

Introductory Section



COMPREHENSIVE ANNUAL FINANCIAL REPORT



Board of School Trustees



Lola Brooks
 President
 District E
 Term Expires 2020



Linda P. Cavazos
 Vice President
 District G
 Term Expires 2022



Danielle Ford
 Clerk
 District F
 Term Expires 2022



Irene A. Cepeda
 Member
 District D
 Term Expires 2022



Chris Garvey
 Member
 District B
 Term Expires 2020



Deanna L. Wright
 Member
 District A
 Term Expires 2020



Dr. Linda E. Young
 Member
 District C
 Term Expires 2020

The Clark County Board of School Trustees is a dedicated group of community leaders who are elected to overlapping four-year terms and represent a specific geographic region of Clark County. Although each trustee represents a different region, they are dedicated to ensuring the success of every student in the District through clear, concise direction to the superintendent. The trustees bring a wealth of experience and concern for children to their position.

Vision Statement

All students progress in school and graduate prepared to succeed and contribute in a diverse global society.

**CLARK COUNTY SCHOOL DISTRICT
CLARK COUNTY, NEVADA
COMPREHENSIVE ANNUAL FINANCIAL REPORT
FISCAL YEAR ENDED JUNE 30, 2020**

Executive Officials



Superintendent of Schools

Jesus F. Jara, Ed.D.

Deputy Superintendent

Brenda Larsen-Mitchell, Ed.D.

Chief of Staff

Christopher Bernier, Ed.D.

Chief Operating Officer

Mike Casey.....Operational Services Unit

Chief Financial Officer

Jason Goudie.....Business and Finance Unit

Chief Communications Officer

Maria Marinch.....Communications and Community Relations Unit

Interim Chief of Police

Henry Blackeye.....Police Services

General Counsel

Eleissa Lavelle.....Office of the General Counsel

Chief College, Career, Equity, and School Choice Officer

Dr. Mike Barton.....College, Career, Equity, and School Choice Unit

Chief Human Resources Officer

Nadine Jones.....Human Resources Unit

Chief Curriculum, Instruction, and Assessment Officer

Dr. Karla LoriaCurriculum, Instruction, and Assessment Unit

Chief of Facilities

Jeff Wagner.....Facilities Unit

October 16, 2020

Lola Brooks, President
Members of the Clark County School District Board of School Trustees
Residents of Clark County, Nevada:

The Comprehensive Annual Financial Report (CAFR) of the Clark County School District (CCSD), Clark County, Nevada, for the fiscal year ended June 30, 2020, is submitted herewith in accordance with state statute. Nevada Revised Statutes (NRS) 354.624 requires school districts to present to their respective boards within four months of the close of each fiscal year a complete set of financial statements presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants.

This report consists of management's representations concerning the finances of the District. Responsibility for both the accuracy of the presented data and the completeness and fairness of the presentation, including all disclosures, rests with the management of the District. As the cost of internal control should not exceed anticipated benefits, the objective of the District is to provide a reasonable, rather than absolute, basis for making these representations. Management of the District has established a comprehensive internal control framework designed to compile sufficient reliable information for the preparation of the District's financial statements in conformity with GAAP.

The accounting firm of Eide Bailly LLP, a firm of licensed certified public accountants, was selected to perform the fiscal year 2020 audit. In addition to meeting the requirements set forth in state statutes, the audit was designed to meet the requirements of the federal Single Audit Act Amendments of 1996 and related Uniform Guidance. Eide Bailly LLP concluded, based upon the audit, that there was a reasonable basis for rendering an unmodified opinion that the District's financial statements for the fiscal year ended June 30, 2020, are fairly presented in conformity with GAAP. The auditor's report on the basic financial statements is included as the first component of the financial section of this report. The auditor's report on the internal accounting controls of the District are included in the *Compliance and Controls Section* and will be filed as a public record pursuant to NRS 354.624.

GAAP also requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. The District's MD&A can be found on page 6, immediately following the *Independent Auditor's Report*.

