

Minutes
Clark County School District
Special Meeting of the Board of School Trustees
Edward A. Greer Education Center, Board Room
2832 East Flamingo Road, Las Vegas, Nevada 89121

Wednesday, May 29, 2024

4:21 p.m.

Roll Call:	<u>Members Present</u>	<u>Members Absent</u>
	Evelyn Garcia Morales, President	Lola Brooks, Member
	Irene Bustamante Adams, Vice President	Dane Watson, Member
	Lisa Guzmán, Clerk	
	Linda P. Cavazos, Member	
	Ramona Esparza-Stoffregan, Member	
	Adam Johnson, Member	
	Lisa Satory, Member	
	Katie Williams, Member	
	Brenda Zamora, Member	

Brenda Larsen-Mitchell, Ed.D., Interim Superintendent of Schools

Trustee Garcia Morales:

I am President Garcia Morales and I call this special board meeting of May 29th to order. The time is 4:21 p.m. I'd like to remind everybody to please silence their electronic devices. We acknowledge the land on which we gather is territorial homelands of the Nuwu-the Moapa Band of Paiutes, and the Las Vegas Band of Paiutes.

Trustee Garcia Morales:

Trustee Zamora will lead the Pledge of Allegiance.

Okay. Thank you very much Trustee Zamora.

Adoption of the Agenda

Motion to adopt the agenda.

Motion: Bustamante Adams Second: Guzmán Vote: Unanimous

Trustee Garcia Morales:

I'd like to confirm that Trustee Brooks is on the line? Trustee Watson? Thank you. Okay. Okay. Trustee Bustamante Adams, can you help me please make a motion for the agenda?

Trustee Bustamante Adams:

Thank you Madam President. I approve the agenda for May 29th, 2024 as is.

Trustee Garcia Morales:

Do we need to include that the... Is Mr. Caruso... Mr. Caruso, do we need to include in the motion or counsel, we need to include that the presentations will be added as reference material or have they already been added for? Yes, please forgive me.

Joe Caruso:

Madam President, members of the board, the presentations will be added at the very end of the meeting to maintain the confidentiality of each presenting. So we'll upload it after the meeting concludes.

Trustee Garcia Morales:

Okay. That's just added as reference material, very good. Thank you. Trustee Bustamante Adams, your motion stands. Trustee Guzmán?

Trustee Guzmán:

I second.

Trustee Garcia Morales:

Thank you Trustee Guzmán. Colleagues, we have a motion by Trustee Bustamante Adams, a second by Trustee Guzmán. Please cast your vote.

Thank you colleagues. That motion passes six to zero.

2.01 Superintendent Search Firm Selection.

Discussion and possible action regarding the selection of a superintendent search firm based on the presentations and interviews from Alma Advisory Group, Hazard, Young, Attea & Associates, and McPherson & Jacobson, L.L.C. The selected firm will enter into negotiations with the Purchasing Department for a contract with the District and will conduct the search for the new superintendent of schools. **(Possible Action)** [Contact Person: Evelyn Garcia Morales] (Ref. 2.01) *(According to Governance Policy GP-3: Board Responsibilities)*

Motion to select the firm Hazard, Young, Attea & Associates to carry out the Superintendent search.

Motion: Guzmán Second: Bustamante Adams Vote: Unanimous

Trustee Garcia Morales:

All right, colleagues, we're going to move on to item 2.01, the superintendent search firm selection. Okay. We're here this evening to review the presentations from three superintendent search firms, Alma Advisory Group, Hazard Young Aetna and Associates and McPherson and Jacobson LLC. Trustees receive the superintendent search finalist presentation schedule and superintendent search finalist rubric as well as the finalist respondent information previously provided on May 10th when the public received this information via board docs on May 23rd 2024. In addition, the finalist presentations were not previously provided for review in an effort to maintain confidentiality of the work product. We will, however, post the finalist presentations and board docs at the conclusion of this meeting.

Trustee Garcia Morales:

Trustees, as a reminder, we'll allow 40 minutes for the presentations and have 20 minutes for clarifying questions. We will then allow a five-minute transition period between finalists. Please refer to the rubric provided by purchasing department and make your markings accordingly. Also, please be mindful of which firm is presenting so you can mark your ratings in the appropriate column. In addition, please only use the ratings of one through four as noted on the bottom of the rubric. Immediately following all the presentations, we will allow time for deliberation and public comment. After we have had the time to deliberate and hear public comment, we will then proceed in tallying the ratings. When we're ready to tally the ratings, I'll ask board council to track the responses. Ratings, the total score per firm provided by each of you. To be clear, the total score per firm will be provided to counsel by each of you and then provide the average score so that we know the final score for each respondent.

So for example, if I rate search firm X as a total score of X. That is what we will be providing to counsel at the point in time when we begin to provide our total scores for each firm. Pursuant to open meeting law, all responses made on the rubric will be then posted as reference material after the meeting concludes today. Please submit your rubrics to board council at the conclusion of our meeting so that we can post all that information accordingly. And the goal for this evening is to determine which firm has the highest score so that we all know who our selection is for the superintendent search. The rubric scores will be determining factor for the firm selection. Are there any questions regarding this process for the finalist presentations, review and ratings? Okay. All right. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:

For clarification, since we are individually scoring, are we identifying with their names and signing on the scoring report?

Trustee Garcia Morales:

Thank you. Yeah, I'm going to turn it over to Counsel. I believe this is a yes.

Nicole Malich:

Yes, because I'll end up posting them as well to BoardDocs. So don't take any extra notes on there either that you don't want being shared.

Trustee Garcia Morales:

Thank you. Excellent. All right. Colleagues, I want to share with you that the purchasing department suggested a process to determine the order of the presentations and each firm has selected a number. That took place in the back room while we were preparing for closing up our meeting. Where did my list go? That they pulled their numbers and... The presentation order includes, first up will be McPherson and Jacobson. Second will be Hazard Young and Hazard Young, Aita and Associates, and Alma Advisory would be the last group. Okay. Mr. Caruso, I believe that we're ready for the first group, which will be McPherson and Jacobson to come in. Yes. Okay, perfect. Thank you. Yes, thank you. Once they come in, they'll take a seat up front and then they'll go over their presentation. We'll have 40 minutes and Trustee Guzmán has agreed to hold time for us. And then we'll go into twenty-minute Q&A clarifying questions about their presentation. Welcome. Hi. Welcome. Come on over. Do we have additional material? If we could give it to Joe or Katelyn? Yep, thank you. All right, we're going to take a minute or two to get settled and just colleagues, we are going to begin the presentation here shortly, but each, again, group will have 40 minutes to present, total of an hour. Thank you for your patience and grace. Appreciate that. All right,

Trustee Garcia Morales:

very good. I believe that we are ready and welcome. Please introduce yourself. You, help me press that red button or the button on your piece when you're ready to speak and then we'll turn it over to you and you have 40 minutes.

Steve Joel:

Okay. Thank you. You want us to introduce ourselves first? Okay. Steve Joel with McPherson & Jacobson. Been with the company for 20 plus years, been involved with just about all of our urban searches. Happy to be here. We'll talk about ourselves a little bit more as we get into the presentation.

Walt Cooper:

Good afternoon. I'm Walt Cooper. I'm from Colorado Springs. Sorry. I knew that. My name is Walt Cooper. I'm a retired superintendent from Colorado Springs with McPherson & Jacobson.

Ben Johnson:

You got to make a little bit of levity, right? So Ben Johnson, a search consultant with McPherson. I've been with McPherson about eight years, live in Southern California and like you, a board member as well. So different lenses with our team and so, provides something that's a little bit unique as a search firm. So thank you for allowing us to be here.

Trustee Garcia Morales:

Welcome and please take it away.

Steve Joel:

Okay, very good. Well, again, Steve Joel, I've been with the firm for quite a while, was actually here 14 years ago when leading the search for when Dr. Dwight Jones received the position. It was our first large urban search as a company. And since then, I think if you look at our record, you'll see that we've had many, many more since then, but learned a lot about Clark County, Las Vegas, State of Nevada. We've done other searches in the State of Nevada as well. So we're excited to be here. One thing that we were talking about as a group today between the three of us, we bring more than a hundred superintendent searches to Clark County. So we've definitely got the pedigree, the experience. We've learned a lot. We've learned a lot about Nevada. I learned a lot about Clark County and was really quite impressed 14 years ago with how important the superintendent position was here to everybody.

We had a team of folks that were here for five days all over your city, and they talked to a lot of people, staff and parents and students, and they all said the same thing. We need better results for our kids and we need longevity in the superintendent seat. And that's one of the hallmarks of our company is that we take great pride in our longevity because when we work with boards, we basically say, we hope that that's your intent. Because right now in the urban landscape, and we're very involved with council great city schools and some of the training academies, ASSA and other groups that do those, we're very acutely aware that this is a tough landscape. And so superintendents have choices and selections and opportunities but they'll go someplace where they believe they can be successful. And you as a board of trustees demonstrate that success with your ability and desire to work with them.

And that's what we ask when we enter into a partnership. And our goal, just as we completed the watch show search here a couple of weeks ago, we're very confident that that match was a good match and that

Steve Joel:

superintendent is going to have an opportunity to demonstrate success. So we can do the next slide, please. So our references speak for themselves and hopefully you or your staff have made those calls. You don't have to call very far away to see the most recent work that we've done. Done more than a thousand searches all together. We're very flexible. You hear more about that. Sometimes we get questions, and by the way, you've got in your handouts, you've got a copy of the proposals but you also have the presentation packet as well too and we answered all your questions.

Sometimes boards are seeking specific information about components of the search, we answer that by saying we customize it. We work with you to determine what is the best approach to success and every urban search that I've been involved in is different. They're just not the same. And then we have a vast network of 120 consultants across 30 states and we are going to introduce two other team members to you a little bit later in the presentation. We require very little support of your staff and that's one of the value adds in McPherson and Jacobson over the last five or six years. We do most of the work ourselves and there certainly are tasks that we need to partner with your staff with but we don't burden them with the work of the search process. And again, if you call our references, I think that you'll hear that that's an appreciation.

And then I just believe, we believe that we have the highest retention rates in the country. And a lot of that is because of our model. As you know, it's five phases. It's not only setting up the parameters of the search, developing the appropriate criteria, engaging stakeholders to the degree that you desire and vetting and ultimately you appointing and then us coming back and working with you and the new superintendent. And this is a piece that I'm very proud of because as a superintendent for 37 years of experience, trust me when I tell you, this is missing in America. Working, facilitating a meeting between the board trustees and the new superintendent to create the first year performance objectives.

Too many superintendents get hired and when they get hired, they're given the keys, they get a whole lot of information and they start making decisions. And many times those decisions are not consistent with a long-term perspective. And then we provide a two-year guarantee. If for any reason your superintendent is not here, whether induced by you or induced by them, we've never had to pay off in that. One time a superintendent in a far-off place got sick and wasn't able to finish and we come in and we do the search then just for expenses. So we've been in business since 1991 and organizations, you asked about the organizations that we are affiliated with, all of the major organizations, you see them up there. I don't need to repeat them. We have a couple of states. We've had a number of states over the years we've had exclusive arrangements with but we're really proud of the fact that we are well known in the superintendent search world and in the superintendent world.

And we have relationships with many of those individuals and groups that work behind the scenes with superintendents in terms of leadership coaching and trying to get them ready for the next opportunity. So we are very excited to work with you because we believe that we can cast a wide net. Certainly, Nevada is a different state when it comes to transparency and you all know that. It makes it a little bit more challenging but if we can profile this position in the right way, we think that we can certainly get some interest, some good interest. We have 32 applicants in Washoe, as an example. And then I mentioned before, we were here in 2010 and really enjoyed that time and felt like it was important. So I'll turn it over to Mr. Johnson.

Ben Johnson:

Thank you. I want to just point out to that you've looked at the previous slide where it talked about sustainability in years and we started at five years, not two years because 90% of superintendents are

Ben Johnson:

around at two years. So people can throw up numbers but we believe in order to truly have an impact on your students and move the needle and make things happen, it is really... It takes time. You can have immediate impact on some things but that sustainability is important, that's why we use it five-year mark. Before I go into our code of conduct, I think just philosophically, and we know it's important that great things happen in the classroom, but what happens with the superintendents team, with you and the superintendent has the greatest impact on student success. That's not theory, that's proven because if leadership is aligned, the superintendent set with that vision and the boards align with that vision, great things happen for your classroom, the achievement gap or the opportunity gap moves closer and you can have great things that happen.

And I know some of you know more about education than I do because of your background but I think it's critical that you understand that's our philosophy as well. You'll see some comments here about equal opportunity and making sure we are intentional about seeking candidates. So we don't just put an ad up on a website. Once we develop your criteria, we are intentional that we seek candidates because the way you get equality with candidates is by being intentional about that process and going where those candidates are and identifying those candidates. Our system is available for... We have zero barriers, as I said, that talks about our hiring practice that also aligns to our retention of our candidates and that's why those numbers are so high.

The catalytic leadership, people are like, "What the heck does that mean?" And it means that we don't just focus on your superintendent and their leadership, but it also means that that leadership grows from them. So they build... We work on leaders that are going to build capacity in your leadership team because hopefully, your team will stay here with your new leader and those people, when you think about succession planning and making people open for other roles, that leader will do that here because growing within, growing without is important, but also making sure that person's helping other people grow as well. So implicit bias and racial identity. And I've done, in addition to this work, a lot of work on really just the implicit bias piece in doing DEI and training. So we are focused on making sure that acknowledging that is the only way to improve those things.

Steve talked about hearing voices, so the stakeholder meetings are important. That's why some of these associations have picked us because that we don't just have these large town hall meetings with 50 people in, which we don't get 50 people in these meetings anymore anyways, you get two. But really thinking about the voices, so your bargaining units, each of your bargaining units are a voice. Your staff, your cabinet, different groups, different committee groups are with different voices. And so we try to make sure that we create these individual groups to have stakeholder meetings with, that's transparency. So we identify the group... Well, you tell us who the groups are, we communicate with those groups and have one-on-one session with those groups to make sure that those unique voices are heard by the board, they're heard by the community, and it's a public document. And it also helps as you move forward with your planning, to help identify and move forward with your priorities. And then of course, we apply with all state policies and laws.

So if you think about our experience and the question is about what do we do? We're a superintendent search firm, that's our focus. We have been asked to do other searches but that's our focus. I think I also want to differentiate between, we work for boards. We don't have a cadre of candidates that we move from one district to another district. We work for boards. So every one of our searches is unique. Every search that we do is, and I'm not trying to be corny with this, but it's special because we know that the education piece is a great equalizer. It'll make a difference for you and it'll make a difference for your students. We've done over a thousand searches in 45 states since 1991. And as said, we stand on those and the searches

Ben Johnson:

that we've done most, we've talked about Washoe but Baltimore and Broward counties are really similar districts, diverse and really highly influential.

I talked about this a little bit, and anybody can put up an ad on a website and throw things out on LinkedIn, that's not doing a search right there. You wouldn't be hiring someone to do that, so it's being intentional. I know some of my colleagues have... People know that we're here already and some of my colleagues have already had phone calls about, let us know if you get this because we want to work with you and we're interested in the opportunity and you haven't even approved who you're going to do but people know that we're here. The most effective way that we find people is we spend a lot of time on the front end, building criteria because although there's a lot of people here, when you think about this big picture of people that are qualified, there's a lot of qualified candidates but they may not be the right fit. And so, making sure as we drill down and going through the process but that's how we...

Once the board identifies their criteria, we will start identifying people specifically that we think that will be successful here because we want you to win, we want your students to win and quite selfishly, 7, 8, 9 years down the road, we want you to invite us back. So I think we covered this but 83% of our candidates are in the position after five years, 56 after 10 and 43 after 15 years. And we don't make these slides and then don't change them. We constantly are updating our slides to make sure the information we're giving you is accurate. Quite frankly, those numbers used to be a little bit higher because post-COVID, we've seen superintendents retire sooner than they used to. So it's really important that as you go through this process, that the firm that you pick is very specific about what you need and also making sure that the quality of candidates are at a higher caliber because these are really difficult times, and I'm not saying this to minimize anything, but I was a board member in a K-12 district for 21 years and two years in a county.

And the issues that you're facing now versus even two years ago or a light years difference. And I think understanding that candidates that can theoretically do the job versus really doing the job takes really intentional focus and understanding of what's happening out there. And so that's why these numbers continue to at least to be higher, most of the firms out there.

Walt Cooper:

Thanks Ben. So I'll take the next few questions. The next question that you asked was our commentary on the timeframe that was originally put forth in the RFP. And so the most recent districts that we put in the comparison slide, a couple of those averaged right about 12 weeks. And so that's pretty typical. And if you backwards map from a November one start date which you had talked about, if we get rolling here in early-ish June, that's a very feasible timeline. Understanding that depending on an individual candidate, your selection ultimately, that individual candidate situation, current contract situation, those things, those may be a little beyond our control but everything within the search calendar, that seems very logical, very doable for a November one start date. And then you ask the question about how would we understand the unique needs of the district?

