



Young Women's
Leadership Academy
OF LAS VEGAS

February 15, 2024

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

Re: Good Cause Exemption Request to Amend Charter Application

To State Public Charter School Authority,

Young Women's Leadership Academy (YWLA) respectfully requests a good cause exemption from the current amendment schedule to amend their charter contract with the State Public Charter School Authority (SPCSA) in order to reduce enrollment beyond 10% of its approved enrollment cap beginning in the 2023-24 school year due to the current under-enrollment at the campus.

The YWLA Governing Board has approved the filing of the proposed amendment as well as the request to seek a good cause exemption from the current amendment schedule (*see Attachment 01 - Board Meeting Agenda & Minutes*). These proposed changes will permit the school to promote YWLA's unique educational program to additional prospective students as well as to continue focusing on the educational development of the students already enrolled at YWLA in grades 6-10 for the current school year.

We appreciate the support of the SPCSA staff as YWLA seeks the approval of this good cause exemption as well as the granting of its underlying request for amendment.

Sincerely,

Gunlek Ruder

Gunlek Ruder
Board Chair, Young Women's Leadership Academy
gruder@ywla.lv.org

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.

Young Women’s Leadership Academy of Las Vegas (YWLA) is a tuition-free public charter school in Clark County, Nevada. The YWLA’s school campus is located at La Palabra Viva Las Vegas, a local church located at 3415 S. Mojave Rd. in Las Vegas, Nevada 89121. As a public charter school, YWLA is open to all students within the State of Nevada.

Since opening its first campus in East Harlem in 1996, The Young Women’s Leadership School has grown into a national network of excellent all-girls college prep schools all driven by the same mission and vision: to nurture the intellectual curiosity and creativity of young women. Young Women’s Leadership Schools accomplish this by supporting the “whole girl” and seek to maximize the academic achievement, social emotional well-being, and post-secondary success of each student.

Student Enrollment

Table 1 below includes the student enrollment history for YWLA’s inaugural school year in 2022-23 with grades 6 and 9, and the current school year¹ of 2023-24 with grades 6-10.

Table 1. Total Student Enrollment History

Grade	2022-23 School Year	2023-24 School Year
6	33	26

¹ Current school year enrollment data is accurate as of February 13, 2024. YWLA’s certified Average Daily Enrollment (ADE) for the 1st quarter of the current school year was 143.87 while YWLA’s certified ADE for the 2nd quarter of the current school year was 128.30.

7	-	40
8	-	17
9	16	7
10	-	10
Total	49	100

Governing Board of Directors

YWLA's Governing Board has been deeply committed to the school since its inception. Although board members have transitioned out of the board for personal and professional reasons during its charter term, each current board member is committed to the ideals of YWLA.

YWLA's current Board Members have the necessary capacity to support YWLA's charter school by providing the necessary educational, financial, and operational vision and governance. YWLA's governing body currently consists of the following five (5) members representing diverse areas of expertise in the fields of finance, legal, education, professional, and community service in compliance with [NRS 388A.320](#) and are leaders in the community.

Board Chair Gunlek Ruder – Gunlek serves as President and CEO of S. Martinelli & Company and has built a successful career around project management, strategic consulting, venture investing, financial management, real estate development, and consumer goods manufacturing. He has lived in Las Vegas since 2005 and became aware of the need for high quality public education choices working with the Andre Agassi Foundation. He also has experience serving on multiple nonprofit boards and running an equity fund developing facilities for charter schools.

Board Secretary Zac Hudson – Zac serves as Executive Vice President and Global General Counsel of the Las Vegas Sands Corporation. Prior to joining LVS, Mr. Hudson curated a varied background in the professional legal community including roles as the general counsel of a prominent technology company, worked as a lawyer in private practice, taught as an adjunct professor at Georgetown University, and served as a law clerk to both United States Supreme Court Chief Justice John Roberts and then-United States Court of Appeals D.C. Circuit Judge Brett Kavanaugh. Mr. Hudson earned his Juris Doctor from Yale Law School, his Master of Public Policy from Georgetown University, and his Bachelor of Science from the United States Naval Academy.

Board Treasurer Olivia Carbajal – Olivia has worked in education for over 12 years, beginning her educational career in the Clark County School District as a 3rd grade teacher. She later accepted a leadership position at Mater Academy in 2014, eventually becoming an Assistant Principal and then Principal in 2020. As a school principal in the area, Olivia currently works with community organizations and families in the targeted area. She is passionate about serving Title I communities and her educational philosophy is based on her uncompromising belief that all students can learn given a positive learning environment, strong and knowledgeable leadership, a committed and focused educational team, an encouraging community, and supportive family. Additionally, Olivia has worked with the Puentes Las Vegas Organization, which helps provide food, medical, financial, and other resources to help support YWLA's targeted community.

Board Member Robert Goldstein – Robert currently serves as Chairman and CEO of the Las Vegas Sands Corporation after serving in a variety of leadership positions since joining the company in 1995. His leadership has helped LVS achieve a significant number of industry records for financial performance and positioned the company as a leader of regulatory compliance. Robert has exhibited a demonstrable interest in improving Las Vegas, particularly in terms of educational outcomes for families residing in YWLA’s target community. His association with Las Vegas Sands will provide YWLA families resources and supports to bring about the YWLA mission and vision. He received his law degree from Temple University and is currently an active member in the Las Vegas community serving on the Board of Opportunity Village, The Adelson Drug Rehabilitation Clinic, and the Emeril Legasse Foundation.

Board Member Alex Bernal – The Board’s newest member, Alex Bernal, previously served as the coordinator of Clark County Park & Recreation’s Back on Track program for former, current and would-be gangbangers. The Back on Track program is designed to address the problem of gang activity and focuses on “violence prevention and early intervention programs.”

As openings occur, the Board is committed to proactively engaging in good faith efforts to encourage and welcome new members of both the teaching staff and governing board to represent the diversity of the communities that are served by the local Young Women’s campus. YWLA will also continue to recruit parental, educator, and community involvement in order to ensure the effective governance and financial, operational, and academic operation of the school.

School Leader

Founding Principal Whitney McIntosh – The Governing Board has selected Whitney to serve as the Founding Principal of the Young Women's Leadership Academy of Las Vegas. Whitney is a first generation college student of African American descent, and she values the educational opportunities afforded to her. She is a graduate of the University of Florida and The University of St. Thomas, a small private institution in the city of Houston, Texas.

Whitney began her career as a Teach for America corps member. In 2013-14, Whitney achieved the greatest academic growth in Houston Independent School District (the 7th largest school district in America) at 36% in one academic school year. As an Assistant Principal, she developed the math department at Dogan Elementary School to grow a collective average of 24% in one school year. This increased the campus math department from being ranked 172/175 elementary schools to being ranked 147/172 in one school year. Whitney later created and led professional development for sixty (60) principals on how to establish a school data system that aligned campus department data, grade level data, classroom data, and individual scholar tracking systems with a color coded key system.

Whitney has three (3) years of experience as Assistant Principal and was honored to serve a year as a 2018 Ryan Fellow at Accelerate Institute. During her time as a Ryan Fellow, Whitney developed a coaching system for 166 teachers and coached four (4) instructional coaches to successful implementation at Mater Academy of Nevada. Most recently, Whitney served as the principal of Rainbow Dreams Academy and then transitioned to provide instructional oversight and principal coaching to three (3) schools within Phalen Leadership Academies.

Whitney most recently used her passion, dedication, and commitment to serve Great Lakes Academy as the Campus Director in the fight to ensure that all her scholars have access to quality education. No one questions the determination that drives her every step towards these goals of closing the achievement gap.

2. Statement and overview of the mission and vision.

Mission

The Young Women’s Leadership Academy (YWLA) was established to nurture the intellectual curiosity and creativity of young women and to address their developmental needs. We cultivate dynamic, participatory learning, enabling students to experience great success at many levels, especially in the fields of math, science, and technology. Students are encouraged to achieve their personal best in and out of the classroom. YWLA strives to work with families and instill in the students a sense of community, responsibility and ethical principles of behavior – characteristics that will help make them become leaders of their generation.

Vision

YWLA will establish a school community that prepares students not just for academic and career success, but also ensures that young women from underserved communities develop the knowledge, skills, and agency to define for themselves what a meaningful, impactful life will be, and to act in service of the values and equity-focused critical lens that they’ve developed within their school community.

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

Young Women’s Leadership Academy is seeking approval from the SPCSA to amend its charter agreement in the following respect.

YWLA is seeking approval from the SPCSA to **reduce** student enrollment beyond 10% of its approved enrollment cap beginning in the 2023-24 school year due to the current under-enrollment at the campus. YWLA seeks to modify its enrollment cap for the 2023-24 school year to 100 scholars with commensurate enrollment reductions in future school years as described more fully in **Table 6** below.

This proposed change will permit the school to continue focusing on the educational excellence and development of the students currently registered while permitting additional recruiting efforts to promote YWLA’s unique educational program to additional prospective students both in the targeted communities and targeted grade levels.

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

During its inaugural 2022-23 school year, YWLA experienced lower than anticipated enrollment in the targeted grades of 6 and 9 due to difficulties securing the necessary paperwork from families in order to confirm many of those students’ complete registration. This reduced enrollment in grades of 6 and 9 in Year One has similarly contributed to reduced enrollment in Year Two.

Moreover, under its original charter agreement, YWLA was not scheduled to offer enrollment in grade 8 until the 2024-25 school year. Due to the unexpected closure of the Girls Empowerment Middle School

(GEMS) at the end of the 2022-23 school year, YWLA sought authority from the SPCSA to offer enrollment in grade 8 a year earlier than anticipated. A combination of the late addition of 8th grade without a year to market and recruit 7th graders, as well as a fewer students matriculating from GEMS, has also contributed to YWLA's reduced enrollment in Year Two.

Finally, an unexpected number of students have also withdrawn from YWLA during the current school year to continue their education either at other charter schools or to return to the local school district.

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.

In general, YWLA remains committed to serving a student population representative of the local communities on the east side of the Las Vegas Valley. However, with the addition of a transportation program, YWLA hopes to expand the opportunity to attend YWLA to underserved students throughout the valley who may not otherwise be afforded the chance to attend.

