



**District
Mission:**

Lake County
School District
creates safe and
inclusive learning
environments
where students
belong and are
empowered to
develop the
knowledge, skills,
and character to
thrive and
contribute in a
changing world.

**Board
Priorities:**

Strategic
Direction #1:
Pursuing
Educational
Excellence

Strategic
Direction #2:
Enhancing
Student
Experience

Strategic
Direction #3:
Expanding
Family and
Community
Collaboration

Lake County School District Board of Education
Sept. 28, 2026 5:30 pm Special 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 Spotlight
 - a. District Safety
7. 5:50 Action Items
 - a. Head Start Corrective Action
8. 6:00 Discussion Item
 - a. Lake County Property Disposition
9. 7:00 Agenda Planning
10. Adjourn
11. Upcoming meeting or event:
 - a. Oct. 12, 10, 2026 Regular Meeting @ 5:30 pm @ DO/Zoom
 - b. Oct. 26, 2026 Work Session@ 5:30 pm @ DO/Zoom

Estimated duration of meeting is 2.5 to 3 hours **Updated 9/25/26

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.



Misión del Distrito:

El Distrito Escolar del Condado de Lake crea entornos de aprendizaje seguros e inclusivos donde los estudiantes pertenecen y están empoderados para desarrollar los conocimientos, las habilidades, y el carácter necesarios para prosperar y contribuir en un mundo cambiante.

Prioridades de la junta:

Dirección Estratégica n.º 1: Buscar la Excelencia Educativa

Dirección Estratégica n.º 2: Mejorar la Experiencia Estudiantil

Dirección Estratégica n.º 3: Ampliar la Colaboración con Familias y la Comunidad

Junta de Educación del Distrito Escolar del Condado de Lake 28 de septiembre de 2026 5:30 pm Reunión especial 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 Punto de atención especial
 - a. Seguridad del distrito
7. 5:50 Temas de acción
 - a. Acción correctiva de Head Start
8. 6:00 Punto de discusión
 - a. Disposición de bienes inmuebles del condado de Lake
9. 7:00 Planificación de la Agenda
10. Aplazar
11. Próxima reunión o evento:
 - a. 12 de octubre de 2026: Reunión ordinaria a las 5:30 p. m. en la Oficina del Distrito (DO) / Zoom
 - b. 26 de octubre de 2026: Sesión de trabajo a las 5:30 p. m. en la Oficina del Distrito (DO) / Zoom

La duración estimada de la reunión es de 2,5 a 3 horas ** Actualizado 9/25/26

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

AGENDA COVER MEMO

TO: Board of Education
PRESENTER(S): Bunny Taylor & Colleen Nielsen
MEMO PREPARED BY: Bunny & Colleen
INVITED GUESTS:
TIME ALLOTTED ON AGENDA: 10 minutes
DATE OF MEETING: 9/28/2026
ATTACHMENTS: 0

RE: *Safety and Security*, Presentation

TOPIC SUMMARY

Safety covers so many things throughout the district. We continue to work with all staff to train, retrain, retrain and refine practices so that staff are prepared in the case of an emergency.

A few highlights for this year:

- Colleen Nielsen is taking bigger role in the safety
- First of year training with all district staff
- Formalizing process with the consolidation
- Drills-Evac, Lock Down, Fire Drills
- BERT meetings (Building Emergency Response Team)
- BERT Binders updated
- Planned table top on reunification
- Vector trainings
- PASS team
- Looking forward



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 Action Items for Governing Board

1. Head Start Corrective Action Plan

Please see the attached Head Start Corrective Action plan for the RAN (Risk Assessment Notification) review that was conducted May 2026 regarding an incident with our release procedures.

Recipient Name: Lake county School District R-1
Grant Number: O8CH013051

For Recipient Internal Use Only

Date Incident Occurred: April 27, 2026

Date Official Monitoring Letter Received: June 8, 2026

Timeframe for Correction End Date: October 10, 2026

Extension: Yes No New TFC End Date:

Monitoring Finding Detail: Area of Non-compliance 1302.47 (b)(5)(iv)

The grant recipient did not ensure all staff followed appropriate practices to keep children safe, including, at a minimum, only releasing children to an authorized adult.

- A child was released to an adult who was not listed as an authorized person for pick up. The appropriate release process was not followed, the adult left with the child before the verification process was fully completed. Our program recognizes that the appropriate release of children is a critical component to child safety.

