

Retreat

Wednesday, August 5, 2026 10:00 AM

District Office, 325 7th Street, Steamboat Springs, CO 80487

1.	Retreat - Call to Order	10 am
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2.	SSSD Board of Education Retreat	
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3.	Adjourn	3 pm
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STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
BOARD OF EDUCATION
August 5, 2026

AGENDA ITEM
BOARD RETREAT TOPICS

Background Information:

SSSD Board of Education Retreat

- Communication Outreach - Website - Director of Communications Laura Milius
- Board Communication Policy - Leah Helme and Kim Lemmer
- Coffee with the Board and Office Hours - Kevin Callahan and Lara Craig
- Board's Ends policies
- Superintendent Evaluation Tool - Lara Craig and Jane Toothaker

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

The workshop is open to the public but will not be livestreamed for future viewing. The agenda and supporting documents will be available to view in Boardbook.

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

Steamboat Springs School District RE-2 BOARD OF EDUCATION COMMUNICATION PLAN

Mission

Steamboat Springs School District provides safe, inclusive, challenging, and authentic learning experiences that prepares all students to be inspired to explore the world and contribute with integrity.

Vision

All students in Steamboat Springs School District will become global thinkers, engaged community members, and self-aware learners through academically rigorous, community-based, career-connected learning.

Anchoring the future.

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BOARD MEETINGS

The board of education meets twice a month, August through June, on Mondays at 4:30pm. Meetings occur in the cafeteria of the Steamboat Springs Middle School. The meetings are the board's primary opportunity to communicate with one another and the community. The board will work with district staff to ensure meeting recordings, meeting minutes, and board meeting recaps are available to the public in a timely manner.

Public Notice & Outreach

- Agendas for all work sessions and board meetings will be posted to [BoardBooks](#) in accordance with board policy [GP-19](#) (24hrs prior to scheduled meeting).
- Notice of public meetings will be posted on the bulletin board outside of the district office, posted to the District Calendar on the district website and be communicated through the district's communication platform.
- Additional Outreach will include:
 - Steamboat Pilot Happenings (digital/print)
 - District website
 - Individual School Websites
 - Social Media
 - Local Radio
- All document attachments to the agenda and minutes will be posted to [BoardBooks](#) no later than Friday at noon.
- Announcements of additional meetings, such as listening or work sessions and events, will be posted to the district calendar and sent out to parents via school communication platforms.

Respectful Discourse

Respect is the foundation of all our work. Whether interacting with colleagues, administration, staff, or the public, we are committed to treating everyone with dignity, even when opinions differ.

Best practices

- Use 'I' statements to avoid the appearance of speaking for the entire board when expressing your own opinions or concerns.
- Operate meetings to ensure each board member can ask questions and be heard on a given topic before moving forward.
- Avoid shaming or discrediting the opinions of others.

BOARD OUTREACH

Historically known as Coffee with the Board. Being reimaged by the current board. See [outline example from Hayden](#).

COMMITTEES

The board recognizes that connecting with stakeholder groups is essential to the work of the

board. Board members will be representatives on district and community committees as the board chooses. Policy/Timeline of when committees are decided by the board.

Committee Communication

Board members will communicate updates from their committees and other board assignments at regular board meetings. This will ensure that all board members have the same information and understand the board's position on each committee. When board members offer perspective in committee meetings, members need to be clear that they are sharing one perspective and that the board ultimately speaks as one voice.

Board Committee Assignments

CASB Delegate

Delegate Assembly in September

Annual Conference in December

Annual Regional Meeting in August

Friend of the Legislative Resolutions and Advocacy Committee January through mid-May

District Advisory Committee (DAC)

District Bargaining Team

Ed Fund Board

Gifted Education Advisory Committee (GEAC)

Special Education Advisory Committee (SEAC)

*****Below are commitments for All Board Members*****

Bi-Monthly Board Meetings

Mondays at 4:30pm

Board Outreach

Rotating responsibility

SURVEYS

Not a current practice, needs input from the full board. [Hayden example.](#)

EMAIL

Board Member District Email Accounts

District email accounts of all Board members will be available on the website for all stakeholders to access. If an individual account receives an email concerning any business matter that involves the school board, that individual will forward the mail to boe@ssk12.org for all board members to review.

