

Business Meeting and Work Session

Monday, January 12, 2026 4:30 PM

Steamboat Springs Middle School, 39610 Amethyst Dr, Steamboat Springs, CO 80487

1. **Business Meeting - Call to Order 4:30 pm**

2. **Pledge of Allegiance**

3. **Roll Call**

4. **Agenda Review - Approval of Agenda**

5. **Consent Agenda Items -**

Pursuant to Policies: EL-9: Treatment of Students, Parents and Community; EL-12: Staff Treatment; EL-4: Communication and Counsel to the Board; GP-1: Governance Commitment; GP-3: Board Job Description

5.1. Employment

5.2. Resignations

5.3. Substitute Teacher 2025-26

5.4. Substitute Paraprofessionals 2025-26

5.5. Adopt Resolution 2026-01-01 Appointing Trustee to the East Routt Library Board

6. **Approval of Minutes**

Pursuant to Policies: GP-1; GP-3

7. **Reports and Communications**

Pursuant to Policies: EL-4; GP-1; GP-3; and SSSD Strategic Plan

8. **Community Comments 5:30 pm Approximate Time**

Pursuant to Policies: GP-1: Governance Commitment; EL-9: Treatment of Students, Parents and Community; GP-15: Public Comment and Agenda Items at Board Meetings; GP-15-R: Regulations for Public Comment at Board Meetings. The Board Chair will call for Community Comment(s) relating to items/issues not on the current agenda. The Board Chair will begin by reading this statement:

9. **Action Items**

Pursuant to Policies: GP-1; GP-3; EL-17: Asset Protection; EL-16: Financial Administration; EL-15: Budgeting

9.1. Consideration of Next Steps in the Superintendent Succession Process
Purpose: To consider making a decision on starting the superintendent search process and considering engaging a search firm to conduct the search

9.2. Consideration of Adoption of Resolution 2026-01-02 Establishing Fund 52- Affordable Housing Fund

Purpose: To consider adopting Resolution 2026-01-02 to establish Fund 52- Affordable Housing Fund - within the District budget

10. **Board Policy Review**

Pursuant to Policies: GP-1; GP-3; GP-14: Development and Revisions

of Board Policy

11. **Board Member Updates/ Comments/Debrief** -
Pursuant to Policies: GP-1; GP-3; EL-4
12. **Plan for Future Meetings**
13. **Adjourn Business Meeting**
14. **Work Session - Call to Order**
15. **Work Session Topics**
16. **Adjourn Work Session**

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026**

**AGENDA ITEM
EMPLOYMENT OF PERSONNEL**

The administration is recommending the following candidates for the 2025-26 school year:

Background Information:

- Kellen Baker - SSHA head baseball coach 25-26 - change of status from assistant coach
- Hayley Berg - SSHA Thescon Sponsor 25-26
- Jeffrey Chapman - SSHA Interim head hockey coach 25-26 - change of status from assistant coach
- Kindra Curry - SGS .5 FTE preschool para and .2 FTE special education paraprofessional - change of status from .5 FTE preschool para
- Kirsten Delaney - SGS .9 FTE special education paraprofessional - change of status from 1 FTE
- Hannah DuMont - SGS .6 FTE special education paraprofessional - change of status from 1 FTE
- Thomas Foley - SSHA .5 FTE assistant hockey coach 25-26
- Cristin Georgis - SPE long-term substitute special education paraprofessional
- Deya (Santa) Herrera - SGS .5 FTE preschool paraprofessional and .1 FTE special education paraprofessional - change of status from .5 FTE
- Dan Kohler - Transportation bus route driver
- Bryan Roos - SSHA assistant hockey coach 25-26
- Marat Washburn - SSHA assistant Ski Team coach 25-26
- Dan Welch - SSHA assistant wrestling coach 25-26

Recommended Action:

Resolved, that the Board of Education authorize the employment of the following individuals:

Sleeping Giant School :

Opening created by:

Hannah DuMont change of status

- Kindra Curry - addition of .2 FTE special education paraprofessional - change of status from .5 FTE
- Deya (Santa) Herrera - addition of .1 FTE special education paraprofessional - change of status from .5 FTE

Change of Status request

- Kirsten Delaney - .9 FTE special education paraprofessional - change of status from 1 FTE

Change of Status request

- Hannah DuMont - .6 FTE special education paraprofessional - change of status from 1 FTE

Steamboat Springs High School :

Opening created by:

Matt Anaya resignation

- Kellen Baker - Head baseball coach 25-26 - change of status from assistant coach

District Need

- Hayley Berg - Thescon sponsor 25-26

Ian Anderson resignation

- Jeffrey Chapman - Interim head hockey coach 25-26 - change of status from assistant coach

Replacing Jack Verploeg

- o Thomas Foley - .5 FTE assistant hockey coach 25-26
- o Bryan Roos - .5 FTE assistant hockey coach 25-26

Matthew Graves resignation

- o Marat Washburn - Assistant Ski Team coach 25-26

Student Need

- o Dan Welch - Assistant wrestling coach 25-26

Strawberry Park Elementary School :

Opening created by:

Student Need

- o Cristin Georgis - Long-term substitute special education paraprofessional 12/8/25 - 6/2/26

Transportation Department :

Opening created by:

Kevin Hohman resignation

- o Dan Kohler - Bus Route driver

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026**

**AGENDA ITEM
RESIGNATIONS**

Background Information:

Hayley Berg has resigned her position as the Assistant Play Director for Steamboat Springs High School effective January 5, 2026.

Glen Light has resigned his position as an assistant Track and Field coach for Steamboat Springs High School effective January 5, 2026.

Sydney Williams has resigned her position as a special education paraprofessional for Soda Creek Elementary School effective December 19, 2025.

Recommended Action:

Resolved, that the Board of Education accept the resignations of:

Hayley Berg - sponsor

Glen Light - coach

Sydney Williams - paraprofessional

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026**

**AGENDA ITEM
SUBSTITUTE TEACHER FOR 2025-2026**

Background Information:

The following individual has made application for substitute teaching positions within the Steamboat Springs School District:

<u>Name</u>	<u>Endorsement</u>	<u>Lic/Expir.</u>	<u>Preference</u>
Quezada Rodriguez, Annette		1 yr/9-24-26	K-12

Recommended Action:

Resolved, that the Board of Education approve the addition of the following substitute:

Annette Quezada Rodriguez

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026**

**AGENDA ITEM
SUBSTITUTE PARAPROFESSIONALS FOR 2025-2026**

Background Information:

The following individuals have made application for substitute paraprofessional positions within the Steamboat Springs School District:

Annette Quezada Rodriguez
Kathleen Roman

Recommended Action:

Resolved, that the Board of Education approve the addition of the following substitutes:

Annette Quezada Rodriguez
Kathleen Roman

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026**

**AGENDA ITEM
ADOPT RESOLUTION 2026-01-01 APPOINTING TRUSTEES TO THE EAST
ROUTT LIBRARY DISTRICT BOARD**

Background Information:

A copy of Resolution 2026-01-01 in support of the appointment of Dale Richey to the East Routt Library District Board of Trustees will be presented to the Board of Education for adoption.

Recommended Action:

Resolved, that the Board of Education adopt resolution 2026-01-01 in support of the appointment of Dale Richey to the East Routt Library District Board of Trustees.

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
RESOLUTION 2026-01-01**

**A RESOLUTION OF THE BOARD OF EDUCATION APPOINTING
TRUSTEES TO THE EAST ROUTT LIBRARY DISTRICT BOARD**

WHEREAS, the management and control of the East Routt Library District is vested in a Board of not fewer than five (5) nor more than seven (7) trustees (C.R.S. 24-90-108 (1)); and,

WHEREAS, the appointment of trustees shall be ratified by the legislative bodies of each of the participating governmental units upon recommendation of the Board of Trustees of the East Routt Library District (C.R.S. 24-90-108(2c)) and,

WHEREAS, a Trustee shall be appointed for a five (5) year term in accordance with the by-laws of the East Routt Library District Board (C.R.S. 24-90-108 (3a)) and,

WHEREAS, Barb Ross resigned from the board December 31, 2025, ending the 5-year term early and,

WHEREAS, the Board of Trustees recommends that Dale Richey, former member of the East Routt Library District Board, be appointed to fill this vacancy for the remainder of the term ending December 31, 2026.

NOW THEREFORE BE IT RESOLVED, that Dale Richey be appointed to the East Routt Library District Board of Trustees beginning January 1, 2026 and ending December 31, 2026.

ADOPTED this 12th day of January, 2026.

BOARD OF EDUCATION
Steamboat Springs School District RE-2

Kevin Callahan, President

ATTEST:

Leah Helme, Secretary

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
AGENDA ITEM
SUMMARY**

Meeting Date:	January 12, 2026
Agenda Item:	Approval of the minutes for the Board of Education December 8, 2025 Business Meeting and December 12, 2025 Board Retreat
Presented by:	Secretary to the Board
Core Issues:	GP-19: School Board Meetings
Background Info:	Drafts of the minutes are included for review and approval.
Policy Implications:	GP-19: School Board Meetings
Fiscal Implications:	None
Options:	<ol style="list-style-type: none"> 1. Approve the Minutes as written. 2. Correct the Minutes then approve.
Backup Memoranda Provided?	Drafts of the minutes are included for review and approval.
Recommended Action:	<p>Resolved, that the Board of Education approve the minutes for December 8, 2025, as presented.</p> <p>Resolved, that the Board of Education approve the minutes for December 12, 2025, as presented.</p>



STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2 BOARD OF EDUCATION BUSINESS MEETING

Minutes
December 8, 2025
4:30 PM

Board Members present: Kevin Callahan, Lara Craig, Leah Helme, Katy Lee, Kim Lemmer, and Jane Toothaker

District Administration present and presenting: Superintendent Dr. Celine Wicks, Facilities Manager Pascal Ginesta, Director of Finance and Operations Stephanie Juneau, Director of Human Resources Katie Jacobs, and Director of Exceptional Student Services Kristen Atwood

1. Business Meeting - Call to Order

Katy Lee is the current Board president and will preside over the meeting until the new president is nominated and appointed. Katy Lee called the business meeting to order at 4:30 pm.

