



Young Women's
Leadership Academy
OF LAS VEGAS

February 12, 2025

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 cycle to submit a Request for Amendment (RFA) of its Charter School Contract with the State Public Charter School Authority (SPCSA).

This out-of-cycle amendment seeks the Authority's approval of YWLA's request to reduce enrollment beyond 10% of its approved enrollment cap beginning in the 2024-25 school year due to the current under-enrollment at the campus.

The YWLA Governing Board has approved filing the proposed amendment and requesting a good cause exemption from the current amendment cycle (see ***Attachment 01 - Board Agenda & Meeting Minutes***). This proposed change will permit the school to promote YWLA's unique educational program to additional prospective students and continue focusing on the academic development of the students already enrolled at YWLA.

YWLA sincerely appreciates the support of the SPCSA staff as it respectfully seeks the approval of this good cause exemption and the granting of its underlying application to amend the charter agreement. We look forward to working with the SPCSA staff to address any questions or concerns.

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. YWLA’s school campus is 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 driven by the same mission and vision: to nurture young women’s intellectual curiosity and creativity. These schools accomplish this by supporting the “whole girl” and seeking to maximize each student’s academic achievement, social-emotional well-being, and post-secondary success.

Student Enrollment

Table 1 below includes the student enrollment history for YWLA’s inaugural school year in 2022-23 with grades 6 and 9, the 2023-24 school year with grades 6-10, and the current school year¹ of 2024-25 with grades 6-9.²

¹ Current school year enrollment data is accurate as of January 2, 2025. YWLA’s certified Average Daily Enrollment (ADE) for the 1st quarter of the current school year was 111.27, while YWLA’s certified ADE for the 2nd quarter of the current school year was 109.65.

² On July 26, 2024, the SPCSA granted YWLA’s request to temporarily eliminate the 10th and 11th grades for the 2024-25 school year. At that time, YWLA did not contemplate lowering its overall enrollment cap but intended to fill its remaining grades of 6 through 9 up to our enrollment cap of 135 students.

Table 1. Total Student Enrollment History

Grade	2022-23 School Year	2023-24 School Year	2024-25 School Year ³
6	33	26	34
7	-	40	30
8	-	17	30
9	16	7	11
10	-	10	-
Total	49	100	108

Governing Board of Directors

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

YWLA’s current board members can 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 eight members, who represent diverse areas of expertise in 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 Vice Chair Olivia Carbajal – Olivia has worked in education for over 12 years, beginning her career in the Clark County School District (CCSD). She later accepted a leadership position at Mater Academy in 2014, becoming an Assistant Principal and Principal in 2020. As a school principal, Olivia 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 a 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 Secretary Jessica Fields – Jessica Fields serves as Walmart’s Market Health and Wellness Director in Las Vegas. She received her Doctor of Pharmacy (Pharm.D.) degree from Florida Agricultural & Mechanical University (FAMU). Bringing a unique blend of expertise in healthcare operations and community service, Jessica has been committed to public service since 2013, when she started her

³ Current as of January 10, 2025.

career as a community pharmacist. She has balanced her professional career with dedicated volunteer work and subsequently embraced leadership roles, focusing on addressing health and educational disparities in underserved communities. On the school board, Jessica leverages her professional experience and passion for social equity to advocate for comprehensive student support. Her commitment to creating positive change drives her efforts to ensure all students have the resources they need to thrive academically and personally.

Board Treasurer Zac Hudson – Zac serves as the Las Vegas Sands Corporation’s Executive Vice President and Global General Counsel. 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 Member Robert Goldstein – Robert serves as Chairman and CEO of the Las Vegas Sands Corporation after serving in various leadership positions since joining the company in 1995. His leadership has helped LVS achieve significant industry records for financial performance and positioned the company as a leader in regulatory compliance. Robert has demonstrated interest in improving Las Vegas, particularly educational outcomes for families in YWLA’s target community. His association with Las Vegas Sands will provide YWLA families with resources and support to achieve 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 Lagasse Foundation.

Board Member Genevieve O’Brien – Genevieve O’Brien is a founding parent at YWLA. She is an Air Force Veteran, IT professional, and robotics coach. She taught Middle School media arts, robotics, Coding, and remedial math, has been a charter school parent for 11 years, and has been coaching the YWLA robotics team. She is a first-generation college attendee and American Military University Graduate with a Master’s in Management, a Bachelor of Business Administration, and a Bachelor of Intelligence Studies. She works as a Tier 2 Information Technology Specialist and is passionate about encouraging girls and women in STEM.

Board Member Wiley Reynolds – Wiley Reynolds is a Financial Representative at The Northwestern Mutual Life Insurance Company.

Board Member LeMarie Laureano – LeMarie Laureano is the retired Co-Director of The Young Women’s Leadership School of the Bronx.

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 served by the local Young Women’s campus. YWLA will also continue to recruit parents and educators and engage in community involvement to ensure the school’s effective governance and financial, operational, and academic operations.

School Leaders

Executive Director Selena Torres

Executive Director Selena Torres, an accomplished educator and dedicated public servant, brings a wealth of experience and passion to her role as the Executive Director of the Young Women's Leadership Academy. With a career spanning education, legislative service, and community engagement, Selena is poised to lead, inspire, and empower the next generation of female leaders and to foster an environment where young women can thrive academically, socially, and personally.

Selena's academic journey began at the College of Southern Nevada, where she earned an Associate of Arts degree with a major in Spanish. She then pursued a Bachelor of Arts in English Literature with a minor in Spanish at the University of Nevada, Reno (UNR). Her commitment to education led her to obtain a Master of Education with an emphasis in Curriculum and Instruction and a TESOL endorsement from the University of Nevada, Las Vegas (UNLV).

Selena has extensive experience in education. At Mater Academy East, she served as a Secondary English Teacher, English Department Lead, and Instructional Coach. Her work in a Title I school focused on differentiated instruction for English Language Learners and differently abled students, demonstrating her ability to meet diverse student needs. Selena also facilitated department meetings, supported new educators, and led professional development workshops. In addition to her teaching role, Selena has contributed to higher education as an Education Professor for the Alternative Route to Licensure program at UNLV, where she mentored aspiring educators and integrated innovative teaching strategies into teacher preparation programs.

Selena's impact extends beyond the classroom through her legislative work. Since November 2018, she has served as a Nevada State Assemblywoman, chaired the Assembly Government Affairs Committee, and participated in key committees such as Assembly Education and Assembly Commerce and Labor. Selena has a proven track record of crafting and implementing impactful policies, collaborating with diverse stakeholders, and engaging with the media to advocate for initiatives that benefit Nevada families, local governments, and businesses.

A committed community advocate, Selena has served on Safe Nest and the Nevada Youth Network boards, contributing to efforts that support youth and families. As the former Chair and current Secretary/Treasurer of the Nevada Latino Legislative Caucus, she has been instrumental in outreach to the Latino community and organizing significant events such as the Annual Caucus Gala.

