

STATE OF NEVADA
LEGISLATIVE COUNSEL BUREAU

LEGISLATIVE BUILDING
401 S. CARSON STREET
CARSON CITY, NEVADA 89701-4747
Fax No.: (775) 684-6600



LEGISLATIVE COMMISSION (775) 684-6800

MICHAEL ROBERSON, *Senator, Chair*
Rick Combs, *Director, Secretary*

INTERIM FINANCE COMMITTEE (775) 684-6821

PAUL ANDERSON, *Assemblyman, Chair*
Cindy Jones, *Fiscal Analyst*
Mark Krmpotic, *Fiscal Analyst*

RICK COMBS, *Director*
(775) 684-6800

BRENDA J. ERDOES, *Legislative Counsel* (775) 684-6830
ROCKY COOPER, *Legislative Auditor* (775) 684-6815
SUSAN E. SCHOLLEY, *Research Director* (775) 684-6825

MEETING NOTICE AND AGENDA

Name of Organization: Technical Advisory Committee to Develop a Plan to Reorganize the Clark County School District (Section 26 of Assembly Bill 394 [Chapter 543, *Statutes of Nevada 2015*])

Date and Time of Meeting: Friday, June 17, 2016
2 p.m.

Place of Meeting: Grant Sawyer State Office Building, Room 4401
555 East Washington Avenue
Las Vegas, Nevada

Note: Some members of the Committee may be attending the meeting and other persons may observe the meeting and provide testimony through a simultaneous videoconference conducted at the following location:

Legislative Building, Room 3137
401 South Carson Street
Carson City, Nevada

If you cannot attend the meeting, you can listen or view it live over the Internet. The address for the Nevada Legislature website is <http://www.leg.state.nv.us>. Click on the link "[Calendar of Meetings/View](#)."

Note: Minutes of this meeting will be produced in summary format. Please provide the secretary with electronic or written copies of testimony and visual presentations if you wish to have complete versions included as exhibits with the minutes.

Note: Items on this agenda may be taken in a different order than listed. Two or more agenda items may be combined for consideration. An item may be removed from this agenda or discussion relating to an item on this agenda may be delayed at any time.

I. Call to Order

II. Opening Remarks
Senator Becky Harris, Chair

III. Public Comment
(Because of time considerations, each speaker offering comments during the period for public comment will be limited to not more than 3 minutes. A person may also have comments added to the minutes of the meeting by submitting them in writing either in addition to testifying or in lieu of testifying. Written comments may be submitted in person or by e-mail, facsimile, or mail before, during, or after the meeting.)

*For
Possible
Action*

IV. Approval of Minutes of the Meetings Held on March 28, April 13, and May 10, 2016 in Las Vegas, Nevada

*For
Possible
Action*

V. Discussion and Action on Proposed Findings and Recommendations Relating to the Reorganization of the Clark County School District

The Proposed Findings and Recommendations Submitted by Members of the Technical Advisory Committee to Develop a Plan to Reorganize the Clark County School District, for Consideration by the Committee, in Developing Findings and Recommendations for Inclusion in Its Report is attached below. The complete document is available on the Nevada Committee's webpage at <http://www.leg.state.nv.us/Interim/78th2015/Committee/Studies/CCSDTechAdv/?ID=60>, or a written copy may be obtained by contacting Kelly S. Richard, Principal Research Analyst, Research Division, Legislative Counsel Bureau, at (775) 684-6825.

VII. Public Comment
(Because of time considerations, each speaker offering comments during the period for public comment will be limited to not more than 3 minutes. A person may also have comments added to the minutes of the meeting by submitting them in writing either in addition to testifying or in lieu of testifying. Written comments may be submitted in person or by e-mail, facsimile, or mail before, during, or after the meeting.)

VIII. Adjournment

Note: We are pleased to make reasonable accommodations for members of the public who are disabled and wish to attend the meeting. If special arrangements for the meeting are necessary, please notify the Research Division of the Legislative Counsel Bureau, in writing, at the Legislative Building, 401 South Carson Street, Carson City, Nevada 89701-4747, or call the Research Division at (775) 684-6825 as soon as possible.

