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July 14, 2017

The Honorable Thomas M. Anderson  
Presiding Judge of the Grand Jury  
201 Church Street  
Nevada City, CA 95959

**Re: Nevada County Board of Education Response to Nevada County 2016-2017 Grand Jury Report, "Cooperation and Coordination among the School Districts in Nevada County, "Can We Talk?"**

Dear Judge Anderson,

Pursuant to California Penal Code sections 933 and 933.05, the Nevada County Board of Education hereby submits its formal response to the 2016-2017 Nevada County Grand Jury Report entitled, "Cooperation and Coordination among the School Districts in Nevada County, "Can We Talk?"

Throughout the year at regularly scheduled monthly meetings, the Board hears and discusses reports from staff on the ways in which the Nevada County Superintendent of Schools office supports teachers, administrators, districts and charter schools in providing education to our county's students. In addition, the Board approves the county office budget, which allocates funds for professional development. We concur with the response provided by the Superintendent, and also appreciate the Grand Jury's interest in education in Nevada County.

We do feel the need to address the first paragraph of the Summary in the report.. The final sentence of that paragraph states: "Some elementary students in the county are better prepared for high school due *only to* the quality of elementary instruction they have received". This is absolutely not true, and we feel this statement does a great disservice to the amazing educators that we have here in Nevada County. There are so many factors that play a part in the success of students in addition to the quality of elementary instruction that it is unfair to say that is the *only* indicator. Some additional factors include parent involvement, health issues, socioeconomic status, mental health, and early childhood education. In the last 10 years, the number of students eligible for free and reduced lunch in Nevada County has gone from 15% to 48.3%. Many times, it falls upon our schools to meet the basic needs of our students before they can even begin to address the academic instruction.

In addition, we are curious why the Grand Jury chose not to address charter schools. Twenty-one percent of students in Nevada County attend charter schools, and most go on to attend our traditional high schools. It seems like that should have been addressed as well.

Below are our responses to Finding #3 and Recommendation #3 as requested.

**Finding #3.**

**The failure of NCOE to train and support teachers in the nine school districts within the County in teacher leadership and the formation of functioning Professional Learning Communities negatively impacts student opportunity.**

**Wholly Disagree**

The Nevada County Superintendent of Schools office does many things to support our nine school districts and twelve charter schools in teacher leadership and Professional Learning Communities. Several years ago, we implemented an Instructional Coaching model to support Nevada County Educators. Our team currently consists of six Instructional Coaches who are Nevada County Educators and offer expertise in the areas of English Language Arts, Math, Science and Technology. In addition to providing workshops and professional development, these exceptional educators are available for individual coaching, staff meetings, PLCs and grade level meetings. Attached are flyers that go out to our school districts every year that describe the coaching services available.

Staff from Nevada County Superintendent of Schools also participated in a Rural Professional Learning Network with Pivot Learning Partners, a respected nonprofit organization that assists educational agencies in strengthening their educational systems to transform teaching and learning. As a result of participating in this RPLN, NCSOS staff offered our districts guidance on establishing effective Professional Learning Communities. Attached is a document titled Establishing Effective PLCs that was provided to our school districts and charter schools identifying the services, supports and technology available from the County Office.

Each year, our Instructional Coaching Team surveys our districts and charter schools to find out how our services supported their efforts at their local sites, and what additional services and supports might be needed. Our team then plans how to best meet these needs. Attached is a copy of the summary of the 2016 Survey Results.

Finally, for the last two years, and again this September, NCSOS provides an entire day of Professional Development for all educators in Nevada County. During this day, there are multiple opportunities for teacher leaders to receive training. The topics for last year are attached.

**Recommendation #3.**

**The Nevada County Superintendent of Schools and staff should provide training to these leaders.**

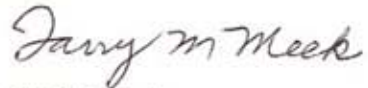
**The recommendation has been implemented, although not as a result of this report.**

**See answer to this Recommendation above under Finding #3.**



In addition, the Board will continue to discuss with staff ways to reach out to our school districts and charter schools to determine any additional training that they might desire to support teacher leaders and Professional Learning Communities.

