

Special Meeting Agenda

Confluence Early Childhood Development Service District

A meeting of the board of directors of the Confluence Early Childhood Development Service District will be held at Colorado Mountain College, 1402 Blake Avenue, Glenwood Springs, CO 81601, Room 309 on the following date: February 23, 2026, at 9:30 AM.

Virtual Participation via Microsoft Teams:

<https://teams.microsoft.com/meet/27499375926435?p=pGSnAmWRSWAVxHkZSx>

Meeting ID: 274 993 759 264 35

Passcode: KP3Xq3Lq

- 1. Call to order**
- 2. Roll call**
- 3. Public comment on matters that are not on the agenda (limited to 3 minutes each)**
- 4. New business**
 - a. Transitional Executive Consultant Interviews
 - i. Interview: Kathryn Kuhlenberg
 - ii. Interview: "Cause and Effect Advisory Services"
 1. Team members: Rob Stein, Maggie Tiscornia, Kelsy Been, Amy Slothower, Yerania Silva
- 5. Future business**
- 6. Adjournment**

This Scoring Matrix is based on the Scope of Work approved by the BOD on January 26, 2026 for which an RFP was posted publicly for interested candidates to apply by the end of business day February 13, 2026.

Scoring Scale

- 5 **Exceptional**- exceeds requirement with clear, relevant experience
- 4 **Strong**- fully meets requirements
- 3 **Adequate**- Meets minimum requirements
- 2 **Limited**- partially meets requirements
- 1 **Poor**- does not meet requirements
- 0 No Evidence Provided

Kathryn Kuhlenberg				
Evaluation Category	Weight	Candidate Score (1-5)	Weighted Score	Related Questions
Start-Up & Public Sector Leadership	20%		0%	5
Governance & Board Support	15%		0%	3/4
Organizational & Infrastructure Development	15%		0%	6,8
Preparatory Program Implementation Planning	15%		0%	1,8
Community Engagement	12%		0%	7
ECE Landscape Knowledge & Experience	10%		0%	7
Capacity & Staffing Plan	6%		0%	2
ED Recruitment & Transition	7%		0%	9
Total	100%		0%	
Note: Weighted Score = (Score / 5) x weight				
Note: Candidate Score= (score of application + interview score)/2				

What Matrix Categories Should Evaluate (based on the matrix linked above):

- **Start-up & Public Sector Leadership:**
 - Experience launching new entities
 - Experience in Special Districts or public-sector governance

- Ability to work effectively without independent policy-making authority
- Demonstrate entrepreneurial execution
- **Governance & Board Support:**
 - Agenda & Briefing prep
 - Basic understanding of CO Special District compliance
 - How to cultivate healthy board dynamics
 - Board-facing professionalism
 - Experience coordinating with legal counsel
- **Organizational & Infrastructure Development:**
 - Accounting & administrative system implementation
 - Branding and communications infrastructure
 - Staffing strategy - planning
 - Operational sequencing for start-up phase
- **Preparatory Program Implementation Planning:**
 - Tuition Subsidy Program Design
 - Capacity and Quality Grant program development
 - Data and evaluation systems readiness
 - Plan for Service navigation
- **Community Engagement:**
 - Relationships with Early Childhood Education providers & advocates
 - Experience facilitating listening sessions
 - Bilingual/culturally-sensitive engagement planning
 - Values alluded to in the Service Plan
- **Early Childhood Education Landscape Knowledge & Experience:**
 - Relationships with providers, advocates, and directors
 - Real-life experience of the realities of a classroom and/or Family Childcare Homes
- **Capacity & Staffing Design:**
 - 0.75-1.0 FTE availability
 - Ability to attend in-person board meetings
 - Realistic workload management plan
- **ED Recruitment & Transition:**
 - Recruitment process design
 - RFP development experience
 - Structured documentation and transition systems

Category-Specific Interview Questions:

- 1) Can you walk us through how you interpreted the Scope of Work and what you see as the most critical deliverables to ensure the successful rollout of the Special District?
- 2) Describe the specific steps you would take in the first 60-90 days to meet the most critical objectives outlined in question 1?
- 3) How would you support a governing board without overstepping into policy-making authority? Can you give an example from your past work?

- 4) How will you ensure transparency and regular communication with the board and with public interest-holders?
- 5) Please explain a leadership situation where you encountered pushback, either from staff or an interested partner. What was the issue? How did you move forward in the best interests of the interest-holders or involved parties? What was the outcome?
- 6) While this SD is the first of its kind, there are several models in existence with similar objectives. What are your thoughts on what we could draw inspiration from, and what do you see as ways it will be important for this SD to do things differently than existing models of Early Childhood funding?
- 7) What is your understanding and experience of the ECE landscape in the three-county region? How would you design a listening and engagement strategy for 2026?
- 8) Given the Service Plan framework, how would you approach refining the first-year operating budget and preparing tuition subsidy and grant programs for launch?
- 9) Describe how you would design a transition framework to ensure a seamless handoff to a permanent Executive Director.
- 10) Is there anything you would add, delete, or change timing of from the scope of work?
- 11) Are you aware of any potential conflicts of interest?

General Questions:

- 12) Are there any other considerations not included in the SOW you see as vital to execute in the first 6 months to ensure the successful rollout of the SD?
- 13) What drew you to this position?

Potential Items for Discussion after interview:

Top 3 strengths & risk areas of candidate

Overall readiness for independent execution

Cultural fit, based on values eluded to in service plan

Is requested compensation in alignment with scope? (if applicable)

Kathryn Kuhlenberg

57 Riversedge Ct
Basalt, CO 81621
(970) 379-4725
kathryn.kuhlenberg@gmail.com

February 13, 2026

Attn: Carolynne Kraemer, Board Chair

Confluence Early Childhood Development Service District
general@confluencedistrict.org

Dear Ms. Kraemer and Confluence Board of Directors,

Please find enclosed my application materials in response to the posted Request for Proposals. I am deeply grateful to each of you for your service to this organization and I feel strongly that I am the right candidate for this work.

My combination of education, experience, and service as an elected official uniquely qualify me to fill this position. I possess a law degree with a focus on early childhood policy and have actively grappled with the tensions in the early childcare landscape locally and nationally for decades. I understand its complexity from the perspective of a policy maker and a care worker. I have also lived and understand the nuances of board governance and the necessary steps that must be taken to build a solid foundation for a board from my role on the Board of Education for the last 5 years. Finally, I have deep roots in the early childcare industry in the Roaring Fork Valley as a previous large center childcare owner and current teacher and director, and I can leverage those local and statewide relationships to move with urgency and intensity while also commanding the community trust and support needed to have those moves be well received.

I truly hope the enclosed materials speak to my passion, commitment, and expertise as it relates to early childhood care. It is something that has always guided my professional career and something that I firmly believe in the power of. I only ever hope to make a positive impact on my community and I see this as an opportunity to do just that. I would be incredibly grateful to work in this capacity and continue to serve the early childcare industry of the service district.

Sincerely,



Kathryn A. Kuhlenberg

Kathryn A. Kuhlenberg

57 Riversedge Ct • Basalt, CO 81621 • (970) 379-4725 • kathryn.kuhlenberg@gmail.com

SELECT PROFESSIONAL EXPERIENCE

ROARING FORK SCHOOL DISTRICT—CARBONDALE, CO

Vice Chair November 2025-Present; Chair, Board of Education, November 2021 – July 2025

- Researched and analyzed ownership housing options for district employees and presented those to the board and staff after months of personal education and 6 weeks of community engagement
- Reviewed, oversaw, and ultimately approved financing and groundbreaking on 50 additional staff rental units at Meadowood
- Sat on the Legislative Review Committee of the Colorado Association of School Boards (CASB) and offered feedback on proposed statewide legislation and then reported back to the rest of the board and School District, 2022-24
- Continually review and inspect the district's budget and work with the finance department and an outside auditor in that process and ultimately exercise final budgetary authority
- Overhauled the structure of business meetings to improve efficiency and encourage active participation by all board members
- Ensured compliance with state Open Meetings Laws and ran biweekly business meetings and other full board meetings and retreats as necessary
- Successfully created a new board member training session that was recorded and presented to all interested candidates during the last two election cycles
- Developed and delivered a comprehensive new board member training to onboard newly elected officials
- Developed systems and norms around serving on the board of education and codified those in a board member handbook that is used as reference for members and the district
- Created and implemented a policy committee and have overseen the update of over 300 policies since its inception and actively working towards updating our entire policy manual
- Introduced and ultimately passed a Diversity, Equity and Inclusion Policy (one of the first in the state) after more than 10 months of research, drafting, community input and board and staff feedback
- Led a nationwide superintendent search in 2022 and in 2024
- Instigated and led negotiations on the first collaborative bargaining agreement with the teacher's union which will serve to clearly define roles and protect the rights of certified staff
- Engaged in Interest Based Bargaining with the teacher's union and sit on the Healthcare committee bargaining health benefits for all district employees
- Developed and successfully implemented a superintendent evaluation process for 4 years running that includes community based feedback and involves every member of the board, and includes annual SMART goals to increase accountability and ultimately outcomes
- Developed and successfully implemented a board member self-evaluation process and timeline that asks board members to be thoughtful and critical about their role and performance on the board of education
- Implemented an annual goal setting process for the board to align its work to the district's strategic plan and provide public accountability for this body

NJS KINDER COTTAGE—BASALT, CO

Director/Lead Teacher, August 2022 – Present

- Actively lead a classroom of 18-20 preschool aged children each day and plan, prepare and deliver intentional and age appropriate curriculum in an inclusive classroom
- Consistently and effectively communicate with parents about the school and their children's development
- Consistently engage with the broader early childhood community through various stakeholder meetings throughout the Roaring Fork Valley, including individual providers, town staff and elected officials in Aspen and Basalt, non-profit staff, and regional coalition staff
- Consistently engage on the state level with early childhood policy through the process of agency level rule-making, proposed state legislative hearings, and by attending Early Childhood Leadership Commission meetings and providing specific feedback on Universal Pre-K

PLAYGROUP ASPEN, ASPEN, CO

Owner/Director/Lead Teacher, July 2014 – June 2022

- Responsible for all business aspects of the center including financial planning, growth strategy, enrollment and advertising efforts, record keeping, and hiring, training, and managing 6-8 full time staff members and other contract work as needed
- Ensured strict compliance with state and local licensing and other regulatory provisions annually and through the COVID-19 pandemic
- Taught 18-20 children on a daily basis in a fully licensed and accredited preschool with a capacity of 70 children
- Planned weekly thematic curricula, conducted pre-Kindergarten evaluations, and met with parents regularly
- Engaged children in age appropriate activities including phonetic awareness, numerical values, calendars and the passing of time, and socially appropriate behaviors and responses
- Consistently engaged with the broader early childhood community through various stakeholder meetings throughout the Roaring Fork Valley, including individual providers, town staff and elected officials in Aspen and Basalt, non-profit staff, and regional coalition staff
- Consistently engaged on the state level with early childhood policy through the process of agency level rule-making, proposed state legislative hearings, and by attending Early Childhood Leadership Commission meetings