Notice of this meeting was posted in the following Carson City and Las Vegas, Nevada, locations: Blasdel Building, 209 East Musser Street; City Hall, 201 North Carson Street; Legislative Building, 401 South Carson Street; and Legislative Counsel Bureau, Las Vegas Office, Grant Sawyer State Office Building, 555 East Washington Avenue. Notice of this meeting was faxed, e-mailed, or hand delivered for posting to the following Carson City and Las Vegas, Nevada, locations: Capitol Press Corps, Basement, Capitol Building, 101 North Carson Street; Clark County Government Center, Administrative Services, 500 South Grand Central Parkway; and Capitol Police, Grant Sawyer State Office Building, 555 East Washington Avenue. Notice of this meeting was posted on the Internet through the Nevada Legislature's website at www.leg.state.nv.us.

Supporting public material provided to Committee members for this meeting may be requested from Janet Coons, Committee Secretary, Research Division of the Legislative Counsel Bureau at (775) 684-6825 and is/will be available at the following locations: Meeting locations and the Nevada Legislature's website at www.leg.state.nv.us.

**PROPOSED FINDINGS AND RECOMMENDATIONS SUBMITTED BY MEMBERS
OF THE TECHNICAL ADVISORY COMMITTEE TO DEVELOP A PLAN TO
REORGANIZE THE CLARK COUNTY SCHOOL DISTRICT, FOR
CONSIDERATION BY THE COMMITTEE, IN DEVELOPING
FINDINGS AND RECOMMENDATIONS
FOR INCLUSION IN ITS REPORT**

JUNE 2016

TABLE OF CONTENTS

	<u>Page</u>
Proposed Findings and Recommendations Submitted by Members of the Technical Advisory Committee To Develop a Plan to Reorganize the Clark County School District, for Consideration by the Committee, in Developing Findings and Recommendations for Inclusion in its Report	1
I. Introduction	1
II. Proposed Findings for Inclusion in the Report of the Technical Advisory Committee.....	3
III. Proposed Recommendations for Inclusion in the Report of the Technical Advisory Committee.....	5

**PROPOSED FINDINGS AND RECOMMENDATIONS SUBMITTED BY MEMBERS
OF THE TECHNICAL ADVISORY COMMITTEE TO DEVELOP A PLAN TO
REORGANIZE THE CLARK COUNTY SCHOOL DISTRICT, FOR
CONSIDERATION BY THE COMMITTEE, IN DEVELOPING
FINDINGS AND RECOMMENDATIONS
FOR INCLUSION IN ITS REPORT**

I. INTRODUCTION

In 2015, the Nevada Legislature enacted [Assembly Bill 394](#) (Chapter 543, *Statutes of Nevada*), which calls for a plan to reorganize the Clark County School District (CCSD). Due to the growth of the greater Las Vegas area and the way Nevada has organized school districts on a countywide basis, CCSD has grown to become the fifth largest in the country with 320,000 students. As Nevada ranks consistently at the bottom in academic performance in the United States, many have looked to restructuring CCSD into something more manageable as a solution to our State's consistently poor educational rankings. The bill creates an Advisory Committee, composed of legislators, and a Technical Advisory Committee (TAC), composed of members of various communities, to develop a plan to reorganize CCSD. The role of the TAC is to provide the legislative Advisory Committee with technical expertise, input, advice, and assistance.

This document contains a compilation of findings, based upon community testimony, which have been discussed throughout the meetings of the TAC. Each member of the TAC was invited to submit recommendations, which the member would like the TAC to consider including in its report. The findings and recommendations have been summarized in this document and to the extent applicable, the complete findings or recommendations have been included as an appendix. Any findings or recommendations, which are approved by a majority of the members present during the work session, will be included in a report that will be forwarded to the Advisory Committee to Develop a Plan to Reorganize the Clark County School District and to the consultant to the Advisory Committee for their consideration as they develop the plan to reorganize the school district.

A. COMMITTEE MEMBERS AND STAFF

Section 26 of A.B. 394 prescribed the appointments to the TAC, which consist of the following:

- One member appointed by the governing body of each incorporated city located within Clark County—Carolyn G. Goodman, Mayor, City of Las Vegas; Andy A. Hafen, Mayor, City of Henderson; Kraig Hafen, City Council Member, City of Mesquite; John J. Lee, Mayor, City of North Las Vegas; and Rich Shuman, City Council Member, City of Boulder City;

