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

Explore Academy - Las Vegas is a charter middle and high school that serves grades 6-12. The school first opened in August of 2020. The school is located at 3551 N. Ferrell Street, North Las Vegas, NM 89032.

The approved enrollment cap for the 2024-2025 school year was 450 students. Though the school has not met the projected number, it has increased enrollment each year with end of year enrollments listed as 150 (2020-2021), 198 (2021-2022), 275 (2022-2023), and 285 (2023-2024). The average enrollment for 2024-2025 to date is 355.

The Explore Learning model was created by an experienced educator in New Mexico and has been implemented in New Mexico and Arizona, as well as at Explore Academy - Las Vegas. The choice theory model of education, which underlies the philosophy of Explore Academy, is focused on turning each student into an active learner who will increasingly become responsible for his or her own education. By allowing each student to choose and personalize his or her own educational pathway from an exceptionally diverse set of course offerings, students become more active, empowered, and successful learners.

The Explore Academy philosophy provides all students, no matter their background, with a diversity of educational choices from which they can create individualized, custom educational pathways. Students are held to specific requirements which align to state standards; however, rather than learn objectives through long, semester-based courses, Explore Academy uses shorter seminars organized into terms: 22-day terms for high school (grades 8-12) and 44-day terms for middle school (grades 6-7). Each seminar focuses on a subset of standards and therefore has fewer objectives within each learning module. What was previously a semester or year-long class is now broken up into several smaller seminars that collectively cover the same academic standards.

The diversity of the school and its curriculum comes from the manner in which these seminars are delivered. Rather than providing a single option (the traditional manner of teaching), Explore Academy teachers create different versions or themes ("flavors") of each seminar that differentiate the way in which the seminar can be offered to students. It is from this diversity that students can choose the manner in which they are educated. Specific themes for the seminar flavors, and their prominent strategies, are developed and advertised to students so that they may choose the themes through which they receive their education. As students move through their seminar requirements, they come to create an education that is both unique and individualized. When students feel empowered by, engaged in, and excited about their education, the impact is felt throughout their community and the educational landscape begins to shift.

Explore Academy - Las Vegas Leadership Team includes the school leader, operations manager, the governing board, and the staff of Explore Learning Network (CMO).

- The school hired Alexandria (Ali) Taylor as the Head Administrator/Principal at the start of the 2023-2024 school year. Ms. Taylor has a Masters of Education in Curriculum and Instruction and a Masters in Educational Leadership and Policy. She has over 10 years of teaching (science) experience and five (5) years as a school leader. She is extremely competent in organizational, operational, and instructional leadership and is passionate and dedicated to serving all students.
- The 22 members of the **Explore Learning Network team** provide remote (and occasionally onsite) support across all aspects of running a school including the educational model, curriculum and instruction, logistics and scheduling, leadership, staff training, coaching, and professional development, accountability, student assessment, data analysis, compliance, data management and reporting, information technology, finances, facilities, federal funding applications, serving special populations (special education and ELL), marketing, purchasing/procurement, and staffing.
- A complete reconstitution of the **Explore Academy Las Vegas Governing Board** was conducted in 2024. There are five new board members who are extremely engaged and committed to the school. All are passionate about education in the North Las Vegas area and in providing high-quality options to students and families.
 - Abraham Gomez, Board President, has a Master of Arts in Urban Leadership and is Campus Life Coordinator at the College of Southern Nevada. Mr. Gomez has many years of experience in postsecondary education and marketing. He has been very engaged with the school since joining the board.
 - Angela Lizada, Board Vice-President, has a Juris Doctor degree and is a Senior Attorney who practices law, primarily family law but also criminal cases. Ms. Lizada has been a member of the State Bar of Nevada since 2009 and is a parent of a current student.
 - Sabrina Friends has a Bachelor of Science in Business Administration & Management. Ms. Friends has experience in customer service, human resources, and finances. She serves as the parent representative to the board.
 - Shanice Stevens has a Master of Science in Organizational Leadership. Ms. Stevens is the Director of Community Engagement for Junior Achievement of Southern Nevada and previously served as the Director of Education and as Marketing Coordinator for that organization. She is committed to success and creativity in educational institutions.
 - Sarah Taylor (designation pending) has a Master of Arts in Criminal Justice and is pursuing her Doctorate in Public Policy. Ms. Taylor is the Financial Manager at the Small Business and Entrepreneurship Development (SPED) and is dedicated to enhancing educational opportunities and creating meaningful impact.

