



**Thursday, December 14, 2023**  
**Agenda, Regular Board Meeting, 5:00 p.m.**

**Clark County School District**  
**Regular Meeting of the Board of School Trustees**  
**Boulder City Council Chamber**  
**401 California Avenue**  
**Boulder City, Nevada 89005**

**Board Meeting Information**

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<b>Subject</b>	<b>Meeting Information.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	Board Meeting Information
Access	Public
Type	Information

We acknowledge that the land on which we gather is the territorial homelands of the Nuwu-the Moapa Band of Paiutes and the Las Vegas Band of Paiutes.

In conformance with the Open Meeting Law, it is hereby noted that the agenda for the meeting of the Clark County School District Board of Trustees has been posted at the Clark County School District Administrative Center, Clark County School District Website ([www.ccsd.net](http://www.ccsd.net)), and the Nevada Public Notice Website (<https://notice.nv.gov/>).

Roll Call: Evelyn Garcia Morales, President  
Lola Brooks, Vice President  
Irene Bustamante Adams, Clerk  
Linda P. Cavazos, Member  
Lisa Guzmán, Member  
Katie Williams, Member  
Brenda Zamora, Member

Jesus F. Jara, Ed.D., Superintendent of Schools

The Clark County School District Board of Trustees may take items on the agenda out of order; may combine two or more agenda items for consideration; and may remove an item from the agenda or delay discussion relating to items on the agenda at any time.

The meeting agenda and any reference material are available for viewing electronically at <https://go.boarddocs.com/nv/ccsdlv/Board.nsf/Public> under the Meetings tab. In addition, members of the public may request a copy of the agenda and reference material for the meeting by contacting the Office of the Board of Trustees at (702) 799-1072. A copy of the agenda and reference materials are also available at the public meeting.

Members of the public requiring special assistance or reasonable accommodations at the meeting, including translators for Spanish and other languages, are required to contact the Office of the Board of Trustees, 5100 W. Sahara Ave., Las Vegas, Nevada, phone (702) 799-1072, at least 24 hours in advance. Every effort will be made to reasonably accommodate any same day request but cannot guarantee the availability of a specific accommodation.

The Board of School Trustees recognizes that its deliberative process benefits greatly from public input and perspective. Those wishing to address the Board in person may sign up to speak once the agenda has been posted by calling the Board Office at (702) 799-1072 during regular business hours and at least 8 business hours prior to the scheduled start of the meeting.

Alternatively, speakers may sign up in person immediately prior to the beginning of the meeting. To minimize distractions, no additional speakers may sign up once the Board President has introduced the agenda item. Customarily, speakers will be called in the order in which they signed up.

Members of the public are permitted to provide public comment on any agenda item requiring Board action after staff presentations and discussion by the Board, but before the Board votes on the item. Speakers will be given 3 minutes to address the Board and shall remain on topic. The Consent Agenda is considered a single action item with a 3 minute speaker limit per individual no matter how many sub-items the individual wishes to comment on.

A public comment period will be offered immediately prior to the adjournment of the meeting for members of the public who wish to speak on matters that are within the jurisdiction of the Board but not listed as an action item on the agenda. Each individual wishing to speak during this period will be given 3 minutes to address the Board.

Written public comments may be submitted to [boardmtgcomments@nv.ccsd.net](mailto:boardmtgcomments@nv.ccsd.net) after the agenda has been posted and at least 8 business hours prior to the scheduled start of the meeting. Any written comments received after the deadline and prior to the meeting adjourning will be uploaded to BoardDocs within the appropriate item on the next business day.

**The Vision of the Board of School Trustees**  
**All students progress in school and graduate prepared to succeed and contribute in a diverse global society.**

## 1. Opening Items

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<b>Subject</b>	<b>1.01 Flag Salute.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	1. Opening Items
Access	Public
Type	

### **The Pledge of Allegiance to the Flag**

I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.

*(According to Governance Policy GP-4.1: Board Members' Conduct and Ethics)*

<b>Subject</b>	<b>1.02 Adoption of the Agenda.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	1. Opening Items
Access	Public
Type	Regular (Action)

**(For Possible Action)** *(According to Governance Policy GP-4.1: Board Members' Conduct and Ethics)*

## Consent Agenda Information

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<b>Subject</b>	<b>Consent Agenda Information</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	Consent Agenda Information
Access	Public
Type	Information

Consent Agenda items will be voted upon in one motion unless a Trustee makes a motion and receives majority Board approval to take that item separately from the Consent Agenda. Passage of all Consent Agenda items as submitted is recommended. The Consent Agenda is considered a single action item with a 3 minute speaker limit per individual no matter how many sub-items an individual wishes to comment on.