Principal Kat Draper

Keturah "Kat" Draper's comprehensive experience, leadership skills, and unwavering commitment to education make her an exceptional leader as the new Principal of the Young Women's Leadership Academy. With over two decades of experience in education, Kat has a proven track record of fostering academic excellence, promoting a positive school culture, and implementing innovative strategies to support student success. Her vision and dedication will undoubtedly create an empowering and nurturing environment for young women to thrive academically, socially, and personally. Kat's dynamic leadership will inspire and guide the students and staff toward continued success.

Kat's initial role as an educator began as a Classroom Teacher/Instructional Support Teacher for the Baltimore City Public School System. For eight years, Kat developed lesson plans, prepared instructional materials, and provided individualized and small-group instruction to meet diverse student needs. She maintained standards of student behavior, observed and evaluated student performance, and actively participated in the School Improvement Team. Kat collaborated with the principal and other teams to provide guidance and technical support to teachers and staff, organized state assessments, and coordinated special events and extracurricular activities.

Kat then served as an Assistant Principal for fifteen years in the Baltimore City Public School System. In that role, Kat served as an instructional leader, assisting in analyzing school data, planning budgets, and resource allocations. She led the Culture and Climate Team, facilitating a Positive Behavior Intervention System (PBIS) to maintain a safe and effective school environment. Kat also led the Student Support Team, collaborating with teachers, parents, and service providers to support at-risk students. Her leadership extended to improving school climate, reducing incidents of violence and suspensions, and preparing communications and data reports to drive strategic decisions.

As an Adjunct Professor (Reading) at Anne Arundel Community College, Kat taught strategies to assist struggling readers with comprehension of college-level texts, organizational structure for varied types of college writing, and proper Standard English grammar and language usage. She utilized assessment data to create individualized plans tailored to student abilities and learning styles.

After relocating to Las Vegas, Kat served as a Student Success Coordinator (SPED) for CCSD. As the SPED coordinator, Kat observed SPED teachers and staff, evaluated lesson plans, and developed strategies to promote a positive school climate and increase student attendance. She focused on ensuring academic growth and social achievement, particularly for students identified as chronically absent.

Most recently, Kat served as an Assistant Principal at Rancho High School in CCSD. In that role, Kat was an instructional leader, conducting formal and informal observations of teachers and staff and evaluating lesson plans and instructional resources. She successfully utilized the progressive discipline model to support student behaviors and has developed strategies to foster a positive school climate. Kat has supervised the Math and Performing Arts Departments, served as Testing Coordinator, and acted as the liaison for Family & Community Engagement. Her efforts in coordinating various school activities, including AP Course Audits, field trips, and orientations, significantly contributed to the school's success.

Kat holds a Certificate in Education Leadership Management from the Leadership Institute of Nevada Executive Leadership Academy and a Certificate in Advanced Study in Education from Notre Dame of Maryland University. She also earned a Master of Arts in Leadership Teaching and School Administration from the College of Notre Dame of Maryland.

Kat's extensive skill set includes developing curriculum, collecting and analyzing data, coordinating fundraisers, planning and assessing programs, preparing professional development sessions, and leading and supervising teams. She is adept at building parent and community partnerships, promoting equity, diversity, and inclusion practices, and managing school resources and grants. Her expertise in restorative practices and facilitating culture and climate change has been pivotal in promoting student growth and achievement.

Additional Key Leadership Team Member

The Governing Board has also demonstrated its deep commitment to the future growth and long-term and sustainable success of YWLA by adding retired CCSD high school principal Darlin Delgado as an Educational Consultant to the YWLA leadership team.

Darlin Delgado is an experienced educator and visionary instructional leader. She is strongly committed to influencing positive change and achieving exceptional outcomes for students, teacher leaders, administrators, and the broader school community.

Darlin's expertise spans 21st-century learning and leadership skills, career and technical education, implementation of online and blended learning models, and fostering family and community engagement. She has extensive experience planning and implementing high school curricula, developing dual credit courses, and promoting equity and access to high-quality instruction.

With a robust academic background, Darlin holds an M.A. in Educational Administration from the University of Phoenix and a B.S. in Education/Secondary Education from UNLV. Her professional preparation includes participation in the Harvard Graduate School of Education Principals' Institute and the Executive Leadership Academy by The Public Education Foundation.

As the principal of Rancho High School from 2020 to 2024, Darlin led a large administrative team and a student population of over 3,000 in an urban, Title I, and Magnet school setting. Her leadership resulted in significant achievements, including a 94% graduation rate for three consecutive years and recognition by the AP College Board and Magnet Schools of America. Before this, she was the principal of East Career and Technical Academy (ECTA), achieving a 100% graduation rate for the Class of 2019 and 2020. She significantly increased dual course college credits, leading to substantial scholarship awards for her students.

Darlin's educational career also includes her role as principal at Nevada Learning Academy (NVLA) at CCSD, where she oversaw online instructional programs and facilitated professional development focused on best practices for online and blended learning. Her earlier positions as assistant principal at Foothill High School and Eldorado High School and as dean of students at Las Vegas Academy highlight her consistent dedication to student success and academic excellence.

In addition to her leadership roles, Darlin has been actively involved in professional organizations, including the Nevada Association of Latino Administrators and Superintendents, the Nevada Association of School Administrators, and Magnet Schools of America. She has presented at various conferences and contributed to special education teacher recruitment efforts.

Darlin Delgado's career is marked by her unwavering commitment to creating innovative learning environments, fostering community partnerships, and ensuring all students have access to college, career, and life readiness. Her leadership and dedication have made a significant impact on the educational landscape in Las Vegas.

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 2024-25 school year due to the current under-enrollment at the campus. YWLA seeks to modify its enrollment cap for the 2024-25 school year to 111 scholars with commensurate enrollment reductions in future school years as described more fully in **Table 3** below.

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

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

Since its inception, YWLA has faced challenges typical of new schools, yet each hurdle has been a stepping stone toward a brighter future. During our inaugural 2022-23 school year, lower-than-anticipated enrollment in grades 6 and 9 was primarily due to administrative delays in securing necessary paperwork to finalize student registrations. These initial challenges had a ripple effect, contributing to reduced enrollment in subsequent years.

Recognizing the need for transformative leadership to address these challenges, YWLA's Board took decisive action over the summer of 2024, appointing a dynamic new leadership team. While crucial for long-term success, this bold move coincided with the tight window before the start of the school year, limiting the new leaders' ability to engage with the community through events and outreach.

The new leadership team has also prioritized fostering a positive school culture and climate by implementing policies to enhance the overall student and family experience. While these necessary changes initially led to unexpected student withdrawals as families adjusted to the new vision, we view this as a temporary realignment rather than a setback.

