

STATE PUBLIC CHARTER SCHOOL AUTHORITY



RFA: Reduce Enrollment in Existing Grade Levels

The SPCSA considers reductions to an approved enrollment cap to be a material change of the charter contract and require approval by the State Public Charter School Authority Board.

Executive Summary

Provide a brief overview of your school, including:

- 1. Identification of the school, its location(s), enrollment(s)(most recent ADE quarter), brief history, brief description of its board members and key leadership team members*

Legacy Traditional Schools-Nevada's Cadence campus is located at 325 Inflection Street, Henderson, NV 89011. It is one of three charter schools located in the master planned community of Cadence. The campus opened in 2018, offering grades K–8.

Enrollment across the Cadence campus increased throughout the subsequent school years and then remained consistent. In addition to solid enrollment, the Cadence campus maintained a waitlist of several hundred students. In between SY22 and SY23, an additional SPCSA-sponsored charter school was added to the Cadence community. Cadence for the first time experienced an enrollment decline. The campus began the year well below the allowed enrollment cap. In reviewing record requests and withdrawal forms, the bulk of the students had enrolled in the new Coral Academy.

The Legacy Traditional Schools-Nevada Board is made up of community members who reside in Nevada. Several members are business owners, work in finance, or have backgrounds in education. Three of the seven members are Legacy parents and represent each of the three campuses. All are very active members and make decisions that are in the best interest of our campuses and students.

The Cadence campus leadership team includes the principal, Cindy McLeod, and three assistant principals, Angie Green, Kirsten Simmons, and Shira Wise. In addition, the facilities manager and kitchen manager both assist with daily operations. The Nevada campuses also have a

Leadership Coach who is on campus one day per week to assist with RTI and CTM meetings. The superintendent is also on the Cadence campus at minimum one day per week to provide coaching and support to the admin team. Several times a month, the campus also receives visits and validations from members of Vertex Education. These visits provide crucial data and resources to enhance the learning environment.

2. *Statement and overview of the mission and vision*

Mission

Legacy Traditional Schools-Nevada’s mission is to provide all students with opportunity, leadership, guidance, and support to achieve academic excellence in a safe, neotraditional learning environment, with instruction from caring, knowledgeable, and highly effective educators and in cooperation with supportive, involved families.

Vision

Legacy Traditional Schools-Nevada’s vision is to positively impact the education of every student.

Legacy Traditional Schools-Nevada lives our mission. It is an integral part of all decisions: instructional, operations and communications. Legacy believes that all students can and will learn when taught by a highly effective educator in a safe, respectful learning environment where they feel supported and heard. Parents and guardians are active participants in their children’s educational experience. Our mission statement is posted in every classroom and included in all correspondence.

3. *A summary explanation of the reasons that the charter school is seeking to make this specific requested change.*

The Cadence campus has never faced low enrollment numbers (see table below). As noted below, enrollment has been consistent until the 2022–23 school year. This lower enrollment was heavily affected by the addition of another charter school within walking distance of the Cadence campus. While the master planned community had allotted for three schools, it is not yet fully built up because of pandemic construction delays. So, the area is saturated with two CCSD, one private, and three SPCSA-sponsored schools but does not have enough students per capita to fully fill each school. While construction is once again in full swing, it is unlikely that those homes will be finished and occupied before the next school year. Therefore, Legacy is requesting an enrollment amendment for 2022-23.

	2018-19	2019-20	2020-21	2021-22	2022-23
Enrollment*	1,205	1,332	1,415	1,393	1,186

*Numbers from https://doe.nv.gov/DataCenter/Enrollment_Data/

4. *Specifically identify the key reasons associated with this reduction in your enrollment cap.*

Two key factors have influenced the enrollment at the Cadence campus. The first factor is the addition of another charter school within walking distance. Not only is Coral Academy known to families, it also offers a high school option that many of our families are looking for post 8th grade.

The other factor that has influenced enrollment is the post-pandemic Clark County economy. Since the cost of living has increased due to inflation, many families are relocating out of the area or completely out of state. In addition, since transportation is not provided, families are also indicating that the cost of driving their children to and from school is just too great. Those families are choosing CCSD schools where buses are provided.