## 2. Consent Agenda - Meeting Minutes

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<b>Subject</b>	<b>2.01 Approval of the Minutes.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	2. Consent Agenda - Meeting Minutes
Access	Public
Type	Consent (Action), Discussion

Discussion and possible action on the approval of the minutes from the regular meetings of October 12, 2023, and November 9, 2023, and the work session meeting of November 1, 2023, is recommended. **(For Possible Action)** (Ref. 2.01)

File Attachments

[12.14.23 Ref. 2.01.pdf \(533 KB\)](#)

[12.14.23 Ref. 2.01.pdf \(464 KB\)](#)

[12.14.23 Ref. 2.01.pdf \(389 KB\)](#)

## 2. Consent Agenda - Teaching and Learning

<b>Subject</b>	<b>2.02 Partnership Participation Agreement Between the Clark County School District and the Southwest Mountain States Regional Council of Carpenters.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	2. Consent Agenda - Teaching and Learning
Access	Public
Type	Consent (Action), Discussion

Discussion and possible action on approval to renew the Partnership Participation Agreement between the Clark County School District and the Southwest Mountain States Regional Council of Carpenters to assist with pre-apprenticeship efforts within the construction industry, effective December 15, 2023, through December 29, 2028, with the inclusion of the option to renew the Partnership Participation Agreement if agreed upon by both parties, and for the Superintendent of Schools, Clark County School District, and the President and Clerk, Clark County School District Board of Trustees, to sign the Partnership Participation Agreement, with no impact to the general fund, is recommended. **(For Possible Action)** [Contact Person: Mike Barton] (Ref. 2.02)

File Attachments

[12.14.23 Ref. 2.02.pdf \(507 KB\)](#)

<b>Subject</b>	<b>2.03 Memorandum of Agreement Between the Clark County School District and First Person Care Clinic.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	2. Consent Agenda - Teaching and Learning
Access	Public
Type	Consent (Action), Discussion

Discussion and possible action on approval to enter into a Memorandum of Agreement between the Clark County School District and First Person Care Clinic, a Nevada non-profit 501(c)(3), to operate and provide school-based health services to students enrolled in the Clark County School District and their immediate family at mutually agreed-upon locations, effective December 15, 2023, through December 14, 2028, at no cost to the Clark County School District or District students, and for the Superintendent of Schools, Clark County School District, and the President and Clerk, Clark County School District Board of Trustees, to sign the Memorandum of Agreement, with no impact to the general fund, is recommended. **(For Possible Action)** [Contact Person: Monica Cortez] (Ref. 2.03)

File Attachments

[12.14.23 Ref. 2.03.pdf \(4,873 KB\)](#)

<b>Subject</b>	<b>2.04 Grant Application: Special Education Staff Retention and Recruitment – United States Department of Education.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	2. Consent Agenda - Teaching and Learning
Access	Public
Type	Consent (Action), Discussion

Discussion and possible action on authorization for the Student Services Division to submit the Special Education Staff Retention and Recruitment Grant application, funded through the United States Department of Education, to implement a recruitment plan to increase the candidate pool for special education staff, in the amount of \$600,000.00, to be paid from the Special Education Staff Retention and Recruitment Grant, Fund 0280, effective December 15, 2023, through June 30, 2024, with no impact to the general fund, is recommended. **(For Possible Action)** [Contact Person: Monica Cortez] (Ref. 2.04)

File Attachments

[12.14.23 Ref. 2.04.pdf \(306 KB\)](#)

**Subject** 2.05 Credit Toward Graduation from High School for Courses Taken Through the Nevada System of Higher Education.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Teaching and Learning

Access Public

Type Consent (Action), Discussion

Discussion and possible action to approve requested Dual Enrollment courses, aligned to the Nevada System of Higher Education to improve student achievement, with no impact to the general fund, is recommended. **(For Possible Action)** [Contact Person: Mike Barton] (Ref. 2.05)

File Attachments  
[12.14.23 Ref. 2.05.pdf \(131 KB\)](#)

## 2. Consent Agenda - Business and Finance

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**Subject** 2.06 Warrants.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Business and Finance

Access Public

Type Consent (Action), Discussion

Discussion and possible action on ratification of the warrants as listed in the Bills Payable Transmittal and the Board Memorandum to be presented at the Board meeting, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.06)

File Attachments  
[12.14.23 Ref. 2.06.pdf \(2,272 KB\)](#)

**Subject** 2.07 Recap of Budget Appropriation Transfers.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Business and Finance

Access Public

Type Consent (Action), Discussion

Discussion and possible action on authorization to include the Recap of Budget Appropriation Transfers between governmental functions of all funds for the period beginning November 1, 2023, through November 30, 2023, in the official Board minutes as required by Nevada Revised Statutes (NRS) 354.598005, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.07)