YWLA's leadership is unwavering in its belief that these culture and climate improvements, coupled with efforts to enhance academic outcomes, will position the school as a beacon of excellence and innovation. As these changes take root and the leadership team launches a robust community engagement strategy, YWLA is poised to rebuild enrollment and surpass expectations.

Better days are ahead for YWLA. We are confident that our renewed focus, visionary leadership, and commitment to excellence will attract new students and families eager to join a thriving and forward-looking educational community.

Operations and Enrollment

1. Describe the rationale for the reduction in enrollment.

The decision to reduce enrollment in existing grade levels stems from a thorough evaluation of recent enrollment trends and our school's current challenges. During the current academic year, we have experienced under-enrollment due to student withdrawals as we continue to implement our new vision to improve academic achievement and create a positive school culture and climate.

By proactively reducing enrollment, we aim to align our student population with the school's operational capacity and fiscal resources, ensuring a stable and enriching academic environment. This adjustment reflects our commitment to delivering a high-quality education tailored to the needs of our existing students while positioning the school for long-term sustainability.

Due to the ongoing challenges of increasing enrollment in grade 9, the new school leaders have determined that focusing resources on strengthening middle school enrollment is the best strategy to build a stronger high school population in the future. The projected enrollment in the middle school grades is expected to support stronger student enrollment for 2025-26 and beyond.

This proposed change will allow YWLA to prioritize the educational development of scholars in grades 6 through 9 while enhancing recruitment efforts to showcase YWLA's unique academic program to prospective students in targeted communities and grade levels.

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

Reducing enrollment carries inherent risks, including potential revenue loss, stakeholder concerns, and impacts on staff morale. To address the financial implications, our current budget reflects the adjusted enrollment numbers, ensuring fiscal stability through cost-saving measures and strategic resource allocation. We will implement a transparent communication plan highlighting the rationale for the reduction and its benefits to maintain community trust and engagement.

YWLA acknowledges the complexities of reducing the school's enrollment cap due to under-enrollment. To mitigate these challenges:

- **Perception and Reputation:** Stakeholders will be engaged through meetings and communications emphasizing the temporary nature of the reduction and the focus on resource optimization for enhanced educational outcomes.
 - **Financial Stability:** Budget reallocations and financial oversight will ensure resource efficiency. Collaboration with the EMO will support regular financial reviews.
 - **Staff Morale:** Transparent communication and professional development opportunities will be used to support staff. Teachers will be equipped to adapt to changes and prepare for future grade reinstatements.
 - **Long-Term Growth:** Enhanced marketing and recruitment strategies, dual enrollment programs, and stronger community partnerships will attract and retain students, laying the foundation for future growth.
3. Describe the role to date of any parents, neighborhood, and/or community members involved in the proposed reduction in enrollment of the school.

The new school leaders and the governing board decided to collaboratively reduce YWLA's enrollment cap temporarily based on enrollment challenges identified after their appointment. While time constraints prevented initial stakeholder engagement, YWLA is committed to involving our families and the broader school community in future decisions through inclusive and transparent processes. The governing board is confident that this decision reflects the best interests of our students and the community. The goals of this amendment will permit more individualized attention for students as the school diligently works to improve our academic results.

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?

Once the application is approved, YWLA will launch a robust and comprehensive engagement strategy to keep parents, students, and community members fully informed and actively involved throughout the transition process. Our approach will prioritize transparency, inclusivity, and proactive communication to ensure all stakeholders feel valued and supported.

To retain current students and reassure families, YWLA will actively reinforce the advantages of our educational model, such as small class sizes that enable increased teacher-student interaction and our ongoing efforts to improve academic outcomes. School leaders and staff will work together to reassure families of our unwavering commitment to their children's success and well-being, building confidence in the school's vision for the future.

Understanding the importance of transparent communication, YWLA will host information sessions and distribute updates through newsletters, emails, and social media to keep stakeholders informed about milestones and progress. Surveys, focus groups, and suggestion boxes will provide channels for feedback, ensuring continuous engagement and communication during the transition. Candid feedback will facilitate deeper discussions to address specific concerns or issues.

YWLA remains committed to serving a student population representative of the local communities on the east side of the Las Vegas Valley. To expand access to underserved students throughout the valley, YWLA has implemented a transportation program and continues to utilize comprehensive recruitment methods to reach at-risk families, including those economically disadvantaged or with limited English proficiency.

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 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 will continue its targeted outreach efforts to ensure that harder-to-reach families, such as single-parent households, economically disadvantaged students, and those at risk of academic failure, are aware of their eligibility and the opportunities available at our school. Through consistent communication, meaningful engagement, and actionable support, YWLA will foster a transparent and collaborative environment. These efforts will strengthen our community relationships, ensure stakeholder trust, and position YWLA as a cornerstone of academic excellence in the region.

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.

The enrollment reduction is not anticipated to significantly impact staffing. Our current student-to-teacher ratio aligns with the revised enrollment projections, allowing us to maintain our existing faculty and support staff levels. Any minor adjustments to staffing will be managed through natural attrition or reassignment, ensuring that no staff member is adversely affected. This approach reflects our dedication to maintaining a stable, cohesive team committed to effectively serving our students.

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

Table 2. Staffing Table

YEAR	2024-25	2025-26	2026-27	2027-28
Executive Director	1	1	1	1
Principal	1	1	1	1
Director of Educational & Organizational Programs	1	1	1	1
School Counselor / College Bound Initiative Coordinator	1	1	1	1
Social Worker / Mental Health	1	-	-	-
Office Manager / Banker	1	1	1	1
Teaching Assistant (SPED included)	1	1	1	1
Cafeteria Manager	1	1	1	1
Total Admin & Support	8	7	7	7
Classroom Teachers (Core Subjects)	4	5	6	7
Special Education Teachers	1	1	1	1
Classroom Teachers (Electives)	4	3	2	1

Total Teaching Staff	9	9	9	9
Total FTEs at School	17	16	16	16

- 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.

Not applicable.

- 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 3. Planned Enrollment for YWLA

Grade Level	Number of Students			
	2024-25 ⁴	2025-26	2026-27	2027-28
6	35	35	35	35
7	29	35	35	35
8	29	29	30	35
9	18	29	29	30
10	-	22	18	15
11	-	-	18	15
12	-	-	-	15
Total	111	150	165	180

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.

In support of this amendment application, please see **Attachment 04 – YWLA Updated Budget** for a copy of YWLA’s updated budget with an enrollment of 111 students for the 2024-25 school year. The Board of Directors adopted this final budget at its November 21, 2024 board meeting.

- 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.

YWLA’s updated budget includes a per-pupil revenue assumption of \$9,414 for the current 2024-25 fiscal year of operation. The revenue assumption of \$9,414 was based on the adjusted per pupil funding amount for Clark County shown in Section 5 of Senate Bill No. 503.