HKM EMPLOYMENT ATTORNEYS, SEATTLE, WA

Associate Attorney, December 2012 – July 2014

- Represented plaintiffs from intake through settlement or trial on various employment discrimination claims
- Advised clients on human resources matters and negotiated and drafted employment separation agreements

FRED T. KOREMATSU CENTER FOR LAW AND EQUALITY, Seattle, WA

Legal Intern, May 2012 – June 2013

- Assisted with research related to ongoing litigation on issues such as First and Fourteenth Amendment violations
- Participated in Federal District Court and 9th Circuit Court of Appeals proceeding related to the Tucson Unified School District's effort to outlaw Mexican American Studies curriculum
- Continued work on projects that began or were completed while acting as Assistant to Counsel

Assistant to Counsel, January 2012 - May 2012

- Served as assistant to counsel in the Civil Rights and Advocacy Clinic

- Researched and prepared documents for summary judgment and preliminary injunction motions before the United States District Court of Arizona in a challenge to the constitutionality of a state statute banning Mexican-American studies curriculum
- Prepared counsel for oral arguments by creating outlines of legal arguments and preparing potential questions from the bench
- Researched and prepared orders for potential outcomes and remedial relief

Student Fellow, September 2010 - May 2011

- Awarded fellowship opportunity to work directly with the heads of two state-sponsored policy offices
- Researched, developed, and produced publishable quality policy sheets for the legislative session that were distributed to the Governor, agency heads, and legislators on various issues facing marginalized communities in Washington

SEATTLE JOURNAL FOR SOCIAL JUSTICE, Seattle University School of Law, Seattle, WA

Managing Editor, April 2011 - May 2012

- Managed a staff of 60 members for a nationally distributed scholarly legal publication, which included planning and executing editing and drafting trainings, monitoring and following up on the submission of assignments, and settling any disputes or conflicts that arose between staff members or between the journal and an outside organization or entity
- Oversaw the day to day operations of the legal journal that works with authors throughout the world and was the point of contact for the administration within the University and any outside entities
- Developed, planned, and managed the annual budget of \$50,000 and allocated funds as needed for projects and publication
- Collaborated with the school administration, the publishing company, and the incoming board to expand the publication from two to three issues per year to provide a greater opportunity for authors to write on pressing social justice concerns

Staffer, August 2010 - April 2011

- Conducted substantive and technical edits of scholarly legal articles, provided feedback to the authors, and cite checked articles for publication
- Conceptualized, researched, drafted, and published a scholarly legal article on preschool special education policy reform

US DEPARTMENT OF EDUCATION, OFFICE FOR CIVIL RIGHTS—Seattle, WA

Legal Intern, May 2011 - August 2011

- Interviewed individuals and reviewed documents to assist in investigating claims of civil rights violations
- Conducted research and wrote on sections of the Civil Rights Act of 1964, including Titles II, VI, and IX and Section 504
- Drafted a policy position paper, rooted in current US Supreme Court precedent, that suggested a potential position for the Department on the use of race in elementary and secondary student school assignment

DISABILITY RIGHTS WASHINGTON—Seattle, WA

Law Clerk, September 2010 - May 2012

- Updated and drafted self-help advocacy resources on the topics of special education, assistive technology, and disability law

- Performed intake and provided self-advocacy counseling and resource advocacy skills to the public

MARE'S PLAYGROUP, INC., Aspen, CO

Preschool Teacher, Summers 2001 - 2007

Lead Preschool Teacher, May - August 2008, January - August 2009, August - December 2012

ASPEN SCHOOL DISTRICT, Aspen, CO

Preschool Special Education Teacher and Pitkin County Child Find Coordinator, August - December, 2009

- Taught and monitored 8-11 preschoolers with various disabilities in an integrated preschool classroom
- Developed curricula and appropriate activities for each child based on his or her individual needs
- Drafted IEPs for my students and for all other identified 3-5 year olds in the geographical district with disabilities
- Conducted Child Find services for Pitkin County including in-program and in-home assessments and parent and teacher interviews and assessments

EDUCATION

SCHOOL BOARD PARTNERS

Fellowship, February 2023 - December 2023

- Selected to join a cohort of school board members from across the country to engage in professional development, mentorship, and learning effective school board governance

GEORGETOWN UNIVERSITY

Certificate in Education Finance, June 2023

- An 8 week hybrid in-person and remote course focused on the systems of education finance nationally with a particular focus on equitable funding structures and community wide messaging about funding decisions

SEATTLE UNIVERSITY SCHOOL OF LAW

Juris Doctorate, *magna cum laude* May 2012

- GPA: 3.652; Top 5% (17/382)
- Recognized focus on education policy and early childhood education
- Dean's Medal, 2012, awarded to the graduate who the Dean determines has the greatest potential to achieve the legal profession's most noble aspirations for justice and ethics throughout his or her career
- Seattle University's Mission Award for Outstanding Leadership in Academic Excellence, 2012
- Presidential Scholar Award, 2009-2012

OHIO WESLEYAN UNIVERSITY

Bachelor of Arts, Double Major in Psychology and Legal Aspects of Education Policy:
Navigating the Public School System (self-designed major), *cum laude*, May 2008

PUBLICATIONS AND PRESENTATIONS

- Panelist, 2023 Annual CASB Convention, *High Quality Superintendent Support and Supervision, Rethinking Superintendent Evaluation*
- Kathryn A. Kuhlenberg, *Citizenship*, Encyclopedia of Race and Racism, 2nd Edition, 2013.
- Kathryn A. Kuhlenberg, *The Uncertainties of Educating a Preschooler with Special Needs: Who Makes the Important Determinations? And, Who Should?*, 10 SEATTLE J. FOR SOC. JUSTICE 585 (2012).

Kathryn A. Kuhlenberg

57 Riversedge Ct
Basalt, CO 81621
(970) 379-4725

Confluence Early Childhood Development Service District

February 13th, 2026

OVERVIEW

Below you will find a comprehensive and aggressive plan to meet the Board of Director's current requests. This plan is aimed at serving this Board's stated needs, but ultimately my personal hope is to continue to serve the early childhood community at large with the goal of having services online in as little as six months and committing dollars to centers and families for the 2026-27 school year.

GOALS

1. Guide the Board through a visioning process to align their expectations of the organization and future Executive Director so that they may thoughtfully, effectively, and clearly lead this organization, spend these tax payer funds, and manage a director.
2. Develop deep and meaningful relationships between the Confluence and early childcare providers and organizations in the service district through intentional communications and engagement cycles during which participants feel valued, appreciated, and considered.
3. Provide the Board with a baseline education and understanding of the service plan, various mechanisms to achieve what is outlined in the plan, and timelines to take those services online. This will include information on communities and organizations that are implementing different mechanisms and also the benefits and downsides of each in the unique rural mountain communities within the service area.
4. Support the Board of Directors in hiring an effective and highly competent Executive Director to lead the Confluence forward; ideally completing a hiring process within the next 90 days. Develop an organized and thorough transition plan that will provide the Executive Director with all necessary background information and systems data to step into the role and immediately begin the work.

SPECIFICATIONS

Board & Governance Support

The strength of this board will determine the impact of this organization. I applaud the work that has been done over the past couple of months to build norms and expectations—this is critical and was necessary. As you move forward, I would support the board in upholding those norms, professionalizing the meeting structure, building consistent streams of communication from the organization to the board, and building out systems that allow for constituent engagement directly with board members, both formally and informally. I would also work to systematize access to information for the Board members so that they feel confident in the direction they are giving and the decisions they are making. This will help both the board and community to better understand the board's role in governance and keep the process transparent and accessible.

In addition, I would take over the responsibility of planning and running board meetings. I would work with the Board Chair, the Board's legal counsel, and the Board's accountant to develop agendas and to also ensure that required topics are heard and voted upon in a timely manner. I would act as the point person for CORA requests, organizational responses, and all other inquiries, under the direction of the Board chair. I have deep and intimate knowledge of this work as I have acted as both a Board chair and vice chair and also trained and consulted other Boards. In my opinion, this work is critical and will dictate the success of the Executive Director and ultimately this initiative as it gets off the ground. Building a strong governance team is foundational.

Organizational & Infrastructure Support

As stewards of public dollars, I would encourage the Board to be deliberate and thoughtful around office and operations planning and to ensure that as much of every dollar as possible is directed to children. In that vein, I would reach out to local partners in this interim role and lean on those partnerships to find appropriate physical space when needed. I would not propose binding the organization to any leases or other long term commitments until the Board completes its visioning process and provides more specific direction to me or an executive director.

The immediate work that can and should be tackled is the critical work of communications. Working with a graphic designer and communications firm will be a first priority. I have already consulted with one who has worked for Roaring Fork School District, Blue Lake Preschool, and Focused Kids and she has submitted this outline of [proposed work](#) which includes timelines. Our communities are hungry for information about this initiative and in order to establish trust, we

need to start providing that information in an easily accessible and digestible way immediately. This is critical to build and maintain trust in the district.

As related to soft infrastructure, final products would include a developed website with a focus on ease of navigation and accessibility in multiple languages. It must include an early childcare navigator tool that identifies all licensed options within the service district. I would also propose that it include placeholders for proposed programming options, although those would not need to be live until they were approved by the Board. I would then work with the Board to ensure that the work product meets their expectations and adjust as necessary.

In regards to potential vendor strategies, I see this role as developing relationships with potential vendors, providing those options to the board, and preparing those for the incoming Executive Director to act on. Essentially, I would suggest that the interim contractor conduct the outreach and do the research related to vendors, software, etc., but ultimately that decision should be left to the Board as this is a major strategic choice that will bind the organization to a specific course of action and potentially tie up large amounts of funds for a lengthy period of time.

Financial & Budget Preparation

I would work in conjunction with the accountant and Board Chair to update the 2026 budget and also to create a finance calendar with the Board treasurer to ensure that the board and the public are being kept apprised of the district's finances. As funding models begin to materialize and we have a better understanding of when and how much funding is coming in each quarter, I would work directly with the bank of the Board's choice to determine financing options if those are needed to support the interim work and prepare for the onboarding of the executive director.

As a part of Program & Service Implementation Planning, I would identify the potential costs related to proposed aspects of the service plan and prepare that information to be delivered to the Board and to the incoming Executive Director. I would also clearly indicate if the district has funds available to cover the costs of those items now and into the future and recommend a course of action so that any support can begin to go out to families and centers rapidly.

Program & Service Implementation Planning

This work is imperative and also should be preliminary until an Executive Director is hired and takes the reins, which is why I would immediately support the Board to begin that hiring process. While engaging in the hiring process, I would work to create a detailed plan to implement each programmatic focus area, and I would present that plan to the Director upon hiring.

For tuition subsidy program design, I would lean heavily on organizations like the Denver Preschool Program and Kids First to understand the benefits and drawbacks of tuition subsidy

programs, the administrative costs, the rates of usage, and the potential impact. I would distill that information down for the Board to consider and at their direction work to determine needs to support a family application roll out and approval process, a provider application and approval process, and ultimately a funding timeline. This information and plan would be prepared in an organized and actionable format that can be transitioned to the executive director.

