

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

Work Session

Wednesday, November 6, 2024

4:03 p.m.

Roll Call: Members Present
Evelyn Garcia Morales, President
Irene Bustamante Adams, Vice President
Lisa Guzmán, Clerk
Isaac Barron, Member
Lola Brooks, Member
Linda P. Cavazos, Member
Ramona Esparza-Stoffregan, Member
Nakia Jackson-Hale, Member
Adam Johnson, Member
Lisa Satory, Member
Brenda Zamora, Member

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

Trustee Garcia Morales:

All right. Yeah. Thank you. I would like to welcome everyone today. I'm President Garcia Morales, and I call this work session of November 6, 2024 to order. The time is 4:03 p.m. I'd like to remind everybody to please silence their electronic devices. We acknowledge that the land on which we gather is a territorial homelands of the Nuwu-the Moapa Band of Paiutes, and the Las Vegas Band of Paiutes. Before we turn it over to the Pledge of Allegiance, I want to acknowledge Trustee Jackson-Hale for her first meeting of the Board of Trustees, first official meeting. So welcome and we're glad that you're here. Trustee Esparza-Stoffregan, can you take us to the Pledge of Allegiance?

Flag Salute

Trustee Esparza-Stoffregan:
Yes, please stand.

Trustee Garcia Morales:

You're good. You're good. You're good.

Group:

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

Adoption of the Agenda

Motion to adopt the agenda with the following changes, reference material provided for Item 2.01, trustee-elect onboarding process. Reference material is provided for item 2.03, the Council of the Great City schools.

Motion: Bustamante Adams Second: Guzmán Vote: Unanimous

Trustee Zamora was not present for the vote.

Motion passed.

Trustee Garcia Morales:

All right, colleagues, I'm going to turn it over to Trustee Bustamante Adams who will be making the motion for us.

Trustee Bustamante Adams:

Thank you, Madam President. I would like to make a motion to adopt the agenda with the following change. Reference materials provided for Item 2.01, trustee-elect onboarding process. Reference material is provided for item 2.03, the Council of the Great City schools.

Trustee Garcia Morales:

Great, thank you very much. All right, do I have a second? Trustee Guzmán?

Trustee Guzmán:

I second.

Trustee Garcia Morales:

Thank you. Colleagues, we have a motion by Trustee Bustamante Adams, a second by Trustee Guzmán. Please cast your vote. Okay. Colleagues, that motion passes six to zero. Thank you. We're going to go ahead and move along with item 2.01.

2.01 Trustee Elect Onboarding Process.

Discussion regarding the onboarding process for the newly elected Trustees to the Board of School Trustees. [Contact Person: Evelyn Garcia Morales] (Reference material may be provided.)
(According to Governance Policy GP-2: Governing Style)

Trustee Garcia Morales:

This is the trustee elect onboarding process. Colleagues, thank you in advance for your grace. Thank you in advance for your grace, for your time and understanding that these type of details require a lot of planning and thoughtfulness. And so I appreciate you. I recognize that this material

Trustee Garcia Morales:

was submitted to you yesterday. Appreciate your understanding and grace of the submission of this information yesterday.

Anyways, we're going to move on to explanation of this document. This document, the member onboarding process. It's the chart. Thank you very much for bringing that up. It is in preparation for new members of the Board, for new members who will be joining the Board this upcoming January and their oath of office. I really wanted to take a moment to lay out the first essentially 90 days, and then I went and said, well, I think we need to look at this a little bit further and zoom out beyond the 90 days because there's a lot happening, especially at the beginning of the year for new members, and really planning for orientation.

I've been lucky enough to facilitate one, two, three onboardings either of elected or new members and have a lot of experience around that. So I'm excited about continuing to improve this process and support our newest members. You'll see at the top left-hand side under task title, really project number and task title, we have the welcoming to the Board. I'm asking Vice President Bustamante Adams to support me in the development of the onboarding process for members. And it really, as I was developing this, I thought maybe we also think about this in two different parts. One being the role of the Board and its function, including preparing to welcome new members, logistics for the Nevada Association of School Boards Conference that takes place in December.

You'll see further down on 1.5, 1.6, 1.7, there are a lot of logistics that go into this type of planning, and so I just really want to offer the Board again, a high level overview of the moment the new members are contacted to the moment that they take their oath of office. There are a lot of little steps that take place, and I'm grateful to Trustee Bustamante Adams who will be supporting the development of the next steps for members. Okay. All right.

So then, we go into Section 2, and then we have the oath of office. And you'll see here in past years we've had ... What is that? We've had a combination of locations from city hall, to this room, to the admin. center, the admin. building. That's where I did my oath of office. And the reason we did our oath of ... last year for our non-voting members, so they joined the Board. We did the oath of office at the city hall because this room was not ready. It was under construction. Now that we have the room, and we'll have updated new seats here very soon thanks to facilities in the month of November, December, which we've all received communication around.

We'll have an oath of office. There will be, again, lots of tiny steps like the invitation sent to members so that they can forward it to their guests. Event logistics. There are a lot of tiny steps that go into a big day like the oath of office for our newest members, and then of course the event that takes place. And I have asked Trustee Bustamante Adams to help and assist with that. And you'll see that. All of that happens between November and really January 6th, which is the day of the oath of office. It's the first Monday of every year.

Trustee Garcia Morales:

Following that, we have, I believe it will be really important for members to consider a ... for the Board to consider a welcome to the Board orientation. This has been done differently in past years. Trustee Guzmán and I went through a process. It was a four, three-day training back to back. It was pretty intense. Yeah, it was intense. There was a lot of information given to us because there's a lot of information to take in rightfully so, and we were trained by Dr. Alsbury around Board governance. There was last year for our newest members we had, we broke up those four days into three, two or three different days, separate from the week to week situation.

So again, this has been done differently in previous years, and I suspect maybe done ... I suggest actually to the Board that we offer and provide a Board training orientation that simply like this is your role as a member. This is where you get your email address, this, how you log in, how you get your stipend of a whole, what is it, \$650. Woo-hoo. These are policies. And really just giving members an opportunity to orient themselves to the actual role and the logistics of the organization. Calendaring, just getting to know that they're on the first week after the oath ... During the oath of office, they'll have an oath of office, a work session, a regular board meeting that same week, and so they should just be ... Ideally, all of that should be taking place. Some of that training should be taking place in the month of December.

And that's separate from getting to know, excuse me, CCSD, separate from getting to know the district and the staff and the operations part of the district. Okay. Let's see. And then there's a couple of other sections. The following section, Section 4 is Welcome to the Board. As a Board, we chose, excuse me, to start our search process or restart it in February. And so I want to again lay out to colleagues that we've got as early as November, December, mid, late November, early December that we connect with the new members, bring them in to just simply get them caught up with the state of the superintendent search and provide briefings to them along with orienting themselves to the Board. The second page behind the one that you have here, Section 5 on the back of this same document, you have the Welcome to the Board, the Board's governance training.

Again, this is a really important component and I really suggest to ... The way that I'm hoping to map this out is not even a suggestion, but because this is under the purview of the president to help organize per policy is to please ... to consider the shift. The new members who will be arriving to the board will simply may not have Board governance experience, especially in a large school district, school system. I just want to ping my colleague, just a note for my colleagues if they do have something to share in a minute after I finish our presentation, to consider what it was like for us when we first came on the Board and really getting a really strong handle on the role of governance versus operations of the school system.

One of the greatest distractors for a system, for a school district to focus on student outcomes, really student achievement, student well-being is a Board that's distracted and unwieldy when it comes to their role as members of an organization, of a body, as a team, and really not having a clear understanding of the relationship between the superintendent and Board and the body of the

Trustee Garcia Morales:

Board. So I really, it is a critical time between late November, early December to prepare those conversations with the body. And even early January, I really don't see that ever going away. In my term, I've had ... there's been a lot of learning that has taken place in the role of a trustee, especially to ensure that it's ... continue to stay focused, this role. The Board continues to stay focused on students.

And then there's another body of work colleagues that this Board started back in 20 ... at the beginning of this year around goals. We really we started with the goal process, but this work has been supported by the Council of Great City Schools. We pause this work in the spring due to our superintendent search or changes in leadership, excuse me. And we really would benefit from returning to this work.

The Board has a responsibility to establish goals that between January ... in the early spring so that the body can then turn around and provide the superintendent these goals. These goals then are used by the superintendent to make adjustments to the organization in a way that honors the pace and the growth that's needed. And ideally, there's enough leeway to do that for a new school year to begin, right? So that we don't make changes in the middle of a year. These goals are essential, especially because the Board could benefit from evaluating its superintendent. And in order to have an effective evaluation, the most effective Boards have goals that they work towards measuring and then towards using at an evaluation. And then, they work on measuring them over their course of the presentations that take place in board meetings. And then, these goals also help the board establish their own evaluation system, to make sure that they're actually speaking to these items and focused on these goals.

So, it really is incredibly important that these goals continue and are established by the organization and by leadership here on this board. This allows the board to continue to remain focused on students. We were very enthusiastic about it at the beginning, especially around involving our community, and the board would certainly benefit tremendously from that. I would be remiss if I didn't mention that at the beginning of next year, you have the legislative session. And you'll see that in Section 7. That's laid out, just again, for purposes of the board understanding what is coming up.

And then, another item that the board is going to have to make a decision on in the near future will be counsel. As I've shared with you during a public meeting that the board currently shares counsel with the school district, with the school district. And we're really grateful to Mr. Okazaki, who is helping us fill in while the board makes a decision. But it's really imperative that the board have its own counsel. It is my opinion that the board would benefit tremendously from having its own counsel.

From previous experiences, I know that having our own counsel allows the body to make informed decisions, in the event there are challenges with its one employee. And so, in this case, when the board shares a counsel with the district, one, it is a heavy load, two, there is a direct line to the

Trustee Garcia Morales:

superintendent and then to the board of trustees. So, this board, we would benefit tremendously from having our own counsel.

And we should have that decision, discussion, excuse me, in public at a future board meeting, and it likely may happen late at the end of the year or possibly early on in the year. And then, once that discussion takes place, then there's a research and guidance from the board that's given to the board liaison, the president, as an item to the agenda. And then, there will be action at a public meeting, right, towards whatever decision is made.

And so, again, just looking at the timing of things, you may be seeing how this overlaps with legislative session, it overlaps with superintendent search, overlaps with just your new members. And then, of course, you still have fun things like board meetings that happen twice a week, briefings that happen twice, excuse me, twice a month, briefings that happen twice a month, and bi-weeklies that also happen twice a month typically, except of holidays and then work sessions.

So, I just didn't want to miss the opportunity to lay that out here as well. And because it's fun, graduation ceremonies, we've got to make sure that we include those in there. And those typically take pace. The reason I include it is not only because it's fun, but those board members who have been through graduation season already know and understand how time-consuming that space can be in the month of May. It really is absolutely a gift that we get to participate in graduations and know that it is an all-consuming process. Okay.

So, again, we're welcome to have a discussion around this, or if there are any thoughts or gaps that you... I'd love to hear what gaps you may see or notice in this onboarding process document, what information may be missing, gaps, information, and anything else to help improve the onboarding process for new members, and really this body at large, as we welcome new members. Please do share that here on the dais and then we'll incorporate that. And then, after discussion, we'll move on to the next item. Okay. Trustee Jackson-Hale?

Trustee Jackson-Hale:

Good evening, Madam President. Nakia Jackson-Hale, for the record. So, as a new member that was just added to the board, I'm not sure if I missed it, but also including the PBS briefing. Because I guess that's something that I still have to go through. And then, I wanted to make a recommendation. So, I know a new group of people are coming together to work. And just a suggestion I'd like to make is maybe doing a Real Colors assessment with all of the board members, or a Myers-Briggs activity, before everyone gets started.

Trustee Garcia Morales:

Great. Thank you so much for those recommendations. Yes, programming through PBS and all the other departments that exist in the organization is really essential. Thank you for that. And a great suggestion on the communication tools that allow to get to know each other and communicate more effectively, continue effectively. Thank you. I'm going to turn it over to Trustee Zamora?

Trustee Zamora:

Thank you, Madam President. I was looking at the timeline for community meetings in Section 6, and I just want to clarify. Section 6, facility community meetings, which is 6.6, through this timeline, it looks like we would be planning to do meetings November 18th through December 9th?

Trustee Garcia Morales:

Hey, thank you for that. Good catch. No, we'd wait until one... We have actually two things. We have an item today, on today's agenda. Although not an action item, would need to be an action item if we chose. There's some discussion that needs to take place around the counsel's work. And no, the idea, my intention was for the conversations to take place in January, February, March. I believe that I meant to incorporate the planning of said meetings.

Trustee Zamora:

Got it. Thank you for clarifying that. And then, the other question I have is, at the beginning for the first sections, you kept referencing Trustee Bustamante Adams for the vice president role and leading in that. After January, would it still be Trustee Bustamante Adams, or would it be the vice president at that time?

Trustee Garcia Morales:

So that's a really good question, and let's see. Just based off of rhythm, the rhythm of the board... The Rhythm Is Gonna Stop You, y'all know that song? The rhythm is that once the president is elected... So, again, this is my recommendation. This is what I'm mapping out for the group. The president can come in and change everything. So, it is incumbent on this body to select a president who will help support the work that's moving forward. Or not, I'm not sure. I don't know how to dance around that without actually just saying it that way.

There was a transition that took place between Trustee Brooks and the new president, and there was work that was happening with Dr. Alsbury, for example, and then it stopped. There wasn't a lot of explanation that took place, but we just, as members, knew that the president had chosen a different direction and/or there was just a lot of conversations around not choosing Dr. Alsbury. So, just know that it can stop if the president chooses to.

Trustee Zamora:

I do appreciate you bringing that point up, because you know I always like being proactive. And this is definitely, I think, a sign of us going the right direction of mapping out. But maybe thinking because of where we're at, if there's a possibility that we can right now just focus from now to the end of the year, so we can at least say, "These are the things that we're doing for sure by December."

And then, having some thoughts around after December and what that looks like, just in case we're not fully committed to this. And then, a president comes in and switches everything around, and then just throws everything off cycle. I guess I would like to say that goals from now to December that we can for sure know we can accomplish.

Trustee Garcia Morales:

Sure. Do you have specific recommendations that you'd like the trainings to take place? Yeah, I'd love to hear your feedback.

Trustee Zamora:

Trainings? Just in general or all of them?

Trustee Garcia Morales:

Well-

Trustee Zamora:

I think-

Trustee Garcia Morales:

Mm-hmm?

Trustee Zamora:

Sorry.