PROFILE OF THE CLARK COUNTY SCHOOL DISTRICT

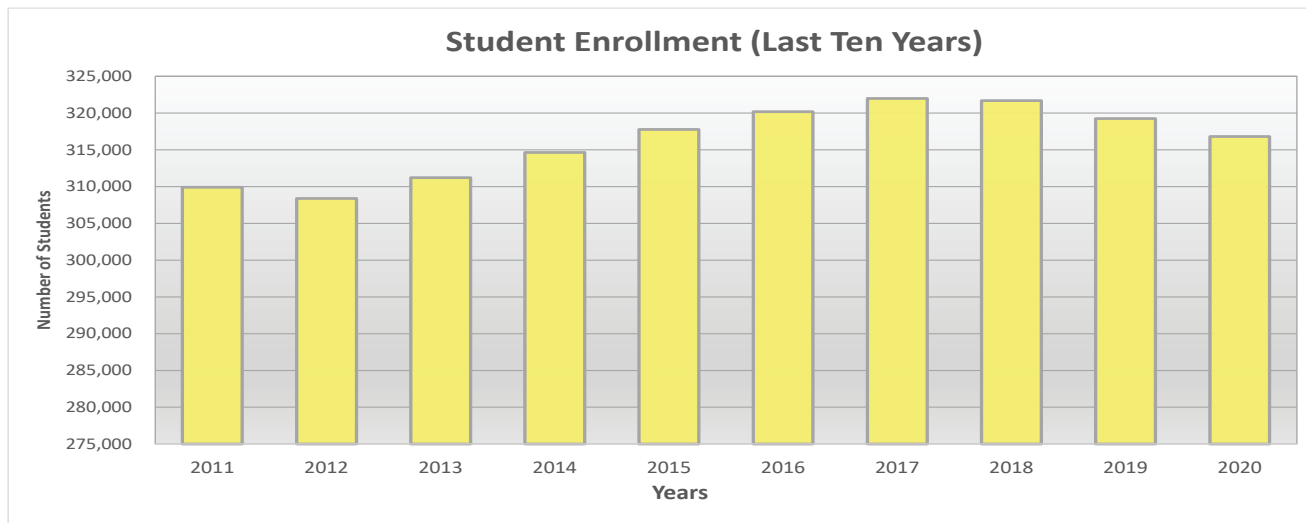
History and Geography

In 1956, Nevada's multiple school districts were consolidated under terms of state legislation, creating countywide school districts. All public educational services provided by the District are restricted to the boundaries of Clark County. Clark County covers 7,891 square miles of land and is in the southernmost part of the state. The largest cities within the county served by the District include Las Vegas, Henderson, and North Las Vegas. Other cities and rural areas served are located as far north as Indian Springs and Mesquite and as far south as Laughlin and Searchlight. Although the District serves the geographic area of Clark County, it is formally a political subdivision of the state of Nevada, which determines the majority of its funding. Along with state authorized revenues, the District receives funding from federal and local sources and must comply with the associated requirements of these funding entities. The District has ongoing relationships with many local, state, and federal government agencies, as well as colleges and universities.

Population

With a high quality of life, low cost of living, and relatively mild climate, Clark County remains a top choice for relocation with the county's overall population increasing slightly in 2019, totaling approximately 2.33 million inhabitants. The county's population grew by approximately 41,000 people from 2018 to 2019, a 1.8 percent increase. At the end of 2019, the population in Clark County was predicted to grow at a rate of 2.2 percent in 2020.

The District's audited enrollment for the 2019-2020 school year was 316,808 students; making the District the fifth-largest school district in the nation. As a result of Senate Bill 508 passing, the student enrollment count mechanism changed to Average Daily Enrollment (ADE) starting in the 2015-2016 school year, which is reported quarterly on October 1, January 1, April 1, and July 1. The following chart represents a ten-year history of student enrollment:



Student Enrollment Projections

The Demographics, Zoning, and GIS department utilizes current birth rates and cohort projection techniques, including review of the number of new residents moving into Clark County and the advancement of students through grade levels, to calculate the student enrollment projections.

Student enrollment has increased by roughly 7,000 students during the past ten years however; it is projected to slightly decline to 316,685 during 2020-2021. Projections made prior to the Coronavirus disease (COVID-19) pandemic indicate school population will continue to decrease marginally over the next three years. The impact of the ongoing pandemic will have quantifiable results over time.

Structure of the District

An elected, seven-member Board of School Trustees, governs the District. The Board members represent specific geographic areas, are elected by the public for four-year overlapping terms, and have the authority to adopt and administer budgets, as well as establish District policy. The Board employs a superintendent to serve as an administrator for the day-to-day operations of the District.

As of June 30, 2020, the District operates 228 elementary schools, 59 middle/junior high schools, 49 high schools, and 26 alternative and special schools with a total audited student body of 316,808. The majority of the District's 362 schools are organized into three regions aligned geographically. Each region represents from 105 to 119 feeder-aligned schools supervised by a region superintendent. The District is also the largest non-federal, single-entity public employer in Nevada, employing over 42,000 staff.