For capacity and quality grant program design, I would work with partner organizations that do this well—like our neighbor Eagle County—and also involve the critical voices of center directors to ensure that the program is truly impactful. Then, working with the Board’s stated priorities propose a low effort, high impact grant application process that prioritizes supporting high quality care in existing facilities with a specific focus on staff training, recruitment, and retention.

Outreach, navigation and family assistance will be another integral part of the district’s work, but we don’t have to build it from the ground up. It would be critical to involve those already doing this work—like RE-1 and RE-2 Family Resource Center Family Liaisons. Building out comprehensive guides to help families access blended funding is complex and often overwhelming and we can partner in cost effective ways to make it accessible and not duplicative. My ultimate proposal would be two-part: 1) directly or indirectly engage bilingual advocates that act as one to one care navigators; and 2) invest in an accessible website and software system that allows families to navigate care and funding options from home and streamlines application processes.

Finally, in the interim role, I would focus my evaluative and data assessment work on assisting the Board in developing an effective tool to use for evaluating the Executive Director and I would build a system and cycle of that review process to ensure that the Board is upholding its duty of accountability to the tax payers. This is also important for the hiring process because an executive director will want to understand and know how s/he will potentially be evaluated in this role and work in a professional capacity with this Board. I do not foresee having to evaluate the effectiveness of programming models in this interim role because they will not have been in place long enough for that to be a beneficial exercise.

Community Engagement & External Relations

The community is ready to engage with the Confluence and I would capitalize on that immediately and from multiple fronts. First, I would prioritize in-person sessions with key large care providers, early childcare organizations, and local government officials from Parachute to Aspen. Hearing from those people is critical to forging strong and trusting relationships with the district. These one on ones would be complete within the first 60 days and I would share my proposed contact list with the Board for feedback and approval.

Simultaneously, I would work to connect with state and national early childcare leaders and non-profit organizations to develop a line of communication and to solicit feedback and input for the Board to consider as it moves towards developing and approving an implementation strategy. Being able to synthesize this information into accessible, digestible, and actionable bits will be a very important piece of this task so that the Board is able to stay abreast of this work and feel totally confident in the decisions it is making as they relate to programming.

Finally, I would utilize a communications professional to standardize lines of communication and ensure that the community is kept up to date on the actions of the district. As outlined [here](#), this would look like the creation of newsletters, forming relationships with local media, and determining which spaces the district should have a regular voice in and how that voice should be managed. The district and the Board should develop a regular cadence of communication that anticipates the needs and questions of the community and addresses them in a friendly, consistent, and respectful manner. Doing so will build the community's trust and establish a solid, positive reputation for the district locally and nationally.

Executive Director Transition Support

It is critical that the organization begin the search for an executive director to carry this work forward as soon as the Board has developed its vision for the role and a job description has been created. Immediately, I will begin the process of supporting the board's visioning by educating the Board on like organizations and the early child care landscape within this region and then by breaking down the service plan into actionable items. This will allow the board directors to begin to clearly see where and how these services can impact our regional early childcare landscape immediately and in the long term.

Administratively, I will simultaneously be doing outreach to hiring firms, leveraging my relationships with firms I have worked with and interviewed in the past. With the Board's early guidance on budgeting, I will gather initial information on costs and timelines to report back to the Board. I would aim to bring the board 3-5 firms to choose from and will highlight what I see as strengths and weaknesses within each proposal.

Upon engaging a search firm, the Board president would drive the process and I will support as requested and needed—primarily administratively—until the new Executive Director takes the role. At that point, I would hope that the Board would support a transitional hand off during which time all management activities, work product, systems, and protocols would be transitioned to the new Executive Director.

Kathryn Kuhlenberg

57 Riversedge Ct
Basalt, CO 81621
(970) 379-4725
kathryn.kuhlenberg@gmail.com

February 13, 2026

Attn: Carolynne Kraemer, Board Chair

Confluence Early Childhood Development Service District
general@confluencedistrict.org

List of References with Reference Letters in the shared folder:

- Dr. Anna Cole, Superintendent of Schools, Roaring Fork School District
 - (970) 340-9101
 - acole@rfschools.com
- Kelly Beal, Owner & Director, Honey Tree Preschool (El Jebel & Glenwood Springs)
 - (609) 226-8061
 - kellybeal200@gmail.com
- Dr. Christa Geiszl, Former Board Chair Aspen School District Board of Education
 - (970) 901-1076
 - christa_gieszl@hotmail.com
- Mary Elizabeth Wolfer, Owner & Director NJS Kinder Cottage
 - (970) 379-6510
 - kindercottage@comcast.net
- Adele Melnick, Basalt Preschool Director
 - (970) 618-8145
 - amelnick@rfschools.com
- Jasmin Ramirez, Board Member, Roaring Fork School District
 - (970) 319-9016
 - jasramirez8@gmail.com

List of Similar Projects Completed:

- Overhauled the Roaring Fork School District Board of Education norms, systems, and processes to bring them in alignment with best practice and state law; 2021-Present
- Researched, created, and trained two boards and staff on an effective and comprehensive superintendent evaluation process; 2022-23
- Trained the Aspen School Board and governance team and built out communication strategies and norms, 2023
- Led two nationwide superintendent hiring processes, 2022 & 2024

February 13, 2026

To Whom It May Concern,

I am writing in strong support of Kathryn Kuhlenberg for the position of Interim Director of the Confluence Early Childhood Development Service District.

I first met Kathryn when we both served on the District Accountability Committee at Aspen School District. I was there as a parent representative, and she was representing the early childhood community as the director of her preschool, Playgroup Aspen. From our very first meeting, I was impressed by her deep understanding of the complex issues facing early childhood education. Even more striking was her ability to synthesize that knowledge and communicate it in a way that was accessible and understandable to everyone at the table, including those who were not well-versed in early childhood education.

Shortly thereafter, I was running for the Aspen School District Board of Education while Kathryn was running for the Roaring Fork School District Board of Education. After we were both elected, I frequently sought her advice on how to run an effective board and implement meaningful change. I came to greatly appreciate her thoughtful, strategic, and highly effective approach to board governance.

While serving as President of the Roaring Fork School District Board of Education, Kathryn demonstrated exceptional leadership. After I was elected President of the Aspen School Board and we welcomed a new superintendent, I invited Kathryn to facilitate a board training for us focused on becoming a highly effective governing team. She led a one-day training that was extremely well received. Rather than advancing her own agenda, she skillfully guided us in listening to one another, identifying shared priorities, and defining the practices necessary for our board to function cohesively. She then provided clear, actionable steps to help us implement those practices immediately.

The impact was significant. Our board operated with greater clarity, cohesion, and effectiveness following her training, and I attribute much of that progress to Kathryn's expertise in governance and her ability to moderate complex group dynamics with professionalism and insight.

Over the past eight years, I have consistently observed and benefited from Kathryn's leadership and board management skills. The Roaring Fork School District has been fortunate to have her service and guidance, and the district has undoubtedly benefited from her steady, thoughtful leadership. I am confident that she would be an extraordinary asset as Executive Director and

our entire region would benefit from her leadership in her area of passion and expertise, early childhood education.

I offer my strongest recommendation for her candidacy.

Sincerely,

Christa Gieszl, MD, FACP

Vice-President, Aspen School District Board of Education



NJS Kinder Cottage LLC

• 400 Alexander Lane • Basalt, CO 81621 • 379-6510 •

February 12, 2026

To Whom It May Concern:

I am writing this letter of recommendation for Kathryn Kuhlenberg. I have had the pleasure of working with Ms. Kadi since she was twelve years old. She is my niece and came to help me each summer, eventually working her way through Law School, providing care for hundreds of our communities littlest (most precious) citizens.

She returned and started her lovely family here once her education was completed. Taking over the reigns of Playgroup Aspen and eventually coming to share her teaching talents here at our mid valley childcare center. Her education and experience are a perfect combination to serve in the position she is applying for. Your organization would be very fortunate to have her.

Kadi's extensive education, knowledge and experience with countless community children and community early childcare providers, her common sense, strong work ethic and community connectedness are all amazing attributes. A perfect fit indeed.

Lastly, Kadi is a vibrant community leader and given this opportunity, she will continue to make a positive, lasting difference for many care providers and working families in our Roaring Fork valley community.

Please do not hesitate to contact me if you have any questions.

Mary Elizabeth Wolfer
379-6510

2/12/2026

Jasmin Ramirez
Board Member
Roaring Fork Schools

Honorable Board Members,

I am pleased to recommend Kathryn Kuhlenberg for Executive Director of your newly established ECE Service District. I have had the privilege of serving alongside her on the Roaring Fork Schools Board of Education for the last five years and have seen firsthand her work ethic and commitment to supporting families and students. I have had the great privilege of working alongside her to create and refine governance systems in the district that were not only data-driven but also effective.

As Board Chair, Kathryn used her unique ability to advocate for initiatives that truly center on the children we serve, ensuring their voices are heard and valued in decision-making. Her dedication is also reflected in our work to update policies, some of which were 20 years out of date, to not only reflect the values of our district but also center the success of students. She also helped create the Superintendent Evaluation process to ensure accountability and a process for setting high expectations for leadership to ensure high-quality work.

Aside from her ability to create, refine, and review systems centered on equity and efficacy, she is also an advocate, ready to jump in feet first into the work of serving and helping students and families. She is always willing to do research and do extra work as long as it leads her to the best solution for students and families. She goes the extra mile when needed, but once a decision is made, she can defend it, invite discussion, and ultimately bring others along.

I have been grateful for her strong leadership, which has kept us focused and steady as we've tackled really hard things at the board level, whether it was COVID, financial constraints, or really unpopular decisions. I know she will bring this skill with her in leading this new special district. She excels at building relationships with the community and engaging parents, educators, and fellow board members in meaningful discussions about the future of our schools. Her ability to listen, understand different perspectives, and drive consensus has been invaluable in our efforts to advance our district's mission, and I know that Kathryn has the skills to help push the coalition forward into a space that will not only center students and families effectively but will help ECE centers across the district feel taken care of, able to express their needs, and feel truly represented.

I wholeheartedly support Kathryn Kuhlenberg's candidacy for Executive Director, as I believe her passion for education and unwavering focus on the needs of students, families, and the community will contribute greatly to Confluence Early Childhood Development Service District.

Please feel free to reach out to me at 970-319-9016 or jasramirez8@gmail.com if you would like any further information.

With Gratitude,



Jasmin Ramirez
Board Member
Roaring Fork Schools

Adele Melnick

Program Manager for the Roaring Fork School District/ Basalt Preschool

02/12/2026

Dear Members of the Selection Committee,

It is with great enthusiasm and full confidence that I write this letter of recommendation for Kathryn Kuhlenberg as the Interim Director and Transitional Executive for the Confluence Early Childhood Development Service District.

Kathryn brings a rare and powerful combination of legal expertise, educational leadership, and deep-rooted community experience in early childhood education. With a law degree specializing in education policy, she possesses a sophisticated understanding of governance, compliance, and systems-level leadership. At the same time, her decades of hands-on experience as a preschool teacher and director ground her work in the daily realities of children, families, and educators. Kathryn formerly operated the Aspen Playgroup in the Yellow Brick building and now helps lead NJS Kinder Cottage in Basalt, demonstrating her sustained commitment to high-quality early learning environments in our community.