Sincerely,

A handwritten signature in cursive script that reads "Larry M Meek".

Larry M Meek  
President, Nevada County Board of Education

Attachments



### *Our Menu of Current Training Topics:*

- Writing in the History Discipline
- Solving the Formative Assessment Puzzle
- Core Six Strategies
- Cooperative Learning
- Using Performance Tasks to Guide Instruction
- Understanding Text Complexity
- Close Reading
- Guided Independent Reading
- ELA Performance Tasks Made Easy
- Math Problem Solving Strategies
- Questioning Strategies
- Number Talks
- Math/ELA CCSS: The Big Picture
- ELA/ELD Framework Introduction
- Using the EQuIP Rubric to Evaluate ELA/Math Curriculum
- Using the Interim Assessments
- Differentiating Instruction
- Interactivate Math
- Integrating the Arts Across the Curriculum
- Claims, Targets, and Assessment

Our menu grows with every request from educators across the county!

## Our Team

Having completed our first full year of service for Nevada County educators, you know us as the NCSOS Instructional Coaches:

Kathleen Kiefer

Director of Curriculum and Instruction  
[kkiefer@nevco.org](mailto:kkiefer@nevco.org)

### ELA Coaches:

Stacey Welch

Andrea Marks

Jill Massie

Steve Hansen

### Math Coaches:

Susan Lima

Sarah Schwartz

Jim Richards

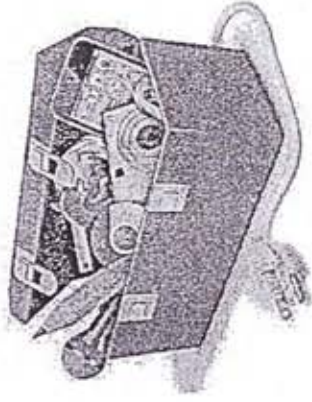
Michael Hughes

### NGSS Coach:

Michael Hughes

NCSOS INSTRUCTIONAL  
COACHING SERVICES

112 Nevada City Hwy.  
Nevada City, CA 95959



## Helping

## Teachers

## Fill Their Toolbox

# NCSOS INSTRUCTIONAL COACHING SERVICES

2015 - 2016



Start Strong, Finish Strong!  
**NCSOS Summer  
 Institute Aug. 3-7!**

Monday, August 3, 2015: Houser Room

**Educational Shifts and the Next Generation Science Standards: A Hands on Experience**  
 Session 1: Grades K-2 8:00 a.m. – 11:00 a.m.  
 Session 2: Grades 3-5 12:00 – 3:00 p.m.

Tuesday, August 4, 2015: Houser Room

**Guiding Students Through the Engineering Design Process Across Disciplines**  
 Session 1: Grades K-5 8:00 a.m. – 11:00 a.m.  
**Using Project Based Learning and Performance Task Assessment in Math**  
 Session 2: Grades 3-8 12:00 – 3:00 p.m.

Wed., Thurs., & Fri., August 5, 6 & 7: Houser Rm.

**(Attendance all 3 days suggested)**  
**Creating an ELA Instructional Unit Around a Favorite Anchor Text**  
 Session 1: Grades 4-12 8:00 a.m. – 11:00 a.m.

Wednesday, August 5, 2015: Houser Room

**Performance Tasks: Discovering Their Full Instructional Potential**  
 Session 2: Grades 3-5 12:00 – 3:00 p.m.

Wednesday, August 5, 2015: Feller Room

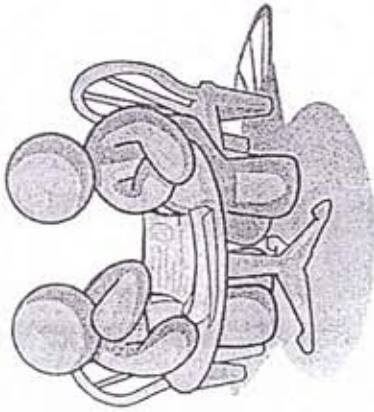
**Using CAASPP Practice and Interim Assessments as Formative Tools to Guide Instruction**  
 Session 1: Grades 3-8 8:00 – 11:00 a.m.

