

On July 12, 2017 Cyndie Sherriff CORA requested the written evaluations of Dr. Brenda Krage from the 2015-2016 school year and 2016-2017 school year that was a result of a meeting of the Superintendent with the Board occurring before June 30, 2016 and June 30, 2017 respectively. Additionally it was requested, any other written performance evaluations of the Superintendent performed by the Board at any time during her employment.

Here is the formal response dated July 18, 2017:

Ms Sherriff:

The Platte Canyon School District is in receipt of your request, pursuant to C.R.S. 24-72-201 *et seq.*, asking for a copy of Dr. Krage's 2015-2016 and 2016-2017 school year evaluations. The 2016-2017 Superintendent evaluation is currently in process. Once a summary report or final evaluation is complete, it will be made available to you. With respect to the 2015-2016 school year evaluation, the District does not have such a record. In prior years, it was not the Board of Education's practice to compile a summative report. Instead, the Board evaluated the Superintendent as a natural part of the contract renewal process, which generally took place during the Board's meetings at the end of the year. In 2016, the Board first evaluated Dr. Krage in executive session at its work session held on December 11, 2016. Then at the regular meeting on December 12, 2016, each board member related his/her feedback regarding the Superintendent's performance prior to approving the contract renewal.

Dr. Brenda Krage, Superintendent

The findings of the CORA request are as follows:

The district has not performed a written evaluation for any year to date. The district is performing an evaluation at this time. Any performance feedback from the Board regarding the Superintendent occurred during the Board Meeting December 12, 2016.

Cyndie Sherriff asked a few follow up questions July 18, 2017:

Dr. Krage,

Just to clarify what I am understanding, the Board has not done a **written** evaluation, per your contract, since your employment began April 30, 2015?

Am I also understanding, per your contract, that the Board had a contractual obligation to perform a **written** evaluation at least annually and that a part of this evaluation would include a **meeting between the Board and the Superintendent** by June 30 of each year and that the "Superintendent Contract" signed by Chet Lawrence (President 2015, Secretary 2016) and Katie Spodyak (Secretary 2015, President 2016) has now been breached by the Board twice since your employment?

Thank you,

Cyndie Sherriff

The Superintendent's response August 7, 2017:

Ms. Sherriff,

As part of the evaluation process each year, the Superintendent provides information to all Board members concerning his/her work in carrying out the Board of Education's expectations and the Superintendent's action plan(s). Once the Board members have had the opportunity to review that information, the Board President solicits and makes note of all Board members' comments. This feedback is then reviewed and discussed with the Superintendent during a Board meeting, at which time (or in a subsequent meeting) the Board decides whether to extend the Superintendent's contract.

This evaluation method has been utilized by the Board since Dr. Walpole was superintendent. As was true during Dr. Walpole's tenure, it has not been this Board's practice to compile a written summative report that would be subject to disclosure under Colorado law. See C.R.S. 22-9-109 (specifying that only the evaluation report of the superintendent shall be open for inspection by any person at reasonable times except that the work product or materials used in preparing the evaluation report shall be confidential); also see C.R.S. 24-72-202(6.5)(a) (excepting "work product" from the definition of "public records" that are subject to disclosure). Although the Board has not created a summative evaluation report for the Superintendent, it has complied with the requirements of its contract with Dr. Krage, by performing the evaluation process in writing. To the extent it has not, the parties waived that requirement by adopting an Amendment to Contract that both parties executed on December 20, 2016.

I hope this helps to provide clarification for you as you work to understand superintendent evaluation process(es) and contract(s).

Dr. Brenda Krage, Superintendent

The findings of the follow up statement:

The Superintendent provides information to the Board concerning the carrying out of the Board's expectations and the Superintendent's action plan. Then the President of the Board will contact the Board members for their comments it is unclear if this occurs in writing or verbally. At some point the feedback is reviewed and discussed with the Superintendent during a Board meeting, it is not elaborated on which meeting the feedback was discussed in.