⁴ The total enrollment of 111 scholars used in **Table 3** for the 2024-25 school year is based on an average of YWLA’s certified Average Daily Enrollment (ADE) for the 1st quarter of the current school year (111.27) plus YWLA’s certified ADE for the 2nd quarter of the current school year (109.65).

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 2024-2025 is \$9,414. 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 2024-2025 is:

Carson City	\$9,414
Churchill	\$9,414
Clark	\$9,414
Douglas	\$9,414
Elko	\$9,414
Esmeralda	\$9,414
Eureka	\$9,414
Humboldt	\$9,414
Lander	\$9,414
Lincoln	\$9,414
Lyon	\$9,414
Mineral	\$9,414
Nye	\$9,414
Pershing	\$9,414
Storey	\$9,414
Washoe	\$9,414

Figure 1. Senate Bill 503, Sec. 5, para. 5

Please refer to ***Attachment 05 – Budget Narrative*** for a more detailed overview of anticipated revenue and expenditures supporting this amendment application.

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.

YWLA has a clear and proactive plan to address the financial implications of lower-than-anticipated enrollment while ensuring the school continues to operate effectively and deliver on its mission to provide an excellent education.

YWLA has presented a fiscally conservative budget with adjustments to reflect the current enrollment numbers. As a result of lower enrollment, certain budgeted expenses, such as EMO/CMO fees, student supplies, and IT fees, will naturally decrease in proportion to the reduced student population. These adjustments will allow the school to maintain a balanced budget and allocate resources more efficiently, focusing on priority areas directly impacting student outcomes and school operations.

YWLA collaborates closely with its EMO, Academica, to identify and secure additional funding sources to help offset revenue shortfalls. Academica brings expertise in grant writing and financial planning, enabling YWLA to pursue various funding opportunities that align with the school’s goals and needs.

YWLA will actively seek grants to support the school’s planning, implementation, and operational success. Specifically, YWLA will pursue funding available under Titles I, II, III, and IV-A to enhance programs for at-risk students, teacher professional development, English language acquisition, and well-rounded education initiatives. These additional funding sources will bolster YWLA’s financial stability and allow the school to continue investing in high-quality instruction, curriculum enhancements, and student support services.

YWLA will implement cost-saving measures while ensuring that the quality of education and student support remain uncompromised. This includes optimizing operational processes, leveraging partnerships to reduce costs, and prioritizing expenditures that most impact student success.

YWLA remains committed to maintaining transparency in its financial operations. In collaboration with Academics, the governing board will regularly review and monitor the budget to ensure it aligns with the school's current needs and long-term goals. Stakeholders will be informed about the school's financial health and the steps to address any challenges.

While the current enrollment presents short-term challenges, YWLA is confident that its strategies to improve school culture, academic performance, and community engagement will lead to increased enrollment in the coming years. By combining responsible financial planning with targeted outreach and operational excellence, YWLA is well-positioned to achieve long-term financial sustainability and continue its mission of empowering students to succeed academically and personally.

This comprehensive approach demonstrates YWLA's resilience and commitment to overcoming challenges while ensuring its students and community receive the support and opportunities they deserve.

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 the cover page in support of this amendment application.



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 JANUARY 24, 2025, BEGINNING AT 8:00 A.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.

Attachment 01 - Board Agenda & Meeting Minutes



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 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.

BOARD OF DIRECTORS

GUNLEK RUDER – BOARD CHAIR

OLIVIA CARBAJAL – BOARD VICE CHAIR

JESSICA FIELDS – BOARD SECRETARY

ZAC HUDSON – BOARD TREASURER

ROBERT GOLDSTEIN – BOARD MEMBER

GENEVIEVE O'BRIEN – BOARD MEMBER

WILEY REYNOLDS – BOARD MEMBER

LEMARIE LAUREANO – BOARD MEMBER

SELENA TORRES – EXECUTIVE DIRECTOR

KAT DRAPER – PRINCIPAL

SARAH BOLDIN – STUDENT LEADERSHIP NETWORK

MEETING OF THE BOARD OF DIRECTORS

JANUARY 24, 2025

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 HAS BEEN SPECIFICALLY INCLUDED ON AN AGENDA AS AN ITEM UPON WHICH ACTION WILL BE TAKEN.)

Attachment 01 - Board Agenda & Meeting Minutes



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 REQUESTS, IN WHICH CASE THE ITEM(S) WILL BE REMOVED FROM THE CONSENT AGENDA AND CONSIDERED ALONG WITH THE REGULAR ORDER OF BUSINESS.)*

- a. APPROVAL OF MINUTES FROM THE NOVEMBER 21, 2024 BOARD MEETING
- b. APPROVAL OF UPDATES TO THE YWLA SPED MANUAL AND SPED POLICY AND PROCEDURES
- c. REVIEW AND APPROVAL OF THE ACCESS TO MENSTRUAL PRODUCTS PLAN

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

- a. FINANCIAL REPORT: MAY INCLUDE, BUT NOT LIMITED TO FINANCIAL FRAMEWORK, KEY FINANCIAL INFORMATION, AVERAGE DAILY ENROLLMENT, INCOME STATEMENT, AND BALANCE SHEET (FOR DISCUSSION)
- b. SCHOOL LEADERSHIP REPORT BY YWLA LEADERS: MAY INCLUDE, BUT NOT LIMITED TO HIGHLIGHTS & UPDATES, STUDENT PERFORMANCE, STAFFING UPDATES, ENROLLMENT UPDATES, AND UPCOMING EVENTS (FOR DISCUSSION)
- c. REVIEW AND POSSIBLE APPROVAL OF THE CHARTER AMENDMENT APPLICATION AND GOOD CAUSE EXEMPTION LETTER TO REDUCE THE ENROLLMENT CAP (FOR POSSIBLE ACTION)
- d. DISCUSSION REGARDING BOARD MEETING SCHEDULE (FOR DISCUSSION)

5. LONG-RANGE CALENDAR/ANNOUNCEMENTS

6. PUBLIC COMMENT

(NO ACTION MAY BE TAKEN ON A MATTER RAISED UNDER THIS ITEM OF THE AGENDA UNTIL THE MATTER 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 - Board Agenda & Meeting Minutes

MINUTES
OF THE MEETING OF THE
YOUNG WOMEN'S LEADERSHIP ACADEMY
BOARD OF DIRECTORS
JANUARY 24, 2025

The Board of Directors of Young Women's Leadership Academy held a public meeting on January 24, 2025, at 8:00 a.m. via Zoom meeting.

1. CALL MEETING TO ORDER AND ROLL CALL

The meeting was called to order by Member Ruder at 8:01 a.m. Present were Board members Gun Ruder, Olivia Carbajal (at 8:10 a.m.), Zac Hudson, Robert Goldstein, Genevieve O'Brien, and Wiley Reynolds.

Members Jessica Fields and LeMarie Laureano were not present.