And this is probably in my mind, the second most important question that you put forth in the entire document because as you've heard, one of the things that we really think is a key to our success is that we understand the district so that we can customize the search protocols to best meet your needs. No two search. I've done 26 searches in the last two and a half years. None of those look the same. Many of them had very similar components but no two looked the same. And that was primarily driven by the needs of the district and/or the desires of the board or both. And so the underlying tenant in that, how we most get to know the district is through stakeholder engagement. And we consider in that regard the trustees to be one

Walt Cooper:

of those stakeholder groups. So we would look to engage with our team, who you'll meet the rest of our team here in just a minute on a subsequent slide.

But we would engage in one-on-one conversations with each trustee. And we would then look to broaden our stakeholder input through the use of our partner which is K-12 Insight. That's a data and survey firm, has the capacity to do massive data aggregation and disaggregation in terms of stakeholder feedback, 24 different languages. We can break it out by demographics, whether it's staff, parents, students. And so, we would bring them in to help us run the stakeholder feedback. And then we'll bring search team members boots on the ground, if you will, into Clark County to meet with individual stakeholders or hold virtual stakeholder meetings with groups that you identify. What I would tell you is not too long ago, probably post or pre-pandemic, but not too long ago, town hall meetings, stakeholder meetings, meetings in the Commons at the local middle school, invite anyone that comes and wants to give input used to be very common.

Folks just don't turn out for those. We're willing to do those but what we really want to do is make sure that all voices are captured equally. Every voice that wants to be a voice is captured equitably and authentically. And online surveys, if it's a good online survey like we would do through K-12 Insight is the way to do that because it doesn't land with the loudest voice in the room or those that might have access to get to an in-person meeting where others may not. So there certainly is a place for in-person stakeholder meetings but typically with, as Ben said, specifically identified group with the superintendent's cabinet or with association leadership or maybe with the Chamber or other groups that you identify. But we really do feel like the days of come-one come-all, we're going to have this public meeting where you can share your thoughts about characteristics desired in the next superintendent, that ship's really sailed.

So like I said, we wouldn't slam the door on that if that was really... If you chose us and that was a high priority for you, we would make that happen but we really don't think it's a good use of your time or your resources in order to help us really understand the unique needs of the district. And then the next slide asked about innovative solutions. So what I'll tell you is I don't know if it's innovative or not, probably isn't innovative if you're looking for something in the true definition of innovation. But the ability for us to adapt our proven protocols and our search techniques to individual districts really has, I think that's the hallmark of what makes our searches successful. So we're not going to come in with a recipe that worked in Albuquerque or that worked in Baltimore County or that even worked up in Reno and say, "Here's our recipe for success, follow this." Because it's not going to work exactly here as it worked anywhere else, and we wouldn't expect it to.

So I'm going to turn it back over to Steve, and he'll tell you a little bit about the balance of our team. And then we'll go on from there.

Steve Joel:

So you know the three of us, I'll be the lead consultant, Dr. Cooper will be the project manager, Ben will be one of our consultants but I want to introduce two other members that we're putting on our team. Dr. Kristi Wilson, recently retired after a very successful Phoenix, Arizona area. A number of years as superintendent, former president of ASSA has just joined us in the last several months. And then some of you may know Dr. Gustavo Belderas, who's now serving as president of ALAS. He's done a number of searches on the West Coast for us too. So that's our team. You're going to get five very connected people but Dr. Cooper and I will be the primary. We will work primarily with you to set up the framework for the search and then I'll be the primary decision maker as I was several years ago as well too.

Steve Joel:

And then one of the things that, if you call our references you know, we take great pride in our transparency and communication with the board chair or the board committee. We've worked with board committees in some of the urban searches or the full board of trustees or the regular updates. We don't hide anything. We understand that once names go public, they go public. And our candidates understand that too. And I think if you took our superintendents, they'll tell you that they appreciate working for us as Ben alluded to before. And then we'll all be involved in stakeholder engagement, candidate recruitment and vetting and prioritizing candidates. And I know you know this but it bears repeating, every search firm has to hang their hat on the vetting of candidates. Recruiting is one thing, vetting is another. We have to make sure that who we bring you is who they say they are.

And fortunately, we haven't had those issues. So we start with a personal interview with every viable candidate, one hour with a consultant in which we verify their documentation, their data, their rationale, their reasons, and we ask the last question which is a difference maker for us. Any skeletons in a closet? If your name gets made public in Clark County, what's going to emerge in social media or regular media? And you'd be amazed at the true confessions we get at that point, ranging from parking tickets in college to lots of things. So when we present those finalists to you, they will have been duly vetted and we will explain anything that happens to be out there and we've done that in all of our urban searches. So Dr. Cooper, we're going to go very quickly because we're probably running out of time. Those are the searches that he's been involved in. He and I have worked the last couple together. I was also involved in... I led Baltimore County and Sarasota County and worked on Broward County.

Broward County Superintendent retired after 10 months due to health issues, and the board promoted somebody internally, so that wasn't something that we had to do a guarantee. You can see Ben's, what he's been involved in. Gustavo, and then of course, I said Dr. Wilson is brand new with us. All team members have large scale availability. This is a priority search for us. And so, we will be here at Beck and call. We appoint a point of contact as has happened in many of the urban searches. We'll work very closely with that point of contact. We're not doing a search right now that's in competition with you. And with me, you get somebody that's been very involved in a national arena. I, as a superintendent, a big district, Lincoln Nebraska, not as big as yours by any stretch, but 44,000 students had the opportunity to really integrate myself into what was happening nationally.

So we have a lot of broad range of contacts and then we put the owner of the company up there that if there's any questions that anybody has, you can feel free to call him. He's a retired superintendent as well too and lives in the Denver area.

Ben Johnson:

He's a retired superintendent as well too, and lives in the Denver area.

I think we kind of covered this, but let me talk about a little bit more in detail about how we really find qualified candidates. And so, we talked about our network, the fact that we are a nationwide search firm, but it really is picking up the phone once we identify that criteria and making sure that there's alignment there. We advertise nationally. One of the nice things about even our bandwidth of people is the fact that they may not be interested in moving, but they may know somebody that is. But there are times where we'll call people that have no intention of looking and talk about the opportunity. There are people that like challenges. They want a big district. They want a district that has, let's just be direct, this is a large district that is very visible that we could woo somebody that may not even be thinking about leaving.

But to say to somebody, "Wow, you could really make an impact on a lot of students in a way that aligns with your vision and you've done it here." And I believe past performance is an indicator of future

Ben Johnson:

performance. And so being able to highlight the great things that are happening here and truly recruit candidates that we think would be a match, that's what I like to do. I like to show that opportunity to people. And then, of course, our other connections. The second thing is what suggestions do you have for handling candidates that are in a contract with another agency? We ask all of our candidates up front what their status is and make sure that they're available. So all those details are made aware of for us, and most current superintendents are under some kind of contract, but easily able to get out of those contracts for different opportunities.

I think this was really covered, right, the background, integrity, what I will say about, just briefly about the background, people give us references and they of course always give us reference of people that are going to say wonderful things. We don't stop there. We go three deep. We kind of identify who they've given us, but because we're connected all in different ways, I'll get information from board members that you won't get from a superintendent or a cabinet member. So once we present you with someone, they've got to be open to us talking to anybody because the last thing that the board wants, the committee wants are surprises. So I think we've covered that.

And then non-traditional candidates, if the board's open to that process, we've got examples of non-traditional candidates. It's really what you're looking for. And so, I always tell boards be like this with your recruiting process. Right? Upside down funnel, be wide and broad, and as you think about and go down further, then get narrow, but open a wider net based on the criteria and the outcomes you want from candidates and what you want for your students. And then, narrow it down once you get those resumes in. Don't put a block up here, do it down here.

And diversity is important in every way. Right? Because our students are diverse, our staff's diverse, and we know in the last 30 years we have not moved the achievement gap the way we should. So we're all involved in other organizations to make sure that not only do we recognize that leaders are important, but candidates are important. And so we have good relations with a wide variety of organizations that are diverse, not just here, but in California and other states across the country.

I'm trying to think of how many, the past five years, one-third of applicants have been female. One-fourth have been ethnic diverse, and mine have been a little bit more than that at times, just because I have great relations with people and California is extremely diverse. So I can not think of any interview panel where we haven't had an extremely diverse list of candidates. And we're talking candidates, not just putting names on a sheet to say you presented a diverse pool to the leadership. That's not being truthful. It's who are the candidates that are going to knock it out of the park and not only present them but have been hired. And I think of the 20 plus five plus searches I've done, I think all my candidates have been diverse except two. And then in the past

Trustee Garcia Morales:

What happened?

Ben Johnson:

That the last one? Did I cover that piece? Okay, we're good. Okay. I'm sorry. Yep. And so, we've covered this I think.

Walt Cooper:

So I'm going to talk a little bit about everybody's favorite, I'm sure in our S241. I'm glad you asked the question, and I will tell you in that first bullet, I think this is the greatest challenge that you as the trustees will face in this search. I say that from the recent experience leading the Washoe County search since we started in February, wrapped it up a couple of weeks ago. I don't say that because it's necessarily a bad thing. It is just a challenge. And so, because of our recent experience, we have extensive knowledge with NRS241, and both the challenges and opportunities that we can work to make sure that we have a clear and transparent process, but that does not run afoul. We certainly don't want to run afoul of statute. We don't want to put you in a bad spot.

I'm sure legal counsel doesn't want us to put you in a bad spot to run afoul of statute. But the experience that we recently had in Washoe County really made it fully clear to us that the third bullet on this slide is the most important. And we're not trying to dodge the concrete answers to how will you do A, B, or C. But the answer to that really is we do that together. So we need to work with you select us, and we step in with what we will call phase one. We'll talk about that in just a second. But that's one of the first things that we will talk about is how do we want to design this search process? Where are your comfort zones? Where are the pinch points all as they relate to NRS241, because there's no denying that the more confidentiality that is provided to candidates, the stronger the pool.

That is just a simple and direct correlation. If you want the strongest and deepest pool, you have to provide the greatest level of confidentiality to candidates. That's very difficult to do under the design of Nevada statute. However, there are options. It's not an absolute, it's not a, "Well, you either can do this or this." There are options. But as you see on the second bullet there, that's really what we need to discuss as part of when we start to make the sausage. Right? If you select us and we come back and start our phase one work, that first meeting with the trustees, that's really what we have to decide is where is your comfort level versus in terms of comparing confidentiality and transparency, how much you as the board of trustees want to be involved in vetting, selecting and looking at candidates? How much of that responsibility gets placed on the search firm and where do all those intersect?

And that all happens as we begin phase one. So what I will tell you is, for example, in the search that we just completed in Washoe County, the board of trustees was not involved in the selection of any individual candidates for interview until we brought forward the slate of five finalists. So the community, the trustees, everybody got that list simultaneously. That may not be a comfort zone for you. You may want to go about that differently. You may want to be involved earlier on. What's the will of the board in terms of your involvement in that process? We don't know that. We can't decide that for you, but we can decide that with you in phase one. And we will do all of that under the nexus of making sure we comply with the Open Meetings Act in Nebraska or in Nevada, excuse me.

So we talked a little bit about active recruitment versus passive recruitment, but it's all active recruitment really in terms of our engagement with candidates. And then, we also offer for folks to point us in the direction if there are folks that we should be talking to that you as trustees or that others know about, that active recruiting happens as well. So we will engage with any potential candidates at any time to try to make sure that you have the best and most diverse pool possible. So I talked a little bit about five phases. I won't spend an inordinate amount of time on this chart, but we talk about five phases in terms of the silos of work that we do. Phase five happens after you have selected a candidate, you've negotiated a contract, they've started the job. So if you stay on your schedule of a November one start date, that'll happen sometime right after the first of the year.

But if you look at that chart, phase one and phase four is really work that involves the trustees alongside of your search team. So phase one would be when we would come in and we would spend a couple of hours

Walt Cooper:

in a work session and we would design all the protocols and the benchmarks. We talk about compensation, we talk about everything we need to leave this building, post that job, start talking to people and start building your search and your cadre of candidates for this search. We do all of that in phase two and phase three. So in those weeks that happen in phase two and phase three, you won't see us much, likely. That's when we're doing the work behind the scenes gearing up to phase four, which in a typical protocol, we would come back and engage with the board and say, "Here is a short list of candidates, not your finalists, but here is a short list of candidates from which your finalists will come."

If you want to be part of that selection, we can certainly design the search that way. And that's when that would happen. Yet at that point, all of those candidates then become public information. Those names become public information. So now you start to see where that scale tips a little bit between confidentiality given to candidates and the transparency piece. So that's obviously not something we would sort out today, but we would do that in phase one. And then that with the interviews, here's the schedule in list form. So phase one, if we could start that in early June, then you would have your interviews by early to mid-October with a projected superintendent start date, start date of one November, and then shortly after the beginning of the calendar year, we would come back and we would do phase five. So Ben, do you want to?

Ben Johnson:

Yeah, sure. I think the comments that are made are about being flexible, right? It's your search. It's not our search. And then, once we do the criteria and we can meet the specific needs of you and the community, and it's all about what you need to make this a successful process. So that kind of talks about flexibility. The penalties question, I've never had it happen. The search milestones are happening. But what I would say to the board is if we get to a point of the process at the end of the process and you're not all doing this for your candidates, never, I don't care if it's us or someone else, you bring in, never settle. It's too important of a task.

And if anybody tells you that's all that's out there, that's just not true. So you should be wowed at the process. But when you talk about this last piece, we'll make that we will help you define the responsibilities. We will not depend upon your staff to do that. And our phase one through phase four, we're really good at making sure we give you realistic timelines that aren't wishes, that we want to make sure you have a good process in place. And so, we will be there and we want you to be part of the process. This is a team effort and so for it to be successful, we need the board members to be engaged in that process. Yeah, we can skip that one. Go ahead, Steve.

Steve Joel:

Yeah, so we're getting close to the end. So with the schedule, trustees can expect each schedule meeting to take about two hours. Two to three hours is the norm. Very rarely more than three, but it is dedicated time, and we really do ask that all trustees be present when we have those important sessions. We would like to do one-on-one conversations with each one of the trustees, and probably include executive cabinet in that as well too to give us just a rounded look at the challenges and opportunities here and interviews. We will work with you as Dr. Cooper said, to determine how many you want to bring forward. Washoe brought five, some districts will bring two or three, and we'll work with you on what is a good number. We'll have to wait and see what the candidate pool looks like. And then interviews typically require about 90 minutes each on the part of the trustees.

And we work with you on developing those interview protocols, those questions. And then if you need it, I don't think you do, but if you need any coaching on interviews, we'll certainly be willing to help you with that

Steve Joel:

too. And then we're going to keep you totally informed through your point of contact or user group. And again, check our references on that. And then, it's the trustees sole discretion who serves as your contact person, and it varies from staff members to a designee by the board of trustees or the president of the board of trustees or a group. We've worked with committees. Again, you'll tell us what is the best way that meets your needs.

And we offer guarantees. It's a two-year guarantee if you go all the way through our fifth phase, because our fifth phase leads to longevity. We know that based on what's happened in the field, and we don't have a stable. Mr. Johnson said that. We don't move people around. We don't call people that we placed and say, "We have another opportunity for you." It doesn't mean that they might not reach out to us, but we never initiate that. And then, yeah, you can go to the next one because they're off limits.

Trustee Garcia Morales:

Dr. Joel. I just want to share that there's time, if there's one more thing that you want to just close out so that we can begin questions.

Ben Johnson:

We're on the last slide.

Steve Joel:

Yeah, so we'll close it out by saying. You can read that. We know Nevada, we have good knowledge of your district. We know the challenges in urban education, and I believe that when you look at the urban districts that we've worked with, there's been longevity there. The average shelf life of an urban superintendent is about 3.2 years maybe. Hopefully it's going up. That doesn't do the system any good. That doesn't do your students any good, that doesn't do your community and your stakeholders any good. And that's something that we aim to reverse when we take on projects such as these. And that's what you'll get from us. This will be a priority search for McPherson and Jacobson and our team. So thank you very much.

Trustee Garcia Morales:

Thank you. Thank you. At this time, colleagues, we are entering the question phase and seeking an opportunity for members to ask clarifying questions about the presentation, specifically. Trustee Williams.

Trustee Williams:

Thank you, Madam president. Thank you guys for this presentation, and thank you for bringing this extra packet that's appreciative. I like it. It's got color on it makes it pretty. I just have one question, just I know all of my colleagues have a ton of questions. You have done work for Clark County School District before, you said 14 years ago. So you're generally aware of how much of a melting pot this city is. There are people from all kinds from all over. And although I appreciate you bringing up the fact that Washoe County, you just did that one, but Washoe County's not like Clark County, right? And I like the fact that you already have that experience of open meeting law. That's very helpful. My question is kind of almost on the opposite spectrum of this. How do you sell candidates Clark County School District? Because we go viral a lot, sometimes not for the best reasons. We love our school district and we do so many good things. Those are

Trustee Williams:

unfortunately not the reasons why we go viral. And that's not why people from Florida and New York know us.

Steve Joel:

So the first thing we'll sell is the board of trustees and the work that you're doing. In fact, that commitment's there to work with the superintendents. That's priority number one for them. Way more than money, way more than location. Secondly, superintendents as a group believe that they can break the trend, which is why they get interested in the Clark Counties and the Browards and the Sarasotas and Howard Counties and all the other searches, but sometimes they don't have what it takes to be successful.