In addition, reporting directly to the superintendent is the deputy superintendent, the chief financial officer, the chief operating officer, the chief of staff, the chief communications officer, the chief of police, the chief of facilities, the chief human resources officer, and the general counsel. The deputy superintendent oversees three region superintendents that lead the schools, the chief curriculum, instruction, and assessment officer, and the chief college, career, equity, and school choice officer. The chief financial officer supervises the departments of Accounting, Budget, Grants Fiscal Services, Payroll/Employee Benefits, Resource Management, Cash Management/Treasury, Facilities and Bond Fund Financial Management, Risk



Management, as well as managing all financial reporting. The chief operating officer oversees Purchasing, Technology and Information Systems Services, Food Service Department, Transportation, and Vegas PBS. The chief of staff is responsible for the Community Services Department, Diversity and Affirmative Action/ADA and Title IX Programs, Government Relations, and Internal Audit. The chief human resources officer is responsible for Employee-Management Relations, as well as recruitment and development for the District. The chief communications officer is responsible for the Communications Office, Strategic Projects, as well as all outside communication and media posts regarding District matters in order to keep the public informed. The chief of facilities oversees the Building Department, Construction Management, Demographics, Zoning, and GIS, Facilities Asset Management,

Maintenance Department, Real Property Management, and Sustainability, Energy, and Environmental Services. The chief of police is responsible for police officers and law enforcement issues within the District’s jurisdiction. The general counsel directs attorneys and staff working on behalf of the District’s legal interests. The District’s organizational chart can be found on page xxiii.

Vegas Public Broadcasting Service (PBS)

The CAFR includes all funds of the primary government unit, the District, and its component unit, Vegas PBS. Vegas PBS is a local public telecommunications entity and is licensed to the individuals elected as School Trustees of the Clark County School District. Vegas PBS is a legally separate entity for which the District’s Board members may serve as the governing body and for which the District is financially accountable. The District’s financial statements include Vegas PBS as a blended component unit. Blended component units, although legally separate entities, are in substance part of the primary government unit’s operations and are included as part of the primary government unit. In matters relating to the activities of the public television station, the Trustees act as individuals, not as school Trustees.

Vegas PBS is a division of the Operational Services Unit of the District. It operates three broadcast television channels serving four Nevada counties and portions of Arizona, California, and Utah. Included are four Cox cable channels; six educational broadband services channels serving local schools; a 28-channel classroom cable service for all District sites; six educational websites; a special-needs resource library serving the entire state; an online digital resource library with hundreds of thousands of instructional titles using a federated search engine called One Place; an online teacher training and adult education center; a proctored testing lab serving Human Resources, Adult Basic Education, Title I, and other units; and an emergency communications data repository and network hub supporting School Police and other emergency responders.

School services, staff development, and District public information services are funded by the District, and supplemented with competitive grants. Public television services and community engagement outreach services are funded by personal philanthropy, corporate and foundation sponsorships, tuition fees, and federal and state grants.

Budget Process

Budgeting in the District is on a July 1 through June 30 fiscal year basis and is a year-round process. The cycle begins in the fall of the prior school year and continues until a final budget is filed with the Nevada Department of Education and the Nevada Department of Taxation in the spring of the following year. After the ADE is calculated for the first quarter of the fiscal year, the District is required to adopt an amended final budget on or before January 1, reflecting any adjustments necessary as a result of the ADE.

The process of budget formulation begins with the Budget Department. This process of budget formulation is a participation process, led by the chief financial officer, and includes the superintendent’s Executive Cabinet. After reviewing their various budget needs, the Cabinet members submit their requests for staffing, supplies, and equipment to the Budget Department. These requests are then summarized by the Budget Department, whose responsibility is to prepare a tentative budget for consideration by the superintendent and presentation to the Board for approval. An amended budget may be approved by the Board in any year in which the legislature increases (or decreases) the revenues of



a local government, if the increase (or decrease) was not included or anticipated in the local government's final budget as adopted. The Board adopted the 2019-2020 Final Budget on May 20, 2019. After the Board approves the amended final budget, it becomes the responsibility of the Budget Department to implement and monitor the budget. A system of budget allotments is established for each school and departmental unit. Daily review of transaction data is available with user access through network connections, which reflect appropriation levels, encumbrances, and year-to-date expenditures. This reporting system also enables the Budget Department to monitor all of the District's budgets on a regular basis and provides the necessary controls.



If it becomes necessary during the course of the year to change any of the departmental budgets, transfers are initiated by department heads and approved by the appropriate administrator. Transfers between programs or function classifications require approval of the Board.

District Services and Programs

By state mandate, the District provides public education in Clark County, Nevada from pre-kindergarten through twelfth-grade. The District offers many educational resources, from regular and special education programs to adult and vocational programs, in order to meet the needs of the children and adults of Clark County.

English Language Learner Master Plan and Zoom Schools

The Master Plan for English Language Learner Success (ELL Master Plan) is a five-year plan that provides a set of strategic drivers, a roadmap for implementation that includes a robust theory of action, and an oversight structure that must be implemented to improve learning outcomes for an English Language Learner (ELL). The ELL Professional Learning Plan aligns with the Nevada Educator Performance Framework and reinforces teachers' application of the Nevada Academic Content Standards, Nevada English Language Development Standards, and the Academic Language and Content Achievement Model. The ELL family and community engagement component supports schools in providing ongoing and purposeful parent participation while helping ELL parents connect to the school's culture and educational process.