2. Pledge of Allegiance

3. Roll Call

Deb Ginesta read the following statement:

Roll call will include Katy Lee and the other 5 board members. Katy Lee is the current Board president and she will preside over this meeting until the new Board president has been nominated and appointed. The new Board members, Kim Lemmer and Jane Toothaker, were sworn into office on December 1st and will be included in the roll call along with Katy Lee, Kevin Callahan, Lara Craig, and Leah Helme.

All members present.

4. Approval of Agenda

Kevin Callahan made a motion and Lara Craig seconded to approve the agenda as presented. The motion passed unanimously.

5. Action Items - Board Organizational Meeting - Election of Officers

Background information is provided in Boardbook under item 5.

Katy Lee presided over the first action item. The first item of business is nominating a new president. Board members were given the choice of voting on the nomination of president and vice president by secret ballot and no one requested a secret ballot. The election for both offices will be by roll call.

5.1 Election of Board President as required by the November 4, 2025 Election and C.R.S. 22-32-104

Katy Lee opened the nomination for the office of president.

Lara Craig - I would like to nominate Kevin Callahan.

Katy Lee - no other nominations were made. The election was completed by roll call. All board members approved the nomination of Kevin Callahan for Board president.

Kevin Callahan is elected Board president to hold office until the next biennial election.

5.2 Election of Board Vice President as required by the November 4, 2025 Election and C.R.S. 22-32-104

Kevin Callahan opened the nomination for the office of vice president.

Kevin Callahan - I would like to nominate Lara Craig.

Kevin Callahan - no other nominations were made. The election was completed by roll call. All board members approved the nomination of Lara Craig for Board vice president.



Lara Craig is elected Board vice president to hold office until the next biennial election.

5.3 Election of Board Secretary as required by the November 4, 2025 Election and C.R.S. 22-32-104

Kevin Callahan opened the nomination for the office of secretary.

Lara Craig - I would like to nominate Leah Helme.

Kevin Callahan - no other nominations were made. The election was completed by roll call. All board members approved the nomination of Leah Helme for Board secretary.

Leah Helme is elected Board secretary to hold office until the next biennial election.

5.4 Election of Board Treasurer as required by the November 4, 2025 Election and C.R.S. 22-32-104

Kevin Callahan opened the nomination for the office of treasurer.

Lara Craig - I would like to nominate Jane Toothaker.

Kevin Callahan - no other nominations were made. The election was completed by roll call. All board members approved the nomination of Jane Toothaker for Board treasurer.

Jane Toothaker is elected Board treasurer to hold office until the next biennial election.

5.5 Consideration of Appointing Board Representatives to Board Committees and Schools

The Board inadvertently missed this action item at this time. The item will be brought up by Leah Helme later in the meeting and addressed at that time.

6. Consent Agenda Items

Background information is provided in Boardbook under item 6.

6.1 Employment

6.2 Resignations

6.3 Substitute Teacher 2025-26

6.4 Approval of Mid-Year Graduates - SSHS Class of 2026

Leah Helme made a motion and Kevin Callahan seconded to approve consent agenda items 6.1, 6.2, 6.3, and 6.4 as presented. The motion passed unanimously.

7. Approval of Minutes- November 17, 2025 Business Meeting

Background information is provided in Boardbook under item 7.

Jane Toothaker made a motion and Leah Helme seconded to approve the minutes for the November 17, 2025 business meeting, as presented. The motion passed unanimously.

8. Reports and Communication

Background information is provided in Boardbook under Item 8.

Celebrations - Superintendent Dr. Celine Wicks

- Yampa Valley High School (YVHS) seniors will present their senior capstone projects this Wednesday at 4:30 pm. Students had the option of selecting a project based research or action project. There are six research projects which include the fields of forensic psychology, cosmetology, nursing, and the neuroscience of addiction. There are five action projects which include the fields of education, music, art, and youth outreach. All of the seniors have worked hard and have created meaningful relationships with mentors in their chosen fields.
- SSMS - Four SSMS students have been selected to perform with the Colorado Middle All State Choir: Nora Garey, Elliot Bowman, Wilder DeBoom, and Marshall Petty. After auditioning individually, these students were selected to perform at the CMASC festival Feb 12-13 at the Colorado Convention Center and Bellco Theatre. We are honored and excited to have these amazing and dedicated students represent SSMS this year. A special thanks to Band/Choir teacher Mr. Knapp for pushing students to take risks and supporting them to develop self-confidence, communication and teamwork.



Performing Arts programming is so important to boost creativity, focus, and accomplishment along with developing resilience and self expression.

- For the second year in a row, the SSMS library hosted a book fair in strategic partnership with Off the Beaten Path (OTBP) bookstore. The event generated significant excitement around reading, with students and teachers eager to engage with community booksellers. With generous donations from Danielle Skov, the owner of OTBP, and middle school parents, teachers were able to award over \$300 in “book fair bucks” to students.
- SGS Belonging Meetings - a new structure rolled out this year to strengthen relationships, ensure every student feels known, and align work with the vision of being kind, curious, and resilient. In these meetings, grade-level teams review each student through a simple, consistent protocol: academic strengths, areas of need, social-emotional observations, passions, connections with adults, and any concerns that may be emerging. This work is part of the larger effort to build a strong school culture grounded in SGS’s vision, mission, and core values.
- SGS Building Leadership Team (BLT) played a major role in strengthening teaching and learning in the fall. This group consisting of Kristen Miller, Allison Wither, Darcy Walters, Ellen Grundtisch, Nicole DeCrette, Chalsey Hodge, Katelyn Ayala, and Mitch Stypinski has focused on tightening the use of a 7-Step Learning Cycle and supporting teams in leading high-quality PLCs. This team’s leadership is one of the key reasons PLCs this year are more focused, more collaborative, and more connected to student outcomes than in past years.
- SPE - Daily Sub Extraordinaire - a massive thank you to our daily building substitute Sequoya Bertron, for her exceptional contribution to the Sea Wolfe team. She truly wears many hats, embodying the spirit of what it means to be a team player. She is consistently ready to jump in, solve problems efficiently, support with duties, and deliver creative lessons that engage students. She approaches all her responsibilities with a wonderful smile and is supportive of everyone. SPE staff cannot express how deeply they appreciate the reliable and uplifting presence she brings to the school community
- SPE would like to recognize the incredible community partners at Northwest Colorado Health for their invaluable support. Their resiliency groups have provided essential support, offering students a safe and helpful space to navigate challenges. SPE is also grateful for the weekly Wednesday Mindful Movement sessions, which offer a perfect opportunity for students to start their days in a calm and peaceful manner. This month, they will be introducing drum circles.
- SCE SPARK Values in Action - SPARK stands for: Strive, Persevere, Accountable, Responsible, and Kind; SCE honors one student from every grade throughout the year who exemplifies these core values; SCE began by focusing on the first two values, Strive and Persevere, and has already had the pleasure of celebrating outstanding students across the school! SCE is also recognizing students who truly Strive to be present. SCE is proud to honor Attendance Aces - being present and on time every day is a critical way students show their commitment to their education.

Staff Affordable Housing Update- Superintendent Dr. Celine Wicks and Facilities Manager Pascal Ginesta

- Rural Homes LLC presentation is included in Boardbook for review
- Rural Homes, LLC is the general contractor for this project
- Following the staff survey, changes were made to the original plan to provide garages; we now have a plan for 21 units (instead of 22) with a single car detached garage for each
- We have added 8 additional parking spots for visitors and a communal mail box area
- Each unit will have 2 parking spaces- one in the garage and one in front of the garage
- We are on target to break ground in the spring of 2026
- Lara Craig - love that we found space for the garages; Are these plans set in stone? Are we going to have an executive committee provide input? Pascal - the number of units (21) and the type of units are set but the orientation of the units can be adjusted
- Lara Craig - What is the plan for the executive committee? Dr. Wicks - We will have a committee but they will be more focused on the internal design rather than the external design of the units
- Lara Craig - Is the garage scape on the street scape aesthetically pleasing? The garage hinders the view of the living space that is behind the garage; the community neighbors have expressed concern about the placement of the garages; Pascal - the current option is based on trying to keep this an affordable project; garages will have aesthetic architecture; the view of the neighborhood due to elevation changes will not be like looking at it on a flat plane; putting in a second road for the garages doubles the cost of the project
- Lara Craig - Having a driveway that goes into the back of the property, is that possible? Pascal - having garages at the bottom of the property causes problems with snow removal and storage; the current drawing meets the needs the best
- Lara Craig - What if you broke up parking spaces so you could see the residences? I am getting feedback from the community and we need to keep in mind the community preferences; Dr. Wicks - We will be presenting to the Silver Spur HOA- the placement of the units will not interfere with their views of the mountain



- Pascal - Keep in mind that these are modular construction for affordability; breaking up the garages will increase our cost; I am planning with Rural Homes, LLC for presenting at community meetings
- Lara Craig - When is the community meeting? Dr. Wicks - I will notify the Board of any meetings where we will present