File Attachments  
[12.14.23 Ref. 2.07.pdf \(465 KB\)](#)

## 2. Consent Agenda - Human Resources

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**Subject** 2.08 Unified Personnel Employment.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Human Resources

Access Public

Type Consent (Action), Discussion

Discussion and possible action on approval to employ unified personnel, as listed, is recommended. **(For Possible Action)** [Contact Person: Cedric Cole] (Ref. 2.08)

File Attachments  
[12.14.23 Ref. 2.08.pdf \(306 KB\)](#)

**Subject** **2.09 Licensed Personnel Employment.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Human Resources  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval to employ licensed personnel, as listed, is recommended. **(For Possible Action)** [Contact Person: Cedric Cole] (Ref. 2.09)

File Attachments  
[12.14.23 Ref. 2.09.pdf \(409 KB\)](#)

**Subject** **2.10 Class-Size Reduction Plan.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Human Resources  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on authorization to submit a plan for class-size reduction to the Nevada Department of Education in compliance with NRS 388.720, is recommended. **(For Possible Action)** [Contact Person: Cedric Cole] (Ref. 2.10)

File Attachments  
[12.14.23 Ref. 2.10.pdf \(1,257 KB\)](#)

**Subject** **2.11 iteachU.S. Memorandum of Agreement for Teacher Licensure.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Human Resources  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on authorization to enter into a Memorandum of Agreement between iteachU.S. Nevada and Clark County School District, and for the Superintendent of Schools, Clark County School District, and the President and Clerk, Clark County School District Board of Trustees, to sign the Memorandum of Agreement is recommended. **(For Possible Action)** [Contact Person: Cedric Cole] (Ref. 2.11)

File Attachments  
[12.14.23 Ref. 2.11.pdf \(1,206 KB\)](#)

**Subject** **2.12 Amendment to the Memorandum of Agreement with the Board of Regents of the Nevada System of Higher Education on Behalf of Nevada State University.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Human Resources  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on authorization to enter into an Amendment to the Memorandum of Agreement between the Clark County School District and the Board of Regents of the Nevada System of Higher Education on behalf of Nevada State University for The Transformation Network Internship Program to provide opportunities for selected teacher residents to assume responsibility for their own classroom, with support, while being compensated according to the Memorandum of Agreement for elementary schools within The Transformation Network, effective December 14, 2023, through the 2023–2024 and 2024–2025 school years, and for the Superintendent of Schools, Clark County School District, and the President and Clerk, Clark County School District Board of Trustees, to sign the Memorandum of Agreement, with no impact to the general fund, is recommended. **(For Possible Action)** [Contact Person: Cedric Cole] (Ref. 2.12)

File Attachments  
[12.14.23 Ref. 2.12.pdf \(3,511 KB\)](#)

**Subject** 2.13 Memorandum of Agreement between Clark County School District and the Board of Regents of the Nevada System of Higher Education on Behalf of University of Nevada, Las Vegas.

**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

**Category** 2. Consent Agenda - Human Resources

**Access** Public

**Type** Consent (Action), Discussion

Discussion and possible action on authorization to enter into a Memorandum of Agreement between Clark County School District and the Board of Regents of the Nevada System of Higher Education on Behalf of University of Nevada, Las Vegas, and for the Superintendent of Schools, Clark County School District, and the President and Clerk, Clark County School District Board of Trustees, to sign the Memorandum of Agreement is recommended. **(For Possible Action)** [Contact Person: Cedric Cole] (Ref. 2.13)

File Attachments  
[12.14.23 Ref. 2.13.pdf \(1,337 KB\)](#)

## 2. Consent Agenda - Operations

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**Subject** 2.14 Purchasing Awards.

**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

**Category** 2. Consent Agenda - Operations

**Access** Public

**Type** Consent (Action), Discussion

Discussion and possible action on approval to purchase goods or services in the estimated total amount of \$35,308,214.98 in compliance with NRS 332, as listed, is recommended. **(For Possible Action)** [Contact Person: Mike Casey] (Ref. 2.14)

File Attachments  
[12.14.23 Ref. 2.14.pdf \(3,596 KB\)](#)

**Subject** 2.15 Purchase Orders.

**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

**Category** 2. Consent Agenda - Operations

**Access** Public

**Type** Consent (Action), Discussion

Discussion and possible action on ratification of the purchase orders in the total amount of \$5,441,736.64 as listed, is recommended. **(For Possible Action)** [Contact Person: Mike Casey] (Ref. 2.15)

File Attachments  
[12.14.23 Ref. 2.15.pdf \(567 KB\)](#)

## 2. Consent Agenda - Facilities

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**Subject** 2.16 Architectural Design Services: Cafeteria Addition at Basic Academy of International Studies.