Also present were Executive Director Selena Torres, Principal Kat Draper, and Yesenia Bonaventure. Others in attendance were Sarah Boldin with Student Leadership Network, and Academica representatives Mariella Bueno, Gayle Jefferson, Paul Ballou, Sheri Cooper, Dena Thompson, Travis Keys, and Ryan Reeves.

2. PUBLIC COMMENT

There was no public comment.

3. CONSENT AGENDA

- a. APPROVAL OF MINUTES FROM THE NOVEMBER 21, 2024 BOARD MEETING
- b. APPROVAL OF UPDATES TO THE YWLA SPED MANUAL AND SPED POLICY AND PROCEDURES
- c. REVIEW AND APPROVAL OF THE ACCESS TO MENSTRUAL PRODUCTS PLAN

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

4. ACTION & DISCUSSION ITEMS

a. FINANCIAL REPORT

Ms. Sheri Cooper addressed the Board and presented the November 2024 financial packet covering July through November. She noted that average daily enrollment data had not yet been updated and that all grants had been received except for two recent NSLP reimbursements, which were expected soon. Member Ruder asked about higher-than-expected payroll taxes and benefits. Ms. Cooper said she would investigate, suggesting reclassification issues due to the new payroll system. Member Ruder stated that PERS expenses might have been misclassified, and Ms. Cooper agreed to review further.

Ms. Cooper stated that overall revenues were slightly higher due to strong donations, while most expenses aligned with expectations. Training and development costs exceeded the budget,

Attachment 01 - Board Agenda & Meeting Minutes

and supply expenses were frontloaded for the school year. SPED services and the student leadership network affiliation fee remained on track. Member Ruder questioned whether food expenditures were accurate, and Ms. Cooper confirmed they reflected actual spending without timing issues.

Ms. Cooper stated that transportation expenses were at 50% of the budget, with reimbursements pending. Building maintenance costs were higher due to an unexpected \$20,000 invoice from Mater East. Executive Director Torres explained that the charges covered painting and ceiling tile replacements required to pass a health inspection. Ms. Cooper noted that utilities were lower due to delayed billing from the church, a recurring issue. Member Ruder asked about the overall financial outlook, and Ms. Cooper confirmed that, despite some variances, expenses remained on track.

b. SCHOOL LEADERSHIP REPORT BY YWLA LEADERS

Executive Director Selena Torres addressed the Board and provided an update on student achievement, enrollment, and outreach efforts. She reported significant academic progress, with teachers implementing small-group instruction in math and ELA to prepare students for testing. Professional development from the Student Leadership Network had also strengthened instructional practices. She noted that enrollment remained a challenge, with a slight decrease at the start of the semester, primarily due to transportation issues. Efforts to increase enrollment included Facebook ads, community outreach, and partnerships with local elementary schools. YWLA also participated in recruitment events, such as the upcoming Charter School Choice Fair.

Member Ruder asked how many elementary schools YWLA had relationships with for student recruitment, to which Executive Director Torres responded that they were actively engaging with four or five schools. Member Ruder suggested conducting a parent and student survey to gauge satisfaction and identify areas for improvement. Executive Director Torres agreed to develop one. Ms. Sarah Boldin, with Student Leadership Network, addressed the Board and offered to share survey questions used in other schools. Executive Director Torres stated that the school recently completed the State climate survey, noting she would share the results when they were received.

Executive Director Torres shared positive feedback from a recent SPCSA monitoring visit, noting improvements in school culture and student engagement. She noted that the early focus on building strong systems and structures had laid the groundwork for future growth, positioning YWLA to expand enrollment and strengthen its academic foundation.

Executive Director Torres provided updates on staffing, student support, and upcoming events. She highlighted that some teachers were pursuing provisional licenses through alternative certification routes. The school continued preparing for SBAC testing, and the SEL interventionist, funded through AB 495, had been instrumental in providing mental health support and connecting families to resources. She noted that concerns over deportation were affecting some families, with the school working to provide support while adhering to student privacy laws.

Executive Director Torres outlined upcoming events, including the School Choice Fair, African American Heritage Spirit Week, a Black History Month Block Party, and the International

Attachment 01 - Board Agenda & Meeting Minutes

Women's Day Spring Festival, which would also serve as a recruitment opportunity. She encouraged board members to share vendor opportunities for the festival.

Member Ruder revisited enrollment figures, noting the challenge of rebuilding after significant turnover from the previous year. Ms. Jenn Figueroa addressed the Board and stated that approximately 40 students returned from the previous year and noted that the elimination of 10th grade had an impact on the returning students. She reported that 61 students had confirmed their return for the 2025/2026 school year, with 55 completing registration. For the upcoming year, 16 new 6th grade and 3 new 9th grade applications had been received, though outreach efforts were ongoing to increase enrollment. Executive Director Torres emphasized the importance of continued engagement with families to ensure registration completion.

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

Mr. Paul Ballou addressed the Board and explained the need for a charter amendment application to adjust enrollment caps in alignment with the final budget adopted in November. The original enrollment projection was 135, but first-quarter ADE came in at 111, exceeding a 10% variance. To comply with the charter agreement, the school proposed revised enrollment caps: 111 for the current year, 150 in 2025-2026 with the addition of 10th grade, 165 in 2026-2027 with 11th grade, and 180 in 2027-2028 with 12th grade. He noted that if enrollment improved, another amendment application could be filed when enrollment exceeded these numbers by more than 10%.

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

d. DISCUSSION REGARDING BOARD MEETING SCHEDULE

Ms. Dena Thompson addressed the Board and stated that the current 2:30 p.m. schedule was a challenge for the school leaders. Discussion ensued regarding a more accommodating time frame. Member Ruder requested that Ms. Thompson survey board members to identify the most convenient time for required attendees.

5. LONG RANGE CALENDAR/ANNOUNCEMENTS

Executive Director Torres noted that she would be participating in the upcoming State Legislative session. In her absence, Ms. Draper would deliver the leadership report with ongoing support from the leadership team.

6. PUBLIC COMMENT

There was no public comment.

7. ADJOURN MEETING

THE MEETING WAS ADJOURNED AT 8:37 A.M.