YWLA remains committed to utilizing comprehensive student recruitment methods that are inclusive for reaching at-risk families, such as FRL, ELL, and IEP students, and other special populations to ensure that all potentially interested students have equal access to apply and enroll at YWLA. Active student outreach and marketing campaigns are especially important to make sure that "harder-to-reach" families (e.g., single-parent families, economically disadvantaged students, those who may have limited English proficiency and/or special physical or academic needs or who otherwise may be "at risk" of academic failure, etc.) are aware of school choice and their eligibility to apply for enrollment at YWLA.

More specifically, YWLA anticipates providing an equitable and quality educational choice for underserved families and disadvantaged students residing on the east side of the Las Vegas Valley who are attending underperforming public middle and high schools in the following zip codes: 89101, 89104, 89119, 89121, 89142, and 89169.

YWLA's interest in serving students and families in these specific communities is to address achievement gaps existing between the general and special student population groups. Collectively, consistent with the mission described in the SPCSA's [2024 Academic and Demographic Needs Assessment](#), there are a total of twelve (12) traditional public middle and high schools with 13,779 students served by the Clark County School District (CCSD) in these six (6) zip codes that (a) received a 1- or 2-star NSPF rating for the 2022-23 school year, and (b) a NSPF index score below 50 for the 2021-22 school year.² See [Table 2](#) below for comprehensive data related to underperforming elementary, middle, and high schools in the target zip codes.

² Please note the information included in [Tables 2 through 4](#) below is based on data from the [Excel workbook resource](#) included in the SPCSA's [2024 Academic and Demographic Needs Assessment](#).

Table 2. Target Zip Codes with Star Ratings and NSPF Score

Schools that received 1- or 2-star NSPF rating for the 2022-23 school year AND an NSPF score under 50 for the 2021-22 school year							
Zip Code	Total Enrollment	# of 1- or 2-Star Schools	Enrollment at 1- or 2-Star Schools ³	% Enrolled at 1- or 2-Star Schools	# Elementary Schools	# Middle Schools	# High Schools
89101	9,995	7	4,599	46.0	6	1	0
89104	5,605	8	4,781	85.2	4	3	1
89119	3,034	2	1,291	42.5	1	1	0
89121	12,491	8	9,295	74.4	4	3	1
89142	9,024	5	3,633	40.2	4	1	0
89169	4,779	4	4,779	100.0	3	0	1
Total	44,928	34	28,378	63.2	22	9	3
Clark County ⁴	307,476	163	124,875	40.6	116	36	11
State of Nevada ⁵	421,091	288	176,927	42.0	196	70	22

It is important to note that 63.2% of all students attending the traditional public schools served by the Clark County School District (CCSD) in these six (6) target zip codes attend schools that (a) received a 1- or 2-star NSPF rating for the 2022-23 school year, and (b) a NSPF index score below 50 for the 2021-22 school year. This percentage of underserved students in the target zip codes is significantly higher than the percentage of underserved students attending schools throughout the State of Nevada (42.0%) or even Clark County (40.6%).

It is also important to note that these 28,378 students in the target zip codes currently have limited charter school options in their communities. Again, based on data from the [Excel workbook resource](#) included in the SPCSA’s [2024 Academic and Demographic Needs Assessment](#), there are currently just two (2) SPCSA-sponsored charter *middle* schools located within these target zip codes (YWLA (6-10) and Mater Academy of Nevada – Mountain Vista (PK-8)), and two (2) SPCSA-sponsored charter *high* schools located within these target zip codes (YWLA (6-10) and Nevada State High School – Downtown (11-12)).

³ Enrollment at the 1- and 2-star schools in the target zip codes include (a) 14,599 students at twenty-two (22) elementary schools, (b) 8,632 students at nine (9) middle schools, and (c) 5,147 students at three (3) high schools.

⁴ According to the SPCSA’s [2024 Academic and Demographic Needs Assessment](#), as of October 3, 2022, Clark County served 307,476 students in 362 schools across sixty-four (64) zip codes. There were 163 schools rated 1- or 2- stars for the 2022-23 school year with an NSPF score under 50 for the 2021-22 school year across forty (40) zip codes serving 124,875 students as of October 3, 2022, or 40.6% of students in the district.

⁵ According to the SPCSA’s [2024 Academic and Demographic Needs Assessment](#), as of October 3, 2022, Statewide (*exclusive of SPCSA-sponsored charter schools*), seventeen (17) local school districts served 421,091 students in 654 schools across 139 zip codes. There were 288 schools rated 1- or 2- stars for the 2022-23 school year with an NSPF score under 50 for the 2021-22 school year across eighty-nine (89) zip codes serving 176,927 students as of October 3, 2022, or 42.0% of students enrolled in local district schools.

More specifically, there are nine (9) traditional public middle schools with 8,632 students in the six (6) target zip codes that (a) received a 1- or 2-star NSPF rating for the 2022-23 school year, and (b) a NSPF index score below 50 for the 2021-22 school year.

Table 3. Underserved Middle Schools in Target Zip Codes

School	Zip Code	Enrollment Oct 3 2022	22-23 NSPF Rating	21-22 NSPF Score
Martin MS	89101	1,271	1	19.5
Fremont MS	89104	660	1	17.5
Innovations MS	89104	226	2	15
Knudson MS	89104	1,215	1	41
Orr MS	89119	815	2	27.5
Mack MS	89121	1,069	1	25.5
Nevada Learning Acad MS	89121	1,313	1	49
Woodbury MS	89121	784	1	22.5
Harney MS	89142	1,279	1	11

Finally, there are three (3) public high schools with 5,147 students in the six (6) target zip codes that (a) received a 1- or 2-star NSPF rating for the 2022-23 school year, and (b) a NSPF index score below 50 for the 2021-22 school year.

Table 4. Underserved High Schools in Target Zip Codes

School	Zip Code	Enrollment Oct 3 2022	22-23 NSPF Rating	21-22 NSPF Score
Global Community HS	89104	177	1	40.5
Chaparral HS	89121	2,256	2	36
Valley HS	89169	2,714	2	44

YWLA is a community-engaged school motivated by a commitment to provide an excellent school rooted in the community it serves. YWLA will continue to engage in community outreach events to further develop partnerships designed to reach the families most in need of strong educational options, to illustrate the educational model based on the needs expressed by members of the community, and to provide additional services that will help prepare students for success in college and career. YWLA recognizes that families will not have the opportunity to learn about our unique school without proactive communication by us. Therefore, YWLA will continue to publicize its program through various media formats in order to increase community awareness of the unique educational opportunities provided by enrollment at YWLA.

The foundation for future collaboration and engagement is built on interpersonal interactions in the community. For instance, as the Annenberg Institute on School Reform at Brown University acknowledges, “While research has shown that parent and community participation are essential to school improvement [*citation omitted*], many schools, especially those in low-income and working-class

communities, fall far short of meaningful engagement.”⁶ The Annenberg Institute identifies the following best practices for meaningful community engagement which YWLA will continue to utilize in its ongoing community outreach efforts:

- Door knocking in the surrounding neighborhoods;
- Reaching out to parents, students, and community members through after-school and neighborhood programs;
- Reaching out to parent-teacher associations;
- Organizing neighborhood walks to meet families;
- Reaching out to young people through community-based organizations; and
- Reaching out to partner organizations and “connectors” like community leaders.

In addition to these best practices for community engagement, YWLA will also engage in the following efforts to further increase enrollment by underserved students in the targeted communities:

- *Community Volunteers* – Teams of volunteers will conduct conversations that inform community members about YWLA’s plan, engage them to gather feedback, gain referrals for potential students, and establish and track clear next steps for follow-up. Family and student volunteers will identify key locations and events in their communities to reach the most community members possible.
- *Informational Sessions* – YWLA will host frequent informational meetings at public venues, churches, and community centers in the target neighborhoods, scheduled at a variety of evening and weekend hours to enable working parents/guardians to easily participate.
- *Brand Awareness via Media and Advertising* – Use of traditional marketing vehicles like social media, newspaper, billboard, and radio advertising. Community-based newsletters / websites, language-specific newspapers, local television news, and other media will be leveraged for both ads and, ideally, stories about the successful school launch that encourage families to apply.
- *Direct Mail* – YWLA has direct mailed households within a two-mile radius of the school site to inform families about the model, that the school continues to accept applications for open enrollment for the inaugural school year, how to apply, and the process for enrollment.
- *Areas of Public Access* – YWLA volunteers will post flyers in local public facilities such as the post office, community centers, libraries and other locations of public access; will hold tables at local malls, community events, and religious organizations; and will post a banner at the school facility for community members to easily see as they pass by.

YWLA also participates in the National School Lunch Program to help increase the diversity of student populations by attracting students who are eligible to receive free or reduced-price lunches which may factor heavily into their decision to attend YWLA.

⁶ Annenberg Institute for School Reform. 2012. [Getting Started in Education Organizing](#). Brown University.

YWLA implements marketing techniques such as hosting school functions and tours that invite the public to visit the campus to show families what the school is like in action, billboard advertising, and partnering with other community organizations such as Opportunity 360 to raise awareness. YWLA’s administration has also engaged in door-to-door marketing efforts and targeted mailing campaigns in government-subsidized and low-income housing surrounding the school to inform families of the resources available. Furthermore, the school continues to utilize targeted social media ads for these same zip codes identified by the SPCSA as areas of Academic Need.

YWLA endeavors to establish opportunities for its high school students including college initiative programs and Dual Enrollment options. YWLA will continue to implement and utilize these marketing strategies as they prove effective in making families aware of this quality educational option. YWLA’s ultimate goal is to increase interest and enrollment in the school such that it is necessary to create a wait list of interested students to fill any vacancies.

Finally, YWLA understands that word of mouth and social media is the most successful way to inform families about the school. YWLA believes that now that the school is fully operational, word of mouth networking amongst students and families, social media marketing, and other grassroots, community events promoting the unique educational opportunities afforded at YWLA will contribute to increased student enrollment to achieve the school’s anticipated growth.

2. If the reduction in enrollment will impact staffing, please complete the staffing chart on the budget workbook. If the reduction in the cap will not impact staffing, please write no impact below.