2. Statement and overview of the mission and vision

MISSION: Explore Academy will provide each student with a personalized educational experience through the power of student choice, allowing each student to create a unique educational pathway in preparation for a college future.

VISION: Explore Academy is a college preparatory school serving grades 6 to 12. Its core academic philosophy and overall vision are based on the idea of a differentiated curriculum in utilizing an expansive set of electives to provide students equal opportunity for choice in their learning, all the while empowering them with the freedom to create unique and individualized educational pathways.

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

The Board of Explore Academy - Las Vegas requests that the SPCSA approve this request to amend its charter school contract with the SPCSA regarding reducing the enrollment cap to 365 students due to the over-projection of enrollment approved by the prior Governing Board.

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

The charter school is seeking an amendment in order to reduce its enrollment cap and revise the plan for enrollment due to the following factors.

The school has faced numerous challenges since opening day. It was difficult to open during the height of the pandemic and the first year was a remote learning year with only 150 students. Additionally, the delay in securing and preparing the school's permanent facility, also in large part due to the pandemic, impacted enrollment during 2021-2022 when the school was temporarily co-located with another school. The original plan was to relocate to the permanent facility by mid-year (January 2022) however due to ongoing pandemic-related issues with construction and supplies, the school was unable to relocate to its new home until immediately prior to the opening day of the 2022-2023 school year. The issues with the facility impacted students' and families' interest in the school. Additionally, there were concerns regarding school leadership.

Explore Academy - Las Vegas continued to struggle in many aspects during 2022-2023 and the board eventually agreed with the CMO that a change in school leadership was necessary. A new principal was hired and the school has shown significant improvement in school culture, instructional practices, student discipline, and parent/community relationships under her leadership. In fact, enrollment recovered from a 40% loss in student retention at the end of the 2022-2023 school year (dropping from 275 to 165 before recruitment efforts over the summer resulted in 285 for 2023-2024) to the present average enrollment of 355. Interest in attending, and continuing to attend, the school has improved dramatically.

Despite the increase, the school has been unable to meet the enrollment projection of 450 for 2024-2025. Though recruitment and retention issues have declined significantly, the projected enrollment goals were too ambitious. The new Governing Board has determined that the projected enrollments for the remainder of the charter contract, listed in the chart below under Operations and Enrollment question #3, are more reasonable and attainable.

Operations and Enrollment

1. Describe the rationale for the reduction in enrollment.

The new Explore Academy - Las Vegas Governing Board seeks to align the projections to a more reasonable growth expectation.

2. Specifically identify the key risks associated with this reduction plan and describe the steps the school is taking to mitigate these risks.

There is little to no risk associated with this reduction plan. The main adjustment is to the future budget, which the board will approve later this Spring. The school has revised the current year budget based on current enrollment.

3. Describe the role to date of any parents, neighborhood, and/or community members involved in the proposed reduction in enrollment of the school.

Enrollment discussions are a regular part of the monthly board meetings and the Governing Board approved submitting this amendment request to reduce the enrollment cap at its December 2024 meeting. However, the reduction in enrollment cap will not have a visible impact on students, parents, or community members. Therefore, parents and community members have not been actively involved in this proposal, with the exception of the two parents who serve on the Governing Board.

Please note that Explore Academy - Las Vegas communicates regularly with parents via emails, newsletters, surveys, phone calls, social media, Google Classroom and Infinite Campus. The school encourages engagement via school/community events and informational forums.

4. Describe how you will engage parents, neighborhood, and community members from the time that the application is approved. What specific strategies will be implemented to ensure students who have already enrolled in the school maintain that enrollment and are not adversely affected?

The school has been operating with the reduced enrollment and budget and does not anticipate any adverse impact to current students. Students and families are happy at the school and are thankful for the option to attend Explore Academy - Las Vegas. As reported by the SPCSA staff during the site visit on February 19, 2025, students feel safe, both physically and emotionally, and parents are extremely satisfied with the school and its educational model.

5. 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.

No impact.