Trustee Garcia Morales:

No, please, please, please.

Trustee Zamora:

Phase one, I think, does make the most sense. I really appreciate that you have ownership of the task to vice president. Because she's also vice president of NASB, so it just seems like an easier kind of flow to do that. The Oath of Office, that's just general stuff. I do appreciate this, because we didn't have this, even for the appointed members. So, expanding that knowledge to all of board members, I do appreciate a lot, that step. The board set up for... What is it? Section 3?

Trustee Garcia Morales:

Mm-hmm.

Trustee Zamora:

I'm okay with all that so far. I think as we talk more, which you just mentioned is later on in the agendas, when we're talking about the board goals and what that looks like in the board governance training, because I think that's a really hot topic. We've discussed this before on the board of even Dr. Alsbury. Some of us were in Elko doing this training recently, and I know it's just been a shift. So, not fully that, and just where we're at for phase one, two, and three, I believe.

Trustee Garcia Morales:

Great.

Trustee Zamora:
That's my suggestion.

Trustee Garcia Morales:
Cool. Yeah, thank you for that feedback. I think it's great. It is helpful. And benefit of having a seasoned member is that you go through lots of different seasons with the board and gain lots of scars. And you take those scars and you turn them into something like this, this document, so that it lives and exists forever and ever. Cool. Thank you for that. Trustee Barron?

Trustee Barron:
Yes. Thank you, Madam President. I'm not sure if there's a standard way, a standard operating procedure in all this, but I note on the timeline here, the Oath of Office event is, it says here on the 13th of January. But you, as president, in the case, our other... Starts when?

Trustee Cavazos:
[inaudible 00:45:38].

Trustee Barron:
January 6th?

Trustee Garcia Morales:
Trustee Cavazos. Yeah, Trustee Cavazos is clarifying that their Oath of Office is on the 6th. Sorry if the lines are not aligned. That's my fault.

Trustee Barron:
Okay. So, it is on the 6th?

Trustee Garcia Morales:
Yes, correct.

Trustee Cavazos:
Yes.

Trustee Garcia Morales:
Mm-hmm.

Trustee Barron:
Okay, then. Just going here off what was... I was wondering what the lag was. I guess a week isn't that bad. So, I guess that was my first question that I had. But the other question is, I do know that, of course, the vice president will be leading this onboarding, but will there be opportunities for other members who are sitting on the board to also sit in on these trainings?

Trustee Garcia Morales:

You know, that's actually a really good point, Trustee Barron. What are the things that... As you know, having been the latest member onboarded to this organization is that there is still so much more that needs to be presented to you, and really could be a great refresh. So, if that is what the body chooses, the president chooses, then one thing to consider is that that training would have to take place in public, or in briefing groups, for example. The body could benefit completely, fully from having a full board training. That would benefit the entire organization. Yeah, something to consider. Not married to it, but yeah, the entire board could participate. Yeah. Cool. Great. Thank you, Trustee Barron.

Trustee Barron:

Thank you.

Trustee Garcia Morales:

Trustee Cavazos?

Trustee Cavazos:

Thank you, Madam President. I'll go ahead and go backwards here on my questions and piggyback on Trustee Barron here, what he was asking. We wouldn't have to have a public meeting. I think what he was just asking is, can other members of the board sit in? So, let's say, for instance, because there's a lot... And given a little bit of historical knowledge here, that we have never had the vice president take on this much responsibility.

So, to clarify, just starting with his question, if perhaps, say, I wanted to sit in on a meeting, excuse me, allergies, and I was just sitting in the back of the room, taking notes, just listening, but I'm not talking, I'm just listening, that would not be an open-meeting law violation. Because there would just be two trustees there. That would not be actually an open-meeting law violation. So, I just want to point that out.

The other thing I wanted to ask is, I know that I figured that probably some of these things was hard to line up, the dates and the times and everything. So, when we have here the vice president listed, vice president, vice president, vice president, all of these here, will the vice president be handling all these trainings completely alone?

Trustee Garcia Morales:

Alone as in alone in a room, by herself? I don't understand.

Trustee Cavazos:

With the new trustees, would she be doing this all alone?

Trustee Garcia Morales:

That's typically the cadence of the vice president or the president, whoever's in charge of the training.

Trustee Cavazos:
Okay. Because-

Trustee Garcia Morales:
As the president for the last two years, I've trained by myself, in collaboration with Joe, with knowledge from seasoned members of that training.

Trustee Cavazos:
Okay. So, would there be a possibility, if it could be confirmed by counsel, that it would not be an open-meeting law violation? That other members could sit in? I know that I ask this because I know, and I appreciate you clarifying... Sorry, frog voice tonight. I appreciate you clarifying that this is not exactly the same process as, say, for the appointed members, when they first came on, and then also for the training that Trustee Zamora and Trustee Bustamante Adams had two years ago. So, we have some changes here.

I like what Trustee Zamora said about possibly focusing just until the end of the year. Because the terms end on December 31st, and then things could get iffy after that. Where will most of these trainings be taking place?

Trustee Garcia Morales:
Typically, in the past, they've taken place-

Trustee Cavazos:
At the admin?

Trustee Garcia Morales:
Yeah, the admin building, sometimes at the construction, the facilities building, excuse me. Where else have we trained? Yeah, that has been typically those places. Yeah.

Trustee Cavazos:
Okay. All right. That's what I thought. And the last question I had, so that other people have a chance to ask questions here, is on the format here. I'm just going to pick something here. Oh, not something really easy. Let's say something, prepare logistics to welcome new members' event before NASB.

Trustee Garcia Morales:
Oh, sure.

Trustee Cavazos:
And then, the NASB trustee training and all that. Are the other members of the board, are we going to be able to receive, say, a copy, so that we know what the new trustees are receiving? So, we're familiar with it?

Trustee Garcia Morales:

I'm really glad that you selected that item. Because those of us who have had experiences when we go up to NASB, typically it's a great space for the newest members and existing members to link up, share knowledge. Just lots of exchanging that's taking place. And my experience has been that we always meet the members at NASB, whether it's here in Las Vegas or in Reno. And my suggestion, actually, my recommendation to this in terms of training is that we create an intentional space for us to meet the new members here in Las Vegas, before we meet them at the airport, for example.

So, since we're on the topic, I'll just keep going here is that one recommendation that I have, or that I'd like to map out if the universe aligns itself, I know that there's a lot of things that go into this, but we have a meeting, our last meeting of November. It could be next week, it could be before the work session. We could ask the newest members to join the board prior to the work session, maybe like an early dinner. Some sort of early... Not cocktail hour, but just something. An opportunity for us to touch base and connect them and see them face-to-face, before we see them at the airport, or in Reno, for example.

And of course, everyone would be a part of that. It wouldn't just be the vice president who would be helping coordinate those pieces.

Trustee Cavazos:

Okay. I appreciate that, Madam President, and I really like the idea. I think what we're talking about is maybe you're talking about maybe a get-acquainted social alert.

Trustee Garcia Morales:

Something like that, yeah.

Trustee Cavazos:

Something like that. Have coffee, tea, whatever.

Trustee Garcia Morales:

Sure.

Trustee Cavazos:

But that's not what I was asking.

Trustee Garcia Morales:

Oh.

Trustee Cavazos:

What I was asking is, basically, for instance, with the vice president doing some of these things, if some of us could partner up with her to be able to help with that. I do like the idea of the social... Never turn down the social hour.

Trustee Garcia Morales:
All right.

Trustee Cavazos:
But yes, I just feel that there is an awful lot here. And my original question had been, would the rest of the board be able to see?

Trustee Garcia Morales:
I see.

Trustee Cavazos:
Because what happened last time is... Brenda Zamora, I'm just going to throw you under the bus here, without going into details, but I like to tell her ahead of time, is that we didn't get to sit in on that training. And then, we found out later on that what they were being told in training, without going into the specifics, was not what our understanding was.

Trustee Garcia Morales:
Oh, man.

Trustee Cavazos:
So, in the interest of transparency-

Trustee Garcia Morales:
Sure, yeah.

Trustee Cavazos:
... and for the public, and for the board, that we all have the same information.

Trustee Garcia Morales:
Of course.

Trustee Cavazos:
Sorry, losing my voice here. If you guys are lucky, I will lose my voice.

Trustee Garcia Morales:
Raging. Were you out rage-partying last night?

Trustee Cavazos:
Okay. So, anyway, that's my question.

Trustee Garcia Morales:
Got it. Yeah, thanks.

Trustee Cavazos:

I hope that we would be able to make some adjustments to this. Because right now, it just looks really top-heavy for the vice president.

Trustee Garcia Morales:

Yeah, it typically has been. Yeah. Or the president. And this is what goes into it. So, I'm glad to hear that there's an appetite for members who would like to contribute in a meaningful way and follow up and actually do the work. Because sometimes that doesn't happen. So, grateful for your experience and your interests, Trustee Cavazos. Okay. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:

Thank you, Madam President. So, I want to affirm what Trustee Zamora was recommending to focus on the next two months. And I think the elephant in the room is that I'm just wondering, we're going to potentially have four new members, and that we're having and making decisions maybe without them not being in the room. And that's where I don't think we should go any further, in my opinion. But the one thing I think we need to take care of and have a conversation as soon as the board arrives, and I guess I want to start with that question first is on page-

Trustee Garcia Morales:

Two, yeah?

Trustee Esparza-Stoffregan:

It's Section 4.11.

Trustee Garcia Morales:

Oh, okay. Mm-hmm.

Trustee Esparza-Stoffregan:

Contract negotiations and having board counsel. So, I guess the timeline for me as far as, I don't see anywhere here. Because we very much appreciate Mr. Okazaki being here, but he's doing tripled work. So, I would think that that should be expedited when the new members come in is that would be, for me, a priority is having board counsel be one of our first things to tackle and have representation.

Trustee Garcia Morales:

Cool. Awesome.

Trustee Esparza-Stoffregan:

So, I just want it to be on record that that's one thing. So, my other question, going back to Section 5.3, where it says, "Identify trainer facilitator," who is that referencing and what is the topic?

Trustee Garcia Morales:

I'm so glad you asked. There will be more on that, the next items. So, I'll be able to prepare more framing for us at that time. Yeah.

Trustee Esparza-Stoffregan:

My back queue.

Trustee Garcia Morales:

Yeah, let's see. I think I turned on your mic. Go ahead.

Trustee Esparza-Stoffregan:

Okay. Well, so I hear what you're saying, but I don't understand. Is this something that we can't discuss right now as far as what the topic would be, potentially? Just broadly, like a general topic?

Trustee Garcia Morales:

I was giving you some suspense, just like more to come. Okay. No, yeah. So, when it comes to, for example, the trainer earlier I shared in Section 5 at large, this is a board governance training. My highest recommendation is to provide this body an opportunity to ground itself in its role. When you have large amount of members who will become voting members, who will be joining the board, the entire body would benefit from having some sort of governance training.

And by governance I mean right board governance, the role of the board versus the board, the superintendent. And also being clear around policy, especially because we've adopted balanced governance practices through Dr. Alsbury and some of our policies. So, that's really what I mean is that the body should make a decision in terms of how it trains its new members, and really the body at large, on its role of governance.

Trustee Esparza-Stoffregan:

So, my follow-up to that is, because some of us did go to a training in Elko and we did have that opportunity to have the training initially with Dr. Alsbury, so I want to hear some historical understanding or context. You had him. What happened? Why did he leave, and why did that not continue?

Trustee Garcia Morales:

Yeah, that's a really good question. Actually, maybe Trustee Cavazos, is that something that you can chime in and share, simply because that happened while you served as president? And maybe Trustee Brooks also, because she led that effort to bring him on board with the full buy-in of the body. So, thanks for that question. Yeah, let's see. Trustee Cavazos, can I turn it over to you?

Trustee Cavazos:

Absolutely.

Trustee Garcia Morales:
Okay.

Trustee Cavazos:

Absolutely. We had some issues that had to do with policies, and some conflict and disagreements having to do with who had rewritten what policies. There were... Sorry, doing the cough drop too at the same time. So, at that time, there were some disputes with former board members that were on the board at that time, having to do with whether certain policies had been rewritten without the permission or the approval of the rest of the board members.

And so, we came to a stopgap, came to a place to where we could not proceed any further. And it was communicated to me that at that time, again, without going into confidential conversations, that Dr. Alsbury was not comfortable with proceeding further at that time because of the circumstances. That's a summary. That's not every single detail.

Trustee Garcia Morales:

High level. Thank you for that summary. That's right. Thank you for that. Trustee Brooks?

Trustee Brooks:

Thank you, Madam President. I could provide some historical. We paid a large sum of money for him to come and do training. Then, we also paid for him to do training and onboarding for new members. And we did transition planning. So, as I was the outgoing president, I had a list of items that I turned over to the incoming president. Among those were revisions of policies that Dr. Alsbury revised himself, after we held public meetings and he got feedback from the group. He revised them and then they were posted as notice of intents. And then, the incoming president attempted to revise them behind closed doors and was unable to. So then, another member called this policy gate and created a lot of untrue speculation that did not occur. And then, the president at that time allowed that member to pitch this conspiracy in a public meeting, in violation of board policy, and Dr. Alsbury quit working with us.

Trustee Garcia Morales:

Yikes. Yikes. I forgot about policy gate. Actually, it's a term that was used online, and there's probably lots of articles published around it. This piece around policy gate, if we go to BoardDocs and look for that presentation that the board member presented back, it must have been 2021, they had an entire slideshow that documents the concerns that they had. And then, shortly thereafter, Dr. Alsbury, that's right, stopped working with us. But he does work for the Nevada Association. He works with. Yeah. Yeah. Trustee Esparza-Stoffregan, did that help color some of your questions?

Trustee Esparza-Stoffregan:

I appreciate the historical background. I think that's important. And I guess because I saw the presentation that he did within all of the districts in the state, and it was based on research. And he does research across the nation. He actually does things internationally with board governance. He's actually one of the founders of board governance. He created that model.

Trustee Esparza-Stoffregan:

So, my question is, I wonder, will he be willing to return to us, knowing our past? Knowing that maybe we have a new board coming in, and a lot of us that really would benefit from true balanced governance training, and going in depth? Because he is the researcher. So, that's just something I'm putting on the table of. I'm hoping we can consider that as a member. I'm just speaking as an individual, but as a group, some of us did experience him.