Intended Outcome of CAP: To ensure that all children are released safely to only authorized adult 100% of the time. The program will revisit and refine our appropriate release systems, our materials used to communicate with families, our tracking systems with changes to our pick-up (authorized adult list), our ongoing monitoring practices of appropriate release systems, and our training for staff to not only include our process but also our escalation practices. Through this review we will work to ensure all children are released safely and appropriately daily within our program through consistent implementation of our procedures by all staff and ongoing monitoring or our systems by program leadership.

Root Cause:

Our program determined the following root causes:

- Lack of sufficient physical boundaries between our indoor playground and the program entry way to allow full facilitation of release procedures prior to uniting children with pick up individuals.
- Failure to follow escalation procedures when authorization could not be verified using our appropriate release process.
- Inefficient systems for family pick-up list changes. During this event, the family could not easily communicate a day of pick-up change and were not aware of alternate communication pathways.
- Lack of clear communication regarding the pick-up process for new visitors.

Immediate Action Taken: Our immediate action was regarding the safety of the child. The staff member immediately reported the inappropriate release to the Director, and the Director immediately called the child's parent regarding the situation. The parents confirmed that the individual was sent to pick up the child that day on their request. Other immediate actions included:

- Immediate review of release procedures with involved staff members with observation of procedures and ongoing support during the closing hour of the program
- Refresher training in our Appropriate Release procedures with all staff during our weekly staff Professional Learning Community (PLC time)
- Added the following reminder to the top of our “Enrollment List” which lists all authorized adults for each child. “If a person is not listed on the pickup list, call ADMIN for support. Do not release the child until confirmation is confirmed by child’s parent.”
- Shared incident and reporting information to Policy Council and Lake County School Board representatives

Staff Responsible for Completion of Action Steps: Director, Assistant Director, Family and Community Coordinator

Federal/State Regulation where Cited	Action Step to Address Root Cause	Projected Completion Date	Actual Completion Date	Staff Responsible	Documentation	TTA Received Date, provider, purpose, outcome
	Participate in Regional TTA		7/29/26	Director		<i>Example:</i> Date: 7/29/26 Provider: Marlana Suazo (GS) Purpose: To support understanding of the Corrective Action process and expectations and to review each part of the CAP. Outcome: As a result, the program will understand the requirements for completion of the CAP.
	Physical Space/Environment: Establish clear physical	Prior to the first day of school 8/10/26 and	8/10/26 Initial Plan	Director	Updated Appropriate Release Policy	

	separation between children's activities and sign out procedures when using the indoor playground.	ongoing for 30 days	9/18/26 Refined		Meeting Agendas, minutes – Closing staff check-ins	
	Escalation Procedures and Transfer of Responsibility: Strengthen the process staff follow when the identity or authorization of an adult cannot be verified -Designate staff to assume responsibility for sign out procedures during the final hour of the day -Develop flow chart resources for staff to outline release procedures and escalation steps	Prior to the first day of school 8/10/26 and ongoing for 30 days By 9/30/26		Director, Assistant Director	Staff Professional Development Materials and Sign In Sheets Staff Resources: Flow Chart	
	Improve program systems with authorized adult list: Reflect and refine our current systems and improve to enhance family communication pathways for changes and increase efficiency with program tracking and follow up			Assistant Director	Admin Tracking System Spreadsheet Pick Up list change form Updated Appropriate Release Policy	

Corrective Action Plan (CAP)

Date of Most Current Revision: September 24, 2026

	-Develop a "Pick Up" list change form that can be used in classrooms for families to note needed authorized adult changes -Create an Admin Tracking System to document family requests for changes to pick up list and track program steps with this process -Initiate a process for quarterly review of pick up list by parent/guardians (August, October, January, March)	By 9/30/26 By 9/30/25 By 9/30/26	9/18/26		Home Visit and Parent Teacher Conference Checklists	
	Strengthen Communication Families/Visitors with Release Procedures: -Develop signage for front entry vestibule to share release process -Develop written information of release procedures to share during new family orientation including process and	9/30/36 By 9/30/26		Family and Community Coordinator Director	Written documents • Visitor Signage • Appropriate Release Family Flyers • Revised Family Handbook	

	contact to make changes to authorized adult list -Revise information in Family handbook for clarity with release procedures and system and contact for making enrollment list changes	By 9/30/26		Assistant Director		
	Ensure ongoing monitoring occurs for appropriate release practices: Refine program systems for monitoring accuracy with release procedures at the beginning of the year and ongoing. -Start of School (SOS) plan to include daily supervisory observations of appropriate release procedures during first 2 weeks of school with support for staff as needed -Develop and utilize an Appropriate Release Checklist within current monthly classroom safety monitoring process; also	August 10-20, 2026 By 9/30/26 (fully implemented October 2026)		Preschool Director	Updated Appropriate Release Policy Appropriate Release observation notes Assistant Director Monthly Report Appropriate Release Staff Survey and check in/coaching notes Leadership team meeting minutes Appropriate Release Observation Checklists and	