Please see [Attachment 02 – Staffing Table](#) in support of this amendment application.

Table 5. Staffing Table

YEAR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
EMO / CMO Organization Positions						
Chief Operating Officer (Academica Nevada)	1	1	1	1	1	1
Chief Financial Officer (Academica Nevada)	1	1	1	1	1	1
Chief Legal Officer (Academica Nevada)	1	1	1	1	1	1
Bookkeepers (Academica Nevada)	1	1	1	1	1	1
Procurement Director (Academica Nevada)	1	1	1	1	1	1
Facility Manager (Academica Nevada)	1	1	1	1	1	1
Paralegal, Director of School Development (Academica Nevada)	2	2	2	2	2	2
HR, Event Coordinator (Academica Nevada)	1	1	1	1	1	1
Total Back-Office FTEs	9	9	9	9	9	9
School Staff						
Principal	1	1	1	1	1	1
Assistant Principal	0	0	0	0	0	0
Classroom Teachers (Core Subjects)	6	6	7	7	7	7
Classroom Teachers (Specials)	0.75	1	1	1	1	1
Special Education Teachers	1	1	1	1	1	1
ELL Coordinator	0	0	0	0	0	0
Curriculum / Instructional Coach	0	0	0	0	0	0

College Bound Initiative Counselor	0	0	0	0	0	0
School Counselor	1	1	1	1	1	1
Office Manager	1	1	1	1	1	1
Registrar	1	1	1	1	1	1
Clinic Aide / FASA	0	0	0	0	0	0
Receptionist	0	0	0	0	0	0
Teaching Assistant / Instructional Aide	1	1	1	1	1	1
Cafeteria Manager / Custodian (School Operations Support Staff)	1	1	1	1	1	1
Total FTEs at School	13.75	14.0	15.0	15.0	15.0	15.0

- 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.

Please see [Attachment 03 – Enrollment Table](#) in support of this amendment application.

Table 6. Planned Enrollment for YWLA

Grade Level	Number of Students					
	2023-24 ⁷	2024-25	2025-26	2026-27	2027-28	2028-29
6	30	30	30	30	30	30
7	40	25	30	30	30	30
8	25	25	25	30	30	30
9	12	25	25	25	25	30
10	11	15	20	25	25	25
11	-	15	10	15	25	25
12	-	-	10	10	15	25
Total	118	135	150	165	180	195

Financial

- Please complete the amendment budget workbook and include as part of your amendment application submission or provide an updated budget in a workbook of your choosing.

Please see [Attachment 04 – YWLA Updated Budget](#) for a copy of YWLA’s updated budget in support of this amendment application.

- 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.

⁷ The total enrollment of 118 scholars used in [Table 6](#) for the 2023-24 school year is based on an average of YWLA’s certified Average Daily Enrollment (ADE) for the 1st quarter of the current school year (143.87) plus YWLA’s certified ADE for the 2nd quarter of the current school year (128.30), plus an assumption that YWLA’s certified ADE for the 3rd and 4th quarters of the current school year will remain consistent with its current enrollment of 100 scholars.

YWLA's updated budget includes a per-pupil revenue assumption of \$8,966 for the current 2023-24 fiscal year of operation. The revenue assumption of \$8,966 was based on the adjusted per pupil funding amount for Clark County shown in Section 5 of Senate Bill No. 503.⁸

Table 7. Senate Bill 503, Sec. 5, para. 5

5. For each charter school or university school for profoundly gifted pupils, the statewide base per pupil funding amount for each pupil enrolled full-time in a program of distance education provided by such a school in Fiscal Year 2023-2024 is \$8,966. For each charter school or university school for profoundly gifted pupils which provides in-person instruction in each of the respective counties, the adjusted base per pupil funding amount for Fiscal Year 2023-2024, before application of the appropriate attendance area adjustment, is:

Carson City	\$8,966
Churchill	\$8,966
Clark	\$8,966
Douglas	\$8,966
Elko	\$8,966
Esmeralda	\$8,966
Eureka	\$8,966
Humboldt	\$8,966
Lander	\$8,966
Lincoln	\$8,966
Lyon	\$8,966
Mineral	\$8,966
Nye	\$8,966
Pershing	\$8,966
Storey	\$8,966
Washoe	\$8,966
White Pine	\$8,966

Please refer to [Attachment 05 – Budget Narrative](#) for a more detailed overview of anticipated revenue and expenditures in support of this amendment application.

- Given 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.

YWLA collaborates closely with its Educational Management Organization (EMO), Academica, in searching for, and applying to receive, grants deemed beneficial to the school in order to further support the operations of the school.

YWLA has presented a fiscally conservative budget; however, as student enrollment is lower than expected, some budgeted expenses will decrease as a result; this includes EMO/CMO Fees, student supplies, IT fees, etc.

YWLA will look to apply for any grants deemed beneficial to the school to further support the planning and implementation of the charter. YWLA will pursue some of the following grants: the Charter School Program (CSP) grant as well as funding for schools available under Titles I, II, III, and/or IVA.

⁸ Paragraph 3 of Section 5 of Senate Bill No. 503 also provides that, "The statewide base per pupil funding amount for Fiscal Year 2023-2024 is \$8,966 per pupil."

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.

Please see [*Attachment 01 – Board Agenda & Meeting Minutes*](#) for a copy of the agenda and draft minutes from the meeting where the YWLA Governing Board voted to approve the submission of this amendment application.

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

Please see cover page in support of this amendment application.



Young Women's
Leadership Academy
OF LAS VEGAS

NOTICE OF PUBLIC MEETING of the Board of Directors of Young Women's Leadership Academy of Las Vegas

NOTICE IS HEREBY GIVEN THAT THE BOARD OF DIRECTORS OF YOUNG WOMEN'S LEADERSHIP ACADEMY OF LAS VEGAS, A PUBLIC CHARTER SCHOOL, WILL CONDUCT A PUBLIC MEETING ON FEBRUARY 15, 2024 BEGINNING AT 2:30 P.M. VIA ZOOM WEBINAR. THE PUBLIC IS INVITED TO ATTEND.

JOIN ZOOM WEBINAR:

<https://us02web.zoom.us/j/81614000025> or via phone +16694449171 +16699009128
Webinar ID: 816 1400 0025

ATTACHED HERETO IS AN AGENDA OF ALL ITEMS SCHEDULED TO BE CONSIDERED.

PLEASE NOTE: THE BOARD OF DIRECTORS OF YOUNG WOMEN'S LEADERSHIP ACADEMY MAY 1) TAKE AGENDA ITEMS OUT OF ORDER; 2) COMBINE TWO OR MORE ITEMS FOR CONSIDERATION; OR 3) REMOVE AN ITEM FROM THE AGENDA OR DELAY DISCUSSION RELATED TO AN ITEM AT ANY TIME.

REASONABLE EFFORTS WILL BE MADE TO ASSIST AND ACCOMMODATE PHYSICALLY DISABLED PERSONS DESIRING TO ATTEND OR PARTICIPATE AT THE MEETING. ANY PERSONS REQUIRING ASSISTANCE MAY CONTACT DENA THOMPSON AT (702) 431-6260 OR DENA.THOMPSON@ACADEMICANV.COM AT LEAST TWO BUSINESS DAYS IN ADVANCE SO THAT ARRANGEMENTS MAY BE MADE.

DENA THOMPSON IS THE CONTACT PERSON FOR THE MEETING AGENDA, SUPPORT MATERIALS, AND MINUTES. THE SUPPORT MATERIALS ARE AVAILABLE VIA EMAIL AT DENA.THOMPSON@ACADEMICANV.COM, BY VISITING THE SCHOOL'S WEBSITE AT [HTTPS://WWW.YWLALV.ORG/](https://www.ywlalv.org/), OR AT 6630 SURREY ST., LAS VEGAS, NV 89119. FOR COPIES OF THE MEETING AUDIO, PLEASE EMAIL DENA.THOMPSON@ACADEMICANV.COM.

PUBLIC COMMENT MAY BE LIMITED TO THREE MINUTES PER PERSON AT THE DISCRETION OF THE CHAIRPERSON. TO MAKE A PUBLIC COMMENT DURING THE ZOOM WEBINAR, PLEASE USE THE 'RAISE HAND' FUNCTION WHEN DIRECTED.



Young Women's Leadership Academy OF LAS VEGAS

The Young Women's Leadership Academy (YWLA) was established to nurture the intellectual curiosity and creativity of young women and to address their development needs. We cultivate dynamic, participatory learning, enabling students to experience great success at many levels, especially in the fields of math, science, and technology. Students are encouraged to achieve their personal best in and out of the classroom. YWLA strives to work with families and instill in the students a sense of community, responsibility, and ethical principles of behavior – characteristics that will help make them become leaders of their generation.

BOARD OF DIRECTORS

GUNLEK RUDER – Board Chair

ZAC HUDSON – Board Secretary

OLIVIA CARBAJAL – Board Treasurer

ROBERT GOLDSTEIN – Board Member

ALEX BERNAL – Board Member

WHITNEY MCINTOSH – Principal

SARAH BOLDIN – Student Leadership Network

ANNUAL MEETING OF THE BOARD OF DIRECTORS

FEBRUARY 15, 2024

AGENDA

1. OPENING EXERCISES

a. CALL MEETING TO ORDER AND ROLL CALL

2. PUBLIC COMMENT

(NO ACTION MAY BE TAKEN ON A MATTER RAISED UNDER THIS ITEM OF THE AGENDA UNTIL THE MATTER ITSELF HAS BEEN SPECIFICALLY INCLUDED ON AN AGENDA AS AN ITEM UPON WHICH ACTION WILL BE TAKEN.)