Operations and Enrollment

1. *Describe the steps the school is taking to respond to the enrollment challenges. Examples may be increased marketing, hiring of personnel dedicated to outreach, or other measures the school is implementing to address under enrollment.*

To increase enrollment, additional marketing campaigns were implemented starting in January 2022 with a mix of traditional and digital marketing campaigns. Enrollment at Cadence prior to the start of the 2022–23 school year was strong with over 1,450 students enrolled and up to 200 students on the waitlist. Unfortunately, hundreds of these students ended up not showing up when the 2022–23 school year started. Many had enrolled at Coral Academy and did not notify Legacy Traditional School - Cadence of their intention of changing schools. In addition to the campaigns below, we also reached out to the large waitlist at the North Valley campus (almost 800 on the waitlist in August) and Southwest campus (2,500 on waitlist) to invite them to enroll at Cadence and fill some of these available spots.

- **Traditional Marketing**
 - Mailer in September 2022 targeting 14,881 families within 5 miles of the campus. Mailer also planned for February 2023
 - Radio buy promoting New Family Night in November 2022 across Nevada
- **Community Outreach/Events**
 - Open House: October 5, 2022
 - Cadence partnered with the Cadence community HOA for a Trunk or Treat: October 29, 2022
 - New Family Nights: November 17, 2022 and January 26, 2023
 - Las Vegas School Choice Fair: January 21, 2023
 - More events to be planned in 2023
- **Press Release/Media Coverage**
 - Cadence hosted FOX5 Vegas and ABC13 for feature segments on the "Million Minutes Reading Challenge" and Veterans Ceremony and Breakfast
- **Digital Campaigns**

- Google Ads started in August 2022
 - Digital Spend Fiscal Year-over-Year increased 8x more than in 2021 (448 leads from these campaigns)
2. *If the reduction in enrollment will impact staffing, please complete the staffing chart on the budget work book. If the reduction in the cap will not impact staffing, please write no impact below.*

The reduction in the enrollment cap will not impact staffing.

3. *Please complete the enrollment charter with the proposed enrollment changes for the remainder of the charter term. Please feel free to add rows for grades and change columns to fit the charter term.*

The charter term for Legacy Traditional School - Cadence runs from July 1, 2022 to June 30, 2026 (4 year term). **The chart below shows projected enrollment for the remainder of the charter term.**

Grade Level	Number of Students			
	2022–23 (10/3/2022)	2023–24	2024–25	2025–26
K	140	145	145	150
1	138	145	145	150
2	143	145	150	150
3	163	145	150	150
4	152	150	150	150
5	136	150	150	150
6	122	130	140	150
7	92	115	115	120
8	100	100	105	120
TOTAL	1,186	1,225	1,250	1,290

Financial

1. *Please complete the [amendment budget workbook](#) and include as part of you amendment application submission.*

Attached to submission

- 2. Provide a budget narrative including a detailed description of assumptions and revenue estimates, including but not limited to the basis for revenue projections, staffing levels, and costs. The narrative should specifically address the degree to which the school budget will rely on variable income (e.g., grants, donations, fundraising, etc.). There is no page limit for the budget narrative. Include the following: A detailed discussion of Per-Pupil Revenue: Use the figures provided in developing your budget assumptions.*

As a charter school, the main source of funding is state revenue. Over the last few years, the school has also benefited from an increase in Federal funding through various government COVID-related initiatives such as ESSER (I, II, and III) and NLSIP, which are gradually rolling off to zero after the 2024–25 school year. The Cadence campus has not traditionally received any donations from outside donors nor asked for donations from the parents. A very small portion of the total revenue comes from summer camp and afterschool activities.

Assumptions

Amended Budget for 2022–23

- Reduced current year revenues based on lower enrollment
- Current state per pupil funding is estimated at \$7,547
- Increased ESSER funding due to catch up from prior year

Long Range Plan

- State revenue directly linked to the enrollment assumptions which calls for a modest increase year-over-year to reflect the increased student population from anticipated new home building in the area
- All ESSER funding is eliminated after 2023–24
- The NLSIP free meal program for everyone ends after 2023–24
- Includes a 2% year-over-year increase for State Equalization, Wages & Management Fees per year. Governor Lombardo’s proposed per pupil funding increase would provide a great financial boost, but this has not been assumed in this analysis
- Includes a 2% year-over-year increase for the Purchased Professional Services, Purchased Property Services, and Supplies expense line items per year
- Includes a 2% salary increase for all staff from 2023–24 onward
- Includes a 3.5% PERS increase starting in 2023–24 and increasing by 2% thereafter per year

With a state per pupil funding increase of only 2%, it will be challenging to reach positive net income, but reductions in non-teaching staff and other savings will ensure that EBITDA remains healthy and that the school has enough cash to operate long term.