In the 2019-2020 school year, the District designated 38 schools, which encompasses 31 elementary schools, 6 middle schools, and 1 high school, as Zoom Schools in order to increase academic achievement at campuses with a high percentage of ELLs. All Zoom Schools receive additional resources, including free universal pre-kindergarten, a 19-minute expanded instructional day, and Zoom Reading Centers at all elementary schools to provide student support in gaining key reading and academic language skills.

Victory Schools

In 2015, the 78th Session of the Nevada Legislature enacted legislation that created a new school model called Victory Schools. A Victory School is defined as a school having high concentrations of students living in poverty and receiving one of the two lowest school success rankings as determined by the Nevada Department of Education. The goal of the Victory designation is to provide for the distribution of additional monies to certain schools for the improvement of student achievement. Victory Schools must conduct a thorough needs assessment to identify the greatest needs of their school and community. Principals have the autonomy to make curriculum and budget related decisions to improve student achievement



based on specific needs identified in the assessment phase. Twenty-two District schools and one District-sponsored charter school were awarded funding totaling \$20,036,894 in the 2019-2020 school year. The 80th Nevada Legislative Session, in 2019, extended the Victory Schools program for the 2019-2020 and 2020-2021 school years.

Senate Bill 178

Senate Bill 178 provides additional state funding for Nevada public schools to support underperforming ELLs and/or students who are eligible for free or reduced-price lunch performing in the lowest quartile of student achievement, who are not currently enrolled in a Zoom or Victory school, and do not have an Individualized Educational Program (IEP). For each student identified in this category, the Nevada Department of Education provides \$1,200

to the school until funds are exhausted. These funds can be used to provide extended learning opportunities, academic interventions, early childhood education, parent and family engagement programs or services, school climate and culture programs, and social, psychological, or health care services to students and their families. There were 230 District schools and 6 District-sponsored charter schools receiving \$55,891,200 in the 2019-2020 school year.

Student Services

The Student Services Division (SSD) provides specialized services for students with disabilities as mandated by each student’s IEP, as well as supervising the provision of services for students identified as Gifted and Talented. In addition to direct classroom instruction by highly qualified teaching and related services staff, SSD provides Child Find services, direct services, consultative services, technical support in best practices and requirements mandated by the Individuals with Disabilities Education Act, classroom consultation, transition services, and professional learning for District educators.

Additionally, SSD provides health and wellness (physical and mental health) support for students ages 3-22. SSD is also responsible for the IEP data management system in compliance with state and federal regulations, including state and federal reports, and manages the CCSD Medicaid program, bringing in millions of dollars in Medicaid reimbursements in compliance with state and federal regulations to ensure program solvency.

Magnet Schools and Career and Technical Academies (CTA)

These programs offer learning opportunities related to various themes or focus areas for interested students. Students from across the District may apply for entrance into one of these programs based on their own interests and abilities. The purpose of the Magnet and CTA programs is to increase student achievement, promote diversity, and create an awareness of career opportunities relative to fields of study in which students may be interested. There are currently 40 Magnet and CTA schools in the District consisting of 11 elementary schools, 12 middle schools, and 17 high schools.

Select Schools

This program allows students to choose from one of five select high schools that offer outstanding Career and Technical Education programs of study, as well as many Advanced Placement and other specialized programs. Any student currently in grades 8-11 can apply for enrollment in a Select School. Students that live within the designated transportation zone of the school they choose will receive District transportation services. The five Select Schools are Bonanza, Chaparral, Mojave, Silverado, and Western High Schools.

Alternative Education Programs

The District provides alternative education programs designed to give students who are credit deficient and/or require a nontraditional approach to education options for an extended day, alternate school hours, or childcare, creating an opportunity to complete their course requirements. The District also provides an alternative setting for students experiencing chronic behavioral problems and in need of behavior modification. Alternative programming includes programs for students who are being detained by Juvenile Courts pending adjudication, as well as for students who have been adjudicated and sentenced to either of the local youth camps.

Charter Schools

Charter schools within Clark County operate as independent public schools funded by the state, and are strategically designed to provide alternative educational opportunities to students and their parents. An independent governing body oversees each school. Charter schools are allowed to offer an alternative educational environment within the confines of state law and regulation. In addition, charter schools must meet mandated sponsorship requirements and are monitored by the District and the Nevada Department of Education.



Online and Blended Learning

Through its distance education program, the District provides students with online and blended learning course pathways at comprehensive middle and high schools and through the Nevada Learning Academy at CCSD for both full-time and part-time students in middle and high school. District middle and high schools have access to content for site-based online and blended learning programs for original credit and credit retrieval. These online options provide educational opportunities for students in all areas, including regular education, special needs, and English language learners.

Financial Position

The Board approved the Amended Final Budget for fiscal year 2020 on December 12, 2019. The General Operating Fund budget reflected a total operating budget of approximately \$3 billion. This budget also reflected the District's priorities to accomplish the Board's objectives of improving student achievement with a major focus on classroom instruction.



