is delegated and its proper use monitored; the Superintendent role, authority and accountability.
 - d. Staff/Superintendent Guidelines: Constraints on executive authority which establish the practical, ethical and legal boundaries within which all executive activity and decision-making will take place.
3. Ensuring Superintendent Performance through monitoring District Priorities and Staff/Superintendent Guidelines policies.
4. Ensuring Board performance through monitoring Governance Process and Board/Superintendent Relationship policies.
5. Ensuring that the values and beliefs of District residents and the mission expressed within District Priorities are the focus of organizational performance.

2. Interpretation:

GP-3 describes the job of the board as a whole and asserts that the board focuses its efforts on these tasks. Thus, to demonstrate compliance, the board must both perform these tasks and spend the majority of its time attending to them. These include:

1. Collecting input from the community
2. Articulating and updating the District Priorities (SP-2) policy to reflect community input.
3. Articulating and updating written policies for the superintendent
4. Articulating and updating written policies for the board
5. Requiring and reviewing monitoring reports from the Superintendent for the District Priorities (SP-2) policy and Staff/Superintendent Guidelines policies
6. Requiring and reviewing monitoring reports from the Board for Governance

3. Evidence:

1. **Collecting evidence from the Community.** The board regularly receives updates and input directly from constituent groups, including: The District Accountability Committee, the Finance Committee and Policy Council. Individual board members serve on these committees and others, as well as receive input individually from community members.
2. **Articulating and updating Strategic Priority policies to reflect community input.** The board has identified a need to update its District Priorities (SP-2) policy, last revised in October 2018 to reflect the community's values and needs through a strategic planning process. The Superintendent has secured a grant to support this process during Summer 2025.
3. **Articulating and updating written policies for the superintendent.** The board has adopted policies for Staff/Superintendent Guidelines (SSG) and Strategic Policies (SP) for the superintendent. The board follows the calendar enumerated in (SP-4C-1) for reviewing and updating these policies. The board has undergone training in Fall 2025 to better understand the policy framework.
4. **Articulating and updating written policies for the board.** The board has written policies for Governance Process (GP) and Board/Superintendent Relationship (BSR) for the board. The board follows the calendar enumerated in (SP-4C-1) for reviewing and updating these policies. The board has undergone training in Fall 2025 to better understand the policy framework.
5. **Requiring and reviewing monitoring reports from the Superintendent for the District Priorities (SP-2) policy and Staff/Superintendent Guidelines policies.** The board has not required nor reviewed monitoring reports from the superintendent during the monitoring period for this report. As the board had not engaged in these and other strong board governance practices, the new superintendent in her interview expressed a desire for the board to engage in training, and engaged a consultant in Fall 2025 to facilitate this training. Following the consultant's advice, the Superintendent is conducting 'pre-monitoring' activities with the board to coalesce on format, content, and schedule for the monitoring reports, prior to presenting monitoring reports next year.
6. **Requiring and reviewing monitoring reports from the Board for Governance Process and Board/Superintendent Relationship policies.** The board has not required nor reviewed monitoring reports from the board during the monitoring period for this report.

4. Conclusion / Monitoring Report Compliance Status:

I report non-compliance with GP-3. The board is already making progress to achieving compliance with the following steps:

- A strategic planning process to update the District Priorities in alignment with community values in Summer 2025.
- The superintendent has begun presenting 'premonitoring reports' during board meetings to prepare the board to engage in monitoring the SP and SSG policies next year.
- The board has begun monitoring GP and BSR policies with this monitoring report in February 2025.

- In future years, when the board is regularly attending to its responsibilities in these domains, additional consideration must be given to how much of its time, energy, and attention is devoted to them relative to other pursuits in order to ensure that the work of the board is future-oriented and not reactionary. Already, promising steps have been taken, including reorienting department reports as spotlights to focus on the board receiving input from staff while reduces staff preparation time.

