

Eagle Nevada's response to SPCSA's email: "Clarifying Questions re: Eagle Amendment"

Overview: Eagle Nevada would like to highlight one component of our initial response. The "soft support" bullet points defined in the RFA were drafted to capture the intangible supports that could have been attributed to a management company were a services agreement to be executed. Specifically, this is a response to the SPCSA staff's example comment that (paraphrasing): *Although it is clear that the curriculum is not proprietary, what are the other impacts that should be considered when replacing services initially tasked to the management company?* In that spirit, the "soft support" line items are meant to acknowledge tasks that ECS likely would have been able to advise on. These are not support services currently being promised by ECS and as detailed below, Eagle Nevada has an alternate plan to account for needed services.

- *Page 5 notes that there is a data team that has/will be established. Other than the incoming principal, who is part of the data team?*

Eagle Nevada's Response: The "data team" reference on page 5 refers to the soft support that partnering with a management agreement may have provided. Had ECS been engaged, their "data team" would have had access to historical network/model data trends, and comparison of data trends across existing Eagle campuses could potentially add value to data and trend analysis. Looking forward, as is typical with other schools, Eagle Nevada will analyze student growth and performance on individual, subgroup, cohort, and national levels and will use this data to inform instruction.

Expanding on this question, Eagle Nevada's data collection and analysis will be led by the COO with support, if necessary, of a 3rd party data analyst (as outlined on page 6 of RFA Attachment 1). This data informs instructional staff as they lead monthly data meetings with Eagle Nevada staff, parents, and students. This data feedback loop is unchanged from our charter application.

- *The amendment application notes many items that have been committed by Eagle Charter Schools (CMO). Below is a list of items SPCSA staff has noted within the submission that the local expects to receive from ECS:*

1. *STEAM curriculum – deliverables and reviews implementation (5)*
2. *Professional development available to the school leader, including tours and the resource of DC leadership (6)*
3. *Academic and data support – possibly through Kathy McKeon (7)*
4. *At-risk student services and supports (8)*
5. *Leadership training and support (10-11)*

Please clarify if ECS has formally committed to each of these activities and if there are any compensation/costs associated with these commitments. If available, provide written evidence of the commitments, including documentation regarding any compensation/costs. Restate access and curriculum for free.

Eagle Nevada’s Response: Restating our point of clarification, this list includes excerpts from the “soft support” bullet points that were drafted to capture expected advice from ECS if a management agreement were signed. In our RFA submittal, the #2’s (Eagle Nevada’s Response and Solution) for the ten discussion topics were drafted to outline how Eagle Nevada will address the hard deliverables and those soft supports.

Specific to this list, ECS has agreed to provide access to both the STEAM curriculum and to the Eagle PCS campuses in Washington DC (for observations and peer-to-peer relationship building and support) at no cost. Costs associated with contracting with academic or data experts (including potentially Kathy McKeon), travel to and from Washington DC, and additional professional development (for MTSS, instructional, leadership, etc.) are the responsibility of Eagle Nevada. Additional funding for multiple professional development avenues, a third-party curriculum/instructional expert, and a third-party data analyst have been re-allocated given the elimination of the management fee.

Looking at the big picture, ECS has committed to be a knowledge resource and a partner with Eagle Nevada; effectively sharing resources and opening their doors to offer collaboration and support opportunities. Any formal services provided by ECS (or any Eagle DC staff members) would be an arms-length transaction for third-party services provided by separate fee.

- *Please confirm that the CAO (Chief Administrative Officer) listed in the application is referring to Nick Fleege. Additionally, please clarify how long the local Eagle Nevada board foresees needing this temporary position, what the primary duties of this temporary position are, and what deliverables will this person need to provide prior to their departure.*

Eagle Nevada’s Response: We are confirming that Nick Fleege has been engaged by the Governing Board as its CAO. The Board engaged Mr. Fleege with responsibilities of “all duties necessary to lead to a successful opening of the Employer’s first charter campus.” As such, it is expected that this position will terminate on/before July 31st, 2023. However, Mr. Fleege may be considered for additional or alternate positions within Eagle Nevada during its first year of operation should the Board determine his strengths and abilities will provide continued value to the school and provide the best outcome for that position.