The District provides a website called "Open Book." This website provides insight into District finances and keeps the public informed of how taxpayer money is spent. Some of the interactive tools the website includes are for budget comparison, food services analysis, actual salaries and benefits by function, strategic budget by school, and financial reporting that addresses sections of NRS 388G. These tools provide transparency and accountability for the District's budgeted appropriations and staff positions by department and major functional area. The District encourages community feedback through an online "suggestion book" where visitors can submit ideas for additional budget savings.

the District's budgeted appropriations and staff positions by department and major functional area. The District encourages community feedback through an online "suggestion book" where visitors can submit ideas for additional budget savings.

Long-Term Financial Planning

The District faced several financial challenges in its significant growth over the past several years. As the student population grew, CCSD had to look ahead and plan for a sustainable infrastructure that would ensure student achievement. As of June 30, 2020, the total number of schools in operation is 362. Because of the continuous construction of new buildings over the life of the previous 1998 bond program, 23 of the District's 362 schools have been built in the last 10 years, which makes the average age of a school building 29 years old (see **statistical table 21** for more information).

The District's Demographics, Zoning, and GIS department is responsible for analyzing enrollment trends, student demographics, monitoring residential developments, and engaging in long-term capital planning to ensure sustainable educational environments. During the 2015 Legislative Session, Senate Bills 119 and 207 passed, which extended the authority of the District to issue bonds for construction and renovation of schools through 2025. The District expects to receive \$4.1 billion in capital funds over this 10-year period. Thirteen new schools have opened since the 2017-2018 school year; two of those new elementary schools in the 2019-2020 school year and one new elementary school is scheduled to open for the 2020-2021 school year. Alternatively, the District is currently using the funds to replace older campuses, build additional classrooms in overcrowded campuses, and modernize major building system failures such as air conditioning and roof replacements.

Pledged revenues from the room tax and real property transfer tax in the city and county also secure additional funding for school construction. The District consistently monitors the three main revenue sources for the bond construction program and is required by statute to maintain a debt reserve account to ensure its ability to service the debt.

Financial Policies

It is the District's policy that revenue recognition is handled in accordance with the modified accrual accounting method, which requires that the timing of revenue-related inflows of financial resources be considered. GAAP directs that governmental funds recognize revenues "in the accounting period in which they become susceptible to accrual—that is, when they become both measurable and available to finance expenditures of the fiscal period." Financial resources should be considered available only to the extent they are "collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period." The District uses an availability period of 60 days from its fiscal year end for the purpose of revenue recognition. An example of the District's revenue recognition policy would be the following:

The District receives monies from the Clark County Comptroller's Office, the State of Nevada, and Clark County's Treasurer's Office for personal property taxes, sales taxes, and property taxes, respectively. However, the monies for the current period were not received until after the end of the fiscal year, but within the 60-day period of availability. In these instances, the District records a receivable for taxes and recognizes the revenue.

The Board requires that the District legally adopt a budget for all funds. The budget must be filed with the Clark County auditor and the Nevada Departments of Taxation and Education by June 10, preceding the beginning of the fiscal year on July 1. The budget serves as the foundation for the District's financial planning and control systems.

The appropriated budget of the District is prepared by fund, program (e.g., regular, special, etc.), function (e.g., instruction, transportation, etc.), and object (e.g., salaries, benefits, etc.). State statute allows transfers among programs or functions within a fund if there is no resulting increase in total appropriations and they are made with appropriate administrative approval, with Board advisement.

Expenditures within governmental funds that exceed budgeted appropriations at the function level violate state statute. Within proprietary funds, expenditures should not exceed budgeted operating and nonoperating appropriations. Budget-to-actual comparisons are provided in this report for each individual fund.

ECONOMIC CONDITION

Local Economic Outlook

Las Vegas and the surrounding areas continue to experience a business-friendly tax climate for many companies looking to relocate since Nevada does not impose corporate income tax, personal income tax, franchise tax on income, inventory, estate, inheritance or gift tax. The positive economic growth environment in 2019 encouraged 21 new and expanded companies, \$470 million in new capital investment, and created 3,884 new jobs. Gaming, tourism, and conventions represent the major industries in the region while construction, manufacturing, and other service industries continue to transform and diversify the local economy.

The City’s economy finished the year strong with the average household income in Las Vegas during 2019 increasing from \$76,712 to \$82,235; a 7.2 percent increase over the prior year. Airline arrivals at McCarran International Airport rose by 1.9 million passengers over the previous year, an increase of 3.8 percent. Clark County also saw an increase in employment of 3.2 percent from 2018 to 2019. However, with the coronavirus damaging the U.S. travel industry and shutting down much of Las Vegas, many local revenues are starting to decline.

