

# STATE PUBLIC CHARTER SCHOOL AUTHORITY



## **RFA: Reduce in 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

Eagle Charter Schools of Nevada began serving students in August 2023. During this first year of operation, we opened in temporary space (Cambridge Rec Center) until 10/31/23 and then transitioned operations to our permanent facility in November of 2023. Our campus, located at 2025. E Sahara, 89104, is in the heart of our target community. Our remodeled 35,000 sf school building contains 24 classrooms, a multi-purpose room, multiple breakout and conference rooms, and appropriate office space, and our 8 acre site allows for flexibility and opportunity for future expansion.

We have 168 enrolled students in Infinite Campus as of 3/29/24. Governing Board members and our key staff members are listed below:

- Monica Johnson – Board Chairperson
  - Expertise in community relationships and marketing

Monica Johnson is deeply invested in the Las Vegas community and the Clark County School District. A graduate of a CCSD high school, her two children currently attend local elementary and middle schools. She is currently attending UNLV and works as a Realtor for a large local real estate firm.

Monica's children are her priority and she interrupted her career ambitions to stay at home with them until they were old enough to go to school. She sees Eagle Charter Schools, as a key ingredient in the progress of education in Clark County. Monica looks forward to assisting the school by leading fundraising efforts and

connecting it with local community organizations and supporters so that it becomes a vital part of the Clark County educational infrastructure.

- Tyrone Henderson – Board Member

- Expertise in Finance and Governance

With twenty years of professional experience as a leader, coach, mentor and educator, Mr. Henderson is passionate in training and developing individuals to reach their maximum goals. His experience as Vice President at Bank of America and as Principal and Assistant Principal position's at schools in Clark County give him the knowledge to effectively serve his community.

- Sherlene Simpson – Board Member

- Expertise in State reporting and advocacy work

Ms. Simpson served as an Ombudsman in Nevada from 2004-2023. She is an LPN and was responsible for outreach, education and application of the Nevada Revised Statutes as they pertain to the health care community. She interfaced with all of the regulatory agencies in the State of Nevada and also responded to referrals received from the Governor's office, Senators, Congressmen/women for the constituent's needs. She is recently retired and continues to serve her community through education.

- Shelia Gilchrist – Board Member

- Expertise in Elementary Education, Compliance

Ms. Gilchrist is a retired CCSD teacher who served for 37 years. She taught fourth grade for 30 years, and taught other grades including as an ELL teacher for the remainder of her service. She brings a wealth of knowledge and experience of the Clark County community, families and students and particularly in elementary education. She is currently a community leader as a Pastor and Director of Christian Education of a local church.

- Jasmin Graciano – Board Member (and Parent)

- Expertise in business operations, community events and marketing

As a parent to two elementary students (and two more soon), Ms. Graciano is very involved in the future of her children. She is a stay at home mom, and also operates her own successful business. She is bi-lingual with exceptional communication skills and connects closely to other parents and families in the local community. She is a graduate of a CCSD school and partners with organizations and business that will help shape the future of her children and community by actively engaging and volunteering her time to help affect positive change.

- Jose Herrera – Principal

- A first generation college graduate, Mr. Herrera graduated from the University of Nevada, Las Vegas with a Bachelor of Science in Education and began teaching 1998. Throughout Mr. Herrera's 24 years as an educator, he has taught special education in grades 6-8, general education in grades 1-4, and has served as a Learning

Strategist in a K-5 elementary school. Mr. Herrera earned a Master of Education in Educational Leadership from the University of Las Vegas, Nevada in 2011. As an Assistant Principal at Somerset Academy of Las Vegas Stephanie Campus, he successfully led both the Elementary School and Middle School to 5-Star ratings. As the founding principal of Eagle NV, his mission to motivate and inspire students, parents, and teachers into becoming life-long learners continues to resonate throughout the Las Vegas valley.