The district states that this is a long standing process, it is unknown at this time if the previous Superintendent's contract had a written evaluation clause.

The work product or written materials that compile the feedback collected by the Board President mentioned in the first paragraph are not subject to a CORA request and therefore is not available to the public.

The Board and the Superintendent have waived the written evaluation requirement, it is unclear as to the time length of the waiver and if any evaluations will ever be made public. The waiver that occurred on December 20, 2016 was not written and is assumed to be verbal. As this waiver was issued verbally it is unclear if the waiver actually occurred on December 20, 2016.

Cyndie Sherriff responded with a follow up question August 7, 2017:

Dr. Krage,

Just so I am clear, the Board and yourself waived the written requirement of the evaluation in the First Amendment to Superintendent Contract executed on 12/20/2016. Would you please highlight or show me the language in the First Amendment to Superintendent Contract where paragraph 6.1 of the Superintendent Contract dated 4/30/2015 was changed to waive the written requirement?

Thank you,

Cyndie Sherriff

Her response dated August 7, 2017:

Ms. Sherriff:

The voluntary waive or known right did not damage either party and therefore was not reflected in the written amendment.

Dr. Brenda Krage, Superintendent

Findings from the response:

The Board and the Superintendent agree that not performing a written evaluation available to the public does not harm either the Superintendent or the Board that represents its constituents.

Cyndie Sherriff followed up with this statement August 7, 2017:

Dr. Krage,

In reading the First Amendment to Superintendent Contract paragraphs 1-4 changes the Superintendent Contract signed 4/30/2015, and paragraph 5 states "Except as set forth herein, the Contract will remain in full force and effect as originally written and executed by all parties.". Paragraphs 1-4 do not address 6.1 of the original Superintendent Contract.

Cyndie Sherriff

Her response August 7, 2017:

Ms. Sherriff:

I know you're working hard to understand the significance of the legal term "waiver". The contract required the evaluation to be in writing. The Superintendent did not require the Board to finalize the evaluation into a final report. In doing that, the Superintendent relieved the District of its duty to fulfill the term of the contract that required the final evaluation in writing (waived the right to enforce that contract term). This relinquishment of a right was voluntary, and it did not harm either party because the parties entered into a contract amendment in consideration of the underlying evaluation process.

I hope this helps. It is important that you understand there has been no breach of contract.

Dr. Krage

Findings from this response:

The **signed** contract required that the evaluation be in writing, the Superintendent did not require this from the Board. The Superintendent removed the in writing clause from the contract verbally. It is unclear if this clause will remain waived in the future.

The district does not believe the contract was breached.

Cyndie Sherriff followed up with another question August 7, 2017:

Dr. Krage,

So your previous statement from July 18 "The 2016-2017 Superintendent evaluation is currently in process. Once a summary report or final evaluation is complete, it will be made available to you." is now no longer true?

Thank you,

Cyndie Sherriff

Her response:

Ms. Sherriff:

The context of our recent conversation has been about the 2015-16 evaluation and Amendment to the Contract signed 12-20-2016.

Dr. Krage

Cyndie Sherriff followed up:

Dr. Krage,

I want to make sure I am really clear on this as this will be a topic in Nov. since the current Board President's signature is on this contract and I am assuming this person\* (changed for privacy) will be running for the Board again.

1. Written performance evaluation and assessment of Superintendent Dr. Brenda Krage for the school year 2015-2016 that is a result of a meeting of the Superintendent with the Board prior to June 30, 2016. This was waived verbally by the Superintendent and the Board on 12/20/2016. However, on June 15 and July 18, you stated the district has no record and there was no mention of the waiver until August 7, 2017.

2. Written performance evaluation and assessment of Superintendent Dr. Brenda Krage for the school year 2016-2017 that is a result of a meeting of the Superintendent with the Board prior to June 30, 2017. According to the verbal waiver and Amendment to the Contract of 12/20/2016 which covers the dates of Aug. 1, 2015 through July 2020, the 2016-2017 written evaluation is now waived? Additionally, the way I am reading this is that the waiver extends through the contract ending July 2020. This is why I am now questioning if I will be receiving the 2016-2017 evaluation.