Gaming and Tourism

Las Vegas is Clark County’s largest city and home to 15 of the 20 largest hotels in the country. Over the past two decades, Las Vegas has become known for more than just legalized gaming as visitors are also offered top quality entertainment, fine dining, shopping, recreational, and cultural opportunities. Beyond the Strip and casinos, tourists can enjoy Red Rock Canyon National Conservation Area, Lake Mead National Recreation Area, Hoover Dam, Mount Charleston, Valley of Fire State Park, and many other outdoor attractions.

Tourism, gaming, and hospitality remain the key drivers for Las Vegas and the surrounding area’s economy. The city welcomed 42.5 million visitors in 2019 and hotel/motel occupancy levels on the weekends were 94.9 percent. Gross gaming revenues experienced growth of 1 percent in 2019, a \$105 million increase. While Clark County’s tourism was booming during 2019, it is expected to see a decline in 2020 as both visitor volume and gaming revenues came to a halt due to the COVID-19 pandemic that ultimately led to a statewide shutdown.

Las Vegas continues to be one of the top destinations for business travel. To accommodate convention and trade shows, there are multiple state-of-the-art facilities that provide some of the most modern and versatile meeting centers in the world. The Las Vegas Convention and Visitors Authority has access to more than 12 million square feet of meeting and exhibit space, citywide. Although attendance for conventions, trade shows, and meetings brought over 6.6 million attendees in 2019, the pandemic has made the 2020 convention industry nearly non-existent.

New Construction in 2019-2020

The Las Vegas Convention and Visitors Authority is in its last stages of construction on the Las Vegas Convention Center’s \$980 million West Hall expansion. As of June 2020, this project is 86 percent complete. The expansion will add 1.4 million square feet to the current convention facility, including at least 600,000 square feet of new, leasable exhibit space. The project is scheduled for completion in December 2020. The expansion and renovation of the convention center will make it the second largest in the United States, and will help secure Las Vegas’ standing as a top destination for meetings, events and tradeshow.



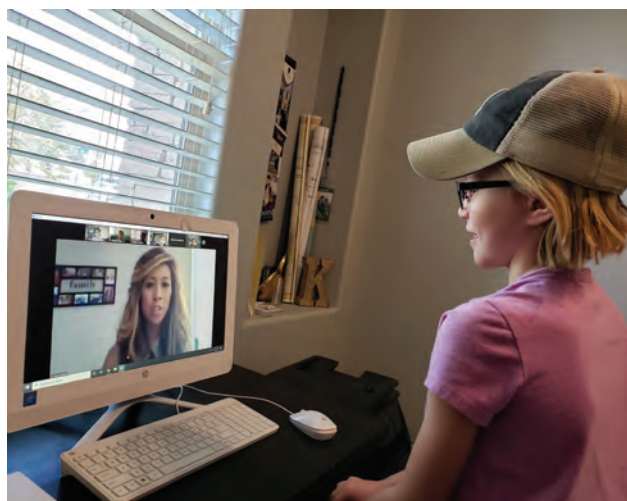
The underground people-mover project by Elon Musk's The Boring Company completed its second tunnel in Las Vegas. The \$52.5 million tunnel project is to create a loop system to transport visitors at the Las Vegas Convention Center across their 200-acre campus in under two minutes. The tunnel connects the South Hall of the Las Vegas Convention Center to the West Hall, using compatible autonomous electric vehicles based on Tesla technology. This underground transportation system is expected to be in operation by January 2021. Plans for two separate underground people-mover projects linking the Encore Las Vegas and Resorts World Las Vegas to the convention center will not be tied to the Convention Center Loop.

The Allegiant Stadium, home of the Las Vegas Raiders, saw substantial completion by July 2020, introducing up to 4,500 new part-time positions to the local economy. The \$2 billion, 65,000-seat indoor stadium is located on a 62-acre lot north of Russell Road in Las Vegas.

The Las Vegas Raiders headquarters in Henderson has reached completion. The \$75 million facility includes three outdoor grass fields and the 335,000-square foot building includes 1½ indoor fields, the Raider Image retail store, executive offices, a café, and a 150-seat theater room. The team will be moved in by the end of June 2020, and is expected to hire about 300 employees.

The Vegas Golden Knights announced their new affiliate American Hockey League team, the Henderson Silver Knights. A 6,000-seat arena will be built on the site of the Henderson Pavilion. The Vegas Golden Knights community ice arena is being built in downtown Henderson and will be called Lifeguard Arena. The community arena is expected to be completed in fall 2020, and will be the headquarters and practice arena for Henderson Silver Knights upon completion.

The Malaysia-based Genting Group is currently building Resorts World Las Vegas on the 87-acre site of the former Stardust Resort and Casino. Resorts World Las Vegas will become the first major casino resort opening on the Las Vegas Strip since 2010, and most the expensive Las Vegas resort project at \$4.3 billion, with 3,500 rooms and approximately 350,000 square feet of meeting and convention space. An estimated 3,000 permanent jobs are expected upon opening, which is planned for summer 2021.