Young Women's Leadership Academy OF LAS VEGAS

3. CONSENT AGENDA (FOR POSSIBLE ACTION) *(ALL ITEMS LISTED UNDER THE CONSENT AGENDA ARE CONSIDERED ROUTINE AND WILL BE ENACTED BY ONE MOTION, THERE WILL BE NO SEPARATE DISCUSSION OF THESE ITEMS UNLESS A BOARD MEMBER OR MEMBER OF THE PUBLIC SO REQUESTS, IN WHICH CASE THEY ITEM(S) WILL BE REMOVED FROM THE CONSENT AGENDA AND CONSIDERED ALONG WITH THE REGULAR ORDER OF BUSINESS.)*

- a. APPROVAL OF MINUTES FROM THE DECEMBER 19, 2023 BOARD MEETING

4. ACTION & DISCUSSION ITEMS *(ACTION MAY BE TAKEN ON THOSE ITEMS DENOTED "FOR POSSIBLE ACTION")*

- a. INTERVIEW AND ELECTION OF NEW BOARD MEMBER(S) (FOR POSSIBLE ACTION)
- b. ANNUAL ELECTION OF BOARD OFFICERS (FOR POSSIBLE ACTION)
- c. SCHOOL LEADER UPDATE BY PRINCIPAL McINTOSH (FOR DISCUSSION)
- d. MARKETING UPDATE (FOR DISCUSSION)
- e. FACILITIES UPDATE (FOR DISCUSSION)
- f. REVIEW AND APPROVAL OF THE YWLA ACADEMIC CALENDAR FOR THE 2024/2025 SCHOOL YEAR (FOR POSSIBLE ACTION)
- g. FINANCIAL PERFORMANCE (FOR DISCUSSION)
- h. REVIEW AND POSSIBLE APPROVAL OF THE CHARTER AMENDMENT APPLICATION AND GOOD CAUSE EXEMPTION LETTER TO REDUCE ENROLLMENT CAP (FOR POSSIBLE ACTION)
- i. REVIEW AND APPROVAL OF THE GRADE-LEVEL MAXIMUM ENROLLMENT FOR THE 2024/2025 SCHOOL YEAR (FOR POSSIBLE ACTION)

5. ANNOUNCEMENTS AND NOTIFICATIONS

6. PUBLIC COMMENT

(NO ACTION MAY BE TAKEN ON A MATTER RAISED UNDER THIS ITEM OF THE AGENDA UNTIL THE MATTER ITSELF HAS BEEN SPECIFICALLY INCLUDED ON AN AGENDA AS AN ITEM UPON WHICH ACTION WILL BE TAKEN.)

7. ADJOURN MEETING

THIS NOTICE AND AGENDA HAS BEEN POSTED ON OR BEFORE 9 A.M. ON THE THIRD WORKING DAY BEFORE THE MEETING AT THE FOLLOWING LOCATIONS:

- 1) [HTTPS://WWW.YWALASVEGAS.ORG](https://www.ywlaLasVegas.org)
- 2) 3415 S. MOJAVE RD., LAS VEGAS, NV 89121
- 3) [HTTPS://NOTICE.NV.GOV/](https://NOTICE.NV.GOV/)

Attachment 02 - Staffing Table

Staffing Tables of Projected Staffing Needs

Young Women's Leadership Academy

Nevada State Public Charter School Authority

Mike Dang

S:\School Growth & Development\Active Projects or Drafts\Nevada\Young Women's Leadership Academy (YWLA)\Amend_Enroll Reduction 3[YWLA 6-Year Budget - 02.13.24.xlsx]Staffing Tables

OPERATIONS PLAN

Projections for school years beginning	School Years					
	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	2028 2029

Proposed New Campus(es)

Management Organization Positions						
Chief Operating Officer (Academica Nevada)	1	1	1	1	1	1
Chief Financial Officer (Academica Nevada)	1	1	1	1	1	1
Chief Legal Officer (Academica Nevada)	1	1	1	1	1	1
Bookkeepers (Academica Nevada)	1	1	1	1	1	1
Procurement Director (Academica Nevada)	1	1	1	1	1	1
Facility Manager (Academica Nevada)	1	1	1	1	1	1
Paralegal, Director of Growth & Management (Academica Nevada)	2	2	2	2	2	2
HR, Event Coordinator, Other (Academica Nevada)	1	1	1	1	1	1
Total Back-Office FTEs	9	9	9	9	9	9

School Staff						
Principals	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Principals	-	-	-	-	-	-
Dean / School Counselor	1.0	1.0	1.0	1.0	1.0	1.0
Curriculum/Instructional Coach	-	-	-	-	-	-
SPED Facilitator / Speech Psychologist	-	-	-	-	-	-
Classroom Teachers (Core Subjects)	6.0	6.0	7.0	7.0	7.0	7.0
Classroom Teachers (Specials)	0.75	1.0	1.0	1.0	1.0	1.0
Special Education Teachers	1.0	1.0	1.0	1.0	1.0	1.0
EL Coordinator	-	-	-	-	-	-
School Nurse	-	-	-	-	-	-
Office Manager	1.0	1.0	1.0	1.0	1.0	1.0
Registrar	1.0	1.0	1.0	1.0	1.0	1.0
Receptionist / Clinic Aide FASA	-	-	-	-	-	-
Instructional Aide(s)	1.0	1.0	1.0	1.0	1.0	1.0
School Operations Support Staff	1.0	1.0	1.0	1.0	1.0	1.0
Total FTEs at School	13.8	14.0	15.0	15.0	15.0	15.0

Attachment 03 - Enrollment Table

Enrollment Tables

Young Women's Leadership Academy

Nevada State Public Charter School Authority

Mike Dang

S:\School Growth & Development\Active Projects or Drafts\Nevada\Young Women's Leadership Academy (YWLA)\Amend_Enroll Reduction 3\04_YWLA 6-Year Budget_02.13.24.xlsx\Enrollment Tables

OPERATIONS PLAN

STUDENT RECRUITMENT AND ENROLLMENT

(a) Minimum Enrollment (Must Correspond to Break Even Budget Scenario Assumptions discussed in budget narrative)

Grade Level	Number of Students					
	2023	2024	2025	2026	2027	2028
	2024	2025	2026	2027	2028	2029
Pre-K						
K	-	-	-	-	-	-
1	-	-	-	-	-	-
2	-	-	-	-	-	-
3	-	-	-	-	-	-
4	-	-	-	-	-	-
5	-	-	-	-	-	-
6	29	29	29	29	29	29
7	38	24	29	29	29	29
8	24	24	24	29	29	29
9	11	24	24	24	24	29
10	10	15	19	24	24	24
11	0	15	10	15	24	24
12	0	0	10	10	15	24
Total	112	131	145	160	174	188

(b) Planned Enrollment (Must Correspond to Budget Worksheet Assumptions)

Grade Level	Number of Students					
	2023	2024	2025	2026	2027	2028
	2024	2025	2026	2027	2028	2029
Pre-K						
K	-	-	-	-	-	-
1	-	-	-	-	-	-
2	-	-	-	-	-	-
3	-	-	-	-	-	-
4	-	-	-	-	-	-
5	-	-	-	-	-	-
6	30	30	30	30	30	30
7	40	25	30	30	30	30
8	25	25	25	30	30	30
9	12	25	25	25	25	30
10	11	15	20	25	25	25
11	-	15	10	15	25	25

Attachment 03 - Enrollment Table

12	-	-	10	10	15	25
Total	118	135	150	165	180	195

(c)Maximum Enrollment (Note: Enrolling more than 10 percent of the planned enrollment described in subsection b will necessitate a charter amendment)

Grade Level	Number of Students					
	2023 2024	2024 2025	2025 2026	2026 2027	2027 2028	2028 2029
Pre-K						
K	-	-	-	-	-	-
1	-	-	-	-	-	-
2	-	-	-	-	-	-
3	-	-	-	-	-	-
4	-	-	-	-	-	-
5	-	-	-	-	-	-
6	32	32	32	32	32	32
7	42	26	32	32	32	32
8	26	26	26	32	32	32
9	13	26	26	26	26	32
10	12	16	21	26	26	26
11	0	16	11	16	26	26
12	0	0	11	11	16	26
Total	125	142	159	175	190	206

Attachment 04 - YWLA Updated Budget

Young Women's Leadership Academy (YWLA)	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
Statewide Base (w/ District Adj)	8,966	9,414	9,536	9,659	9,781	9,904
Total Students (FTEs)	118	135	150	165	180	195
Kindergarten	-	-	-	-	-	-
1st Grade	-	-	-	-	-	-
2nd Grade	-	-	-	-	-	-
3rd Grade	-	-	-	-	-	-
4th Grade	-	-	-	-	-	-
5th Grade	-	-	-	-	-	-
6th Grade	30	30	30	30	30	30
7th Grade	40	25	30	30	30	30
8th Grade	25	25	25	30	30	30
9th Grade	12	25	25	25	25	30
10th Grade	11	15	20	25	25	25
11th Grade	-	15	10	15	25	25
12th Grade	-	-	10	10	15	25
Total Students (FTEs)	118	135	150	165	180	195
Prior Year Numbers	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
SPED Count	7	17	19	21	23	25
EL Count	5	23	26	28	31	33
GATE Count	-	-	-	-	-	-
FRL %	71%	100%	100%	100%	100%	100%
At-Risk Count	-	2	2	2	2	2
Teaching Staff	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
Classroom Teachers	6.00	6.00	7.00	7.00	7.00	7.00
SPED Teachers	1.00	1.00	1.00	1.00	1.00	1.00
Art Teacher	-	-	-	-	-	-
Music	-	-	-	-	-	-
PE Teacher	-	-	-	-	-	-
Technology (STEM)	-	-	-	-	-	-
Spanish / Language	-	-	-	-	-	-
Additional Elective Teachers	0.75	1.00	1.00	1.00	1.00	1.00
Gate Teacher	-	-	-	-	-	-
Total Teaching Staff	7.75	8.00	9.00	9.00	9.00	9.00
Admin & Support	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
Executive Director	-	-	-	-	-	-
Principal	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Principal	-	-	-	-	-	-
ELL Coordinator	-	-	-	-	-	-
Dean	-	-	-	-	-	-
Curriculum Coach	-	-	-	-	-	-
School Counselor / College Bound Initiative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Social Worker/ Mental Health	-	-	-	-	-	-
Office Manager/Banker	1.00	1.00	1.00	1.00	1.00	1.00
Registrar	1.00	1.00	1.00	1.00	1.00	1.00
Clinic Aide/ FASA	-	-	-	-	-	-
Receptionist	-	-	-	-	-	-
Teacher Assistants (SPED Included)	1.00	1.00	1.00	1.00	1.00	1.00
Campus Monitor/Custodian	-	-	-	-	-	-
Cafeteria Manager	1.00	1.00	1.00	1.00	1.00	1.00
Parent Engagement Corrdinator	-	-	-	-	-	-
SPED Facilitator	-	-	-	-	-	-
Speech Pathologist	-	-	-	-	-	-
School Psychologist	-	-	-	-	-	-
OT	-	-	-	-	-	-
School Nurse	-	-	-	-	-	-
College Bound Initiative Coordinator	-	-	-	-	-	-
Other: NSLP staff	-	-	-	-	-	-
Total Admin & Support	6.0	6.0	6.0	6.0	6.0	6.0
Total # Teachers	7.75	8.00	9.00	9.00	9.00	9.00
Total # Admin & Support	6.00	6.00	6.00	6.00	6.00	6.00
Total Staff	13.75	14.00	15.00	15.00	15.00	15.00
Total Salaries & Benefits as % of Expenses						
Instruction Salaries as % of Total Salaries						
Admin & Support Salaries as % of Total Salaries						
Rent as % of Revenue						