- One member appointed by the Governor—Daniel Stewart;
- One member appointed by the State Board of Education—Allison Serafin;
- One member appointed by the CCSD Board of Trustees—Dr. Linda E. Young, President;
- One member appointed by the Clark County Board of County Commissioners—Mary Beth Scow, Commissioner;
- One member appointed by the Legislative Commission from a list of recommendations made by the Clark County Education Association (CCEA)—John Vellardita;
- One member appointed by the Legislative Commission from a list of recommendations made by the Urban Chamber of Commerce—Hannah Brown;
- One member appointed by the Legislative Commission from a list of recommendations made by the Las Vegas Latin Chamber of Commerce—Tom Rodriguez;
- One member who is a parent or guardian of a CCSD pupil appointed by the Legislative Commission from a list of recommendations made by the Nevada Parent Teacher Association—Stavan Corbett;
- One member appointed by the Legislative Commission from a list of recommendations made by the Las Vegas Asian Chamber of Commerce—Duncan R. Lee; and
- Any other persons who have knowledge, experience, or expertise in the matters before the Advisory Committee, appointed by the Chair of the Advisory Committee—Senator Becky Harris, Chair, TAC; Senator Michael Roberson; Assemblyman David M. Gardner; Vikki Courtney; Brent Husson; Marsha Irvin, Vice Chair, TAC; Brian Knudsen; Ashok “Ash” Mirchandani; Dr. Larry Moses; and Pat Skorkowsky, Superintendent, CCSD.

The Legislative Counsel Bureau (LCB) provided staff services to the TAC. Research Division staff included Kelly S. Richard, Principal Research Analyst; Janet Coons, Principal Administrative Assistant; and Christina Harper, Senior Research Secretary. Risa B. Lang, Chief Deputy Legislative Counsel, and Karly O’Krent, Senior Deputy Legislative Counsel, provided staff services from the Legal Division. Julie Waller, Senior Program Analyst, provided staff services from the Fiscal Analysis Division.

B. MEETINGS AND ACTIVITIES

The TAC has held eight meetings. Three of those meetings consisted exclusively of presentations by interested community groups, including the Asian Chamber of Commerce; the cities of Henderson, Las Vegas, Mesquite, and North Las Vegas; Clark County; Honoring Our Public Education; the Latin Chamber of Commerce; Laughlin; Moapa Valley; the Nevada Parent Teacher Association; Sandy Valley; and the Urban Chamber of Commerce. All meetings were open to the public and conducted through simultaneous videoconference between legislative meeting rooms at the Grant Sawyer State Office Building in Las Vegas, Nevada, and the Legislative Building in Carson City, Nevada. The summaries of testimony and exhibits are available online at: <http://www.leg.state.nv.us/Interim/78th/2015/Committee/Studies/CCSDTechAdv/?ID=60>.

II. PROPOSED FINDINGS FOR INCLUSION IN THE REPORT OF THE TECHNICAL ADVISORY COMMITTEE

Based on the testimony provided during the TAC's meetings and numerous supporting documents, including community outreach surveys and presentations by those with expertise in school district organization, the TAC finds the following relating to the CCSD:

A. TEACHER TRAINING

Teachers and administrators should have access to professional development training that addresses teacher, administrator, and student needs.

Professional development training should be created with specific, identifiable student achievement outcomes and be made available across multiple platforms (in person and virtual).

B. MORE CLASSROOMS/SMALLER CLASS SIZES

Class size reduction should remain a priority and be utilized to promote increased student achievement.

More resources should be allocated for special needs students.

The Nevada System of Higher Education should offer academic coursework for teachers and administrators that is aligned with the needs of Nevada's students.

C. AUTONOMY/DECENTRALIZATION

Schools currently operating with greater autonomy, from the central office, should be allowed to continue along that model. Opportunities for increased decision making at the school site level should be expanded. Greater autonomy should be allowed at the school site level for budgetary decision making, including, but not limited to, programs to support curriculum, transportation, and equipment purchases.

D. ALLOW PARENTS TO PARTICIPATE IN THE DECISION MAKING PROCESSES TO IMPROVE PARENT/TEACHER/STUDENT COMMUNICATION

Pathways should be created for direct and meaningful parental participation in public schools, including parental and community input on issues such as school budgets, curriculum, discipline, and food services.

School-based governing bodies should be established that include: administrators, businesses, community members, parents, students, and teachers to address and support student achievement at the school level.

Meetings may be held after normal work hours and/or at locations convenient to the school community.

E. CULTURAL REPRESENTATION

There should be more cultural diversification among teachers and administrators.

F. EARLY PREPARATION

More emphasis should be placed on early learning programs, including early childhood education, pre-kindergarten programs, and Head Start programs.

G. EXTRACURRICULAR PROGRAMS

Extracurricular programs expand students' learning opportunities. Extracurricular programs should be supported and expanded, including: before and after school programs; community centers; libraries; summer science, technology, engineering, and mathematics (STEM) programs; and sports.