Circa, downtown Las Vegas' newest casino is the first built-from-the-ground-up resort on Fremont Street since 1980. It features a 777-room tower, two-story casino, three-story stadium-style sportsbook, a year-round pool amphitheater and a nine-story parking garage, called the Garage Mahal, with a climate-controlled bridge that links the garage to the hotel. This will be Las Vegas' only age 21 and over resort and will be the tallest building in downtown Las Vegas, at 458 feet tall. Circa is estimated to have roughly 1,000 employees upon completion, which will come in two phases, the first five floors in October 2020 and the remainder of the guest rooms in December 2020.

Major Initiatives

Student Achievement

The District's highest priority is student achievement; however, it faces many challenges, including student poverty and language acquisition barriers. Over 71 percent (approximately 231,471 students) of the District's population qualifies for free or reduced-price meals. The District continues to fund important programs such as ELL and apply for funding under the free and reduced lunch program offered by the federal government.

FOCUS: 2024, CCSD's five-year strategic plan focuses on student success. This plan is dedicated to providing students with equity, accessibility, and rigorous instruction, making sure every student has access to strong teaching and learning. An area of focus is instructional excellence in the classroom by ensuring our teachers, administrators, and staff have the tools they need to succeed. CCSD will provide opportunities for rich and rigorous learning for every student, including more pathways to college and career readiness. The District will run an efficient operation and put every available dollar into the classroom, as well as increase family and community engagement to better support our schools and students. Student success targets include all CCSD schools being rated three stars or higher on the Nevada School Performance Framework and at least 90 percent of CCSD students graduating from high school, college and career ready.

School Organizational Teams

NRS 388G mandates that each school has its own School Organizational Team (SOT) consisting of licensed staff members, non-licensed staff members, parents, school principals, students, and community members. These SOTs assist and advise the principal with the development of the budget and school performance plan. For the 2020-2021 school year, the statutes requires that at least 85 percent of unrestricted funds will be in the school budgets.

Nevada Academic Content Standards (NVACS)

The NVACS establish clear learning expectations focusing on the concepts and skills that all students need to learn at each grade level in English language arts, mathematics, science, social studies, and other content areas. As the NVACS are aligned to the expectations of college and career readiness, the standards promote all students being ready to participate in college and careers after successful completion of high school. In addition, the NVACS provide consistent learning expectations to ensure that students, parents/guardians, educators, and community members clearly understand what is expected for every student to learn at each grade level.

Nevada Educator Performance Framework

NEPF is the performance model used to evaluate licensed education personnel. Originally, the model was to be implemented at the beginning of school year 2013-2014, and initially required 50 percent of the evaluation be based on student achievement; however, implementation was delayed by both the 2013 and 2015 Legislatures. Each legislative session has seen revisions to the NEPF, most recently during the 2019 Legislative Session. Changes included a reduction to the student achievement weight on teacher evaluations to 15 percent, and opening a case study on the impact and validity of the statewide performance evaluation system.

Nevada Accountability System

The District uses the Nevada School Performance Framework (NSPF), a measurement tool designed by the Nevada Department of Education, which is aligned to meet the requirements of the Every Student Succeeds Act. The NSPF assigns points relative to specific levels of achievement, growth, English language proficiency, graduation rates, college and career readiness, and student engagement. Schools are annually assigned an overall star rating of one to five stars, relative to total points earned in each of the identified measures. NSPF measures are disaggregated by the seven federally required race/ethnicity subgroups and three special populations that have identified goals in which improvements need to be met annually. Schools demonstrating low overall performance or low performance within subgroups are identified for support and improvement.

Specialized schools serving high-needs students will be evaluated using the Alternative Performance Framework (APF). The APF provides program evaluation for schools that offer services such as credit recovery, behavioral/continuation programs, or special education services for students with identified disabilities. Eligible schools apply to and receive approval from the Nevada State Board of Education in order to be included in the APF.

The School Rating Report for each school is located at www.nevadareportcard.com. Due to the COVID-19 pandemic, the Nevada Department of Education will not publish School Rating Reports for the 2019-2020 school year.

AWARDS AND ACKNOWLEDGMENTS

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the District for its Comprehensive Annual Financial Report for the fiscal year ended June 30, 2019. This was the thirty-fourth consecutive year that the District has achieved this prestigious award.

The District also received the Association of School Business Officials (ASBO) International Certificate of Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the fiscal year ended June 30, 2019. This was the ninth consecutive year that the District has achieved this prestigious award.

In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized Comprehensive Annual Financial Report. This report must satisfy both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. The District believes the current Comprehensive Annual Financial Report continues to meet the Certificate of Achievement Program's requirements and will submit it to GFOA and ASBO to determine its eligibility for another certificate.

Timely preparation of this report could not have been accomplished without the efficient and dedicated services of the entire staff of the Accounting Department and the staff of its independent auditors, Eide Bailly LLP. We would like to express our appreciation to all members of the departments who assisted in and contributed to its preparation.