You see, when you're an urban superintendent, you have to build relationships. You have to learn the culture before you build relationships. And too often urban superintendents get hired with the mandate to go in there and make dramatic change yesterday. And that very, very rarely works. And so, when we work with candidates, we want to be able to tell them, hopefully, that that isn't the case here in Clark County. Certainly there's work, but you better get to learn the trustees. You better get to learn the internal culture. You better get to learn the way things get done, and then we believe that you have a fighting chance. We would also say multi-year contracts to the degree that they're allowed are very important. And then, you do things as a community once you make that selection as you've done in the past where it becomes a welcoming event. But you're absolutely right, it is a melting pot. And we learned a lot 14 years ago.

Trustee Williams:

Yeah, thank you for that. I mean that in the best way. But our city and our county is very transient. Every four to six years we have brand new neighbors. And so we just want to make sure that the person that comes into this district understands that this is not, once I build a relationship, it's there. This is once I build a relationship in two years, I'm going to have to build this relationship again because someone else is coming. So I appreciate that.

Steve Joel:

And the only other thing I would add to that, we need to be able to tell candidates there's five years here because we know to move your needle, you need five years out of a superintendent. You need that kind of consistent leadership or you get the same results you've always gotten. And so that's why when I started my comments by saying, we want to work with you and hope that you have that commitment, realizing you can't control the next board election. You can't control the headline that may crop up next week that blows everything up. But at the end of the day with the phase five, what are the strategic priorities that you and the new superintendent have agreed are going to be the priority work? And it could be strategic planning, it could be community trust, it could be the budget. There's a whole bunch of things that every district is unique. When you get that, that's when a superintendent knows the work can be more than 18 months, as so many urban superintendents have changed 18 months.

Trustee Garcia Morales:

Thank you. Trustee Guzmán?

Trustee Guzmán:

Thank you, President Garcia-Morales, thank you for this presentation. I really appreciate it. I have gone through our RFP very, very closely. And then also looking at the questions that we asked you to give us information on, and in 4.4 of our RFP, we asked about loss of agreements and inability to fulfill requirements. And I'm just curious, what would prevent us from fulfilling the requirements that are needed to get a great superintendent for our district?

Steve Joel:

Good question.

Trustee Guzmán:

Thank you.

Steve Joel:

And in terms of that, we really haven't run into that. That's not been an issue in any of our searches. But I will tell you superintendents are going to be reluctant to take a job on a split vote, particularly if it's a close split vote. Superintendents are going to be reluctant to take on a position if it's less than a multi-year contract. Superintendents are going to be probably reluctant if in fact there isn't going to be some community acceptance of the fact that a new person's coming in and they're willing to be supportive of them. But we haven't run into that. So again, working with us, we'll get a sense very, very quickly in terms of what you represent as a group and what you represent individually when we do the one-on-ones. And then, we're going to build a profile that we're going to be able to share with these candidates.

Walt Cooper:

If I could just elaborate on that. So just echo Dr. Joel's comments, we've really never run into that, and we've never even had conversations about ensuring and contracts that there are liquidated damages or specific performance clauses or anything like that. Really to the extent that we just say we're here until you select a superintendent. So we have been in situations where we have gone through all the way up through phase four and being ready to name a candidate, and it just doesn't happen. We don't walk away and say, well, we tried. We're with you until we get to the point where you feel comfortable about the candidate. And on the fee that we've proposed, if we extend it six months, if we go back through, I mean, there will be other expenses that we'll incur due that time, but we've never talked about penalties one way or the other. If we don't complete the work, we don't get paid. That's pretty clear in that direction.

Steve Joel:

Fairly negotiate a reasonable contract. We haven't gotten to that, but that could be an issue as well.

Walt Cooper:

But those as we are committed to making sure that we're not finished come a date on the calendar, we're finished when you all have made what you feel is the best decision for your community in hiring your superintendent.

Trustee Guzmán:

Okay. Thank you.

Trustee Garcia Morales:

Thank you. All right, colleagues, we have about 10 more minutes. Sorry. Yes, 11 more minutes. Trustee Esparza-Stoffregan, before we bring up the next group. Let's see. Here we go.

Trustee Esparza-Stoffregan:

Thank you gentlemen for the presentation in the end. So I appreciate that you're saying 14 years ago that you had interaction and of course we're definitely a different landscape right now. We're actually a different board as of January, which is unique. So you talk about being flexible and customizable. I want to hear, let's get into the weeds. What have you done specifically that would be examples of customizing and being flexible for specific districts. Can you give us some things that you've done that have been unique so that we can learn from that?

Walt Cooper:

Yes. So I'm going to use Washoe County for an example. So that is really the first time that we were ever faced with the request. And it was a request by the trustees that we fully identify the finalists that would be considered in that search. That is almost 180 degree departure from our typical protocol. Typically, we would come with a list of, I'm going to use arbitrary numbers, but they're close. We'd come with a list of 10 candidates into executive session with the board. We'd tell what we learned about those candidates. We would tell what our concerns are about those candidates. We would show you three video interviews that we conducted with those candidates, and then we would look for you all to reach consensus about which two or three of those candidates you would like to bring forward to interview as finalists. That can't happen under Nevada law. It simply can not.

So we turned the entire search upside down, really. And we still did the videos, but we made those videos public as part of the public-facing information after the finalists were named. We use them in our screening and our vetting like we would normally do. The trustees never saw those videos before they were posted on the website for the entire community to see as well. The trustees didn't know the names nor the locations, know anything about the five finalists that Steve and I brought forward to them. And again, that really had never happened in any other search. Flip that the other way, when I did the Albuquerque search early in the fall, New Mexico law requires every single applicant, whether they're a semi-finalist, finalist, qualified or not, if they filed an application with the search firm after the closing date, all of those names and materials become public. So that's even further down that continuum than what we face in Nevada.

And so, even though there are many similarities in what we do in terms of our work, every board in which we engage in, and it doesn't just happen state to state, it happens even within states is very, very different. So those are just two examples of things and both ended up being highly successful searches, I think. Our references would tell you that, but completely different processes, laws and procedures and boards, quite honestly.

Trustee Garcia Morales:

Thank you. Trustee Cavazos?

Trustee Cavazos:

Thank you Madam president. And thank you gentlemen for the presentation. And again, for the packet, extremely helpful. Part of my question was answered by Trustee Stoffregan, Ramona Esparza-Stoffregan's question. Sorry. My question has to do with category four. So it's a clarifying question for the candidates

Trustee Cavazos:

and selection process, what or how has been your specific experience with, it sounds like over a thousand searches with balancing the internal candidates perceived advantages by the community with external candidates. And I'm sure that that has been something that's been in your experience.

Steve Joel:

Absolutely. And we treat internal candidates exactly as we treat external candidates. They have to meet the criteria. They have to go through the exact same process. And then if they rise to the level of what you're looking for, then they're given consideration for advancement. And what we're seeing quite frankly, is a lot of urban districts, if they have good high-quality urban folks, administrators, the last two searches that I did ended up hiring internally and they had pretty good external candidates too. But that's the comfort level of the trustees.

So we treat them exactly the same. We tell them to refrain from events and things that are scheduled that probably as a candidate they shouldn't be involved in, but we bring them forward just like anything else. And then we also take the heat if they do get brought forward or they don't get brought forward based on the criteria. And we've had some boards tell us in the last five or six years that, so-and-so should be a candidate. And you talk about customizable, unless we object ferociously, which we don't, we haven't, we think that internal candidates do deserve the same consideration that the externals get.

Trustee Cavazos:

Okay. Thank you very much. And in the interest of time, I'll go ahead and cede any other time to the other colleagues.

Trustee Garcia Morales:

Thank you, Trustee Bustamante Adams.

Trustee Bustamante Adams:

Thank you Trustee. Cavazos. My question, gentlemen, is the stakeholder meetings. You spoke about your ability to do the outreach, and my question is, we are the supply side of the equation in the economic model. Right? Give me two examples of the demand side in the stakeholder meetings that you have done outreach to in order to get the input for the needs of the community.

Ben Johnson:

So we would ask you to tell us who those groups are. I would probably guess you would have over 20 groups. Right? 15 to 20 different groups that you would probably have you give us the names as we schedule the times we meet with those groups, and we really focus on four big areas, what's good about the community, what's good about the district, what are the challenges, obstacles that you see for the person that would take this role, and what are the characteristics, traits you want in your next leader. And so again, we talked about doing those virtually or in person, but that input is critical to get the right candidate in our opinion. That's part of the reason why we talk about this transparency piece. So that's how we would do it. And you would tell us the groups would do that. We would have those meetings with and schedule those either virtually or on site.

Walt Cooper:

I will give you one data point relative to the slide that I talked about, the power of using K12 Insight and why we like the online tool so much. In the Albuquerque search that I did that we wrapped up this winter, we had almost 8,000 responses. That's a district of 70, 78,000 students. There is no, and so I'm a big fan and that's typically my end of the searches is that I'm running the data part of it behind the scenes. I'm a huge fan of that because just think about that on that scale, there is no way we could have equitably captured those voices by holding town halls with refreshments in the commons area of the local high school. It just would not have happened. So there is definitely a need for some of those groups, smaller groups and physical or virtual engagement with those. But if the inputs into the survey, if the questions on the survey are good, there's no substitute for what you will learn about the community right now today, point in time as we're going through this search through any other method of engaging stakeholders.

Trustee Garcia Morales:

Thank you. Colleagues, we have time for maybe one more question. Trustee Cavazos?

Trustee Cavazos:

You Madam president. Just real quick question that I didn't ask. What is the largest school district where you've had a successful superintendent placement, and briefly how their demographics compare to CCSD.

Steve Joel:

Well, I think a lot of the urban districts that I've worked in compare. So Charlotte, North Carolina, which is-

Trustee Cavazos:

But I'm sorry to interrupt, but I mean the actual number, I mean as far as the number of students.

Steve Joel:

Oh, the number of students. I think there are 150,000. Broward County, Florida is probably 130. Then, of course, Clark County. I can't remember how many students were in Clark County 14 years ago, but that was a large one. Jefferson County, Louisville, very, very similar demographics. Right? Lots of migration, lots of underrepresented students and cultures. Dr. Cooper talked about 24 languages in the K12 Insight. I think we've seen that in all of our urban searches, maybe more. So yeah. And we've got the list in there. I don't know if we put the numbers, but you're a big district. You're one of the biggest, what, a third in the country?

Walt Cooper:

Yeah. Fifth in the [inaudible 01:07:30]. Right. The reality is there, the opportunity to do searches for districts as large as Clark County are almost non-existent because you're so large. Right? You think about New York, Miami, Los Angeles, and so large, although everything is scalable. Right? But the largest two dozen districts we've done over the course are between 80,000 and 120,000.

Steve Joel:

We did Orlando one year. I did Orlando one year. They had close to 100,000.

Trustee Cavazos:

Okay. Thank you so much, gentlemen, I appreciate it.

Trustee Garcia Morales:

Thank you, everyone. Appreciate there are no other questions at this time. We want to thank our presenters, Dr. Cooper, Dr. Joel, and Mr. Johnson. Mr. Johnson, thank you so much for your time today and your presentation, and everything that you did to prepare for today's session.

Steve Joel:

Thank you. We wish you the very best. Very important decision. We'd love to work with you.

Trustee Garcia Morales:

Thank you. I know Mr. Caruso is going to help us transition here, colleagues. So, we have a five minute transition. We'll be to start at 5:34.

Trustee Bustamante Adams:

I can go get coffee real quick.

Trustee Garcia Morales:

5:34, we'll be back. Be in your seats by 5:33.

We're ready to come back. I want to remind the board to please move on to the next column. Using your rubric, move on to the next firm. Okay.

Shawn Joseph:

Hazard, Young, Attea and Associates.

Trustee Garcia Morales:

Thank you. All right, colleagues, we are back in business. I want to provide the board a few reminders, and the public, that we will be providing beginning... We will be conducting public comment at the end of our presentations. Of all three of our presentations. We are now moving on to our next presentation, Hazard, Young, Attea? Hazard, Young, Attea and Associates. Please move on to that column, which will be on your rating sheet. It is the middle one, to begin scoring. We'd love for you to introduce yourselves and then take it away. Trustee Guzmán is taking time for us, and she will be providing you 40 minutes. Then, we'll activate 20 minutes of questions and answers from the board.

Shawn Joseph:

Well, thank you so much for this opportunity to speak with you tonight. This is an exciting time for Clark County Public Schools, and we're clear that our goal is to help you achieve your most awesome responsibility, which is to help stakeholders, understanding stakeholders desires, for what they want in a new superintendent, and making sure you find a leader that best matches what it is you're looking for. I am Shawn Joseph, and I'm honored to be with my colleague, Kaweeda Adams here. We're humbled to share with you the team of associates assembled to provide Clark County schools with a high-quality team to conduct a national search for your superintendency. We put together a team that includes a project

Shawn Joseph:

manager for oversight, and that would be, Dr. Nanci Pérez, the lead associate, which would be myself, and then three associates who are going to collaboratively work with us.

We have a representation from each region of the country. We have two or three experienced superintendents. We have a former school board president, and the former president of the Council of Urban Boards of Education. We have folks who are in the universities, myself and Mrs... Oh, excuse me, Dr. Montana. We work to support superintendents around the country. I run the Urban Superintendents Academy with AASA, and we focused on equity in our career. We have people who have worked within Clark County schools and people who have supported Clark County schools, and we'll talk about that. I just say that to tell you that, this would be an honor and passion to support a board that has been so focused on trying to get things right for kids in the fifth largest school district in America. I'll turn it over to my colleague to talk more about her experiences here in Clark County.

Kaweeda Adams:

Good evening, and thank you so very much for this opportunity. I'd like to start with a quote by Marva Collins. "It is our responsibility to believe in all of our students, all of the time." It starts with the board's decision about a superintendent. That's where we start, and we start to shape that. My name is Kaweeda Adams, and I am a 35 year veteran of education. I am currently working with HYA and Associates, and I'm honored to be able to present and share with you why HYA should be the firm that you choose for selecting the superintendent. I am a retired superintendent from the city school district of Albany. I served in Albany for six years, and our focus there was equity and education. I was a part of the team that developed the very first equity policy in the city school district of Albany, so it was a primary focus for us. The other thing that we were able to do, in 2017, our graduation rate was 65%, and in 2023, it's 82%. It is an at-risk district. Students have lots of needs.

There are over 54 languages spoken in that district, and so understanding diversity as a strength is one of the things that I would bring to the table as a member of this team. Most notably, prior to being a superintendent, working on equity, as well as improving the graduation rate, we looked at our HR procedures, practices, recruitment practices, retention practices, and we looked at how to better that so that we could attract, retain, and onboard the best quality staff members, teachers, and administrators that we could in the New York area. I have been honored to serve the Clark County School District for 28 years. Prior to being a superintendent, I served this district in numerous roles. As a teacher, a building level administrator, I opened Bob Miller Middle School. I served at the district level. I served in the HR department as the secondary director of HR. I also served as the Director of Instruction and Facilities Administration.

The last position that I held in this school district was that of associate superintendent, where I had the honor and privilege of working alongside stellar administrators. So, what I bring to the table, is understanding the district in and of itself. Just so that you have a glimpse of what that piece of diversity looks like, I supervised as the associate superintendent. The feeder alignment patterns for Cimarron-Memorial School District. I mean, Cimarron-Memorial High School. Bonanza, Shadow Ridge, Western, Palo Verde, also Arbor View and Durango. I also had the honor and privilege of supervising and working alongside the administrators at ATA, as well as, Veterans Tribute. So, the Magnet school experience is there as well. These diverse experiences that we bring to the table, not just myself, but also our team, provide the solid foundation so that we can understand the community and listen clearly to what families are saying about what they would like to see in their next superintendent.

Kaweeda Adams:

We listen for these attributes so that we can then work to resolve concerns that may arise. In addition to the outstanding team that's been assembled, then with HYA and Associates, our support staff. You'll see them on the next slide. We have our support staff, and that expertise and their extensive background, to ensure that we can respond to the needs. That we can streamline that timeline of response time. We would have that single point of contact so that people would not... As the board, you would not have to have five different people to contact. You would have a single point of contact. That would also help us to resolve situations as they arise. But not only do we have a diverse team, you can see based on the cities and the districts that are listed here, that we have met the needs and we have worked with a variety of districts, and we've demonstrated the ability to develop slates of diversity. In our portfolio, we have met and exceeded some of the challenges so that we could present well-rounded candidates for boards.

A few examples include, Ann Arbor public schools in Michigan. We developed a seven male, three female slate. This slate was also comprised of five African Americans, and five Caucasian candidates. At Fort Wayne Community schools in Indiana, we had five males, four females, five African Americans, three Caucasians, and one Asian Pacific Islander in the candidate slate. Finally, Aurora Joint District in Colorado. There were nine males, three females, one Asian Pacific Islander, six African Americans, three Latino, and two Caucasian candidates. In your packet, you can see a more extensive list of our examples and our ability to attract, to retain, and to interview a high-quality superintendent candidate slate in order to ensure that the students are able to progress in school and graduate from the city, from the Clark County School District, prepare to succeed, and contribute to a diverse global society. I'll turn it back over to Dr. Joseph.