Board members may check with the author of emails sent to their personal district accounts to ensure that the author does want their email to be made available to the full board. Board members may let the author know that no action or response will occur unless the email is presented to the whole board. This ensures that all board members have access to the same information.

Board Email Correspondence

A Board member will be assigned to email correspondence each month. The Board member assigned will respond to all emails within one week. The response will include an acknowledgement of receipt, a timeline or details regarding the issue, and abide by suggested best practices. If the matter has already been discussed in open meeting, the board member may reply with the board's response or action on the issue. The Board member assigned will decide if the email needs referral to the Superintendent. Generally, the Superintendent should be looped into Board correspondence. The Board member responsible for monthly correspondence will cc their response to boe@ssk12.org

Suggested Best Practices for Emails

1. Thank the author for their concern for our district/ staff/ students. Always begin and end with gratitude.
2. Strive for a tone of gratitude toward a shared mission of achieving results for all kids.
3. Avoid blaming or talking down to anyone
4. Reiterate what we hear as their concerns.
5. Refer the author to appropriate district/school staff if they have an operational issue. Reference the process, first Building or Department Supervisor, then Superintendent, and finally the Board.
6. Explain the process and the Board role in issue.
7. Explain what the Board has done or is planning to do (as applicable) with our reasoning, including how it impacts our mission of student results.
8. As seen fit, invite the author to participate in other forms of communication with the board (Ex: public participation, communication circles, surveys, etc..)
9. See policy [GP-10E](#) for more in depth guidelines on board and superintendent roles in handling concerns.

TEXTING

The Board recognizes that professional texting is different from social texting and should be done with more care. Incoming texts are more difficult to control or ignore and can be an

unwelcome intrusion into someone's time. Therefore, texts regarding board business should be done only when necessary.

Group Texts: Group texts between the board and/or staff are for emergency or time-sensitive information sharing only. Other information sharing should be done via group emails (see above). Remember not to respond to group texts because it could be a violation of open meeting laws.

Individual texts: Board members should not be texting staff regarding District or Board matters unless under extenuating circumstances, such as during travel, events, or emergencies.

Texting between individual board members should remain professional, direct, and concise. Avoid daisy chain decisions or polling and respect one another's communication preferences.

COMMUNICATION WITH NEWS/MEDIA

Board members are public representatives of the school district at all times. The following guidelines are intended to support clear, consistent, and confident communication with media and the community.

Speaking in the Board Lane

Board members are generally perceived as speaking on behalf of the Board, even when speaking individually. Public comments should focus on Board actions, decisions, and process, not individual viewpoints. Once the Board has voted, members are expected to support and communicate the decision publicly.

When to Contact Communications

Please contact the Communications Office when:

- You are contacted by media
- You anticipate media interest
- You are unsure how to respond publicly
- You want help preparing for an interview or statement

Early coordination helps ensure accuracy and consistency.

SOCIAL MEDIA

This is an essential communication tool utilized by the district. The district Communications Office is responsible for maintaining the district's social media presence. The Board does not have its own social media accounts.

Personal Social Media Accounts

Individual board members can share board communications that have been officially put out and therefore approved by the board. For example, members can share public events, press releases, and publicly known information to generally promote the district, staff, students, and results.

Members should NOT share unofficial commentary or board/district news.

BOARD OUTREACH

The board recognizes the need for regular opportunities for the community to connect with the community. Please be sure to watch for communication or check the district website and social media accounts for when and where these will be held. The goal is to have 2 or 3 community chats, 3 to 4 staff chats and 2 to 3 student chats.

Structure Description:

Two board members will be assigned to a board chat. District staff may join board chats upon board request. If there is a particular topic anticipated, then district staff who can answer questions on that topic will be invited. Anyone from the community can attend including staff, students, parents, and community members. At the beginning of the board chat board members will outline the following structure for the attendees.