3. *Given current the current enrollment of your school, discuss in detail the school's plans to address the loss of revenues. Please reference the submitted budget as may be appropriate.*

The school's plan to address the loss of revenues includes several components. The number one priority is to increase enrollment to capacity over time. In addition, the overall wage expense will be evaluated for possible reductions, particularly in the area of non-teaching staff members. Third, focus will be placed on ensuring efficient teacher staffing while prioritizing strong academic outcomes. Fourth, the Cadence team is working to explore how to better utilize technology to create efficiencies both inside and outside the classroom. Fifth, all other expense lines will be scrutinized to identify any waste and/or cost-saving opportunities. Sixth, the campus is exploring other sources of revenues, including fundraising (private donors/businesses, fundraising from families potentially), as well as competitive grants. Finally, the school is investigating transportation options to compete with local school districts and to retain families needing transportation in the area, as well as potentially bussing families enrolled at or on the waitlist of other Legacy campuses (Southwest Las Vegas has typically up to 2,000 students on the waitlist, and North Valley has 1,000 students on the waitlist).

In addition to the information above, please submit

1. *The agenda and approved/draft minutes of the meeting in which the governing board of the charter school approved the Request for Amendment.*

Attached to submission

2. *A board approved and board chair signed Good Cause Exemption letter along with the amendment application.*

Attached to submission



February 15, 2023

State Public Charter School Authority
2080 E. Flamingo Rd., Suite 230
Las Vegas, NV 89119

Re: Legacy Traditional Schools Nevada Inc. Good Cause Exemption Request for a reduction in enrollment in existing grade levels at the Cadence campus

Executive Director Feiden, Chair Mackedon, and the SPCSA Governing Board:

Legacy Traditional Schools Nevada requests an exemption from the current amendment schedule to submit the Request for Amendment to reduce enrollment in existing grade levels for the 2022–23 school year. SPCSA staff has requested that we submit this request because of decreased enrollment at the Cadence campus.

The Legacy Traditional Schools Nevada, Inc. Board of Directors has voted to approve the proposed amendment prior to this submission.

We appreciate the support of SPCSA staff regarding this request and are asking that the good faith exemption be granted.

Thank you,

A handwritten signature in black ink, appearing to read "Amanda Pratt", written in a cursive style.

Amanda Pratt,
Board President
Legacy Traditional Schools Nevada, Inc.



MINUTES

OF THE MEETING OF THE BOARD OF DIRECTORS OF LEGACY TRADITIONAL SCHOOLS-NEVADA, INC.

February 15, 2023

***** Meeting held at Legacy Traditional School - Southwest and through Zoom *****

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

At 5:00 pm, President Pratt called the meeting of Legacy Traditional Schools-Nevada, Inc. to order. She stated that the meeting is being held both virtually and indicated that Superintendent Jennifer Emling was present at the Southwest campus, as well as Ingmar Berg, Rebekah Baker, and Tammy Mandel from Vertex Education.

President Pratt asked everyone to stand to recite the Pledge of Allegiance.

II. ROLL CALL

President Pratt asked Tammy Mandel to call roll.

- President Pratt: Present (at the Southwest campus)
- Rick Phillips: Present (through Zoom)
- Stephen Steele: Present (through Zoom)
- Katy Larrabee: Present (through Zoom)
- Ralph Hartmann: Present (through Zoom)
- Kristen Watson: Not Present
- Lindsay Merrill Present (through Zoom)

President Pratt noted that a quorum had been established.

III. PUBLIC COMMENTS

President Pratt noted that this first public comments period is for public comment regarding any item appearing on the meeting agenda on which action may be taken, with a time limit for each comment of three minutes, subject to the discretion of the board president. She observed that there will be a second period of public comments later in the meeting that will be an opportunity for comments on any matter, even if not on the agenda. She expressed appreciation for input from the community and that the board wants to be sure everyone desiring to make public comment has an opportunity to do so. She also noted that public comment is not a dialogue between the board and the commenters, so even though the board isn't able to respond directly, the board hears the comments and takes them seriously.