FY25 Audit Report - Director of Finance and Operations Stephanie Juneau and Paul Backes, McMahan and Associates, LLC

- Copy of the FY25 Audit draft is included in Boardbook for review
- District's Fund Balance looks reasonable- District is not risking the fiscal health of the District
- District's Finance Team is great to work with
- Need to include reasons for differences between expenses and actual expenditures for all funds
- Need to split up HR and payroll duties to create more segregation of duties
- Dr. Wicks -We have reviewed options to hire a third party financial company to segregate the duties but it is excessively expensive; we will continue to review other options
- Kevin Callahan - Appreciate the audit and information and Stephanie's expertise as the Director of Finance and Operations
- Stephanie - We added \$1.2M to the ending fund balance and general fund at the end of fiscal year 2025; that brings our ending fund balance to expenditures to 30%; I have a recommendation for the Board to consider between now and early January because perhaps we could do something with that in the amended budget
- District has a Certificate of Participation - a loan that was taken out in 2014 to do some energy improvements around the District; original loan amount was \$3.8M and balance is now \$1.38M; we currently pay \$200K in debt service every year as one of our expenditures and \$50K of that is interest
- I would like the Board to consider using the additional fund balance to pay off that debt entirely this spring; this would bring down our reserves to under \$12M or about 22% which I am comfortable with; the benefit would be that we would free up \$200K in cash flow every year as well as not paying \$50K in interest; we would have that debt paid off before we issue new debt to support the affordable housing build
- Please think about it and contact me at the office any time between now and January 9 because then I can either include or not include the payoff in the amended budget that I will bring to the Board on January 26
- Kevin Callahan - to clarify - we will have \$200K more every year to operate with and it would be more prudent than paying down the existing debt over time
- Dr. Wicks - 22% reserves is where we were following previous staff negotiations so that's why we are feeling comfortable with the 22%
- Kim Lemmer - Do we have other outstanding debt that we are paying interest on? Stephanie - Not within the general fund; We would only have the general obligation debt which is basically the equivalent of the mortgage on your home; we have debt issued to the public that they have authorized for us to use to build buildings; the general obligation debt is paid for via the property taxes that we assess the mill levy for every year
- Jane Toothaker - is the 22% a 3 month reserve? Stephanie - At the end of June 30, we will have about \$14M or 30% which is about a 3.5 month reserve
- Lara Craig - Great job on the audit; I think this would be a great time to have a work session to explain reserves, explain percentages, explain all of what we are doing; would be great for the whole board
- Board will plan for a future work session to discuss the amended budget under plan for future meetings

Superintendent Succession Planning - Director of Human Resources Katie Jacobs

- Dr. Wicks is retiring at the end of the 2025-26 school year and we are working with a good time frame for filling the superintendent position
- Board should consider using a search/consulting firm and Katie can reach out to firms and provide proposals for the Board to review at the January 12th Board meeting
- McPherson & Jacobson is the firm that we used to hire Dr. Wicks
- Board needs to try and select a consulting firm in January so that they can take over the process of recruiting and hiring a new superintendent
- Once selected, the firm would meet with the Board to create the application, recruit candidates, create timelines for meeting with the community, reviewing applications, and completing reference checks for applicants
- Kevin Callahan - I think there is value in comparing the services of different firms
- Leah Helme - I would like options to consider before hiring a consulting firm
- Lara Craig - We need to look at our choices for consulting firms



- Kevin Callahan - Why was McPherson chosen the last time? Katie - They were more experienced and are operating out of Colorado; their consultants have experience in Steamboat Springs and northwest Colorado; cost was good; approach was methodical, transparent, and inclusive
- Jane Toothaker - Ask other districts who they have used; would like to have a broader base of options
- Katie - District is not required to do a request for proposal (RFP) but I will reach out to other districts and gather additional information; will present at January 12 meeting

Leah Helme made a motion and Katy Lee seconded to acknowledge receipt of reports and communications as presented by the superintendent. The motion passed unanimously.

Leah Helme reminded Kevin Callahan that we had skipped over Action Item 5.5 prior to the Reports and Communications. At this time (5:48 pm) the Board will consider Action Item 5.5

5.5 Consideration of Appointing Board Representatives to Board Committees and Schools

Background information is provided in Boardbook under Item 5.

- The Board will consider the appointment of a board representative to the District Accountability Committee (DAC), the District Bargaining Team, and the Education Fund Board (EFB)
- The Board will also consider appointing a board member to be the District Delegate to the Colorado Association of School Boards
- Each director will also be assigned to a school building(s)
- The Board discussed the different appointments and board members' interests and came to a mutual agreement regarding appointment
- Gifted Education Advisory Council (GEAC) and Special Education Advisory Council (SEAC) are not part of this list because they are not Board committees

Appointment to committees and schools is as follows:

- Sleeping Giant School - Kevin Callahan
- Steamboat Springs High School - Lara Craig
- Yampa Valley High School and Steamboat Springs Middle School - Leah Helme
- Soda Creek Elementary School - Kim Lemmer
- Strawberry Park Elementary School - Jane Toothaker
- North Routt Community Charter School - Jane Toothaker
- District Bargaining Team - Kevin Callahan
- Education Fund Board - Lara Craig
- District Accountability Committee - Jane Toothaker
- CASB Delegate - Leah Helme

Leah Helme made a motion and Jane Toothaker seconded to appoint representatives to the committees and schools as stated. The motion passed unanimously.

The Board returned to the previous agenda item 9. Public Comment after completing the required action under 5.5.

9. Public Comment - 5:57 pm

No public comment on non agenda items.

10. Certification of Mill Levy

Background information is provided in Boardbook under Item 10.

- The District tax levy must be certified to the Routt County Assessor by December 15
- Information on the mill levy for the General Fund, Bond Redemption Fund, and the Capital Projects Fund are included in Boardbook
- Total mills for all funds is 13.209
- Board members did not have any questions or changes

Kevin Callahan made a motion and Lara Craig seconded that the Board certifies its 2025 tax levy for 2026 collection as presented by the Board. The motion passed unanimously.

11. Board Policy Monitoring and Review

- Background information is included in Boardbook for review under Item 11



- The Board will take this time to review some of the GP policies related to Board roles and responsibilities

GP-2: Board Job Description

- Lara Craig - should add the word “will” to match other policies
- Lara Craig - We need to discuss our Ends
- Jane Toothaker - We should look at other Districts’ Ends policies
- Kevin Callahan - Our Ends policies are very broad; doesn’t point to our decision making process
- Kim Lemmer - Does it mean that we might have to revise every policy if we revise our Ends policies?
- Lara Craig - Will provide a marked-up version of GP-2 for the Board to review
- Leah Helme - We need to determine what “monitoring” looks like for us; CASB Convention has a policy governance session that we could attend; We need to have a process for “monitoring” our policies

GP-3: Governing Style

- Lara Craig - policy leaves out “owners” and “community
- Lara Craig - Item 6 refers to the District Strategic Plan which should not be the only focus
- Kevin Callahan - I would recommend adding an additional item to the policy regarding focus
- Leah Helme - I think the policy should still refer to the District Strategic Plan
- Lara Craig - Will provide a marked-up version of GP-3 for the Board to review

GP-5: President’s Role

- Lara Craig had some changes and Leah Helme asked to review Lara’s revisions in writing
- Kevin Callahan - We need to consider what we want to be as a board
- Jane Toothaker - I would like to review options but it might not need to be in policy; We need to be careful about how specific we are in policy; Is the Strategic Plan part of the president’s role?
- Kevin Callahan - Strategic Plan is not part of president’s role

12. Board Retreat Discussion

Background information is included in Boardbook under Item 12

- Board discussion on scheduling a work session to continue policy review and monitoring discussion
- Board would like to schedule a work session at the CASB Convention to review Lara’s recommendations for revisions to the policies listed in this Board meeting
- Board members will attend the Policy Governance session at CASB and then discuss what “monitoring” should look like for the SSSD Board
- Board will discuss GP-2, GP-3, GP-5, GP-8, and GP-10-E and Ends policies and monitoring at the CASB Convention on Friday, December 12 from 5:15 - 6:15 pm at “The Hotel Bar” at the Broadmoor
- Work Session must be posted 24 hours prior to the meeting and must include all topics to be discussed. The work session must be recorded per statute and minutes are required.
- Leah Helme, Board Secretary, will record the work session and create the minutes

13. Board Member Updates/Comments/Debrief

Jane Toothaker

- Met with many of the District leadership team last week
- Attended Coffee with the Board with Lara Craig
- We should consider the format of Coffee with the Board for future meetings

Kim Lemmer

- Sworn in on December 1st
- Met with many of the District leadership team

Leah Helme

- Attended the STAND event - Hate Symbols - included student presentations and group work
- Attended Coffee with the Board with Kevin
- Working with YVHS staff on a social event for outreach
- Attended GEAC meeting - will there be a full report from the GEM? Kristen Atwood - Director of Exceptional Student Services - I have the full report but there is no additional information; I can share with the Board but it is not a public facing document

Lara Craig

- Met with Jane Toothaker and Kim Lemmer separately to get to know each other
- Attended Coffee with the Board - We need to consider the format
- Attended the GEAC meeting

Kevin Callahan

- Attended Coffee with the Board - We need to find a better way to get community engagement
- Thank you to the Board for working through this meeting

14. Plan for future meetings



- Stephanie Juneau - amended budget will be January 26 - can do a work session discussion on COP debt payoff on January 12

Board Work Sessions

- January 12 - CASB Debrief; Pros and Cons of Paying Off COP Debt; Staff Evaluation Review
- January 26 - Monitoring Board policies that are due in January

Coffee with the Board - Off the Beaten Path Bookstore

- Leah Helme - event should be scheduled for the 2nd Wednesday of the month, not the first
- January 14 at 11:30 with Leah Helme & Kim Lemmer
- February 11 at 4:30 pm with Kevin Callahan & Lara Craig
- Remove the rest of the dates until we decided what this will look like moving forward

Board Policy Monitoring Schedule

- Board needs to review the monitoring schedule and consider revising as needed
- Some policies are scheduled for monitoring every month

15. Adjourn

The Steamboat Springs School District RE-2 Board of Education business meeting adjourned at 6:54 pm.