Monitoring Report: GP-4: Monitoring Board Governance Process and Board/Superintendent Relationship Policies
February 24, 2025

1. Policy Wording:

GP-4: Monitoring Board Governance Process and Board/Superintendent Relationship Policies

The purpose of monitoring the Board's Governance Process and Board/Superintendent Relationship policies is to determine the degree to which the policies are being fulfilled. Information which does not contribute to this task will not be considered monitoring. Monitoring will be as integrated as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.

2. Interpretation:

GP-4 describes the means by which the board will ensure that board practices and fulfill board policy, defined as monitoring.

GP-4 has important cross-references, including:

- GP-3 focuses the boards' activities on defining and monitoring expectations: "To distinguish the Board's own unique job from the jobs of the Superintendent and staff, the Board will **concentrate its efforts [emphasis added]** on the following..." writing and updating policies, collecting input from the community, monitoring board policies.
- BSR-5 provides guidance for the board in implementing its monitoring practice, including:
 - "Monitoring determines the degree to which board policies are being met. Information that does not contribute to this purpose is not considered monitoring data."
 - "The Board may monitor any policy at any time by any method, but ordinarily will depend on the following schedule and method, as described in the Oversight Calendar, see SP-4C-1"

Thus, to demonstrate compliance, the board must:

1. Monitor Governance Process (GP) and Board-Superintendent Relationship (BSR) policies.
2. Have established practices to collect evidence to monitor the policies.
3. Use a minimum of board time to conduct the monitoring and data collection.

3. Evidence:

- **Monitor Governance Process (GP) and Board-Superintendent Relationship (BSR) policies.** The board has not required nor reviewed monitoring reports from the board during the monitoring period for this report.
- **Have established practices to collect evidence to monitor the policies.** The

board does not have established practices to collect evidence to monitor GP and BSR policies.

4. Conclusion / Monitoring Report Compliance Status:

I report non-compliance with GP-4.

The board is already making progress to achieving compliance with the following steps:

- The board has begun monitoring GP and BSR policies with this monitoring report in February 2025.

To achieve compliance, the board will also need to take additional steps not yet underway:

- The board will need to consider practices to integrate evidence collection into its self-monitoring of the GP and BSR policies, potentially including: individual board self-assessments, surveys, and board meeting reflections.
- In future years, when the board is regularly attending to its responsibilities in these domains, additional consideration must be given to how much of its time, energy, and attention is devoted to them relative to other pursuits in order to ensure that the work of the board is future-oriented and not reactionary.

5. Suggested policy revisions:

- GP-4: Consider adding a monitoring frequency calendar (e.g., Weld RE-3: https://files.gabbart.com/2799/gp-4_-_monitoring_board_governance_process_and_board-superintendent_relationship_policies.pdf)
- SSG-9, #9: Add: Shall present information in a form that fails to... “differentiate information of three types: monitoring, decision preparation, and other.” (Carver & Carver, Reinventing your Board: A Step-by-Step Guide to Implementing Policy Governance, p. 241)



The Center at Lake County Elementary School

130 West 12 St Leadville Co. 80461

719-486-6920

Head Start, Early Head Start, Universal Preschool Program, Tuition-Based Preschool, and Services for Children with Special Needs

Head Start Informational Items for Governing Board

Items:

1. January Director's Report
2. January Policy Council Meeting Minutes
3. February Policy Council Meeting Minutes

**The Center at Lake Country Elementary School
Lake County School District
Early Head Start and Head Start
Director's Report January 2025**

PROGRAM ENROLLMENT									
Program	Current Enrollment					Over Income Enrollment		Waitlist	Children with an IEP
Head Start Total Funded: 40 <ul style="list-style-type: none">Reg: 22Full Day: 18	Reg:	Full Day:	Reserved: (30 days)	Dropped	Total Reported	OI	35% OI	3-5 Yrs	
	30	10	0	0	33 *under enrolled	4	6	0	4
Early Head Start Total Funded: 12 <ul style="list-style-type: none">0-3: 11Expectant Mothers: 1	Expect Mothers	0-3	Reserved: (30 Days)	Dropped	Total Reported				
	0	10	1	2	11 *under enrolled	1	0	0	0
UPK (4)	36			0				0	4
UPK (3)	24			0				0	10
Tuition	29			0				0	0
Comments: Our Early Head Start enrollment has dropped a bit. We continue to work on our recruitment efforts.									