Format

- Read board public participation rules for Board chats
- Board members will call on attendees to share and make sure that everyone gets to speak.
- Board members will use a format that encourages positive and constructive feedback. Suggested formats are “glows” and “grows”. Ask each attendee to share a “glow” something positive that they have observed in our school system and a “grow” an area of opportunity for growth that they have observed.

Board Chat Participation Rules

- Explain “Glows” and “Grows” Format
- Let attendees know that the goal is that there is time for everyone to speak. Board members will call on individuals to speak. Try and keep your comments concise so that everyone can have an opportunity to share their thoughts.
- Personnel matters will not be discussed.
- Anonymous comments will not be considered or responded to, please share your name and how you are involved in the district (staff, parent, student, community member, other)
- The board members will listen with respect and ask those who address the board to do the same.
- The matter may be referred to the superintendent or staff for further study or action, or it may be deferred to a future board meeting for response, discussion or action.
- The board will not entertain slander, name calling, or public defamation of any individual. Please focus on issues, no individuals. This is not a formal meeting, but we require respectful discourse.
- Other ways to communicate with the Board include emailing and speaking to the board during public comment at our monthly business meeting. Please see the district calendar for dates and times of business meetings.

Time/ Place Description:

Board chats will be held at various times according to board member availability. Board members will try to rotate the times these chats are offered. Suggested times are early morning before the workday, at the lunch hour, and in the evening. The meetings can be held virtually or in person. If held in person it is suggested that the board choose a neutral location such as a local restaurant or the school. The locations chosen should rotate to promote various local businesses. Board members in charge of the board chats will choose the location or virtual and ask for district staff support to publicize and arrange the details.

Advertising

The board will plan board chats at least two weeks in advance. The board will ask district staff to advertise through all channels, district email SchoolStatuscommunications with parents and staff, district phone call system, social media, and the general media. Advertising will be provided in English and Spanish. The board will announce board chat time, date, and location at board meetings.

Board Chat Debriefing

One of the Board members that attends the chat will email a debriefing to the other Board members and the Superintendent highlighting what was discussed at the Board Chat.

SURVEYS

The board sees surveys as a valuable tool to gain understanding of the staff, parents, students, and community member perspectives and experiences. The board will ensure surveys are well-communicated to stakeholders and available in both English and Spanish. The board will make sure that an adequate window is available to complete the survey and will share results of the survey with the public.

Types of annual surveys

- The board will work with the District Accountability Committee to do an annual parent survey.
- The board will conduct a parent calendar survey before making the decision to approve the calendar for the academic year.
- The board will conduct surveys in decision-making whenever it is determined that such stakeholder feedback is valuable in the decision-making process.

Notes from BOE work session on 6-24-26

Communication Outreach- Website

- **Newsletter** - How do community members sign up to get the monthly newsletter?
- Can we add a **Frequently Asked Questions** section to the website?
- Put information on the website (upfront) to address hot button items - board wants to be able to direct people to the website to get information
- **Website** - Board members worried about complaints about the website and difficulty finding things, etc
- Board would like to have a "**Leave Your Feedback**" box on the website - possibly a Google form

Communication Policy - Leah Helme

- Would like for Board to have a communication policy - Hayden school district
- Policy outlines how board members should respond to emails from staff, students, and community
- Policy will reference District "chain of command" and following the chain first
- Would like to consider only using BOE@ssk12.org instead of individual board member email addresses so that they all receive the same email
- A board member would then be assigned (on a rotating basis) to respond to emails and all board members will be part of the conversation
- Board should remember to operate as one voice

August Retreat Topics

- BOE email (BOE@ssk12.org) and a comment box on the website
- Communication policy
- Coffee with the Board - Google doc to report out topics discussed for Board to review
- Goals and Action Plan for Priorities
- Year long calendar
- Board's Ends policies - move away from Strategic Plan wording
- Additional work session - add to Board meeting calendar
- Priority reports
- Strategic Plan - start planning for new plan
- Superintendent Evaluation Tool

Board Retreat - August 5 from 10 am to 3 pm

- Board communication policy - Leah and Kim will be prepared to provide a draft policy for review
- Coffee with the Board and Office Hours - Kevin and Lara will be prepared to provide ideas to improve and/or schedule
- Superintendent Evaluation Tool - need to review options and decide
- Board's Ends policies - Board members need to create sample policy wording to share