“All duties necessary” encompasses the entirety of responsibilities that a charter school is responsible for in year 0. While the Eagle Nevada Governing Board has not expressly defined each deliverable, staff has drafted the following list. Mr. Fleege’s current duties and deliverables include, but are not limited to:

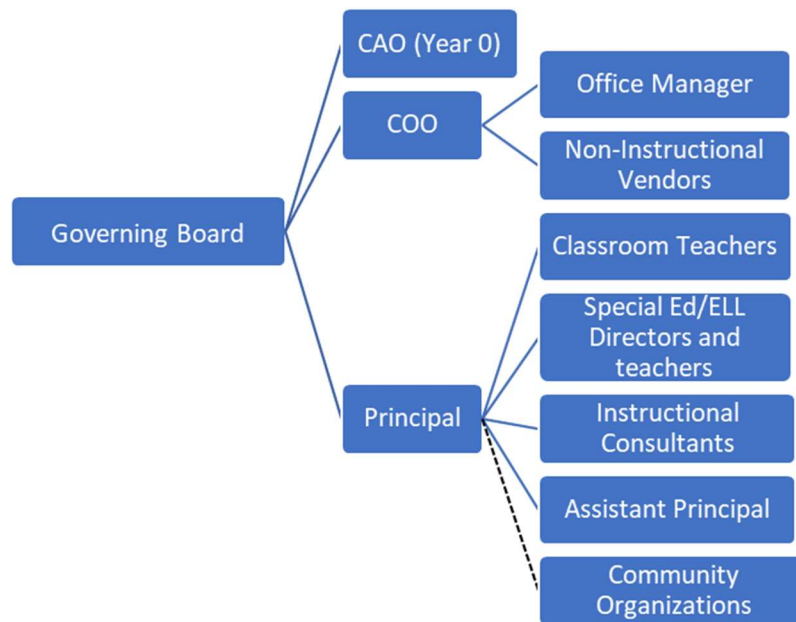
- **Project Management**
 1. **Overview**
General guidance related to the deliverables, timelines, and critical paths associated with opening a new school. Mr. Fleege has experience with directly executing most tasks and assumes that responsibility as appropriate.
 2. **Deliverables before departure**
Updated incubation year plan (or equivalent transition plan) provided to the COO
- **Facility**
 1. **Overview**
Identify a suitable facility solution, serve as owner’s rep during the construction phase, and ensure the campus is appropriate equipped with furniture, fixtures, equipment, and technology.
 2. **Deliverables before departure**
A completed and equipped campus (Complete with CofO and SPCSA sign off) or a transition plan (including tasks, timeline, and budget) through completion provided to the COO.
- **SPCSA opening checklist**
 1. **Overview**
Manage the reporting due to the SPCSA; including executing the checklist items as appropriate.
 2. **Deliverables before departure**
Completed checklist or a transition plan provided to the COO.
- **Great Schools for Nevada CSP grant**

1. **Overview**
Manage the reporting, amendments, and budget projections as necessary.
 2. **Deliverables before departure**
Transition plan provided to the COO (who will manage the bookkeeper and CFO for the continuation of this grant)
- **CFO services**
 1. **Overview**
Provide budget projections as necessary; including updates to reflect “actuals” and break-even projections.
 2. **Deliverables before departure**
Board-approved year 1 operating budget and a successful transition of knowledge and documents to the COO (and CFO).
 - **Stakeholder representative**
 1. **Overview**
Function as the primary point of contact for stakeholders and interested parties.
 2. **Deliverables before departure**
Transition the primary point of contact to the Board, COO, and Principal as appropriate.
 - **Policies and procedures**
 1. **Overview**
Dozens of academic, operational, and governance policies and procedures must be drafted, approved, and implemented.
 2. **Deliverables before departure**
A list of outstanding policies and procedures is provided to the COO for follow-up and completion.
 - **Staffing considerations**
 1. **Overview**
Assist the Principal and COO with interviewing/selecting/hiring. Mr. Fleege will specifically provide support in posting jobs, identifying qualified candidates, and participating in interviews as appropriate.
 2. **Deliverables before departure**
Staff is fully hired, or the Principal and COO have a transition plan through completion.