INSTRUCTION/CURRICULUM

TS GOLD	<ul style="list-style-type: none"> • Winter data collection in progress
Curriculum Update	<ul style="list-style-type: none"> • Classroom instructional focuses have included story comprehension and story retelling with Fairy Tales. Classrooms made and tasted porridge and taste tested a variety of breads in connection to the fairy tales they have been reading. • Classrooms are also focusing on emotional literacy skills related to feelings - identifying feelings, expressing feelings, understanding feelings, ect. • Classrooms are utilizing Zoo Phonics and a daily instructional routine for explicit instruction and practice for each letter of the alphabet.

HEALTH

	Head Start Current enrollment: 33	Follow Up:	Early Head Start Current enrollment 10	Follow Up:
Physicals	Current Exam: 18 Expired: 2 No exam: 13	Calls and texts to families	Current Exam: 6 Expired: No exam: 6	Work with Early Head Start Home Visitor to follow up with families
Immunizations	Current: 30 Missing: 1 Exempt: 2	Calls and texts to families	Current: 8 Missing: 4 Exempt: 0	Work with Early Head Start Home Visitor to follow up with families
Anemia/Lead	Current Exam: 12 Expired: 5 No exam: 13	Calls and texts to families	Current Exam: 6 Expired: No exam: 6	Work with Early Head Start Home Visitor to follow up with families
Hearing	Screening Complete: 30 No Screening: 0 Audiologist Referral: 5	January rescreen with audiologist scheduled for January 30, 2025	Screening Complete: 7 No Screening: 5 Audiologist Referral:	1 participant unable to screen due to movement

Vision	Screening Complete: 32 No Screening: 0 Optometrist Referral: 9	Letters sent to families, 1 child wearing glasses, follow up with other families in February	Screening Complete: 5 No Screening: 7 Optometrist Referral: 2	1 participant unable to screen due to movement
Dental Exams	Current Exam: 16 Expired: 12 No Exam: 15	Calls and texts to families	Current Exam: 3 Expired: 2 No Exam: 7	Work with Early Head Start Home Visitor to follow up with families
Other Health Notes:	Health and Wellness Family Fun Night is schedule for March 5; Dental and health partners will be invited to help connect our families to these community resources.			

BUDGET AND IN-KIND	
Budget	In-Kind
Head Start and Early Head Start Budget See Attached	Parents and Community Volunteers: \$510 Outside Sources: \$52,547 Lake County School District Support: \$100, 221 Total In Kind YTD FY24 - \$190,905 (FY24 total amount met)
MEALS COUNTED	
CACFP-Free/Reduced meal reimbursement	December Head Start portion of claims: \$2415.07

Grant, Program Updates, and Program Monitoring	
Grant Updates:	Head Start: FY24 expended or encumbered, current 5 year grant project ends January 30, 2025, awaiting award letter on new project period beginning Feb 1 CPP: Carryover to be determined after audit, to by spend by the end of FY25 UPP: FY25 in progress; lower revenues from decreased enrollment this year

	Other: LCECE 2025 application complete and submitted; Temple Hoyne Buell 2024 report complete; Knights of Columbus report complete and submitted
Family Fun Night	None held in January
Staff:	Vacant Position: Early Childhood Special Education Teacher

Self-Assessment, Program Improvement, and Strategic Planning	
Self-Assessment	Early Literacy classroom walkthroughs conducted with Sterling Literacy. Team was observing current instructional practices in relation to early literacy and curriculum implementation. The team observed many program strengths including: fidelity to CKLA, intentional questioning and vocabulary instruction, and letter and sound instruction. Next steps included: implementing a consistent weekly letter and sound instructional routine to emphasize explicit instruction and repetitions of practice
Program Improvement Plan	Director obtained CLASS Observation Certification
Strategic Planning	Nothing to report at this time
Trainings:	<p>Director Attended: CLASS Training (observation based tool to measure quality teacher/child interactions)</p> <p>Staff Professional Development: PLC and ½ day January PD Day</p> <ul style="list-style-type: none"> • Kid Talk Process and Procedures (MTSS) • Friendship Skills Debrief • Zoo Phonics Instructional Sequence • Emotional Literacy • Classroom Maintenance Checklist systems