6. If applicable, please provide an updated Lottery Application if dates to the lottery and window change or lottery procedures are changed due to the reduction in enrollment cap.

No change to Lottery Application dates or procedures.

7. 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 Projected			
	2023-24	2024-25	2025-26	
6	48	57	60	
7	55	65	50	
8	75	75	70	
9	39	78	75	
10	39	42	75	
11	20	36	30	
12	8	12	30	
Total	284	365	390	
		(originally 450)	(originally 525)	

Financial

1. 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 Attachment 1- Explore Academy - LVS amendment budget workbook

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 school's budget relies on state funding with additional supplemental funding taken into account for transportation, NSLP, Title programs and IDEA-B. The school budget workbook also includes revenue from fundraising efforts, including snack sales, and fees associated with lost/missing items. Also listed in the workbook for the current year, the school secured a loan of \$650,000 to cover past liabilities that were outstanding (primarily PERS) from prior years - and to help with cash flow.

As student enrollment increases, staffing is adjusted accordingly with an increase in three new teachers each year. The average salary assumed for teaching positions is \$60,000 prior to benefits and retirement employer contributions. Additional support staff will also be added each year, primarily to include educational assistants which assist with student tutoring, flex period administration, and overall student supervision. Current positions which have been added, including a dean of students, campus security, and additional support staff will continue to be funded moving forward.

The school anticipates an annual lease rate of approximately \$1,080,000. The school hopes to finance the purchase of its facility in the coming years to better adjust its facility debt service payment to meet its enrollment and staffing demands.

3. 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.

The initial budget and the significant burden of the school lease payment required the school to operate with a smaller staff to begin the year. As the school's enrollment numbers became more concrete, the school did add staff where necessary. Staffing adjustments are not required at this juncture to maintain financial solvency for the remainder of the year.

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.

See Attachment 2 - Explore Academy - LVS Public Notice and Agenda See Attachment 3 - Explore Academy - LVS Draft Meeting Minutes

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

See Attachment 4- Explore Academy - LVS Good Cause Exemption letter

EXPLORE ACADEMY - LAS VEGAS

3551 N Ferrell Street (grades 6-11) North Las Vegas, NV 89032

February 24, 2025

Dear Members of the Nevada State Public Charter School Authority:

The purpose of this letter is to formally request a Good Cause exemption from the State Public Charter School Authority (SPCSA) for an amendment to the school's existing charter contract. The school is seeking to revise (reduce) its enrollment cap.

As you are aware, the school has faced numerous challenges since its opening day: the first year of operations was entirely remote due to COVID and the school's permanent facility was significantly delayed so the school co-located with another school for its second year. Struggles with enrollment, student discipline, and school culture continued, even in the brand-new facility, in 2023-2024. The Governing Board, at that time, decided to make a change in school leadership after the first three years and Ms. Ali Taylor was named as the new Head Administrator/Principal.

The school has shown significant improvement in school culture, instructional practices, student discipline, and parent/community relationships under Ms. Taylor's leadership since July 2023. In fact, enrollment not only recovered from the 40% loss in student retention that occurred at the end of the 2022-2023 school year (285 down to 165) but has continued to grow to the current average enrollment of 355. Interest in attending, and continuing to attend, the school has improved dramatically.

Though the enrollment has increased each year, the school has been unable to meet the original enrollment projection of 450 for 2024-2025. This projected enrollment goal was too ambitious.

A complete reconstitution of the school's Governing Board was conducted in 2024 and the new board members have determined that the projected enrollments for the remainder of the charter contract, as approved at the December board meeting and outlined in the request, are more reasonable and attainable.

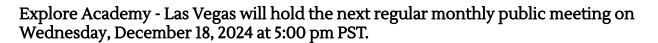
The purpose of this letter is to request an amendment to the school's charter contract to set enrollment projections that are reasonable and attainable, in light of the challenges faced. Board members are both comfortable and confident with the proposed revisions to the enrollment cap.

Respectfully,

Abraham Gomez Board Chair

NOTICE OF PUBLIC MEETING

EXPLORE ACADEMY - LAS VEGAS GOVERNING COUNCIL



This meeting will be held in accordance with the Nevada Open Meeting Law, NRS 241.020 and the <u>Nevada Open Meeting Law Manual</u>, and pursuant to COVID-19 directives, board meetings will be held virtually.