Her leadership extends beyond the classroom. Kathryn was first elected to the Board of Education for the Roaring Fork School District in 2021 and served as Board President for several years, guiding the district through important transitions and strategic initiatives. In 2025, she was re-elected to serve another term — a testament to the trust and confidence the community places in her leadership. As a parent of three children in the district and a substitute teacher, she remains closely connected to the lived experiences of families, students, and staff.

Kathryn's ability to navigate complex systems while maintaining a collaborative, child-centered approach makes her uniquely qualified for this transitional leadership role. She understands the early childhood culture of our community — its strengths, its challenges, and its tremendous potential. She is thoughtful, strategic, and solutions-oriented, with the capacity to manage projects effectively while building strong relationships across stakeholders.

I strongly believe that Kathryn Kuhlenberg will be an exceptional Interim Director and project management contractor for Confluence. Her integrity, institutional knowledge, and unwavering dedication to early childhood education will serve the district well during this important period of transition.

Please feel free to contact me if you would like any additional information.

Sincerely,

Adele Melnick



To Whom It May Concern-

February 12, 2026

Having known and worked alongside Kathryn Kuhlenberg for more than ten years in the early childcare profession, it is with deep personal certainty and full professional confidence that I recommend her for the role of Interim Director and Transitional Executive for the Confluence Early Childhood Development Service District. Over the past decade, I have had the privilege to see her leadership and her unwavering commitment to the children and families of our community.

Kathryn is a cornerstone of our early childhood community. Her decades of hands-on experience—from operating the Aspen Playgroup in the Yellow Brick building to her current leadership at NJS Kinder Cottage in Basalt—demonstrate a lifelong devotion to our children and educators. She doesn't just understand early childhood education in theory; she has lived it alongside our families, navigating the same challenges and celebrating the same milestones that define the early years in our valley.

Kathryn possesses a profound, firsthand understanding of the systemic issues and daily challenges that early childcare providers face. She knows the weight of the workforce shortage, the complexities of maintaining high-quality standards under tight budgets, and the exhaustion that comes with balancing administrative demands and direct care. Because she has stood in those shoes, she approaches leadership with a rare empathy and a practical lens, ensuring that the policies created at the higher level actually support—rather than burden—the providers on the front lines.

What makes Kathryn truly exceptional is how she pairs this "on-the-ground" heart with a formidable professional background. Her law degree in education policy gives her the tools to protect and strengthen our local systems, ensuring they are compliant, sustainable, and effective. However, she never lets the "system" overshadow the person. Whether she is serving as a teacher, board chair or a parent of three children, she remains accessible, approachable, and deeply attuned to the voices of those she represents.

Her dedicated years on the Roaring Fork School District Board of Education, including her years as Board President, is a testament to her ability to lead with grace under pressure. Her re-election in 2025 was not just a political win; it was a clear signal from our neighbors that they trust her judgment and value her steady hand. She has a rare gift for bringing people together—parents, providers, and policymakers—to find common ground and create solutions that actually work for our unique mountain community.

Kathryn is thoughtful, strategic, and profoundly solutions-oriented. She understands the delicate culture of early childhood in our valley and has the emotional intelligence to manage this transition with the care it deserves. She isn't just looking to manage a project; she is looking to steward a childcare community asset that will serve our children and support providers for generations to come.

I believe Kathryn Kuhlenberg is the right leader for the Confluence because she is one of us. Her integrity, her institutional knowledge, and her unwavering heart for our youngest learners make her the ideal choice to guide the committee through this important period of transition.

I offer my strongest possible endorsement and am happy to speak further about the positive impact Kathryn has had on our community over the many years I have known her.

Sincerely,

Kelly Beal

609-226-8061 (Cell)
Co-Owner/Executive Director
Honey Tree Preschool

This Scoring Matrix is based on the Scope of Work approved by the BOD on January 26, 2026 for which an RFP was posted publicly for interested candidates to apply by the end of business day February 13, 2026.

Scoring Scale

- 5 **Exceptional**- exceeds requirement with clear, relevant experience
- 4 **Strong**- fully meets requirements
- 3 **Adequate**- Meets minimum requirements
- 2 **Limited**- partially meets requirements
- 1 **Poor**- does not meet requirements
- 0 No Evidence Provided

Cause and Effect Advisory Services				
Evaluation Category	Weight	Candidate Score (1-5)	Weighted Score	Related Questions
Start-Up & Public Sector Leadership	20%		0%	5
Governance & Board Support	15%		0%	3/4
Organizational & Infrastructure Development	15%		0%	6,8
Preparatory Program Implementation Planning	15%		0%	1,8
Community Engagement	12%		0%	7
ECE Landscape Knowledge & Experience	10%		0%	7
Capacity & Staffing Plan	6%		0%	2
ED Recruitment & Transition	7%		0%	9
Total	100%		0%	
Note: Weighted Score = (Score / 5) x weight				
Note: Candidate Score= (score of application + interview score)/2				

What Matrix Categories Should Evaluate (based on the matrix linked above):

- **Start-up & Public Sector Leadership:**
 - Experience launching new entities
 - Experience in Special Districts or public-sector governance

- Ability to work effectively without independent policy-making authority
- Demonstrate entrepreneurial execution
- **Governance & Board Support:**
 - Agenda & Briefing prep
 - Basic understanding of CO Special District compliance
 - How to cultivate healthy board dynamics
 - Board-facing professionalism
 - Experience coordinating with legal counsel
- **Organizational & Infrastructure Development:**
 - Accounting & administrative system implementation
 - Branding and communications infrastructure
 - Staffing strategy - planning
 - Operational sequencing for start-up phase
- **Preparatory Program Implementation Planning:**
 - Tuition Subsidy Program Design
 - Capacity and Quality Grant program development
 - Data and evaluation systems readiness
 - Plan for Service navigation
- **Community Engagement:**
 - Relationships with Early Childhood Education providers & advocates
 - Experience facilitating listening sessions
 - Bilingual/culturally-sensitive engagement planning
 - Values alluded to in the Service Plan
- **Early Childhood Education Landscape Knowledge & Experience:**
 - Relationships with providers, advocates, and directors
 - Real-life experience of the realities of a classroom and/or Family Childcare Homes
- **Capacity & Staffing Design:**
 - 0.75-1.0 FTE availability
 - Ability to attend in-person board meetings
 - Realistic workload management plan
- **ED Recruitment & Transition:**
 - Recruitment process design
 - RFP development experience
 - Structured documentation and transition systems

Category-Specific Interview Questions:

- 1) Can you walk us through how you interpreted the Scope of Work and what you see as the most critical deliverables to ensure the successful rollout of the Special District?
- 2) Describe the specific steps you would take in the first 60-90 days to meet the most critical objectives outlined in question 1?
- 3) How would you support a governing board without overstepping into policy-making authority? Can you give an example from your past work?

- 4) How will you ensure transparency and regular communication with the board and with public interest-holders?
- 5) Please explain a leadership situation where you encountered pushback, either from staff or an interested partner. What was the issue? How did you move forward in the best interests of the interest-holders or involved parties? What was the outcome?
- 6) While this SD is the first of its kind, there are several models in existence with similar objectives. What are your thoughts on what we could draw inspiration from, and what do you see as ways it will be important for this SD to do things differently than existing models of Early Childhood funding?
- 7) What is your understanding and experience of the ECE landscape in the three-county region? How would you design a listening and engagement strategy for 2026?
- 8) Given the Service Plan framework, how would you approach refining the first-year operating budget and preparing tuition subsidy and grant programs for launch?
- 9) Describe how you would design a transition framework to ensure a seamless handoff to a permanent Executive Director.
- 10) Is there anything you would add, delete, or change timing of from the scope of work?
- 11) Are you aware of any potential conflicts of interest?

General Questions:

- 12) Are there any other considerations not included in the SOW you see as vital to execute in the first 6 months to ensure the successful rollout of the SD?
- 13) What drew you to this position?

Potential Items for Discussion after interview:

Top 3 strengths & risk areas of candidate

Overall readiness for independent execution

Cultural fit, based on values eluded to in service plan

Is requested compensation in alignment with scope? (if applicable)

Board of Directors
Confluence Early Childhood Development Service District

February 11, 2026

Dear Members of the Board of Directors,

We are pleased to submit this proposal to support the Confluence Early Childhood Development Service District for the first six months of its critical start-up phase.

Our team of five professionals is uniquely positioned to serve in this transitional executive and project management role. We have the combined expertise to surpass the scope of work detailed in the RFP, including deep experience in public-sector start-ups, early childhood systems, governance support, community engagement, bilingual communications, and operational execution. Two members of our team played leadership roles in the creation of the Confluence Early Childhood Coalition, the development of the District's Service Plan, and the Strong Start, Bright Future (7A) campaign. Collectively, we offer both institutional memory and the operational capacity needed to support the board in engaging interestholders, building core infrastructure, establishing systems for business and operations, developing program plans, and launching a search for a permanent executive director.

You will find a detailed workplan in the proposal, covering the full breadth of start-up activities for a special district and full program plans for all core workstreams identified in the service plan. We view this engagement as both an operational bridge and a capacity-building effort, ensuring that systems, decisions, and institutional knowledge are fully transferable to the permanent executive director and setting the District up for success. We have listed deliverables that exceed those in the RFP based on our experience with similar start-ups and understanding of the operational needs of analogous organizations. We will complete them to the satisfaction of the board regardless of the time it takes us for each task.

Based on the workplan outlined in the proposal, we project a total project fee not to exceed \$112,300. We recognize that this total cost is higher than the estimate presented in the RFP; however, it is grounded in a detailed analysis of the time, scope, and expertise required to complete the work and deliverables we have outlined in the proposal. Our team will provide full-time, senior-level capacity for six months, covering executive leadership, organizational start-up and ongoing operations, governance and policy development, financial and administrative systems, and bilingual communications and community outreach.

We are honored to be considered for this important project that will have long-term significance for families in the Parachute to Aspen region. We look forward to discussing a detailed project workplan and budget proposal with the board and are always willing to make adjustments based on your feedback. We welcome your questions and suggestions. We look forward to speaking with you about the possibility of working together.

Sincerely,

Rob Stein
Amy Slothower

Maggie Tiscornia
Yerania Silva

Kelsy Been

START-UP DEVELOPMENT PROPOSAL FOR THE CONFLUENCE EARLY CHILDHOOD DEVELOPMENT SERVICE DISTRICT

Rob Stein, Amy Slothower, Maggie Tiscornia, Yerania Silva, Kelsy Been

February 11, 2026

We are pleased to submit this proposal to support the Confluence Early Childhood Development Service District (the District) during its critical organizational start-up phase. The period between formation and the hiring of a permanent Executive Director is one of the most consequential phases in the life of a new public entity. During this time, the District will make program decisions, establish systems, and build relationships that shape its effectiveness, credibility, and sustainability for years to come.

Our team understands that the District seeks an experienced independent contractor who can build core infrastructure while operating under the direction of the Board of Directors and in compliance with Colorado special district law. We further understand that this work must be carefully documented and systematized to ensure a seamless transition to permanent leadership once public revenue becomes available.