	reported within monthly manager report -Create staff survey for release procedures to use at the beginning of the year or within new employee onboarding to measure staff knowledge of systems and comfort with implementation -Utilize Biweekly PreK Leadership Team debriefs to discuss ongoing monitoring and program needs and next steps to support consistent practice with release procedures	Within first 30 days of school August 2026 and ongoing		Assistant Director Preschool Director PreK Leadership Team	Monthly Assistant Director Report	
	Staff Appropriate Release Professional Development: Refine initial and ongoing professional development to also include the ongoing work in this area. -Provide preservice training and mid-year refresher training for all staff regarding appropriate release policy, procedures	August 3-7, 2026 (Pre-Service Training)	August 7, 2026	Preschool Director & Assistant Director	Professional Development Agendas	

	and the use of our pick up list					
	-Provide a follow up training within first 4 weeks of school to address needs and clarifications identified during first 2 weeks of school and daily monitoring	By August 28, 2026	August 21, 2026		Staff Training Sign In Sheets	
	-Train LCES front office, leadership team, and all preschool staff on new forms, revised systems, and updated policies	By September 30, 2026			Leadership team meeting agenda	
	-Update new employee onboarding professional development to include all updates on system and policy and direct support with release practices	By October 5, 2026			Employee Orientation Documents	

Approvals:

The Chairpersons' signatures verify that the respective entity reviewed, agreed with, and approved each step of the plan, including the associated time frames, and that the approval is documented in the meeting minutes.

Board of Directors Chairperson Signature	Date
Policy Council Chairperson Signature	Date

Confirmation of TTA Received (to be filled out by the Specialist Providing the TTA)

Date TTA Provided:	Printed Name and Electronic Signature from TTA Provider

Planning for the Future of District-Owned Property

A shared framework for the Board of Education

Board of Education Work Session • September 28, 2026



Who we are



Jeff Gatlin

Chief Operating Officer (COO), Jeffco Public Schools, where he built and led the district's property disposition process.

Previously COO of Roaring Fork School District, overseeing facilities, transportation, and bond implementation.

planfully. **Lisa Relou and
Claire Takhar**

Former district executives with direct experience leading school closure and consolidation.

Planfully advises Colorado districts on facilities, governance, and communications through high-stakes decisions.

Our discussion tonight



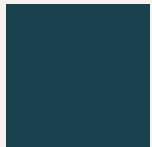
No decisions.

The Board will not be asked to take action tonight, or study any decisions for action this fall.



A shared framework and language.

A common way of thinking about district property, drawn from how districts across Colorado approach this work.



The start of a process together.

Tonight lays the foundation for the process and the timeline that get the Board to decisions.



Where we are today

All Lake County buildings have served generations of students and families.

Decisions about their future matter, and they deserve careful consideration.

Having navigated significant change together, we now have an opportunity to **pause, think broadly and take our next steps with clarity and purpose**—in the best interests of our students and our community.