Superintendent Rubric Proposed Changes

August 3, 2026 - Jane and I reviewed the current superintendent rubric and cross-referenced Kristin's superintendent brainstorming visual map and the 2026 Superintendent Job Description under qualifications. We developed a list of considerations below:

1. Under Educational Leadership –
 - a. Should we add a more specific reference to the topic of curriculum?
 - b. Should we add mention of professional development and add that to “understands and keeps informed regarding all aspects of the instructional program?”
2. Under Educational Leadership –
 - a. Should we add language about general communication with community? What should be the wording?
3. Under Professionalism –
 - a. Should there be two separate statements under last bullet point? “treats all personnel fairly... and conducts fair, professional...”

Using the Superintendent Description, we considered the following additions:

Leadership and Values –

- a. add “student-centered” and “whole student emphasis” as well as “visionary qualities”

Leadership and Values –

- a. add “visibility in community and schools”

Educational and Instructional Leadership –

- a. add “deep understanding of PK12 systems” and wording specifically adding to data-informed but also “evidence based” and “research-based decision-making”

Collaborative and Competent Leadership Qualities –

- a. add “builds cohesion” and “weighs differing perspectives”

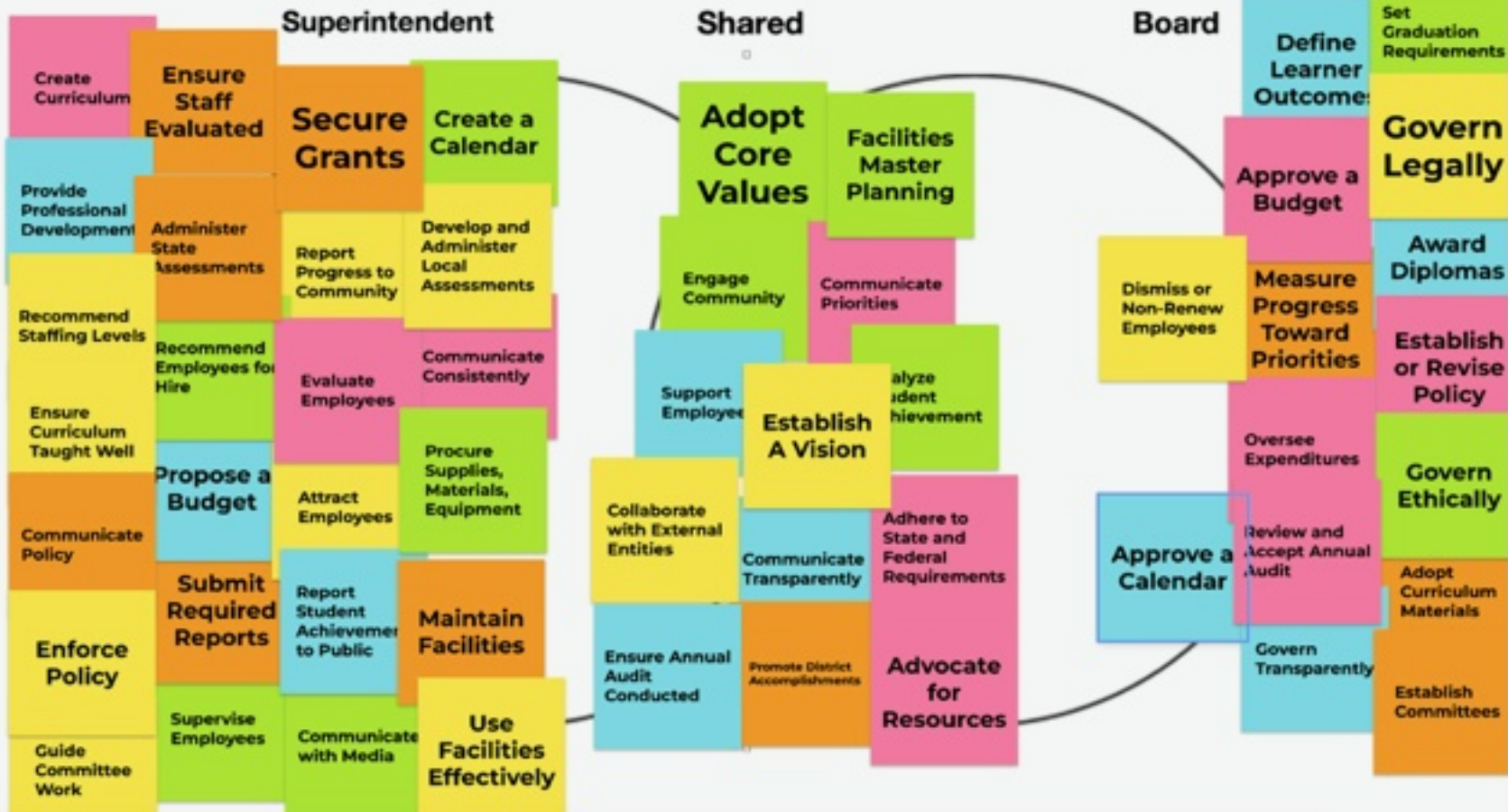
Financial Acumen –

- a. add “aligns financial acumen with instructional priorities”

Superintendent

Shared

Board



SUPERINTENDENT POSITION DESCRIPTION

Steamboat Springs School District RE-2

Steamboat Springs, Colorado

The Steamboat Springs School District RE-2 Board of Education is seeking a highly qualified, fully licensed Superintendent to lead the district beginning July 1, 2026.

McPherson & Jacobson, L.L.C., Executive Recruitment and Development, has been retained to assist the Board of Education in identifying, recruiting, and screening outstanding candidates for this position.

DISTRICT INFORMATION

Enrollment: Approximately 2,500 students

Grades Served: PK–12

Steamboat Springs is nationally known for its world-class skiing and outdoor recreation, anchored by Steamboat Ski Resort and its famed Champagne Powder®. The community features both a historic downtown—reflecting its western heritage—and a mountain village located a few miles away. Originally a summer destination known for its natural hot springs, hunting, and fishing, Steamboat Springs has grown into a vibrant, year-round community located approximately 160 miles northwest of Denver at an elevation of 6,732 feet.