**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

**Category** 2. Consent Agenda - Facilities

**Access** Public

**Type** Consent (Action), Discussion

Discussion and possible action on approval to select the architectural firm of Knit to provide architectural design services to prepare plans, specifications, and other construction documents for a design, bid, and build method of construction in support of the cafeteria addition at Basic Academy of International Studies, in the amount of \$470,400.00, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0017040; and for Richard Baldwin, Director of Comprehensive Planning to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.16)

File Attachments  
[12.14.23 Ref. 2.16.pdf \(298 KB\)](#)

**Subject** 2.17 Contract Award: Cafeteria Addition at Eldorado High School.  
**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
**Category** 2. Consent Agenda - Facilities  
**Access** Public  
**Type** Consent (Action), Discussion

Discussion and possible action on approval of award to the lowest responsive and responsible bidder for the cafeteria addition at Eldorado High School in the amount of \$6,500,000.00, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0016242; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.17)

File Attachments  
[12.14.23 Ref. 2.17.pdf \(386 KB\)](#)

**Subject** 2.18 Contract Award: Roof Replacement and Refurbishment at Las Vegas Academy of the Arts.  
**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
**Category** 2. Consent Agenda - Facilities  
**Access** Public  
**Type** Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder for the roof replacement and refurbishment at the Las Vegas Academy of the Arts in the amount of \$1,841,000.00, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0015382; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.18)

File Attachments  
[12.14.23 Ref. 2.18.pdf \(330 KB\)](#)

**Subject** 2.19 Contract Award: Preconstruction Services Comprehensive Modernization at Cheyenne High School.  
**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
**Category** 2. Consent Agenda - Facilities  
**Access** Public  
**Type** Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the best-qualified construction manager at risk for preconstruction services in support of the comprehensive modernization at Cheyenne High School, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0015064; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.19)

File Attachments  
[12.14.23 Ref. 2.19.pdf \(388 KB\)](#)

**Subject** 2.20 Contract Award: Preconstruction Services Comprehensive Modernization at Green Valley High School.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the best-qualified construction manager at risk for preconstruction services in support of the comprehensive modernization at Green Valley High School, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0015058; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.20)

File Attachments  
[12.14.23 Ref. 2.20.pdf \(388 KB\)](#)

**Subject 2.21 Contract Award: Preconstruction Services Comprehensive Modernization at Charles A. Silvestri Junior High School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the best-qualified construction manager at risk for preconstruction services in support of the comprehensive modernization at Charles A. Silvestri Junior High School, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0015055; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.21)

File Attachments  
[12.14.23 Ref. 2.21.pdf \(375 KB\)](#)

**Subject 2.22 Contract Award: Preconstruction Services Comprehensive Modernization at Theron L. Swainston Middle School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the best-qualified construction manager at risk for preconstruction services in support of the comprehensive modernization at Theron L. Swainston Middle School, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0015060; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.22)

File Attachments  
[12.14.23 Ref. 2.22.pdf \(391 KB\)](#)

**Subject 2.23 Contract Award: Preconstruction Services School Replacement at Ed Von Tobel Middle School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the best-qualified construction manager at risk for preconstruction services in support of the school replacement at Ed Von Tobel Middle School, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0001651; and for Richard Baldwin, Director of Comprehensive Planning to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.23)



File Attachments  
[12.14.23 Ref. 2.23.pdf \(380 KB\)](#)

**Subject** **2.24 Contract Award: Preconstruction Services Comprehensive Modernization at Preparatory Institute, School for Academic Excellence at Charles I. West Hall High School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Facilities

Access Public

Type Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the best-qualified construction manager at risk for preconstruction services in support of the comprehensive modernization at Preparatory Institute, School for Academic Excellence at Charles I. West Hall (West Prep) High School, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0015056; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.24)

File Attachments  
[12.14.23 Ref. 2.24.pdf \(429 KB\)](#)

**Subject** **2.25 Contract Award: Unit Price Contract – Install Fabric Shade Structures at Various Clark County School District Facilities.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Facilities

Access Public

Type Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the lowest responsive and responsible bidder for the installation of fabric shade structures unit price contract at various Clark County School District schools and facilities, with a not-to-exceed amount of \$5,000,000.00 for one year, with five one-year renewal options, to be paid from the Governmental Services Tax, Various Funds, Various Projects; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.25)

File Attachments  
[12.14.23 Ref. 2.25.pdf \(510 KB\)](#)