Members of the public may view the meeting online via the Zoom link.

This notice has been posted in the following locations on or before 9 am on the third working day before the meeting:

- 1. Agendas posted in front window (with all pages facing out) at the school at 3551 N Ferrell Street, North Las Vegas, NV 89032
- 2. Agendas posted on the home page of the school's website (<u>www.explore.academy/lvs</u>) under Governance
- 3. Notices are posted on the Nevada Public Notice website at <u>https://notice.nv.gov/</u>
- 4. A copy of agendas to be provided to anyone who requests it.

If a member of the public would like to view a document referred to in any meeting of the Explore Academy - Las Vegas Governing Council and is not able to easily find or access said document, please email lvs-board@explore.academy and it will be made available within five (5) business days.

Public comment time will be allotted during each board meeting - at the beginning of the meeting regarding items on the agenda before any items are discussed on which action may be taken so comments may be heard by the governing body, and at the end of the meeting prior to adjournment for items not on the agenda. No action may be taken regarding any topic during this public comment section, but rather must wait until the topic at hand is included as an action item on an agenda. A time limit of three (3) minutes will be imposed on public comments to allow all members of the public the opportunity to speak. These comments will not be restricted based on viewpoint.

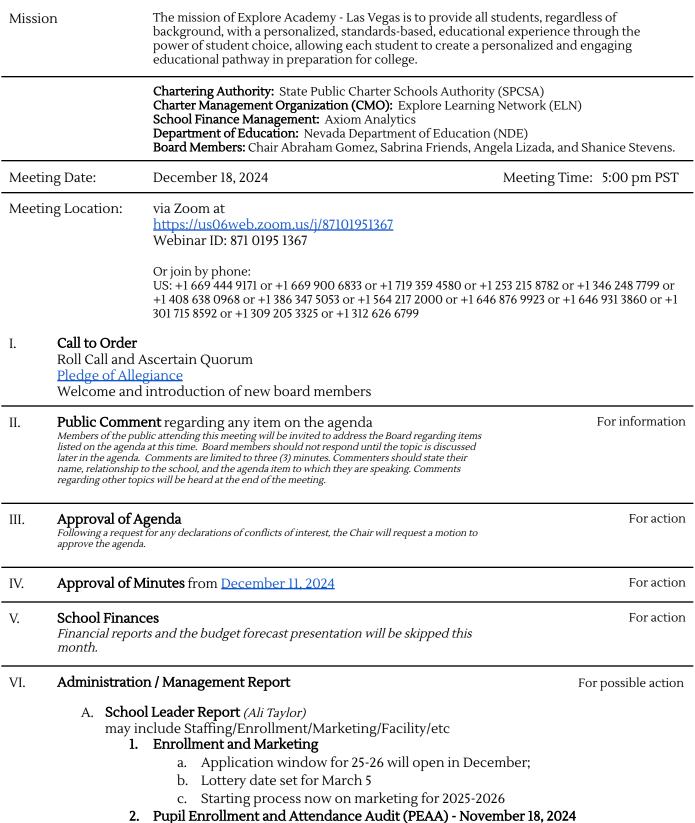
Public comment can be submitted prior to a meeting to LVS-board@explore.academy to be included in the minutes and provided to the Board.

The Board reserves the right to take agenda items out of order, to remove or delay items from the agenda at any time, and two or more items may be combined for consideration.

The Board is happy to make reasonable accommodations for any member of the public who has a disability and wishes to attend the meeting. If special arrangements are necessary, please notify the Board at LVS-board@explore.academy.

Please note that a quorum of the board may attend school or community events and activities. If this occurs, no decisions will be made at these gatherings. All board discussion regarding decisions and voting occur at publicly noticed meetings.





- 3. Support Partnership with Opportunity 180
- 4. Operations Management Fellowship

B. Updates/Reminders (Karen Woerner)

- 1. Explore Academy Emails for Board Members
 - First.Last.LVSBoard@explore.academy
- 2. SPCSA Updates
 - a. Site Visit by Chartering Authority: February 12, 2024
- 3. Governing Council
 - a. Recruitment / Designation of one more board member
 - b. SY25 Board Officer elections
 - c. <u>Open Meetings Law training (19 minutes)</u>
 - If Board Members were unable to attend one of the SPCSA training sessions, the recording must be viewed at a scheduled Board meeting within 90 days of the last training session date. All new Board members are required to have this training, and veteran members are required to have training every three years. Attendance of the training session or watching the recording as per an agenda item will satisfy these requirements.