- Jai Mallory - COO
  - Jai Mallory has built her career on solving problems and bringing organizations into compliance with government and accounting regulations and best practices. She has worked with Eagle Academy Public Charter School in Washington, DC since 2005-2023, including the last nine years as Director of Business Operations and Facilities. Over that time period she has seen the school grow from serving 300 students to 920. She has also managed construction projects including a new \$9 million energy-efficient campus in the Fairlawn neighborhood, and also a \$20 million campus in the Congress Heights neighborhood of Washington, D.C., with a state-of-the-art \$1 million kitchen that serves breakfast, lunch and dinner at no cost to students. With her prior experience in operations, management and accounting for other businesses, she has helped the DC organization thrive by ensuring accounting practices in line with District of Columbia and federal regulations and overseeing the construction of state-of-the-art facilities that allow the minds and bodies of students to grow. Jai has not confined herself to the business side of the school, volunteering at school functions and also tutoring students and learning first-hand the mission of a charter school.

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

Eagle NV team remains committed to our mission: to build the foundation for a promising future for all students in a rich, robust learning environment that fosters creativity and problem-solving abilities. We emphasize cognitive, social, and emotional growth by engaging children as active learners in an inclusive learning environment. Eagle's mission is rooted in the unwavering belief that all students, regardless of zip code or ethnicity, deserve high quality educational choice.

We believe in investing in the entire child. Our students will have a strong academic foundation and also become confident individuals with positive self-esteem. A student's social and emotional development is just as critical as their cognitive growth, and our SEL curriculum will be incorporated into every student's daily academic routine in order to achieve this high level of cognitive growth. Community and family involvement complement our commitment to developing the entire student and are critically important to our vision; we pride ourselves in being "parent advocates" and supporting parents in their personal and professional development as we work together as partners in order to provide the highest level of education possible to each student.

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

As requested by the SPCSA staff, modification of our enrollment cap is required so that validated enrollment is within 10% of the approved enrollment cap annually.

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

While interim budget updates via submissions to the SPCSA staff and uploads to Epicenter have been adjusted to account for actual vs. projected enrollment, a formal charter amendment has not yet been submitted. Three key operational reasons contribution to the reduced enrollment are:

- Opening in a temporary facility that was first for 30 days but became three months.
- Higher than projected number of “no shows” – students that had all of their enrollment paperwork completed but never attended Eagle NV.
- Lower than projected percentage of students retained throughout the year; especially while occupying the temporary facility. The construction delay was originally 30 days but extended to three months.

## **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.
  - General Outreach improvements
    - Parent Board member + local marketing expert.
    - Parent Board Member has deep personal ties to the community and has organized frequent family events and registration drives. She is a local business owner and has two students currently attending Eagle, and two more to come.
      - Labor Day recruitment event with waterslides and family activities
      - Bingo Night for Hispanic Heritage Month
      - Weekend Ornament making and letters to Santa
      - Family, Friends and Neighbors Book Fair & Registration Drive
      - Marketing company organizes social media advertising, radio, mailings, coordinates street team
    - Teacher and Staff marketing events and outreach
      - Teachers, staff and students are now included in our marketing efforts. They have organized various recruitment events on weekends and after school.  
(Grassroots efforts including door to door knocking and local business owner visits)
      - Teachers have started a student youtube channel to showcase the school.

- 100% staff participation at School Choice Fair
    - Marianna's grocery store with Fiesta Radio Promo
    - Panda Express Promo at dinner time
    - Family and Friends Literacy Night & Registration Drive
    - Weekly Open House & Info Session Registration Drive
    - Daily School Tours (walk-ins) given by staff and selected students.
    - (Radio sponsored/invited events)
  - Continued marketing efforts
    - Street team efforts and local media exposure
    - Relationship with local foster care/homeless support groups
    - Relationships with various daycares, Rec centers, Boys and Girls Clubs
    - Allocation and utilization of CSP funds to continue community outreach
- Responding to the challenges identified in #4 above
  - Opportunity to utilize the campus for showcasing and events
    - Increased signage and visibility –
      - 38 new students since we occupied our permanent facility on November 1<sup>st</sup>, 2023.
      - 50 of 71 students who have withdrawn this year did so while we were in the temporary space
    - Examples of campus events; the community has access to use the space.
    - Parents and community members are allowed to collaborate to bring events to the school and use our space.
      - Arts and Crafts table (staff member)
      - Letters to Santa (community member)
      - Tacos in the parking lot (parent)
      - Wellness Day (parent)
      - Food trucks (local business owners)
  - Better tracking, frequent communication, and follow-up with registered families
    - Current registrations for FY 25 to date: 286
  - Increased retention strategies.
    - Last student withdrawal was 8 weeks ago.
    - 165 students with intent to return form