Board of Education Business Meeting minutes for December 8, 2025 are submitted by: Deb Ginesta, SSSD Administrative Assistant and Secretary to the Board of Education.

Minutes approved by the Board on January 12, 2026:

=====
Kevin Callahan, President



STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2 BOARD OF EDUCATION RETREAT

Minutes
December 12, 2025
5:15 PM

Board Members present: Kevin Callahan, Lara Craig, Leah Helme, Kim Lemmer, Jane Toothaker

District Administration present: None

1. Workshop - Call to Order

Kevin Callahan called the workshop to order at 5:27pm.

2. Board Retreat Topics

Board Policy Review - GP-2, GP-3, GP-5, GP-8, GP-10-E

- The Board reviewed Lara Craig's suggested changes to policies GP-2, GP-3, GP-5, and GP-8. The Board discussed keeping policies broad, so the intent remains clear. Other topics discussed included: the importance of acknowledging the Board's responsibility to the community that elects them, as well as the importance of understanding the community's values when planning goals for the District. Suggested changes will be shared with Deb Ginesta, to bring forward for first reading at the January 12th, 2026 business meeting.
- After review of policy GP-10-E the board likes how it is written and has no suggested changes.

Board Ends Policies Review

- The Board reviewed current Ends policies and discussed ideas presented by other districts during breakout sessions at the convention. The Board will plan on addressing any new ideas or changes to Ends Goals at the annual retreat in June of 2026.

Board Policy Monitoring

- Leah Helme shared the Example Agenda Planning calendar that was shared with the previous Board at the retreat on August 12, 2025, with new members.
- The Board discussed the importance of having a consistent routine of monitoring policies and the need to find, or develop, a monitoring tool. The Board will suggest dates for a Monitoring Workshop at a future business meeting.

3. Retreat Adjourn

The Steamboat Springs School District RE-2 Board of Education retreat adjourned at 6:39pm.

Board of Education Retreat minutes for December 12, 2025 are submitted by: Leah Helme, Board of Education Secretary

Minutes approved by the Board on January 12, 2026:

=====
Kevin Callahan, President

STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026

AGENDA ITEM
REPORTS & COMMUNICATIONS

Reports & Communications

- Celebrations SSSD - Superintendent Dr. Celine Wicks
- Strategic Plan Focus Area Three Update - Director of Teaching & Learning Dr. Tim Ridder, SGS Principal Joe Laliberte, SSMS Principal Heidi Chapman-Hoy, and SCE Assistant Principal Kalie McHaffie
- Superintendent Succession Planning Discussion - Review of Search Firms - Director of Human Resources Katie Jacobs
- Finance Update - Establishing Fund 52- Affordable Housing Fund - Director of Finance and Operations Stephanie Juneau

Action: Acknowledge Receipt of Reports and Communications as presented by the superintendent and staff.



Focus Area Three

Joe Laliberte, Principal
Sleeping Giant School

Kalie McHaffie, Assistant Principal
Soda Creek Elementary





PRIORITY ONE: Positive Culture of Teaching and Learning

STRATEGIC GOAL:

By June 2026, 90% of SSSD teachers and staff will respond favorably to the question “I would recommend this school as a good place to work,” on the Teaching and Learning Conditions Colorado (TLCC) survey.

- 84% responded positively in school year 2021-2022
- 92% responded positively in school year 2023-2024

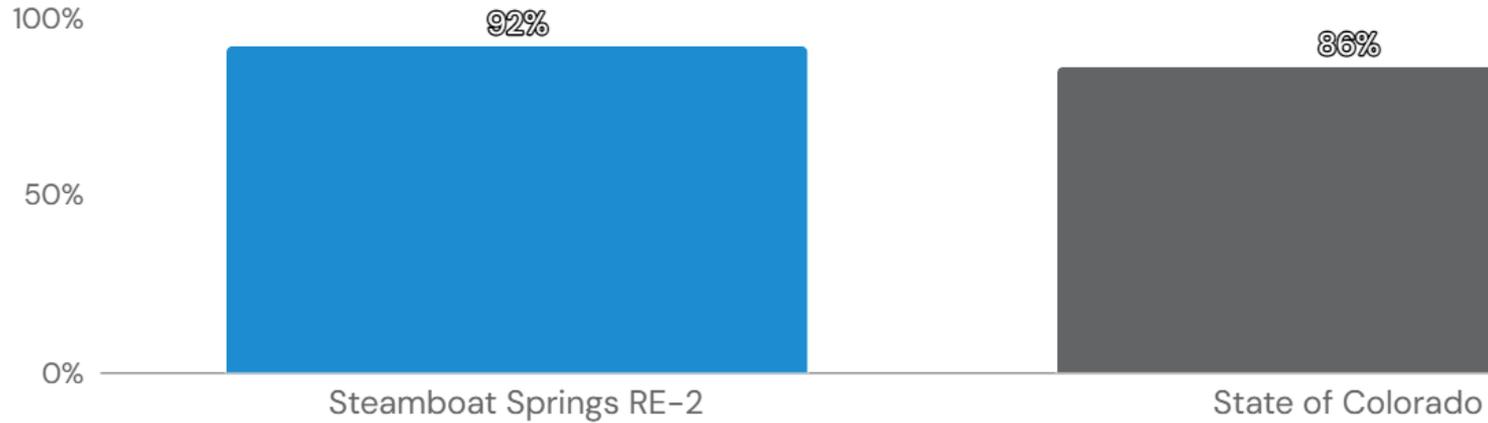
The TLCC survey will be given to staff in January/ February this school year and results will be given to districts in April.



Comparison to State Average

Favorability compared with others

Percentage favorable responses for this question





Staff Morale Survey Updates

EAB → Panorama

- Previous staff morale surveys were conducted with the support of EAB.
 - EAB
 - Measurement and Progress
 - Personal Safety and Belonging
 - Time and Resources
 - Leadership Trust and Values Alignment
 - Ownership and Input
 - Recognition and Value
 - Panorama
 - Belonging
 - District Leadership
 - Professional Learning
 - School Leadership
 - Well Being



Things To Come

Panorama - Staff Morale

- First Panorama survey was given in December of 2025
- Full results will be available at a later meeting

TLCC

- Late January into February 2026

Staff Focus Groups with Dr. Wicks and Dr. Ridder in February

Action Plan to Follow



PRIORITY ONE: Climate and Culture Initiatives

Climate and Culture Initiatives



PRIORITY TWO: Enhanced Learning Experiences through Community Partnerships

STRATEGIC GOALS:

By June 2027, 100% of Steamboat Springs School District schools will provide access to local, regional, and national organizations to provide students with opportunities to experience learning through embedded partnerships in the curriculum framework at all levels.

Back to School - Community Connections



School	Culture Initiative	Description
Steamboat Springs High School		
Yampa Valley High School	Connection Circle and partnership with Youth Resilience	<p><i>While YVHS does not have a C&C committee, the staff of 5 is always prioritizing the climate and culture of the school for the sake of emotional safety and overall mental health. We utilize NorthWest Colorado Health's Youth Resiliency program by incorporating their monthly themes and weekly tools into our weekly connection circles with the entire student body. For example, this month's theme is "Today is a New Day" and this week's tool is Appreciation & Gratitude (which strengthens ventral vagal activation and sets a calm tone). In addition, we offer the opportunity for students to participate in resiliency groups, where participants take part in art projects that represent the themes and tools.</i></p>
Steamboat Springs Middle School	School-wide systems and systematic recognition	<p><i>Student C&C survey results show that students feel safe at school, have trusted adults and peers, and participate actively in school activities, we are committed to continually strengthening an environment that is inclusive, welcoming, and academically engaging. This year, our focus has been on developing and refining schoolwide systems that support a unified, consistent approach across classrooms. Key areas of refinement include expectations around personal and school devices and screen time, appropriate use of school-issued 1:1 technology, grading practices, attendance, and systematic recognition of positive behavior.</i></p>
Sleeping Giant School	Student Voice and Belonging	<p><i>Survey data showed that while most students report having a trusted adult, fewer feel a strong sense of schoolwide trust and influence. Our Climate and Culture team is strengthening systems that elevate student voice and ensure students feel known, heard, and valued beyond individual classrooms. We have started more student led clubs and held "belonging" meetings with each grade level. We plan to do another student survey in January and hold student focus groups in February. We expect this work to improve belonging, engagement, and ownership, particularly for students who may feel less connected.</i></p>