Attachment 04 - YWLA Updated Budget

REVENUE	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
State Revenue						
State Base Budget Revenue	1,057,988	1,270,890	1,430,457	1,593,696	1,760,606	1,931,188
ELL Weight	20,170	97,428	108,253	119,079	129,904	140,729
Gifted and Talented Education (GATE)	-	-	-	-	-	-
At-Risk Weight	-	6,588	6,588	6,588	6,588	6,588
Local SPED	-	-	-	-	-	-
SPED Discretionary Unit	26,915	65,280	69,889	74,800	90,667	95,767
Total State Revenues	1,105,073	1,440,186	1,615,188	1,794,163	1,987,765	2,174,272
Federal Revenue						
SPED Funding (Part B)	9,009	21,879	24,310	26,741	29,172	31,603
National School Lunch Program (NSLP) - Breakfast	34,067	54,918	61,020	67,122	73,224	79,326
National School Lunch Program (NSLP) - Lunch	65,874	106,191	117,990	129,789	141,588	153,387
Title I	18,728	20,250	22,500	24,750	27,000	29,250
Title II	7,154	8,000	8,000	8,000	8,000	8,000
Title III	1,239	1,500	1,500	1,500	1,500	1,500
Title IV	-	-	-	-	-	-
Other: Charter School Program (CSP) Grant / Transportation	334,639	44,100	46,305	48,620	51,051	53,604
Total Federal Revenues	470,709	256,838	281,625	306,522	331,535	356,670
Other Revenue						
Interest Income	-	-	-	-	-	-
Donation(s)	-	-	-	-	-	-
Donation(s): Foundation/SANDS	389,085	258,900	257,957	145,954	25,515	-
SGF Revenue	-	-	-	-	-	-
Total Other Revenues	389,085	258,900	257,957	145,954	25,515	-
Total Revenues (consolidated)	1,964,867	1,955,924	2,154,770	2,246,639	2,344,815	2,530,942
Other Sources of Funds						
Use of Beginning Fund Balances	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-
Total Other Sources of Funds	-	-	-	-	-	-
EXPENSES						
Personnel Costs - Unrestricted Salaries						
Executive Director	-	-	-	-	-	-
Principal	110,000	113,300	115,566	117,877	120,235	122,640
Assistant Principal(s)	-	-	-	-	-	-
ELL Coordinator	-	-	-	-	-	-
Dean	-	-	-	-	-	-
Curriculum Coach	-	-	-	-	-	-
School Counselor / College Bound Initiative Coordinator	50,000	51,500	52,530	53,581	54,652	55,745
Social Worker / Mental Health	-	-	-	-	-	-
Teachers Salaries	376,250	399,000	464,000	472,000	480,000	488,000
SPED Teachers	55,000	57,000	58,000	59,000	60,000	61,000
Office Manager/ Registrar / Banker	79,568	81,955	83,594	85,266	86,971	86,971
Secretary & FASA	-	-	-	-	-	-
Instructional Aide(s)	21,600	21,960	22,320	22,680	23,040	23,400
Campus Monitors/Plant Operator	-	-	-	-	-	-
Cafeteria Manager	-	-	-	-	-	-
Total Unrestricted Salaries	692,418	724,715	796,010	810,404	824,898	837,756
Personnel Costs - Restricted Salaries						
SPED Facilitator	-	-	-	-	-	-
Speech Pathologist	-	-	-	-	-	-
School Psychologist	-	-	-	-	-	-
OT	-	-	-	-	-	-
School Nurse	-	-	-	-	-	-
GATE Teacher	-	-	-	-	-	-
National School Lunch Program (NSLP) Staff	24,480	24,840	25,200	25,560	25,920	26,280
On Campus Sub	-	-	-	-	-	-
Total Restricted Salaries	24,480	24,840	25,200	25,560	25,920	26,280
Total Salaries and Wages	716,898	749,555	821,210	835,964	850,818	864,036
PERS - 33.5%	240,161	251,101	275,105	280,048	285,024	289,452
Insurances/Employment Taxes/Other Benefits	88,709	104,938	117,022	123,305	125,496	129,605
Retention	12,688	11,945	12,935	12,935	12,935	12,935
Holiday	2,219	2,375	2,500	2,500	2,500	2,500
Stipend	-	-	-	-	-	-
Additional Bonuses	-	-	-	-	-	-
Tuition Reimbursements	5,000	5,000	5,000	5,000	5,000	5,000
Subst. Teachers (10 days/Teacher)	15,771	16,280	18,315	18,315	18,315	18,315
Total Benefits and Related	364,547	391,639	430,878	442,103	449,270	457,808
Total Payroll / Benefits and Related	1,081,445	1,141,194	1,252,088	1,278,067	1,300,088	1,321,844
Material Equipment and Supplies						
Consumables	30,545	27,675	30,750	33,825	36,900	39,975
Dual Enrollment - College Bound Initiative	5,000	5,000	5,000	5,000	7,500	12,500
Curriculum/Tech/Furniture	197,823	-	-	-	-	-
Office Supplies	3,540	4,050	4,500	4,950	5,400	5,850
Classroom Supplies	4,720	5,400	6,000	6,600	7,200	7,800
Copier Supplies	1,180	1,350	1,500	1,650	1,800	1,950
Nursing Supplies	944	1,080	1,200	1,320	1,440	1,560
SPED Supplies	1,050	2,550	2,833	3,117	3,400	3,683
Athletics/Extra	7,500	7,500	7,500	10,000	15,000	20,000
Custodial Supplies	6,705	6,075	6,750	7,425	8,100	8,775
Total Material Equipment and Supplies	259,007	60,680	66,033	73,887	86,740	102,093

Attachment 04 - YWLA Updated Budget

Purchased Services	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
Contracted Services: Other Professional Services	6,000	8,000	12,000	12,360	12,720	13,080
Contracted Services: SPED	55,460	64,125	72,000	80,025	88,200	97,500
Contracted Services: Student Transportation	60,000	63,000	66,150	69,458	72,930	76,577
Contracted Services:	-	-	-	-	-	-
Management Fee (Academica Nevada)	58,410	66,825	74,250	81,675	89,100	96,525
Payroll Services	7,773	8,162	8,570	8,998	9,448	9,921
Audit/Tax	56,500	59,325	62,291	65,406	68,676	72,110
Legal Fees	1,500	5,500	5,500	5,500	5,500	5,500
IT Services	6,620	7,470	8,220	8,970	9,720	10,470
IT Set-up Fees	10,884	15,000	15,000	15,000	15,000	15,000
State Administrative Fee	13,477	17,186	19,316	21,492	23,714	25,981
Affiliation Fee - Student Leadership Network	10,000	10,500	11,000	11,500	12,000	12,500
Affiliation Fee - Professional Development	-	-	-	-	-	-
Professional Development	13,683	12,677	13,076	13,484	18,303	19,156
Total Purchased Services	300,307	337,770	367,373	393,868	425,311	454,320
General Operations	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
Telephone	6,000	6,180	6,365	6,556	6,753	6,956
Internet	7,000	7,210	7,426	7,649	7,879	8,115
Cell Phones	-	-	-	-	-	-
Postage	750	1,000	1,000	1,000	1,000	1,000
Website	5,500	5,665	5,835	6,010	6,190	6,376
Copier / Printing	24,000	25,440	26,966	28,584	30,299	31,208
Infinite Campus	8,783	8,838	8,875	8,913	8,950	8,988
Property Insurance	10,416	11,041	11,703	12,406	13,150	13,939
Liability Insurance	9,114	9,661	10,240	10,855	11,506	12,197
Other Insurances	13,020	13,801	14,629	15,507	16,437	17,424
NSLP - Breakfast	36,178	58,320	64,800	71,280	77,760	84,240
NSLP - Lunch	56,528	91,125	101,250	111,375	121,500	131,625
Advertising/Marketing	5,000	5,000	5,000	5,000	5,000	5,000
Travel	500	1,500	1,500	1,500	1,500	1,500
Background and Fingerprinting	900	1,200	1,200	1,200	1,200	1,200
Dues and Fees	5,500	5,000	10,000	10,000	10,000	10,000
Prior Year Surplus allocated by board	-	-	-	-	-	-
Graduation	-	-	5,000	5,000	5,000	5,000
Loan Repayments	-	-	-	-	-	-
Cap Lease - Interest	-	-	-	-	-	-
Cap Lease - Principal	-	-	-	-	-	-
Cap Lease - Buyout	-	-	-	-	-	-
SGF Expenditures	-	-	-	-	-	-
Misc Purchases	7,000	10,000	10,000	10,000	10,000	10,000
Contingencies	-	-	-	-	-	-
Total Other	196,188	260,981	291,791	312,835	334,125	354,767
Facilities	23-24 (FY24)	24-25 (FY25)	25-26 (FY26)	26-27 (FY27)	27-28 (FY28)	28-29 (FY29)
Public Utilities (Electricity)	30,000	44,000	45,320	46,680	48,080	49,522
Natural Gas	720	800	824	849	874	900
Water / Sewer	7,200	11,000	11,330	11,670	12,020	12,381
Garbage/Disposal	3,000	4,000	4,120	4,244	4,371	4,502
Fire and Security alarms	1,000	1,000	1,030	1,061	1,093	1,126
Contracted Janitorial Services	12,000	12,000	12,360	12,731	13,113	13,506
Facility Maintenance/Repairs/Capital Outlay	12,500	12,500	15,000	15,000	15,000	15,000
Snow removal	-	-	-	-	-	-
Lawn Care	-	-	-	-	-	-
AC Maintenance & Repair	2,500	2,500	5,000	5,000	5,000	5,000
Total Facilities	68,920	87,800	94,984	97,234	99,551	101,937
Total Expenses Before Bldg	1,905,867	1,888,424	2,072,270	2,155,889	2,245,815	2,334,960
Scheduled Lease Payment	59,000	67,500	82,500	90,750	99,000	117,975
Scheduled Bond Payment - Principal	-	-	-	-	-	-
Scheduled Bond Payment - Interest	-	-	-	-	-	-
HOA/Parking/ Other	-	-	-	-	-	-
Surplus (Revenues-Total Expenses-Lease-Bond)	0	(0)	(0)	(0)	0	78,006
	0.00%	0.00%	0.00%	0.00%	0.00%	3.08%