Trustee Garcia Morales:

No, that's great. Thank you, Trustee Esparza-Stoffregan. Thank you for those insights. They're on the record. And while that item is not up for action today, it's certainly something that could be in the future, and something I hope we can hang on to in preparation for the discussion that's next. Let's see. The other thing I want to share is that this is Dr. Alsbury's work. Actually, it is his body, his life's work is balanced governance: books, research, training. He's trained Washoe County, too, and their county commissioners as well. So, there is alignment in language and goals, just a lot of different things. So, just know that. Thank you for bringing that up. Trustee Bustamante Adams?

Trustee Bustamante Adams:

Thank you, Madam President. I just want to say, thank you for pouring in the work. It does take a lot of coordination, a lot of planning. And I do agree with focusing on the first 90 days, because we don't know what'll happen. And we have new people coming on.

In addition, I just want to say, I would welcome any input, especially for our newest trustees, like Trustee Barron. Trustee Zamora and I had a certain type of training, and so we were able to express our opinion on what could be done differently. And so, I would welcome that from the members, because we're only getting better, right?

And so, I just want to put that out there that that is something that I would like to hear. And I appreciate being given the task. I'm looking forward to helping the board in the next 90 days. Thank you.

Trustee Garcia Morales:

Great. Thank you. Let's see. Trustee Cavazos?

Trustee Cavazos:

Since I've spoken already, I would like to wait until... Who is out there? Is it Trustee Guzmán that was in the queue?

Trustee Guzmán:

No, I took myself out.

Trustee Garcia Morales:

How about-

Trustee Cavazos:
Oh, you take yourself out?

Trustee Garcia Morales:
Yeah.

Trustee Cavazos:
Okay.

Trustee Garcia Morales:
Do you-

Trustee Cavazos:
I'll go ahead and speak.

Trustee Garcia Morales:
You've got the mic. Yeah, go ahead.

Trustee Cavazos:
Okay. I will just say that thank you to Trustee Brooks for her input. We don't agree, but I don't think that that's something we should get into the weeds on right now, so that we don't take our focus off what we're doing right here. But I do want to concur with Trustee Esparza-Stoffregan. It was a great training in Elko. We really enjoyed it. And we had quite robust conversations with Dr. Alsbury. I wanted to point out that, again, he is absolutely the author of balanced governance. He does not have the same model as AJ Crabill and the Council of Great City Schools. That is completely different. And so, I just want to say, I want to just concur with what Trustee Esparza-Stoffregan. And he expressed interest in being able to come back. So, I just wanted to put that on the record. Thank you.

Trustee Garcia Morales:
Trustee Brooks?

Trustee Brooks:
Thank you, Madam President. Two points. One is, I think the challenge of one person being invited to these trainings is that you have to extend an invitation to everyone. That's what makes them a public meeting by default. And then, regarding the transition, I agree, I think this timeline is a little bit too far out.

The problem is that you're training incoming people, so you have to make sure that I would probably map it out to February. And then, because you're going to have a transition in leadership, I would probably remove titles and put names instead. So that you can have a sustainable plan that's not actually tied to... It's not tied to this position.

Trustee Garcia Morales:

Great. Thank you for that feedback. Trustee Johnson?

Trustee Johnson:

Yeah. I actually appreciate the long timeline. I wonder if we could make it tentative. Because I think having things spelled out and just saying, "This is when we intend to do this, and subject to change," I just think it gives us a good frame. So, the first 90 can be concrete. Past 90 days, when we know we'll have significant change, it can be tentative. But that gives us the template from which to work.

The second point I wanted to make is that, because we are going to be a board of 11, and I don't know how creative we can get with this, or how do we do this in public, but I do think more than anything, it's the ability... And I love Member Hale-Jackson's talking about either a strength finder or the Colors exercise. But those are just two foundational parts.

Those will help us understand who each other are, but the real crux of the work is understanding how we work with one another. And how do we come to... Well, actually, not consensus. How do we come to decision-making with 11 people? And I think that is actually work that I hope that we can figure out, a facilitator can help us walk through, so that we get better at understanding how we discourse, understanding how we agree or disagree, and then still come to a decision that is for our students. And that will actually take some work, and it's going to be more than just the Color training. That will help us. That'll be the foundational part. And then, there will have to be work.

So, I don't know what the creative solution to that is, which is whether we do that in a public meeting and spend the time do it, or if we can have a retreat of some sort. But it is going to be necessary for us to have to have solid time to work on us, as a group; figuring out how do we make decisions, and what we want to get accomplished together. And then, going out and then doing and listening.

So, just a suggestion. I don't know how we do it, so I didn't give you a solution with my challenge.

Trustee Garcia Morales:

Great. Thank you for that. The thing I'll bring into the space is regarding anytime we spend money, we bring that as an action item before the board. So, I think there's an appetite. It sounds like there's an appetite for some sort of group...

A type of tool, some sort of group tool, a tool or training on a specific tool. And I encourage you to talk to Trustee Bustamante Adams or share your insights. This is a space to do that here, but that thing could be purchased potentially before the start of the new year so that in January the board begins that work. Right. So something to consider. Great. Great, great, great. All right, let's see. Oh, Trustee Zamora?

Trustee Zamora:

Thank you Madam President. I just want to clarify, because some members said the first 90 days, and I know when I was talking about it, I wanted to focus in the next 60 days. So just kind of seeing where the timeline, if we're agreeing on the timeline. Because I think the first 90 days, I'm interpreting that from January 6th for the new board. So that's what I want to clarify. Then my second question was what are the next steps now that you had heard from everyone?

Trustee Garcia Morales:

Great. So clarity colleagues, were seeking just some general insight, consensus about how you define the next 60 days or 90 days, or what does that mean? Just feedback. Looking for feedback. Trustee Guzmán?

Trustee Guzmán:

Thank you. Mine is just for support for whomever does this training because one of the things that I found being on this board is that half of this board believes that when they were elected, not appointed, but elected, that they were elected by the people. So the people guide how they look at things, how they see things, how they vote on things, whereas some of us on the board think that the community voted them to make those decisions and to collaborate with the district. And so because there are two ways of thinking when we're thinking about that. I think that in the training, we need to have somebody assist whomever is doing the training to make sure that we all understand our role and we're all on the same page. Because personally I listen to my community and I vote accordingly, but I feel like that has put me at a disadvantage.

And so I feel like for our new board, we want them to start in a good place and we want them to understand what it's like to be on this board. Because if you don't have that understanding, even if you've been on a board, and I have, Autumn has been on the board, we know what a board is like. It is completely different to be on this board. And so that perspective needs to be shared and what that looks like, is it going to change the way people think? Absolutely not. But it is going to help you understand where I'm coming from and I understand where you're coming from.

And so that's key. And as someone who knows a Colors trainer, I don't know that that would be the best, but I think you should definitely talk to NASB. And when I say that, I'm not talking about Nevada, I'm talking about the national, and I think you should talk to them because I went to the Council of Great City Schools and I didn't find anyone who looks at boards like that. Now in our next section of the agenda, somebody may push back on me and tell me that I'm wrong, but that's fine. What I'm saying is that I do know that they do that on the national level.

Trustee Garcia Morales:

Okay, thank you for that Trustee Guzmán. I'm really present to the perspective that you shared in some of the lessons that you've learned based off of your experience of understanding both sides of this coin. Yes, absolutely. We're elected by our community, our region, and or we're appointed by a municipality. And there is sometimes dissonance that exists between what the community seeks and what best serves the entire district. And that dissonance can create friction on this board

Trustee Garcia Morales:

that is not in service of students. So thank you for that perspective. And that's something absolutely this body should consider as it's developing its plan for training past 60 days. Yeah. Okay, great. Thank you. All right, Trustee Bustamante Adams?

Trustee Bustamante Adams:

Thank you. Madam chair. And so I'll make that clarification for me. I think about quarter, so 90 days, but I do agree with up to January 6th. So if that's 60 days or less, then... Oh yeah, because today's November 6th. Yes. So yes for clarification, I agree with that.

Trustee Garcia Morales:

All right, great. Thank you for that. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:

So I do appreciate Trustee Guzmán for bringing up the national because again, some of us went to a CUBE Conference here in Vegas and the value of meeting other board members across the nation that are in large urban school districts, I'm telling you the networking that we did there and some of the trainers that we met there I think are individuals we need to explore. So I appreciate you. I was going to mention that. So thank you Trustee Guzmán for mentioning that piece of it.

My question is 10 months in as an appointed trustee, and I really would like to go back to what Trustee Guzmán was talking about the role of being a trustee. And we are not operational. We are not here to fix the problem. And I think clarifying clearly, and I appreciate some of the listing here for like ethics training, we need to really have a deep dive into ethics training for these new trustees. We need to have true Robert's Rules of Order training. It's not just giving a book to someone, it's actually going through the procedurals and the process. And there's other simulations and videos that can be explored or purchased and they're very reasonable. And then I think also the other thing is I think what else is listed?

There was one more. OML. OML. So I think those are hitting the ground running important for new trustees to get under their belt and all of the other things about meeting people and knowing what the departments are. That can come later. It can come throughout the year. I don't think that is a pressing need. It's like knowing what the rules are and what procedures need to be followed so that you don't get a violation or break the law.

Trustee Garcia Morales:

Great. Thank you for that. Trustee Brooks?

Trustee Brooks:

Thank you Madam President. I'm curious, I know we have this member onboarding process. I'm curious what the board is going to do for onboarding new leaders to the board. I know becoming the board president is challenging. It's not just innately picked up. So how does the board plan to address that or do they plan to address that?

Trustee Garcia Morales:

It's not on the chart Trustee Brooks, I don't think we can address it. It's not on the chart, but open to suggestions and certainly do you have any suggestions given that you've served in leadership for the majority of your time on the board?

Trustee Brooks:

I actually hired a consultant to do it, but it was during Covid, so I think we're going to be in a different type of challenge. I do think the board's better position because of the fact that we do at least have a vice president that has been here. But I think actually crafting the agenda, going and picking stuff for briefings, that stuff really needs to be coached or there needs to be some at least guidance provided.

Trustee Garcia Morales:

Yeah, I absolutely agree. The need to receive coaching as president, again two years, and certainly I've learned that policy is a tool that's used for all members to help us all function. Lately, as of late, my role has been primarily just putting out fires left and right. And it's really unfortunate because that creates distraction, purposeful distractions away from the district's focus. So warning to the next president, that is oftentimes you have to be prepared to have a tennis racket in your hand and start whacking tennis balls away that are not tennis balls, baseballs, or other balls that are not playing on the court correctly. So yes, something for the board to consider certainly would have to be past the 60 days, but if it's the appetite of the board, there could be work that's done in November, December in preparation for the transition and I'm happy to support in however that looks like. Trustee Johnson?

Trustee Johnson:

Yes. Is it possible to have you do some of that training now just task you with... Well I guess you wouldn't be able to do it now, but task you with doing it in January once that person is selected it. Or if you're not going to be available because you have institutional knowledge and the people who have institutional knowledge won't be there, can we codify some of the tasks that need to be done now? So you can write those down, pass those off to a board liaison and then the board liaison can be the trainer of the new board president. Because to me, if the people who have been president aren't going to be there anymore, you can download that information now, say...oh, I'm sorry Trustee Cavazos, I looked right at you and I literally-

Trustee Cavazos:

That's all right.

Trustee Johnson:

... blanked on it. So that might be helpful. But also the most current president has seen some of the evolutions and so what you know is actually really critical to what happens next. And so if you're not going to be available to derive that, codifying it now is actually going to be really critical. So over the next 60 days, making sure the most important topics are gotten from you to Joe. And then

Trustee Johnson:

from there, the new president has the opportunity to have those conversations when they get elected.

Trustee Garcia Morales:

Yeah, certainly. And thanks for that Trustee Johnson and for your kind words in terms of the body of knowledge that exists and the need for it to be downloaded and transferred. And I, in my function and roles and outside of the board has always been primarily an OD and knowledge management role so that I understand how important processes, systems, and SOPs are in any type of transition for any individual and especially in leadership. The thing that I want to bring to the space here around us primarily relying on someone like a board liaison is that the dynamic is very unique there. The board member is, not technically, is very much really the board or the body of the board. And in this case sometimes just like one member who has an interaction, the power dynamics are very unique and cannot be dismissed. So I, as a board member and as a board, we oversee one employee that in this case a board liaison reports directly to the superintendent.

So not to say that their ability to coach and support can and may not always be to the full extent. A colleague could say, "Hey, there's the agenda needs to be posted on board." Staff always takes care of that for us. That's a horrible recommendation idea. But like, "Hey, if colleagues are asking for X, Y and Z, these are some options you consider or go to council if you have X, y and Z." So I just caution the board because if staff are primarily relied on as a knowledge sources, the president doesn't necessarily have to listen to the staff and can create distractions for the board. So I'm happy to support in whatever way is necessary to download as much as I can to my colleagues. And especially if you want to go grab coffee, just know I'm available for coffee to download as much as I can to all of you. Trustee Cavazos?

Trustee Cavazos:

Yes, this is just a discussion item tonight, right Madam President? This is a discussion item only.

Trustee Garcia Morales:

Yes, that's on the agenda. That's what it says on the agenda.

Trustee Cavazos:

So do we have anything further as far as going through here? I know that we have some folks here that are here to speak on other agenda size items. Do we have any items specifically that you have chosen that you want us to address before going on to the next item?

Trustee Garcia Morales:

No, I'm simply waiting to hear colleagues finish being in the queue. So if you're done you can jump off.

Trustee Cavazos:

Thank you.

Trustee Garcia Morales:
Thank you. Trustee Brooks?

Trustee Brooks:
Thank you Madam President. I really liked the advice or the suggestion Trustee Johnson gave about you downloading the information. I think maybe I agree with the delivery system being staff being a problem just because the power dynamics and staff telling the board president what to do when they're distinct causes a challenge. But perhaps you could leverage a relationship through the Nevada Association of School Boards and have a different school board president come and provide support. I know a few years ago they had a mentorship opportunity, so that might be a good path. And I probably, if it were like a training opportunity, I probably would offer it to multiple board members who might become leaders during their tenure.

Trustee Garcia Morales:
That's great. Great point. Thank you. In terms of sustainability for sure, for the body, thank you for that. Trustee Zamora?

Trustee Zamora:
Thank you Madam President. Trustee Johnson you brought up a good point about the leadership and that transition, right? Because I think for the past, unfortunately, the presidents are the ones that are leaving and I feel like there's been that gap of the knowledge part. It's at one, it's Trustee Cavazos, but no offense to you, Trustee Cavazos, but it's been a while, right? We've grown so much. It's just not a board of seven, it's a board of 11. So it's a lot of new information. But I was trying to figure out if you're asking for something more because when we elected Vice President Irene Bustamante Adams, that was the very reason I think that Trustee Brooks mentioned why it needed to be her because she was not going to be on the ballot. And am I missing something that the information has not been downloaded so far to vice president or are you asking for more like some-

Trustee Garcia Morales:
There's only so much-

Trustee Zamora:
... outside stuff.