Thursday, August 6, 2015: Houser Room

**Visual Thinking Strategies: Using Art to Deepen Learning Across Disciplines**  
 Session 2: Grades K-12 12:00 – 3:00 p.m.

Friday, August 7, 2015: Annex

**Read Alouds as Part of a Balanced Literacy Program**  
 Session 1: Grades K-2 8:00 – 11:00 a.m.

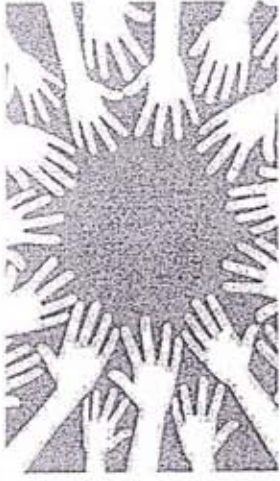


## Do you prefer some one-on-one or small group coaching?

Have an instructional strategy you would like to try? Need help with classroom management? Want some non-evaluative observation/feedback?

Director of Curriculum & Instruction Kathleen Kiefer and the NCSOS Instructional Coaching Team are available to work with you and/or your grade level team on a topic of your choice. This can range from a one-time meeting to ongoing coaching throughout the year – and everything in between. We are happy to tailor our services to your needs. To schedule this personal time call or email Kathleen today:

(530) 478-6400 ext. 246  
[kkiefer@nevco.org](mailto:kkiefer@nevco.org)



## Principals & Teachers:

We're here to help your school staff reach their instructional goals. Please don't hesitate to reach out and schedule one of our services throughout the year!

### Presentations Available During:

- Staff meetings
- PLCs
- Grade level meetings
- District professional development days

Select from this topic list, or request that a training be designed to meet the unique needs of your campus.

### Resources

Having trouble locating information, materials, or reliable resources? Email Kathleen Kiefer:

[kkiefer@nevco.org](mailto:kkiefer@nevco.org)  
 478-6400 ext. 246

### PD Planning

Need assistance prioritizing instructional goals and planning accompanying PD days?  
 Call or email Kathleen!





## Our Menu of Services

### Staff Professional Development

We're here to help your school staff reach their instructional goals with support during:

- Staff meetings
- PLCs
- Grade level meetings
- District professional development days

### Personal Coaching

Have an instructional strategy you would like to try? Need help with classroom management? Want some non-evaluative observation/feedback? Director of Curriculum & Instruction Kathleen Kiefer and the NCSOS Instructional Coaching Team are available to work with you and/or your grade level team on a topic of your choice. This can range from a one-time meeting to ongoing coaching throughout the year – and everything in between. We are happy to tailor our services to your needs. To schedule this personal time, call or email Kathleen today.

### Resources

Having trouble finding reliable and effective resources? Because we keep our finger on the pulse of the "latest and greatest" materials, we can help you find just what you need.

### PD Planning

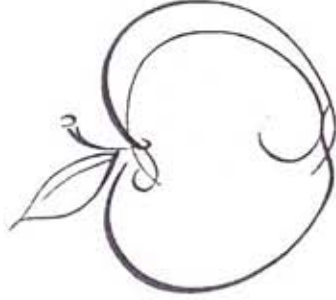
We are available to help administrators prioritize instructional goals and plan accompanying PD days.

Call or email Kathleen Kiefer to schedule support:

(530) 478-6400 ext. 246

[kkiefer@nevco.org](mailto:kkiefer@nevco.org)

# NCSOS Instructional Coaching Services



## Supporting Nevada County Educators 2016 - 2017



112 Nevada City Hwy.  
Nevada City, CA 95959  
(530) 478-6400  
Fax: (530) 478-6410

# Our Team



**Kathleen Kiefer: Director of Curriculum and Instruction**  
Kathleen is a 27 year veteran teacher that is now the Nevada County lead coach and educator contact for all curriculum and instruction needs.