Young Women's Leadership Academy (YWLA)

23-24 (FY24) 24-25 (FY25) 25-26 (FY26) 26-27 (FY27) 27-28 (FY28) 28-29 (FY29)

**Young Women’s Leadership Academy (YWLA)
Budget Narrative**

The following narrative provides an overview of YWLA projected revenue and expenses.

Revenue

Per-Pupil Revenue:

The budget created for YWLA includes the per-pupil revenue assumption of \$8,966 for the 2023-2024 fiscal year of operation. Assumption of \$8,966 was based on the adjusted per pupil funding amount in Clark County shown in the following table found in Senate Bill No. 503:

5. For each charter school or university school for profoundly gifted pupils, the statewide base per pupil funding amount for each pupil enrolled full-time in a program of distance education provided by such a school in Fiscal Year 2023-2024 is \$8,966. For each charter school or university school for profoundly gifted pupils which provides in-person instruction in each of the respective counties, the adjusted base per pupil funding amount for Fiscal Year 2023-2024, before application of the appropriate attendance area adjustment, is:

Carson City	\$8,966
Churchill	\$8,966
Clark	\$8,966
Douglas	\$8,966
Elko	\$8,966
Esmeralda	\$8,966
Eureka	\$8,966
Humboldt	\$8,966
Lander	\$8,966
Lincoln	\$8,966
Lyon	\$8,966
Mineral	\$8,966
Nye	\$8,966
Pershing	\$8,966
Storey	\$8,966
Washoe	\$8,966
White Pine	\$8,966

National School Lunch Program (NSLP):

The budget created YWLA includes an assumptive NSLP reimbursement rate of \$4.3 per eligible student for lunch and \$2.26 per eligible student for breakfast, for 180 school days. The National School Lunch Program is a federally assisted meal program that provides nutritionally balanced, low-cost, or free lunches to children each day.

Special Education Funding (Part B):

Anticipated \$1,287 per SPED student – Revenue is budgeted based upon prior year SPED counts which take place in October of each year. Student SPED counts are budgeted on the current actual percentage of SPED students

SPED Discretionary Unit:

Anticipated \$3,845 per SPED student – Revenue is budgeted based upon prior year SPED counts.

Attachment 05 - Budget Narrative

English Language Learner (ELL) Weight:

Anticipated \$4,034 per ELL student – Revenue is budgeted based upon prior year ELL counts. Student ELL counts are budgeted on actual ELL student enrollment. ELL per pupil funding amount is obtained by utilizing the 23-24 statewide base of \$8,966 multiplied by the ELL weight multiplier of 0.45 (figures located in SB503).

At-Risk [Free and Reduced Lunch (FRL)] Weight:

Anticipated \$3,138 per FRL student – Revenue is budgeted based upon prior year FRL counts. Student FRL counts are budgeted on actual FRL student enrollment. FRL per pupil funding amount is obtained by utilizing the 23-24 statewide base of \$8,966 multiplied by the at-risk weight multiplier of 0.35 (figures located in SB503).

Expenses

Expense Categories:

1. Personnel	pg. 2
2. Benefits	pg. 4
3. Payroll Services	pg. 4
4. Contractual	pg. 4
5. Contracted Services	pg. 5
6. Equipment	pg. 6
7. Supplies	pg. 6
8. Facility	pg. 6
9. Insurance	pg. 7
10. National School Lunch Program (NSLP)	pg. 7
11. Travel	pg. 7
12. Accounting, Audit, Legal Fees	pg. 7
13. Technology	pg. 7
14. Other	pg. 8

Personnel:

Approx. 36.94% of the budget (Year 1 – Year 6)

YWLA is estimated to have a total staff of 13.75 during the 2023-2024 fiscal year of operation. This includes 7.75 total teachers and 6 total administrative and support staff, with an estimated enrollment of 118 students. By Year 6, YWLA is projected to expand to a total staff of 15, with a total student enrollment of 195. Below are the anticipated staffing positions with the estimated starting salary for each position:

Principal - \$110,000/year – Develop/Implement policies, programs, curriculum activities, and budgets in a manner that promotes the educational development of each student and the professional development of each staff member.

Assistant Principal - \$80,000/year – Develop/implement the total school program by assisting the principal in the overall running of the school.

Attachment 05 - Budget Narrative

Counselor - \$50,000/year – *Act as advocates for students’ well-being, and as valuable resources for their educational advancement.*

Curriculum Coach - \$60,000/year – *Serves as a content specialist to assist in the development and implementation of campus instructional plans.*

ELL Coordinator - \$60,000/year – *Serves as a content specialist, providing leadership in the development, coordination, and support of curriculum, instruction, assessment, and professional learning, as well as management of ELL program protocols/procedures.*

Classroom Teachers (Core) - \$55,000/year – *Prepare and educate students for the world by creating lesson plans and tracking student progress to ensure academic goals are met.*

Classroom Teachers (Special) - \$55,000/year – *Prepare and educate students for the world by creating lesson plans and tracking student progress to ensure academic goals are met.*

Special Ed. Teachers - \$55,000/year – *Prepare and educate students with a wide range of learning disabilities by adapting general lesson plans and tracking student progress to ensure academic goals are met.*

Speech Pathologist - \$60,000/year – *Diagnose and treat students with a wide range of vocal and cognitive communication impairments, helping with the emotional issues that come with that, tracking student progress to ensure academic goals are met.*

Office Manager - \$40,000/year – *Ensures the smooth running of day-to-day office operations by organizing and coordinating administrative duties and procedures.*

Registrar - \$40,000/year – *Responsible for maintaining student records; includes processing student enrollment, transfers, and withdrawals.*

Teacher Assistants - \$15.00/hour – *Reinforce lessons presented by teachers, as well as assist teachers with recordkeeping.*

Clinic Aide - \$15.00/hour – *Renders basic first aid to students and performs health-related records/data file management duties.*

Receptionist - \$15.00/hour – *Greet visitors, parents, and students, while facilitating communication within the school and assuring records and schedules are kept up to date.*

Campus Monitor/Custodian - \$15.00/hour – *Supervise/Monitor students on school grounds while enforcing appropriate student behavior and ensuring school safety.*

Cafeteria Manager - \$15.00/hour – *Responsible for planning, managing, and supervising a small food service facility (cafeteria).*

Below are the anticipated staffing needs/costs each year:

School Staff						
Principals	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Principals	-	-	-	-	-	-
Dean / School Counselor	1.0	1.0	1.0	1.0	1.0	1.0
Curriculum/Instructional Coach	-	-	-	-	-	-
SPED Facilitator / Speech Psychologist	-	-	-	-	-	-

Attachment 05 - Budget Narrative

Classroom Teachers (Core Subjects)	6.0	6.0	7.0	7.0	7.0	7.0
Classroom Teachers (Specials)	0.75	1.0	1.0	1.0	1.0	1.0
Special Education Teachers	1.0	1.0	1.0	1.0	1.0	1.0
EL Coordinator	-	-	-	-	-	-
School Nurse	-	-	-	-	-	-
Office Manager	1.0	1.0	1.0	1.0	1.0	1.0
Registrar	1.0	1.0	1.0	1.0	1.0	1.0
Receptionist / Clinic Aide FASA	-	-	-	-	-	-
Instructional Aide(s)	1.0	1.0	1.0	1.0	1.0	1.0
School Operations Support Staff	1.0	1.0	1.0	1.0	1.0	1.0
Total FTEs at School	13.8	14.0	15.0	15.0	15.0	15.0

**All salaries are expected to increase by 2.00% each year.*

**Additional staff positions will be added in the following years based on school growth.*

Benefits:

Approx. 18.54% of the budget (Year 1 – Year 6)

Employee benefits will cover all employees except for substitute teachers and other contracted services as they are not employed by the school. Employee benefits include, but are not limited to, the following:

- PERS (Retirement)
- Medicare
- Workers Comp
- Medical/Dental/Vision/Life/Disability

These expenses are figured at approximately 45.87 of salaries in the 23-24 school year, increasing each subsequent year thereafter. Using the total cost of salaries each year from the personnel chart above, the anticipated cost of employee benefits each year is as followed:

Payroll Services:

Approx. 0.40% of the budget (Year 1 – Year 6)

The cost of payroll services is assumed based upon the figures provided by other charter schools working with Academica Nevada. It costs \$20.83 per employee per month to process payroll, bringing us to an annual total cost of \$250 per employee. Includes a cushion for potential overages.