H. UPDATED TECHNOLOGY

Investments should be made to upgrade technology in classrooms. Access to technology for students outside of school should be expanded. Improving access to technology within communities outside of school would improve communication between parents and teachers.

I. TUTORING

Tutoring programs should be encouraged for students.

Mentoring programs should be encouraged for students, teachers and administrators.

J. ENGLISH LANGUAGE LEARNING/ENGLISH AS A SECOND LANGUAGE/ ENGLISH LANGUAGE ACQUISITION FUNDING

English language learning (ELL) programs and English language acquisition programs should be expanded to include all children experiencing language challenges.

K. INCENTIVES TO KEEP TEACHERS LONGER

More incentives should be provided for the recruitment, hiring, and retention of qualified teachers and administrators.

L. MAGNET/CAREER AND TECHNICAL EDUCATION PROGRAMS

Magnet and career and technical education (CTE) programs should be continued and expanded.

M. TRANSPORTATION

Transportation available to rural schools should be more flexible.

III. PROPOSED RECOMMENDATIONS FOR INCLUSION IN THE REPORT OF THE TECHNICAL ADVISORY COMMITTEE

A. DECENTRALIZATION

Properly vet highly qualified school principals before they are placed in each school and provided with greater control and latitude in developing the budgets and curricula of their schools. Provide appropriate technical business training and assistance. Give schools flexibility in responding to the unique needs and circumstances of their students with regard to additional funding, curriculum, course and extracurricular offerings, and staff development and training, especially as age/divisional matriculation warrants (elementary, junior high, high school).

(Submitted by Carolyn G. Goodman, Mayor, City of Las Vegas)

Give each school its own precinct for purposes of the reorganization plan.

(Submitted by Kraig Hafen, City Council Member, City of Mesquite)

Provide significantly more budgetary and instructional autonomy to local schools, and transition the district to a model that enables individual schools to control at least 85 percent of their budgets at the school level.

(Submitted by John Vellardita, CCEA)

Implement the “precinct” concept with a maximum of 15 schools per precinct. This enables a supervisory ratio of 15 schools per leader. The supervisors provide support, coaching, and mentoring, while principals make decisions for their own schools with meaningful input from staff and their school community.

(Submitted by Marsha Irvin)

Reinstate the empowerment model of governance, organizing all schools under the existing empowerment statutes.

(Submitted by Dr. Larry Moses on behalf of Moapa Valley)

Mandate and formalize site-based management (empowerment teams) at all schools, including the duties of the team, membership of the team, designation of the team chair, development of an appeal process for team decisions, and required meetings to review the school’s plan and budget and share achievement and attitudinal results.

(Submitted by Pat Skorkowsky, Superintendent, CCSD)

B. EDUCATIONAL PROFESSIONALS

Increase teachers’ salaries across the board. Establish educational and training requirements, along with competitive salaries, to attract and retain the best and brightest teachers for CCSD. Require CCSD to staff each classroom with a certified, licensed full-time teacher except at the high school level, in which case, specialists with high-level academic degrees may be certified because of their educational specialty and education.

(Submitted by Carolyn G. Goodman, Mayor, City of Las Vegas)

Transition the district office to a central services agency, charged with providing essential noninstructional services to schools, and create a leadership academy within CCSD to give school leaders the relevant skills they need to effectively and accountably manage an empowered local school.

(Submitted by John Vellardita, CCEA)

Include in the reorganization plan new principal training and skills development that incorporate the competencies needed to operate an empowered system. This will require access and collaboration with the available resources in higher education, nonprofit think tanks, and the business community to design a training and evaluation system that adequately reflects the attainment of the required core competencies.

(Submitted by Brent Husson)

Establish a district training program, including both internal and external experts, to identify training topics and develop recommendations for methods of implementation. This delivery of professional development by district staff may include a readiness assessment, blended learning, face-to-face learning sessions, differentiated support, and onboarding of site-based management team members.

(Submitted by Pat Skorkowsky, Superintendent, CCSD)

C. LOCAL CONTROL AND GOVERNANCE

Establish optional (permissive) education councils that give parents and the community a greater voice in public education. The councils:

- Can be established voluntarily by a local governing body, such as a city or township;
- Exist independently from the site-based councils required under the existing empowerment statute in *Nevada Revised Statutes* that will be a part of each precinct school site; and
- Would be comprised of a combination of parents with a child or children attending CCSD and members of the community.