APPROVED ON:

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

DRAFT

Attachment 02 - Staffing Table

Teaching Staff	24-25	25-26	26-27	27-28
Classroom Teachers	4.00	5.00	6.00	7.00
SPED Teachers	1.00	1.00	1.00	1.00
Art Teacher	-	-	-	-
Music	-	-	-	-
PE Teacher	-	-	-	-
Technology (STEM)	-	-	-	-
Spanish / Language	-	-	-	-
Additional Elective Teachers	4.00	3.00	2.00	1.00
Gate Teacher	-	-	-	-
Total Teaching Staff	9.00	9.00	9.00	9.00
Admin & Support	24-25	25-26	26-27	27-28
Executive Director	1.00	1.00	1.00	1.00
Principal	1.00	1.00	1.00	1.00
Director of Ed & Org Programs	1.00	1.00	1.00	1.00
Dean	-	-	-	-
Curriculum Coach	-	-	-	-
School Counselor / College Bound Initiative Coordinator	1.00	1.00	1.00	1.00
Social Worker/ Mental Health	1.00	-	-	-
Office Manager/Banker	1.00	1.00	1.00	1.00
Registrar	-	-	-	-
Clinic Aide/ FASA	-	-	-	-
Receptionist	-	-	-	-
Teacher Assistants (SPED Included)	1.00	1.00	1.00	1.00
Campus Monitor/Custodian	-	-	-	-
Cafeteria Manager	1.00	1.00	1.00	1.00
Parent Engagement Corrdinator	-	-	-	-
SPED Facilitator	-	-	-	-
Speech Pathologist	-	-	-	-
School Psychologist	-	-	-	-
OT	-	-	-	-
School Nurse	-	-	-	-
On Campus Sub	-	-	-	-
Other: NSLP staff	-	-	-	-
Total Admin & Support	8.0	7.0	7.0	7.0
Total # Teachers	9.00	9.00	9.00	9.00
Total # Admin & Support	8.00	7.00	7.00	7.00
Total Staff	17.00	16.00	16.00	16.00

Attachment 03 - Enrollment Table

Young Women's Academy of Las Vegas	24-25	25-26	26-27	27-28
Statewide Base (w/ District Adj)	9,414	9,555	9,699	9,699
Total Students (FTEs)	111	150	165	180
Kinder	-	-	-	-
1st Grade	-	-	-	-
2nd Grade	-	-	-	-
3rd Grade	-	-	-	-
4th Grade	-	-	-	-
5th Grade	-	-	-	-
6th Grade	35	35	35	35
7th Grade	29	35	35	35
8th Grade	29	29	30	35
9th Grade	18	29	29	30
10th Grade	-	22	18	15
11th Grade	-	-	18	15
12th Grade	-	-	-	15
Total Students (FTEs)	111	150	165	180

Attachment 04 - YWLA Updated Budget

Young Women's Academy of Las Vegas		24-25	25-26	26-27	27-28
Statewide Base (w/ District Adj)		9,414	9,696	9,842	9,989
Total Students (FTEs)		111	150	165	180
Kinder		-	-	-	-
1st Grade		-	-	-	-
2nd Grade		-	-	-	-
3rd Grade		-	-	-	-
4th Grade		-	-	-	-
5th Grade		-	-	-	-
6th Grade		35	35	35	35
7th Grade		29	35	35	35
8th Grade		29	29	30	35
9th Grade		18	29	29	30
10th Grade		-	22	18	15
11th Grade		-	-	18	15
12th Grade		-	-	-	15
Total Students (FTEs)		111	150	165	180
Prior Year Numbers		24-25	25-26	26-27	27-28
SPED Count		17	23	25	28
EL Count		23	31	34	37
GATE Count		-	-	-	-
FRL Count and %		100%	100%	100%	100%
At-Risk Count		38	38	38	38
Teaching Staff		24-25	25-26	26-27	27-28
Classroom Teachers		4.00	5.00	6.00	7.00
SPED Teachers		1.00	1.00	1.00	1.00
Art Teacher		-	-	-	-
Music		-	-	-	-
PE Teacher		-	-	-	-
Technology (STEM)		-	-	-	-
Spanish / Language		-	-	-	-
Additional Elective Teachers		4.00	3.00	2.00	1.00
Gate Teacher		-	-	-	-
Total Teaching Staff		9.00	9.00	9.00	9.00
Admin & Support		24-25	25-26	26-27	27-28
Executive Director		1.00	1.00	1.00	1.00
Principal		1.00	1.00	1.00	1.00
Director of Ed & Org Programs		1.00	1.00	1.00	1.00
Dean		-	-	-	-
Curriculum Coach		-	-	-	-
School Counselor / College Bound Initiative Coordinator		1.00	1.00	1.00	1.00
Social Worker/ Mental Health		1.00	-	-	-
Office Manager/Banker		1.00	1.00	1.00	1.00
Registrar		-	-	-	-
Clinic Aide/ FASA		-	-	-	-
Receptionist		-	-	-	-
Teacher Assistants (SPED Included)		1.00	1.00	1.00	1.00
Campus Monitor/Custodian		-	-	-	-
Cafeteria Manager		1.00	1.00	1.00	1.00
Parent Engagement Corrdinator		-	-	-	-
SPED Facilitator		-	-	-	-
Speech Pathologist		-	-	-	-
School Psychologist		-	-	-	-
OT		-	-	-	-
School Nurse		-	-	-	-
On Campus Sub		-	-	-	-

Attachment 04 - YWLA Updated Budget

Other: NSLP staff	-	-	-	-
Total Admin & Support	8.0	7.0	7.0	7.0
Total # Teachers	9.00	9.00	9.00	9.00
Total # Admin & Support	8.00	7.00	7.00	7.00
Total Staff	17.00	16.00	16.00	16.00
Total Salaries & Benefits as % of Expenses	65.5%	62.4%	61.4%	60.5%
Instruction Salaries as % of Total Salaries	49.3%	51.8%	51.9%	51.9%
Admin & Support Salaries as % of Total Salaries	46.5%	48.2%	48.1%	48.1%
Rent as % of Revenue	2.4%	3.4%	3.6%	3.8%
REVENUE	24-25	25-26	26-27	27-28
State Revenue				
State Base Budget Revenue	1,044,954	1,454,463	1,623,908	1,798,109
ELL Weight	97,435	133,634	149,203	165,208
Gifted and Talented Education (GATE)	-	-	-	-
At-Risk Weight	125,206	127,088	128,994	130,929
Local SPED	-	-	-	-
SPED Discretionary Unit	66,132	88,216	97,038	105,859
Total State Revenues	1,333,727	1,803,402	1,999,143	2,200,106
Federal Revenue				
SPED Funding (Part B)	19,906	26,878	29,566	32,254
National School Lunch Program (NSLP) - Breakfast	45,554	61,560	67,716	73,872
National School Lunch Program (NSLP) - Lunch	86,513	116,910	128,601	140,292
Title I	53,120	53,120	53,120	53,120
Title II	6,554	6,554	6,554	6,554
Title III	4,566	4,566	4,566	4,566
Title IV	5,400	5,400	5,400	5,400
Other: Transportation Grant / AB495	104,750	60,400	60,400	60,400
Total Federal Revenues	326,365	335,389	355,924	376,459
Other Revenue				
Interest Income	-	-	-	-
Student Generated Funds (SGF)	-	-	-	-
Donation(s): SANDS	652,723	304,746	178,351	48,026
Earnings on Investments	-	-	-	-
Total Other Revenues	652,723	304,746	178,351	48,026
Total Revenues (consolidated)	2,312,814	2,443,537	2,533,418	2,624,591
Other Sources of Funds				
Use of Beginning Fund Balances	-	-	-	-
Borrowings	-	-	-	-
	-	-	-	-
Total Other Sources of Funds	-	-	-	-
EXPENSES	24-25	25-26	26-27	27-28
Personnel Costs - Unrestricted Salaries				
Executive Director	135,000	137,025	139,080	141,167
Principal	125,000	126,875	128,778	130,710
Director of Ed & Org Programs	80,640	81,850	83,077	84,324
Dean	-	-	-	-
Curriculum Coach	-	-	-	-
School Counselor / College Bound Initiative Coordinator	51,500	52,273	53,057	53,852
Social Worker / Mental Health	44,350	-	-	-
Teachers Salaries	447,935	456,000	464,000	472,000
SPED Teachers	50,000	57,000	58,000	59,000
Office Manager/ Registrar / Banker	60,000	60,900	61,814	62,741
Secretary & FASA	-	-	-	-
Instructional Aide(s)	21,600	22,320	23,040	23,760