Shawn Joseph:

I just add that, this team obsesses over excellence. I mean, you have to have an obsession to get it right for children, so we've been... What makes Hazard, Young and Attea and Associates different, and I think a standout from other search firms, is that we have 130 associates with us. With that 130 associates, I mean, we think about what team can bring a school district of the best possible candidates. So, as you look again, we have board members, people from human resources, folks who are at the university level, people who have been superintendents, intentionally placed on this team. Because, for the fifth largest school district in America, you got to search north, south, east, and west to find candidates, because candidates are not going to just naturally come to a job. They've got to know you, they've got to trust you, and you've got to be able to tell the story of the school district. I've had the pleasure of... I'm on the tenure track at Howard University, and I support the Clark County School District in an executive leadership program here where we've had over 120 people go through our program.

It was amazing when I walked in and I saw Amber Rideout on the wall because she was on my first cohort. I know she is in the transportation department. Y'all know our candidates have been promoted as we have gone through. In addition to that, in 2021, Clark County led the nation in really looking at issues of equity, and you developed an Anti-racism Equity and Inclusion policy, 5139. Well, I supported you in that work during that time with Marie Snead, and with the work of Mike Barton, and Sam Scavella. During that time, I can tell you, I got to understand the complexity and diversity of the school district, and it takes people to understand that type of complexity to really make a difference. So, we had an opportunity on that panel, for example, to engage the NAACP, Mi Familia Vota, Nevada Alliance of Student Diversity, the Asian Community Resource Center, Nevada Prep, the Moapa Band of Paiutes Educational Committee, the Nevada Association of Latino Administrators and Superintendents, the police department, 100 Black Men, the NAACP.

Shawn Joseph:

When we do this work for your next superintendent, it's imperative that we touch every aspect of this community. I'm on a search right now where we did 65 community meetings, and I would imagine we'd probably need that many or more in a place this big and this complex if we're deeply going to listen to the voices of the people here and report out. Not only did we hear you, we're going to respond, and we're going to use what you say as a lens to screen our candidates. It takes a team that has experience navigating those types of complexities to be able to be effective in doing that. Hazard, Young, Attea and Associates has 35 years of executive search experience. We've done over 1600 searches in America, 80 plus searches per year, by far more than any other national search firm in this country. We have 130 national associates and we have, again, Clark County knowledge with the equity work. One of our team members, Dr. Montoya, is at UNLV, and she's doing a lot of work within the district and they're a strong partner with your principal pipeline work.

We also have, again, former CCSD executives, and Ms. Adams here. We know the community, and we're responsive. We have a 9.4% satisfaction rating of people who we've worked with, and we give that immediate feedback after. We strive for 100%. If we're going to assess for excellence, then 100% should be our standard, and we strive towards that. But, we'll talk to you in a moment about our data analytics. We have a full back office with IT, so know you will have a company that has the capacity to give you what you need, to give you real time information immediately, effectively and clearly, and make sure we communicate with all board members. I think that's important. One of the things we commit to when we do a search, is that even though we have a point person from the board, we believe it's essential when we get a question from a board member, just like when you're a superintendent, everybody should get that response.

So, no one should feel like they got more information than another, because we're working for the board as a collective and we have to make sure we demonstrate that and be clear as we do it. We have a code of conduct and policies established. We make sure we are on time, professional, and confidential. That's important to us. We're deeply connected with AASA, ALAS, the National Association of Black School Educators and their state affiliates. Again, we run the Urban Superintendents Academies. We are connected with the universities, both here in Nevada and abroad. Members of the American Educational Research Association, ASPRA, National School Board Association, and our Superintendent Academies. Of the Council of Great City School Districts, we have conducted searches for 77... Of the 77 member districts, we've conducted searches for 72% of them. Again, they're the largest urban school districts in America. You are a part of the Council of Great City Schools, as you know, and you see a sample of some of the districts that we have completed searches on over the past five years.

When you look at who boards select from the selects that we bring, 22% have been Black, 15% have been Latinx, 4% Asian, 22% women. As our slated candidates from the '22-'23 school year, we had 20% Black, 13% Latino, 6% Asian, 36% women. So, we strive. We're not satisfied if we give you a slate that is just internal, just external, just men, just women. We believe that there's excellence abound. I can tell you from working in your district with some of your people who are aspiring to be central office leaders and so forth, you have extraordinary candidates within your district. Though we do a national search, it's essential for us that we search internally as well, so you have a strong balance of internal/external candidates, because what I know quite frankly, and you'll find with me that I'm very honest and brutally blunt, that sometimes people don't feel internally that they have the same opportunities. That's something we want to invite people to know. We want the best, and if the best is internal, then compete, is the approach we take.

When we look at three districts that are kind of similar projects to what we would anticipate here. We recently did the Los Angeles search, which had 600,000 students. We recruited Alberto Carvalho, and he's

Shawn Joseph:

been there for three years. We did the Fort Worth ISD, which has 80,000 students. Angelica Ramsey is there, and she's in her third year. That was an 18-week search. For Carvalho, it was a very fast search. We did that in 10 weeks. Then, the Maryland Department of Education was a search that was recently conducted. Maryland Department of Education, that's 880,000 students, and we have Dr. Carey Wright there. She was appointed in May of 2024, and that was an 18-week search. So, as you can see, just across the board in recent searches, a very diverse slate of candidates that came from around the country. Our typical process, all of the people you're going to see today are going to talk to you about engaging, recruiting, selecting, and transitions. So, we'll let you know that it typically takes about four months to do a search well. We feel that's adequate time, but we work with the board.

At HYA, we believe this is your search. We asked lots of questions. We asked you what you want. We adjust based upon your needs, and we let you know at every point of the way, this is your decision. We'll give you advice, we'll give you structure, we'll give you direction, we keep you focused, but this is totally your search, and we want you to feel that it's important to us. So, why HYA? I mean, we focus on human interactions. It's your search, and we're an accomplished firm. It's important for all of us on our team to get to know you as board members. We got to know your hopes, your dreams, your aspirations, because you've got a tough decision that you have to speak to your community about. So, understanding the divergent voices and the divergent thinking that is on your board and helping you come to consensus, is something that we have the experience to be able to do. Also, you tell us the process. We adjust as we go.

I can tell you, I'm on a search right now that was supposed to be three months or four months, but the board felt like, "You know what?" The community demanded that, "We want to get it right. Let's take our time. Let's slow down." We did. We adjusted. We're moving forward. Now we have a slate of eight extraordinary candidates, but it took an extra two months to do that, and we have so pleased the board. We go back to the drawing board when we're working on this, and we need to know that. We will take time to know your strategic plan, know your district, know your community members, listen to them. When we put our leadership profile together, we don't just summarize and give you a one-pager. We want to make sure every person who took the time to write something sees it there the way they wrote it, unless there's profanity and things. We'll clean that up, because students like to watch that stuff too.

We want to be mindful, but in general, we'll take what people write and put it there, because we want to let you know, this is where we got the synthesis from. Again, we have two experienced qualitative researchers on the team, me and Dr. Montoya, who are able to really look through this work and use the data analytics to be able to get you the stuff. But, we show you the raw data before we just come and say, "This is what people said." It's important that your community sees the transparency and knows that they have been heard. Then again, we've been doing this for a long time. I think the greatest strength we have is, we have 130 associates, but we have technology that allows us to touch thousands of people on a daily basis, and we have the data analytics to be able to... Once you tell us the profile you're looking for, we can put it into our data system and push out to candidates who have applied, who've demonstrated those characteristics in terms of getting out in front. That's one of the things that makes us different.

Another is that, we understand your district. Your strategic plan has three main priorities. That you want to connect culture, you want to optimize talent, and you want striving students. We take your strategic plan and it becomes the basis, along with that leadership profile, of the types of questions and activities that we suggest that your candidates demonstrate to you and to your community, that they are ready to execute on your vision, your mission, and your core values. We look at the board's strategic plan. We will interview each board member individually. We will participate in as many focus groups as we need to make sure that this community is heard. We participate in community forums, both in-person, online. We want to go

Shawn Joseph:

through each region of your community. It shouldn't just be one community. I mean, if we have to go through 10 or 15, or 20 or 30 schools, we'll do that in-person or virtually. We like a combination of both, quite honest, because everybody can't get to a particular location, but they can get on a Zoom.

We've been very successful gathering data utilizing technology. We have a survey that we can customize for you. Clark County would have a pretty advanced research team, and so we could engage with your research team to customize the survey that we have. I mean, we have a survey that is validated in key areas, but we can align it to your strategic goals and priorities, and we can put it in any language that it needs to be put in as we pull it out and gather the information. Our goal through this process, is to be your ambassador. To listen to your constituents and to validate their voices and to bring to you what has been heard. So again, we do it in face-to-face, Zooms and various resources. People email us all the time. When we accept this job, we accept we are your 24-hour service. So, people will get responded to immediately. You can call us day and night and we will respond promptly. It's important. It's important that we're responsive and we listen as we go through.

Particularly, look, we know that Nevada has one of the most stringent open meeting policies in the country, and we don't ever suggest that we fight the media. Let's give them what they need and what they want, and let's keep the community posted and informed about the work that's happening. That's a good thing. When you have people actually caring enough to respond, let's give them what they want. We let our candidates know this, and let our candidates know that the children of Clark County schools are worthy of you stepping out and saying, "Yes, let the world know I want to be here." That's what we would expect. But, we will have focus groups and make sure that we're intentional. I named some of the groups that I met as we worked on the anti-racism policy, but I'm sure that there are a multitude of other groups that are out there that need to be listened to and heard, and we'd work with board members to connect and make sure we get out there aggressively to listen.

As the survey comes, our survey is norm-referenced. Very, very focused. It allows you to see different voices in different areas. This is something that I think differentiates us in terms of the quality. Hazard Young, and Attea and Associates has a parent company, ECRA, which is a data analytics company. We work together to make sure that the data that you get is accurate, focused, and clear. So, you will know by the end of our process what your community is seeking, and we break it down by the groups that you tell us are important to you in terms of who the identifiers of the survey as we go through there. We have many ways in terms of technology to collect data, so this is an example. If you were to have candidates speaking to the community, we could put out different QR codes and things to be able to get feedback on the candidates and things of that nature.

We use technology effectively to gather information, to be able to give it to you very quickly and very accurately as we work through. Again, when you look at the number of searches that we do, you can see in the 2022-2023 year and the 2021-2022 year, we do many more searches than the other national search firms that are there. When you look, we have 21,360 email subscribers that get our monthly newsletter that we send out. 41,000 unique users on our website who are looking to find jobs since 2023. Our candidates, when they go to our website, they have a candidate profile. So, we have 5,576 registered candidates. This is important, because these are people who are looking for jobs and are looking to us to find them, and so when we put our parameters in, it gives us an initial list of candidates to go out to begin screening. So, we're not just looking for friends and family.

We have a methodical way to actually go through and look for the best in the country, in addition to knowing the other sitting superintendents and others in large urban school districts, and just large districts around the country that would meet your profile. But again, understanding what it is that you want would

Shawn Joseph:

help us to refine what we look for. We don't look for anything until we know with clarity, it's the wish of the board, and this is what the community and the board has said we want, because we feel that it's our responsibility to... When we bring that slate to you, to be able to talk to how these candidates align to the criteria that you have predetermined for us to go out with. If they don't fit the criteria, we will not bring them forward to you. That's important.

Kaweeda Adams:

I might do the...

So if you go back one, I think it's important to note that our track record, when you look at that, that is really something that stands out, that the 94% of the superintendents placed in the last 10 years stay the full term of their first contract. So, there's longevity there that goes into superintendents doing a successful job. And then 75% of the superintendents placed are recruited by HYA and Associates.

Shawn Joseph:

We have a candidate recruitment, it's sort of like a LinkedIn internally. So, we can go in, and when candidates put their information into our data system, you can click it, and it'll take us straight to their LinkedIn information and so forth. So, as we are doing the initial search of just screening candidates, this is the process that we utilize. So, it gives us a good lead out of the gate, running with people who are looking for jobs. Because what you know, I'm sure, from your experiences with superintendent searches and processes, candidates tend to look for multiple jobs. And so, they're not just in one search more often than not. And we work to make sure we know where candidates are, to make sure we communicate to the Board, so you know where you are in terms of those positions. But three, it's our job to give you, as a board, the best competitive edge to get the best candidate that is out there, knowing that there are multiple searches happening at the same time in many places.

But in terms of our screening, we make sure we check references. We'll give the Board a news and social media review when we present the candidates. It's important when you see a candidate that you know everything about them that's available publicly because if we don't tell you, the public will. So, we make sure we get it to you first, so you are clear about that. We do check references. Given our deep networks in the nation, we know a lot of things about a lot of candidates that might not come up in the media, but we're aware and we make you aware of those things that are important. But we do have a formal third-party investigative background check that we strongly recommend that everybody takes. So, you can see their financials, you can see their criminal background, and it is very intensive, but we want you to see everything upfront.

Interested candidates, we make sure that they don't move forward in the process unless you're clear about who they are. And if they're under contract, we make sure we read their contracts to see what the stipulations would be to release them. There are instances where Boards put in a contract that if someone leaves early, that there's a penalty that has to be paid, and you would need to be aware of that because most of the time, candidates would ask you to pay for that. So, that'd be a part of the negotiations if you chose to do that. We also are open to recruiting non-traditional candidates if that's the will of the Board. These are people who may not have the same educational chops that other candidates may have, or may never have been a teacher, but may have been a business leader, or something else that you might deem as important.

Shawn Joseph:

If that's something of interest, then we do have the ability to also look in the private sector and education organizations, and through our executive coaching and other opportunities, we have connections with military leaders and other folks, and people who work in the universities and so forth. So, depending on how broad or how limited the scope of the Board is, we're able to recruit in those areas. I think this is important, particularly for Clark County. Urban education is tough, and the political climates can be tough. And you need people who are managing the search that can excel in navigating in very complex, confidential, dynamic environments while promoting the strengths of the school district.

We have worked in some very complex places, and we know how to give the Board advice, working with the Board's legal counsel, working with communications many times, sometimes internal communications, sometimes it warrants external communications support. We don't have a problem helping you understand and see those dynamics, like our years of experience, and the gray has given us some wisdom to say. We can try to navigate some of these challenges that may come as you work to keep candidates, high-quality candidates in the process, and managing all of the dynamics that come as you are looking for a high-quality superintendent.

Again, because we understand the State, we know the difference between Nevada and Nevada, right? And for us, we make sure we balance candidates needs for confidentiality and the public's right to know. Our recruitment process is confidential, and candidates will remain confidential until that final slate is chosen for the Board to interview, and the candidate has actually applied at that point. Candidates know your name must be released. It's not an option. Our recruitment is active. 75% of our slated candidates were recruited, and they just don't simply apply. Because of the open meet laws, it's harder to recruit here than in other places. I'll be honest, if anybody says it's not, they're lying to you.

Sitting superintendents do not want to step out sometime and just be out there because they might not be able to go back home. But we believe this opportunity is so great. It won't deter us from reaching out to the best candidates that we can see. But they have to understand that there will be a point where we do have to release names. This cannot be confidential in any way, shape, or form, but that does make the work harder for recruitment. And that's why someone who knows you, and someone who knows the community, is important because we have to inspire some folks sometimes who might have great jobs to take this risk at this moment to serve an amazing community.

And so, we won't be passive in our recruiting, but as a complement to the work, we're doing it in the field actively recruit, and many examples of passive recruitment on the website and social media. So, we push a lot of stuff out, and you'll see that constantly flowing. We have some post-selection guarantees, so we will redo a search if, in the first year, that candidate leaves. So, as long as the Board doesn't flip and just stops liking the candidate within the first year, that happens in other places, it never happened here, and in some places it does happen, but we will redo a search in those situations if someone does leave, at no cost.

We do not actively recruit candidates from HYA clients during the first term of their contract. However, we can't exclude them from applying. And if they do, they'll be considered. Candidates for Clark County will likely be candidates elsewhere, and so, there's no obligation that we can reveal where they are because they might be in a confidential process. If we know, we'll share it. But there are times where people just choose not to tell them they're in a confidential process, and they don't tell us. And in that instance, there's just nothing we can do. But if we know, we will communicate that to you because it's important for you to be aware of where you are as you focus.

And then, moving into transition, I think another thing that makes us different, and I think is a differentiating factor, is we know that once a superintendent gets the job, there's support needed with the Board to build relationship, build support, and more importantly, to focus on achievement. And so, we do give a transition

Shawn Joseph:

dashboard for free for that first year, which allows for transparency and accountability. This is about a \$10,000 free. I think we give, we say it's free the first year. After that, if you want to keep it, then you do pay for it, is the caveat there. But what it does do is allow you to put out what your data is. And as communities call for more transparency, and how you're doing what you're doing, and why you're doing what you're doing, dashboards can allow you to tell the story.