**Subject** **2.26 Contract Award: Preconstruction Services Comprehensive Modernization at Thurman White Academy of the Performing Arts Middle School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Facilities

Access Public

Type Consent (Action), Discussion

Discussion and possible action on approval of an award of contract to the best-qualified construction manager at risk for preconstruction services in support of the comprehensive modernization at Thurman White Academy of the Performing Arts Middle School, to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0015057; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.26)

File Attachments  
[12.14.23 Ref. 2.26.pdf \(397 KB\)](#)

**Subject** **2.27 Change in Service.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on ratification of a change in service to the architectural design services agreement for a net increase of \$1,400.00 to the agreement for Crestwood Elementary School to be paid from the Governmental Services Tax, Fund 3400000000, Project C0014604, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.27)

File Attachments  
[12.14.23 Ref. 2.27.pdf \(396 KB\)](#)

**Subject 2.28 Change Order.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on ratification of a change order for a net increase of \$132,218.64 to the construction contracts for Sandy Valley High School (\$132,218.64 - Rafael Construction, Inc.), is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.28)

File Attachments  
[12.14.23 Ref. 2.28.pdf \(468 KB\)](#)

**Subject 2.29 Engineering Services Agreement Geotechnical Services New School at South Career and Technical Academy.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval to enter into an engineering services agreement with GES, Inc. in support of the new school at South Career and Technical Academy in the amount of \$392,560.00 to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0001640; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.29)

File Attachments  
[12.14.23 Ref. 2.29.pdf \(274 KB\)](#)

**Subject 2.30 Engineering Services Agreement Geotechnical Services Replacement School At C.W. Woodbury Middle School.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval to enter into an engineering services agreement with GEOTEK, Inc. in support of the replacement school at C.W. Woodbury Middle School in the amount of \$500,610.00 to be paid from the 2015 Capital Improvement Program, Fund 3150000000, Project C0001645; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.30)

File Attachments  
[12.14.23 Ref. 2.30.pdf \(287 KB\)](#)

**Subject** **2.31 Grant of Easement to Las Vegas Valley Water District at William E. Ferron Elementary School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval to grant and convey perpetual access easement to the Las Vegas Valley Water District at William E. Ferron Elementary School for construction, operation, use, maintenance, repair, replacement, reconstruction, removal of pipelines, all underground and surface appurtenances for conducting water, and any facilities ancillary thereto, such as electric power, fiber optic, and the rights of ingress and egress, over, on, above, across, and under, and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee to sign the granting document, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.31)

File Attachments  
[12.14.23 Ref. 2.31.pdf \(3,114 KB\)](#)

**Subject** **2.32 Grant of Easement to Las Vegas Valley Water District at Red Rock Elementary School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval to grant and convey perpetual access easements to the Las Vegas Valley Water District at Red Rock Elementary School for construction, operation, use, maintenance, repair, replacement, reconstruction, removal of pipelines, all underground and surface appurtenances for conducting water, and any facilities ancillary thereto, such as electric power, fiber optic, and the rights of ingress and egress, over, on, above, across, and under, and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee to sign the granting documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.32)

File Attachments  
[12.14.23 Ref. 2.32.pdf \(3,526 KB\)](#)

**Subject** **2.33 Right-of-Entry to NV Energy at Red Rock Elementary School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval for a right-of-entry to Red Rock Elementary School to construct, operate, add to, modify, maintain, and remove communication and electrical facilities as delineated by NV Energy, upon, over, under, and through the property, and provide unrestricted passage of employees, contractors, subcontractors, and their vehicles, and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee to sign the granting document, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.33)

File Attachments  
[12.14.23 Ref. 2.33.pdf \(1,722 KB\)](#)

**Subject** **2.34 Right-of-Entry to NV Energy at Lomie G. Heard Elementary School.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 2. Consent Agenda - Facilities  
Access Public  
Type Consent (Action), Discussion

Discussion and possible action on approval for a right-of-entry to Lomie G. Heard Elementary School, to construct, operate, add to, modify, maintain, and remove communication and electrical facilities as delineated by NV Energy, upon over, under, and through the property, and provide unrestricted passage of employees, contractors and subcontractors, and their vehicles, and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee to sign the granting document, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.34)

File Attachments  
[12.14.23 Ref. 2.34.pdf \(1,662 KB\)](#)

**Subject** **2.35 Signature Designee.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Facilities

Access Public

Type Consent (Action), Discussion

Discussion and possible action on approval to authorize Brandon McLaughlin, Assistant Superintendent, Construction, to act as the Clark County School District Board of School Trustees designee to sign all construction project related documents, including, but not limited to, documents granting; rights-of-way, easements, agreements, applications, and leasing of building or property needed for the Clark County School District, and other documents, and correspondence pertinent to the development of lands under local, state, or federal jurisdiction for educational and related school facilities. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.35)