VII. Governing Board Business

For possible action

- A. <u>Submissions to EpiCenter (link)</u> for board reference/review (and approval if required) including
 - 1. Special Education Policies and Procedures Handbook
 - 2. Policy Manual

B. Enrollment Cap Amendment Request

1. Last <u>Enrollment Cap Amendment</u> Request

Grade Level	Number of Students			
	2023-24	2024-25	2025-26	
6	48	95	100	
7	55	85	95	
8	75	75	80	
9	39	65	70	
10	39	55	70	
11	20	45	55	
12	8	30	55	
Total	284	450	525	

- 2. Enrollment Numbers
 - a. FY24 Q4: 287
 - b. FY25 Q1: 359
 - c. Today: 355
- 3. Recommended cap adjustments
 - a. FY25: 370 (+-10% is 333 407)
 - b. FY26: 400 (+-10% is 360 440)
- 4. <u>Email</u> received from SPCSA regarding this topic

C. Fundraising by Governing Board

VIII Board Comments

An opportunity for comments, announcements or updates, including future agenda items, from Board members. No action will be taken.

IX **Public Comment regarding any item not on the agenda** Members of the public will be invited to address the Board regarding items not listed on the agenda but within the Board's jurisdiction. Comments are limited to three (3) minutes. Commenters should

For information

state their name, their relationship to the school, and the topic of their comment. There shall be no action taken, nor should there be comments on, responses to, or discussion of a topic not on the agenda. The Board members may (1) acknowledge receipt of information/report; (2) refer to staff with no direction as to action or priority; or (3) refer the matter to the next agenda.

X Adjournment

Next regular meeting will be held Wednesday, January 15, 2025 at 5:00 pm PST.

No changes may be made to this agenda after 9:00 am on FRI, Dec 13, 2024 Verified by KW

Reference/Reminders:

- Training Videos per board request
 - Explore Model and Curriculum Questions regarding the training videos may be raised during the Administration/Management Report section of the agenda
- Governance Resources (SPCSA) https://charterschools.nv.gov/ForSchools/Governance_Standards/
- Governance and Operations Resources (SPCSA) <u>https://charterschools.nv.gov/ForSchools/Resources/</u>
- Accountability (SPCSA) <u>https://charterschools.nv.gov/ForSchools/Accountability/</u>

Meeting Minutes



EXPLORE ACADEMY - LAS VEGAS GOVERNING COUNCIL

prepared by Karen Woerner, Recording Secretary

Wednesday, December 18, 2024

5:00 pm

I. PROCEDURAL AGENDA

- A. This meeting of the Explore Academy Las Vegas Governing Council (GC) was called to order at 5:04 pm PST.
- B. A quorum of the GC was present as follows: Chair Abraham Gomez, Sabrina Friends, Angela Lizada, and Shanice Stevens
- C. Staff in attendance: Ali Taylor Head Administrator/Principal and Karen Woerner ELN Director of Compliance
- D. The meeting was held virtually on the Zoom platform.
- E. The <u>Pledge of Allegiance</u> was recited by the board members.

II. PUBLIC COMMENT regarding items on the agenda

There were no public comments.

III. Approval of Agenda

Abraham Gomez motioned to approve the agenda with the removal of Item VII. C. Fundraising (and asked the board to bring ideas for this topic at the next meeting); seconded by Angela Lizada; Unanimously approved (4-0).

IV. Approval of Minutes

Abraham Gomez motioned to approve the minutes from <u>December 11, 2024</u> with no changes; seconded by Sabrina Friends; Unanimously approved (3-0-1; Ayes: Gomez, Friends, and Stevens; Abstention: Lizada).

V. School Finance Report

Financial reports and the budget forecast presentation will be skipped this month.

VI. Administration/Management Report

A. School Leader Report (Ali Taylor)

may include Staffing/Enrollment/Marketing/Facility/etc

1. Enrollment and Marketing

- a) Application window for 25-26 will open in December;
- b) Lottery date set for March 5
- c) Starting process now on marketing for 2025-2026
- 2. Pupil Enrollment and Attendance Audit (PEAA) November 18, 2024 Ms. Taylor explained that the audit went well. There was one concern notes that the school was entering the end date as the date of disenrollment but it

must be the last day attended. Corrections have been made and the procedures documented.