I know from years of experience of serving in urban districts, and now training urban superintendents for the last five years, urban districts must tell their stories. And you have to tell the story of growth because the fact is, you've got students that may be here, that came, did not speak English at all, were in fourth grade, grew three years, but did not make your fourth-year standard. You should be able to tell that story of growth because what's going to happen at the end of the year is going to be that absolute thing. Did you make it or did you not? There's a story behind that, but districts must have the right data to tell that story, and have the right systems in place to make sure kids are growing or not. And these dashboards can help you with that process.

And again, we can tell you at any time how our advertisement is going, who's clicking, how many people are looking at it, where we are placing your advertisements, and are you getting kind of bang for your buck. That's important as you're going through. And we work to help you understand how much interest is in your position. Do we need to do more outreach? Is there something that we need to do with salary competitiveness? We can understand, so why aren't people applying if that is the case? And we also can use a Board dashboard. Some people love a board portal. We have the capacity to give everybody a private passcode. In that passcode, we will give all data on all candidates. It's our one-stop shop to give all communications for the Board and communicating back and forth.

Again, some boards absolutely love it. Some boards like get old-fashioned paper, and we can do whatever you need us to do. Or some boards like a hybrid. Some people love it, some people do not. We can adjust and adapt, but it's a part of our ability to communicate effectively with you to upload and give you that information. We believe that we can begin the search in June and effectively have your superintendent done by November 1st. And we would spend the first bit of time understanding what the Board likes, developing the profile, getting out listening to people, doing interviews, then we'd move into community engagement and focus groups. And by August, we'd have a clear leadership profile, and then we'd move to the first second rounds of interviews. And those interviews, again, we can customize how and the ways we want to do that. And I think it's important for a board to come to consensus on that. But we have experience helping you be able to do that. And I have 30 seconds left, so I'll go ahead and stop. Thank you.

Trustee Garcia Morales:

Thank you for that. Okay. All right, colleagues, at this time we have 20 minutes to have our questions answered. I'll start with the first person in the queue, Trustee Williams.

Trustee Williams:

Thank you Madam President. Thank you for this presentation. I was kind of bummed to not see Mr. Ali here. He's my guy.

Shawn Joseph:

Yes.

Trustee Williams:

So I was excited to see that you guys had submitted an RFP and bombed now because he's not here, so you'll have to tell him.

Shawn Joseph:

I promise you I will tell him.

Trustee Williams:

Okay. I really appreciate this. My only question, because I've seen your guys' work, I know you guys do a lot of things. My question is because you know Vegas, because Clark County, how do you reach candidates and sell them this district? Because like I asked the previous group, this county goes viral a lot. We do a lot of really good things, and unfortunately, that's not why we go viral. And it's why New York knows who we are. It's why Florida knows who we are. It's why DC knows who we are. It's why the Congressional house members know who we are. And so, how do you, I guess, communicate to a candidate that there's a lot of good things going on in this district, and not only will you have to build a relationship once, but every four to five years when people move in and out because it is so transient?

Kaweeda Adams:

Thank you so very much, Member Williams, for that question. One of the things that we would have to do is make sure that they see the good things that are happening here. Encourage them and help them navigate the website, help them see and understand what are the positive things that are happening in the school district. Because as in any school district, there's positive news, there's negative news, but many times, the good often outweighs the negative news. And so, you have to really accentuate the positives to make sure that they're able to understand what are the things that children are achieving, what is the graduation rate, what are the opportunities that children have here in Clark County School District. What happens in terms of equity? Where does the Board stand in terms of supporting? You have a policy, but where does the Board stand in supporting that superintendent with regard to equity? And when those tough decisions have to be made, where is it that the superintendent and the Board have built that relationship so that they can stand together in equity, and then truly live out the policy that you've created?

Shawn Joseph:

And more specifically, I can also say, you've been a board that has been vocal and as a collective. I mean, you've stood up for children. There's evidence that if people stop and watch what you've done, you have stood for equity and getting it right for all children of all backgrounds. I mean, there's evidence. So, I just point to the evidence to say, "Yeah, there are things that happen, and media does what media does." But when you look at where they have voted, and what they focused on, and what their DNA is, if you're a person that really wants to do real deep work in a place that needs dramatic growth, accelerated growth, focus on children, there's an opportunity for you. You have to strike people on the mission. If you're afraid, don't go there because it's tough.

Trustee Williams:

Thank you. I appreciate you saying that. Especially going into an election year as we've all seen before, especially if you're from this district, and knowing that our full-time staff works tirelessly hours, amount of hours. And I don't want a superintendent coming in and saying, "You guys aren't doing it right. You guys

Trustee Williams:

are doing it wrong." I'm cleaning house because I don't want them to have that type of preconceived notion that our staff isn't doing the jobs that they've been hired to do, because they do it and they excel at it.

Kaweeda Adams:

I think that falls on us as well, as we are vetting candidates and developing that slate, helping them understand, how are you navigating the politics? What is your current political structure, and how does that either complement or not Clark County School District? It's those real conversations.

Shawn Joseph:

Yeah. And we know, because we understand Clark County, that this isn't a job for a political novice. It's just hard, and you've got to be ready. And I have seen some things before Clark County. You can be in a mid-sized or smaller. I mean, most districts in the country are smaller than Clark County, right? But if you're coming from a 80,000, 100,000 district, Clark County, you probably can handle that. There'll still be a learning curve. There's always a learning curve, but knowing is half the battle. And you have some extraordinary staff within this district. I'm a witness, like I said, I've seen 120, and there's a screening process for us. Maybe I'm seeing the best, but your best is real good, I could tell you.

Trustee Garcia Morales:

Thank you. I want to take a moment to acknowledge Trustee Watson who's on the phone and give him an opportunity to ask questions if he'd like. Nope, I think that we can move on. And Trustee Watson, if you want to jump in at any point, just signal to us. Thank you. I will go ahead and move on to Trustee Guzmán.

Trustee Guzmán:

Thank you, President Garcia Morales. First, I want to ask counsel, would we be able to have the dashboard available to us? Because it's not public, it would only be for the trustees.

Nicole Malich:

It would depend on what we put in there. We'd have to discuss that at length, but it would certainly be tricky.

Trustee Guzmán:

Yeah, that's what I thought. So open meeting law only allows us to have certain things and we have to do it out in the public, right? And so, I'm just curious, when marketing us, besides our awesome YouTube channel, I'm just wondering, does that cause a challenge for you, 241? Is that a challenge, or is it just one other thing that the candidates need to understand when they're coming to Clark County?

Shawn Joseph:

I think it's just one other thing candidates need to understand. Again, I've been through both processes before. I'm much more reluctant to do it when I was a superintendent because of the nature, because there's the risk that's involved. But that's even in a closed search that candidates can be apprehensive. But the more the consultants know the district can communicate the work that's happened, that understand the Board, where the Board's trying to go, the more you can convince. And that's what it takes. I mean, for Clark County, it will take convincing because of the process, and because people know, I mean, they're just

Shawn Joseph:

afraid of the process sometimes. We get it all the time. I mean, candidates constantly say to me, "Can't we just do a closed search? Can't they just announce one person?" And it's like, "Well, if the community is fine with that, they could, but in most places, no."

So now, what do we do? Let me tell you why. Let me tell you why I think you should do it anyway. And it's the insight that you have that really, we've been very successful. And in this team, in particular, has been very successful. I mean, this team, we have Nancy Perez who's the chief operating officer, and one of the owners of the company, would be on this one because it's that important to us. And again, each one of us has deep networks and connections, that can at least people will pick up the phone and answer the call to have the discussion, the deep discussion, and that matters.

Trustee Guzmán:

Thank you.

Trustee Garcia Morales:

Thank you. Trustee Satory.

Trustee Satory:

There we go. All right, thank you so much. I appreciate the presentation. I have two questions. One, regarding the community engagement survey. You said it's an online research-based community engagement survey, and it seemed like there was a lot of questions in there and data obtained. Are those questions customizable, or are they kind of standard that we choose from?

Shawn Joseph:

No. They're very customizable. We have areas, and there's a white paper that we can give you too with kind of a research backing behind it. But generally, it focuses on vision, it focuses on management, it focuses on safety, focuses on engagement, morale, human resources, those kind of broad areas. But we can add or take things out. I just recently did it in Patterson, New Jersey, I can tell you. And we worked with the unions, very union-oriented place, to have them look it over, and beforehand, to say, "Are there things that are of concern here?" Because we want to work together, and we need you to help us get it out. And by collaborating, of the 2,125 participants, the people that could have taken the teachers, 1,716 took it. It was like an 83% success rate because we worked together and said, "To get you, here's what we're going to do with it, and here's why."

Trustee Satory:

Thank you very much. And my next question is a clarifying question on screening the candidates who talked about the leadership profile report. And my understanding was it was a profile that the applicants would complete, there's data that's obtained from that. Do you also do in-person interviews, or do you screen from what they submitted and then we do the in-person? Do you do on your end also before bringing them forth to us, or they're in-person interviews?

Shawn Joseph:

Yeah. We speak with you for you to tell us about how many candidates that you want us to screen for. We'll show you everybody that applied. And typically, we tier our candidates, though we'll say, "50 people

Shawn Joseph:

applied, but of those 50, here are the 8 to 10 candidates that we believe align to the leadership profile that was developed based upon community input." And then, we will walk you through that. But then, we might have a tier two that says, "So these are candidates that didn't fit all the criteria. We think they could do the job, but there are some things that we thought were missing and we wanted to share you that." And then tier three would be, "These are candidates we don't think qualify." But having said that, I just went through a search where people were intrigued by some candidates that we didn't necessarily think qualified. And as the answer is always to the Board, you can interview them. It is your process, and we gave you our thoughts and why, but it's not our decision.

Trustee Satory:

Thank you.

Trustee Garcia Morales:

Thank you. Trustee Cavazos.

Trustee Cavazos:

Thank you, Madam President. Thank you very much for the presentation. I want to give Dr. Joseph a break here. I'd pick on Dr. Adams here, since you both were doing it so extremely well. I had a question about your emphasis on community involvement, and again, very, very effective on the technology part. I wondered if you could tell me about an in-person community involvement that you found very effective. It doesn't matter which district or whatever, but just an example.

Kaweeda Adams:

Absolutely. The first one that comes to mind is just the connection with the NAACP, and being able to work with the NAACP with regard to what are the wants and needs that they are seeing coming from the specific community. Also, looking at the chambers of commerce, because we know that we want our students to be not just academically sound, we want them to have that financial literacy component. We also want them to look at school connecting to the real world. So, understanding, if as an educational institution, we are preparing students for the real world, what is it that our chambers of commerce are looking at? When you look at the Urban Chamber with the Asian Chamber and the Latin chamber, what is that connection to the superintendent and how that would come to play?

And I think the third one that comes to mind is looking at our religious organizations and understanding how they play a part in the development of our youth and our children, and reaching out to them to see what are the things that they see within the churches, within our synagogues, et cetera. What are those things that they are seeing in their congregations, and how do they contribute positively and work collaboratively with the superintendent? Because all of our children are all of our children, and so, we have to reach them at every different angle that we can. And so, when we talk at HYA about community engagement, it is about embracing the entire community and being able to meet and articulate: What are the hopes, and dreams, and desires of every aspect of our community? And then how do we manifest that in our leader?

Shawn Joseph:

And I think it's a great opportunity. It's a great opportunity for the Board to work with community stakeholders, to have community stakeholders host some of these sessions. Sometimes, people don't have

Shawn Joseph:

the same connection or relationship with the Board as they do with community stakeholders. So, we would encourage the Board partner and have a session where people will come out because of the association. It's a very powerful strategy to get families out, particularly, I mean, those families that you don't often hear from. It's an unfortunate reality that sometimes people's experiences within the schools make them less likely to want to actively participate. But if the church is saying that they're hosting this event on behalf of the school, or with the school, I trust the pastor, so I think it is okay, and I'm going to tell you what I feel because you asked me.

Trustee Cavazos:

Okay. Thank you. Thank you so much, Dr. Adams and Dr. Joseph. I really appreciate that. Thank you so much.

Trustee Garcia Morales:

Thank you. Colleagues, I want to note for the record that we have six minutes left. Thank you. Excuse me. Trustee Bustamante Adams, I believe you're next.

Trustee Bustamante Adams:

Thank you, Madam President. Here are my questions: How many searches are you currently working on now? What is your largest participation rate in community feedback, the total number amount? And then, your experience in placing candidates in hybrid boards.

Shawn Joseph:

Okay. First response, so right now, I'm finishing the Atlanta search. We should have that search done by mid-June, so we're finishing that up. Ideally, it's scheduled to be finished on June 11th. So, that's the only search that I'm participating in right now. Your second question was largest participation. I would have to get that information. I could tell you, Atlanta, we had 65 community groups, and there were thousands of people. I just don't have the number off me, but I can get it to you. I'd like to be specific. So, as a follow-up, I can send that wherever it needs to go to get you that answer.

But a lot of folks came out. I mean, we were in all different types of schools and community spaces engaging, and we had extreme turnout when the virtual session that we did. Virtual sessions, I strongly encourage, again, because it'll get to people at a time that's convenient for them. Quite often, everybody can't get out. Then the third, the hybrid. Oh, HYA has experience. I have not. I was deputy superintendent in Prince George's County Public Schools, so I'm familiar with the hybrid board, because we had 14 board members. Now, we had some that were appointed by the county executives, some that were appointed by the council, and then some people that ran. And so, we had all three Constituencies there. So, I'm familiar with working with a hybrid board, and I know the opportunities and challenges that exist sometimes there, and on the relation other thing.

Trustee Garcia Morales:

Thank you. Trustee Esparza-Stoffregan.

Trustee Esparza-Stoffregan:

Thank you very much for that comprehensive presentation. I appreciated that you mentioned some of the districts that you worked that were very comparable to us, LA Unified, Fort Worth, and Maryland State. Proven leadership in LA Unified, Alberto Carvalho, how you did that, wow. So, I guess I want to talk about that. So Dr. Adams talked about balanced leadership. We know we're going to listen to the community. We know we're going to get the feedback, but I want to talk about the other side. What does that leadership profile look when we look at proven leadership? Can you talk a little bit more about proven leaders coming to us with some experience, and what is your experience with that, and how do you vet that through? Does that make sense?

Shawn Joseph:

Yeah. I can tell you, for Atlanta, Atlanta was clear, "We want a veteran superintendent." They were very clear, "That's what we want." And so, that's who we went after. And when we screened in that first round, in that first tier, they were just sitting superintendents who fit the criteria. There were a lot that applied. We believe people can be eloquent and can talk a good game. We like to focus on the results because the results are what they are. So, we would strongly encourage this Board that there'd be a start off just with a performance assessment. Have them analyze your school systems data that's available, and communicate, do a SWOT analysis: What are the strengths, what are the weaknesses? And specifically, tell us what you will do when you come in here. Where are you going, and why, and how? And ask those critical questions up front.

There's a poem that goes, "I'd rather see a sermon than to hear one any day. I'd rather want you to walk with me than just show the way. The eye is a better pupil and more willing than the ear. Advice may be misleading, but examples are always clear. And the very best of teachers are the ones who live their creeds. For to see good put into use with everyone. Soon learn to do it if you let me see it done. I could see your hands in motion, but your tongue too fast may run. And the lessons you deliver may be fine and very true, but I'd rather learn my lesson by observing what you do. For I misunderstand you and the fine advice you give, but there's no misunderstanding how you act and how you live." So, you can lock in and have more performance-based stuff. And don't tell me what you will do. Tell me what you did. Because the best predictor of success isn't what somebody's going to tell you they're going to do. It's tell me what you did already.

Trustee Esparza-Stoffregan:

I'd like to just put an add to that and add a little value to that. That is why it is very critical when we sit down to develop that leadership profile, and we talk about what are those things that, as a board, you are looking for. And when you're listening to the community, what is it that you're hearing? What are we hearing and developing that profile.

Trustee Garcia Morales:

Thank you. We are at time, and I want to be respectful of your time and ensure that we continue our timeline. Colleagues, thank you for the line of questioning. And thank you both for your presentation today and for your time.

Shawn Joseph:

Thank you.

Trustee Esparza-Stoffregan:

Thank you so very much.

Trustee Garcia Morales:

Thank you.

Shawn Joseph:

Thank you.

Trustee Garcia Morales:

Have a great evening. At this time, colleagues, we are going to transition. We've got five minutes, five minutes. So it's 6:36 currently. We will be back at 6:41 PM sharp to get started and start our next presentation. Thank you.

Colleagues, I think we are ready. We are ready, colleagues to rock and roll. I want to remind my colleagues to please continue to use your rating form that's been provided to you. We will be asking you at the time when we provide scores to counsel, we will need to average out our combined scores for each firm. So please make sure that you run those numbers. There are six sections and for example, if the firm that you're reviewing that we're on is all ones, the average score would be a one, for example. If you need help averaging your scores, we will cross average when we get there, but please be prepared to have your combined average scored shared for each firm at that time. All right. We are going to begin the timer friends and friends, 6:43 p.m. We have Alma Advisory Group presenting to us here shortly. And we've got 40 minutes. Please introduce yourself and then after 40 minutes, we'll ping you and move on to questions. Welcome.