Steamboat Springs School District RE-2 is a highly rated public school district committed to academic excellence, whole-child development, and strong community partnerships.

QUALIFICATIONS AND DESIRED CHARACTERISTICS

The Board of Education recognizes that selecting a superintendent is one of its most important responsibilities. The successful candidate must demonstrate the background, skills, and leadership qualities essential to advancing excellence in the Steamboat Springs School District.

Leadership & Values

The district seeks a student-centered, ethical, and visionary leader who builds trust through strong relationships, transparency, and consistent actions. The Superintendent must be highly visible in schools and throughout the community, demonstrating a genuine desire to be present, engaged, and connected with students, staff, families, and community members.

This leader values collaboration, fosters a culture of respect and connection, and understands that trust and credibility are built through listening, follow-through, and shared accountability.

Educational & Instructional Leadership

Strong instructional leadership is essential. The ideal candidate demonstrates deep understanding of PK–12 systems, instructional alignment, data-informed decision-making, and high-quality professional learning. A doctorate degree is preferred with a Colorado administrator's license.

The Superintendent will prioritize academic growth while also addressing the whole student, recognizing the importance of mental health, social-emotional supports, and student voice beyond test scores. Experience serving special populations—including special education, gifted and talented, and culturally and linguistically diverse learners—is critical.

Knowledge of ESS programming, career and technical education (CTE), concurrent enrollment, and emerging instructional areas such as artificial intelligence and innovative practices is highly valued.

Collaborative & Competent Leadership

The district seeks a collaborative leader who supports and develops existing staff. The Superintendent must be an effective delegator who builds strong leadership teams, establishes clear roles and processes, and empowers administrators and staff to grow.

The successful candidate demonstrates skill in mediating differing perspectives, working with diverse personalities, and building cohesive teams across schools, central administration, and the Board of Education. A teaching background is strongly valued, as it fosters empathy, credibility, and authentic relationships with educators.