File Attachments  
[12.14.23 Ref. 2.35.pdf \(308 KB\)](#)

**Subject** **2.36 Professional Services Agreement: Office Consolidation Study at Various Clark County School District Office Sites.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Facilities

Access Public

Type Consent (Action), Discussion

Discussion and possible action on approval to enter into a professional services agreement with DLR Group Architecture, Inc. in support of the office consolidation study at various CCSD offices in the amount of \$209,615.00, to be paid from Cost Center 1010049059, Fund 1000000000; and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of School Trustees' designee for all project documents, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.36)

File Attachments  
[12.14.23 Ref. 2.36.pdf \(256 KB\)](#)

**Subject** **2.37 Interlocal Agreement Between Clark County School District and the Las Vegas Valley Water District for Asphalt Pavement Restoration Reimbursement.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 2. Consent Agenda - Facilities

Access Public

Type Consent (Action), Discussion

Discussion and possible action on approval to enter into an Interlocal Agreement between Clark County School District and the Las Vegas Valley Water District for the Asphalt Pavement Restoration Reimbursement within Saint Louis Avenue between 10th Street and Maryland Parkway, where the Clark County School District will replace a ten inch waterline. Interlocal Agreement is to be paid in the amount of \$316,182.21, from Fund 3150000000, Project C0001623 – John C. Fremont MS Replacement School – 2015 Capital Improvement Program, and for Richard Baldwin, Director of Comprehensive Planning, to act as the Board of Trustees' designee to sign the agreement, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.37)

File Attachments  
[12.14.23 Ref. 2.37.pdf \(1,180 KB\)](#)

## 2. Consent Agenda - Policies/Regulations

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<b>Subject</b>	<b>2.38 Amendment of Clark County School District Regulation 7113.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	2. Consent Agenda - Policies/Regulations
Access	Public
Type	Consent (Action), Discussion

Discussion and possible action on approval of the amendment of Clark County School District Regulation 7113, Closing Schools, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 2.38)

File Attachments  
[12.14.23 Ref. 2.38.pdf \(389 KB\)](#)

## 2. Consent Agenda - Office of the Chief of Staff

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<b>Subject</b>	<b>2.39 Grant Application - Johnson O'Malley Program through the Bureau of Indian Education, United States Department of the Interior.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	2. Consent Agenda - Office of the Chief of Staff
Access	Public
Type	Consent (Action), Discussion

Discussion and possible action on authorization to implement the federally-funded Johnson O'Malley Program through the Bureau of Indian Education, United States Department of the Interior, to meet the needs of American Indian and Alaska Native students, from January 1, 2024, through September 30, 2024, to be paid from Fund 0280, Grant 5637024, in the approximate amount of \$35,886.00, with no impact to the general fund, is recommended. **(For Possible Action)** [Contact Person: Shana Rafalski] (Ref. 2.39)

File Attachments  
[12.14.23 Ref. 2.39.pdf \(237 KB\)](#)

## 3. Formative Board Reports and Updates

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<b>Subject</b>	<b>3.01 American Rescue Plan Elementary and Secondary School Emergency Relief Funds (ARP ESSER III) Annual Use of Funds Report.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	3. Formative Board Reports and Updates
Access	Public
Type	Regular (Action), Discussion, Presentation

Presentation and discussion on the Fall 2023 American Rescue Plan Elementary and Secondary School Emergency Relief Funds (ARP ESSER III) Annual Use of Funds Report. **(For Possible Action)** [Contact Person: Kellie Kowal-Paul] (Ref. 3.01)

File Attachments  
[12.14.23 Ref. 3.01\(A\).pdf \(29,512 KB\)](#)  
[12.14.23 Ref. 3.01\(B\).pdf \(1,179 KB\)](#)

<b>Subject</b>	<b>3.02 Focus: 2024 Strategic Plan Update — Career and Technical Education, International Baccalaureate, and Magnet Schools.</b>
Meeting	Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.
Category	3. Formative Board Reports and Updates
Access	Public
Type	Regular (Action), Discussion, Presentation

Presentation and discussion on the acceptance of a report as presented on Focus: 2024 Indicators and Results pertaining to SS-3(C): CTE enrollment and diversity, SS-3(D): High-skill and high-demand programs of study, SS-3(E): International Baccalaureate, and SS-3(F): Magnet school enrollment. **(For Possible Action)** [Contact Person: Mike Barton] (Ref. 3.02) (According to Governance Policy B/SE-3: Board Report and Progress Monitoring, B/SE-4: Board Report Content, B/SE-6: Board Report Schedule, and B/SE-7: Board Response to Board Reports)