Contractual:

Approx. 4.73% of the budget (Year 1 – Year 6)

Academica Nevada Management Fee – \$495 per student – Academica Nevada is an Educational Management Service Provider whose services to YWLA shall include, but may not be limited to, the following:

- Identification, design, and procurement of facilities and equipment
- Staffing recommendations and human resource coordination

Attachment 05 - Budget Narrative

- Regulatory compliance and state reporting
- Legal and corporate upkeep
- Public relations and marketing
- The maintenance of the books and records of the charter school
- Bookkeeping, budgeting, and financial forecasting

Contracted Services:

Approx. 7.86% of the budget (Year 1 – Year 6)

Data Analyst Contracted Services – \$6,000 each for Middle & High School. The Data Analyst maintains accurate data files of student achievement and works with site-based staff to interpret the data and plan for improved instructions. Essential duties include:

- Analyze and prepare reports from local, state, and national assessment data as it relates to individual's student performance and school improvement.
- Develop and maintain historical student and school data files to monitor track performance.
- Interpret and review assessment data with administrators and teachers; support the planning of action steps.
- Compile data from multiple assessments to develop student, subject, grade-level, or school achievement profiles.
- Work with staff in schools in one-on-one and group settings to conduct training in the use of data to improve student results.

Special Education Contracted Services – Anticipated expense of \$470 per student for the 23-24 school year, increasing incrementally as student enrollment increases. Special Education Contracted Services include speech therapy, occupational therapy, physical therapy, nursing, and psychological services. The budgeted expenses are based on the charter schools Academics Nevada works closely with.

Student Leadership Network - \$10,000/annually – Student Leadership Network's college access programs are a critical first step towards closing what is commonly referred to as the "degree divide". College success programs address additional roadblocks on the road through college to ensure students have the support and resources to succeed in college and go on to lead successful lives.

Substitute Teachers - \$185/day – *Manage the learning environment while providing instruction in the absence of a classroom teacher.* (10 days per teacher) YWLA will contract with a staffing agency for substitute teachers. Pricing is based on the rates given by Kelly Educational Staffing, an experienced provider of substitute teachers nationwide, who has and is currently serving charter schools similar in size of the proposed charter. The substitute teacher services provided, which include educational staffing and placement needs, are conservatively priced at \$185 per day, for 10 days per teacher.

Attachment 05 - Budget Narrative

Equipment:

Approx. 2.95% of the budget (Year 1 – Year 6)

Instructional Equipment / Computers / Furniture / Fixtures - As mentioned above under anticipated revenue, YWLA will receive a donation from the Sands Corporation & funds from there awarded CSP grant, throughout Years 1-6, for technology, curriculum, furniture, fixtures, and equipment (FF&E). YWLA budgets \$1,200 per student to outfit the entire school.

Copier/Printing – copier lease at a rate of \$24,200 in the 23-24 fiscal year of operating, increasing incrementally each year. Includes a cushion to account for overages in printing, which will also incrementally increase as student enrollment increases.

Supplies:

Approx. 3.41% of the budget (Year 1 – Year 6)

Consumables – \$205 per student except for the first year of operation where most of the materials are incorporated into the FFE Lease. This includes items that can't be used more than once or by multiple students (i.e. workbooks).

Office Supplies – \$30 per student – utilized by administrative staff.

Classroom Supplies – \$40 per student – utilized by teaching staff.

Copier Supplies – \$10 per student

Nursing Supplies – \$8 per student

SPED Supplies – \$150 per SPED student– utilized by SPED teaching staff.

Custodial Supplies - \$45 per student

Facility:

Approx. 8.08% of the budget (Year 1 – Year 6)

Scheduled Lease Payment (rent) – Current lease rate at YWLA is \$500 per student. Once YWLA outgrows the current facility. The facility allows for necessary classrooms, computer labs, science labs, multi-purpose room, and office space needed.

Public Utilities (electricity, gas, water, sewer, trash) – Utility expenses have a direct correlation to the size and student population of a school; as student enrollment increases, public utilities increase as well. YWLA is budgeting roughly \$41,000 in the 23-24 fiscal year of operation for public utilities, increasing incrementally as student enrollment increases.

Contracted Janitorial – Approximately \$0.12 per sq. ft. per month (rate at which the charter schools working with Academica Nevada pay as of right now), including a cushion for any major/miscellaneous janitorial expenses. Amount budgeted is based on what similar charter schools working with Academica are paying for janitorial expenses.

Facility Maintenance – basic facility maintenance of \$12,500 in 2023-2024, increasing gradually as student enrollment increases and to account for general facility wear and tear.

AC Maintenance & Repair – Assumption of \$2,500 in 2023-2024, increasing as student enrollment increases and to account for general AC wear and tear.

Attachment 05 - Budget Narrative

Fire & Security Alarms - Assumption of \$1,000 in 2023-2024, based on the actual expenses. Increasing by 5% each subsequent year thereafter.

Insurance:

Approx. 1.73% of the budget (Year 1 – Year 6)

Facility/School Insurance - \$32,550 annually - based upon actual figures. Increasing incrementally each year.

National School Lunch Program (NSLP):

Approx. 7.58% of the budget (Year 1 – Year 6)

YWLA anticipates 100% of the student population will qualify for free and reduced lunch. Standard kitchen equipment is factored into the amount of the anticipated building space and may include up to an oven, warming cabinet, double door refrigerator, and single door freezer. These items are included in the schools anticipated FFE lease mentioned in more detail in the subsection above. Additional start-up expenses may include food thermometers, a prep table, oven mitts, single use gloves, and other kitchen supplies. Administrative costs are minimal and may include a date-stamp, envelopes, and mailing stamps. The school will seek to contract with a Vendor to prepare specified meals under the National School Lunch Program (NSLP). The school will administer the application process for all free and reduced-price meals and will submit claims for reimbursement to the state. The budget assumes an expense rate of \$3.75 per student for lunch and \$2.40 per student for breakfast, for 180 school days.

Travel:

Approx. 0.06% of the budget (Year 1 – Year 6)

Travel costs associated with recruitment and staff development are estimated to be \$500 annually.

Accounting, Audit, and Legal Fees:

Approx. 3.15% of the budget (Year 1 – Year 6)

Audit/Accounting – YWLA has contracted Forvis to provide YWLA's annual audit. The auditing services provided, which include the auditing of school finances for annual reporting, IRS reporting, and legal compliance; are priced at \$56,500 per year.

Legal Fees – YWLA has budgeted \$1,500 for legal services in 23-24 increasing to \$5,500 each year after.

Technology:

Approx. 2.37% of the budget (Year 1 – Year 6)

Intellatek IT Monthly Services - IT services will include set-up and continual maintenance / monitoring of computers, server, network, firewall, and other technology related hardware. For continual maintenance/monitoring of technology related hardware for the school, a fee of \$4.16 per month per student is necessary to ensure quality work is being done and the needs of the school are being met taking into consideration enrollment growth (equates to \$50.00 per year per student).

Intellatek IT Set-up Fees – Intellatek's initial start-up fee is dependent on how much new equipment is acquired by the school and/or if a school is opening for the first time. The initial start-up fee can be as high as \$15,000 per year and as low as \$5,000 per year. The budget reflects this variance and

Attachment 05 - Budget Narrative

takes into consideration how much new equipment the school is anticipated to need in its first year of operation and each year after.

Infinite Campus - \$2.50 per student plus \$8,500 recurring expense each year. Infinite campus is an education software utilized by both the faculty of the school and parents/guardians of the students.

Website - \$5,500 annual expense each year

Telephone/Internet/Communications- annual anticipated contract expense of \$13,000 in the 2023-2024 fiscal year of operation for phone/internet connection, incrementally increasing as student enrollment increases.

Other:

Approx. 2.20% of the budget (Year 1 – Year 6)

State Administrative Fee - 1.25% of DSA revenue – the state charges 1.25% of DSA revenue for the state sponsor fee.

Tuition Reimbursement – Employee benefits in which the school pays all, or a portion, of an employee's tuition for coursework and/or training. \$5,000 in 2023-2024, incrementally increasing each year as the staff population begins to grow.

Dues and Fees - Assumption of \$5,500 in 2023-2024, incrementally increasing each year as the student population begins to grow.

Postage – Projected annual expense of \$1,000 annually.

Background and Fingerprinting - \$60 per new employee

Miscellaneous Expenses (Other Purchases) – Estimate of \$7,000 per year for miscellaneous expenses that may arise throughout the year.

Marketing/Advertising – YWLA will market via multiple modes to ensure that all families are informed of their educational options. The marketing campaign includes, but may not be limited to, the following: school website, social media such as Facebook, flyers, direct mailers, advertisements in varying English and Spanish media, building relationships with community groups, and a door-to-door approach.



NOTICE OF PUBLIC MEETING of the Board of Directors of Young Women's Leadership Academy of Las Vegas

NOTICE IS HEREBY GIVEN THAT THE BOARD OF DIRECTORS OF YOUNG WOMEN'S LEADERSHIP ACADEMY OF LAS VEGAS, A PUBLIC CHARTER SCHOOL, WILL CONDUCT A PUBLIC MEETING ON FEBRUARY 15, 2024 BEGINNING AT 2:30 P.M. VIA ZOOM WEBINAR. THE PUBLIC IS INVITED TO ATTEND.

JOIN ZOOM WEBINAR:

<https://us02web.zoom.us/j/81614000025> or via phone +16694449171 +16699009128
Webinar ID: 816 1400 0025

ATTACHED HERETO IS AN AGENDA OF ALL ITEMS SCHEDULED TO BE CONSIDERED.

PLEASE NOTE: THE BOARD OF DIRECTORS OF YOUNG WOMEN'S LEADERSHIP ACADEMY MAY 1) TAKE AGENDA ITEMS OUT OF ORDER; 2) COMBINE TWO OR MORE ITEMS FOR CONSIDERATION; OR 3) REMOVE AN ITEM FROM THE AGENDA OR DELAY DISCUSSION RELATED TO AN ITEM AT ANY TIME.

REASONABLE EFFORTS WILL BE MADE TO ASSIST AND ACCOMMODATE PHYSICALLY DISABLED PERSONS DESIRING TO ATTEND OR PARTICIPATE AT THE MEETING. ANY PERSONS REQUIRING ASSISTANCE MAY CONTACT DENA THOMPSON AT (702) 431-6260 OR DENA.THOMPSON@ACADEMICANV.COM AT LEAST TWO BUSINESS DAYS IN ADVANCE SO THAT ARRANGEMENTS MAY BE MADE.