Visionary Leadership

As a visionary leader, the Superintendent must be forward-thinking while honoring the strong foundation already in place. The ideal candidate can articulate a clear direction for the district, rally support around a strategic plan, and guide thoughtful, sustainable change.

The Superintendent sees value in renewing and implementing a multi-year strategic plan that balances innovation with respect for past efforts, demonstrates a growth mindset, remains outcome-oriented, and holds an unwavering belief that failure is not an option for students.

Financial Acumen

Strong financial leadership is essential. The Superintendent must demonstrate a solid understanding of Colorado school finance, enrollment trends, and the effective use of district resources, including the Education Fund and the one-half cent sales tax.

The ability to make difficult fiscal decisions, creatively utilize space amid declining enrollment, and align financial planning with instructional priorities is critical. Transparency and responsible stewardship of public funds are non-negotiable expectations.

Communication & Community Engagement

The Superintendent must be a clear and effective communicator—one who writes and speaks with clarity, listens reflectively, and can analyze complex information and share it in understandable terms.

The ideal candidate actively engages the broader community, collaborates with multiple local partners, and values being a visible and contributing member of the Steamboat Springs community beyond the school day. Spanish language skills and experience engaging diverse families are considered strong assets.

Personal Leadership Qualities

The Board seeks a leader who is resilient, grounded, and balanced—someone who manages stress effectively, maintains perspective, and models healthy work-life balance. This individual is decisive yet reflective, thick-skinned when necessary, and unwavering in their commitment to serving all students.

Above all, the Superintendent must lead with integrity, humility, and a deep belief that every decision should advance student success and district excellence.

COMPENSATION

Salary Range: \$230,000–\$260,000, based on experience.

The compensation package includes:

- Individual health, dental, and vision insurance
- A moving allowance not to exceed \$12,000 (requires three bids)
- Other negotiated benefits

SEARCH TIMELINE

Application Deadline: **March 16, 2026**

Finalists Selected: **March 30, 2026**

Board Interviews: **April 13–14, 2026**

Selection of Superintendent: **April 15, 2026**

Start Date: **July 1, 2026**

CONTACT INFORMATION

McPherson & Jacobson, L.L.C.

11725 Arbor Street, Suite 220

Omaha, NE 68144

Phone: 888-375-4814

Email: apps@macnjake.com

Consultants:

Dr. Randy Zila – R_zila@macnjake.com

Dr. Christy Sinner – C_Sinner@macnjake.com

District Website:

<https://www.steamboatschools.net>

EQUAL OPPORTUNITY EMPLOYER: Steamboat Springs School District RE-2 is an Equal Opportunity Employer and does not discriminate based on race, religion, color, sex, age, national origin, or disability. Reasonable accommodations will be provided as needed. Requests for accommodations during the application or recruitment process should be directed to McPherson & Jacobson.

Steamboat Springs School District RE-2
Superintendent Evaluation - 2024/2025

Scale: 5 = Outstanding; 4 = Accomplished; 3 = Proficient; 2 = Partially Proficient; 1 = Basic

5 = 90 - 100% (Majority of the time); 4 = 80 - 89% (Significant amount of the time); 3 = 70 - 79% (Sufficient amount of time); 2 = 50 - 69% (Sometimes); 1 = 0 - 49% (Never to minimal amount of time)

Relationship with the Board: Promotes the learning and growth of all students and staff through an effective partnership with the Board that supports the mission and vision of SSSD.	Brinkman	Callahan	Craig	Helme	Lee	Element Average	COMMENTS REQUIRED FOR SCORE BELOW 3
- Keeps the Board informed on issues, needs, and operation of the school system.						0	
- Provides recommendations, advice, information, and/or materials to assist the Board in its deliberations.						0	
- Makes an effort to work with all Board members on an equal basis and not unduly rely on certain individuals.						0	
- Implements directives from the Board.						0	
- Is receptive to input from the Board regarding how the community feels about the schools.						0	
Individual Average on Standard	0	0	0	0	0		
				STANDARD AVERAGE:		0	
Educational Leadership: Promotes the learning and growth of all students and the success of all staff by cultivating a shared mission & vision that makes impactful teaching and learning the central focus of SSSD.	Brinkman	Callahan	Craig	Helme	Lee	Element Average	COMMENTS REQUIRED FOR SCORE BELOW 3
- Implements Focus Area 1 of Strategic Plan: Learning experiences that support students to reach their fullest potential.						0	
- Implements Focus Area 2 of Strategic Plan: Building skills for students' lives & futures						0	
- Implements Focus Area 3 of Strategic Plan: Thriving educators & community						0	
- Communicate Strategic Plan with staff and community.						0	
- Understands and keeps informed regarding all aspects of the instructional program.						0	
- Serves as professional leader of the staff and adviser to the Board.						0	
- Consistently strives to improve the District's instructional programs.						0	
Individual Average on Standard	5	0	0	0	0		
				STANDARD AVERAGE:		0	