The Road Ahead



WE ARE HERE

Sept 28



A shared framework

How districts think about property, and what the process looks like

Oct 26



Board work session

Themes, priorities, and guiding principles, discussed together

November



Next steps

Guiding principles and a process recommendation

Jan – June 2027



Options & Engagement

Staff begin developing options and the community weighs in

June 2027



Five-year facilities plan

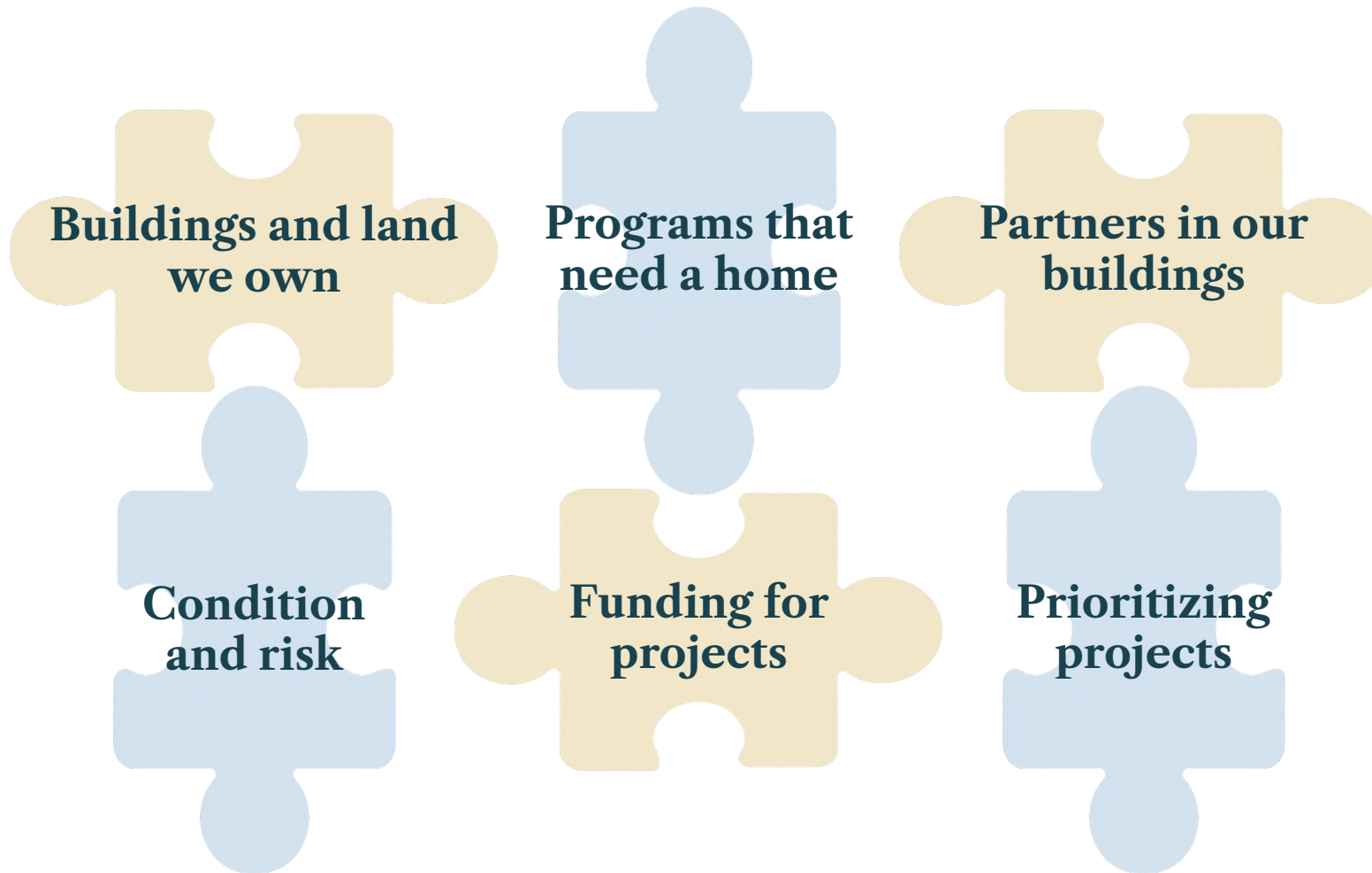
Cohesive facilities approach presented to Board

Supported by Planfully and North Star Leadership Advisors

Led by LCSD staff and leaders

The Whole Picture in LCSD

LCSD is grappling with a complex puzzle and cannot solve any individual question without considering the whole picture.



ALREADY SETTLED

- Resolution 27-06 establishes the Aquatic Center as a separate entity that is neither governed nor managed by the district, and the district has no authority over its operations or finances.
- Resolution 25-05 declared roughly 11 acres near LCIS surplus.
- Voters declined the 2023 bond to renovate LCIS.

School District Property Disposition Framework



The Board Has a Critical Role to Play

The elected Board of Education makes the final decision about what happens to district property and shapes the process through clear governance practices.



Develop Guiding Principles

Cement the Board's interests and establish the core values that will guide their decisions.



Update Practices & Policies

Review the district's historical practices and existing policies around property before decisions are made.



Clarify Roles & Responsibilities

Spell out what falls within the Board's purview versus staff and administrative authority.

Five Common Pathways for a Vacant Property

Real estate transactions



1

TRADITIONAL MARKET-VALUE SALE

A standard market sale in which the district transfers full ownership to a buyer.



2

OUTRIGHT SALE TO THE MUNICIPALITY

A direct, standard sale of the property to the city or county government.



3

LONG-TERM GROUND LEASE

The land is leased (typically for 30 to 99 years) while the district retains underlying ownership.