Soda Creek Elementary	Core Values and Restorative Practices for Staff and Students	<p><i>This year, our school culture and climate initiatives are centered on rebuilding a unified sense of belonging and refining our responsive support systems. A cornerstone of this work is the reintroduction of monthly whole-school assemblies to ground our student body in our shared core values. These gatherings allow us to recognize students from every classroom who model these values, with a full schedule of assemblies established to maintain this momentum throughout the year.</i></p> <p><i>Alongside these celebrations, we are prioritizing student engagement by focusing on positive attendance and on-time arrival rates. Since our most vital culture-building activities happen first thing each morning, ensuring students are present for these rituals is essential to their success. Finally, in response to staff feedback, we are continuing to train staff on restorative practices and circles that can be helpful to manage conflict and create community. This proactive approach ensures that both students and staff have the tools necessary to maintain a supportive and collaborative learning environment.</i></p>
Strawberry Park Elementary	Student Belonging	<p><i>Based on beginning of year student survey data, some students at SPE are still seeking a sense of belonging in the school community. The Culture and Climate team, which has a focus on PBIS and Restorative Practices, defined sense of belonging as students feeling seen and recognized as learners and individuals. We are strengthening systems to recognize students and help them develop a stronger connection to adults and peers throughout the school community.</i></p> <p><i>With support from the Mental Health team, teachers have engaged in 6 week cycles to refine and strengthen their Morning Meetings. Morning Meetings are a school-wide structure that provides time for students to be recognize as individuals, forge relationships among students and adults, and provide opportunities for students to self-reflect on their learning and character development. Morning Meetings are becoming a vehicle to see all students as both learners and individuals.</i></p> <p><i>The implementation of SHINE Character Cards also recognizes students for exhibiting SPE values. Students are recognized by staff and then publicly recognize at a Community Meeting for demonstrating the character trait.</i></p> <p><i>SPE also gathers as a community in a Community Meeting format. These are joyful events that recognize achievements of students, staff, and community members. At these meetings, we also recognize our "Awesome Attendance Achievers" who have prioritized getting to school and staying throughout the day. We also have a bulletin board recognizing each of these students; students take a lot of pride seeing their names there!</i></p>

Steamboat Springs School District Superintendent Search Firm Information

Per the Board's direction, Katie Jacobs has secured proposals from executive search firms to lead the recruitment for the Superintendent position, which is scheduled to begin on July 1, 2026.

The following firms have provided proposals:

- **McPherson & Jacobson, L.L.C.**
- **Grundmeyer Leader Services (GLS)**
- **Hazard, Young, Attea & Associates, Ltd.**
- **Gregory and Denby Associates**

Each firm brings experience, a structured process, and a commitment to engaging and supporting our community through this important transition.

This summary pulls together the key points from each proposal: what they cost, how long the search will take, how much in-person support they'll provide, the guarantees they offer, and any standout recommendations.

The purpose of this summary is to give the Board a clear, concise view of the similarities and differences among the proposals so that an informed decision can be made regarding which firm best aligns with the district's needs, values, and priorities.

McPherson & Jacobson, L.L.C. - McPherson & Jacobson, a national search firm, has consultants located on the Front Range. They are currently working with Eagle County School District and have worked with the Garfield 16 School District and Summit School District in 2022. McPherson & Jacobson led the search for the Steamboat Springs School District in 2022. They have a five-phase plan that includes a transition for the new superintendent.

Cost:

- Professional fee (Phases I-V): \$10,500
- Additional expenses (advertising, travel, background checks, etc.): Not to exceed \$16,000 total.
- Offer a search fee match for a comparable level of services

Timeline:

- ~2-3 months for the recruitment and selection process
- Formal timeline established with M&J consultant and Board in January
- Stakeholder engagement in person and online options (late January/February 2026)
 - Identify Superintendent characteristics, advertising, application, and posting
- Candidate selection and interview process (February/March 2026)
- Final selection of the Superintendent

Guarantees:

- The consultant will work with the Board and the Superintendent during the first year
- Two-year guarantee: If the selected superintendent is terminated for cause within the guarantee period, the firm will repeat the search at no additional fee, except actual expenses.

Considerations:

- Colorado-based consultants lead the search with transparency of process.
- Emphasis on in-district community sessions with diverse stakeholder groups.
- Facilitation of candidate interviews, stakeholder feedback, and finalist visits.
- Considerable experience in various Colorado districts of similar size and location
- Consultants assigned to SSSD search, Randy Zila and Christy Sinner, have experience and strong ties to the County and SSSD community.

Hazard, Young, Attea & Associates, Ltd. -Hazard, Young, Attea Associates (HYA) is a large national search firm with a four-phase plan that includes a transition for the new superintendent.

Cost:

- Base Professional fee \$23,500
- Contracting Fee \$1,000
- Travel and meeting expenses \$3,500-\$5,500 (Not to exceed).
- Additional fees: advertising \$280, background check & verification \$1,100-\$1,950

Timeline:

- ~2-3 months for the recruitment and selection process
- HYA and Board meet to plan/finalize search timeline (January)
- Stakeholder engagement forums and online survey (January/February)
 - Draft description, advertising, and posting for applicants
- Candidate selection and interview process (February/March)
- Final selection of the Superintendent

Guarantees:

- Six-month Transition Academy for new Superintendent
- Guarantee: If the superintendent departs from the position during the first year under any circumstances professional or personal, or within two (2) years, if the majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost with the exception of travel, advertising and due diligence expenses.

Considerations:

- Includes up to 4 in-district days; additional days billed at \$2,500 each, + travel.
- In-person focus groups, interviews, and "Day in the District" finalist visits.
- National recruitment is supported by a dedicated project manager.
- The consultant assigned to SSSD has experience conducting searches in the Rocky Mountain/Midwest regions.

Grundmeyer Leader Services, - Grundmeyer Leader Services (GLS) is an executive search firm with a five-phase plan that includes an entry plan for a successful start and recommendations for first-year goals for the new superintendent.

Cost:

- Marketing and consultation fee \$15,240
- Travel/Mileage expenses \$4,131.44
- Total cost, not to exceed \$19,371.44.

Timeline:

- ~2-3 months for the recruitment and selection process
- GLS and Board meet to plan/finalize search timeline (Mid-January)
- Stakeholder engagement survey, in-person if requested (2-3 weeks)
 - Recruitment and posting (~4 weeks)

- Candidate selection and interview process (3-4 weeks)
- Final selection of the Superintendent (March/April 2026)

Guarantees:

- Guarantee: If the candidate departs within the first 12 months, GLS will conduct a replacement search at no professional fee; District will cover expenses. If the candidate departs during the 2nd year, GLS will provide a reduced fee or no professional fee, depending on the reason for separation.

Considerations:

- Includes up to 4 trips to the district;
- Facilitation of stakeholder survey and/or in-person meetings and board interviews.
- District responsibility to select interview teams and constituents.

Gregory and Denby Associates (G&D Associates): G&D Associates is an innovative consultancy firm based in New Hampshire. Their work plan includes community engagement, partnering with the District team to develop collateral and community outreach, search and hiring process facilitation, and follow-up services.

Cost:

- Initial fee \$19,995.00 (includes research, design, community engagement, search activities, and hiring process)
- Once a candidate is selected, a charge of 10% of the agreed-upon first year gross annual salary

Timeline:

- G&D team and Board meet to plan/finalize search timeline
- Community engagement includes a mix of in-person and remote options, co-developing communications to advertise
- Provide recommendations for advertising and timelines, co-design a dedicated search page on the District website
- Develop a schedule and facilitate the interview process for candidates

Guarantees:

- None indicated in proposal

Considerations:

- Superintendent searches are new to their portfolio
- Personalized coaching for the new Superintendent for 1 year

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
RESOLUTION 2026-01-02**

**A RESOLUTION OF THE BOARD OF EDUCATION OF
STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2,
ESTABLISHING FUND 52 – AFFORDABLE HOUSING FUND**

WHEREAS, the Board of Education of Steamboat Springs School District RE-2 (“the District”) recognizes that the availability of affordable housing within the community is critical to recruiting and retaining high-quality teachers and staff; and

WHEREAS, the District desires to establish a separate fund to account for all financial activity related to the acquisition, construction, operation, and maintenance of employee housing units and other affordable housing initiatives; and

WHEREAS, in accordance with the Colorado Department of Education’s Chart of Accounts, the District is authorized to establish additional funds as necessary to ensure transparency and accountability in managing district resources; and

WHEREAS, the Governmental Accounting Standards Board (GASB) standards provide that proprietary funds are appropriate when activities are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the public (or other District funds) are to be recovered primarily through user charges or other revenue sources; and

WHEREAS, the District anticipates that the Affordable Housing Fund will operate as an enterprise-type proprietary fund with revenues derived from rent payments, lease proceeds, interfund transfers, and other permissible sources.

NOW, THEREFORE, BE IT RESOLVED by the Board of Education of Steamboat Springs School District RE-2, Colorado, that:

1. Establishment of Fund 52 – Affordable Housing Fund:

The District hereby establishes Fund 52, to be titled the Affordable Housing Fund, as a proprietary fund in accordance with Colorado Department of Education guidelines and GASB accounting standards.

2. Purpose:

Fund 52 shall account for all financial activities related to the planning, financing, construction, operation, maintenance, and management of affordable housing facilities intended for use by District employees or other eligible participants as determined by the Board.

3. Funding Sources:

Revenues to Fund 52 may include, but are not limited to:

- Rental income and lease proceeds;
- Contributions, grants, or donations;
- Interfund transfers as approved by the Board;
- Earnings on investments; and
- Any other lawful sources designated for affordable housing purposes.

4. Accounting and Reporting:

The Finance Office shall maintain Fund 52 in accordance with the Colorado Department of Education's Financial Policies and Procedures (FPP) Handbook, the Uniform Chart of Accounts, and applicable Governmental Accounting Standards. The Fund shall be subject to annual audit and shall be presented separately in the District's financial statements.

5. Effective Date:

This Resolution shall take effect immediately upon adoption by the Board of Education, and the fund shall be operational beginning with the fiscal year ending June 30, 2026 (or as otherwise determined by the District's Director of Finance and Operations).