President Pratt asked if any public comments had been emailed in advance of the meeting that would be read at this time. Tammy Mandel responded that no public comments had been received in advance of the meeting.



President Pratt then asked if any members of the public had requested through the RAISE HAND feature to comment live in the meeting. Tammy Mandel responded that there were no requests for public comment via the RAISE HAND feature in Zoom.

President Pratt asked if any members of the public had requested to comment live in-person. Tammy Mandel responded that there were no comment cards filled out. President Pratt noted that there will be an additional opportunity for public comment following the New Business portion of the meeting.

IV. NEW BUSINESS–DISCUSSION AND POSSIBLE ACTION

A. Review and possible approval of minutes of January 18, 2023 board meeting, presented by Amanda Pratt (For Possible Action)

President Pratt asked if board members had any comments or questions about the January 18, 2023 meeting minutes. Hearing none, she asked if there was a motion.

Treasurer Steele moved to approve the board meeting minutes from the January 18, 2023 meeting. Member Hartmann seconded the motion. President Pratt asked Tammy Mandel to take a roll call vote:

Member Merrill:	Yes	Secretary Larrabee:	Yes
Member Hartmann:	Yes	Vice President Phillips:	Yes
Treasurer Steele:	Yes	President Pratt:	Yes

President Pratt noted that the motion passed (6-0).

B. Review and possible approval of an amendment submission to SPCSA to reduce the enrollment at the Cadence campus for 2022–23, presented by Jennifer Emling (For Possible Action)

Superintendent Emling articulated that the enrollment cap for the Cadence campus is 1,450 students. Under the charter contract, the enrollment at that campus is allowed to range between 10% below that number (1,305) or 10% above that number (1,595). When the enrollment dips below 1,305 or above 1,595, SPCSA requires an amendment to the charter contract for that year. There was a significant decrease in enrollment at the Cadence campus for the 2022–23 school year, primarily because of the opening of another SPCSA-sponsored school, Coral Academy, within walking distance. The SPCSA has asked Legacy to submit an enrollment cap decrease to 1,186 for the 2022–23 school year. If enrollment increases next year, there is no penalty, as the campus’s enrollment cap of 1,450 remains unchanged for future years. This amendment only applies to the 2022–23 school year.

Vice President Phillips asked if there were any financial ramifications from this enrollment cap decrease. Ingmar Berg, Chief Financial Officer, clarified that there is a short-term financial impact, but that he and his team have prepared a plan through 2026 that addresses the loss in enrollment; this will be discussed further in the following action item, the amended 2022–23



budget. Vice President Phillips also asked if this reduction would have any further negative financial impact on Legacy this year, to which Mr. Berg replied that it would not.

Secretary Larrabee moved to approve the SPCSA enrollment cap reduction amendment submission, as presented, and authorize board member electronic signatures . Member Hartmann seconded the motion. President Pratt asked Tammy Mandel to take a roll call vote:

Member Merrill:	Yes	Secretary Larrabee:	Yes
Member Hartmann:	Yes	Vice President Phillips:	Yes
Treasurer Steele:	Yes	President Pratt:	Yes

President Pratt noted that the motion passed (6-0).

C. Review and possible approval of amended 2022–23 budget, presented by Ingmar Berg, Chief Financial Officer (For Possible Action)

Mr. Berg apprised the board of the 2022 actuals, the 2023 budget approved previously, and the new amended budget that he was presenting. The new amended budget reflects the increase in federal funding, primarily ESSER funds (including catch-up from a prior year), and the decrease in state funding as a result of decreased enrollment at the Cadence campus. He additionally noted that expenditures for wages are down, largely because of the hiring of part-time and contract workers.

President Pratt inquired about whether the amended budget is required by the Charter Authority. Corey Kennedy, Chief of Staff, responded that the Authority did not require this amended budget. However, because of the significance of the enrollment decrease at Cadence, and the related reduction in revenue compared to the original budget, that the amended budget was warranted on the NDE side.