Submitted by: Tanya Lenhard	Date: 2/12/25
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The Center at Lake County Elementary

Policy Council Minutes

Meeting Date: January 15, 2025

Meeting start time: 6:19p

Meeting end time: 7:38pm

Attending: In person: Shelby Monroe, Brenda Salas, Ashleigh Powers, Sierra Willis, Marissa Rosales, Amy Dreesen
Guests : Miriam Lozano, Tanya Lenhard, Rhonda DeVoe, Mary Jelf

Not Attending: Jenny Tellez, Breanna Ortiz, Liz Witthoeft

Roll Call: Done by the secretary. Quorum acceptable per bylaws

Approval of Agenda: Shelby moved to approve the agenda; Amy seconded. The motion passed with all in favor and none opposed.

Approval of prior meeting's minutes: Amy moved to approve the prior meeting's minutes; Ashleigh seconded. The motion passed with all in favor and none opposed.

Treasurer's Report: The current balance of the fund is \$73 to be spent by January 31, 2025. The meeting's meal will be more than that and covered by other Head Start funds. There was discussion about having a new \$1500 parent activity fund on February 1 with the start of the new fiscal year.

Training: Tanya reviewed the Program Improvement Plan, stating that it is an action plan for work in the program goals. She explained that normally would complete and review this in the spring for the following year, with updates throughout the year. It lists the goals and all the objectives and action steps for the work that will be done year by year. This is for the first year of the new five year plan. Members commented that this plan matches the plan presented earlier in the year for goals about literacy. Tanya described the literacy section in more detail and also presented an overview of the whole plan. She explained that with so many people in new roles, much of the plan for this year is about re-establishing and strengthening parts of the program. She gave progress reports on a few areas in response to questions from members. Members gave feedback as parents on the progress they have seen.

New Business: The parent activity fund was discussed and the fact that it is fully spent and will reset February 1.

Tanya gave the staffing update, including that a new assistant teacher has been hired. Her work experience and desire to be in education was highlighted. Members asked about her PD plan, and Tanya gave notes on her progress and ongoing supports. Members gave some feedback on very positive interactions they have already had with her. Amy moved to approve Alexa Robinette as a new hire; Shelby seconded. The motion passed with all in favor and none opposed.

Tanya presented the Human Resources outline including hiring procedures, professional development and qualifications. She discussed that a number of policies are required by Head Start Performance Standards in section 1302.90. Tanya reviewed an outline of general HR hiring practices. She highlighted the requirements for background checks and the work the district has done toward wage parity. She also discussed the processes for orientation and ongoing professional development and evaluation. She presented the tracking documents used by the program to ensure compliance with and completion and tracking of the process. She also presented the T/TA plan.

Tanya presented the Parent Reimbursement plan for approval and discussion. Amy moved to approve; Ashleigh seconded. The motion passed with all in favor and none opposed.

Director's Report: Tanya presented the director's report for November and elaborated on enrollment numbers, noting that the enrollment reduction requested in the new baseline application seems likely to be approved. She responded to a question from a member assuring that all currently enrolled children and families will be given services, even if that number remains above 30 past February 1. She noted that attendance numbers have dropped a little because of illness. Colleen is continuing to work with families to support completion of health requirements. Tanya noted an award from Temple Hoyne Buell for \$35,000 for operations this year. Thanksgiving Lunch was well attended.

Tanya and Mary discussed the end of the fiscal year and that there is a plan to spend the funds entirely by the end date. There was no grant reporting due in the prior month. Credit card transactions were reviewed. Members were informed of new PIs and IMs in the information binder.

Unfinished Business: none

Committee Reports: Miriam reported that the Board had directed the Superintendent to draft a resolution about schools being a safe place for all. Rhonda reported that the last family fun night was enjoyed by many families.

Announcements: Upcoming events as per the agenda.