We would also like to thank the members of the Board of School Trustees for their interest and support in planning and conducting the financial operations of the Clark County School District in a responsible and progressive manner.

Respectfully submitted,



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

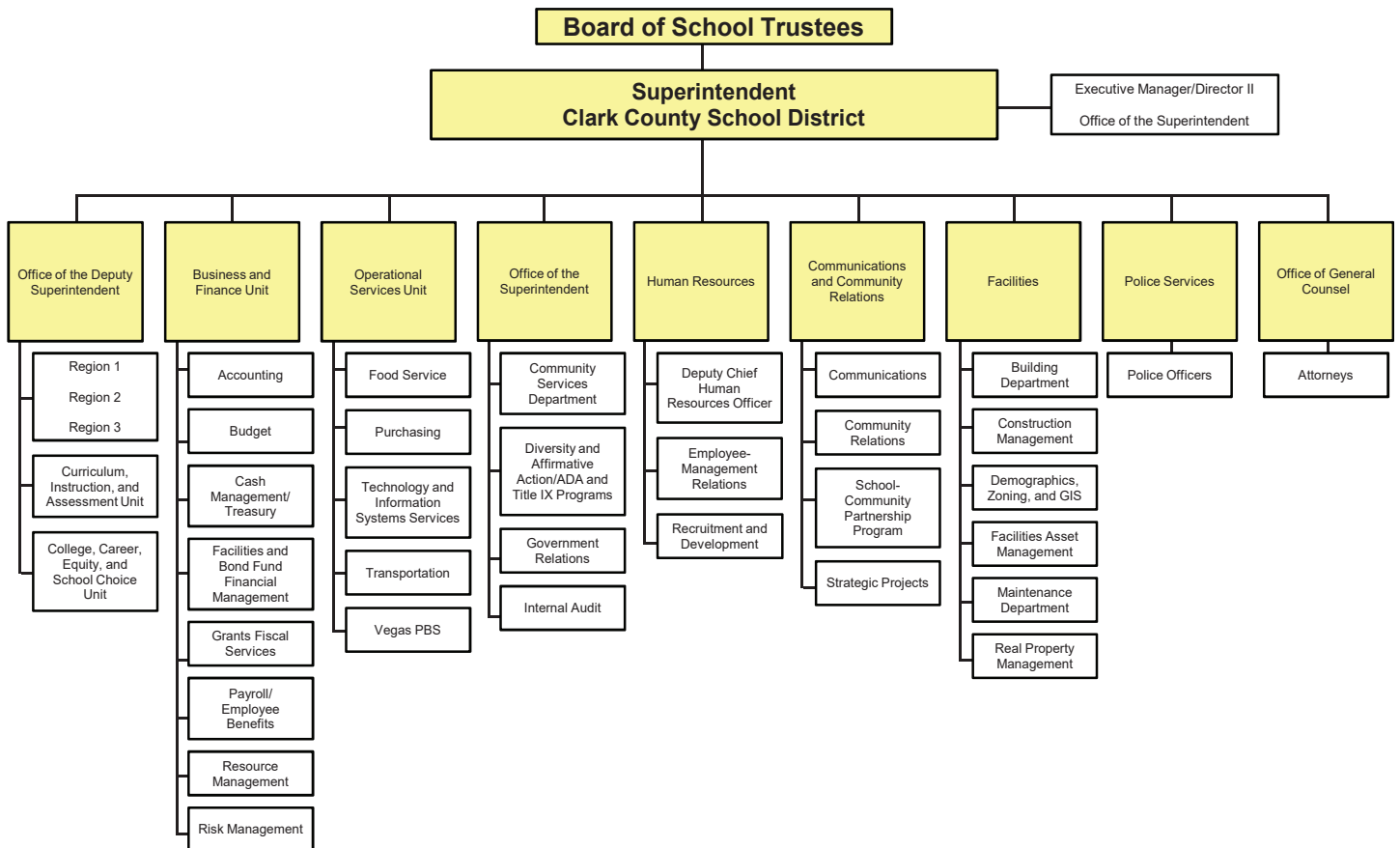


Jason A. Goudie
Chief Financial Officer



This page is intentionally left blank

Organizational Structure





Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**Clark County School District
Nevada**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

June 30, 2019

Christopher P. Morill

Executive Director/CEO



**The Certificate of Excellence in Financial Reporting
is presented to**

Clark County School District

**for its Comprehensive Annual Financial Report (CAFR)
for the Fiscal Year Ended June 30, 2019.**

The CAFR meets the criteria established for
ASBO International's Certificate of Excellence.



A handwritten signature in black ink that reads 'Claire Hertz'.

Claire Hertz, SFO
President

A handwritten signature in black ink that reads 'David J. Lewis'.

David J. Lewis
Executive Director

This page is intentionally left blank