We are uniquely positioned to serve in this transitional executive and project management role. Together, our team of five professionals has the complementary expertise to surpass the scope of work detailed in the RFP, including deep experience in public-sector start-ups, early childhood systems, governance support, community engagement, communications, and operational execution. Two members of our team played leadership roles in the creation of the Confluence Early Childhood Coalition, the development of the District's Service Plan, and the Strong Start, Bright Future (7A) campaign. Collectively, we offer both institutional memory and the operational capacity needed to guide the District through its first six months and will be available for follow-up support, as desired, for the first year of operations.

Our Team

Our consulting team brings complementary skills spanning executive leadership, organizational development, governance, early childhood policy, communications, bilingual engagement, research and evaluation. While not all team members have worked together as a single group, we have collaborated in various pairings and small teams on multiple projects over the past two decades. Collectively, we offer deep knowledge of the three-county region and longstanding relationships with early childhood providers, school districts, local governments, and community organizations.

Rob Stein, Project Lead, brings decades of experience as a district superintendent, school and nonprofit leader, and organizational consultant. He has successfully led strategic visioning, business planning, and board development processes for multiple districts, organizations, and nonprofits. As superintendent of the Roaring Fork School District, Rob oversaw one of the region's largest ECE providers and navigated the regulatory and funding environment of local, state, and federal ECE programs. He has led the start up of two high schools and one ECE-8 school, as well as coached prospective school leaders in founding innovative charter schools. Through this work, Rob built coalitions and trusted partnerships across

communities, reflecting his commitment to genuine collaboration and informed leadership. He has a proven track record of engaging stakeholders consistently and deeply in critical processes, as demonstrated during the strategic visioning efforts and bond initiatives he led during his tenure as superintendent. To ensure broad and meaningful participation, he intentionally reduces barriers to engagement while proactively seeking input from historically underrepresented groups. His strategic systems-building and data-informed approach ensure that initiatives are measurable, sustainable, and positioned to continue delivering impact over time. He has lived, worked, and researched in Latin America and speaks English and Spanish. Rob was an original member of the group working to identify a source of funding for ECE in the Parachute to Aspen region and has worked countless hours since 2016 to realize the vision. Rob holds a bachelor's degree in anthropology with a concentration in Spanish from Middlebury College, a master's degree in humanities from Stanford University, and a Doctorate of Education from Harvard University.

Amy Slothower, Project Co-Lead, is a management consultant and organizational founder with over 20 years of experience building nonprofit organizations from the ground up, with particular expertise in early childhood systems and education. As principal of Cause Effect Advisory Services, she provides strategic planning, operational development, and financial systems design to mission-driven organizations. She is known for translating complex strategic visions into practical operational frameworks and for building sustainable financial and administrative systems that support organizational growth.

Amy has extensive experience launching and scaling new organizations. She was the founding Executive Director of Get Smart Schools, a charter school incubator and leadership development organization that achieved national recognition. She founded and served as board president of Denver Venture School, a Denver Public Schools charter high school, and co-founded Denver School of Science and Technology (DSST), where she served as Chief Financial Officer during the critical pre-opening phase, establishing all financial, operational, and administrative systems prior to the school's launch.

Amy has provided consulting services to numerous early childhood organizations including Clayton Early Learning, Augustana Early Learning, Denver Preschool Program, Colorado Office of Early Childhood, Early Childhood Partnership of Adams County, Early Milestones Colorado, Early Childhood Systems Connect, Secure Futures Colorado, and Reach Out and Read Colorado. She has worked with these organizations on strategic planning, operational systems development, board governance, and financial planning. She also worked with Roaring Fork Schools on their Early Childhood strategic plan.

Amy previously served as Vice President of Finance and Operations for the Colorado Children's Campaign, where she built the financial infrastructure and operational systems to support the organization's advocacy work on behalf of Colorado's 1.1 million children. Her private sector background includes serving as Director of Product Management at Active.com and management consulting with the Mitchell Madison Group, a McKinsey spin-off, where she gained expertise in operational efficiency and systems design. Amy holds Bachelor's degrees in history and literature from Harvard University and a Master of Business Administration from the Kellogg School at Northwestern University, with majors in finance, accounting, and organizational behavior.

Maggie Tiscornia, Projector Associate, is a community-based early childhood policy and systems leader with deep local roots and extensive experience guiding complex, multi-stakeholder initiatives from vision to implementation. She led the Confluence Early Childhood Education (CECE) Coalition for more than two years through the successful passage of Ballot Measure 7A, building and managing a strong,

inclusive coalition; overseeing quantitative and qualitative research; coordinating consultants; and leading child care provider, family, and community engagement efforts. A bilingual Spanish–English professional, Maggie built trusted relationships within the Spanish-speaking community, including through a family advisory committee and parent leadership program, and led outreach and volunteer work groups for the 7A ballot measure campaign. She is deeply committed to community-driven change and participatory engagement strategies that center lived experience as essential expertise, informed by her academic focus on participatory research and human-centered design during her MSc in International Development at the London School of Economics. Maggie lived in Argentina for five years and worked for the Buenos Aires City Government conducting policy and program evaluations and supporting departments in goal-setting and outcomes measurement. A true local from Glenwood Springs and a mother of two young children, she brings both professional expertise and lived experience navigating the regional childcare landscape to her work. Maggie holds a bachelor's degree in political science from the University of California, Santa Barbara, a Master of International Studies from Universidad Torcuato di Tella, and a Master of Science in international development from the London School of Economics.

Yerania Silva, Project Associate, is a bilingual communications and community engagement specialist with extensive experience supporting first-generation, multilingual, and historically underserved communities across education, nonprofit, and public-sector settings. She brings a strong background in stakeholder engagement, strategic bilingual messaging, and community-centered outreach, with a proven ability to translate complex policy and technical information into clear, accessible communications that build trust and increase participation. She has supported communications and program efforts for community-based initiatives throughout Western Colorado, including collaborating with school districts across the state to design and implement bilingual communication strategies for various ballot measures. Her work ensured voters received accurate, culturally responsive information to support informed decision-making on complex funding measures. Yerania regularly co-facilitates public engagement efforts that center community voice and promote meaningful, responsive participation. At the Roaring Fork School District, she piloted a bilingual pay differential incentive, advancing equitable compensation practices while supporting recruitment and retention of bilingual staff. Yerania holds a Bachelor in Leadership and Management and an Associate in Digital Media from Colorado Mountain College. She is also a Certified Medical and Community Interpreter. In her role, she will support bilingual communication strategies and community engagement efforts to strengthen connection and participation.

Kelsy Been, Project Associate, is a communications strategist with extensive public-sector experience working in special districts, public education, nonprofits, and state government. She spent three years with a statewide early childhood advocacy nonprofit in Wyoming and has worked with organizations serving multiple counties and diverse geographic regions. She holds a Master of Public Administration and, through her consulting practice, Been Communicating, has advised numerous organizations on strategic communications, community engagement, and translating complex issues into clear, accessible messaging. She will provide strategic communication expertise for this project by developing communications plans and engagement strategies tailored to the community. Kelsy graduated from Rifle High School and has lived in the Parachute to Aspen region for much of her life. Kelsy holds a Bachelor in Psychology from Amherst College and a Master of Public Administration from the University of Wyoming.

Proposed Approach and Workplan

Our approach utilizes methodical research, proven strategies, disciplined execution, and clear documentation to make steady progress across all core workstreams identified in the RFP. We view this engagement as both an operational bridge and a capacity-building effort, ensuring that systems, decisions, and institutional knowledge are fully transferable to the permanent Executive Director and setting the District up for success.

Following is the proposed outline of services we will provide to the District. Some of our categories and deliverables vary slightly from the RFP. These changes or clarifications are based on our experience with similar start-ups and understanding of the operational needs of analogous organizations. There are important areas where our proposal offers services beyond the scope presented in the RFP: we have gone further in fleshing out program development outcomes, especially for the tuition subsidy model and capacity & quality grants; expanded communications and web development activities; and propose that we conduct the search for the Executive Director. The expanded scope will accelerate progress and streamline planning and execution; ultimately save costs to the District; and better position the District to begin operations.

Board Governance and Development

Serve as the primary operational liaison to the Board of Directors, supporting effective governance and compliance through:

- Preparation of agendas, briefing materials, and work plans for Board meetings.
- Coordination with legal counsel and key advisors regarding implementation of the Service Plan.
- Support for the Board in establishing bylaws, communications norms, meetings norms, and other governance systems and compliance processes consistent with Colorado special district law and the District's Service Plan.
- Visioning and setting groundwork with the Board for the long-term strategic planning process after onboarding the executive director.

Deliverables:

- Ongoing advising, monitoring, attendance, communications, etc.
- Ongoing preparation for meetings (e.g., posting agendas, facilities, technology, etc); posting minutes and follow-up communications
- Codification of actionable items in the Service Plan and monitoring tool for implementation
- Board governance and operational policies & procedures
- Board communications norms and protocols
- Board meeting norms and protocols, including agenda and calendar planning template
- Support board in articulation of mission/vision/values/design principles (or similar guiding statements).
- Support board in determining timing and substance of long-term strategic planning process.

Organizational Infrastructure and Budget Development

Lead operations and finance start-up activities including:

- Office & Operations Planning
- Accounting, insurance and administrative systems
- Staffing and Vendor Strategies
- Overall Budget Planning
- Document operational systems, decisions, and institutional knowledge.

Deliverables:

- Office space and tech requirements, operational policies and procedures, org chart, process maps, implementation timeline
- Recommendations for accounting software, financial policies and procedures; identify insurance requirements and solicit quotes, financial reporting templates, compliance tracking systems, and admin policies
- Staffing plan, job descriptions, RFQ development and administration
- 3-year budget projections, budget narrative, scenario planning, cash flow projections, budget monitoring tools, budget presentation

Program and Service Implementation Planning

Working from the adopted Service Plan, coordinate preparatory work for the District's initial programmatic focus areas, including research, interestholder engagement, and presenting scenarios so the board can make decisions about these key program areas:

- Tuition subsidy program design
- Capacity & Quality Grant program development
- Outreach, navigation, and family assistance infrastructure
- Evaluation and data readiness planning

Deliverables:

- Readiness plans for each program area
 - Conduct research to educate the Board about options for tuition subsidy model, parameters, and timeline; conduct interestholder engagement; facilitate development of program design.
 - Conduct research to educate the Board about options for Capacity & Quality Grant program model, parameters, and timeline; conduct interestholder engagement; facilitate development of first grant program RFP.
 - Conduct research to educate the Board about options for navigation infrastructure; conduct interestholder engagement; facilitate vendor selection process.
 - Conduct research to educate the Board about options for long-term evaluation plan; conduct interestholder engagement; facilitate research/evaluation partner selection process.