- Please clarify the reporting structure for the school for incubation year employees on a day-to-day basis (COO, CAO, Principal, other contracted vendors). Additionally, please clarify if Eagle Nevada has an organizational chart, and if so, provide the SPCSA with a copy.

During the incubation year, the CAO, COO, and Principal report directly to the Governing Board. On a day-to-day basis, these three staff members work together to address the needs of the school. Operational contracted vendors (including Office Manager) will report COO; academic contracted vendors will report to the Principal. The organizational chart in our charter application is largely unchanged. The management company has been removed from the org charter and the CAO (during the incubation year) has been added as a direct report to the Governing Board.

Eagle Nevada Organizational Chart (12.13.22)



- Please clarify if the office manager (13) and bookkeeper (14) are the same position or different.

These positions are different. The bookkeeper will be engaged to replace the bookkeeping functions initially anticipated to be provided by ECS. The office manager position is as typically defined and unchanged from the charter application. The Great Schools for Nevada CSP grant does allow the office manager to be onboarded earlier, which supports office and registration demands during year 0.

- The amendment references a \$75,000 short-term loan (14). Please provide a copy of the loan agreement

Attached.

- Please clarify if Eagle Nevada has a current incubation year plan (13) that includes the school's PD plan, visits to Eagle DC and any deliverables, and any RFPs and timelines to secure services. If Eagle Nevada has a current incubation year plan, please provide the SPCSA with a copy.

Eagle Nevada does not have a distribution ready incubation year plan. It will be available on/before the SPCSA's pre-opening checklist deadline of 1/15/23.

The amendment submission references the work of various third – parties that will assist Eagle Nevada and its employees with a variety of tasks. A list is provided here:

1. PD for the school leader (11)
2. Marketing and digital content management (9)
3. Infinite Campus support (16)
4. HR functions related to recruitment and hiring (posting jobs, reviewing resumes, data entry, or promoting openings) (16)
5. Accountant/bookkeeper (14 & 19)
6. Facility providers (18)
7. Payroll provider (14)

Please clarify if any of these vendors have formally agreements with the local board at this time, and if not, the anticipated timeline for doing so.

The school does have an agreement for marketing and digital content management. The other partners have not yet been formally engaged. The projected timeline for engaging support partners is included below:

PD for the School Leader

Professional development for the school leader is personalized to the individual; PD will be provided throughout the Principal’s employment. Specific to year 0 PD, trips to observe the Eagle campuses in Washington DC are expected in the Spring of 2023 (specific dates to be determined). During year 0, additional PD opportunities could include: writing effective assessments, building community and culture, proficient data analysis, MTSS, and additional academically aligned opportunities if they are in the best interest of the school.

Infinite Campus

Per the SPCSA staff, IC will likely not be available until July 1st. We’ll work with the SPCSA to schedule PD and related support services as quickly as possible given that launch date.

HR functions related to recruitment and hiring (posting jobs, reviewing resumes, data entry, or promoting openings)

These specific functions are the responsibility of the CAO and Principal during year 0. The office staff (with oversight of the COO) will execute these functions once the school is open. These in-house tasks are separate from providing employee HR support (taxes, benefits, etc.) and payroll.

Accountant/bookkeeper

This position is expected to be engaged in January 2023 to provide Year 0 services. By June of 2023, it is expected that the accountant/bookkeeper (which could be the same company) is secured for Year 1 of operation.

Facility providers

These partners are expected to be identified in June 2023. Eagle NV expects to take possession of the campus in July 2023.

Payroll provider

This partner is expected to be identified in January of 2023 (in alignment with our projected Principal onboarding).