Adjournment: Ashleigh moved to adjourn the meeting; Amy seconded. The motion passed with all in favor and none opposed. The meeting was adjourned by the Chair at 7:38 pm.

Respectfully submitted,

Brenda Salas, Policy Council Secretary
With support from Mary Jelf, Business Manager

The Center at Lake County Elementary

Policy Council Minutes

Meeting Date: February 3, 2025

Meeting start time: 6:13pm

Meeting end time: 7:47pm

Attending: In person: Shelby Monroe, Brenda Salas, Ashleigh Powers, Sierra Willis, Amy Dreesen
Guests : Tanya Lenhard, Mary Jelf

Not Attending: Jenny Tellez, Breanna Ortiz, Liz Witthoeft, Marissa Rosales

Roll Call: Done by the secretary. Quorum acceptable per bylaws

Approval of Agenda: Ashleigh moved to approve the agenda; Sierra seconded. The motion passed with all in favor and none opposed.

Approval of prior meeting's minutes: Approval of the prior meeting's minutes was postponed to the March meeting.

Treasurer's Report: The current balance of the fund is \$1500.00 to be spent by January 31, 2026. Members discussed a proposed budget for the Parent Activity fund, with the understanding that the categories are fluid and can be changed to meet actual needs. There could be a possibility of using the funds for a speaker or other event and also the possibility of working with community partners for a similar event. Amy motioned to approve the proposed budget; Ashleigh seconded. The motion passed with all in favor and none opposed.

Training:

There was a fun activity involving a small quiz to review performance standards around Policy Council.

New Business:

Mary presented an overview of ERSEA including the different parts : Eligibility, Recruitment, Selection, Enrollment, and Attendance. She described what the different parts are and how they work together. She showed examples of documentation used to prove policies and procedures are being used correctly. There was an additional discussion of Selection criteria and how the point system is meant to prioritize the eligible children and families who will most benefit from Head

Start services. Members gave thoughtful input especially on the family needs portion and made suggestions for other factors that could contribute to family stress and influence a child's readiness for kindergarten.

Tanya presented information about the CLASS system that is a quality measure of classroom interactions between teachers and students. The categories assessed include: emotional support, classroom organization, and instructional support. This assessment is an important tool because high quality interactions between teachers and children are essential for growth in children's development. Data is used to provide next steps for professional development for staff. CLASS assessments are a part of Head Start monitoring.

Tanya presented the internal dispute policy for discussion and approval. She explained that this policy is in place as a procedure that would be followed to resolve a dispute between the school board and policy council. Amy moved to approve the policy; Ashleigh seconded. The motion passed with all in favor and none opposed.

The Community Complaint policy was also presented for discussion and approval with the note that this policy is used if there were a complaint against the program from the outside community. Sierra moved to approve, and Shelby seconded. The motion passed with all in favor and none opposed.

Tanya updated members on the status of the baseline application. The old fiscal year closed out on January 31, but we have not yet received the official award letter for the new year. We have received updates that it is still in process and is moving forward.

Director's Report:

Tanya presented the Director's report, including data on enrollment, budget, and other updates. She advised that Early Head Start numbers have gone down due to low attendance and one child moving to preschool with currently 7 children enrolled. There are new PIs and IMs in the info binder, including one with information on monitoring.

Unfinished Business: There was no unfinished business.

Committee Reports:

Miriam sent updates via email that Tanya shared on her behalf. The board approved a resolution about schools being a safe place for all and is sending out communication to families and the community about it. The Sheriff's office applied for a grant to hire a school resource officer for the upcoming school year. The superintendent is collaborating with law enforcement to form a committee to clearly define this role. The board is conducting the annual evaluation of the superintendent. Upcoming board meetings will include discussions around consolidating the district from three school buildings to two.

Announcements: Upcoming events as per the agenda.

Adjournment: Sierra moved to adjourn the meeting; Amy seconded. The motion passed with all in favor and none opposed. The meeting was adjourned by the Chair at 7:47 pm.

Respectfully submitted,

Brenda Salas, Policy Council Secretary
With support from Mary Jelf, Business Manager