- 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.

Staffing has been adjusted to reflect student enrollment. Our complete staffing roster is included below. Given the simplicity, we believe this format more easily captures our staff compared against the budget workbook. We will update the budget workbook if requested.

<b>Eagle NV staffing: 3.29.24</b>	
<b>Position</b>	<b>Quantity</b>
<b><i>Administration</i></b>	
Principal	1
Chief Operating Officer	1
<b><i>Instructional Staff</i></b>	
Grade level teachers	7
Special Education Director	1
Other Support Staff	3
<b>Total FTE</b>	<b>13</b>

- 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.

Grade Level	Number of Students				
	2023-24	2024-25	2025-26	2026-27	2027-28
K	43	Amendment not requested at this time.			
1	20				
2	34				
3	24				
4	19				
5	24				
Total	164				

### **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.

See attached

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.

The budget was adjusted to account for the reduced number of students. Some of the reductions are as follows:

- a. The staff and all of the accompanying payroll taxes and benefits were reduced to correlate with the reduction in the number of students.
  - b. There was a rent abatement in the amount of \$43,000 per month starting in November 2023; resulting in a \$304,000 reduction.
  - c. Because the entire building wasn't being use, part of the building was subleased resulting in a \$76k reduction in the amount necessary for the school to pay
  - d. The amount of equipment and supplies were reduced to correlate with the 166 students.
  - e. The school is relying on loans/fundraising in the amount of \$160k.
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.

As reflected in this submitted budget, significant changes have been made compared against the projected budget submitted during year 0. Via submissions to the SPCSA, our budget was reduced to 308 students before the campus opened and then again to 164 in January. The primary change is that our staffing model was amended to reflect actual enrollment. All other costs associated with staffing and enrollment have been reduced accordingly and have been appropriately realized in the "actuals" portion of our amended budget. The largest concern is that our facility is equipped to handle 400+ students. With an enrollment of 164, this does create a larger than projected cost/student for facilities. This has been addressed by subleasing a portion of our campus to offset rent and by working with our landlord to adjust our payment schedule so that a more appropriate lease payment will be realized throughout year 1. As an aside, year 2 will benefit from the delayed opening since our 12 months of reduced rent extend into year 2, and our agreement also allows for 2 months of deferred rent in year 2.

**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 attached for the Governing Board meeting held 3/22/24.

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

Please see attached.



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March 29, 2024

Governing Board  
State Public Charter School Authority (“SPCSA”)  
2080 E. Flamingo Road Suite 230  
Las Vegas, NV 89119

***Re: Eagle Charter Schools of Nevada (“Eagle NV”)  
Good Cause Exemption Request re: reduction to approved enrollment cap***

Dear SPCSA Board Members,

Eagle NV is seeking a good cause exemption to submit an RFA approving a reduced enrollment cap for FY 2024. Submission of this documentation has been requested from the SPCSA staff to ensure our actual enrollment is within 10% of the approved enrollment cap.

Our model, mission, and vision of Eagle NV are intentionally designed to meet the needs of at-risk students who attend low performing schools in Clark County. During our first year of operation, we’ve transitioned from our temporary facility to our newly remodeled, permanent campus in the heart of our target neighborhood. While our enrollment this first year fluctuated due to changing locations and other typically expected first-year factors, we are encouraged every day by the academic progress and the positive, supportive culture experienced across our campus. Our year 1 budget has been adjusted to align with student enrollment, and we have already seen a strong response from the community indicating increased enrollment for year 2 of operations.

