

**EXHIBIT WW**

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September 28, 2015

Elected and Appointed Government Officials,

We, as parents and educators of Nevada, feel that it is important to draw to your attention practices which are potentially harmful to our state's education system and are also likely unethical or illegal.

This information is being provided anonymously as there is a fear that families, schools, and possibly students will be retaliated against.

Mr. Patrick Gavin, Executive Director of the State Public Charter School Authority, has made it very clear that he is on a mission to close schools that he deems "underperforming" while providing little to no guidance or support under the auspices of "lack of administrative capacity" or tasks being out of the "purview" of his agency.

There are two documents attached which will hopefully shed some light on this unpleasant topic and should warrant further investigation:

- 1) Minutes from a Legislative Session on 4-9-15 in which Mr. Gavin makes very clear the need to "recruit" agencies and operators to open "high quality" schools from outside of the state of Nevada. In and of itself, this certainly is good practice. Mr. Gavin also makes clear the need for the Director to be allowed to pursue certain outside business interests. Running consulting practices does not align with what is proposed in testimony.
- 2) Printed copies of Mr. Gavin's business website, for a company called "Charter Development Strategies."

Specific Information on retrieval/location is included as well.

One wonders how a state employee whose job it is to support and hold accountable charter schools is also able to run a business (seemingly) to provide services to schools seeking to enter new markets. This might also explain why the resources and activities of the state's agency are being mis-directed.

We trust that this matter will be looked into further, and that the appropriate action will be taken when and if deemed necessary, as there are very clear guidelines which govern the intentional giving of false testimony to the legislature. (NRS 218)

Sincerely,

Concerned Parents and Educators of Nevada

Excerpts from Minutes on the Senate Committee on Education

Seventy-Eighth Session

Testimony given by Mr. Patrick Gavin of the State Public Charter School Authority

April 9, 2015

(Retrieved from <https://www.leg.state.nv.us/Session/78th2015/Minutes/Senate/ED/Final/839.pdf>)

**Gavin:**

Sections 9 through 15 of S.B. 509 allows SPCSA staff to become members of the unclassified service. It clarifies the staff the Authority shall employ. It amends the title of the head of the Authority to reflect the historic practice of the SPCSA and specifically **authorizes this individual to fulfill the professional Senate Committee on Education April 9, 2015 Page 14 responsibilities of the role, as determined by the SPCSA Board. This includes serving on boards and task forces for the professional association of charter school authorizers and other national charter policy organizations.** The amendments to these sections omit references to the nonclassified service and provide the Authority with more flexibility due to the salary constraints of the unclassified service.

**Gavin:**

Engagement with other states and with charter organizations in Nevada and across the Country confirms the wisdom of the strategic plan adopted by the State Public Charter School Authority (SPCSA) board. Nevada is in fierce competition for talented, high-performing charter school networks. As in the case of the State's recruiting of Tesla and other leading employers, we cannot simply assume that if we build it, they will come. We must get the word out. In some cases, we must go to them. **Consequently, S.B. 509 provides the SPCSA explicit statutory authority to recruit best-in-class CMOs to serve students from across Nevada, including urban, suburban and rural students.**

The following screenshot, as well as the printed version of the site's 3 pages are below and were retrieved on 9-25-15 from the site:

[www.charterdevelopmentstrategies.com](http://www.charterdevelopmentstrategies.com)

# CHARTER DEVELOPMENT STRATEGIES

Services

About Us

Contact Us

## Services

Charter Development Services serves select founding groups and existing charter school boards that are serious about closing the achievement gap.

- Development of new, high quality schools based on proven models
  - Craft and edit content for engaged founders
  - Set founding boards up for success
- Reauthorization of promising schools with a track record of academic success
  - Identify academic, operational, and strategic renewal risks
  - Recommend corrective actions
  - Develop and edit copy for renewal applications
- Fundraising and development services to promote strategic priorities
  - Author fundraising proposals to strategic grantors
  - Refine, edit, and rework existing grant language, organizational boilerplate, and supporting documents to reflect organizational values and priorities
- Replication and expansion of high quality schools in adjacent and new geographies
  - Reframe and reposition pre-existing IP to ensure responsiveness to authorizer expectations
  - Identify and develop solutions to regulatory and operational challenges impacting charter approval
  - Develop new, mission-aligned charter application content
- Social media and strategic communication content advisory services
  - Attract accomplished, mission aligned leadership and staff
  - Thought leadership and dissemination

## About Charter Development Services

Over the past two decades, Patrick Gavin has provided new school development services to a broad range of charter management community organizations, parent coalitions, community development groups, and education advocates.

The author of over seventy successful charter applications, charter renewals, and new school proposals, Mr. Gavin is the former Deputy Chief for Strategy and Expansion for Friendship Public Charter School, the largest charter school management organization in the mid-Atlantic. Mr. Gavin played key roles in the organization's expansion and the development and management of its school district relationships in DC and Baltimore. In addition to his academic, operational, and new school development responsibilities, he has also supported the organization's growth by cultivating support from organizations such as the Bill and Melinda Gates Foundation and NewSchools Venture Fund to support the organization's district partnership, performance management, and differentiated compensation initiatives.

Prior to joining Friendship, Mr. Gavin served as Operations Director for KLC School Partnerships, the afterschool, academic intervention, and tutoring division of Knowledge Universe Education US, the nation's leading provider of childcare and out-of-school time programs. In this role he oversaw the company's school partnership programs in the Northeast and Mid-Atlantic, including its flagship programs in New York City. Earlier in his career, Mr. Gavin held both charter school operations and new school development roles at Edison Learning and other multi-site providers of school management services.

Through his consulting practice, Mr. Gavin has provided new school development advice and guidance to a number of prominent non-profit charter school organizations, including the Algiers Charter School Association, the largest charter management organization in the central Gulf, and Ascend Learning, a leading charter management organization in Brooklyn, New York. A former charter school teacher via the Teach for America program, Mr. Gavin began his involvement in the charter school sector as an early employee of Advantage Schools, Inc. in 1998.

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