File Attachments

[12.14.23 Ref. 3.02\(A\).pdf \(1,505 KB\)](#)  
[12.14.23 Ref. 3.02\(B\).pdf \(1,369 KB\)](#)

**Subject** 3.03 Focus: 2024 Strategic Plan Update – Student Discipline.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 3. Formative Board Reports and Updates

Access Public

Type Regular (Action), Discussion, Presentation

Presentation and discussion on the acceptance of a report as presented on Focus: 2024 Indicators and Results pertaining to SS-4(C): Student suspensions, SS-4(D): Disproportionality in student suspensions, SS-4(E): Student discretionary expulsion referrals, and SS-4(F): Disproportionality in student discretionary expulsion referrals. **(For Possible Action)** [Contact Person: Mike Barton] (Ref. 3.03) (According to Governance Policy B/SE-3: Board Report and Progress Monitoring, B/SE-4: Board Report Content, B/SE-6: Board Report Schedule, and B/SE-7: Board Response to Board Reports)

File Attachments

[12.14.23 Ref. 3.03\(A\).pdf \(1,231 KB\)](#)  
[12.14.23 Ref. 3.03\(B\).pdf \(1,358 KB\)](#)

#### 4. Trustee and Superintendent Business Items

**Subject** 4.01 2023-2024 Amended Final Budget.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 4. Trustee and Superintendent Business Items

Access Public

Type Regular (Action), Discussion

Presentation, discussion, and possible action on adoption of the 2023-2024 Amended Final Budget and authorization for members of the Clark County School District Board of Trustees to file as required by Nevada Revised Statutes 354.598005, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 4.01)

File Attachments

[12.14.23 Ref. 4.01\(A\).pdf \(3,780 KB\)](#)  
[12.14.23 Ref. 4.01\(B\).pdf \(1,551 KB\)](#)  
[12.14.23 Ref. 4.01\(C\).pdf \(1,548 KB\)](#)

**Subject** 4.02 Notice of Intent – Clark County School District Regulation 3432.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 4. Trustee and Superintendent Business Items

Access Public

Type Regular (Action), Discussion

Discussion and possible action on approval of the Notice of Intent to Adopt, Repeal, or Amend Clark County School District Regulation 3432, District Liability Claim Resolution, prior to submission to the Board of School Trustees for approval on January 11, 2024, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 4.02)

File Attachments

[12.14.23 Ref. 4.02.pdf \(430 KB\)](#)

**Subject** 4.03 Notice of Intent – Clark County School District Regulation 3432.1.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 4. Trustee and Superintendent Business Items

Access Public

Type Regular (Action), Discussion

Discussion and possible action on approval of the Notice of Intent to Adopt, Repeal, or Amend Clark County School District Regulation 3432.1, District Workers' Compensation Claim Resolution, prior to submission to the Board of School Trustees for approval on January 11, 2024, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 4.03)

File Attachments  
[12.14.23 Ref. 4.03.pdf \(389 KB\)](#)

**Subject** 4.04 Notice of Intent – Clark County School District Regulation 3213.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 4. Trustee and Superintendent Business Items

Access Public

Type Regular (Action), Discussion

Discussion and possible action on approval of the Notice of Intent to Adopt, Repeal, or Amend Clark County School District Regulation 3213, Buildings and Sites Funds, prior to submission to the Board of School Trustees for approval on January 11, 2024, is recommended. **(For Possible Action)** [Contact Person: Jason Goudie] (Ref. 4.04)

File Attachments  
[12.14.23 Ref. 4.04.pdf \(419 KB\)](#)

**Subject** 4.05 Notice of Intent – Clark County School District Board of Trustees Governance Policy, GP-9: Meeting Planning.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 4. Trustee and Superintendent Business Items

Access Public

Type Regular (Action), Discussion

Discussion and possible action on approval of the Notice of Intent to Adopt, Repeal, or Amend Clark County School District Governance Policy, GP-9: Meeting Planning, prior to submission to the Board of Trustees for approval on January 11, 2024 is recommended. **(For Possible Action)** [Contact Person: Evelyn Garcia Morales] (Ref. 4.05) *(According to Governance Policy GP-16: Policy Development and Review)*

File Attachments  
[12.14.23 Ref. 4.05.pdf \(476 KB\)](#)

**Subject** 4.06 Public Hearing On and Possible Approval of the Data Sharing Agreement between the Clark County School District and the State of Nevada.

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.