We appreciate your time and attention to this matter. The Eagle Nevada team is looking forward to showcasing our campus and celebrating the successes of our students, families, and staff for years to come.

Very truly yours,

Monica Johnson  
Board Chair; Eagle Nevada



**NOTICE OF PUBLIC MEETING**  
**of the**  
**Board of Directors of**  
**Eagle Charter Schools of Nevada**

Time: Mar 22, 2024 07:30 PM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us06web.zoom.us/j/84995373484?pwd=polytRAEHRDjF6ZwPtYTR2uu1orzVO.1>

Meeting ID: 849 9537 3484

Passcode: 633440

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Dial by your location

- +1 408 638 0968 US (San Jose)
- +1 669 444 9171 US
- +1 669 900 6833 US (San Jose)
- +1 312 626 6799 US (Chicago)

Meeting ID: 849 9537 3484

Passcode: 633440

Attached is an agenda of all items scheduled to be considered.

**Please Note:** The Board of Directors 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.

Public comment is limited to three minutes per person. Please email [eagleschoolsnv@gmail.com](mailto:eagleschoolsnv@gmail.com) to sign up for public comment or if you are requesting copies of meeting materials.

Supporting materials for items listed on the above-referenced agenda are available, at no charge, by contacting [office@eagleschoolsnv.org](mailto:office@eagleschoolsnv.org).

In accordance with Nevada's Open Meeting Law, this public notice and agenda has been posted on or before March 19, 2024 as follows: At the

1. Eagle Charter School's website: <http://charterschools.nv.gov/>
2. State of Nevada's official website, <https://notice.nv.gov/>

**Eagle Charter Schools of Nevada**  
**Board of Directors Meeting**  
**Agenda**

03/22/24 at 7:30pm PST

- 1) Opening of Meeting (M. Johnson)
  - a. Call to Order
  - b. Approve Agenda
  - c. Roll Call
  
- 2) Public Comment #1

*Public Comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The board Chair may allow additional public comment at her discretion. Public Comment #2 will provide an opportunity for public comment on any matter not on the agenda.*
  
- 3) Finance (J. Mallory, Andrea Shorter, CPA)
  - a. NDE Funds reconciliation  
**Information/Discussion, Possible Action**
  - b. CSP Grant update **Information/Discussion**
  
- 4) Operations (J. Mallory/J Herrera)
  - a. Good Cause Exemption: Submission to SPCSA **Possible Action**
  - b. RFA/Enrollment: Submission to SPCSA **Possible Action**
  - c. Recruitment and Marketing SY 24-25 **Information/Discussion**
  - d. Construction Update **Information/Discussion**
  
- 5) Academic (J Herrera)
  - a. Assessment Updates **Information/Discussion**
  
- 6) Public Comment #2

*Public Comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The board Chair may allow additional public comment at her discretion. Public Comment #2 will provide an opportunity for public comment on any matter not on the agenda.*
  
- 7) Old Business
  - a. Approval of Meeting Minutes **Possible Action**

- 8) Closing Items (M. Johnson)
  - a. Next Board Meeting
  - b. Adjourn

**Eagle Charter Schools of Nevada**  
**Board of Directors**  
**Meeting Minutes**  
*03/22/24 @ 7:30pm PST*

- 1) Opening of Meeting (M. Johnson)
  - a. Call to Order
    - i. 7:34pm PST
  - b. Approve Agenda
    - i. **1. Motion to approve agenda: T. Henderson 2; Second: S. Simpson; 3. Motion carries unanimously.**
  - c. Roll Call
    - i. *Present are members Monica Johnson, T. Henderson, S. Simpson, J. Graciano. Also present J. Mallory, J. Herrera, A. Shorter, CPA*
  