Sylvia Flowers:

Thank you so much. Greetings trustees and members of the Clark County community. My name is Sylvia Flowers. I am the managing director of executive search and talent acquisition for Alma Advisory Group. And we are pleased to present to you our proposal to support your superintendent search. So I'll start with greetings from our founder and CEO, Monica Santana Rosen. As you can see, Alma Advisory Group was started in 2016, so we are about to celebrate our eighth year anniversary and we are a mission-driven organization. We are a woman led, minority owned firm. And we began this journey really with this belief that our work and our mission is to cultivate the conditions where people can do their best work on behalf of the students that they serve.

And the word Alma means in Latin to foster. So we think of our work as fostering, fostering collaboratively with our clients, the work that supports students and families. So you all asked about our code of conduct. I would say that is our mission. The foundation of what we do is really about making sure that the people closest to the work have the opportunity to have input and drive the solutions that are needed to move forward.

So the team that would be dedicated to this search, you can see a representation here. Monica Santana Rosen would of course provide executive oversight of the project. Eliana Pereyra is our chief of staff and she would support with project management and oversight. You see my picture there, Sylvia Flowers. I would be supporting Monica and team typically with candidate management and project management oversight. Ginnae Harley on our team usually supports us with interviewing candidates, a little bit of the

Sylvia Flowers:

candidate management and interviewing. Venus Velez does some of our community engagement work. She also does some of the back office support and business management.

Nita Losoponkul does a lot of our data analytics. She supports with analyzing survey data, feedback data on candidates and helping to present and synthesize both quantitative and qualitative information. Sidney Kabotie is one of our community engagement specialists. He specializes in DEI work and authentic engagement, has supported a lot of Native American tribal organizations over the last few years and really does a great job of creating a safe space to allow people to enter the conversation in various ways. And then lastly, Najjah Thompson is our full-time recruiter. Najjah is the one who is pounding the pavement and discovering potential candidates who may be looking but who may not be looking. So Najjah does a lot of the screening and sourcing calls with prospective applicants.

So why Alma and what you can expect from us? So we think there's really four key elements to the work that we do. One is we really believe in authentic community engagement and transparency. Again, that goes back to this belief about fostering together. And again, those who have the most at stake typically have the most to say, and we want to find ways to bring them into the conversation at various points. We also are dedicated to pulling together a process that mitigates bias through our anti-bias training, acknowledging that we all come into this space with our own biases and want to create the opportunities for us to talk openly about those biases, set those aside, and then think about the evidence that aligns to the competencies for the role.

And we want to do that at every stage of the selection process. We do have a track record of bringing a very diverse candidate pool to our searches and we'll share a little bit of the data on that. And then lastly, we pride ourselves on working very closely with the board to facilitate this process at every step of the way. And that includes having tough conversations and being able to name some of the pushes and pulls that may come up in a search like this.

I mentioned some of the data on our searches. Part of why we've been able to bring such a diverse pool to the table has been we focus a lot on the competencies for the role. So we want to spend time understanding what is most important in this community, building a job profile that reflects the needs of the community. We don't have a cookie cutter, a job description for superintendent role. We really want the needs of this organization and this community to come through and how we tell the story about Clark County School District. Again, everyone who participates in the interviews are able to go through our anti-bias training. And you can see that finalists that have been presented by Alma have been nearly 50% female, 48% black, 12% Latinx, 32% white, and 8% Asian. And then when you look at the candidates that have been selected, the numbers are fairly close or fairly equivalent to that.

When it comes to community engagement and transparency, I know the RFP had put a cap on community meetings at 6:00. That's certainly something we'd want to talk about with you, but this is really the most important part of the process to us. So designing the most creative ways for us to get that community input will be really important, whether that is a combination of in-person and virtual. And then we want to be very intentional about making sure that we are doing our due diligence to reach out to those who are not always at the table when important decisions are being made. From there, we want to report back to you on what we heard and what that means for the job description in terms of what people are expecting the superintendent to do and then how they do it or what we call the competencies for the job.

That typically takes place through of course a survey. We also want to do some listening sessions here in the community. And then we also want to make time for focus groups and one-on-one interviews starting with the trustees and then moving out into the community of both staff, parents, students who have a lot to say and who know quite a bit about what they want for their education. So also want to talk to students and

Sylvia Flowers:

as well as community members. As I mentioned, Monica, Santana Rosen is a daughter of immigrants and Eliana as well. They can do monolingual Spanish sessions if necessary so that we can speak directly to parents and students in their home language. We would likely need support for any other languages beyond Spanish, but we are fully able to conduct monolingual Spanish sessions with your community. And then again, we would take all of this information in order to build the job profile for the role.

So we are a firm that's eight years old. We did our first superintendent search in 2020, 2021 coming out of COVID, which was Denver Public Schools. Since then, we have completed, I think that's 10 superintendent searches and we have two in progress. Right now we're working with Durham Public Schools in North Carolina and then Homewood-Flossmoor High School District, which is a 3000 student high school district in the south suburbs of Chicago. We have been doing executive searches for much longer. We have been supporting new and sitting superintendents in their transitions into their roles, and we have supported them with a variety of cabinet level positions.

One of the questions you asked was about projects that were similar to Clark County School District. And I would point to obviously Denver Public Schools is the largest school district that we have supported. Our first one where community voice was really important and there were a lot of differing opinions about school choice within the Denver metropolitan community. So it was really important for people to be able to be a part of that process and to be able to share what was most important to them as the demographics of the Denver community were changing.

The other one I would point to is both Cleveland Metropolitan School District, which we completed in 2022-2023. I think Cleveland interesting in that the governance structure in Cleveland is that there is a mayoral appointed a board in Cleveland with at the time a superintendent who had been in place for over 10 years and was really invested in finding his successor to the role. So new mayor in place and a mayoral appointed board. And we were able to work collaboratively with the mayor's chief of education as well as the board to design a process that was inclusive and that resulted in Dr. Warren Morgan being appointed to the superintendent role. I would say Cincinnati Public Schools. I think Ohio in general is a state with very generous open meetings laws as well. So that both of those searches were ones where candidates needed to know upfront that their names would be released publicly. So doing a lot of that work upfront to make sure that candidates felt comfortable and that we were able to attract a strong and diverse pool.

And then we most recently wrapped up the selection in Lawrence public schools in Massachusetts, which was a district coming out or on the verge of coming out of state receivership. So worked very collaboratively with the State Department of Education as well as the recently appointed Lawrence Alliance for Education to design a process where that control was going back to the district hopefully after they selected their superintendent. So that one just wrapped up.

So why this district? Why did we bid on this? Why do we think this would be an attractive district for us to find the next superintendent in collaboration with you? Obviously, it is a large urban school district that serves a very diverse population. The district has been on the cutting edge of some of the equity and racial justice work and implementing restorative justice practices in their schools. I think as the strategic plan comes to an end, this is an opportunity for the next superintendent to come in and work collaboratively to rebuild and to set the foundation for the direction in the next five years. And then I think the recent changes in your governance structure create an opportunity to rebuild trust in the community as part of this process.

So this is an example of a typical superintendent search with Alma. I would say in general, as you've heard from previous firms, about four months is the average timeline for a superintendent search. If you all were to move to decision tonight, then we would be ready to get started as soon as possible. And the goal would be, of course, to finalize your selection by November and plan for the transition of your selected candidate.

Sylvia Flowers:

I think we'd want to understand the best ways to gather community input during the summer months and thinking about the best ways to reach parents and students and staff during this period where vacations and scheduling become a challenge.

Typically, you will see from a process standpoint, I mentioned we begin with stakeholder input that is the foundation of this work. Depending on the summer schedule, we would start with of course one-on-one interviews with members of the board of trustees and then try to conduct as much of the community engagement as we could during the summer. We would also, if we were not able to reach as many people as possible, we would develop that job profile. We would launch the job profile so that we could begin early recruiting and we may come back to make tweaks to it if we needed to if we needed additional community engagement in the latter part of the summer. So the August-September timeframe would be recruiting and sourcing candidates and designing with the board the selection process steps.

Typically, Alma does conduct first round interviews of all candidates. We would do a resume review. We would use a rubric of course that is aligned to the job profile. And we also think it's important for us to talk to each and every candidate before we would present candidates to the board. So we do conduct first round interviews and provide those notes as well as our feedback on the strengths and the things that we want to continue to learn about a candidate at the next stages. So September, October, we would be presenting candidates to the board for the board's consideration. We would work with the board on what those selection process steps would be, whether it's two rounds of interviews, three rounds of interviews. That would be something we'd want to collaborate with you on so that at each stage you're getting a deeper and deeper look at your candidates. At every stage you're going to learn something new and we want to make sure we're providing those opportunities for you to learn as much as you can before you get to decision.

At the finalist round, we'll work with you all to decide what type of finalist round you want. How broad and open do you want it to be, what stakeholder groups you may want to invite to be a part of the process. We would train all of those stakeholder groups in designing their questions in our anti-bias training so that they're able to ask questions from their lens. If you decide to have a teacher panel or a parent panel or a student panel, we'd spend time with each of those groups to develop their interview guides and materials. And then at the end of the process, of course, we want to have time to debrief with you to talk about what worked well, what could have gone better, and then what we learned about your selected candidate that will help prepare for that person's transition into your organization. So want to spend that last time after a decision to really thoughtfully plan for their induction.

So again, the Alma difference is the facilitated work that we do with the board at every step of the process. We again, don't have a cookie-cutter approach to the job profile or the selection process steps. It is developed and designed in collaboration with the board and it is aligned to the competencies that we uncover through that community engagement process. I mentioned the anti-bias training, really focusing on the evidence that a candidate can demonstrate. What have they done that aligns to the needs of this district? And then again, the transparent and inclusive community engagement process is really important to us.

And I wanted to jump into a few of the questions that you all shared in advance. I mentioned a little bit about the districts that we've worked in that we feel are comparable. You also asked about how do we find qualified candidates? So we have a dedicated recruiter. Our team brings many years of education experience, both in traditional public school districts and nonprofit organizations as well as from the private sector as well. So we develop a list sourcing list. We use LinkedIn like everyone else. We are looking for referrals through our personal networks as well as through social media. We track all of our posting sites.

Sylvia Flowers:

So we would of course present to you a list of the places that we think we should post this position. Many of those have metrics that are associated with the number of clicks, the number of views. We are tracking that at every step of the process. And then we're also tracking where candidates come from. So through our applicant tracking system, we can see from what source they clicked on the job and then applied. So we're also looking at that as well. You all mentioned the open meetings law. We've certainly read about it, but would want to work very closely with your general counsel to make sure that we were in compliance with all of the requirements here in Nevada. I mentioned our work in Ohio and places that have very generous open meetings laws. And we think that can certainly present some great opportunities for transparency and it also could present some challenges in terms of recruiting candidates who are ready and willing to be in the public during the process.

We are working with a district now, where we actually have that question as a preliminary screen about whether they're willing to be in an open search versus a confidential search. So we'll be able to gauge up front if this is impacting our ability to recruit and source candidates. But we've found that there are people who are passive job seekers and active job seekers. And it is our job to find those people. I have a saying, which is always be sourcing. We're always sourcing. We keep our job postings up until the contract is signed on the dotted line. We don't actually have a deadline. We don't close ours because this, in some cases is a job seekers market, and we can lose candidates at any stage of the process as well. So we don't want you to fall in love first. We're still courting and dating up until you sign on the dotted line. So we keep the job posting open. People's situations change at any time, so we want to make sure that we are pounding the pavement to find great candidates up to the very end if necessary.

Part of what is important to us is not only our relationship with you as a client, but also to make sure that our candidates have a great experience. And that means that we are communicating clearly with them about the process, what's coming next. We're preparing them and that they also are able to evaluate this opportunity based on what is known publicly, but also what we've discovered over time and working with you. We want to be honest with our candidates, just as much as we want to be honest with you about potential pitfalls, challenges that we may be facing.

The other thing that you all asked about is a guarantee. So our pricing is based on the time and effort that we put into our searches. So we don't have a guarantee in that respect because retention is a very complex issue in this work environment. So we don't offer a guarantee unless there was somehow, somehow negligence on our part. But we know that again, someone's decision to leave a job or not, sometimes is beyond almost control.

You also mentioned whether our recent placements are off limits. We are not intentionally seeking candidates that we have placed in other roles. We of course respect candidate confidentiality and if a candidate came to us and showed interest in this role, we would really want to understand why. Why they would want to leave an opportunity that we had recently placed them in.

And let's see here. You all also asked about define the responsibilities that would be completed by the board or the district. So one thing that we know is that the superintendent search is one of the most important responsibilities of a directors board of trustees, and it is a time intensive process. So buckle up. We will be requesting your time. It would be ideal if we could have one or two point people that we could work with weekly or bi-weekly to really do some of the blocking and tackling and planning that need to happen for the four month period. That includes helping us identify the potential partners for community engagement and some of those things. It's also thinking through some of the design decisions and how we want to bring those back to the full board. So we find that having a dedicated either small group, couple of folks who are working with us on a weekly or bi-weekly basis really helps us move the process along.

Sylvia Flowers:

And we may also need district support as well. So having someone in the district who can help with communication, getting information out to parents, establishing a dedicated website so that people can access information about the superintendent search is also really important. Whether that's using the robocall tool or any other electronic tools to get surveys and things out to the community, we would need that partnership with the district on some of those logistical aspects as well. And with that, I will turn it over to you all.

Trustee Garcia Morales:

Okay. Colleagues, we are going to... Okay. All right. Very good. All right. Colleagues, we've got 20 minutes for questions and I am going to take the first question before I turn it over to my colleagues. Ms. Flowers, there is one designated project manager on your team that if selected would be working with CCSD, either committee or staff...

... would be working with CCSD, either committee or a staff member on committee. Help me understand a little bit more about the structure, the way that you've designed the interaction with the district.

Sylvia Flowers:

Yes. So typically our searches are either led by Monica Santana Rosen, or myself. So depending on when we get started, we will make that decision on who's going to be the primary point of contact. Monica, as CEO, typically provides executive oversight on all the projects, and then either she or I will lead the search. Then we'll have a number of people who are supporting at various stages of the process, but primary points of contact are typically Monica or myself.

Trustee Garcia Morales:

Thank you. I'm going to turn it over to Kate, Trustee Williams.

Trustee Williams:

Kate, first name basis over here. Thank you. Madam president. Thank you, Ms. Flowers for coming here and presenting. Flowers, right?

Sylvia Flowers:

Yes.

Trustee Williams:

Okay. All right. I don't have my glasses on, so I can't see. I have a typical question that I was asking the other firms, but one thing that I was concerned about is that your company was established in September of 2016, so it's a little over eight years or right at eight years. So I guess where's the longevity data that you guys have from that? How are you basing that off of, because where the previous companies have been able to show us 10 years or more of data, you guys only have eight years, so I guess how are you guys going to reconcile that for us?

Sylvia Flowers:

Yeah, we certainly don't have 10 years of data, and we just started our first superintendent search in 2021.

Trustee Williams:

Okay.

Sylvia Flowers:

So of the superintendent searches that we've led, everyone is still in place.

Trustee Williams:

Wonderful. I mean, a win's a win.

Sylvia Flowers:

I would say over time though, we have, because of our work in districts, and I didn't say this at the front end, our work was really around human capital and talent management strategies in districts. So we began our work in human capital consulting, helping districts figure out how to better recruit and retain teachers and leaders. Out of that work districts began to ask us to lead executive searches because they found that our tools and resources for finding teachers and leaders were competency-based, they mitigated bias. And they said, can you help us find our next CAO, COO CFO? And so that is what got us into executive search and then later superintendent search. So while we've only led superintendent searches since 2020, 2021, we've led over 90 searches of all cabinet level positions.

Trustee Williams:

That's helpful. I'm sorry. I was going to say that's helpful. And I am sorry not to cut you off, but I know that my other colleagues have questions, and I just want to ask this one very specific question. Las Vegas, Clark County is a very specific type of city area, very transient. Every four or five years we have turnovers in our neighbors, in our neighborhoods and things like that. And then not only that, but with as much of a political spotlight we have on this board and this county and this district, how do you sell that to a candidate who is going to be openly scrutinized by the entire public of people who don't know them?

Sylvia Flowers:

Absolutely. Absolutely. So a couple of things. One, this is a great opportunity for a current superintendent, a rising superintendent. So I think there are many, again, active job seekers as well as passive job seekers who will be interested in this role. And that is the responsibility of the firm to tell the story. That starts with us getting to know the community and to hear about the lived experiences of students, of staff members, of parents, so that we can do the selling.

What we have found is there are great things about every place, almost every client that I have says we're special and we're unique and it's true, and we want to tell that story. This is a place for visitors. I live in Nashville, which is also a place that has a lot of visitors. And so there are ways that we want to talk about not only the community that has been here, but the people who are coming here. And I think there are people who will find that attractive for a variety of reasons.

Trustee Williams:

Wonderful. Thank you.

Sylvia Flowers:

Mm-hmm.

Trustee Garcia Morales:

Thank you. Trustee Satory.

Trustee Satory:

Hi. Thank you so much. I appreciate your presentation. Thank you for being here. I have a couple of questions. One, I just wanted to have you elaborate a little bit more on your vetting process. Just beyond the general background check, what ways do you use to vet and what sources you use?