**Carrie Ferrero: Technology/Science K-12**  
Carrie is a 5<sup>th</sup> grade teacher at Cottage Hill Elementary School in the Pleasant Ridge Union School District. She inspires student learning by creating a fun and challenging learning environment which includes STEAM curriculum, dynamic and resourceful academic tools, and the use of technology integration in implementation of the Next Generation Science Standards. Her knowledge base includes but is not limited to robotics, coding, project-based learning, and Green Screen use.



**Christy McCracken: K-5 Math**  
Christy is a 4<sup>th</sup> grade teacher at Deer Creek Elementary School in the Nevada City School District. She has attended California Mathematics Project trainings throughout the state and is very excited about Jo Boaler's (Stanford University) work with using a Growth Mindset focus in math to challenge and reach all students. Christy's vision also includes training teachers in the use of resources that ensure the essential ingredient of "fun" in math and fostering an ongoing math collaboration among Nevada County school districts.



**Jason Bohrer: Technology/ELA & Literacy K-12**  
Jason spends his days as a Bear River High School educator who teaches computer science, technology, and English. He offers a unique blend of best practices in literacy instruction, bringing real-world experiences to the classroom, and a deep knowledge of the use of technology that appeals to and inspires students and teachers alike. Jason would like to help teachers understand and use data generated from multiple means of formative and summative assessments to meet the needs of all students.



**Steve Hansen: K-5 ELA/ELD**  
Steve is a Bear River/Nevada Union High School English teacher who has been both a literacy TOSA for Nevada Joint Union High School District and an NCSOS Instructional Literacy Coach for the past 2 ½ years. His passion for literature and writing encouraged him to explore and embrace the Visual Thinking Strategies (VTS) model for literacy instruction. Firmly grounded in the CCSS for speaking/listening and evidence-based thinking, it also works well for teaching reading and writing strategies. Now firmly rooted in participating Nevada County schools, Steve hopes to bring VTS to even more campuses next year. He also looks forward to coaching in other literacy practices such as close reading, evidence-based writing, and reading across disciplines.



**Jim Richards: Technology/Math Coach K-12**  
Jim comes to us from Magnolia Intermediate School in the Pleasant Ridge Union School District and has been an NCSOS Instructional Math Coach for the past 2 ½ years. Over the past 30 years Jim has worked with the California Mathematics Council, California Technology Assistance Project, California State Math Forum, and was a board member of Sacramento Area Mathematics Educators. He also helped design and implement a nationwide model for computer network systems and effective use of technology in education. Jim plans to continue the NCSOS Technology Forum/Collaboration he began last year and to focus on the effective use of apps in the classroom as well as the use of student data to inform instruction.

## Establishing Effective PLCs

A number of districts have requested support for establishing effective PLCs. Because many of those same districts also participate in Pivot's Rural Professional Learning Network (RPLN) and, therefore, have access to Edivate tools, I located training materials within those tools to help train staffs on PLC implementation.

The following is a list of 12 videos within a series titled Practical PLC which are built upon the research (and participation in some cases) of Rick and Rebecca DuFour and Robert Eaker. Once accessed through Edivate, the videos each have a corresponding Guidebook/Lesson Plan. Each video is approximately 4-8 minutes in length, and the Guidebook/Lesson Plan gives presenters the tools to lead short segments of training. The entire series could be presented over time at staff meetings or other teacher collaboration times that are built into the school schedule.

For those districts that are not taking part in the Rural Professional Learning Network (as well as for those that are), the NCSOS Instructional Coaching Team can come and present to your staff using our access to the Edivate sessions.

If you are an RPLN member, go ahead and take a look at the videos and their accompanying resources within Edivate. If you are not, give me a call and I'd be happy to come and show it to you!

### Practical PLC

- Segment 1: PLC and RTI Success Story
- Segment 2: What is PLC?
- Segment 3: Establishing PLCs: Collaboration
- Segment 4: Establishing PLCs: Instructional Leadership
- Segment 5: Establishing PLCs: Common Assessments
- Segment 6: Establishing PLCs: Calendaring
- Segment 7: Overview: Working PLCs
- Segment 8: A Working PLC: Curriculum
- Segment 9: A working PLC: Assessment
- Segment 10: A working PLC: Instruction
- Segment 11: A Working PLC: Intervention
- Segment 12: PLC Implementation Guide (included in Segment 11)

Please don't hesitate to email or call for assistance and/or to make a PD plan!