Category 4. Trustee and Superintendent Business Items

Access Public

Type Regular (Action), Discussion

Goals [Priority 4: Sound Fiscal Management.](#)

This is the time and place to conduct a public hearing on, discussion of, and possible action on approval of the Data Sharing Agreement between the Clark County School District and the State of Nevada. Those wishing to address the Board in person at the meeting may sign up to speak by calling the Board Office at 702-799-1072 during regular business hours. Alternatively, speakers may sign up in person immediately prior to the beginning of

the meeting, or comments may be submitted in writing by email to [BoardMtgComments@nv.ccsd.net](mailto:BoardMtgComments@nv.ccsd.net) at least 8 business hours prior to the scheduled start of the meeting. **(For Possible Action)** [Contact Person: David Hall] (Ref. 4.06)

File Attachments  
[12.14.23 Ref. 4.06.pdf \(252 KB\)](#)

## **5. Public Comment on Items Not Listed as Action Items on the Agenda**

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**Subject** 5.01 Public Comment on Items Not Listed as Action Items on the Agenda.  
**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
**Category** 5. Public Comment on Items Not Listed as Action Items on the Agenda  
**Access** Public  
**Type** Information

Public Comment during this portion of the agenda is offered for individuals wishing to speak on matters within the jurisdiction of the Board but not listed as an action item on the agenda. Each individual wishing to speak during the period will be given 3 minutes to address the Board. The public should be aware that the Board is unable by law, to deliberate or take action on items not listed on the agenda. In an effort to be fair and consistent, Board members will refrain from addressing individual public comments. *(According to Governance Policy GP-11: Public Comment)*

## **6. Upcoming Meeting Announcement**

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**Subject** 6.01 Upcoming Meeting of the Board of Trustees - Tuesday, January 2, 2024, 5:30 p.m.  
**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
**Category** 6. Upcoming Meeting Announcement  
**Access** Public  
**Type** Information

For a complete list of upcoming meetings of the Board of School Trustees and Board Committee Meetings please link <https://www.ccsd.net/trustees/>.

## **7. Adjourn**

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**Subject** Adjourn.  
**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
**Category** 7. Adjourn  
**Access** Public  
**Type** Regular (Action)

**(For Possible Action)** *(According to Governance Policy GP-10: Construction of the Agenda)*

## **8. Information**

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**Subject** 8.01 Information on Report of Gifts.  
**Meeting** Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
**Category** 8. Information  
**Access** Public  
**Type** Information

[Contact Person: Jason Goudie] (Info. 8.01)

File Attachments  
[12.14.23 Info. 8.01.pdf \(164 KB\)](#)

**Subject** 8.02 Emergency Temporary Controlled Low-Strength Material Earth Shoring And Debris Haul-Off At Earl B. Lundy Elementary School.



Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 8. Information  
Access Public  
Type Information

[Contact Person: Jason Goudie] (Info. 8.02)

File Attachments  
[12.14.23 Info. 8.02.pdf \(258 KB\)](#)

**Subject 8.03 Informational Item on Flooring Installation Unit Price Contract at Various Clark County School District Facilities.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 8. Information  
Access Public  
Type Information

[Contact Person: Jason Goudie] (Info. 8.03)

File Attachments  
[12.14.23 Info. 8.03.pdf \(253 KB\)](#)

**Subject 8.04 Unit Cost Contract Amendment IV Non-Play Turf Removal at Various Clark County School District Facilities.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 8. Information  
Access Public  
Type Information

[Contact Person: Jason Goudie] (Info. 8.04)

File Attachments  
[12.14.23 Info. 8.04.pdf \(234 KB\)](#)

**Subject 8.05 Unified Personnel Promotions and Transfers/Reassignments.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 8. Information  
Access Public  
Type Information

[Contact Person: Cedric Cole] (Info. 8.05)

File Attachments  
[12.14.23 Info. 8.05.pdf \(193 KB\)](#)

**Subject 8.06 Unified Personnel Separations.**

Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 8. Information  
Access Public

Type Information

[Contact Person: Cedric Cole] (Info. 8.06)

File Attachments  
[12.14.23 Info. 8.06.pdf \(165 KB\)](#)

**Subject** **8.07 Licensed Personnel Separations.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 8. Information  
Access Public  
Type Information

[Contact Person: Cedric Cole] (Info. 8.07)

File Attachments  
[12.14.23 Info. 8.07.pdf \(197 KB\)](#)

**Subject** **8.08 Support Professional and School Police Staffing Report.**  
Meeting Dec 14, 2023 - Agenda, Regular Board Meeting, 5:00 p.m.  
Category 8. Information  
Access Public  
Type Information

[Contact Person: Cedric Cole] (Info. 8.08)

File Attachments  
[12.14.23 Info. 8.08.pdf \(269 KB\)](#)