Sylvia Flowers:

Yeah, so as I mentioned, first we want to talk to every candidate. We want to interview every candidate before we recommend anyone for the second round interview, which we hope will be with members of the board, but that's to be designed with you how you all want to design the selection process and the number of rounds you want to use. In terms of vetting we will of course do background screens and internet searches, and we will ask them directly, is there anything in your background that the board needs to know about, so that you have that information upfront. And the further we get in the selection process rounds, we will be asking for formal references and doing formal reference checks on candidates that advance at each stage.

Of course, we have an extensive network. Many of the people on our team have worked in districts across the country as well as non-profit organizations who have supported school districts. And so we of course have a network as well. We don't have a book of people that we present to you as a client. We are actively looking for people that align to the competencies that we discover in that first phase. So we are not recycling candidates from other searches. We're starting from ground zero every time and putting in the time and effort to really sell this district and to find candidates who align with what you are looking for. And we want to have frank and honest conversations with you about candidates. We do know this is a world where the media can be good and bad to people.

What we have found, particularly for candidates of color and women, is that when you make a mistake, a public mistake, sometimes you can never recover from that mistake. And so we want to have those conversations with the board about this is what we found. How do we think about this? If this is someone that you're interested in and you believe is really strong, how do we prepare you? How do we prepare the community? How do we prepare the person to enter into a very public position? Again, because we do find that current existing sitting superintendents are going to have some media on them. And there is, as we know in every relationship, there's his side, her side, and the truth is somewhere in the middle. And we have to allow the candidate to tell their side of the story and present that information to you for consideration.

Trustee Satory:

Thank you. And my second question comes from hearing where you began in your background and your expertise. What transition support, once the candidate is selected, what do you offer as far as in those initial phases as far as transitioning support?

Sylvia Flowers:

Yeah. So typically in an Alma search, we're going to be gathering data on the candidate's strengths and weaknesses at each round of the selection process. And so we know that there are no perfect people in the world. There are people who are going to come to you that have some definite strengths, and they're

Sylvia Flowers:

probably going to also have some opportunities where they're going to need the support of the board and the community. So we want to make sure that in that deliberation and that debrief process that we're acknowledging that, okay, this is an area where this person may need support. What are the ways that we want to plan for that person's transition into the community? What are the ways that the board can support that transition in the community? What are some of the other tools and resources that need to be available in those early years?

And then some of the other examples are, for example, in Cleveland Metropolitan School District, after Dr. Morgan's first year, we also helped him find four of his cabinet level positions. We are working in the school district of Philadelphia. We helped Superintendent Watlington find four of his senior level positions this past year. So sometimes that support has also extended to helping them build their leadership team if that's an opportunity as well.

Trustee Satory:

Thank you.

Trustee Garcia Morales:

Trustee Johnson.

Trustee Johnson:

Thank you. You mentioned it a bit during the presentation and I was hoping you might be more explicit. Just can you talk about the value of bringing on a smaller, more boutique firm versus a larger firm? And then with that, can you also talk a little bit about some of the ways that you would attract a large diverse pool given you would have a smaller recruiting team?

Sylvia Flowers:

Yeah. So I think the value of working with Alma is that we have two superintendent searches happening right now, which will likely be ending. So we don't have a large book of 30 superintendent searches that we're leading. We are a boutique firm. We are able to dedicate the time and effort to the search, and we don't have a cookie cutter approach. We are lifelong learners. We're in learner mode. We want to learn with you. We certainly have best practices and things that we recommend, but this is a facilitated process where we're developing a deep understanding of your community and your needs, and we are collaborating together. We are fostering and cultivating together a process that what we hope is you're leaving with some things that you want to carry forward after we leave as well. So we find that we have a very collaborative approach. We certainly have a model that has worked for us. We want to share those best practices, and we want to offer you a customized solution that meets the needs of this community.

Trustee Garcia Morales:

Thank you, Trustee Johnson. Trustee Bustamante Adams.

Trustee Bustamante Adams:

Thank you, Madam President. In your presentation, you talked about community stakeholders meeting being the most important part of your process. So my question is on that one, what is the largest number of participation in your outreach through surveys or focus groups and one-on-ones that you guys have had?

Trustee Bustamante Adams:

And then number two, you talked about data analytics and if you can just broaden, because I would be very interested in the data analytical part, and if you can expand on that.

Sylvia Flowers:

Yeah, so we of course want to have a community survey so that we can reach people who may not come out to a community gathering or come to a focus group either in-person or virtual. So first we're going to design a survey for you. It will be based on what we've heard in our initial listening in our conversations with the trustees. We don't have a cookie cutter survey where we're elevating what are the top needs in the district, what are the opportunities, what are the key responsibilities in the role, and what are the skill sets that people are looking for? So we're looking to design the survey along those themes. The survey typically takes about five to eight minutes, so we're not designing something that people are going to find particularly cumbersome, but it's going to give us a lot of insight into how people are prioritizing the specific needs of the community as well as the competencies for the position.

We have been tracking survey response rate. We've typically seen about a 15% response rate based on student population. And so that's one target that we are shooting for. Again, we'd want to work collaboratively with the district staff to make sure that we are pushing the survey out to as many people as possible. For a district this size we had anticipated, and you'll see this in our proposal, a large number of community gatherings, and I think the RFP capped it at six, but for a district this size, we would've expected to offer a lot more opportunities for those evening engagements. So we'll want to thoughtfully think about how we could reach as many people as possible given the six.

When we're on site we also want our days to be packed from sun up until those community gatherings where we're having focus groups with staff and students and community organizations that may be in a smaller, more intimate setting. I would have to get back to you on how those numbers actually shake out, but in probably a mid-sized district, there would be three community gatherings and then any number of focus groups and one-on-one interviews. So I'd have to get back to you on the exact number based on the sizes of the districts.

Trustee Garcia Morales:

Thank you. Trustee Cavazos.

Trustee Cavazos:

Thank you, Madam President. Thank you Ms. Flowers for the presentation. I was wondering, you said that you're a boutique firm, very unique. So what do you think would be something that would be very innovative that would meet the needs of a large district like CCSD for a superintendent search?

Sylvia Flowers:

That's a good question. Let me think about that. So one thing that is an interesting challenge to me is the geography and the size of this district. And I would want to work with you all to figure out the best ways to really reach as many people as possible given the geographic expanse of this district, whether that is how we use technology to do that, how we go to where the people are, how we leverage community partners. I think that's one thing that is top of mind. I think we also develop a very inclusive final interview round process, which we think would be really great in a district this size. I think it would be an interesting challenge to ensure the diversity and representation on such a broad interview panel process, and would

Sylvia Flowers:

be interested in hearing more about some of the creative ways we could get some of the folks who are not always at the table to provide that input, even at the finalist round.

Trustee Cavazos:

Okay. Thank you so much for your answer. I appreciate it.

Trustee Garcia Morales:

Excellent. I believe that we are at time. We have two more minutes, actually. Look at that, colleagues. Trustee Cavazos, did you have something else? No, no, you're good. Okay. Trustee Zamora.

Trustee Zamora:

Right on time. Thank you for the presentation. I just have one question. You mentioned that you will be leaning on the district for a lot of support, for example, in communications. How can the firm ensure that we stay unbiased for the internal people, internal candidates that we might have?

Sylvia Flowers:

Oh, that's a great question. So we have a lot of care and compassion for any internal candidate who decides to put their name in the hat. And I think I mentioned we care as much about our candidates as we do about our clients because we want them to have a process that treats them with respect. And particularly for an internal candidate, we want to recognize the strengths and contributions that they've made to this district and the courage that it takes to put their name in a public process. And so we'd want to work thoughtfully with you all on who owns the relationship, who has the strongest relationship with candidates, internal candidates in particular, so that they're not only hearing from us if it's good or bad news, that they're also getting that thank you from a member of the board if they don't advance, for example.

And so we'd want to thoughtfully collaborate with you all on how you want to treat internal candidates. And there's some decision points that you want to make, you might say, because Alma's going to interview everyone anyway, we're going to interview everyone, and we're going to give you a recommended list of candidates to move to the next process. We'll want to talk about whether or not we allow every internal candidate to have a second round interview with the board or whether you want Alma to make the decision, and then you take our recommendation. So those are some ways that we want to talk about how we want to treat internal candidates. We do find that internal candidates, because they're known entities, sometimes have a higher bar to cross than someone from outside. And so what we want you all to do is to really think about how you evaluate those candidates based on where they are in their current role and how those skills transfer to the competencies of the role. So they're not the superintendent right now, but what are the things that they have done in their career that are transferable to the role of superintendent, even if you don't see them in superintendent role right now because of your current interaction with them, if that makes sense.

Trustee Garcia Morales:

Thank you. Thank you. Thank you, Ms. Flowers, thank you so much for your presentation today and for answering all of our questions all up to the 20-minute mark. I appreciate your support. Thank you.

Trustee Garcia Morales:

I think at this point in time, we'll transition out. Colleagues, I'm going to ask you to... Ms. Flowers, thank you again for your presentation. You are good to go. I appreciate you making time to be here with us tonight. Thank you Mr. Caruso for supporting Ms. Flowers as she transitions.

Colleagues, what we're going to move on to next is the public comment period. For this item, I am going to ask you to please go through your scores and make sure that you have a combined average score for all three of the presentations today. And again, it's the combined average score, not the total score, but the combined average. Average. Average. Average. Okay. All right. We're going to begin with individuals who signed up in advance for this particular item. And we are not accepting yellow cards anymore. We will close that out. We have Chris Giunchigliani, come on up, please. Got three minutes.

Public Hearing

Chris Giunchigliani:

Thank you, Madam Chair, members of the trustees. That was fascinating to watch through. It's been a long time since I've sat through a presentation like that. I would ask that you consider not giving clear direction to whoever you wind up consulting with or hiring that they not come from Brood or Chiefs in schools as their consultants. We've been there and done that.

I think I heard through all three of them that they need to establish a method for both the community and student engagement. There are ways to get that engagement on the high school campuses, for example, with the kids by outreach in a complete, so we shouldn't dismiss that opportunity. They should also have community meetings in Clark, Henderson, North Las Vegas, Boulder City, at least at a minimum, so that we're doing our outreach, but make sure we include the rural areas. And finally give directions to the person that they find in their competency should have problem solving skills, community relations, clear non-divisive decision making that's based on staff, students, and parents and not on power.

They should demonstrate how to create a culture of respect. They should demonstrate team building, instructional knowledge, problem solving, caring for students and parents, staff training, input, effective communication internally and externally, and the support of the trustees, not pitting you all against each other. I think that's going to be very key as part of a competency that's there. And finally, to establish collaborations with the employee unions. The firm should have people that demonstrate that team building and flexibility. I think this is an opportunity for the district to move forward and that the right fit at some point should have some of those skill sets that are there. So thank you for putting this together and letting us sit there through it.

Trustee Garcia Morales:

Thank you very much. That concludes public comment, colleagues. As I shared earlier after public comment, we will have an opportunity to deliberate and share remarks. They should be within the confines of the presentation and be very specific to the information that was presented to us today. And the one thing I want to ask my colleagues and I had mentioned this to you earlier, would you find value at this time to be refreshed or reminded of the proposals, the superintendent search RFP responses with respect, the ratings for the cost ratings? Would you benefit from hearing the cost ratings again at this time? No, I think you're good. Okay. Very good. If you need that information, it is available at the... Thank you colleagues. If you do need that information, it is available in our reference material from the previous meeting. Okay, great. So at this point, colleagues, I invite you to share your remarks. Otherwise, if there's no remarks to share, we can go straight into average scores and providing the average scores to council.

Trustee Garcia Morales:

I'll share some things, some thoughts to help us kick off the discussion. I'm really grateful for all three of the firms who came to present to the board of trustees today and to our community. A couple of things that I noticed across the firms, there was a range of depth of experience, knowledge in Open Meeting Law, specifically with respect to Nevada Open Meeting Law. And some firms have more of a learning curve than others when it comes to OML knowledge.

I also found it interesting to note the pieces around capacity and structure within each firm's presentation. I thought there were some key differences there for me around one firm had a very specific team who were all present here today and were ready to get started tomorrow on our work if selected. And then of course there was the structure. So the capacity and the structure. I even thought it was interesting to see the type of partnerships that some of the firms provided, including one of them who has a very respected partner that the district already uses.

The other thing that I noticed was what it means to find the right fit for our needs as a district. And maybe sometimes that's in competition based on the presentations today with the need to sell our district, to sell our candidates on how incredible we are. And I just wonder if the one curiosity that I have is around whether there's place for both the fit, because the right fit will help us find... Helping recruit the right fit, will help us create sustainability. And it's one of the things that I appreciate from the first firm. They talked about the importance of identifying or ensuring and securing, that it is important for us to remember that our results will take time for us to build and that they will not happen overnight. That most successful school districts who have proven results have them over the course of five years. And so I found that especially interesting and the need to create sustainability in our district for the purposes of improving student outcomes, I thought was extraordinary. And I also appreciated the research that these firms conducted to help us indicate that they know either both about Nevada and or the district. So those are some general themes that I noticed. I invite other colleagues to share what they noticed and any other musings that they have around this. Trustee Williams.

Trustee Williams:

Katie. Just kidding. All right, thank you. Madam President. Yeah, I am going to agree. I think that we, I don't know, the RFP process was great. I am thankful for the staff for getting these three firms to come in and submit. I'm going to agree with you. I think there are two of them that are really well established. They have at least three decades worth of experience. Not only that, but they have retired superintendents on their board. I think that's really important because they have that concept and understanding. There are other contacts here. I mean, they're all really great firms. I think two out of the three are probably the most right for this district because they have the historical context of this district. But those are just my thoughts, but I don't have anything really.

Trustee Garcia Morales:

Thank you, Trustee Williams. Trustee Cavazos.

Trustee Cavazos:

Thank you, Madam President. I think having been here for just about every single meeting that we've had here having to do with the superintendent search and listening to the community, something that really stood out to me tonight was the different strengths and different unique challenges that they presented as far as the searches that they've done all the way from cabinet members to superintendents. Something that also stood out to me was that when we asked specific questions, not just the ones that we had already

Trustee Cavazos:

been answered, that I really zeroed in on the ones that were not boilerplate, they were customized to our district and to how they would meet the challenges of our community. So I think that all three firms had their own strengths, but I have to say that we have to look at a firm that is really going to put community input first and foremost, along with the board of trustees working with the firm. If we do not have our business partners, our educators, our students, every entity in our district working and being transparent with this superintendent process, we are not going to end up with a person that is going to be welcomed and conducive to the needs of our district. So those are my thoughts. Thank you so much.

Trustee Garcia Morales:

Thank you, Trustee Cavazos. Trustee Guzmán.

Trustee Guzmán:

Thank you President Garcia-Morales. I first want to thank the procurement department for giving us these three really great firms to actually have a presentation on because they all were very different and they all had different ways that they would do a superintendent search. So that just shows number one, that we are sought after and our procurement department actually knew what we were looking for.

The second piece was that where they find the superintendents. That to me was very interesting and assisted me in understanding how there are so many firms. Because for so long we've been told that the superintendent pool is very, very shallow. But yet we have these three firms that are willing to share with us multiple. And with the first firm, they said they had 32 candidates for Washoe alone. So imagine, I mean, I know that the Clark County School District is an amazing place to live and to work and so just imagine what we will find. So I'm really excited to see whichever firm we choose, who they bring to us, because that's really great. And then the knowledge of 241, which is the one thing that gets us in trouble. I'm grateful that the firms that came forward were knowledgeable on it. So I want to thank you all. Thank you so much.

Trustee Garcia Morales:

Great. Thank you, Trustee Guzmán. Trustee Bustamante Adams.

Trustee Bustamante Adams:

Thank you, Madam President. I am grateful for the procurement team and for us for narrowing it down to three. I think that we have some great choices to pick from. I do like one of the firm, because of their leadership experience. I appreciated the leadership that they brought to the table, at least two of them. And that means that our work is important to that group. That's how I took it. I do like that one of the firms has experience in Arizona. From an economic development standpoint, it's probably one of our hardest competition. And we lose companies coming here or expanding here because of that. Also, California. And so-

... Being here because of that, also California. And so I like the fact that one of the firms recently had experience in Washoe and so they understand the state, they understand the difference between Washoe and Clark County, and so I appreciate that perspective. I also like the fact that they have history in Clark County and that they pronounce the name of the state correctly. That's important to me. I also like the fact that they would be willing to spend time on the front end, right, do your homework up front so that the process is easier for us.

Trustee Bustamante Adams:

I also was equally impressed with the other team. I like the extensive history that they have in Clark County in several different levels of leadership. I was concerned about, they did talk about diversity, but here it matters the population as a whole in the superintendent space, and I thought that it was maybe too lenient to one side for me. I did like the fact that they had subscribers to their monthly newsletters, and that's how they convened their people. And I was really impressed about the data analytics. That, to me, I had not seen that in general. And so I think that that is a uniqueness that set them apart. And I think that was it, so I definitely agree with the others that we do have two that sets them apart.

Trustee Garcia Morales:

Okay. Thank you, Trustee Zamora.