Kathleen Kiefer



## NCSOS Instructional Coaching/Professional Learning Survey 2016: Results

### Participant Demographics:

Number of Respondents: 19

- 8 out of 9 districts
- 3 out of 6 charter schools
- 15 out of 29 school sites

### Highlights:

- ✓ 9 of the 15 responding sites have a curriculum and instruction coordinator or lead teacher.
- ✓ Long-term professional development goals:
  - Technology: 68%
  - ELA/ELD instruction: 52%
  - Math instruction: 52%
  - Instructional best practices: 47%
  - Differentiated instruction: 47%
  - Collaboration/PLCs: 47%
  - NGSS: 42%
  - Data interpretation and use: 32%
  - Countywide collaborative opportunities: 11%
  - Ongoing coaching support: 5%
- ✓ Suggestions for ongoing support to districts in lieu of one-shot, short-term workshops:
  - Schedule workshops in a series over the course of several months with the same teachers returning to each session (4)
  - Follow-up in the classroom after workshop attendance (2)\*
  - Working with teams of teachers at school sites during PLCs, staff meetings, PD days, etc. (2)\*
  - Help with PLCs
  - Series of modules linking technology in all avenues but most importantly for analysis of grade level data
- ✓ Suggestions for additions/changes to the current coaching structure to help lend intensive, ongoing support
  - Frequent information about coach offerings and what is available for math and ELA/ELD\*\*
  - Support for technology and literacy
  - Coaching for district coaches
  - Support for common adopted curriculum throughout the county
  - Help with all aspects of collaboration

\* Coaches have always been available for this type of support and offer it to their participants at every workshop – feel free to invite us any time.

\*\* Please see Live Binder, C & I Newsletter, The Nugget, NCSOS website, flyer announcements, etc.

### NCSOS Countywide Professional Development Day - September 19, 2016, Nevada Union HS

Cafeteria	8:00- 8:45	Optional Continental Breakfast with early check in available			
Cafeteria	8:30 – 8:45	Check in			
Theatre	9:00 – 9:45	Keynote Presentation: Energize Learning with STEAM – Jon Corippo from CUE			
Room #	10:00 – 11:00	11:15 – 12:15	12:15 – 1:15	1:15 – 2:15	2:30 – 3:30
West Gym	Energizing Lessons: Iron Chef Protocol	Energizing Lessons: Iron Chef Protocol	L  U  N  C  H	National Geographic Curriculum Training – 2 hour session	
TBD	Flipping a Classroom: How and Why	Flipping a Classroom: How and Why		Using Coding and Robotics	Using Coding and Robotics
TBD				Skyping Experts	
TBD		21 <sup>st</sup> Century Tech Forum		Design Thinking in STEAM	Digital Citizenship
TBD	Google Forms Scavenger Hunt	Google Forms Scavenger Hunt		Imp Stud Engagemnt Thru Short-Form Digital Writing	Imp Stud Engagemnt Thru Short-Form Digital Writing
TBD	Getting Excited About NGSS: Intro	Digging Deeper Into NGSS Elem		Using NGSS to Meet Writing Goals	Intro to UDL
TBD	Place-based Science	Place-based Science		Citizen Science	Citizen Science
TBD	Project WET	Project WET		Project WET	Project WET
TBD	ACES Study/Trauma Informed Care	ACES Study/Trauma Informed Care		What’s your Math Mindset	Visual Thinking Strategies
TBD	Carnegie Hall Link Up	Carnegie Hall Link Up		Math in the Real World	Math in the Real World
TBD	Understanding RTI: An Introduction	Understanding RTI: An Introduction		Student Peer Review in Art and Chemistry	Student Peer Review in Art and Chemistry
TBD	Integrating Poetry into History/Soc. Sci.	Integrating Poetry into History/Soc. Sci.		Artful Education	Artful Education
TBD	Drug Task Force – 2 hour session			Drug Task Force – 2 hour session	
Wrestling Gym	CPR/Epi Pen	CPR/Epi Pen		CPR/Epi Pen	CPR/Epi Pen
TBD	PBIS – a Paradigm Shift	Big Picture Learning	Big Picture Learning	PBIS – a Paradigm Shift	
TBD		Working with Difficult Parents	Working with Difficult Parents		
Science Lecture Hall	Behavioral Strategies in the Classroom	Replacement Behavior Strategies	Replacement Behavior Strategies	Inclusion in General Education	
TBD	Verbal De-escalation Skills	Verbal De-escalation Skills	Prader-Willi Syndrome	Prader-Willi Syndrome	
TBD	What are PBIPs	What are PBIPs	Know your students through IEPs	Know your students through IEPs	
TBD	McKinney Vento – Frontline Staff	FYS/IE – Frontline Staff	Everything You Need To Know About CPS	On the Frontlines	
Library	Team Time	Team Time	Team Time	Team Time	