ADOPTED this 12th day of January, 2026.

BOARD OF EDUCATION
Steamboat Springs School District RE-2

Kevin Callahan, President

ATTEST:

Leah Helme, Secretary

PUBLIC COMMENT DURING A BOARD OF EDUCATION MEETING

Thank you for your interest in the public comment portion of this board meeting. This meeting is being recorded and live streamed and available to view on the District's website.

All wishing to speak during public comment on items on the current agenda or not on the current agenda must be physically present at the Board meeting to address the board. Electronic participation via Zoom is not available when the Board is meeting in person.

Community Comments

The Board Chair will call for Community Comment(s) relating to items/issues not on the current agenda. The Board Chair will begin by reading this statement:

- Individuals wishing to address the Board are limited to three (3) minutes per person wishing to address the Board. If four (4) or more people wish to address the board on a single topic, the Board may allot up to 15 minutes for a collective commentary.
- Out of respect for the guests attending the Board meeting, the Board may limit public comment to 30 minutes. Registered speakers not part of the first 30 minutes, will be heard at the conclusion of the meeting.
- When recognized by the Board, individuals wishing to address the Board, the speaker should provide their name, and who they are representing.
- No action will be taken on any item not scheduled on the agenda. No action will be taken during this portion of the meeting. Any public comment requiring additional discussion or action by the Board must be placed on a future agenda.
- On a scheduled agenda item, the Board may or may not ask clarifying questions of the speaker. However, discussion is limited to Board members.

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
AGENDA ITEM
SUMMARY**

Meeting Date:	January 12, 2026
Agenda Item:	Consideration of Next Steps in the Superintendent Succession Process
Presented by:	Board President Kevin Callahan
Core Issues:	On October 31, 2025, Dr. Celine Wicks announced her retirement effective June 30, 2026. On November 3, 2025, the Board requested that HR Director Katie Jacobs contact search firms for search options for the superintendent position.
Background Info:	The Board will review the options and information from four firms and consider possible action related to next steps in the process.
Policy Implications:	GP-3: Board Job Description; GP-1: Governance Commitment
Fiscal Implications:	To be determined
Options:	<ol style="list-style-type: none"> 1. schedule a workshop to hear presentations from the following firms: _____ 2. engage _____ to conduct a search for a superintendent
Backup Memoranda Provided?	Summary of proposals from the search firms will be shared at the meeting
Recommended Action:	Resolved, that the Board of Education

Steamboat Springs School District Superintendent Search Firm Information

Per the Board's direction, Katie Jacobs has secured proposals from executive search firms to lead the recruitment for the Superintendent position, which is scheduled to begin on July 1, 2026.

The following firms have provided proposals:

- **McPherson & Jacobson, L.L.C.**
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- Additional expenses (advertising, travel, background checks, etc.): Not to exceed \$16,000 total.
- Offer a search fee match for a comparable level of services

Timeline:

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- Stakeholder engagement in person and online options (late January/February 2026)
 - Identify Superintendent characteristics, advertising, application, and posting
- Candidate selection and interview process (February/March 2026)
- Final selection of the Superintendent

Guarantees:

- The consultant will work with the Board and the Superintendent during the first year
- Two-year guarantee: If the selected superintendent is terminated for cause within the guarantee period, the firm will repeat the search at no additional fee, except actual expenses.

Considerations:

- Colorado-based consultants lead the search with transparency of process.
- Emphasis on in-district community sessions with diverse stakeholder groups.
- Facilitation of candidate interviews, stakeholder feedback, and finalist visits.
- Considerable experience in various Colorado districts of similar size and location
- Consultants assigned to SSSD search, Randy Zila and Christy Sinner, have experience and strong ties to the County and SSSD community.

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Timeline:

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 - Draft description, advertising, and posting for applicants
- Candidate selection and interview process (February/March)
- Final selection of the Superintendent

Guarantees:

- Six-month Transition Academy for new Superintendent
- Guarantee: If the superintendent departs from the position during the first year under any circumstances professional or personal, or within two (2) years, if the majority of the Board is still in place and departure is due to dissatisfaction and not personal or familial reasons, HYA will recruit new candidates for the Board at no additional cost with the exception of travel, advertising and due diligence expenses.

Considerations:

- Includes up to 4 in-district days; additional days billed at \$2,500 each, + travel.
- In-person focus groups, interviews, and "Day in the District" finalist visits.
- National recruitment is supported by a dedicated project manager.
- The consultant assigned to SSSD has experience conducting searches in the Rocky Mountain/Midwest regions.

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Cost:

- Marketing and consultation fee \$15,240
- Travel/Mileage expenses \$4,131.44
- Total cost, not to exceed \$19,371.44.

Timeline:

- ~2-3 months for the recruitment and selection process
- GLS and Board meet to plan/finalize search timeline (Mid-January)
- Stakeholder engagement survey, in-person if requested (2-3 weeks)
 - Recruitment and posting (~4 weeks)

- Candidate selection and interview process (3-4 weeks)
- Final selection of the Superintendent (March/April 2026)

Guarantees:

- Guarantee: If the candidate departs within the first 12 months, GLS will conduct a replacement search at no professional fee; District will cover expenses. If the candidate departs during the 2nd year, GLS will provide a reduced fee or no professional fee, depending on the reason for separation.

Considerations:

- Includes up to 4 trips to the district;
- Facilitation of stakeholder survey and/or in-person meetings and board interviews.
- District responsibility to select interview teams and constituents.

Gregory and Denby Associates (G&D Associates): G&D Associates is an innovative consultancy firm based in New Hampshire. Their work plan includes community engagement, partnering with the District team to develop collateral and community outreach, search and hiring process facilitation, and follow-up services.

Cost:

- Initial fee \$19,995.00 (includes research, design, community engagement, search activities, and hiring process)
- Once a candidate is selected, a charge of 10% of the agreed-upon first year gross annual salary

Timeline:

- G&D team and Board meet to plan/finalize search timeline
- Community engagement includes a mix of in-person and remote options, co-developing communications to advertise
- Provide recommendations for advertising and timelines, co-design a dedicated search page on the District website
- Develop a schedule and facilitate the interview process for candidates

Guarantees:

- None indicated in proposal

Considerations:

- Superintendent searches are new to their portfolio
- Personalized coaching for the new Superintendent for 1 year

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
AGENDA ITEM
RESOLUTION 2026-01-02 ESTABLISHING FUND 52 – AFFORDABLE
HOUSING FUND**

Meeting Date:	January 12, 2026
Agenda Item:	Consideration of Adoption of Resolution 2026-01-02 Establishing Fund 52 – Affordable Housing Fund
Presented by:	Stephanie Juneau, Director of Finance and Operations
Core Issues:	The Steamboat Springs School District intends to construct affordable housing. According to the Colorado Department of Education’s Chart of Accounts, Local Education Agencies shall establish additional funds as necessary to ensure transparency and accountability in managing District resources. Further, the Governmental Accounting Standards Board (GASB) standards provide that proprietary funds are appropriate when activities are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services are to be recovered primarily through user charger or other revenue sources.
Background Info:	The Steamboat Springs School District will likely receive funding and spend money on planning and construction of affordable housing prior to June 30, 2026. Therefore, the Director of Finance and Operations recommends establishing Fund 52 to account for these financial transactions related to the development of affordable housing, and if approved, will include Fund 52 in the FY26 Amended Budget being presented to the Board of Education on January 26, 2026.
Policy Implications:	FI-9: Fiscal Accounting and Reporting; EL-17: Asset Protection; EL-15: Budgeting; EL-16: Financial Administration
Fiscal Implications:	None
Options:	<ol style="list-style-type: none"> 1. Approve resolution as presented 2. Do not approve resolution as presented, and provide further direction
Backup Memoranda Provided?	Copy of Resolution 2026-01-02 included for review
Recommended Action:	Resolved, that the Board of Education adopt Resolution 2026-01-02 to establish Fund 52 – Affordable Housing Fund, as a proprietary fund in accordance with Colorado Department of Education guidelines and GASB accounting standards.

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
RESOLUTION 2026-01-02**

**A RESOLUTION OF THE BOARD OF EDUCATION OF
STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2,
ESTABLISHING FUND 52 – AFFORDABLE HOUSING FUND**

WHEREAS, the Board of Education of Steamboat Springs School District RE-2 (“the District”) recognizes that the availability of affordable housing within the community is critical to recruiting and retaining high-quality teachers and staff; and

WHEREAS, the District desires to establish a separate fund to account for all financial activity related to the acquisition, construction, operation, and maintenance of employee housing units and other affordable housing initiatives; and

WHEREAS, in accordance with the Colorado Department of Education’s Chart of Accounts, the District is authorized to establish additional funds as necessary to ensure transparency and accountability in managing district resources; and

WHEREAS, the Governmental Accounting Standards Board (GASB) standards provide that proprietary funds are appropriate when activities are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the public (or other District funds) are to be recovered primarily through user charges or other revenue sources; and

WHEREAS, the District anticipates that the Affordable Housing Fund will operate as an enterprise-type proprietary fund with revenues derived from rent payments, lease proceeds, interfund transfers, and other permissible sources.

NOW, THEREFORE, BE IT RESOLVED by the Board of Education of Steamboat Springs School District RE-2, Colorado, that:

1. Establishment of Fund 52 – Affordable Housing Fund:

The District hereby establishes Fund 52, to be titled the Affordable Housing Fund, as a proprietary fund in accordance with Colorado Department of Education guidelines and GASB accounting standards.

2. Purpose:

Fund 52 shall account for all financial activities related to the planning, financing, construction, operation, maintenance, and management of affordable housing facilities intended for use by District employees or other eligible participants as determined by the Board.