Trustee Garcia Morales:
Oh no, I'll let Trustee Johnson jump in here. But I will say that to credit Trustee Bustamante Adams, she has absolutely been a great source of absorber, a sponge. And still you have to constantly think about how you're downloading that knowledge even further beyond just one member. And I would say the importance of this particular piece is that I'm now just getting a better grasp of this role. It's taken two years as president and certainly we've had new members come on board, so there's just always new challenges that are coming your way. So even the board that existed five years ago versus the board that exists today is completely different. And I would just offer that

Trustee Garcia Morales:

there is simply, it's a complex role and it has a lot of moving pieces to it that are not simply graspable in just a year only, but that doesn't mean that it can't be done and can't be done without success. Trustee Johnson?

Trustee Johnson:

Yeah, I think the thing I was thinking about is the system that we create less than I was thinking about the people who sit in seats today. So the system we create is eventually all these people will be off and we have to have a good system for the way that knowledge is transferred from one leadership person to the next. And so Trustee Brooks brought up, we didn't have a way that we had documented the way that it was going to happen. And so I was naming one, I actually appreciate the addition to that suggestion, just take our staff out. But we have an objective third party, we have a download of that information in some way, shape or form. And then it consistently evolves over time because in five years when this board is sitting here and who knows what composition it will have, the information will be different. And we want to make sure that we have a way to transfer that information from one set of people to the next.

Trustee Garcia Morales:

Good point. Thank you for that. I think Trustee Zamora heard her say yes. I don't know. Thank you. Trustee Zamora you originally asked what are the next steps, so thank you for that and allowing us to all contribute to the conversation. 60 days, the next 60 days I heard loud and clear is where the focus will be. And I've asked in my role as president, I have the opportunity to myself coordinate, and organize the training based off of policy. However, in this case, and I can also delegate, I've delegated this task to Trustee Bustamante Adams who will then work closely with our board liaison to prepare the next 60 days. And I know she was taking copious notes, captured potentially tools, NASB, so just other things. So just be on the lookout for some potential action items in the near future. Cool. Awesome. Thank you. We're going to now complete and can move on to item 2.02, governance professional learning.

2.02 Governance Professional Learning.

Discussion regarding governance professional learning. [Contact Person: Evelyn Garcia Morales]
(According to Governance Policy GP-17: Cost of Governance)

Trustee Garcia Morales:

Trustee Esparza-Stoffregan, thank you for that opportunity to provide a little bit of an opening to this item. It sounds like based off of the conversation that we've had, there is a desire to have a clear distinction of the role of the board member for this upcoming body. And maybe the role of the board member is not the right term necessarily, but that's the simplest way that I can put it. I'm grateful to hear there's a general awareness both from members who have served and have learned tremendous amounts of.... It's just learned tremendously in this role that the pressure points and that are very, very, very real and can be quickly...

Trustee Garcia Morales:

So yes, to Trustee Guzmán 's point, there is an importance to establish these type of understandings of what type of member best serves the organization and students at large. And those weren't your words, I'm sorry, I'm taking that and interpreting it in a different way. Forgive me Trustee Guzmán. Thank you for the grace. So I want to just share with you all that I hear the importance of governance, professional learning, and that can be broad. I'm going to go through, you've heard already what we've done in the past with Dr. Alsbury, and there's an appetite. It sounds like there could be a desire for him to continue to serve in the future in this sense. And then I've heard, "Hey, we should lean on the National Association of School Boards to potentially do some of this work." I think it may be important, one question for the body to consider is whether or not these groups collaborate with each other or are they separate groups? Do they play the same sandbox?

And so yeah, I am open to any discussion that would allow us to get closer to bringing a contract or an agreement or something to the board so that the next... Or maybe this is not something that you're interested in deciding in right now because it's not part of technically the first 60 days. I'm okay with that too, but just know that that may be helpful. And lastly, this will dovetail nicely into the Council of Great City Schools item. There is work that we could access through the Council of Great City Schools through governance work. And I will give you all a chance to chime in. Trustee Guzmán?

Trustee Guzmán:

Thank you. I think when we're framing this work, under the key activities it says at the top, adopt contract and implementation plan, complete. Number two, schedule kickoff training, complete. And three complete kickoff training. Here's my thing.

When we're looking at this, I want us to all remember that we adopted and we signed up and we have a contract already with the Council of Great City Schools. And Trustee Cavazos went through that contract with a fine-tooth comb and asked lots of questions about it. And so if we do not move forward, Trustee Cavazos would will back me up on this. I believe it was \$150,000 we have to pay to the Council of Great City Schools. So I want us to be very mindful when we're looking at this because we as a board have said, "This is our pathway forward." We signed a contract, we are on the hook as they say for that amount. Or it's 60,000 if we actually do it and we vote as a board and we adopt the things that they say. But I want us to be very mindful as Trustee Garcia Morales is going through this, that this is something we have already decided we wanted to do.

Trustee Garcia Morales:

Thank you for that Trustee Guzmán. And I want to just take note that you were referencing item 2.03 for the Council of Great City Schools. Right?

Trustee Guzmán:

Oh [inaudible 01:33:07].

Trustee Garcia Morales:
That's okay.

Trustee Guzmán:
Oh okay, sorry.

Trustee Garcia Morales:
And you've inspired me. You've inspired me.

Trustee Guzmán:
[inaudible 01:33:12].

Trustee Garcia Morales:
You're good. Thank you. No, you're good. Thank you. You've inspired me within the purview of the president who's facilitating set meeting our meeting, I can merge both two items. So I'm going to merge for the professional development and the Council of Great City Schools. Hopefully that just gives us a chance to chat about it. And I want to just note for the record that Ben Mackey is present and available to us. Hi Ben. Are you there?

Ben Mackey:
Good evening. I am here. Thank you for having me.

Trustee Garcia Morales:
Thank you. Thank you. I've asked Mr. Mackey to come in and provide us an update. What's the confusion? What's happening?

Trustee Bustamante Adams:
They didn't hear that you merged two items.

Trustee Garcia Morales:
Oh no. Oh, okay. Let me-

Ben Mackey:
Can you hear me?

Trustee Garcia Morales:
You're good, Ben. Forgive me. Yes, I'm rewinding. I'm just doing a rewind and rewinding to the moment where I said, Trustee Guzmán, you inspired me. Thank you. We're going to be taking items 2.02 and 2.03 together. Is that clear? Are there any confusion? You have a question about the merged items?

Trustee Cavazos:
Yes.

Trustee Garcia Morales:

Oh, okay. Let's see. Let's do it. Trustee Cavazos. Go ahead.

Trustee Cavazos:

Just to make clear, so we didn't have any reference material for the governance professional learning, which was 2 0 2. So we started the discussion on that. So I just wanted to quickly address what Trustee Guzmán had said, and she's correct, we are on the hook. The original contract was for \$40,000. We were penalized-

Trustee Garcia Morales:

I'm going to pause you there because-

Trustee Cavazos:

We-

Trustee Garcia Morales:

... I have updates for the board and that's why Ben is here too. So if there is a desire before, forgive me, Trustee Cavazos. I don't mean to interrupt, but before you start sharing, and I should have done it with Trustee Guzmán too when they're saying we are on the hook for certain amounts of money, I think this is why I have Ben here. So if he could also, if that is a question that we have of him, then we could ask him from the source. Ask the source.

Trustee Cavazos:

Okay. So we were not actually, when Trustee Guzmán was talking, she was not actually referring to 2 0 2. She was referring to 2 0 3. But now I can't refer to 2 0 3 because we're going to merge 2 0 2.

Trustee Garcia Morales:

No you can refer to-

Trustee Cavazos:

I just want to make sure, and 2 0 3.

Trustee Garcia Morales:

Yeah. Yes. We are emerging both two and three.

Trustee Cavazos:

Okay. So I'll save my comments for during that discussion.

Trustee Garcia Morales:

This is a discussion. You can do it. Come on.

Trustee Cavazos:

So we have no... I'm fine. We don't have any reference materials on 2 0 2.

Trustee Garcia Morales:

That's correct.

Trustee Cavazos:

Okay. All right. I'm fine. I'll wait. Thank you.

Trustee Garcia Morales:

Well, I just want you to know they're both the same. Now I've merged them. Or should I unmerge them? What's happening? It's happening. Do we separate them? Yeah.

Trustee Guzmán:

Yes, I prefer-

Trustee Garcia Morales:

Oh, okay. We prefer them-

Trustee Guzmán:

Sorry [inaudible 01:36:11]. That was my fault.

Trustee Garcia Morales:

Okay. Nope, nope, nope, nope, nope, nope, nope. That's okay. Thank you for that feedback. Oh, no, no. It's not too confusing. Forgive me. It's not confusing in my head, but I appreciate you sharing that it's confusing for you and we can separate them and bring them back to go back to 2.02. Trustee Brooks, based off of your... I'm going to give you a chance to jump in because I heard an audible from you on this side.

Trustee Brooks:

Thanks Madam President. It might benefit the board to merge them unless you want to have a pure conversation about the topics separately. So if you'd like to only talk about the council and not mention balanced governance or any other trainers, then the president will just need to warn you to stay on task. It's up to you if you want to not talk about the pros and cons of both of them at the same time.

Trustee Garcia Morales:

What a beautiful example of as seasoned members giving us just some additional insight that is really valuable and helpful in this conversation. So thank you for that. I will, based off of what I'm hearing from members who have a desire to separate these items, forgive me, I'm going to go ahead and separate them. Unwind. So they were separated, they were together. Now they're separated again. Simple. Okay. So again, we are now only speaking on 2.02 Governance, Professional Learning, and I hope you all picked up something there from my earlier remarks.

Trustee Garcia Morales:

Go ahead and jump in the queue. Again, this is not the Council of Great City School. So Ben, you're good to go for a couple of more minutes while we go to that item when we transition to that item. Thank you. Trustee Zamora I'm going to turn it over to you.

Trustee Zamora:

Thank you, Madam President, for actually separating the two, just because it was getting confusing for me because as we talk about governance, professional learning we're talking about Dr. Alsbury and other options, but then council is completely different than what the project's going on. So I actually wanted, I'm glad that Trustee Cavazos was able to find out if Dr. Alsbury was interested in coming back. Like you all know, I was in Elko doing the training as well, and it went really great.

He actually mentioned as we're doing our superintendent search as well, he worked with Washoe County as well during their superintendent search. So I think he has that experience as we're moving forward in that sup search. Actually, what he ended up doing was getting the top three candidates that the board had and had conversations with them, which I thought was being proactive and beneficial. So then any upcoming superintendent actually had an idea of how it will be working moving forward. And it was just a very collective, I think, experience that Washoe County did. And I'm glad to know that County commissioners in Washoe also doing the same model that you mentioned President. So that was it. I just-

Trustee Garcia Morales:

Thank you.

Trustee Zamora:

Keep it there. And NSBA is the national for NASB and NASB is in partnership with them, so I'm sure we can get that support.

Trustee Garcia Morales:

Cool. Thanks for that. Trustee Bustamante Adams?

Trustee Bustamante Adams:

Thank you, Madam President. I would like to say that I have in the last couple months received training from the National School Board Association. And so I've been very pleased and I would like to consider what they could do for the team. And so I both had it at the Pacific Region Board training. And then for CUBE, that was just here last week, I think it was. And so anyway, I've been very pleased with how they're assisting school boards and I think they're worthy of a conversation if we take an action item at another time.

Trustee Garcia Morales:

Great. Thank you Trustee Bustamante Adams. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:

Thank you for separating the items because what could have happened is you make an assumption that we get training on board governance from us, a different entity. And so I want to make it clear that we need to keep those separate. So thank you. And I want to support Bustamante Adams, Trustee Adams your comment for I have a recommendation or consideration. Why can't we reach both and have them maybe put together a proposal and so that we can see maybe what the fiduciary cost of that would be, what the scope of work would be, what the deliverables would be, and what the time constraints would be. And I know that we all just love having people present to us, but if that's something that could be considered in a short board item in the future, I think that's something worth our time. Because board governance is, I know something that we as a board probably all of us would benefit from. So I just would've liked that as a consideration.

Trustee Garcia Morales:

Yeah. Great. Thank you and great, appreciate that insight. Trustee Brooks?

Trustee Brooks:

Thank you. Madam President. I'd like to suggest that maybe the new board tackle this topic. They're going to be the ones best suited to know who is going to work with them. I'm not sure that we'll be able to make a decision that will be accepted willingly, wholeheartedly by them.

Trustee Garcia Morales:

Thank you Trustee Brooks, that is not part of the 60 day plan Trustee Brooks, so thank you for bringing that up. But it could if there's an appetite from the board. And so thank you for that. And yes, you're right, that is not part of the 60-day plan necessarily that colleagues mentioned is a priority. So maybe, yeah, I think that may be something really important to consider for members, and specifically leadership on the board as they make a decision. It's kind of, the way I'd like to describe that is a little bit of a chicken or the egg situation, you know that existing members who will be here know that new members who have never, from my knowledge, from observing, there's not a lot of ways you can get this experience of serving on this Clark County School District board unless you've served on the school board in LA or Chicago or Miami-Dade or Broward County. Right?

Unless you have that specific experience, I mean your experience may not compare necessarily to this. So existing board members, current board members know that the new members will need some sort of training, but that may not be necessarily part of the 60-day plan. So I just leave that for the board to consider as you're thinking through next steps and either send out an RFP, which is a great idea. Trustee Esparza-Stoffregan, that'll detail specifically what the board is seeking from a consultant, you'd need to have a public discussion around that, and then follow the RFP process. And Trustee Brooks, can you go back in the queue? I think it may be valuable to learn if, based off of your eight years of serving on the board, did you ever experience resistance from new incoming members around board governance training? And if so, what was that like?

Trustee Brooks:

Generally, I think the training that we provided was accepted. What we found as far as resistance was the implementation part. Most of the trainers we had, they delivered the same message, which was, "Your job is to focus on policy and oversight, and there's a clear line between what you do and staff does." The problem challenges that we always had were members who heard those words differently and interpreted them differently, and enforcing policies. So it's really incumbent upon the leader of the board to make sure policies are consistently adhered to. Even if it's your friend that's breaking policies, it's really important that there's consistency, because people notice and it creates a lot of friction.