3. Any other written performance evaluations of Superintendent Dr. Brenda Krage performed by the Board at any time during her employment at Platte Canyon School District #1. These do not exist for reasons already described.

I guess any more clarity you could offer on the verbal waiver as to its beginning and end would help clear this up.

Thank you,

Cyndie Sherriff

Her response:

The 2016-2017 Superintendent evaluation is currently in process.

Dr. Krage

Two follow up questions by Cyndie Sherriff:

Dr. Krage,

I just have two more quick questions:

1. Will the Superintendent evaluation that is in process be available to the public or will it be deemed work product?
2. Could you please elaborate on the length of the verbal waiver that you and the Board agreed to i.e. when did it start and when does it end?

Thank you,

Cyndie Sherriff

On 9/14/2017 this was sent to PACE:

Ms. Reinoehl:

The Platte Canyon School District is in receipt of your request, pursuant to C.R.S. 24-72-201 *et seq.*, asking for a copy of Dr. Krage's 2016-2017 school year evaluation.

Please find attached the Supt Summative Final Report.

Dr. Brenda Krage, Superintendent

Superintendent Evaluation Summative Report September 11, 2017

**Process**

The evaluation of the Superintendent is an ongoing process. Continuous communication between the Superintendent and board members occurs throughout the year. The Summative Report serves as just a snapshot in time. This report is the culmination of that work as well as the executive session on August 14, 2017. Board members each provided feedback and input specific to the performance of the Superintendent. The board president, Katie Spodyak, took notes and prepared a draft summative report. The draft was reviewed by board members on September 11, 2017 and additional feedback was given and necessary updates made. The following report is a result of the year-long, ongoing communication and work between the Board and Superintendent.

## **Summative Report**

The Board's evaluation of Dr. Brenda Krage was centered around the five Board Expectations:

1. Safe Schools with Positive Educational Environments
2. High Student Achievement with Continued Growth
3. Positive School-Community Relationships
4. Effective and Efficient School and District Management
5. Highly Qualified and Motivated Staff

Dr. Krage has consistently focused her efforts on the five Board Expectations. The report below is a very broad, overall summary as the five expectations significantly overlap. This is in no way expected to be a comprehensive report. Safety in our district remains a priority. At Dr. Krage's direction, the district has made significant improvements to safety as a whole. The reunification protocols have been rewritten and are being put into practice. Doors and keys were updated to increase safety and security. The traffic pattern at the high school and district office was also improved for increased safety. Improved water filtration systems with continuous monitoring have been installed. The district also maintains ongoing communication and reviews with the Sheriff's office to maintain safety as a high priority.

Dr. Krage has excelled at capitalizing on human resources in the district. She has been able to utilize strengths of employees to the district's benefit. Positions have been streamlined and efficiencies have been found throughout the district. Staff has been cross-trained to provide added security to the district. Dr. Krage unified work calendars, streamlined schedules and has focused on vertical alignment between the schools. She has worked collaboratively with district staff at all levels and has an open-door policy, not only with staff but also with board members, parents and community members. Dr. Krage meets weekly with administration to continue work on the district and continue focus on culture and spirit. She has met with concerned community members to work toward understanding and compromise. Dr. Krage has faced personnel challenges head-on and solved the issues. She has been able to bring in new hires who have advanced the leadership in the district. She has also moved current staff into positions in the district where their strengths are showcased and they can best succeed. Dr. Krage was able to fulfill a long-time board goal for instruction by prioritizing and implementing the curriculum coordinator position. Each of the three schools are high achieving and the district has been accredited with distinction the last two years with all schools receiving the highest performance rating.

Dr. Krage was able to make technology improvements and adapt current technological resources throughout the district to better serve our students. She implemented NWEA testing as a way for teachers and the district to see the effectiveness of the teaching and allow teachers to make necessary mid-year adjustments to better serve our students. All decisions are tied to instruction and what is best for our students.