3. Funding Sources:

Revenues to Fund 52 may include, but are not limited to:

- Rental income and lease proceeds;
- Contributions, grants, or donations;
- Interfund transfers as approved by the Board;
- Earnings on investments; and
- Any other lawful sources designated for affordable housing purposes.

4. Accounting and Reporting:

The Finance Office shall maintain Fund 52 in accordance with the Colorado Department of Education's Financial Policies and Procedures (FPP) Handbook, the Uniform Chart of Accounts, and applicable Governmental Accounting Standards. The Fund shall be subject to annual audit and shall be presented separately in the District's financial statements.

5. Effective Date:

This Resolution shall take effect immediately upon adoption by the Board of Education, and the fund shall be operational beginning with the fiscal year ending June 30, 2026 (or as otherwise determined by the District's Director of Finance and Operations).

ADOPTED this 12th day of January, 2026.

BOARD OF EDUCATION
Steamboat Springs School District RE-2

Kevin Callahan, President

ATTEST:

Leah Helme, Secretary

STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026

AGENDA ITEM
BOARD POLICY REVIEW

Background Information:

Pursuant to 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. The Board reviewed and discussed these policies at the Board retreat held at the annual CASB Convention at the Broadmoor on December 12, 2025. Policy revisions presented by Board of Education Secretary Leah Helme.

Policies to be reviewed are:

- GP-2: Governing Style- First Reading
- GP-3: Board Job Description - First Reading
- GP-5: President's Role - First Reading
- GP-8: Agenda Planning - First Reading

Governing Style

The Board governs with an emphasis on organizational vision rather than on interpersonal issues of the Board, encourages diversity in viewpoints, focuses on strategic leadership rather than administrative detail, observes clear distinction between Board and District Superintendent roles, makes collective rather than individual decisions, and governs pro-actively rather than reactively.

Accordingly:

1. The Board, not the District Superintendent or staff, ~~is~~ **will be** responsible for excellence in board governance. The Board ~~will use~~ the expertise of individual Board members to enhance the ability of the Board as a body, but ~~does~~ **will** not substitute individual judgments for the Board’s collective values.
2. The Board ~~will hold~~ **will** hold itself accountable to govern with excellence. This self-discipline applies to matters such as attendance, preparation for meetings, policymaking principles, and respect of roles, thus ensuring the continuity of effective governance.
3. The Board ~~will direct, control, and inspire the~~ **will** direct the District through the careful establishment of written policies reflecting the Board’s values. ~~Ends, Executive Limitations, Governance Process, and Board-Superintendent Relationship.~~ The Board’s major policy focus ~~is~~ **will be** on the intended long-term benefits for students, not on the ~~operational or programmatic~~ means of attaining those benefits.
4. Continuous Board development includes orientation of new members in the Board’s governance process, and periodic Board discussion and evaluation of process to assure continued improvement.
5. The Board does not allow any officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling its commitments.

The Board ~~will monitor~~ **will** monitor the Board’s process, and performance at each meeting. Self-monitoring includes comparison of Board actions, and behaviors to ~~its~~ **its** ~~Ends and Executive Limitations~~ policies in the *Governance Process* and *Board-Superintendent Relationship* categories.

Adopted	November 16, 1998
Latest Revision	2026
Latest Revision & Renumbering (fka GP-3)	May 19, 2025
Revised:	March 18, 2013 August 24, 2009 June 20, 2007 October 18, 2004
Legal References:	-
Monitoring Method:	Board self-assessment
Monitoring Frequency	Each Board Meeting

Board Job Description

The job of the Board is to represent **the broader community** and lead the **the District “owners”** by determining and demanding appropriate and excellent organizational performance. To distinguish the Board’s own unique job from the jobs of the District Superintendent and staff, the Board concentrates its efforts on the following:

1. Utilizing all available avenues, including the District Accountability Committee to engage students, staff, parents, and the community in conversations about student experiences and outcomes.
2. Developing written governing policies which, at the broadest levels, address:
 - a. *Ends*: Organizational products, impacts, benefits, results, and services and their relative worth (what end result is desired for whom and at what cost?).
 - b. *Executive Limitations*: Constraints on executive authority, which establish the practical, ethical, and legal boundaries within which all executive activity and decision-making will take place.
 - c. *Governance Process*: How the Board will conceive, carry out, and monitor its own work.
 - d. *Board/Superintendent Relationship*: Describes the District Superintendent role, authority, and accountability and how such authority is delegated and monitored.
3. **Determining** the executive leadership needs of the Board and the district (including support of the Board’s governance philosophy and approach) and with involvement of the community, staff, and parents in the search process, employ a superintendent that meets those needs.
4. Holding the District Superintendent accountable by monitoring *Ends* and *Executive Limitations* policies.
5. Holding itself accountable by monitoring *Governance Process* and *Board-Superintendent Relationship* policies.
6. **Focusing on Monitoring the** organizational performance through adherence to the District Strategic Plan **and the Board’s Ends.**
7. **Evaluating the District’s progress toward achievement of the Board’s Ends and compliance with its Executive Limitations.**

Adopted:	November 16, 1998
Latest Revision:	2026
Latest Revision and renumbering (fka GP-2):	May 19, 2025
Revised:	August 24, 2009
	June 20, 2007
	October 18, 2004

Legal References:	C.R.S. 22-11-301 (district accountability committees)
Monitoring Method:	Board self-assessment

President's Role

The President of the Board ensures the integrity of the Board's processes, and normally serves as the Board's official spokesperson. Accordingly, the President has the following authority, and duties:

1. Monitor Board behavior to ensure that it is consistent with its own rules and policies and those imposed on it by law.
 - a. Conduct and monitor Board meeting deliberations so that only Board issues, as defined in Board policy, are discussed.
 - b. Conduct Board meetings so that deliberations are fair, open, thorough, efficient, and orderly.
 - c. Chair Board meetings with the commonly accepted authority of that position as described in *Robert's Rules of Order*, and in accordance with law.
 - d. Ensure that monitoring of Board policy is placed in Board meeting agendas when circumstances arise that require monitoring outside of the normal schedule.
2. Make all interpretive decisions that fall within the topics covered by Board policies on *Governance Process* and *Board/Superintendent Relationship*, except where the Board specifically delegates portions of this authority to others using any reasonable interpretation of the provisions in those policies.
 - a. Refrain from making any individual interpretive decisions about ~~input from and~~ policies created by the Board in the *Ends* and *Executive Limitations* policy areas.
 - b. Refrain from exercising any authority as an individual to supervise or direct the District Superintendent.
3. Serve as the liaison between the Board and the District Superintendent on Board operational issues, including development of Board meeting agendas ~~that are directed by the Board~~.
4. Represent the Board to outside parties in announcing Board-stated positions, and in stating decisions, and interpretations within the areas delegated to the President, delegating this authority to other Board members when appropriate, but remaining accountable for its use.
5. Sign all contracts authorized by the Board and all official Board reports.
6. Maintain all monitoring data, ~~and~~ reports for *Executive Limitations*, and *Ends* policies, and compile data for annual evaluation of the District Superintendent.

In the absence or inability of the President, the Vice-President has all of the powers, and duties of the President.

Adopted:	November 16, 1998
Latest Revisions and renumbering (fka GP-6):	May 19, 2025
Revised:	June 20, 2007
Legal References:	C.R.S. 22-32-105 (Duties of the president) C.R.S. 24-6-402 (open meetings law)
Monitoring Method:	Board self-assessment
Monitoring Frequency:	semi-annually in December and June

Agenda Planning

To accomplish its stated objectives, the Board follows an annual agenda ~~that, which~~ includes continuing review, monitoring and refinement of *Ends* policies and continuing improvement of board performance through board training and deliberation.

Accordingly:

1. The planning cycle concludes each year on June 30 to ensure administrative decision-making and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term ends.
2. The planning cycle begins with the Board's development of its agenda for the next year and includes:
 - a. Engaging the community and staff on a continual basis and using a variety of engagement strategies ~~to understand their values regarding student results (Ends) regarding student results (Ends as it relates to the District;~~
 - b. Governance training, including orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement;
 - c. Education, discussion, and monitoring of *Ends*, policies including presentations by futurists, demographers, advocacy groups, staff, etc.;
 - d. Monitoring of *Executive Limitations Governance Process* and *Board/Superintendent Relationship* policies.
3. Throughout the year the Board attends to consent agenda items as expeditiously as possible.
4. *Governance Process* and *Board/Superintendent Relationship* policies are monitored at the frequency and by the method noted on each policy. Each policy being monitored is placed on the Board's agenda as a discussion item to discuss whether:
 - a. The policy continues to reflect the Board's values;
 - b. The monitoring data, method, and frequency are meeting the Board's needs;
 - c. The Board is operating consistent with the Governance Process policies; and
 - d. The Board and District Superintendent are operating consistent with the *Ends* and *Board/Superintendent Relationship* policies. If the policy does not reflect the Board's values, the Board will revise the policy or place it on a future Board meeting agenda for discussion. If the monitoring data is not meeting the Board's needs, the Board will revise the monitoring information on the policy to include more specific instructions.
5. *Ends* and *Executive Limitations* policies will be monitored according to the process set forth in policy B/SR-5.