For the most part, the delivery person was not the problem. The challenge that we had with some consultants is that they were not very direct about... There's a tendency when you're a consultant that you want to keep getting paid. So if your board is a mess, or there's members that are a mess, you won't directly tell them because you want to keep getting paid, so you don't want to hurt their feelings. And then when your contract renewal comes up, you don't get your contract renewed. Sometimes if they're paid consultants, they're not as truthful about who's causing the friction or how the friction could be addressed, because they're walking a fine line between making sure they have an opportunity for continued financial support versus offending a member.

Trustee Garcia Morales:

Yeah, that can be a really tricky line for any governing body who has a training, or any group who has a trainer. Trustee Guzmán?

Trustee Guzmán:

Thank you. As someone who's actually worked as a consultant, that actually is unethical, what Trustee Brooks just stated. So I disagree, and I do think that what Trustee Brooks did say though, is that the new board decide, and Trustee Esparza-Stoffregan asked for an RFP, all those things are good. I think all those things are good, and I do suggest that you move forward because board governance is really great. I love these ideas of going through the National School Boards Association and CUBE. I know that when I went through some of their training, it was great. So I think opening that doorway also, I do not believe that Dr. Alsbury works with the council. So I think that is also something that the new board will have to discuss. So all of those things are good. I think all of those things will provide great board governance, and I think it's a great pathway forward.

Trustee Garcia Morales:

Great. Thank you so much, Trustee Guzmán. Trustee Brooks?

Trustee Brooks:

Thank you Madam President. To clarify, my comment about them not wanting to offend the board member were words out of their own mouth. They felt that they didn't want to offend the member, and that it would cause friction where they would lose their contract. So I'm just repeating a conversation I had. My question about this governance professional learning is how is this different

Trustee Brooks:

than the stuff that's already going to be happening in December for them or is this beyond December? Is this building off of that, or is this... I guess I'm a little confused. I'm not going to be here, so I don't have to really deal with this confusion, but it seems like the board's going to be getting governance training from four different places. How does this tie together?

Trustee Garcia Morales:

Yeah, yeah, that's a good point, and I think that's where some decision points need to be made in preparation for our newest members. Some more historical context for members is that I shared earlier, Trustee Guzmán and I were trained by Dr. Alsbury around board governance, Trustees Zamora and Bustamante Adams had Deb Darby. The Debs, y'all remember the Debs? Deb Darby, Deb Oliver. Our newest members received training around governance between me and Mr. Mackey and Council of Great City Schools. So the board would benefit tremendously from having consistency with board governance to Trustee Cavazos' point earlier like, "Hey, it doesn't serve us if one group gets one thing and another group gets another thing." So the board could benefit tremendously from sticking to one and getting its training from the said group.

Great. Thank you for the discussion and the conversation. I feel like there is more questions still than answers, but there is some interest in our desire around future RFQ or QRF.

Trustee Garcia Morales:

No, we call it something else here in the district. It's not RFP, but technical RFQ. That's what it is. Thank you. An RFQ in the district for potential consultants, contractors. Trustee Barron. I'm going to move on to item 2.03. Did you have something for 2.02 or 2.03?

Trustee Barron:

I just wanted to make-

Trustee Garcia Morales:

Oh okay, yeah.

Trustee Barron:

To close 2.02.

Trustee Garcia Morales:

Oh no, Trustee Barron, you don't need to make a motion. You're good. Thank you.

Trustee Barron:

Fantastic then. Let's go to 2.03.

Trustee Garcia Morales:

Yeah, thanks. Look at that. Look at that, magical powers. Only action items require closure. 2.03.

2.03 Council of the Great City Schools.

Update from the Council of the Great City Schools regarding the Student Outcomes Focused Governance Framework and the next steps in the work occurring. [Contact Person: Evelyn Garcia Morales] (Reference material may be provided.) (*According to Governance Policy GP-17: Cost of Governance*)

Trustee Garcia Morales:

All right, Ben, Mr. Mackey, can you please come back off of mute and walk us through where we are with the council's work and anything else you'd like to share with us?

Ben Mackey:

Yes, I'd be happy to, President Garcia Morales. Thank you for having me. It's great to be with you all again. So as a reminder, Council of Great City Schools is a nonprofit member organization of some of the largest districts around the nation. We work with boards on board governance, and we were happy to be selected by this board back a little over a year ago. We began the work in January in earnest, it went on pause after we had moved through the initial training, put together the implementation plan, had begun to have conversations around community listening. The board considered a draft, community listening planning made some adjustments to it. That community listening was to serve as the foundation for really getting community feedback and setting goals and guardrails, as we had discussed on them. So it has essentially been on pause in terms of active work since the spring.

The contract did include the \$60,000 kickoff, but then also any unfinished work that would come above that amount would be billed if the board decides to terminate the contract and move forward. Based on the amount of hours and the length of the pause, there's actually no additional cost if the board were to choose to move in that direction in this instance. We are here and would love to continue to support the board if that's what the board chooses, and if the board chooses to go a different direction, that is okay with us, of course. At the end of the day, we want the board to do what the board needs to do to really get focused on what its priorities are, and whether that's with us or anybody else, we respect that and look forward to that. So happy to answer any questions you have.

Trustee Bustamante Adams:

Thank you, Mr. Mackey. This is Trustee Bustamante Adams. If you can't tell the distinction. But we're going to take questions from other trustees. Is there anybody in the queue? Although I can't see who's in the queue.

Trustee Guzmán:

No, there's no one.

Trustee Bustamante Adams:

Oh okay. We don't have any questions?

Trustee Barron:
No. Trustee Barron [inaudible 01:53:43].

Trustee Guzmán:
Yes.

Trustee Bustamante Adams:
Oh, okay. Okay. Trustee Guzmán? Jackson-Hale? Yes. Trustee Jackson-Hale, please.

Trustee Jackson-Hale:
I am going to put out there that I'm new. Can someone please explain to me why the agreement was paused in the beginning, to begin with?

Trustee Bustamante Adams:
Thank you. I'll add some context, and then the other season board members as well. So at the beginning, the disruption came when we had Dr. Jara submit his resignation, so we had to deal with that, and then that opened up the superintendent's search starting that process. And so those two big monumental items delayed our progress in this. Did anybody want to add anything to that? Okay. Trustee Guzmán?

Trustee Guzmán:
Thank you. And Ben, if you wouldn't mind assisting me. From what I can recall, the council thought it was a good idea for us to pause when the superintendent resigned. Is that right, Mr. Mackey?

Ben Mackey:
That is incorrect. Our coaching was that it would be important for the board to do community listening and set goals and priorities because that would serve an undergird, a superintendent search process. And so that was our recommendation, but the board has decided a different [inaudible 01:55:15].

Trustee Guzmán:
The board chose to do something else.

Ben Mackey:
Correct.

Trustee Guzmán:
So the board chose to pause?

Ben Mackey:
Correct.

Trustee Guzmán:
It was a board choice. Okay. But it had to do with the superintendent search because we had to find a superintendent search company, and it was going to take a lot of our time, and so we put a pause on it. Because we had to be invested, and we needed to spend time. There was a listening program, and we had to go through our policies, and things like that. Brenda [inaudible 01:56:02] is open.

Trustee Bustamante Adams:
No, no worries. Thank you. Thank you. Trustee Brooks?

Trustee Brooks:
Thank you, Madam President. Superintendent searches at the Clark County School District get rather crazy, and the intent at that time was to do a quick one knowing that we had a gap in leadership, and then the board stalled and delayed the process until we kicked it until next year for the new incoming members. When something like this happens and you're in limbo in between leadership, you tend to pause things, and then wait for this one decision. So this is actually not the only thing that's on pause in CCSD. There's a few things that are in limbo waiting for a leader to come on.

Trustee Garcia Morales:
Thank you for that. Trustee Zamora?

Trustee Zamora:
Thank you, Madam President. The one thing that I also wanted to add is with this project, we were also going to be focusing on doing community meetings, at the same time, the superintendent search was also going to be doing community meetings. And Trustee Adam Johnson and I attended a training from that NSBA, and their recommendation was really not doing it together. And we had a discussion that it was actually not going to be fruitful of actually getting what we needed and it would be just too scrambled of all the things that we needed to set in place. So that was a big thing as well.

Trustee Garcia Morales:
Thank you for that. Trustee Jackson-Hale?

Trustee Jackson-Hale:
So just to clarify, only the contract has been completed, none of the work has been started?

Trustee Garcia Morales:
We started the work in January. As part of this timeline, there was some work done, let's see, January we had trustee meetings. Yeah, trustee meetings. I cannot see this. I need double zoom

Trustee Garcia Morales:

glasses. But we conducted, as I believe Mr. Mackey may have shared, there was some work that was completed earlier in quarter 1 with the board. There was also several discussions, the council was... How else do I describe this? The councils... Ben, do you have additional insight in terms of the other work that's been done? I know that we in person met as a group and groups to help start this process.

Ben Mackey:

Yes. To answer the question, work on the council's part was started and has continued throughout the process in terms of responses, meetings, putting together documents, taking feedback, conducting trainings. The board did not complete any of the deliverables other than the initial training, but work was done. But because there hasn't been significant motion, there is no additional invoice for hours beyond that already built.

Trustee Garcia Morales:

Got it. Thank you for that. Trustee Bustamante Adams?

Trustee Bustamante Adams:

Thank you, Madam President. And for myself, I really appreciated starting the year off like that so that we could set our strategic plans. So because I believe that us as a team need to know what we're doing to stay focused on student outcomes so that then we could share that with the superintendent so that person knows what we want, and then that person has to develop how it's going to get done. But that puts us in our role. We need to be able to tell the superintendent what it is to strive for, and how we're going to allocate our budget towards that. And so I'm looking forward to getting to that. I was saddened that we had to pause it, but it was understandable, and I look forward to getting to the work. And I think it's a great investment. And I'm used to that kind of environment where you do the strategic planning so that you can give the one employee that we do have direction on what is our priority and what are the guardrails for that. So, thank you.

Trustee Garcia Morales:

Thank you very much. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:

Hello, Ben. Thank you for joining us again. Good to see you. So my questions, I kind of just want to frame it on the calendar, and because of the fact that we're just going to have a lot of new members, potentially new board council, and new superintendent. Ben, my question to you is, you did specific interviews with each of us, so now what's the reset? Because we have new members. And you also, we did a retreat with the previous superintendent. So I don't know. To me, it's like, I don't know that this is going to be the same strategic plan that is in front of me right now that needs to take place, is my question.

Ben Mackey:

Absolutely. It is our recommendation that should the board continue to do this, we would need to restart the process. That doesn't necessarily mean cut this contract and start a new contract, but potentially extend to it to be the two years and restart the process with the entire new board meetings, individual understanding what folks are trying to get out of it, doing a two-day to create the common language and then move forward with the plan. Because the current plan and implementation plan that we put together based on the feedback from this board may not be the right implementation plan for the next board.

Trustee Garcia Morales:

Thank you for that. Trustee Jackson-Hale?

Trustee Jackson-Hale:

So I was going to echo Trustee Esparza-Stoffregan's comments, and then also try to clarify on the pricing if this did need to restart. And I do agree with Trustee Bustamante Adams that we do need to have some goals and objectives for the new superintendent. However, I think it's best to meet those goals when you are able to collaborate with each other, and there's a shared understanding of how you are moving forward as the district.

Trustee Garcia Morales:

Great, thank you for that. Trustee Cavazos?

Trustee Cavazos:

Thank you, Madam President. I believe that Trustee Jackson-Hale and Trustee, Esparza-Stoffregan pretty much said it all. And I just don't see how with so many members leaving and new members coming on, I have to say I agree, again, with Trustee Bustamante Adams. Sorry. I'm trying to remember everybody's name here. That there is a framework within this that is useful, but if we do it ahead of time, we are going to be leaving out a key component of that collaborative part there that we've already been able to enjoy and to be able to be a part of. And so I think that there's some way that we have to put that together, that we have to kind of, I'll use the president's favorite word there, merge, we're going to merge them, and find out how we're going to do that. But to basically go on with this board right here, and then have to try to cobble together something with a new board would be extremely difficult. So thank you.

Trustee Garcia Morales:

Great. Thank you. I don't know if that's my favorite word, Trustee Cavazos, merge. Lots of new, I have lots of favorite words. We should have some coffee and chat about your favorite word too. Trustee Johnson?

Trustee Johnson:

Thank you. Ben, can you remind me, once we come up with our priorities, what was the way that we were supposed to get buy-in from the superintendent, or was the superintendent supposed to be part of the process of creating some of those priorities? I know from what I recall, we were going

Trustee Johnson:

to take input from our community, and that was going to help shape the direction. And I cannot remember, I can't recall how the superintendent was supposed to work alongside us as we developed this. And I recognize that we are providing that person direction. And I also realize that in my day-to-day work, I appreciate having some input on the goals that I'm trying to achieve. And so I can't remember how we were supposed to incorporate that person's input into the process.

Ben Mackey:

It is our coaching that boards own the goal-setting process, and they use two key information pieces to set the goals. Number one is community input about what we want, the vision and values of our community, what we want us to accomplish and the values that we have to maintain as we pursue that vision. And second is a district data and root cause analysis about what's the realities of our district currently, and what are the highest levers to move forward. Oftentimes the superintendent and administration put that together because they're ones with the clearest line of sight on the day-to-day of it, and that the board then discusses and adopts the goals in collaboration with the superintendent. Or if they don't have a superintendent, an interim or whoever is leading the district at that time.

Trustee Johnson:

All right, that's-

Ben Mackey:

It is helpful to have input from administration, not necessarily you'd have to have a superintendent in place, because you can still get information around the data and root causes that the administration is seeing, because folks on the ground are still seeing this work day in and day out. And those priorities oftentimes help illustrate to superintendents that you may be considering hiring what they're going to be expected to do. And some superintendents will have accomplished things in those veins and others might not have ever done anything with that. So for instance, if one of your goals is to, you end up saying we need to focus on making sure our emergent bilingual students are achieving and closing gaps compared to peers that might influence what types of superintendents you're looking for and what types of experience they might've had.

Trustee Johnson:

That's really helpful, Ben. Thank you for the clarification. And just a quick plug for the process. I had the opportunity, while in Dallas at the Council of Great City Schools, Ben invited me to one of the community meetings that they had. And so I attended it on Saturday morning and it was a really good way for, the process was strong, but then most importantly it was really good to see a variety of community members, and no two people in that room were the same, but to come to a conclusion of what they thought was important and to be able to submit that feedback to board members. And then to know that they were going to redo that process 14 additional times to collect a variety of data points. So I'm hopeful that when we go through our process, we can do something very similar.