4

INTERGOVERNMENTAL AGREEMENT (IGA)

A Public-Public partnership. A collaborative, negotiated property transfer or joint venture with the city or county via a formal agreement.



5

STRATEGIC HOLD (RETAIN THE PROPERTY)

The district makes a deliberate decision to keep the property on its books, with or without an interim use.

The Tension in These Pathways

Every pathway carries **trade-offs**.

Grounding in your guiding principles can help you strike a balance between:

- **Fiduciary Duty:** the district's financial needs
- **Civic Partnership:** the municipality's need for civic infrastructure
- **Community Priorities:** The community's desire for local amenities.



A Closer Look: Real Estate Transactions

If the district pursues any of the pathways involving a real estate transaction, these factors shape timeline and value.

Bring In Expert Help

Complicated real estate transactions are not a school district's core competency.

Engage experts in the field who understand the transaction's complexities and can guide the district through the process.



Risks

Zoning changes, environmental remediation (asbestos, lead), or historic-preservation constraints can stall a deal in municipal processes for months or years.



Risk-Adjusted Value

Higher-risk often means more time to close. For example, a \$2M offer that closes in six months may be worth more than a \$2.5M offer taking 18–24 months.



Carrying Costs

While a deal is delayed, the district keeps paying for winterization, utilities, snow removal, security, and insurance on an empty building.



Zoning Assessment

Understand current zoning and rezoning implications for land value and residential, commercial, or mixed use.



A Closer Look: Strategic Hold

A strategic hold gives the Board and community full visibility into the rationale and cost for retaining the property. **It is defined by three things:**

Named Annual Carrying Cost

Cost of utilities, insurance, security, snow removal, and maintenance are reported publicly.

Formal Board Decision

The Board adopts holding as an explicit choice, with the reasons stated on the record.

Scheduled Re-Evaluation

The decision is revisited on a set cadence or on a defined trigger, such as an enrollment threshold or a material change in the market.



Different Ways to "Hold" a Building

Mothballing

Cold Shutdown

Systems drained, heat off or minimal, access secured — minimizes monthly utility costs.

Warm Hold

Minimal heat, active monitoring, and periodic custodial walk-throughs.

Community Use

Full Cost Recovery

Fees capture direct costs — utilities, custodial, security, snow removal, admin time, insurance, and a wear-and-tear reserve.

Subsidized Use

Charging below full cost, with the size of the subsidy known and reported.

Next steps: Our Collaboration with LCSD

GOAL

Facilitate a structured process to help the Board build a **shared understanding of property disposition** and clarify its **guiding principles**. As a result, the Board will be better prepared to make facility decisions with clearer priorities and a stronger understanding of what each path requires.

STEPS

- **Sept. 28:** Build a shared foundation by studying a property disposition framework
- **Sept. 29–Oct. 16:** Conduct 1:1 interviews with each Board member to understand priorities and distill common **guiding principles**
- **Oct. 26:** Discuss themes from Board member interviews and establish Board direction on **guiding principles**

END RESULT

Nov. 2026: Board direction captured and translated into recommendations on the district's next step



Regular Property Disposition Process Guiding Principles

- **Collaborative Partner:** The buyer demonstrates a commitment to open communication, responsiveness, and collaboration with Jeffco, City staff, the community, and immediate neighbors.
- **Financial Capacity and Benefits:** The buyer demonstrates the ability to complete the project successfully and provide a fair return to Jeffco.
- **Enhance Neighborhood Quality:** The buyer's plan enhances the neighborhood by providing property types, amenities, and/or services that meet the community's needs and improve the character of the area over time.
- **Neighborhood compatibility and design:** The proposed project's design blends in with the surrounding community and, where applicable, respects its residential nature.
- **Strategic Planning:** The buyer demonstrates thoughtful planning, including efficient site design, strategic phasing, and architectural excellence.



Themes we will explore with Board Members

- Priorities when considering future facility decisions
- Weighing tradeoffs
- Risks and opportunities
- Non-negotiables
- Role of community input

In the Meantime

While this work is underway, the buildings stay in service and in good hands.



Current uses continue

Bright Start, Lake County Wraparound, and Cloud City High School at Pitts. Project Dream and athletics at LCIS. We understand the gym at LCIS is currently pivotal to several of our athletics programs.



In conversation with our neighbors and partners

We will stay connected with the City of Leadville, Lake County, and other interested community partners as this work moves forward.



All properties maintained and secure

Roofs, building envelopes, and grounds are kept up. Alarms, cameras, and active monitoring to keep the buildings safe.

Questions & Discussion