Presenter Name	PD Title	Date	# of Hrs.	Location/Event	Included PI School (s)?
Kiefer	Interim Assessment Hand Scoring	10/6/15	2 ½	Scotten	Y
		10/13/15	2 ½	Scotten	Y
		10/26/15	2	Deer Creek & 7 Hills	Y
		12/1/16	2 ½	Deer Creek & 7 Hills	Y
	Step Up to Writing	10/28/15	1 ½	CP/GH/CC	Y
		1/20/16	2 ½	Grizzly Hill	Y
	ELA/ELD Curric. Preview Fair	12/3/15-12/4/15	6	Multiple Schools	Y
	Classroom Management Coaching	12/2/15	3	7 Hills	Y
	Interp./Using SBAC Results	1/25/16	3	Magnolia	Y
	SBAC/CAASP Systems Use	3/28/16	2	EI/Sugarloaf	Y
	SBAC System Overview/Use				
	One-on-one Coaching	Multiple days	8	NCSOTA/YRC/7 Hills	Y
	CAASPP Institute	10/12, 12/10, 1/7, 1/14		Grace Lutheran	Y
<b>Coaches</b>					
Susan Lima	Engineering Design Process for Kids	8/4/15	3	Houser	Y
	Planning/Presenting Science Night	4/19/16	2	Houser	TBD
Steve Hansen	Visual Thinking Strategies	8/6/15	3	Houser	Y
	Visual Thinking Strategies	9/21/15	2	Nevada Union	
	Visual Thinking Strategies	3/8/16	7	Houser	Y
		4/5/16			
		5/2/16			
Michael Hughes	Interim Assessments	8/5/15	1	Houser	Y
	CAASPP/OARS	9/21/15	1	Nevada Union	
Sarah Schwartz & Jim Richards	Project Based Learning	8/4/15	5	Houser & NU	Y
		9/21/15			
Sarah Schwartz & Susan Lima	Math Through Problem Solving	9/21.15	2	Nevada Union	Y
Jim Richards	Math Through Problem Solving	9/21/15	2	Nevada Union	Y
	Technology Collaborative Forum	4/18/16	2	Houser	Y
Sarah Schwartz	Growth Mindset	3/16/16	2	Houser	Y
Stacey Welch	Read Alouds	8/7/15	5	Nevada Union	Y
		9/21/15			
	Number Talks	9/21/15	7	Nevada Union	Y
		1/25/16		Cottage Hill	
		4/4/16		Houser	
Andrea Marks	Performance Tasks	8/5/15	3	Houser	Y
Jill Massie	ERWC	10/23, 1/15, 4/18	18	Houser	N
<b>Guests</b>					
Phil Romig	STEM: Coding	9/21/15	2	Nevada Union	Y
Sheila Waggoner	NGSS	9/21/15	2	Nevada Union	Y
Jennifer Boettger	Technology & Close Reading	9/21/15	2	Nevada Union	Y
Devin Bradley	Creating ELA Units	9/21/15	2	Nevada Union	Y
Christine Anderson	Getting Gritty About Motivation	9/21/15	2	Nevada Union	Y