Trustee Garcia Morales:

Great. Thank you for that. Ben, I'm curious when it comes to, you mentioned the staff on the ground, or in this case, I akin that to a staff of the superintendent, their chiefs, things of that nature. What have you noticed during transitions of a superintendent? Earlier we were having a conversation around body of knowledge, [inaudible 02:07:40] being transferred. What have you noticed when it comes to the changes and shifts at the top in leadership with the superintendent and its relationship to its chiefs? I guess vice presidents, whatever they're called in other school districts, but for here it's like the equivalent would be the people who directly report to the superintendent who would probably be contributing to that data analysis. What do you notice during those types of shifts and changes in leadership, or if there's any trends or insight that you can share with us?

Ben Mackey:

I don't think, are the trends that we have seen from across the nation as this happens. We see superintendent searches take a variety of different ways from two weeks to a year. Trends are, number one is leadership matters and consistency matters in some way, shape, and form. It's really helpful if the organization understands and sees the direction that we're trying to go as an organization. Our coaching is that boards can help accomplish that and set that by saying, clearly defining their priorities and what they are expecting, whoever the superintendent is, and what that looks like going forward.

I think it's always a question around senior staff is, "Who's the next person going to be? How much changes there going to be? Should I start looking for other places," etc." And as we know generally, oftentimes some of the most effective staff are the ones that are able to first leave, and leave if they're worried about the future. So I think anything a board can do to create consistency and clarity and stability is a big win for the staff of the organization. That's just learnings from what we've seen across the nation. Obviously every context is unique and different.

Trustee Garcia Morales:

Thank you. I think that also plays out to the social sector, to corporate sector. Anytime there are shifts at the top, there will be shifts around it. And it's just important to keep in mind as decisions are made, I guess, for the body, as the body decides moving forward, something to keep in mind around consistency. Trustee Barron?

Trustee Barron:

Yes, thank you, Madam President. Yes. For the record, how much has this board already spent on the council of the Great City Schools for this training? And if we already spent the money, is it still being held on an account to where if and when the board decides to go ahead and continue with the training, will there be additional costs related to it, or do we get the pre-stoppage price?

Ben Mackey:

So if the board chooses to terminate, then it is just a clean termination. There is no additional invoice, and the board has spent the \$60,000 that compensates for all of the time spent by myself and AJ Crabill over the time this year. And if the board were to restart after a termination of the contract, we'd have to go through that. It would likely look the same and be up to \$60,000 contract depending on hours and how far it goes. If the board wanted to pause and wanted to say, "You know what? We still want to continue this work. There's been this year long pause, we are recommitted to this next two years." And we go through the process with the new board to understand what people are hoping to get out of it, set all of that, we could negotiate so it wouldn't have to be a full restarted new contract. And I can't make that decision myself, but it would be less expensive than the stopping, and then fully restarting at another time.

That said, just my two cents is, candidly, I think the most important thing that Clark County School District considers is what governance framework, how are we going to move forward with setting priorities for our district, monitoring priorities for the district in our line district? If the Council of Great City Schools can help with that, we would love to. If it's not us, we still think that's the most important question to answer.

Trustee Barron:

Yeah, just to follow up. Well, since the quorum, the voting quorum of this board will be changing, I just think it's kind of a big decision. And I think that's left best, I think, for the newest board to come in. We've been talking about money left and right, and sometimes it seemed like \$5,000 a lot of money, when we were asking for discussions to be held in North Las Vegas, and that seemed to be a lot of money. And so 60 grand sounds like a lot of money too. I do appreciate you answering the question, and so it is my thought that this decision that we best left to the next board. Thank you very much.

Trustee Garcia Morales:

Thank you. Thank you. I want to call up... No, I don't want to call up. Trustee Brooks. I think I'm going to go down the queue. Trustee Brooks?

Trustee Brooks:

Thank you, Madam President. I see this is not an action item. It seems like maybe the intent is to gauge the interest of the board whether or not they want to continue with this process. So even though the board cannot vote on it, maybe they should voice whether or not they would like a future agenda item to consider continuing the work.

Trustee Garcia Morales:

Right. Yeah, I've heard a mixture of responses, and some of it, like most recently, we should wait until the new body is appointed, elected, sorry, elected, or takes the oath of office. Excuse me, we should wait. We should move forward with this work. Once they begin, we should make that decision. So that's what I'm hearing from just some consensus, and I appreciate you bringing us back to that. Trustee Jackson-Hale?

Trustee Jackson-Hale:

Thank you Madam President. I do echo that, I think this is something that the next board should maybe make the decision on. One of the things that I see on here is draft board goals, the vision and guardrails values. So just based on my knowledge of the board before I joined, it didn't exactly seem like everyone is on the same page. So how does this work? Especially how does Council of Great City Schools work with the board so that there is kind of a general working consensus on the work, so that this is not something, this timeline is something that stretches really long, and then potentially there's additional fees that are added on because there, because there's no common ground on how the board is working together?

Trustee Garcia Morales:

Yeah. Thank you for that. Thank you for that, for your perspective and insight. And I'll simply share that based off of the conversations we shared earlier. No, I'm going to go to Trustee Cavazos before I go into that and share my piece.

Ben Mackey:

Would you like me to answer that?

Trustee Garcia Morales:

Oh, oh, yes. Yes, please, Ben. Thank you.

Ben Mackey:

I would just note the way the contract is structured, if the board follows through on its implementation plan, it's written into the contract that there is no additional cost because the board has followed through on what it is committed to do. So no matter how many hours we spend on it, there is no additional cost beyond the initial 60. It is only an additional cost if the hours are not contained within that \$60,000, and the board terminates and does not finish the work.

As far as the actual functioning of the timeline, if a board, generally when we work with this, we establish a work structure. The board president and or superintendent will meet periodically with the Council of Great City Schools. We'll talk about updates. There will be updates shared with the board, usually on a monthly or a bi-monthly schedule on where we're at. It is natural that timelines change and adjust between, "Hey, we need an extra month for community listening," or, "We're not quite ready to do this," or, "We're going to pause." That is totally natural. There is no additional cost for that. The deliverables and the implementation plan are the deliverables, and if the board follows through on completing the implementation plan that it adopted, then there is never any additional fee, unless there's something totally outside of scope that the board asks for.

Trustee Garcia Morales:

Trustee Cavazos?

Trustee Cavazos:

Thank you. And thank you, Ben, because that was part of my question to just clarify that, which you did very well. I'm just wondering here if since this is something that is listed as a discussion item. And pertaining to Trustee Brooks' suggestion that we possibly may not want, as it's not agendalized as any kind of an action item, that we might be going a bit maybe into the weeds a bit as far as trying to get some kind of feeling from everyone, unless it's something where the board president wanted to table this possibly because of the discussion about waiting for the new board. We have a contract, so I think we have set on this agenda that this is a discussion of where we're at right now. And I think to go further into that would be a problem because it's not agendalized in that manner.

Trustee Garcia Morales:

Yeah, and certainly I would not allow us to break open meeting law. So grateful, thank you for those insights, Trustee Cavazos. And I simply will add, thank you, Ben. I'm grateful for your insight today and your piece and providing us update in terms of where we have been and where we could go for the future when it comes to governance. I think the one thing that I'll add here, colleagues, is reinforce the importance of establishing some sort of process or some sort of agreement that will allow this body to be successful through consistency. This body has a habit. That's maybe too much of a strong word, but there's a pattern of behavior, which I guess could be considered a habit, that exists where we start and stop, start and stop and certainly with contractors.

This is just a warning that maybe I would want the board to not fall into that trap in the future, especially because the nature of this body is that there will be always people rotating off, and so it will just take courage for this body to create a consistent, streamlined effort of ongoing training that will allow us to be successful on behalf of students. All right, this concludes this particular item. Thank you, Mr. Mackey for your time and for your attention this evening.

Ben Mackey:

Thank you all. Great to be with you.

Trustee Garcia Morales:

Take care. Be well. All right, colleagues, now we're going to move on to 2.04.

2.04 Board Committees.

Discussion and possible action regarding the purpose of Board Committees and their objectives in supporting the work of the Board of Trustees. [Contact Person: Evelyn Garcia Morales] (For Possible Action) (Ref. 2.04) (*According to Governance Policy GP-14: Board Committee Principles*)

Trustee Garcia Morales:

This is an action item. So if there are members of the public who would like to provide public comment on this item, please submit your yellow card. Otherwise, once I finish my presentation, I will no longer be accepting yellow public speaker cards. Okay. Thank you. Yeah, thank you.

Trustee Garcia Morales:

Alright, colleagues. So we just had a very robust conversation about the various work streams. This board chose, made a decision ... Well, there's really no action here, but verbally we talked in a general consensus that we should focus on the next 60 days. And of course, when I developed this agenda, I did not anticipate where we would land, but I'm grateful that we had this conversation and I'm grateful that we had this conversation specifically because what I'm hearing from the board is they have a desire to focus and create a laser focus on just the very near future, right now, what we can see in front of us, 10 steps ahead.

I've heard over and over, through various conversations and insights from members, that we should perhaps wait until January to make decisions that are significant and have changed. So just know that I'm present to those two pieces and because of that, I also think in an effort to create focus, the body would benefit tremendously from making shifts to its board committee structure. There are a handful of committees that are required by law. And you'll see here, actually. I'm going to highlight Appendix A, GP-15 Board Committees. This is very comprehensive list of committees that exist by the board. We'll plug in here and mention that committees by the board are required to abide by open meeting law, and that's a function of a board of trustees committee. So if we appoint someone or appoint a body of people, they must adhere to OML. I don't know that we've had any OML violations recently in committees, but this is, again, a group that has different committees and must abide by OML if they're a committee of the board.

There's some room to evaluate this particular policy, colleagues. And forgive me, I also didn't mention GP-15 Board Committees. This is also a list of various committees that exist for the board. The several that are required by NRS are the Southern Nevada Regional Planning Coalition, the Debt Management Commission, which I'm currently appointed to both of those. Less NRS required, but in regulation is NIAA, and that is the Nevada Inter-Scholastic Activities Association Board of Control. Thank you, Trustee Cavazos, for your steadfast leadership on that committee. Those are the three that are required by NRS.

So I want to just present the board to two things. There are some committees that are required by NRS. There are some committees that are created by the board. Let's see. They require OML process. They must publicly notice their agendas. They must publicly notice, say they must take action, just like the board does, on action items, not deliberate outside of the public eye, and more than a majority. That is what's required of committees. I am not necessarily, at this point, just seeking a perspective for colleagues to consider, that there is a lot that we all have coming up in the new year and this body could really benefit from focusing its energy and efforts on primarily committing to the committees of the board that are only required by NRS.

You have a significant change, a wave of change that's coming in 2025 for this body. And that change will come with some growth and stretching, and so I really just encourage this body to consider what it looks like for the board to only dedicate its time and energy. And primarily, the president or the vice president, the officers who manage aspects of ... In this case, I have primarily been the one engaging and interacting with committees other than members who actually serve on

Trustee Garcia Morales:

them. If there are issues or challenges that come up, they come to the board president and it's a lot, y'all. It's a lot.

Plus, we have the opportunity to, again, refocus our energy and time by committing to the things that are the most important for this body. So if that is the case, it allows the body to really narrow its focus and its attention on onboarding its newest members, on finding a permanent superintendent, on finding its board council, and not allowing the committees to become unwieldy. Because a lack of focus that's required on all these other fronts, what can happen is that their committees can kind of take shape of their own.

All right, I see members in the queue. Do we have a public comment on this particular item? Okay, great. I'll take that, and then I'll go into the queue. Colleagues, you're welcome to stay in the queue. Oh, or not. Okay. Go back. No, you're good. You're good. All right. Mr. Lopez. Al Lopez, are you present? Yes. Thank you, Al. Followed by Abraham Camejo.

Public Hearing

Alfonso Lopez:

Good evening, Trustees. My name's Alfonso Lopez. I'm actually the Bond Oversight Committee chair member. It's A-L-F-O-N-S-O, L-O-P-E-Z. First off, I want to thank Trustee Lola Brooks and my executive committee for extensive time that's already been put into the revision of these bylaws that you guys are going to be talking about today. I wanted to elaborate on one of the key issues that is a sticky point amongst the board themselves, and that's the liaison position. There's talk about getting rid of this position, but I can tell you on the record that the majority of the committee members are totally against this. Even past board members came to our last board meeting and spoke up against this. It's such a critical and valuable position that we all would like to stay and keep in place.

We are having ongoing discussions still. It's been tabled, or not tabled, but at our next BOC meeting, we will be discussing the responsibilities of this and stuff to go over and to bring to you guys to make your decisions. I know it's been brought to my attention that you guys can go ahead and make these decisions without, but I'm here to ask to keep us in mind, that we do want to discuss these issues and bring something finalized for you guys to discuss. I don't know if it'd be you guys or it'll be the new board members, but that's the plan that we have on the BOC. That's all I got. Thank you.

Trustee Garcia Morales:

Thank you, Mr. Lopez. I just want to clarify that we are not discussing Bond Oversight bylaws today, colleagues. We are simply discussing committees at large. Thank you.

Alfonso Lopez:

Thank you.

Trustee Garcia Morales:

Thank you very much. Yeah. Abraham, come on up.

Abraham Camejo:

Abraham Camejo for the record, C-A-M-E-J-O. Good evening, Madam Chair, Members and Superintendent. Hello. And for the record, the Dodgers are champions. I'm also part of the Bond Oversight Committee and I would just like to make some suggestions when the time comes up when you guys will be discussing this, as Mr. Lopez said that we are discussing our bylaws moving forward. I believe that the Bond Oversight Committee should also meet quarterly with the AZAC Committee because we're talking about zoning, then we got to try to build a school, and we kind of go hand-in-hand. So if you guys feel comfortable, maybe we can have a quarterly every six months type of meeting joint so we can actually get to know each other as well. Maybe that'll open up.

Also, I also believe that the Bond Oversight Committee should also be part of the Oversight Panel for School Facilities and make it part of the Bond Oversight. Why? Because we are managing and funding the construction. So who else better than to ask for funds for our construction for all our schools than the construction guys? And then that way, we can help get the funds for our bond and continue fixing and remodeling and having the adequate tools necessary for our school district. Also, I would actually like to see if the board of trustees can also incorporate maybe adding facilities director at our meetings, and then also maybe incorporate the facilities aspect of it so that way we can actually work to figure out solutions because it goes hand-in-hand.