Community Engagement & External Relations

Develop and initiate the District's community outreach and listening strategy. Strategy will include multiple levels:

- Conduct interestholder briefings and learning sessions with interested parties
- Build early partnerships with service providers, community organizations, and local governments
- Support development of branding and basic communications infrastructure, including website development, branding, other communications systems such as monthly newsletters, regular PR to local newspapers

Deliverables:

- Bilingual communications and community outreach/engagement plan
- External (state, national, and government) interestholder meetings and consultations (meeting documentation and findings summary)

- Local (e.g., providers, community organizations, etc.) interestholder meetings; establish advisory council
- Lead branding process to develop organization brand guide
- Develop communications infrastructure, including protocols, timelines, and channels for regular bilingual communications and PR
- Develop communication templates for announcements, newsletters, press releases
- Coordinate with web developer to develop website
- Create foundational organizational copy for the website and related materials that establishes a clear public narrative, explains the organization’s founding and structure, and communicates its programs and impact

Executive Director Search and Transition Support

Facilitate Executive Director search and selection process

- Develop Executive Director recruitment timeline and transition framework
- Develop job description and profile
- Conduct RFP and selection process to engage a search firm, and support the board through the hiring process
- Provide structured handoff to incoming Executive Director

Deliverables:

- Facilitate posting, search, and selection process for Executive Director
- Executive Director transition “binder” and onboarding roadmap
- Comprehensive start-up project plan and timeline

Project Fees

Based on the workplan outlined above, we propose a total project fee not to exceed \$112,300. We have estimated that our team will provide the equivalent hours of a full-time executive director with an expanded set of skills to support all of the strands of work for a six-month period. Regardless of the actual time required, we will complete all of the major deliverables to the board’s satisfaction without exceeding our original cost estimates. If the scope of the project changes significantly, then fees will be adjusted accordingly with prior consent from both parties.

Cause and Effect Advisory Services will serve as the managing and fiscal agent for the consulting team. We will bill only for work completed, with limited reimbursable expenses billed after the fact.

- Project Leads: \$200/hour
- Project Associates: \$100/hour
- Expenses will be billed at cost with no markup and will not exceed \$500 per month without prior written consent (e.g., meeting expenses, mileage reimbursed at the federal rate, etc.).

We will provide regular expense reports and will defer billing until the District has had the opportunity to receive funding, after which we will bill monthly. We will not exceed budgeted costs without prior Board approval.

Consulting Budget Breakdown		
Key Areas of Activity	Total Estimated Hours (not to exceed)	Total Estimated Fees (not to exceed)
Board Governance and Development	109	\$16,200
Organizational Infrastructure and Budget Development	175	\$18,000
Program & Service Implementation Planning	255	\$48,000
Community Engagement & External Relations	174	\$18,900
Executive Director Search and Transition Support	65	\$9,500
Overall project planning and administrative	24	\$4,800
TOTAL	802	\$115,400

Our team members have extensive experience conducting executive searches, so one option would be for the board to have us conduct the search process rather than retaining an outside search consultant, which would ultimately save money and speed up the process:

Consulting Budget Breakdown with Full Executive Search Included		
Key Areas of Activity	Total Estimated Hours (not to exceed)	Total Estimated Fees (not to exceed)

Board Governance and Development	109	\$16,200
Organizational Infrastructure and Budget Development	175	\$18,000
Program & Service Implementation Planning	255	\$48,000
Community Engagement & External Relations	174	\$18,900
<i>Executive Director Search and Transition Support</i>	65	<i>\$35,500</i>
Overall project planning and administrative	24	\$4,800
TOTAL	802	\$141,400

We recognize that the total cost of our proposal is higher than the estimate presented in the RFP; however, it is grounded in a detailed analysis of the time, scope, and expertise required to complete the work and deliverables outlined. This proposal reflects the true cost of executing the full breadth of work at the level and pace required during the District’s critical start-up phase. It is less than 10% of the \$1.5 million in first year start-up and administrative expenses budgeted in the Service Plan.

Our team will provide full-time, senior-level capacity for six months, covering executive leadership, organizational start-up and ongoing operations, governance and policy development, financial and administrative systems, and communications and community outreach. This work is actually above and beyond the workload and responsibility of a full-time Executive Director during the district’s formative period. For context, based on comparable organizations, a full-time Executive Director for an early childhood special district in the Roaring Fork Valley will cost the District approximately \$200,000 annually (\$110,000–\$160,000 in salary plus 25-30% for benefits). This proposal delivers the equivalent of that full-time executive leadership, plus additional specialized expertise, without the long-term hiring commitments, recruitment costs, or ramp-up time associated with establishing a permanent position.

While we expect our support for the start-up phase of the District to be comprehensive, we anticipate that the District will still need to pay outside providers for some additional services, including legal counsel, IT and web development, and a search consultant for the executive director if the board decides to go that route. There might be expenses associated with research on the major program areas, for example to reimburse outside presenters.

We are honored to be considered for this important project that will have long-term significance for families in the Parachute to Aspen region. We look forward to discussing a detailed project workplan and budget proposal with the board and are always willing to make adjustments based on your feedback. We welcome your questions and suggestions. We look forward to speaking with the board about the possibility of working together.

List of References

The following individuals are familiar with our work as a team and with the Confluence Early Childhood Development District:

- Rob Pew, retired CEO and current Board Chair at Steelcase, and co-founder of Manaus, the philanthropic fund that launched the CECE Coalition. rpew@mac.com
- Maria Tarajano Rhodman, Executive Director, Valley Settlement. maria@valleysettlement.org
- Hannah Berman, Senior Sustainability and Philanthropy Manager, Aspen Skiing Company; Basalt Town Councilor. hberman@aspensnowmass.com
- Dustin Moyer, CEO, Mountain Family Health Centers. dmoyer@mountainfamily.org

List of Similar Projects Completed

Rob Stein

- *Mountain Family Health Centers*. Board development and strategic planning. Contact: Dustin Moyer, CEO.
- *Garfield County Libraries*. Board development and governance commitments. Contact: Jamie LaRue, Executive Director.
- *Colorado Department of Education*. District transformation planning, strategic planning, and executive coaching. Contacts: Nicole Monet, Director of School and District Transformation.
- *Colorado Outward Bound School*. Restructuring ownership of the historic Marble Base Camp while preserving the property as a community resource . Contact: Lauren Schmidt, former CEO.
- *Valley Immigration Alliance*. Led the community response to a sudden influx of immigrants in the fall of 2023, including coordinating government agencies, nonprofits, and community volunteers to establish shelter, food, and other basic services; raising funds; and building working relations across sectors. Then leading the planning process among nonprofits and community agencies to create an aligned network of services focused on immigration. Contacts: Ben Bohmfalk, Carbondale Mayor; Christina Gair, Executive Director, West Mountain Regional Health Alliance.
- *Compass for Lifelong Learning*. Executive Search. Contact: Casey White, Principal.

Amy Slothower

Strategic and Business Planning:

- *Roaring Fork School District ECE*
- *Denver Public Library Foundation*
- *Aurora Public Schools Foundation*
- *The Colorado Nonprofit Development Center*
- *Reach Out and Read Colorado*
- *The Joshua School*
- *Denver Urban Scholars*
- *Denver Kids*
- *Early Childhood Systems Connect*
- *The Korbel School of International Relations at the University of Denver*
- *Children's Hospital Colorado First 1,000 Days Project*
- *Morgan Adams Foundation*
- *The Challenge Foundation*
- *Kent Denver School*

Interestholder engagement:

- Convening and facilitating a stakeholder group to advocate for expanded use of *Ideal Learning* models in elementary education statewide
- *Colorado Office of Early Childhood*
- *Colorado Succeeds*
- *Boomers Leading Change*
- *Colorado Access*
- Developing sustainability plans for *Colorado Project Launch*, *LAUNCH Together JeffCo* and several other small organizations
- *Denver Preschool Program*
- *Colorado PERA*

Executive Leadership

- Get Smart Schools, Founder and Executive Director.
- Colorado Children’s Campaign, Vice President of Finance and Operations

Maggie Tiscornia

- *Confluence Early Childhood Education (CECE) Coalition*. Project director, quantitative and qualitative research; coordinating consultants, leading community engagement. Contact: Valerie Carline, Chief Impact Officer, Aspen Community Foundation.

Yerania Silva and Kelsy Been

Yerania and Kelsy have been working together to support strategic communication and interestholder engagement since 2021.

- *Roaring Fork School District*. Kelsy led public information and communications efforts at the Roaring Fork School District from 2016-2023, and Yerania joined the team in 2021. Together, their work ensured that key information reached both English- and Spanish-speaking families, strengthened community trust, and supported the district’s broader strategic goals.
- *Dynamic Project Management* – Kelsy and Yerania have been working with DPM Principal Colleen Kaneda since 2023 to support DPM’s school district and public government clients’ communication efforts around bonds, mill levy overrides, grant funding, and general construction updates. These clients have included:
 - Lake County School District – Provided communications support for the district’s successful mill levy override (MLO) efforts in 2024.
 - Plateau Valley School District – Supported the district’s successful bond communications efforts in 2023, including post-election and construction progress updates, as well as ongoing grant funding efforts.
 - Montrose School District – Provided communications support for the district’s bond efforts and additional grant funding initiatives in 2024.
 - North Park School District – Provided communications support for the district’s bond efforts in 2024.
 - Summit County School District – Supported the district’s bond communications and additional grant funding efforts in 2024.

Resumes Attached Separately

KELSY BEEN

213 E. Marble St, Marble CO 81643
970-379-1249 | kmbeen@gmail.com

EDUCATION

M.P.A., University of Wyoming, Department of Political Science, 2017

B.A., Amherst College, Psychology, 2008

EXPERIENCE

Public Information Officer, Colorado Avalanche Information Center, Colorado

May 2023 – Present

- Manages state-wide communication channels, including social media accounts, website, etc. to promote avalanche safety, the organization, and specific initiatives or events;
- Manages the organization's communication strategy and created the organization's first communication plan, style guide, and other communications templates.
- Primary author and/or lead editor for all published and disseminated information;
- Serve as CAIC's primary contact for media requests and coordinates with media outlets to distribute information;
- Provides regular communications and public relations support and coaching to CAIC staff;
- Coordinates marketing efforts and publications for special projects, events, and initiatives, managing any consultants and vendors;
- Serves as liaison between CAIC and other state agencies on communications issues; and
- Serves as CAIC's accessibility coordinator and compliance officer.

Chief of Staff & Public Information Officer, Roaring Fork Schools, Carbondale, Colorado

August 2021 – May 2023

- Coordinated the high-level work of the school district and integrated workstreams to keep things moving forward;
- Ensured that the work of the school district was transparent, strategic, and efficient in serving the public and fulfilling its mission;
- Served as the voice and official district spokesperson and represented the school district, Superintendent, and Board of Education;
- Managed the workflow of the Superintendent, Board of Education, and executive team.
- Removed obstacles and solved problems for senior leadership across the district;
- Developed and implemented the crisis response process for the organization;
- Resolved high-level concerns and complaints on behalf of the organization;
- Oversaw policy development for the school district;
- Managed district-community partnerships;
- Developed and oversaw all legal contracts MOU documents and records on behalf of the district;

- Served as district's Designated Election Official and official Custodian of Records; and
- Managed central office operations, staff members, and teams.