- **3.** Support Partnership with Opportunity 180 Ms. Taylor is participating in the Good to Great Fellowship offered by Opportunity 180.
- 4. <u>Operations Management Fellowship</u> This is a training opportunity for the school, if interested, all offered by Opportunity 180.
- B. Updates/Reminders (Karen Woerner)
 - Explore Academy Emails for Board Members
 <u>First.Last.LVSBoard@explore.academy</u>
 Ms. Woerner advised the new board members that they will be receiving

school emails with instructions for setting it up. If there are any questions or issues, please contact her for assistance.

- 2. SPCSA Updates
 - a) Site Visit by Chartering Authority will be on February 12, 2024. Ms.
 Woerner will be onsite that day and two board members will be needed to speak to the site visit team.

3. Governing Council

- a) Recruitment / Designation of one more board member The board is in need of one more board member, preferably a retired/current teacher or school administrator. Please recruit folks if you can.
- b) SY25 Board Officer elections

The board will need to elect a Vice-Chair and a Secretary. Elections will be held at the next meeting. Please contact Chair Gomez, Principal Taylor, or Director Woerner with any questions and be prepared to nominate self or others for these roles.

c) <u>Open Meetings Law training (19 minutes)</u>

If Board Members were unable to attend one of the SPCSA training sessions, the recording must be viewed at a scheduled Board meeting within 90 days of the last training session date. All new Board members are required to have this training, and veteran members are required to have training every three years. Attendance of the training session or watching the recording as per an agenda item will satisfy these requirements.

VII. Governing Council Business

A. <u>Submissions to EpiCenter (link)</u> for board reference/review

(and approval if required) including

- 1. Special Education Policies and Procedures Handbook
- 2. <u>Policy Manual</u> (no action tonight; please review)

Following questions and general discussion, Angela Lizada motioned to approve the Special Education Policies and Procedures Handbook; seconded by Abraham Gomez; Unanimously approved (4-0).

B. Enrollment Cap Amendment Request

Grade Level	Number of Students		
	2023-24	2024-25	2025-26
6	48	95	100
7	55	85	95
8	75	75	80
9	39	65	70
10	39	55	70
11	20	45	55
12	8	30	55
Total	284	450	525

1. Last Enrollment Cap Amendment Request

- 2. Enrollment Numbers
 - a) FY24 Q4: 287
 - b) FY25 Q1: 359
 - c) Today: 356
- 3. Recommended cap adjustments
 - a) FY25: 365 (+-10% is 329 401)
 - b) FY26: 390 (+-10% is 351 429)
- 4. <u>Email</u> received from SPCSA regarding this topic

Following questions and general discussion, Abraham Gomez motioned to approve submitting the enrollment cap amendment request with 365 for SY25 and 390 for SY26; seconded by Angela Lizada; Unanimously approved (4-0).

C. Fundraising by Governing Board

Postponed until next meeting (when the agenda was approved)

VIII. BOARD COMMENTS

There were no board comments.

IX. PUBLIC COMMENT regarding items not on the agenda There were no public comments.

X. ADJOURNMENT

The next regular meeting of the GC is scheduled for Wednesday, January 15, 2025 at 5:00 pm. Chair Gomez officially adjourned the meeting at 5:35 pm PST.

Reference/Reminders:

- Charter Management Organization (CMO): Explore Learning Network (ELN) School Finance Managers: Katie Rarick/Josh Padilla of Axiom Analytics
- **Chartering Authority:** State Public Charter Schools Authority (SPCSA)
- **Department of Education:** Nevada Department of Education (NDE)
- Please advise Board Liaison of any topics of interest for consideration, discussion, or training at future meetings (regular, special or separate work sessions)
- Governance Resources (SPCSA) https://charterschools.nv.gov/ForSchools/Governance_Standards/
- Governance and Operations Resources (SPCSA) https://charterschools.nv.gov/ForSchools/Resources/
- Accountability (SPCSA) https://charterschools.nv.gov/ForSchools/Accountability/