I'll give you an example. Last meeting, we were talking about the air conditioning being an issue, but because it's not part of the Bond Oversight Committee ... But it goes hand-in-hand. If we're not discussing the air conditioning issue, how to prevent it, how to maintain it, how can we spend the money to maintain it before it breaks? So it's like your home. If you got an air conditioning unit and you don't maintain it, then you got to go buy a \$10,000 unit. Our school air conditioning units are in the millions. They're expensive. So if we can actually incorporate a facilities portion of it together with the construction, with the Bond Oversight Committee, then that way we can help give the tools necessary for Brandon's team and everybody else in the district and say, "Hey. We can actually come with better recommendations for the trustees." And then that way, you guys can vote on how these allocations can be spent accordingly so that way our school district can be up, running, working, and we can continue focusing on the achievement of our schools. Thank you so much for your time.

Trustee Garcia Morales:

Thank you, Abraham. Again, thank you for that insight. And I want to reference that these committees, for example, the Bond Oversight Committee, is an advisory committee. They provide input from the board and identify issues of concern to the BOC. And I'm grateful that you brought up liaisons. I don't think that I really considered that as part of this work that not only involves the president and overseeing appointments, ensuring monitoring member participation. Those of us who are appointed right now to these committees or sign up for them, there are some differences with some committees. For example, Bond Oversight Committee members have a liaison and I

Trustee Garcia Morales:

believe that it's a liaison that exists for each member. The board of trustees has one liaison. There's 11 of us. And we have, I would say, significantly a larger body of work that exists where we are meeting three times a month, plus behind the scenes work.

So we're so grateful that you brought that up because that is a discrepancy that exists for us in terms of committees. If this body continues to have committees that are not NRS-related, we would benefit tremendously from having a chance to overview all committee bylaws that would allow us to create some equity and ensure that we also continue to be the deciding body and not committees who may have perceptions. There may be some disconnect between perceptions of what they have the ability to do and what we are asking them to do and that requires training. And I would say a body of work exists, too, there. So add that to the 60+ day training for members because I don't know that I've ever trained members on preparing their appointed members. I've not facilitated any type of training and I think part of the lessons learned in this role is that there would be a tremendous amount of benefit from having some consistency on how our members are selected and appointed to each committee, if that's what the body chooses to do in the future.

Trustee Cavazos?

Trustee Cavazos:

Thank you, Madam President. I have a couple of questions here. First of all, I'm going to reference both GP-15 Board Committees with page two of three where the number of members is listed and also Appendix A, GP-15 Board Committees. Is this fully updated? I found a couple of places here where it looks like maybe we missed a couple of things, so is that updated?

Trustee Garcia Morales:

That's a good point. This was last updated in 2017, so if the body continues to have committees, it definitely needs a refresh and an update.

Trustee Cavazos:

Yes. Just a couple examples. American Education Week, I thought that that had been removed, I'm not sure or maybe I just don't know who our two members are, and then NIAA. When I first came onto the board, it was two trustees, but now it's only one so that's been quite a while on that. And some of the other ones that are listed on Appendix A on GP-15, I don't know that we actually have any trustee representatives on some of these right now. I can understand that this needs to be refreshed. Completely understand. So I guess what I'm asking, for tonight's item, what is our actual ask of the board?

Trustee Garcia Morales:

Thanks for that, Trustee Cavazos, and for noticing that there are some maybe in-practice changes, but not have been updated here. So for example, NIAA would benefit from indicating that there is one board member and then one staff member of the district based off of regulation or policy or practice. So it would one, clean up things like that and two ... Maybe this is premature because I would like to hear my colleagues' insight too, but I think that there is a need for our board to really

Trustee Garcia Morales:

narrow its focus. And I guess what I'm trying to say without saying it, without creating an action, is that we would benefit tremendously from removing committees that are not required by NRS. Does that make sense?

Trustee Cavazos:

Would we be able to state for the public, because I've already gotten that question and I think some of the newer board members would like to know too, specifically which committees would we be doing away with actually having a trustee be a part of?

Trustee Garcia Morales:

So I'll answer that by what we'd keep based off of NRS that's required of us. The Southern Nevada Regional Planning Coalition, Debt Management Commission. I want to say NIAA. There is NRS even though it's not listed in here. Community Council. If we even have a member on the council of Great City Schools, we can get rid of that. And what's the other one? Forgive me.

Yeah, that was it. There was three? That's three. Three. Okay. Anything else, Trustee Cavazos?

Trustee Cavazos:

So those would be the only ones?

Trustee Garcia Morales:

Oh. Yeah, sex ed, forgive me, is another one. I thought an audit committee was as well. No audit? Sex ed.

Trustee Cavazos:

Okay, so if I'm understanding correctly, just to clarify, there would only be four that would be kept and we would be doing away with ... Because there's some other mistakes on here too, like the School Board Student Advisory Committee.

Trustee Garcia Morales:

Sure.

Trustee Cavazos:

I was the last one that was on that and that was before a COVID hit, and it's not formulated like that anymore. It's under the superintendent. So you're saying that those would be the only committees that we would keep and we would do away then with all the other ones that are listed here? We would do away with the trustee representation?

Trustee Garcia Morales:

That's what I'm recommending. Again, I shared earlier my thought was like, "Hey, this is premature given ... I want to have a discussion around it," and they are members in the queue so I'm going to turn it over to them.

Trustee Cavazos:

I just wanted to clarify. Thank you so much.

Trustee Garcia Morales:

Yeah, no problem. Let's see. Thank you. Trustee Guzmán?

Trustee Guzmán:

Thank you. President Garcia Morales, I am concerned about this because when I first started as a trustee, I was on Bond Oversight and I learned a lot and it assisted me in the way that I viewed things so that I had extra information. And the same thing with NASB. I was on NASB when I first started, and that was a very positive thing for me. I am concerned about taking trustees off. Now for example, I'm on the School Naming Committee and I'm the chair. I'm concerned about me not being the chair and that a trustee is not the chair of the School Naming Committee. We still need to have a School Naming Committee, so there are definitely issues with that.

And I'm wondering if there is an issue with a trustee not being able to spend that kind of time on a committee if we can't reach out to other trustees. Because I remember when Trustee Cavazos was president, she reached out to me personally and said, "Listen, bond oversight takes a lot of time. It just does," and she was very open, very honest with me. When I made that commitment, she wanted me to understand what that commitment was. Even when I appoint people, I call Joe to ensure that by policy, I'm appointing the correct folks. So I just feel like maybe we are doing something that could hurt this board in the future. I feel like we've weeded out quite a few, but by asking trustees not to be on those committees, for me, I think that we're preventing them from learning important parts of the district.

I had no idea what bond oversight was before I came on this board and now I realize how critical it is. And then also for someone like me who focuses in on curriculum and assessments, it was really important for me to know. I have a school right now who's very upset about the coverage of their playground. But because Brandon explained it to me, I was able to explain it to the community exactly what was going on. Are they still sending emails? Absolutely, because they don't want me to forget. It is not because they don't understand. It's because they don't want me to forget, and so I feel like trustees do need to be a part of these committees.

Trustee Garcia Morales:

Yeah, thank you for that. Thank you for that, Trustee Guzmán. I'm going to turn it over. Let's see. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:
Just a logistic question. Can appointed trustees serve on these committees?

Trustee Guzmán:
That's a good question.

Trustee Garcia Morales:
Yes.

Trustee Esparza-Stoffregan:
Who was that? Who was that?

Trustee Garcia Morales:
That was me.

Trustee Guzmán:
That was her thinking sound in case you were wondering.

Trustee Garcia Morales:
Yes, that was my thinking sound. Forgive me. I am a mother of a toddler. I do make sounds like that often, very frequently. So thank you for that question, and I would love to give council some time to provide some insight for us.

Trustee Esparza-Stoffregan:
Some insight?

Trustee Garcia Morales:
Yeah, and maybe they may need some more time. I think it should be more than 30 seconds. Yeah, more than 30 seconds so that's something that they'd need to research and look into also based off of the notes that Counsel Malich left for us. Go ahead, Jon.

Jon Okazaki:
Thank you. Jon Okazaki, general counsel, for the record. I don't have that answer yet, but I can definitely research it very quickly and provide and answer to all of you.

Trustee Garcia Morales:
Okay. Thank you. Maybe at our next ...

Jon Okazaki:
I could ...

Trustee Garcia Morales:
Oh, today? No, please.

Jon Okazaki:

But I could do it via email or something. We don't have to wait for next meeting. I can just ...

Trustee Garcia Morales:

Thank you.

Jon Okazaki:

Advise all of you at the same time.

Trustee Garcia Morales:

Thank you, Jon. We appreciate that. Thank you for bringing that up.

Trustee Esparza-Stoffregan:

Okay. I'm not done.

Trustee Garcia Morales:

Yeah. Please, go ahead.

Trustee Esparza-Stoffregan:

Yeah, so knowing the answer I heard was potentially yes, so there's now potentially 11 of us. We have new folks coming. I attended more than one meeting and I agree with Trustee Guzmán. Here's the thing. I think people have real laser focus on certain issues maybe because they have certain experience and background. I guess the question I'm asking is what is the problem to fix here? Is there a problem to solve? I don't know that we need to change this right now because I know I would love to be on a committee, or even more than one. I have the time. So I am willing to say that speaking as an individual, I'd like that information ... Mr. Okazaki, thank you for communicating ... so that we'll know when we can participate. And not everyone can participate, we understand that, so that's the beauty of us having different lives and schedules and 11 people. Thank you. Trustee Johnson, got you.

Trustee Garcia Morales:

Cool. Thank you. Trustee Zamora?

Trustee Zamora:

Thank you. Madam President. I do recall us having a meeting though. It was a closed session where the answer was given. And how does that work if we already know the answer?

Trustee Garcia Morales:

So I was hoping to not bring in the closed session because it's privileged information.

Trustee Zamora:

But it's ...

Trustee Garcia Morales:

No, I know. Yes. And we have a new counsel. That's something just to be mindful of in the future. Some of it has been logistical, so I'll take it from that point to what ... Forgive me, Trustee Zamora. I don't mean to ... This is my stuff. Not you, it's my stuff. We were given direction, right? We were like, "Hey, this exists. This is a possibility for our newest members to add committee members." There are logistics associated with that that fell on the president, that's me, and it was added to my list and stayed at the bottom of my list. Not on purpose, not intentionally, but I think that this is part of the conversation is that it is the role of the president. Especially when there are frequent and ongoing requests that are not focused on student outcomes or in policy, it really creates distractions for the board and, in full transparency, for the board president because now I'm having to, "Well, I'm going to have to think about this and this and then think about what strategy here we're going to make sure that we're aligned moving forward."

I'm speaking in generalities without talking about something specific, but that has happened all year long actually. And it's been pretty painful to experience because it's prevented me from focusing on ensuring that committees have OML training, ensuring that committees are aligned to the work that they're expected to do and not thinking about other priorities that they make up on their own. So it's been tough. You had a question specifically.

Trustee Zamora:

A question. So as you mentioned, I had an original question, but you just triggered another question ...

Trustee Garcia Morales:

Yeah, yeah.

Trustee Zamora:

Because you're saying it's the responsibility of the president to do the trainings for these committees. So what is the role of the member then? For example, Trustee Brooks. They just mentioned Trustee Brooks is helping the committee, Bond Oversight, do all these things, redo their policies. So does it fall on the president or does it fall on the member that's in the committee?

Trustee Garcia Morales:

I think it's a combination ...

Trustee Zamora:

Okay.

Trustee Garcia Morales:

And it is committee members' willingness to follow the guidance of the trustee.

Trustee Zamora:

Okay.

Trustee Garcia Morales:

It is the trustees who appoint members and, to some direct degree, also staff who interact with them. But I mean, the dynamics, again, is something to be mindful of there.

Trustee Zamora:

Okay. Well, my original question was I actually agree with my colleagues. We have 11 members now. And actually, Trustee Bustamante and I were kind of giggling over here because we didn't realize NASB had so many of these seats open. And I do want to say they are very time-consuming. I sit on the Legislative Committee and then plus an Executive Committee, and then somehow I'm also under as a regular board member on their website. And Trustee Bustamante Adams is on their Executive Committee as well as their vice president. She just has a really huge role. So knowing that we have these open spots and we can expand it more, I would love to see that and how we move forward. I do not agree with us not participating in these committees because there's some committees that look ... Clark County Parks and Recreation. I think it's an opportunity we're missing of building our relationships with outside entities. And as we talk about building these bridges with everyone else, we would go backwards with something like this.

Trustee Garcia Morales:

Thanks for that insight. And the reason you're listed twice on the NASB is because you fill two roles. Just know that by function, we have the capacity and we set it up ahead of time. Thank you. Thank you, Trustee Zamora, for that insight and for sharing your willingness to expand and share. Share the love. Yeah. Trustee Barron?

Trustee Barron:

Yes. Thank you, Madam President. I regret that I was never asked to sit on any of these committees because just the other day, I happened to be looking at them. It came up because oftentimes looking at them, it came up because oftentimes, things come by my desk as a city councilman that interact and overlap with what the school district is doing. And primarily, the primary role of a trustee is to provide informed oversight over the school district more than anything else, but removing their participation, which actually should probably be something where, and I think it's written into one of the board policies though, there actually should be a duty for each and every member to serve at least on one committee. Right? I'm sure we could probably find time. Some of these committees will only meet quarterly, some as needed. And I think we have enough strength to be able to share the load amongst others and be able to provide to this board that informed oversight function.

Furthermore, removing most of the participation by the trustees, elected and/or appointed on this, represents a major board policy change, and I would strongly encourage the voting members to not support this as just yesterday, we had... The public has already spoken. They've already spoken, they've made their choice. And again, the people who come in, they represent a voting quorum, and I don't think it's appropriate for this board to make changes so close to the new board being sworn in. And maybe they feel, in the future, maybe the sex education committee, advisory committee, maybe that's not going to be something that has a high priority. Perhaps they might

Trustee Barron:

decide there's going to be a special education committee because of so many cases that seem to come across, even in litigation. There might be something, for instance, another committee that might need to be made. Hey, a school safety committee for our employees and for our teachers. Right? And maybe that could even be substituted. But I really do believe that it is appropriate and it's most appropriate to be left to the next board that's coming in that will be, for better or for worse, it is, it's going to be dramatically different from our existing board. Thank you.

Trustee Garcia Morales:

Thank you, Trustee Barron. Trustee, Brooks?

Trustee Brooks:

Thank you, Madam President. I think there might be two different conversations occurring. Some members keep referring to removing the liaison. It sounded like the ask was to remove the committees and ask the board to provide direct oversight themselves. Am I misunderstanding the ask?

Trustee Garcia Morales:

Are you just... Forgive me. I'm trying to focus when there's some feedback on this side. There's maybe some misinterpretations. Trustee Brooks, can you restate that, please?