Trustee Zamora:

Thank you Madam President. I am definitely one to cringe if you don't say Nevada correctly, so I really appreciated that. This was definitely an experience. I really do appreciate the team, though, for narrowing, you know, the choices at our last board meeting, was that last board meeting? And I do appreciate our team and the team that was here that day, and we chose these top three to get interviews from because I think there was a lot of homework and background that we ended up doing before the meeting and choosing those three, I think, we made a really good decision. I'm very proud of the board for choosing these three. They all had different areas of expertise, and it was really interesting to see that, but that was it. I think too, it did really well and I think we are ready.

Trustee Garcia Morales:

Thank you, Trustee Zamora. Take us there. Take us there Trustee Zamora. I love it. So we don't want to miss the opportunity to get some clarity from council. Council, we've been kind of dancing, not on purpose, but dancing around which firm we specifically support. So do you want to hear the numbers first?

Nicole Malich:

Yes. Can I go ahead and have the numbers so I can start averaging them, so we're not sitting in silence like last time while I do math?

Trustee Garcia Morales:

All right, perfect. So we'll start, if it's okay with Trustee Cavazos.

Trustee Cavazos:

I'm sorry.

Trustee Garcia Morales:

Oh nope, we won't start with Trustee Cavazos.

Nicole Malich:

And make sure remember.

Trustee Garcia Morales:

Oh, we will start with Trustee Cavazos. Counsel can you turn your mic on please?

Nicole Malich:

Remember this rubric sheet goes in a different order than the presentation, so make sure you put your numbers in the right spot.

Trustee Garcia Morales:

So counsel, should we start with the first presentation? Are we going-

Nicole Malich:

We can start wherever. Let's start with one of the firms, go through all your scores. Next firm, go through all your scores.

Trustee Garcia Morales:

Great. Trustee Cavazos, you're ready to provide the combined average score for the first one?

Nicole Malich:

Wait, the first one...

Trustee Garcia Morales:

Being McPherson and Jacobson. Is that okay? They were the first presenters. Okay, here we go. Trustee Cavazos?

Trustee Cavazos:

Thank you. I started first last time. Can we start with Trustee Johnson because he looks ready to go?

Trustee Garcia Morales:

He does. All right.

Trustee Cavazos:

Because I started last time. I did all the ones first time.

Trustee Garcia Morales:

Perfect. Thank you. Trustee Johnson?

Trustee Johnson:

Yeah, I like to get into the business of it. 3.67 for McPherson and Jacobson combined average score.

Nicole Malich:

And if you guys had to round, go two decimal places.

Trustee Johnson:

That's what I did. That's GPA math. We're at school, we do GPAs, although some of them do.

Trustee Garcia Morales:

Thank you, Trustee Johnson.

Trustee Esparza-Stoffregan:

We did not do what you did.

Trustee Garcia Morales:

Oh.

Trustee Esparza-Stoffregan:

We'll do it.

Trustee Johnson:

Find the average is what we were told, right?

Trustee Garcia Morales:

Yes.

Nicole Malich:

Trustee Johnson. Yes, he gets an A-plus. He did it correctly, so let's all follow in his steps.

Trustee Garcia Morales:

Okay, we'll come back to you, yeah, no problem. I'll go next. Forgive me Trustee Guzmán, are you ready or do you need a minute?

Trustee Guzmán:

[inaudible 03:29:02]

Trustee Garcia Morales:

All right, thank you Trustee Guzmán.

Trustee Guzmán:

Okay, so for McPherson and Jacobson, it's a 3.8.

Trustee Garcia Morales:

Thank you. I'm a 4 for McPherson and Jacobson. Trustee Bustamante Adams?

Trustee Bustamante Adams:

3.8

Trustee Garcia Morales:
Thank you. Trustee Zamora?

Trustee Zamora:
3.17

Trustee Garcia Morales:
Trustee Williams?

Trustee Williams:
3.6

Trustee Garcia Morales:
Thank you. Trustee Cav-Satory? Excuse me.

Trustee Satory:
3.83

Trustee Garcia Morales:
Trustee Cavazos?

Trustee Esparza-Stoffregan:
2.6. Oh wow, I brought the whole thing down.

Trustee Garcia Morales:
Allow us one moment, Trustee Cavazos. Give me just one moment, actually Trustee Cavazos will give us a number at a second. I think we need to troubleshoot. Please stay put trustees. All right. Trustee Cavazos, I apologize for interrupting you. Can you please read your score of McPherson and Jacobson into the record?

Trustee Cavazos:
Yes. 2.6. I'm sorry, you said one three numbers, 2.66.

Trustee Garcia Morales:
Okay, thank you very much. Esparza-Stoffregan?

Trustee Esparza-Stoffregan:
Are we doing McPherson first?

Trustee Garcia Morales:
Yes.

Trustee Esparza-Stoffregan:
Okay, 2.5.

Trustee Garcia Morales:
Thank you. Trustee Cavazos, did you have something else on that score? No? Okay. Can we go back to Trustee Johnson? Counsel, you have everything you need for McPherson? Oh, I don't want to miss an opportunity to check in with Trustee Watson if he's still on the phone?

Trustee Guzmán:
[inaudible 03:31:29].

Trustee Garcia Morales:
Okay.

Nicole Malich:
Yes, I'm missing scores for Trustee Brooks and Trustee Watson. I have the rest of you. So let's move on to Hazard.

Trustee Garcia Morales:
Thank you. HYA, Trustee Johnson?

Trustee Johnson:
3.67

Trustee Garcia Morales:
Thank you. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:
4.0

Trustee Garcia Morales:
Trustee Guzmán?

Trustee Guzmán:
4

Trustee Garcia Morales:
Thank you. I'm a 3 for HYA. Trustee Bustamante Adams?

Trustee Bustamante Adams:
3.8

Trustee Garcia Morales:
Trustee Williams?

Trustee Williams:
2.8

Trustee Garcia Morales:
Trustee Zamora?

Trustee Zamora:
3.83

Trustee Garcia Morales:
Thank you. Trustee Satory?

Trustee Satory:
3.67

Trustee Garcia Morales:
Thank you. Trustee Cavazos?

Trustee Cavazos:
4.0

Trustee Garcia Morales:
Thank you. Colleagues you have, excuse me, Counsel, do you have every one that you need for HYA?

Nicole Malich:
I do.

Trustee Garcia Morales:
Okay. Okay colleagues, I think we're ready. We've got a flow here. Trustee Johnson?

Trustee Johnson:
2.83

Trustee Garcia Morales:
Trustee Esparza-Staffregan?

Trustee Esparza-Staffregan:
2.16

Trustee Garcia Morales:
Thank you. Trustee Guzmán?

Trustee Guzmán:
3.16.

Trustee Garcia Morales:
Thank you. I'm 2.50. Trustee Bustamante Adams?

Trustee Bustamante Adams:
2.8

Trustee Garcia Morales:
Trustee Zamora?

Trustee Zamora:
2.83

Trustee Garcia Morales:
Thank you. Trustee Williams?

Trustee Williams:
1.6

Trustee Garcia Morales:
Trustee Satory?

Trustee Satory:
3.17

Trustee Garcia Morales:
Thank you. Trustee Cavazos?

Trustee Cavazos:
2.3

Trustee Garcia Morales:
Please jump in the queue for me. Thank you.

Trustee Cavazos:
2.30.

Trustee Garcia Morales:

Okay, thank you. Counsel, you have the scores for Alma?

Nicole Malich:

I do.

Trustee Garcia Morales:

Okay. She said I do. I do. All right colleagues, I think at this point we can discuss while council is doing GPA math. All right. All right colleagues, we can hang tight until council provides us numbers.

Nicole Malich:

I'm ready.

Trustee Garcia Morales:

All right. Thank you Counsel, please go ahead.

Nicole Malich:

So the combined average for the first firm, McPherson, is a 3.45. Yep. The combined average for the second firm Hazard is 3.64, and the combined average for the third firm Alma is 2.59.

Trustee Garcia Morales:

All right colleagues thank you, and thank you counsel, and thank you colleagues for that. Based off of my instructions earlier today, the goal for this evening is to determine which firm receives the highest score so that we know who our selection is for the Superintendent search. At this time, I will entertain a motion. Trustee Guzmán?

Trustee Guzmán:

Thank you. I move that HYA be our firm to do our Superintendent search.

Trustee Garcia Morales:

Thank you. Trustee Bustamante Adams?

Trustee Bustamante Adams:

I will second that motion.

Trustee Garcia Morales:

Thank you. Colleagues, we have a motion by Trustee Guzmán, a second by Trustee Bustamante Adams, please cast your vote. Thank you colleagues, that motion passes 6 to 0. Colleagues please turn in your Superintendent search firm selection scoring rubric to Counsel. Add your name to it as well. All right, appreciate everyone's cooperation and support. We good colleagues? We still have to close out the meeting, so help me out here.

Trustee Guzmán:
[inaudible 03:38:32]

Upcoming Meeting of the Board of Trustees

Trustee Garcia Morales:

All right, Trustee Guzmán says let's go. I have actually two things here; we're going to move on to item 3.01. That's the upcoming meeting of the Board of Trustees on Thursday, June 13th at 5:00PM here at the Edward Greer Education Center. I want to just to note for the record, colleagues, that the agreement and contract for this search firm will come back to the Board of Trustees as a consent agenda item on June 13th. Okay? And so that it is autographed, and there is a process. We create a record so that we can, once that contract is signed, we can begin the work. Okay. All right. Board of Trustees meeting June 13th.

Public Comment on Items Not Listed as Action on the Agenda

Trustee Garcia Morales:

Moving on to public comment items not listed as action items on the agenda. This is 4.01. This is an item that people can submit yellow cards to. If you have not submitted them, please do so now. Otherwise, once we begin public speakers, we will no longer take public comment. Okay, we'll start with individuals who signed up in advance. We'll have Chris Giunchigliani, come on up please.

Public Hearing

Chris Giunchigliani:

Thank you Madam Chair, members of the committee, the trustees. This is about Lundy Elementary School, and this was an opportunity to have to address you all. As of August 23rd, we have not seen any work being done on the school. That was of 2023. On May 10th, some parents, not all enrolled parents, received a letter from the interim citing flood damage as an excuse to close the school. No documentation or backup material, no offer of a meeting on the mountain. I called and did not get a response from the interim, but they told me to call zone one superintendent. I did took about 10 days to hear back, but by that time parents got a subsequent text saying that there will be a meeting for parents on June 7th at Indian Springs. We immediately requested a meeting to be held during the week of June 2nd through the 7th on the mountain.

We made arrangements at the retreat for free of charge for the school district to be able to come and present the rationale for recommending closure of Lundy. The community and parents are requesting that: the meeting number one take place there not 30 miles away where they have no background with Indian Springs, all copies of any internal and external damage reports, any insurance money/ CIP/ federal dollars from Storm Hillary, what that was applied for or not applied for and not utilized when there was an opportunity, that the Bond oversight committee be given permission with trustees to enter the building, and we would love to offer that to Trustee Williams and Trustee Satory because you're our trustees. We think visually seeing it, for all of us, would be kind of good, but especially for you as well because you'd be making a decision down the road. I was up at my house and I drove around. We could not find any real damage. We don't know internally because we've not been inside, but we would like a damage report.

Chris Giunchigliani:

There's been no work since last September. Why has it been sitting there empty? The parents were originally told that after the Christmas break they would be able to come back and never heard another word from the school district. Nothing was posted on CCSDnet. Nothing was on Parent Link, so May 10th was the first time parents were told anything about it. I went back and looked at your student projections for this next school year, Lundy was the only one zeroed out. No students were projected in January of this year. So they knew somehow internally that they were planning on closing the school, didn't inform, didn't do the work, didn't talk to the parents or the community at all. That's our community center. People may not realize that the Danes family, I believe, donated the original classrooms. There are two containers that you built the school around, so the original classrooms are actually metal containers that are there. So it's pretty heavy duty. I know the flood cut around the parking lot, but you could even just put two portables on the parking lot. There's plenty of space, and the kids could have their classes. We have other parents that will be contacting you and speaking about the length of the ride and my neighbors up here as well. But where is the facility index pursuant to Regulation 7112 for schools over 40 years?

Trustee Garcia Morales:

Thank you, Chris. Thank you. Thank you. Okay. All right, Terri, come on up please.

Terri Shuman:

Hi, Terri Shuman, CCSD employee. It's been a long time since I've been speaking in front of y'all, but I was sitting at home this afternoon minding my own business and waiting for, usually on Wednesday night, I call Bingo for the senior center in our mobile home park. But Joshua, who just left, I happened to see him in front of this building, and they were talking about hiring a search firm. And the problem is that I became offended, and I became offended for the fact because so many other times we've tried to get search firms. We got one for Jara, we got one for the one before him, the one before him, and the one before him. But what has it done for us? Our employees? Our administration? What have you done for us? A search firm doesn't cut it. And to see, I'm wishing HYA the best, but to see that we just did it again We need somebody who is inside CCSD.

Brenda Larsen-Mitchell had the best chance. I know because I worked with her hand-in-hand on a case that I shared with this board several years ago. The night that a guy came to our campus when I was in the room with one of our custodians and then tried to hide behind the door when the custodian tried to go back to work, she contacted me immediately. She had her hands on from the get-go, and she showed that she cared what happens to our employees, to our buildings, and then to have her not get the chance. I feel that this was offensive and that we need to look inside before we go searching search companies. People who don't know our people. They can say one thing sitting down here in front of you, but when it comes hitting the road, what's going to happen then? We've gone this route, and I so wish we hadn't done it again. Thank you.

Trustee Garcia Morales:

Thank you, Terri. Okay, colleagues, we are going to move on to, oh, hi. I don't have you on our list, and I'm sorry, what's your name?

Brenda Talley:

Brenda Talley.

Trustee Garcia Morales:

Brenda, I'm sorry, Brenda. I don't have you on our list, and I don't have a yellow card for you. Brenda, I suspect this is your first time use of you provide public comment to the board?

Brenda Talley:

It's been 25 years.

Trustee Garcia Morales:

Colleagues, may I ask for a request to make an exception this time? Brenda, come on up please. Brenda, you have three minutes. Brenda, please state your name for the record, and we'll just need a yellow card from you.

Brenda Talley:

Good evening President Garcia Morales and Trustees. I'm Brenda Talley. I live on Mount Charleston. I'm a member of our Town Advisory Board, and I'm here today to address concerns regarding the proposed closure of our small rural school and community center, Lundy Elementary. I would like to address one of the issues that is very critical to the parents, and that is the long bus ride to Indian Springs. Many research and studies I've looked at classify the distance the bus goes, long bus rides and very long bus rides are over 45 minutes to an hour, and our bus ride is an hour and a half to Indian Springs for these kids. And the research also shows these very long bus rides, how they impact school student achievement. And usually that's because of the decreased attendance and the increased chronic absenteeism. We have five and eleven-year-olds waking up as early as 5:00 a.m. to get dressed, eat breakfast, and get to the bus stop by 6:10.

The bus has six stops: three on the mountain, three down below. That makes for a bus ride of one and a half hours. The end of the school day is 2:11, and after another one and a half hours, the six bus stops, they're right back on the mountain around 3:30pm. That's three hours riding on a bus, 15 hours a week, 60 hours a month. You put that in college credit hours, they could have an Associate degrees in a month and a Bachelor in two months. That's on a good day. We have five months of winter weather with snow and icy roads. I have four-wheel drive and on such of those days, it takes me 30 minutes to go four miles. On those days, the trek to Indian Springs can take as long as two hours each way.

Additionally after the flood, the wash widened reducing the shoulder on Highway 157, the only way down the mountain, in many places to 3 feet and embankments now 6 to 10 feet with no guardrails. The past winter several cars already have crashed and gone over those embankments. Many moms took leave of absence to do their best to homeschool believing the district when they were told after the repairs were made on the school that it would reopen this past January after winter break, but that didn't happen. As a member of the town board, we requested through our liaison on the county for a representative to come to our town board meeting. That never happened. We need answers. We need a meeting on the mountain, but mainly we need to put children first in these decisions to keep Lundy open. And I ask that you make the child the watchword of the hour and the day and the decision you make, and put children first and keep Lundy open.

Trustee Garcia Morales:

Thank you Brenda. Please make sure that you complete a yellow card. There should be some on-

Brenda Talley:

Thank you for letting me speak.

Trustee Garcia Morales:

Thank you. Okay, colleagues, that concludes public comment at this time.

Adjourn: 8:11 p.m.

Motion to adjourn.

Motion: Williams Second: Zamora Vote: Unanimous

Trustee Garcia Morales:

I'm seeking a motion to adjourn, Trustee Williams?

Trustee Williams:

Thank you, Madam President. At this time I'd like to make a motion to adjourn this meeting.

Trustee Garcia Morales:

Trustee Zamora?

Trustee Zamora:

Thank you, Madam President. I would like to second that motion.

Trustee Garcia Morales:

Thank you Trustee Zamora. Colleagues, we have a motion by Trustee Williams, a second by Trustee Zamora. Please cast your vote. Thank you colleagues, that motion passes 6 to 0. The time is 8:11. Have a great night.