Public Information Officer, Roaring Fork Schools, Carbondale, Colorado

August 2016 – present

- Developed and implemented a strategic communications plan to ensure consistency, transparency, and quality in all communication efforts, policies, and outreach;
- Primary author and/or lead editor for all information published by district and disseminated to media outlets;
- Managed all district communication efforts, including newsletters, regular newspaper columns, media outreach and relations, social media, website, advertising, and special projects;
- Coached a team of school-level communication liaisons in support of the district's communication goals as well as each school's unique goals and challenges;
- Served as the district spokesperson, including managing media relations and serving as the primary information source during crises;
- Provided communication and public relations support and coaching to district, school, and department leaders;
- Coordinated marketing efforts and publications for special projects, events, and initiatives, managing any consultants and vendors;
- Served as a district representative and worked with entities in the three communities and three counties.

External Relations Manager, Wyoming Kids First, Casper, Wyoming

September 2013 – August 2016

- Managed public relations for nonprofit organization, including website management; social media; newsletter publication; and media relations;
- Advocated for early childhood programs and policies with local and state-wide elected officials;
- Served as an organizational spokesperson at conferences, councils, and meetings;
- Built and strengthened community partnerships across Wyoming through backbone support, including meeting facilitation, training, resource sharing, consensus building, evaluation planning, and creative problem-solving;
- Developed and administered a state-wide family strengthening grant program;
- Developed and distributed marketing and advocacy materials, including quarterly newsletters, social media campaigns, and materials for specific program initiatives;
- Wrote and facilitated trainings and materials for community partners and grantees; and
- Supported the organization's resource development plan through grant seeking, grant writing, program implementation and evaluation, and reporting.

Grant Coordinator, Garfield County Public Library District, Rifle, Colorado

December 2010 – August 2013

- Supported marketing and communications efforts through writing, editing, and the design of promotional materials, press releases, and other content;

- Wrote grant proposals for multi-million dollar capital campaign and special programming and managed grant reporting documentation; and
- Coordinated programming across six library branches, including a bilingual continuing education program for adults and a community-wide read.

COMMUNITY LEADERSHIP & PROFESSIONAL ASSOCIATIONS

- Crystal Valley Environmental Protection Agency, Board Member, 2023-Present
- West Elk Mountain Rescue, Volunteer, 2020-Present
- Garfield County Public Information Officer Group Board Chair, 2020-2022
- Member of Colorado and National School Public Relations Associations (COSPPRA and NSPPRA) 2016-2023

COMMUNICATIONS CONSULTING

Been Communicating, LLC., 2023-Present

Roaring Fork Community Development Corporation
The Savings Collaborative
Town of Carbondale
Town of Parachute
Dynamic Project Management
Plateau Valley Schools
Lake County School District
Marble Charter Schools
North Park School District
Ridgway School District

REFERENCES

Rob Stein, Former Superintendent, Roaring Fork Schools (2016-2022)

TEL: 303-332-5700; Email: robertenango@gmail.com

Angie Davlyn, Wildfire Collaborative Manager, Roaring Fork Valley Wildfire Collaborative

TEL: 804-837-2828; Email: angie@rfvwildfire.org

Colleen Kaneda, Principal, Dynamic Program Management

TEL: 970-390-0312; colleen.kaneda@dynamicpm.com

Yerania Silva

Colorado, USA | 970-250-9751 | yyeraniaa@gmail.com

PROFESSIONAL SUMMARY

Bilingual community engagement professional with experience coordinating initiatives that empower historically underserved communities. Skilled at leading outreach for education, public policy, and nonprofit programs, building partnerships, and facilitating civic engagement. Experienced in translating complex information into clear, culturally responsive communications to strengthen participation and community trust. Passionate about helping communities access opportunities, have a voice in decision-making, and achieve equitable outcomes.

CORE SKILLS

- Bilingual community outreach and engagement (Spanish/English)
- Program design, coordination, and implementation
- Family, youth, and stakeholder engagement
- Public presentations, community events, and participatory workshops
- Civic engagement support for ballot measures and policy initiatives
- Equity-focused communication and resource navigation

PROFESSIONAL EXPERIENCE

Bilingual Communications Specialist

Roaring Fork School District, Carbondale

Led internal and external bilingual communications plans to support equity, inclusion, and family engagement. Piloted a bilingual pay differential program, improving recruitment and retention of bilingual staff. Designed and delivered media and outreach training for staff to enhance culturally responsive messaging. Collaborated on community engagement initiatives to support district-wide participation in policy decisions.

Communications and Media Consultant

Dynamic Program Management, Western Colorado

Provide bilingual communications support for nonprofit and governmental organizations. Including strategic outreach and media efforts, including crisis communications, to strengthen organizational messaging. Translate time-sensitive public-facing materials from English to Spanish to ensure accurate, culturally responsive community engagement.

ROC Program Specialist

Thistle ROC, Western Slope

Delivered bilingual education, training, and leadership coaching for volunteer boards and residents. Translated complex governance, organizational, and financial concepts into accessible information for resident-owned community members. Built trusted relationships and provided ongoing technical assistance to support community-led decision-making.

PreCollegiate Program Coordinator

Roaring Fork PreCollegiate, Glenwood High School

Coordinated programs promoting college and career readiness for first-generation students. Led family and community engagement initiatives, student workshops, and summer programs. Collaborated with school staff and mentors to advocate for students, strengthen youth development outcomes, and increase equitable access to educational opportunities.

Communications Intern

Garfield County Public Health, Rifle

Provided bilingual support for public health outreach and COVID-19 response. Assisted Environmental Health department in application processing for the Food and Beverage Licensing sector. Conducted contact tracing, assisted with case investigations, and translated health guidance into Spanish for community audiences.

Administrative Technician

TRIO Upward Bound, Colorado Mountain College, Rifle

Assisted first-generation students and families with program navigation, academic support, and resource access. Coordinated outreach and community events to increase engagement in program services. Maintained records and documentation to streamline federal reporting.

EDUCATION

Bachelor of Applied Science in Leadership & Management

Colorado Mountain College, Rifle

COMMUNITY LEADERSHIP

7th and 8th Grade Volleyball Coach

Rifle Middle School & Riverview School

Coach youth to develop teamwork, leadership, and sportsmanship to foster an inclusive environment with avid participation.

Community Spanish Teacher

Colorado Mountain College - Parachute Library

Taught conversational Spanish to elementary learners to build cultural understanding and encourage integration with their Spanish speaking peers.

Community ESL Teacher

Colorado Mountain College - Rifle Library

Taught English for daily life, communication, and community integration to newly emerged English language speakers.

Amy Slothower

535 Jackson Street, Denver, CO 80206 | (303) 884-7188 | amy@causeeffectadvisory.com

Executive Summary

Proven startup founder and scale-up leader with 20+ years building organizations from concept to sustainable growth. Successfully launched 3 ventures, secured \$16+ million in funding, and scaled teams from 0 to 100+ across education, healthcare, and technology sectors. Expert in rapid organizational development, strategic partnerships, and operational excellence during high-growth phases.

Core Competencies

- **Venture Creation & Scaling:** Founded 3 successful organizations, growing from startup to sustainable operations
 - **Capital Raising:** Secured \$30+ million across multiple funding rounds and capital campaigns
 - **Team Building:** Recruited and led high-performing teams through rapid growth phases (0-100+ employees)
 - **Product-Market Fit:** Developed innovative solutions serving 8,000+ end users with measurable impact
 - **Operational Excellence:** Built scalable systems and processes supporting multi-million dollar operations
 - **Strategic Partnerships:** Forged key alliances with major organizations including KIPP, Junior Achievement, and Children's Hospital of Colorado
-

Leadership Experience

Principal & Founder | Cause Effect Advisory Services | Denver, CO | 2012 – Present

Strategic consulting practice serving high-growth organizations

- **Built consultancy from startup to established practice** serving major nonprofits
- **Scaled operations across multiple verticals:** healthcare, education, arts and human services
- **Key clients include:** Children's Hospital of Colorado, George W. Bush Presidential Center, KIPP, State of Colorado
- **Secured \$15+ million in grants and donations for clients** through strategic fundraising and partnership development
- **Expertise areas:** Strategic planning, fundraising, rapid scaling strategies, leadership development, market expansion

Founder & CEO | Get Smart Schools | Denver, CO | 2008 – 2012

Launched organization to accelerate high-performing charter school development

- **Secured \$3+ million in startup and growth funding** through strategic investor relations
- **Scaled from concept to impacting 8,000+ students** across 20+ partner schools
- **Built and led team of 7 professionals** with \$1+ million annual budget
- **Launched nationally recognized leadership program** establishing new market category
- **Led major systems transformation projects** affecting 85,000+ stakeholders at Denver Public Schools

Founder & CEO | Denver Venture School | Denver, CO | 2006 – 2008

Launched innovative charter school focused on entrepreneurship and leadership

- **Raised \$1.8 million in pre-revenue funding** to support startup phase and scaling
- **Established strategic partnerships** with Junior Achievement and City of Denver

- **Recruited founding leadership team** and built organizational culture from ground up

VP Finance & Operations | The Colorado Children's Campaign | Denver, CO | 2004 – 2006

Led operational scaling for growing nonprofit organization

- **Managed 21-person team and \$2+ million budget** during rapid expansion phase
- **Drove 25% revenue growth** while building sustainable operations
- **Grew organizational reserves by \$1.5 million** ensuring long-term financial stability
- **Implemented strategic planning and operational systems** supporting continued growth

CFO & Co-Founder | New Schools Development Corp | Denver, CO | 2001 – 2004

Startup focused on launching innovative educational institutions

- **Developed comprehensive business plan** for what became Colorado's top-performing charter school
- **Led \$12 million capital campaign** from startup through successful launch
- **Managed all startup operations:** charter negotiations, facility planning, regulatory compliance
- **Built financial and operational foundation** enabling sustainable long-term growth

Director, Product Management | ACTIVE.COM | Westminster, CO | 1999 – 2001

Product leadership role at high-growth internet company

- **Managed cross-functional product teams** developing solutions for Olympic governing bodies and USOC
- **Led product strategy and development** for new market verticals
- **Drove pricing strategy and client relationship management** for enterprise accounts
- **Collaborated with engineering, sales, and marketing** in fast-paced startup environment

Management Consultant | Mitchell Madison Group | New York, NY | 1998 – 1999

Strategy consulting focused on operational efficiency and growth

- **Delivered \$8+ million in annual cost savings** for major retail client
- **Led process optimization initiatives** for Fortune 500 manufacturing company
- **Conducted competitive benchmarking** and market analysis for national retailers

Education

Master of Management | Northwestern University Kellogg School of Management | 1996 – 1998

Beta Gamma Sigma Honor Society | Concentrations: Finance, Accounting, Organizational Behavior

Bachelor of Arts | Harvard University | 1990 – 1994

Cum Laude | Concentration: History and Literature

Key Achievements Summary

- **3 successful ventures launched** from concept to sustainable operations
- **\$30+ million raised** across multiple funding rounds and capital campaigns
- **8,000+ end users served** through innovative product offerings
- **100+ professionals hired and developed** across multiple organizations
- **Multi-million-dollar budgets managed** with consistent profitability and growth

ROB STEIN
114 Iron Horse Road
Carbondale, CO 81623
(303) 332-5700
robertenango@gmail.com

EDUCATION

Ed.D., Harvard University, Graduate School of Education, 2001.
C.A.S., Harvard Graduate School of Education, School Leadership, 1993.
M.A., Stanford University, Teaching Humanities, 1988.
B.A., Middlebury College, *cum laude*, high honors in Anthropology, Spanish concentration, 1982.