Attachment 04 - YWLA Updated Budget

Campus Monitors/Plant Operator	-	-	-	-
Cafeteria Manager	-	-	-	-
Total Unrestricted Salaries	1,016,025	994,242	1,010,846	1,027,553
Personnel Costs - Restricted Salaries				
SPED Facilitator	-	-	-	-
Speech Pathologist	-	-	-	-
School Psychologist	-	-	-	-
OT	-	-	-	-
School Nurse	-	-	-	-
GATE Teacher	-	-	-	-
National School Lunch Program (NSLP) Staff	38,400	39,200	40,000	40,800
On Campus Sub	-	-	-	-
Total Restricted Salaries	38,400	39,200	40,000	40,800
Total Salaries and Wages	1,054,425	1,033,442	1,050,846	1,068,353
PERS - 33.5%	291,693	328,134	334,079	340,055
Insurances/Employment Taxes/Other Benefits	110,494	124,013	131,356	138,886
Retention	15,250	14,000	14,000	14,000
Holiday	2,625	2,625	2,625	2,625
Stipend	18,240	-	-	-
Additional Bonuses	-	-	-	-
Tuition Reimbursements	5,000	5,000	5,000	5,000
Subst. Teachers (11 days/Teacher)	18,315	18,315	18,315	18,315
Total Benefits and Related	461,617	492,087	505,375	518,881
Total Payroll / Benefits and Related	1,516,042	1,525,529	1,556,221	1,587,234
Material Equipment and Supplies				
	24-25	25-26	26-27	27-28
Consumables	6,500	31,500	34,650	37,800
Dual Enrollment - College Bound Initiative	-	-	-	-
Curriculum/Tech/Furniture	15,000	-	-	-
Office Supplies	3,330	4,500	4,950	5,400
Classroom Supplies	9,500	6,000	6,600	7,200
Copier Supplies	1,110	1,500	1,650	1,800
Nursing Supplies	888	1,200	1,320	1,440
SPED Supplies	2,550	3,446	3,791	4,135
Athletics/Extra	7,500	7,500	7,500	7,500
Custodial Supplies	6,705	6,750	7,425	8,100
Total Material Equipment and Supplies	53,083	62,396	67,886	73,375
Purchased Services				
	24-25	25-26	26-27	27-28
Contracted Services: Other Professional Services	10,000	10,000	10,000	10,000
Contracted Services: SPED	47,175	63,750	70,125	76,500
Contracted Services: Transportation	75,000	75,000	75,000	75,000
Contracted Services: SLN Support Services	50,000	50,000	50,000	50,000
Management Fee (Academica Nevada)	54,945	76,478	85,387	94,547
Payroll Services	6,813	7,154	7,511	7,887
Audit/Tax	30,000	31,500	33,075	34,729
Legal Fees	35,000	20,000	20,000	20,000
IT Services	6,048	7,920	8,640	9,360
IT Set-up Fees	15,000	15,000	15,000	15,000
State Administrative Fee	15,845	21,440	23,776	26,178
Affiliation Fee - Student Leadership Network	-	-	-	-
Affiliation Fee - Professional Development	-	-	-	-
Professional Development	16,345	18,393	19,240	20,111
Total Purchased Services	362,171	396,634	417,755	439,312
General Operations				
	24-25	25-26	26-27	27-28
Telephone	2,860	3,003	3,153	3,311
Internet	3,900	4,095	4,300	4,515
Cell Phones	-	-	-	-
Postage	2,000	2,000	2,000	2,000
Website	5,500	5,775	6,064	6,367
Copier / Printing	15,000	15,750	16,538	17,364

Attachment 04 - YWLA Updated Budget

Infinite Campus	8,766	8,860	8,896	8,932
Property Insurance	11,458	12,603	13,864	15,250
Liability Insurance	10,025	11,028	12,131	13,344
Other Insurances	14,322	15,754	17,330	19,063
NSLP - Breakfast	47,952	64,800	71,280	77,760
NSLP - Lunch	74,925	101,250	111,375	121,500
Advertising/Marketing	5,000	5,000	5,000	5,000
Travel	10,900	10,900	10,900	10,900
Background and Fingerprinting	900	900	900	900
Dues and Fees	6,500	6,500	6,500	6,500
Prior Year Surplus allocated by board	-	-	-	-
Graduation	-	-	-	-
Loan Repayments	-	-	-	-
Cap Lease - Interest	-	-	-	-
Cap Lease - Principal	-	-	-	-
Cap Lease - Buyout	-	-	-	-
SGF Expenditures	-	-	-	-
Misc Purchases	5,000	5,000	5,000	5,000
Contingencies	-	-	-	-
Total Other	225,009	273,219	295,229	317,706
Facilities	24-25	25-26	26-27	27-28
Public Utilities (Electricity)	44,600	45,938	47,316	48,736
Natural Gas	1,800	1,854	1,910	1,967
Water / Sewer	10,600	10,918	11,246	11,583
Garbage/Disposal	4,000	4,120	4,244	4,371
Fire and Security alarms	1,000	1,030	1,061	1,093
Contracted Janitorial Services	13,009	13,399	13,801	14,215
Facility Maintenance/Repairs/Capital Outlay	20,000	20,000	20,000	20,000
Snow removal	-	-	-	-
Lawn Care	-	-	-	-
AC Maintenance & Repair	6,000	6,000	6,000	6,000
Total Facilities	101,009	103,259	105,577	107,964
Total Expenses Before Bldg	2,257,314	2,361,037	2,442,668	2,525,591
Scheduled Lease Payment	55,500	82,500	90,750	99,000
Scheduled Bond Payment - Principal	-	-	-	-
Scheduled Bond Payment - Interest	-	-	-	-
HOA/Parking/ Other	-	-	-	-
Surplus (Revenues-Total Expenses-Lease-Bond)	0	(0)	0	0
	0.00%	0.00%	0.00%	0.00%

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 \$9,414 for the 2024-2025 fiscal year of operation. Assumption of \$9,414 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 2024-2025 is \$9,414. 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 2024-2025 is:

Carson City	\$9,414
Churchill	\$9,414
Clark	\$9,414
Douglas	\$9,414
Elko	\$9,414
Esmeralda	\$9,414
Eureka	\$9,414
Humboldt	\$9,414
Lander	\$9,414
Lincoln	\$9,414
Lyon	\$9,414
Mineral	\$9,414
Nye	\$9,414
Pershing	\$9,414
Storey	\$9,414
Washoe	\$9,414

National School Lunch Program (NSLP):

YWLA’s budget includes an assumptive NSLP reimbursement rate of \$4.33 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 \$1,170 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 \$3,840 per SPED student – Revenue is budgeted based upon prior year SPED counts.