Adopted: November 16, 1998

Latest Revision: September 8, 2025
May 8, 2023
January 24, 2022
October 8, 2012
September 22, 2008
June 20, 2007
October 18, 2004

Monitoring Method: Board self-assessment

Monitoring Frequency: December

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026**

**AGENDA ITEM
BOARD MEMBER UPDATES/COMMENTS/DEBRIEF**

Background Information:

- Board Member Updates
- Meeting Review

STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
January 12, 2026

AGENDA ITEM
PLAN FOR FUTURE MEETINGS

Plan for future meetings

- Strategic Plan Focus Area One Update - January 26
- FY26 Amended Budget - January 26
- Culturally Linguistic & Diverse Education Review - January 26
- Strategic Plan Focus Area Two Update - February 9

Board Work Sessions

- Monitoring Compliance Reporting Review - Kristen Atwood- February 9
- Board Policy Monitoring Work Session - TBD

Coffee with the Board - Off the Beaten Path Bookstore

- January 14 at 11:30 am - Leah Helme & Kim Lemmer
- February 11 at 4:30 pm - Kevin Callahan & Lara Craig

Board Policy Monitoring Schedule

- GP-2; GP-10-E; B/SR-4 - January 26
- B/SR-1,2,3,5;GP-1;GP-2;GP-4;GP-9; GP-10-E - February
- GP-2; GP-10-E - March
- GP-2; GP-7; GP-10-E - April
- EL-8; EL-12; GP-2; GP-10-E; GP-11,12,13,14 - May
- GP-2;GP-5;GP-6;GP-10-E; EL-15;EL-17 - June

**STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
JANUARY 12, 2026**

**AGENDA ITEM
WORK SESSION TOPICS**

Background Information:

SSSD Board of Education Work Session

Topics

- Pros and Cons of Paying Off Certificates of Participation (COP) Debt - Director of Finance and Operations Stephanie Juneau
- Staff Evaluation Review - Director of Teaching & Learning Dr. Tim Ridder
- CASB Convention Debrief

No decisions will be made and no action taken during the work session.

The work session is open to the public but will not be livestreamed for future viewing. The agenda will be available to view in Boardbook.

The Board will not be taking public comment at this work session pursuant to GP-19: School Board Meetings.



SSSD Board of Education

Orientation for Educator Evaluation

2025-2026 SCHOOL YEAR



COPMS Evaluation Presentation Introduction

- The Steamboat Springs School District Board Of Education is being trained on the evaluation system. This system is set by the Colorado Department of Education, based on Colorado Statutes, through the Colorado State Model Performance Management System (COPMS).
 - RANDA is the company used to house the evaluation system.
- This training will provide the Board of Education with foundational knowledge on our performance management system for teachers, special services providers, and building administrators .
- Today's training is a piece of the training provided to the people being evaluated and their evaluators



Who are being evaluated using COPMS?

- Teachers
 - Types of Teachers with different rubrics
 - General Teacher, Teacher Librarian, Special Education Teacher & Teachers on Special Assignment
- Special Service Providers
 - Speech Language Pathologists, Audiologists, Counselors, Nurses, Occupational Therapists, Orientation and Mobility Specialists, Physical Therapists, Psychologists, and Social Workers
- Administrators
 - Building Principals & Assistant Principals, and Deans (If applicable)

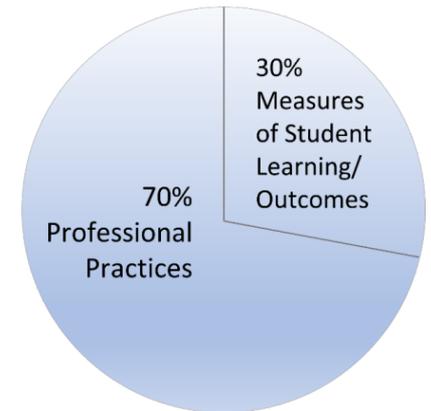


Evaluation - Final Effectiveness Rating

- Statutory Requirements

Each evaluation will receive a final rating. (Final Effectiveness Rating)

- The types of final effectiveness ratings are: Highly Effective, Effective, Partially Effective & Ineffective
- These final effectiveness ratings are calculated by combining Professional Practices with Measures of Student Learning or Measures of Student Outcomes
 - 70% of the final effectiveness rating is based on professional practices
 - 30% is based on measures of student learning/outcomes (MSLs/MSOs)





Measures of Student Learning/ Outcomes - an explanation

- What are measures of student learning/ outcomes? (MSL/ MSO)
 - MSLs/MSOs are based on student outputs,
 - Measures of Student Learning/Outcomes (MSLs/MSOs) goals and measures are ideally relevant, rigorous, and attainable,
 - MSLs/MSOs offer an opportunity for educators and evaluators to work together to set these measures/outcomes.



MSL/ MSO - Individual and Collective Measures

- There are 2 types of MSL/ MSO measures required in most evaluations (SSPs are an exception)
 - Individual attributed measure
 - Student results on a measure are attributed to one licensed educator.
 - Collectively-attributed growth measure
 - Student results on a measure are attributed to two or more licensed educators.

MSL/MSO Document



Professional practices

Professional Practices are what evaluators use to inform their observations, data collection, documentation, and preparation for feedback in support of the educator's practice and growth.

- Professional practices are tied to specific roles within the district. These roles then have a rubric for the evaluator to compare actual practice to job performance expectations through standards in rubrics.
- The rubrics in the state model evaluation system are asset-based – the practices build upon each other across the levels.



Professional practices - Standards

Teachers, SSPs, and administrators have 4 standards in their rubric tied to the expectation of performance in their roles:

- Teachers
 - Standard 1 - Content and Pedagogy
 - Standard 2 - Learning Environment
 - Standard 3 - Effective Instruction
 - Standard 4 - Professionalism and Leadership
- SSPs
 - Standard 1 - Domain Mastery and Expertise
 - Standard 2 - Learning Environment
 - Standard 3 - Effective Service Delivery
 - Standard 4 - Professionalism and Leadership
- Administrators
 - Standard 1 - Organizational Leadership
 - Standard 2 - Positive & Safe School Culture
 - Standard 3 - Instructional Leadership
 - Standard 4 - Professionalism and Leadership



Educator Evaluation Cycle

This shows the required interactions between the evaluator and the person being evaluated

On This Slide

- Beginning of Year Connection
- Fall Connection
- Mid Year Connection

Beginning-of-Year Connection

- Training on System provided
- Professional Growth Goals and Measures of Student Outcomes determined
- Self Assessment Completed

Fall Connection - Meeting between evaluator and person being evaluated

- Self-Assessment Reviewed
- Professional Growth Plan Reviewed
- MSL/MSO reviewed and confirmed

Mid-Year Connection - Check in & progress discussion between evaluator and person being evaluated on:

- Professional Growth Plan
- Measures of Student Learning/ Outcomes
- Evaluator shares Professional Practice Rubric
- Observation - feedback and opportunities for growth



Educator Evaluation Cycle - Slide 2

This shows the required interactions
between the evaluator and the person
being evaluated

On This Slide

- Ongoing Activities
- Spring Connection

Ongoing Activities

- Evaluators Conduct Observations
- Evaluators and Evaluatees Collect Evidence
- Evaluators Provide Feedback and Opportunities for reflection

Spring Connection - Meeting between evaluator and person being evaluated

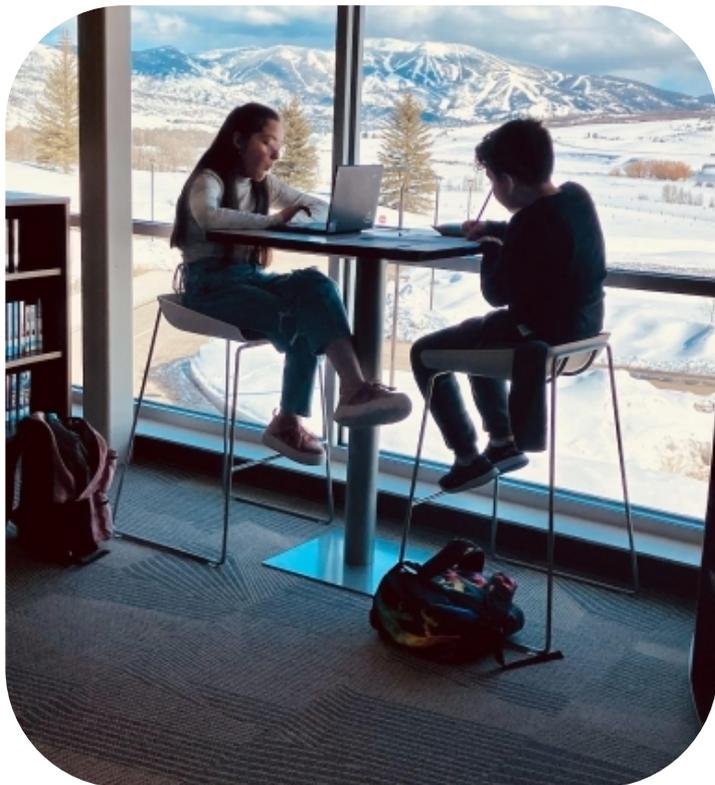
- Evaluators finalize Professional Practices and Measures of Student Learning/ Outcomes scores to determine Final Effectiveness Rating
- Evaluators and Evaluatees consider preliminary goals for next year's Professional Growth Plan



Evaluation Appeals Process

Grounds for an Appeal: As required by the State Board of Education's rules, the grounds for an appeal of a second consecutive rating below effective must be limited to one of the following:

- The evaluator did not follow evaluation procedures that adhere to the requirements of statute and rule and that failure had a material impact on the final evaluation rating that was assigned (e.g., an observation was never completed or the district-agreed upon process was not followed.); and/or
- The data relied upon was inaccurately attributed to the teacher (e.g., data included in the evaluation was from students for whom the teacher was not responsible).



Questions?