Trustee Brooks:

Yes. Some members have stated that the request is just to remove the liaisons from the committee versus removing the committee and asking the board to provide oversight directly of those items.

Trustee Garcia Morales:

And can you describe what the latter part is?

Trustee Brooks:

So for instance, when bond oversight was formed, the trustees did not get a quarterly briefing on the CIP. Now they do. So that function doesn't need to exist at that level because we already do that ourselves. And then we also have more frequent presentations.

Somebody asked the questions about what are some of the challenges? The challenges are these committees are designed to provide advisory opinions to the board and there's not a feedback loop for them to do so. So they're supposed to provide an advisory guidance opinion to the full board, not call individual members, but they're supposed to come here, they're supposed to say, "Based on all of these things that we did, we recommend this plan." The problem is we get this information now. So we've already met with staff, we already have a briefing, we already do all of these things. We're in a different place than we were when they were formed.

Trustee Brooks:

I don't think that the board should make a decision. I agree with that point. I think one thing that I noticed when I went into this committee is they have never received any training from the board and we have a policy that requires it, so that's why I took that on. I did provide them with training. Many of them seemed quite surprised about what the definition of governance was. So none of these committees have any training from the board, and they also don't necessarily know how the board functions. So I mean, that's a real challenge because you have... And it's not just this committee. There's several committees who ask for items that are very time-intensive that, if a board member asked, they'd have to go through a vetting process. They are interacting with staff in a way that the board doesn't do.

I think the challenge is we have very clear policy about what is supposed to be occurring and it doesn't reflect reality of what is occurring in these committees. And there's not a feedback mechanism for us to get any of this advisory opinion, so it doesn't really seem to be for a purpose. I think you could definitely resolve it by making sure that there's a feedback loop, making sure there's training, make sure... There's a part here that says, "The board has to approve these objectives, determine the timeline." The board has never, I've been here eight years, this has never happened.

So it requires a really deep conversation about the fundamentals of these committees. I think there's a purpose, and I think that the problem is if there's not a feedback loop, you kind of lose it.

Trustee Garcia Morales:

Trustee Brooks, in your experience with committees in general, have you firsthand had experience with committees asking for items that, for example, if board members were to ask for an item that's over, requires more than 10 minutes of staff time would be declined?

Trustee Brooks:

I think the problem is not just on the committee. Clearly, the problem is there is a training issue from the board, board members themselves, making sure that their appointees understand what their expectations are. There also is an obligation from board members that if your appointee is acting outside of that, that you have a conversation with them. That is the expectation I think staff has for us. I don't know that it's ever been publicly stated that that's... So when you do onboarding, I think that is a conversation you have with new members, that you aren't afraid to have a conversation about those expectations and that you hold people accountable because some of these departments have high turnover and it's related to these committees.

So I mean, it would really be a valuable conversation to make sure that they're not wasting their time. They're spending time away from their families to come and serve on these committees. And I think they want to make use of their time, we want it to be useful, and we don't want it to be a situation where the staff member who's building school, their full-time job is just managing requests for information that is not actually in the scope of a committee. I need them to build schools.

Trustee Garcia Morales:

Thank you, Trustee Brooks, for that perspective and that separation, and colleagues, hear you loud and clear. There is a desire not to make any shifts to this policy. And at the same time, it is a consideration as you're developing what the next 60 days looks like to review and evaluate these policies, the training that you provide to new members, and the training that you offer to committee as well, so that you don't create more challenges for yourself and for ourselves and for our staff. Trustee Bustamante Adams, You're next.

Trustee Bustamante Adams:

Sorry. Thank you, Madam President. So for me, it is evident that we need to revisit this. Some of the information is missing from here if it was last updated in 2017. So I agree with Trustee Barron, not necessarily in the next 60 days, but let the new team evaluate. But it does take up a lot of our time, and so we have to be strategic. Does it meet the priorities that we want to set? And use an evaluation tool to be able to see have we provided training, is there bylaws, and do we provide a feedback loop? And maybe we don't need the entity because we already have that information in our briefing. So just an evaluation tool so that we could be strategic with our time and make sure that these committees serve the purpose that we have as far as priorities. So yes, I agree with that.

Trustee Garcia Morales:

Thank you. Trustee, trustee, trustee, trustee, trustee. Trustee Esparza-Stoffregan?

Trustee Esparza-Stoffregan:

So I want to first thank the gentleman for taking time from their day and staying with us through it all, and I know we're trying to get to public comment, but I do want to say a few things just as a process person.

So if we're doing onboarding for trustees, we should probably have codified an onboarding process for all of these committees. So that's something that I think I'm more than happy to assist anyone if, I'm just putting myself out there, I know everybody is busy, but I know it's our officers. I know you're busy as well, but that's one thing.

The other thing is I'd love to get feedback from everyone that's on these committees. What is their experience? What are their challenges? What's been helpful? We had a nice acknowledgement with Trustee Brooks because of her valuable institutional knowledge and her ability to step in in a committee that was vacant for some time. A trustee was gone and not giving that support and coaching.

And then the other thing I would say is a layer, like we're doing for anybody new, is why aren't we not pairing people, someone that's new with someone that has more experience on each committee? So it's giving them a mentor so that they can learn. So those are three things and I'm happy to sit with any of the officers to provide any kind of assistance with the follow-up with that.

Trustee Garcia Morales:
Great. Thank you for that. Trustee Cavazos?

Trustee Cavazos:
Thank you, Madam President. I think this discussion has been really fruitful. Some things, I think that just logistically, we need an updated list before we can make any kind of decision on this. The other thing I'm hearing is that several of us already expressed that we do not want our representation to go away, but then again, I'm going to go back to the most recent Trustee Bustamante Adams, that we need to be strategic and we need to look at what we're able to do. Example, even on PBS, I asked to be on PBS and I have had trouble getting to some of the meetings. Some of them are virtual, most of them, they encourage in person. And so I feel badly when I'm not able to get there, but they're very good about keeping me updated. So we need an updated list.

The community likes to see us show up. Sometimes they're not there for the bond oversight, but they see if somebody is there. And as Trustee Esparza-Stoffregan just brought up, former Trustee Williams was the representative on the two committees that just recently had to be reappointed, and she had not been there. As far as I know, had not been there for a long time. What I've been told, so kind of hearsay. But that is when Trustee Brooks took over on Bond Oversight appointed by the president, and then President Garcia Morales bravely stepped up and we voted her again on to take over former Trustee Williams's other responsibility.

I think that with the light that's being shown on us right now for not being transparent and accountable, I think that the new board can probably come to some kind of a compromise, consensus on being strategic, efficient use of time, but not basically going away from that. Last thing, real quick, historical knowledge. When I came on the board in 2017, Trustee Brooks was eight months ahead of me on that and we did have trustee reports because I can remember Carolyn Edwards, Trustee Edwards would give wonderful reports on NIAA, Dr. Young would talk about she was on the Council of Great City Schools, and we limited the reports to three minutes. And we had several reports and it was on part of the agenda, so we got to see the connection between the committee and the trustees. So the public, in one fell swoop, got to have that information.

I also want to just real quickly give a shout-out to Dr. Larsen-Mitchell because I have talked to her personally about possibly getting a safety committee. I get so many emails on that and I was one of the representatives on the safety committee. And I want to thank you personally, Dr. Larsen-Mitchell, for your input on that.

Trustee Garcia Morales:
Great, thank you. Trustee Brooks?

Trustee Brooks:

Thank you, Madam President. Just one more point regarding the liaison part. If this is truly, and this is a conversation that I actually had with Dr. Alsbury towards the tail end of my term. If the committees are kept as purely advisory, then the committee should be made up of the community, and the point of the liaison is to provide checks and balances and to make sure that they stay on task. So they wouldn't attend meetings, they would be called in to mediate situations.

The feedback loop for the committee should be the committee members. They actually go, they form an opinion, they send their chair. Their chair comes and they advocate for additional things that they want to see happen, like for instance, if the committee talks about, "Hey, here's what we're hearing, here's some goals," the board should hear that. And then when they go to do strategic planning, for instance, they should consider those in their goals.

And it's a whole shift that would need to be required, and the liaison part is really... The point of the committee is to have an opinion that is outside of the board itself, and the board member is not the person who needs to report it. It's the committee. And that's the part that's really lacking. I think there could be incredible value, but it's a lot of work and it's a lot of a shifting of a mindset and it's going to be challenging. So I hope you put in the effort and push through, but it's going to be a lot of effort.

Trustee Garcia Morales:

Challenge accepted. Thank you, Trustee Brooks.

Trustee Brooks:

Thanks.

Trustee Garcia Morales:

Thank you. All right, colleagues, that concludes this item. I don't see any action items on this piece and we've already taken public comment, so we are set. We're going to move on to items 3.01. It's public comment on items not listed on the agenda.

Public Comment on Items Not Listed as Action Items on the Agenda

Trustee Garcia Morales:

Before I open this item, if you have not completed a public comment card, a yellow public speaker card, please do so now. Otherwise, once we begin, we'll no longer accept-

Trustee Garcia Morales:

Salud. We will no longer accept public speaker cards. Let's see. We'll begin with Autumn Tampa.

Public Hearing

Autumn Tampa:

Autumn Tampa, speaking as an individual. It is nice to see and hear everyone tonight. I know I've been away for a while, but I've had a lot of things to take care of and made some important

Autumn Tampa:

changes in my life. It's great to hear the conversation and the different opinions, and I love the new appointed board members because I think they add a brand new dimension that was somewhat lacking.

I have been coming to school board meetings for 18 years. 18 years, okay? I've been in the district for 26 years. I've worked at over 160 schools. I have worked with over 30,000 children either as a WIDA tester, a substitute teacher, an SBTA, a reading tutor. So I have had a lot of experience in this district, and I know some of you really respect and value that and I appreciate it, but I don't think that you're looking at the resources you have. And I have said this before, and I say it to each group of board members that come in, you need to reach out to, number one, your employees, and you need to reach out to the community and you're not doing enough of that.

School district employees do not know what's going on. Okay? You need to find a way to communicate it to them. Not say, "Okay, come and sit for four hours at a meeting. Give up the time with your kids, skip dinner, be freezing cold in a room with no heat." You're not making the best use of what your assets are. I mean, 26 years of experience, and I'm not the only one. Okay? There are hundreds and hundreds and hundreds.

Get some community committees. NRS is great, but things haven't been going grand, okay? And I've been watching this stuff for 26 years and I've been trying to advocate and I don't see enough change. And I'm going to tell you, the changes the board has made, in my opinion, have not been positive ones. I think we're heading back in a better direction and I hope you continue that.

The original things that I wanted to speak about was no heat in school buildings. I don't know what the deal is. I don't know if you guys just like 50 degrees, 45 degrees, children wearing coats all day. But that is one of the most important things and that has been going on for 26 years, so I'm not really sure why.

And the other thing I wanted to talk about is all the thrown-away food at breakfast time especially, and at lunch. And I know that those programs are mandated by federal laws. However, if a child gets a, it's a breakfast, and they only have five minutes to eat it and then they've got to clean up, they're not going to be able to eat it, and they're being forced to take things they don't want to.

And then I could go on about substitute teachers. Can I sign up for another minute? But there's so many things that I want to share and be a part of and be a solution, but I don't have an opportunity

Autumn Tampa:

to. And quite honestly, I don't feel like coming and sitting for four hours to speak three minutes. So anybody going to grant me another minute?

Trustee Garcia Morales:

No.

Trustee Garcia Morales:

I'm sorry, Ms. Tampa.

Autumn Tampa:

Are you not allowed to do that anymore?

Trustee Garcia Morales:

No, Autumn. Thank you, Autumn.

Autumn Tampa:

Bad change.

Trustee Garcia Morales:

Thank you, Autumn.

Trustee Garcia Morales:

Going to move on to Jan Porter.

Jan Porter:

Hi, my name is Jan Porter, P-O-R-T-E-R. I have something that's a real simple request, and frankly, below your pay grade and truly not worthy of your time, but we are in a timeline crunch and we need some policy oversight because we have a gap in leadership.

I'd like the board to place on the agenda as soon as possible or give me direction on how to ask for the repeal of the prohibition of student team travel for international competitions. This was enacted during COVID through the Superintendent's Office, and the reason it's important is the vision of the Board of Trustees states, "All students progress in school and graduate prepared to succeed and contribute in a diverse global society."

Last year, the students' robotics team from SECTA was invited to the world championships in Houston and they performed admirably. Now this year, the team has been accepted for the Canadian Pacific Regional Competition in Vancouver, Canada in February. However, our roadblock is the COVID travel prohibition. This matter needs to be resolved as soon as possible in order for the team to meet some deadlines.

Now, I just received this phone call this afternoon. I said I will volunteer to bring it to you guys. I've called the Superintendent's Office, the Alternative Services Office, and spoke to a lovely person named Rita who serves you guys. So I'm here to ask what research do you need me to provide for you so that you can make an informed decision and place this on agenda or how I can go ahead and get this resolved as quickly as possible so our students can compete on the global stage.

Trustee Garcia Morales:

Thank you, Jan. I will not be responding specifically to your request. That's not our practice on the board.

Jan Porter:

Yes, ma'am.

Trustee Garcia Morales:

However, I am fully present. Dr. Larsen-Mitchell probably already has her Spidey senses up and is working to address or we'll have someone on her team connect with you.

Jan Porter:

Awesome. Thank you so much for your time. Truly below your paid grade, but I appreciate you taking the time.

Trustee Garcia Morales:

Under \$650 a month? That's great. Yeah, yeah. No, no, no. Thank you for the laughter, and I'm confident that your item will be addressed. Thank you, colleagues.

We're going to move on to item 4.00. That concludes public comment. We're going to move on to item 4.01.

Upcoming Meeting of the Board of Trustees

Trustee Garcia Morales:

That's the upcoming meeting of the Board of Trustees, Thursday, November 14th at 5:00 p.m. here in the boardroom. Okay, I am looking for a motion. Trustee Guzmán?

Adjourn: 6:56 p.m.

Motion to adjourn.

Motion: Guzmán Second: Zamora

Motion passed.

Trustee Guzmán:

I move to adjourn.

Trustee Garcia Morales:

Thank you, Trustee Guzmán. Trustee Zamora?

Trustee Zamora:

I'll second that motion.

Trustee Garcia Morales:

Thank you, Trustee Zamora. Colleagues, we have a motion by Trustee Guzmán, a second by Trustee Zamora. Please cast your vote. Thank you, colleagues. The motion passes seven to zero. The time is 6:56. Have a great night.