

## Exhibit A


To Whom It May Concern:

I am pleased to write this letter of reference for Dr Barbara Dill-Varga who served as superintendent for Carmel Unified School District from July, 2017 to June, 2020. During her three years, at the board's direction, Dr. Dill-Varga first brought fresh leadership to the high school with the hiring of a new principal and supported improvements to all site and district leadership teams with the hiring and onboarding of 11 new administrators.

In addition, during her tenure, Dr. Dill-Varga:

- created and sustained new methods of communication with all stakeholders through additional publications, advisory councils and coffees with the superintendent for teachers and community members
- successfully shifted to a prospective Interest Based Bargaining process that yielded a two year contract for both associations
- directed the technology department to reimagine technology needs and complete Project 2020 to bring district technology infrastructure and educational technology implementation up to date and implement a new website design
- initiated a new vision for the continuation high school with the hiring of a new principal and embracing of Big Picture Learning protocols involving internships
- reenergized the dual credit partnerships with local community colleges to create opportunities for students
- improved the safety of school sites by personally writing two grants for over a million dollars to secure a SRO officer and organizing ALICE training for all sites;
- expanded the impact of the instructional coaching program and catalyzed a pilot to reimagine the teacher evaluation process
- led a master facilities plan process that included the successful purchase of adjacent property at below market price as well as laid the foundation for a general obligation bond that was only postponed due to the economic impact of Covid-19 on the a November 2020 ballot while maintaining the AAA rating.
- brought additional functionality to the district office through applications that checked for accurate residency, improved day visitor background checking, supported transition to paperless forms, and provided tools for data analysis around student achievement; and
- Managed the sudden challenges of the recent pandemic calmly as the shift occurred to remote/distance learning

During her tenure, the high school, middle school, and district received California Department of Education recognitions, US News and World Best Schools Silver Award and through her





support and contribution to the Environmental Responsibility Teams application netted the district a national US Dept of Education Green Schools Award for 2020.

I wish her well in her future endeavors and thank her for her many contributions to ensuring success for the students and families of Carmel Unified.

Sincerely,

Karl Pallastrini  
President,  
Board of Trustees  
Carmel Unified School District

*km*