ORGANIZATIONAL AND SCHOOL LEADERSHIP

Superintendent, Roaring Fork School District, Glenwood Springs, CO 2016-2022.
Chief Academic Officer and Assistant Superintendent, Roaring Fork School District, Glenwood Springs, CO 2013-2016.
Principal, Manual High School, Denver, CO 2007-2010.
Head of School, Graland Country Day School, Denver, CO, 2001-2007.
Executive Director, Rocky Mountain School of Expeditionary Learning, Denver, CO, 1996-2001.
Founding Director, Foothills High School, Wheat Ridge, Colorado, 1989-1990.

INDEPENDENT RESEARCH AND CONSULTING

Consulting in Leadership and Organizational Development 1998-present

Colorado Department of Education
Garfield County Libraries
Colorado Outward Bound School
Alliance to Reform Education Leadership, George W. Bush Institute
Get Smart Schools Leadership Fellowship
National Center for Time and Learning
EL Education (formerly Expeditionary Learning)
Association of Colorado Independent Schools
Public Education and Business Coalition
Colorado Small Schools Initiative
Institute for Educational Excellence
Colorado Children's Campaign

Executive Coaching 2002-present

Colorado Department of Education
Rocky Mountain Prep
Get Smart Schools
Denver School of Science and Technology
Mapleton Expeditionary School of the Arts
Denver Venture School
Manual Educational Complex
Colorado Rocky Mountain School

Feasibility Studies, Business Plans, Strategic Plans and Project Development 1995-present

Mountain Family Health Centers
Charter School Incubation, Expeditionary Learning Schools
Denver Bicycle Sharing
Colorado Association of Independent Schools
Expanding International Baccalaureate, Denver Public Schools
Establishment of Boettcher Teachers Program
Program Evaluation, Harvard Teacher Education Program
Founding International Schools in the Sultanate of Oman, Educational Strategies, Ltd.

UNIVERSITY TEACHING AND RESEARCH 1992-present

Adjunct Professor, University of Colorado, 1999-2010.
Adjunct Professor, Denver University, 2000-2003.

Graduate Student Advisor, Prescott College, 1998-2000.
Teaching and Research Fellow, Harvard University, 1992-1996.
Coordinator, International Network of Principals' Centers, 1992-1994.
Arapahoe Community College, Littleton, Colorado, 1990-1991, "Introduction to Western Traditions"

HIGH SCHOOL HISTORY, ENGLISH AND SPANISH TEACHING 1982-1992

St. Mary's Academy, Englewood, Colorado
Colorado Rocky Mountain School, Carbondale, Colorado
Vershire School, Vershire, Vermont
Centro Colombo-Americano, Bogotá, Colombia

COMMUNITY LEADERSHIP AND PROFESSIONAL ASSOCIATIONS

Board of Trustees, Valley Settlement, 2016-present
EDUCATE Denver, 2024-present
American School District Panel Advisory Board, University of Washington, 2018-2022
Board of Directors, Mountain Family Health Services, 2013-2022; President 2015-2017
Board of Directors, A+ Colorado, 2011-2013
Co-Chair, Northeast Denver Children's Collaborative, 2009-10
Board of Directors, Robert E. Loup Jewish Community Center, Denver, CO, 2000-2008; President 2003-2007
Founder, Elementary Schools Research Collaborative, 2003
Founder and Board of Directors, Boettcher Teachers Program, 2002-2007
Advisory Committee, *Head First*, 2000-2005
American Educational Research Association, 1993-2010
Association of Supervision and Curriculum Development 1987-present
Phi Delta Kappan, 1987-present

PUBLICATIONS AND PRESENTATIONS

Monthly Column, Glenwood Springs Post Independent, 2016-2022.
"Removing Community Barriers to School Learning: Access to School-based Healthcare." Keynote Address, Colorado Association of School-Based Health Care (CASBHC) annual conference, May 1, 2017 .
"Closing the Digital Divide." Aspen Ideas Festival. June 30, 2016. Video available at <http://www.aspenideas.org/session/closing-digital-divide>; audio at <http://aspenpublicradio.org/post/closing-digital-divide>.
"Sticky Notes and School Innovation: The key to making a million dollars, saving the orphanage, or preparing all kids for college." Keynote Address, Association of Colorado Independent Schools Annual Meeting, Vail, CO, October 8, 2015.
"Cultural Change in Schools," Emerging Trends and Innovations in Urban Education Conference, Aspen Institute, September 17, 2010.
"Exploring School Turnaround: Defining the Concept, Examining the Research, and Achieving Success." Discussant, American Educational Research Association Symposium, May 1, 2010.
"Innovation Schools: A Blueprint for Success." Keynote Address, Washington Policy Center Annual Education Luncheon. Televised broadcast and radio interview with KUOW radio host Ross Reynolds available at <http://www.washingtonpolicy.org/Centers/education/index.html>. February 5, 2010.
"A New Beginning for Manual High School." City Club of Denver, December 27, 2007. Televised broadcast available at http://denver.granicus.com/ViewPublisher.php?view_id=29.
"Approaches to Assessing School Performance and Student Learning." Keynote Address, Independent Schools of the American Southwest Annual Conference, June 10, 2007.
"Can Business Teach Education? A book review of *Good to Great* by Jim Collins." *Head First*, v. 2, n. 1, Winter 2004.
"Mexican and U.S. Schools: A World Apart." *The Term Paper*, v. 3, n. 1, May 2004.
"Planning and Managing Change for Small School Improvement." Small Schools Leadership Institute, Colorado Small Schools Conference, June 2003.
"Can School Reform Be Won?" *Head First*, v. 1, n. 3, Spring 2003.
"Small School Leaders: Heroes with a Thousand Faces." Colorado Small Schools Conference, 2002.
"Redefining High Expectations in School Leadership." Keynote Address, Public Education and Business Coalition National Institute for Leadership in Literacy, February 2002.

- "Twice the Work at Half the Pay: The Midcareer Transition to Teaching." Doctoral Dissertation, Harvard University, 2001.
- "Let's Get Real: The Problem of Bringing Experiential Education Back into the Classroom." Keynote Address, Prescott College Winter Colloquium, February 2000.
- "Designing the Model School for High-standards Achievement." Paper and presentation at the Model School Conference, Washington, D.C., June 1999.
- "Aligning Curriculum and Assessment to Achieve High Standards." Invited presentation at the (Colorado) Governor's Summit on Education, February 1998.
- "Retention of Career Changers in Secondary Math and Science Classrooms" with Katherine K. Merseth. In *Building on Diversity: Exploring Issues of Teacher Retention*, Richard Sawyer, ed. New York: Teachers College, 1994.
- "Career Changers in Secondary Math and Science Classrooms: Rookies or Sages?" with Katherine K. Merseth. Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, LA, April 1994.
- "Throwing out the Script: A New Game of Authentic Conversation." In *Reflections 1993: Conversation as a Means of Professional Growth*, Richard Ackerman *et al.*, ed. Cambridge, MA: Harvard University International Network of Principals' Centers.

HONORS AND AWARDS

- Gerald S. Gray Service and Leadership Award, Denver Jewish Community Center, 2014
- Visiting Scholar, Colorado Rocky Mountain School, 2010
- Points of Light Foundation recognition and presentation, The White House, Washington, D.C., January 2009.
- Community Leadership Award, JCC Annual Dinner, 2008
- Points of Light Foundation recognition and presentation, Home of President George H. W. Bush, Kennebunkport, ME, September, 2008.
- "New Blood: Five Young Leaders." *Teacher Magazine*, April 2000
- "Schools that Think: Four Models for the Future." *Fast Company Magazine*, April 2000
- "People to Watch in the New Millennium." *Denver Post* profile on people who are leading Colorado into 2000, December 1999
- Hunt Fellowship, Harvard University, 1995
- National Endowment for the Humanities Fellowship, Reed College, Portland, Oregon, 1990
- Klingenstein Fellowship, Teachers College, Columbia University, Summer 1986

PROFESSIONAL SUMMARY

Community-based early childhood policy and systems leader with deep local roots and more than nine years of experience guiding complex, multi-interestholder initiatives across nonprofit and public-sector settings. Proven track record leading organizational start-up efforts, coalition building, participatory research, community engagement, and policy implementation, including the successful passage of a voter-approved early childhood service district. Bilingual in English and Spanish, with strong experience partnering with families, providers, elected officials, and state and national policy leaders to design and operationalize community-informed solutions.

SELECTED WORK EXPERIENCE

CONFLUENCE EARLY CHILDHOOD EDUCATION (CECE) COALITION - DIRECTOR **2023-2026**

- Led a regional, cross-sector coalition of business, education, nonprofit, child care provider, and parent leaders working to improve access to high-quality early care and education across the Parachute-to-Aspen region.
- Directed strategy and execution for the successful passage of Ballot Measure 7A, establishing a voter-approved Early Childhood Development Service District.
- Built and managed an inclusive coalition infrastructure, including bilingual language access, work groups, volunteer leadership teams, and communications processes.
- Oversaw quantitative and qualitative research efforts, including data collection, analysis, and synthesis to inform policy design and public-facing materials.
- Managed and coordinated external consultants, including early childhood policy experts, data analysts, legal counsel, and communications and design professionals.
- Led bilingual community outreach and engagement, including Spanish-language family engagement, a family advisory committee, and a parent leadership program.
- Built strong working relationships with local elected officials, early childhood experts, child care providers, state and national partners, business leaders, and community organizers.

CHALLENGE AMERICA, PROGRAM DIRECTOR

2017-2023

- Led strategic planning, program execution, and operations for a national nonprofit organization.
- Designed and implemented innovative, community-informed initiatives grounded in human-centered design principles, including the Military Sisterhood Initiative to organize and support women veterans.
- Managed complex partnerships and deliverables with national interest-holders, including the U.S. Department of Veterans Affairs.
- Supervised and supported staff to ensure effective project management, accountability, and alignment with organizational goals.

MONITORING AND EVALUATION OFFICER, BUENOS AIRES CITY GOVERNMENT

2016-2017

- Led a government-wide initiative to translate ministry-level objectives into clear, measurable outcomes to improve transparency, accountability, and institutional learning.
- Conducted policy, program, and outcome evaluations for the Ministries of Health and Education.
- Worked closely with cross-departmental teams to strengthen goal-setting, metrics, and evaluation systems used in public decision-making.

EDUCATION

LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

MSc, Development Management (International Development)

UNIVERSIDAD TORCUATO DI TELLA

MA, International Studies

UNIVERSITY OF CALIFORNIA SANTA BARBARA

BA, Political Science

CORE COMPETENCIES

- Executive and project management
- Bilingual outreach (English/Spanish)
- Community and interest-holder engagement
- Early childhood systems and policy
- Participatory research and human-centered design
- Coalition building
- Consultant and vendor management