DENA THOMPSON IS THE CONTACT PERSON FOR THE MEETING AGENDA, SUPPORT MATERIALS, AND MINUTES. THE SUPPORT MATERIALS ARE AVAILABLE VIA EMAIL AT DENA.THOMPSON@ACADEMICANV.COM, BY VISITING THE SCHOOL'S WEBSITE AT [HTTPS://WWW.YWLALV.ORG/](https://www.ywla.lv.org/), OR AT 6630 SURREY ST., LAS VEGAS, NV 89119. FOR COPIES OF THE MEETING AUDIO, PLEASE EMAIL DENA.THOMPSON@ACADEMICANV.COM.

PUBLIC COMMENT MAY BE LIMITED TO THREE MINUTES PER PERSON AT THE DISCRETION OF THE CHAIRPERSON. TO MAKE A PUBLIC COMMENT DURING THE ZOOM WEBINAR, PLEASE USE THE 'RAISE HAND' FUNCTION WHEN DIRECTED.

Attachment 01 - YWLA Board Agenda & Meeting Minutes



The Young Women's Leadership Academy (YWLA) was established to nurture the intellectual curiosity and creativity of young women and to address their development needs. We cultivate dynamic, participatory learning, enabling students to experience great success at many levels, especially in the fields of math, science, and technology. Students are encouraged to achieve their personal best in and out of the classroom. YWLA strives to work with families and instill in the students a sense of community, responsibility, and ethical principles of behavior – characteristics that will help make them become leaders of their generation.

BOARD OF DIRECTORS

GUNLEK RUDER – Board Chair

ZAC HUDSON – Board Secretary

OLIVIA CARBAJAL – Board Treasurer

ROBERT GOLDSTEIN – Board Member

ALEX BERNAL – Board Member

WHITNEY MCINTOSH – Principal

SARAH BOLDIN – Student Leadership Network

ANNUAL MEETING OF THE BOARD OF DIRECTORS

FEBRUARY 15, 2024

AGENDA

1. OPENING EXERCISES

a. **CALL MEETING TO ORDER AND ROLL CALL**

2. PUBLIC COMMENT

(NO ACTION MAY BE TAKEN ON A MATTER RAISED UNDER THIS ITEM OF THE AGENDA UNTIL THE MATTER ITSELF HAS BEEN SPECIFICALLY INCLUDED ON AN AGENDA AS AN ITEM UPON WHICH ACTION WILL BE TAKEN.)

Attachment 01 - YWLA Board Agenda & Meeting Minutes



Young Women's
Leadership Academy
OF LAS VEGAS

3. CONSENT AGENDA (FOR POSSIBLE ACTION) *(ALL ITEMS LISTED UNDER THE CONSENT AGENDA ARE CONSIDERED ROUTINE AND WILL BE ENACTED BY ONE MOTION, THERE WILL BE NO SEPARATE DISCUSSION OF THESE ITEMS UNLESS A BOARD MEMBER OR MEMBER OF THE PUBLIC SO REQUESTS, IN WHICH CASE THEY ITEM(S) WILL BE REMOVED FROM THE CONSENT AGENDA AND CONSIDERED ALONG WITH THE REGULAR ORDER OF BUSINESS.)*

- a. APPROVAL OF MINUTES FROM THE DECEMBER 19, 2023 BOARD MEETING

4. ACTION & DISCUSSION ITEMS *(ACTION MAY BE TAKEN ON THOSE ITEMS DENOTED "FOR POSSIBLE ACTION")*

- a. INTERVIEW AND ELECTION OF NEW BOARD MEMBER(S) (FOR POSSIBLE ACTION)
- b. ANNUAL ELECTION OF BOARD OFFICERS (FOR POSSIBLE ACTION)
- c. SCHOOL LEADER UPDATE BY PRINCIPAL McINTOSH (FOR DISCUSSION)
- d. MARKETING UPDATE (FOR DISCUSSION)
- e. FACILITIES UPDATE (FOR DISCUSSION)
- f. REVIEW AND APPROVAL OF THE YWLA ACADEMIC CALENDAR FOR THE 2024/2025 SCHOOL YEAR (FOR POSSIBLE ACTION)
- g. FINANCIAL PERFORMANCE (FOR DISCUSSION)
- h. REVIEW AND POSSIBLE APPROVAL OF THE CHARTER AMENDMENT APPLICATION AND GOOD CAUSE EXEMPTION LETTER TO REDUCE ENROLLMENT CAP (FOR POSSIBLE ACTION)
- i. REVIEW AND APPROVAL OF THE GRADE-LEVEL MAXIMUM ENROLLMENT FOR THE 2024/2025 SCHOOL YEAR (FOR POSSIBLE ACTION)

5. ANNOUNCEMENTS AND NOTIFICATIONS

6. PUBLIC COMMENT

(NO ACTION MAY BE TAKEN ON A MATTER RAISED UNDER THIS ITEM OF THE AGENDA UNTIL THE MATTER ITSELF HAS BEEN SPECIFICALLY INCLUDED ON AN AGENDA AS AN ITEM UPON WHICH ACTION WILL BE TAKEN.)

7. ADJOURN MEETING

THIS NOTICE AND AGENDA HAS BEEN POSTED ON OR BEFORE 9 A.M. ON THE THIRD WORKING DAY BEFORE THE MEETING AT THE FOLLOWING LOCATIONS:

- 1) [HTTPS://WWW.YWLALASVEGAS.ORG](https://www.ywlaLasVegas.org)
- 2) 3415 S. MOJAVE RD., LAS VEGAS, NV 89121
- 3) [HTTPS://NOTICE.NV.GOV/](https://NOTICE.NV.GOV/)

Attachment 01 - YWLA Board Agenda & Meeting Minutes

MINUTES
OF THE MEETING OF THE
YOUNG WOMEN'S LEADERSHIP ACADEMY
BOARD OF DIRECTORS
FEBRUARY 15, 2024

The Board of Directors of Young Women's Leadership Academy held a public meeting on February 15, 2024 at 2:30 p.m. via Zoom meeting.

1. CALL MEETING TO ORDER AND ROLL CALL

The meeting was called to order by Member Ruder at 2:31 p.m. Present were Board members Gunlek Ruder, Zac Hudson, Olivia Carbajal, and Robert Goldstein.

Also present were Principal Whitney McIntosh, Yesenia Bonaventure, Jaalah Lewis, and Student Leadership Network representative Sara Boldin; as well as Paige Jeffries and Dave Blodgett with Bright Yellow Line. Academica representatives Paul Ballou, Courtney Lichtenwalner, Gil Cuevas, Sheri Cooper, and Paul Ballou were also in attendance.

2. PUBLIC COMMENT

There was no public comment.

3. CONSENT AGENDA

a. APPROVAL OF MINUTES FROM THE DECEMBER 19, 2023 BOARD MEETING

MEMBER HUDSON MOVED TO APPROVE THE CONSENT AGENDA. MEMBER CARBAJAL SECONDED THE MOTION, AND THE BOARD VOTED UNANIMOUSLY TO APPROVE.

4. ACTION & DISCUSSION ITEMS

a. INTERVIEW AND ELECTION OF NEW BOARD MEMBER(S)

Member Ruder stated that preliminary interviews would take place during the following week, with candidates presented during the March 2024 board meeting.

This item was tabled.

b. ANNUAL ELECTION OF BOARD OFFICERS

This item was tabled.

c. SCHOOL LEADER UPDATE BY PRINCIPAL MCINTOSH

Principal Whitney McIntosh addressed the Board and provided an update on various activities at YWLA.

d. MARKETING UPDATE

Ms. Courtney Lichtenwalner addressed the Board and provided an update on marketing efforts for YWLA.

Attachment 01 - YWLA Board Agenda & Meeting Minutes

e. FACILITIES UPDATE

Mr. Gil Cuevas addressed the Board and provided a facilities update.

f. REVIEW AND APPROVAL OF THE YWLA ACADEMIC CALENDAR FOR THE 2024/2025 SCHOOL YEAR

Principal McIntosh reviewed the academic calendar for the 2024/2025 school year, noting that it aligned closely with the Clark County School District calendar.

MEMBER HUDSON MOVED TO APPROVE THE 2024/2025 ACADEMIC SCHOOL CALENDAR. MEMBER CARBAJAL SECONDED THE MOTION, AND THE BOARD VOTED UNANIMOUSLY TO APPROVE.

g. FINANCIAL PERFORMANCE

Ms. Sheri Cooper addressed the Board and provided an overview of the YWLA financial performance as of December 2023.

h. REVIEW AND POSSIBLE APPROVAL OF THE CHARTER AMENDMENT APPLICATION AND GOOD CAUSE EXEMPTION LETTER TO REDUCE ENROLLMENT CAP

Mr. Paul Ballou addressed the Board, explaining that when YWLA reduced enrollment projections for the 2022/2023 school year, they had not accounted for projections for the 2023/2024 and future years. The State Public Charter School Authority (SPCSA) notified YWLA that enrollment was over 10% below the authorized number. Consequently, the SPCSA requested an amendment application to decrease enrollment. Mr. Matt Padron assisted in creating a budget for the application. Member Ruder confirmed that the current enrollment was 100 students. Mr. Ballou clarified that the budget was based on the average daily enrollment (ADE) from all four quarters, which equated to 118 students. He then outlined conservative enrollment projections for subsequent years, anticipating the addition of 11th and 12th grades.

MEMBER GOLDSTEIN MOVED TO APPROVE THE CHARTER AMENDMENT APPLICATION AND GOOD CAUSE EXEMPTION LETTER TO REDUCE THE ENROLLMENT CAP. MEMBER HUDSON SECONDED THE MOTION, AND THE BOARD VOTED UNANIMOUSLY TO APPROVE.

i. REVIEW AND APPROVAL OF THE GRADE-LEVEL MAXIMUM ENROLLMENT FOR THE 2024/2025 SCHOOL YEAR

5. ANNOUNCEMENTS AND NOTIFICATIONS

There were no announcements.

6. PUBLIC COMMENT

There was no public comment.

7. ADJOURN MEETING

THE MEETING WAS ADJOURNED AT 3:50 P.M.

APPROVED ON:

SECRETARY OF THE BOARD OF DIRECTORS
YOUNG WOMEN'S LEADERSHIP ACADEMY