Vice President Phillips moved to approve the amended 2022–23 budget, as presented, and authorize board member electronic signatures. Treasurer Steele seconded the motion. President Pratt asked Tammy Mandel to take a roll call vote:

Member Merrill:	Yes	Secretary Larrabee:	Yes
Member Hartmann:	Yes	Vice President Phillips:	Yes
Treasurer Steele:	Yes	President Pratt:	Yes

President Pratt noted that the motion passed (6-0).

D. Review and possible approval of Critical Need Position Designations—Administrators (principals and assistant principals) and permanent substitute teachers, presented by Jennifer Emling, Superintendent

Superintendent Emling reminded the board that at a previous meeting, they had approved Critical Need Position Designations for school psychologists, teachers, special education teachers, and speech language pathologists because Legacy was having a difficult time filling those roles. She explained that the current labor market has caused today’s recommendation



for the same designation be made for administrators (i.e. principals and assistant principals) and permanent substitutes. The designation allows for a whole new talent pool of potential employees as those who are currently retired and collecting from PERS can come back to work and still draw on their retirement while simultaneously paying into it.

President Pratt asked whether there was success with the last round of Critical Need Position Designations. Superintendent Emling noted that there was a retired school psychologist who applied, as well as a special education teacher. Vice President Phillips inquired as substitute teacher pay. Ms. Emling clarified that permanent substitutes are actually considered a year-round contracted staff member and that she believes their pay is in the \$20k range. Vice President Phillips then asked about daily substitutes and Superintendent Emling replied that she believed that their pay is approximately \$125/day.

Member Hartmann moved to approve the Critical Need Position Designations with Nevada PERS for the administrators and permanent substitute teacher positions, as President Pratt asked Tammy Mandel to take a roll call vote:

Member Merrill:	Yes	Secretary Larrabee:	Yes
Member Hartmann:	Yes	Vice President Phillips:	Yes
Treasurer Steele:	Yes	President Pratt:	Yes

President Pratt noted that the motion passed (6-0).

E. Review and acceptance of resignation of Board Member Melissa Woodbury, presented by Amanda Pratt, Board President

President Pratt spoke of Member Woodbury's contributions to the board since its inception and her valuable experience as a teacher and state legislator.

Member Hartmann moved to approve the resignation of Member Melissa Woodbury, as presented. Treasurer Steele seconded the motion. President Pratt asked Tammy Mandel to take a roll call vote:

Member Merrill:	Yes	Secretary Larrabee:	Yes
Member Hartmann:	Yes	Vice President Phillips:	Yes
Treasurer Steele:	Yes	President Pratt:	Yes

President Pratt noted that the motion passed (6-0).

V. PUBLIC COMMENTS

President Pratt noted that there would now be another opportunity for public comment, with a time limit of 3 minutes, subject to the discretion of the board president. She observed that the earlier public comment period was for comments regarding items appearing on the meeting agenda. She again expressed appreciation for input from the community and that the board wants to be sure everyone desiring to make public comment has an opportunity to do so. She also noted that public



comment is not a dialogue between the board and the commenters, so even though the board isn't able to respond directly, the board hears the comments and takes them seriously.

President Pratt asked if any public comments had been emailed in advance of the meeting that would be read at this time. Tammy Mandel responded that no public comments had been received in advance of the meeting.

President Pratt then asked if any members of the public had requested through the RAISE HAND feature to comment live in the meeting. Tammy Mandel responded that there were no requests for public comment via the RAISE HAND feature in Zoom.

President Pratt asked if any members of the public who had requested to comment live in-person. Tammy Mandel responded that there was one comment card received.

1. Susanna Villagracia regarding teacher incentives, increased teacher salaries, and teacher retention.

VI. ADJOURN

President Pratt thanked everyone for their participation and asked if there was a motion to adjourn the meeting.

Vice President Phillips moved to adjourn the meeting. Secretary Larrabee seconded the motion. President Pratt asked Tammy Mandel to take a roll call vote:

Member Merrill:	Yes	Secretary Larrabee:	Yes
Member Hartmann:	Yes	Vice President Phillips:	Yes
Treasurer Steele:	Yes	President Pratt:	Yes

President Pratt noted that the motion passed (6-0) and the meeting was adjourned at 5:22 pm.