Steamboat Springs School District RE-2
Superintendent Evaluation - 2024/2025

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Business / Finance: Promotes the learning and growth of all students and staff by ensuring a safe, efficient, and effective learning environment, utilizing resources to implement an appropriate educational program through responsible fiscal management.							
	Brinkman	Callahan	Craig	Helme	Lee	Element Average	COMMENTS REQUIRED FOR SCORE BELOW 3
- Assumes responsibility for administering the financial affairs of the district pursuant to established policy.						0	
- Provides periodic reports to the Board relating to financial status and transactions.						0	
- Advises the Board on the transportation, operation, and maintenance needs for the District.						0	
- Operates the District in a fiscally sound manner.						0	
Individual Average on Standard	5	0	0	5	0		
				STANDARD AVERAGE:		0	
Climate & Culture: Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.							
	Brinkman	Callahan	Craig	Helme	Lee	Element Average	COMMENTS REQUIRED FOR SCORE BELOW 3
- Establishes trust with direct reports and staff throughout the District.						0	
- Creates a system of shared leadership with Cabinet members.						0	
- Designs & utilizes a system of structure and processes which result in staff and community engagement and support.						0	
- Ensures system-wide structures provide an orderly and supportive environment that fosters a sense of safety and well-being.						0	
- Commits to an inclusive and positive school environment that meets the needs of all staff, students, and community members.						0	
Individual Average on Standard	5	0	0	0	0		
				STANDARD AVERAGE:		0	

Steamboat Springs School District RE-2
Superintendent Evaluation - 2024/2025

Scale: 5 = Outstanding; 4 = Accomplished; 3 = Proficient; 2 = Partially Proficient; 1 = Basic

5 = 90 - 100% (Majority of the time); 4 = 80 - 89% (Significant amount of the time); 3 = 70 - 79% (Sufficient amount of time); 2 = 50 - 69% (Sometimes); 1 = 0 - 49% (Never to minimal amount of time)

Professionalism: Promotes the learning and growth of all students and the success of all staff through effective partnerships with the community and other stakeholders that support the mission and vision of SSSD.	Brinkman	Callahan	Craig	Helme	Lee	Element Average	COMMENTS REQUIRED FOR SCORE BELOW 3
- Demonstrates high standards of ethical conduct, reflection, and external leadership.						0	
- Gains respect and support of the community regarding the conduct of school operations.						0	
- Achieves status as a community leader in public education.						0	
- Works effectively with public and private agencies.						0	
- Treats all personnel fairly, without favoritism or discrimination, while expecting high performance. Conducts fair, professional, and creditable evaluations.						0	
Individual Average on Standard	0	0	0	0	0		
				STANDARD AVERAGE:		0	
Student Learning Goal / Professional Practice Goal: See Tab 2	Brinkman	Callahan	Craig	Helme	Lee	Element Average	COMMENTS REQUIRED FOR SCORE BELOW 3
- Student Learning SMART Goal / Strategic Plan: Focus Area 2; Priority 1						0	
- Professional Practice SMART Goal / Strategic Plan: Focus Area 3; Priority 1						0	
Individual Average on Standard	0	0	0	0	0		
				STANDARD AVERAGE:		0	
				OVERALL AVERAGE:		0.00	
Superintendent Signature:							
Date:							
Board President Signature:							
Date:							