Dr. Krage spends a great deal of time in the schools. She is not only visible in the schools but also in the community. Specifically, she attends Home Owners' Association meetings, Platte Canyon Chamber meetings and is active in the Park County Broadband initiative group. She also developed a partnership between the district and the Park County Library. Dr. Krage represents the school district well among her peers. She is active in CASE (Colorado Association of School Executives) and is the President-Elect for CASSA (Colorado Association of Superintendents and Senior Administrators) – a position that required five nominations from her peers.

Dr. Krage led the completion of the Energy Performance Contract and was able to initiate the STEAM program as part of that process. She is the Chief Instructional Leader of the district and takes an active hand in our students' learning. Under the direction of Dr. Krage, the Makerspace and learning commons were implemented. Dr. Krage reemphasized the importance of teacher inservice days to assure continued development in our teachers and administration. Two math textbook adoptions have also taken place at Dr. Krage's recommendation.

Dr. Krage has worked with her staff to present the board with a balanced budget and reworked the budget format to be more transparent. The district was able to refinance the bond saving the taxpayers money. She provided a plan to increase the base salary for teachers in the district as well as enhancing the custodial pay. Platte Canyon School District has benefited greatly from Dr. Krage's ability to come up with creative solutions.

Communication in the district is at an all-time high with newsletters, improved web sites, personal notes to staff, and frequent meetings with staff. Dr. Krage keeps the board informed on educational trends and challenges as well as ongoing progress toward goals. She provides pertinent information to board members for meetings. Dr. Krage is proactive in looking toward the future to keep the district in a strong, secure and competitive position.

Dr. Brenda Krage has exceeded the board's expectations to lead Platte Canyon School District in a positive direction constantly focused on the board's five expectations.

The board finalized their draft at the 9/11/2017 board meeting in executive session.

The summative report was compiled by the Board President Katie Spodyak.

Dr. Krage has exceeded the the board's expectations in the constant focus of the Board's five expectations.

The board's five expectations are:

- 1.Safe Schools with Positive Educational Environments
2. High Student Achievement with Continued Growth
3. Postitive School-Community Relationships
4. Effective and Efficient School and District Management
5. Highly Qualified and Motivated Staff

These five expectations are found here in the Strategic Plan for the district (non-board approved) (see CORA request for more information)

Level 2 Five year strategic Objectives as found in the Strategic Plan:

By 2020 PCSD will achieve 100% compliance with all annual safety inspections within the district. **Not covered in the evaluation**

By 2020 PCSD will be recognized as a "Certified Safe District" **Not covered in the evaluation**

By 2020 PCSD will achieve a plan with annual monitoring that guides efforts to establish a school environment that promotes students' health, well-being and ability to learn. **Not covered in the evaluation**

By 2025 all PCSD graduates will demonstrate College and Career Readiness as measured by PCSD K-12 Indicators and Benchmarks for Success. **Not covered in the evaluation**

By 2020, make the District more relevant to the Greater Community. **Noted in evaluation**

By 2020, keep community informed of school activities, accomplishments, facts and challenges. **Noted in the evaluation**

By 2020, create a welcoming environment at all district facilities. **Not covered in the evaluation**

By 2020, all resource allocations, to include: people, time, budget and program, are connected to demonstrable achievement of performance measures. **Not covered in the evaluation**

By 2020 PCSD will have highly qualified and motivated staff and a professional development plan that full supports the successful implementation of the student achievement initiatives:

An academic program that capitalizes on the mountain culture and environment **Not covered in the evaluation**

A competitive salary schedule **Noted in the evaluation**

Vertically aligned district-wide initiatives **Noted in the evaluation**

A district professional development plan **Not covered in the evaluation**

Of the 12 objectives noted in the Strategic Plan 4 were noted in the evaluation.

The Superintendent evaluation in its written form has not been made available on the PCSD website as of 9/18/2017.