- 2) Public Comment #1

*Public Comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The board Chair may allow additional public comment at her discretion. Public Comment #2 will provide an opportunity for public comment on any matter not on the agenda.*

**NO PUBLIC COMMENT**
  
- 3) Finance (J. Mallory, A. Shorter, CPA)
  - a. NDE Funds reconciliation **Information/Discussion, Possible Action**
    - i. *Mallory: There was a scheduled call with the SPCSA on Monday, 3/18 regarding the reconciliation of NDE funds. In the beginning of the year schools are paid based on the enrollment number from the first audit in June. Because Eagle's enrollment dropped, there will true up in September to repay the overpayment. This is due by September 25<sup>th</sup>.*
    - ii. *Accountant: Eagle is expecting a reconciliation of the final total of NDE payments from the SPCSA. Eagle will then be able to provide additional financial reports to the SPCSA reflecting the cash flow over the next 12 months.*
    - iii. *Chair Johnson states that she along with other members will check in regularly by phone to get status updates from staff.*
  
  - b. CSP Grant update (J Mallory) **Information/Discussion**
    - i. *Eagle staff had a scheduled follow up meeting today (3/22) with Opportunity 180 regarding the grant amendment that was submitted on February 27 and as a follow up to our March 5<sup>th</sup> meeting regarding the same. Ray will send us a different template to use and additional school budget reports will be provided to him. Eagle cannot submit reimbursements until the budget amendment has been reviewed and approved by Opportunity 180.*

ii. *Chair Johnson asked that staff include updates regarding the CSP grant during the weekly follow up calls from her and member Henderson.*

4) Operations (J Mallory, J Herrera)

- a. Good Cause Exemption: Submission to SPCSA **Possible Action**
  - i. **1. Motion to approve a submission of a Good Cause Exemption request to the SPCSA, to amend the charter to address the change in enrollment to a reduced number of students (164): T Henderson; 2. Second: S. Simpson; 3. Motion carries unanimously.**
- b. RFA/Enrollment: Submission to SPCSA **Possible Action**
  - i. **1. Motion to approve a submission of a Request for Amendment to the SPCSA, to amend the charter to address the change in enrollment to a reduced number of students (164): J Graciano; 2. Second: T. Henderson; 3. Motion carries unanimously.**
- c. Recruitment and Marketing SY 24-25 **Information/Discussion**
  - i. *J Herrera reports ongoing marketing events, Open House & Info Session, upcoming Easter Egg Hunt on campus advertised as open to the community.*
  - ii. *Enrollment number SY 25: 251*
- d. Construction Update **Information/Discussion**
  - i. *The last items for completion is site work. Flashers are in progress. The paving and restriping of the parking lot is schedule for June.*

5) Academic (J. Herrera)

- a. Assessment Calendar **Information/Discussion**
  - i. *Discussed the upcoming assessment schedule. Teachers are providing tutoring every day after school. Spring Break: tutoring and SBAC practice test sessions.*

6) Public Comment #2

*Public Comment will be taken during this agenda item regarding any item appearing on the agenda. No action may be taken on a matter discussed under this item until the matter is included on an agenda as an item on which action may be taken. See NRS 241.020. A time limit of three (3) minutes, subject to the discretion of the Chair, will be imposed on public comments. The board Chair may allow additional public comment at her discretion. Public Comment #2 will provide an opportunity for public comment on any matter not on the agenda.*

**NO COMMENTS**

7) Old Business

- a. Approval of Meeting Minutes **Possible Action**
  - The minutes from the previous meeting were previously circulated.*
  - i. **1. Motion to approve Meeting Minutes: J. Graciano; 2. Second: S. Simpson; 3. Motion carries unanimously.**

8) Closing Items (M. Johnson)

- a. Next Board Meeting The next board meeting will be TBD.
- b. Adjourn 7:58pm PST

- i. **1. Motion to adjourn: J. Graciano; 2. Second: S. Gilchrist; 3. Motion carries unanimously.**