Encourage education councils to provide or augment training for principals and parents and community members who will be involved in site councils at the individual school precinct level.

(Submitted by Andy A. Hafen, Mayor, City of Henderson)

Create precinct committees to govern school precincts and make critical decisions regarding the education of students. Include the principal of a school, staff members, and both elected members and members appointed by the governing bodies where the students come from (specifically, either the city council, township board, or both.)

(Submitted by Kraig Hafen, City Council Member, City of Mesquite)

Create a system of board governance at local schools made up of a team of parents, teachers, and school leaders with shared decision making. Transition CCSD's current top-down administrative framework to an accreditation system.

(Submitted by John Vellardita, CCEA)

Provide stipends for parents and family members of students who serve on local school site governance boards and engage in new models of family engagement to boost parental involvement in local schools, especially in urban areas.

(Submitted by John Vellardita, CCEA)

Allow local school precinct boards to make all budget, curriculum, and policy decisions.

(Submitted by Dr. Larry Moses)

Divide CCSD into precincts with individually elected boards that hire the superintendent and appoint a member to serve on the central school board.

(Submitted by Dr. Larry Moses)

Establish a single precinct for each outlying area with a locally-elected, five-member precinct board that hires an at-will precinct administrator to assist the board in setting policy and regulations, controlling finances, and managing these and other duties outside of the schools. Vest the authority to hire school principals in the precinct administrator to assure loyalty to the schools and community and not central administration.

(Submitted by Dr. Larry Moses on behalf of Moapa Valley)

Allow existing community educational advisory groups to select teachers, administrators, and curriculum, and make decisions concerning expenditures at local schools.

(Submitted by Dr. Larry Moses on behalf of Sandy Valley)

D. PER PUPIL FUNDING

Establish an increased per pupil allocation, including a base figure plus access to additional fund allocations not limited to special needs, gifted, ELL, Title I, and other circumstances as designated by earmarked funding sources. Ensure the per pupil increased allocation follows each pupil to the school he or she attends, without exception, so that a firm budget is allocated to each school for management.

(Submitted by Carolyn G. Goodman, Mayor, City of Las Vegas)

Limit spending at the district level in order to make sure that money follows students and precincts are able to execute their objectives without significant financial restraint.

(Submitted by Kraig Hafen, City Council Member, City of Mesquite)

Accelerate the transition to a weighted student funding formula to ensure that local schools have the resources they need to adequately educate their student populations, and mandate any new money added due to weights on the funding formula stay with the individual students at schools.

(Submitted by John Vellardita, CCEA)

Disperse precinct funding on a per student formula in relation to the total net funding of the district, not just the General Operating Budget.

(Submitted by Dr. Larry Moses)

Tie funding to the student; ensure it follows the student wherever the student is educated.

(Submitted by Dr. Larry Moses on behalf of Moapa Valley)

E. OTHER RECOMMENDATIONS

Study changes to be made to attendance zones, assignments to schools, magnet schools, CTE schools, select school programs, and federally mandated programs to ensure equitable funding under the Nevada Plan, equitable access and opportunity for all students, and compliance with federal and State law, prior to adoption of a reorganization plan.

(Submitted by Pat Skorkowsky, Superintendent, CCSD)

Address education inequity by identifying schools where inequities exist and develop a plan for each, including, but not limited to: advanced placement and gifted and talented education programs, curriculum, CTE programs, discipline disparities, facilities, and teacher shortages.

(Submitted by Marsha Irvin)

Implement the requirements of the Every Student Succeeds Act. This new law supports the empowerment of schools with the flexibility to ensure every student succeeds.

(Submitted by Marsha Irvin)

Maintain precincts in a K-12 feeder alignment pattern to support students and their families.

(Submitted by Marsha Irvin)

Adopt the community schools model as a preferred reform strategy.

(Submitted by Marsha Irvin)

Provide more access for high-quality preschool programs.

(Submitted by Marsha Irvin)

Examine existing CCSD funding and expenditures including operations, capital expenditures, and management-based (central office) budgeting/spending. Make the central administrative budget available for public inspection. The administrative budget must be released and is herein requested—or will be subpoenaed, if need be. Ensure the central budget is transparent and presented in an understandable format.

(Submitted by Carolyn G. Goodman, Mayor, City of Las Vegas)

Expand or restructure the CCSD Board of Trustees to 9 or 11 members and allow at least 1 board member to represent outlying communities and schools to ensure representation.

(Submitted by Dr. Larry Moses)