Attachment 05 - Budget Narrative

English Language Learner (ELL) Weight:

Anticipated \$4,236 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 24-25 statewide base of \$9,414 multiplied by the ELL weight multiplier of 0.45 (figures located in SB503).

At-Risk Weight:

Anticipated \$3,295 per at-risk student – Revenue is budgeted based upon prior year at-risk counts. Student at-risk counts are budgeted on actual at-risk student counts. At-risk per pupil funding amount is obtained by utilizing the 24-25 statewide base of \$9,414 multiplied by the at-risk weight multiplier of 0.35 (figures located in SB503).

Donation(s):

Anticipated donations assumed in the 24-25 school year through the 27-28 school year.

Expenses

Expense Categories:

1. Personnel	pg. 2
2. Benefits	pg. 4
3. Payroll Services	pg. 4
4. Contractual	pg. 5
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. 41.99% of the budget (Year 1 – Year 5)

YWLA is estimated to have a total staff of 17 during the 2024-2025 fiscal year of operation. This includes 9 total teachers and 8 total administrative and support staff, with an actual enrollment of 111 students. By Year 5, YWLA is projected to expand to a total staff of 16, with a total student enrollment of 195. Below are the anticipated staffing positions with the estimated starting salary for each position:

Attachment 05 - Budget Narrative

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.*

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).*

Attachment 05 - Budget Narrative

Below are the anticipated staffing needs each year:

	24-25	25-26	26-27	27-28	28-29
Teaching Staff	9.00	9.00	9.00	9.00	9.00
Executive Director	1.00	1.00	1.00	1.00	1.00
Principal	1.00	1.00	1.00	1.00	1.00
Director of Ed & Org Programs	1.00	1.00	1.00	1.00	1.00
School Counselor / College Bound Initiative Coordinator	1.00	1.00	1.00	1.00	1.00
Social Worker/ Mental Health	1.00	-	-	-	-
Office Manager/Banker	1.00	1.00	1.00	1.00	1.00
Teacher Assistants (SPED Included)	1.00	1.00	1.00	1.00	1.00
Cafeteria Manager	1.00	1.00	1.00	1.00	1.00
Total Staff	17.00	16.00	16.00	16.00	16.00

**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. 19.11% of the budget (Year 1 – Year 5)

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 estimated at roughly 38% of salaries in the 24-25 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 follows:

Payroll Services:

Approx. 0.29% of the budget (Year 1 – Year 5)

The cost of payroll services is assumed based on 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.

Attachment 05 - Budget Narrative

Contractual:

Approx. 6.00% of the budget (Year 1 – Year 5)

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
- 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. 6.78% of the budget (Year 1 – Year 5)

Data Analyst Contracted Services – \$10,000 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 on individual student performance and school improvement.
- Develop and maintain historical student and school data files to monitor and 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 school staff in one-on-one and group settings to conduct training in the use of data to improve student results.

Special Education Contracted Services – The anticipated expense of \$425 per student for the 24-25 school year increases 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 Academica Nevada works closely with.

Student Leadership Network - \$50,000/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 to hire 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

Attachment 05 - Budget Narrative

schools similar in size to 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.

Equipment:

Approx. 0.79% of the budget (Year 1 – Year 5)

Instructional Equipment / Computers / Furniture / Fixtures - As mentioned above under anticipated revenue, YWLA will receive a donation from the Sands Corporation and funds from their awarded CSP grant, throughout Years 1-5, 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 \$15,000 in the 24-25 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. 2.51% of the budget (Year 1 – Year 5)

Consumables – \$210 per student except for the first year of operation, where most 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. 7.68% of the budget (Year 1 – Year 5)

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

Public Utilities (electricity, gas, water, sewer, trash) – Utility expenses directly correlate to a school's size and student population; as student enrollment increases, public utilities increase as well. YWLA is budgeting roughly \$61,000 in the 24-25 fiscal years of operation for public utilities, which will increase incrementally as student enrollment increases.

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

Attachment 05 - Budget Narrative

Facility Maintenance – basic facility maintenance of \$20,000 in 2024-2025, increasing gradually as student enrollment increases to account for general facility wear and tear.

AC Maintenance & Repair – Assumption of \$6,000 in 2024-2025, increasing as student enrollment increases and to account for general AC wear and tear.

Fire & Security Alarms – Assumption of \$1,000 in 2024-2025, based on the actual expenses. Increasing by 5% each subsequent year thereafter.

Insurance:

Approx. 1.72% of the budget (Year 1 – Year 5)

Facility/School Insurance - \$35,805 annually - based upon actual figures. Increasing incrementally each year.

National School Lunch Program (NSLP):

Approx. 6.97% of the budget (Year 1 – Year 5)

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 school's anticipated FFE lease, which is 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 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. 0.43% of the budget (Year 1 – Year 5)

Travel costs associated with recruitment and staff development are estimated at \$10,900 annually.

Accounting, Audit, and Legal Fees:

Approx. 2.23% of the budget (Year 1 – Year 5)

Audit/Accounting – YWLA has contracted Watkins Jackson CPAs to provide its annual audit. The services which include auditing school finances for annual reporting, IRS reporting, and legal compliance, are priced at \$30,000 per year.

Legal Fees – YWLA has budgeted \$35,000 for legal services in 24-25 decreasing to \$20,000 each year after.

Technology:

Approx. 1.81% of the budget (Year 1 – Year 5)

Intellatek IT Monthly Services - IT services will include set-up and continual maintenance/monitoring of computers, servers, networks, firewalls, and other technology-related hardware. For continual maintenance/monitoring of technology-related hardware for the school, a

Attachment 05 - Budget Narrative

fee of \$4.00 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 \$48.00 per year per student).

Intellatek IT Set-up Fees – Intellatek’s initial start-up fee depends on how much new equipment the school acquires and/or if the school is opening for the first time. The fee can be as high as \$15,000 per year and as low as \$5,000 per year. The budget reflects this variance and considers how much new equipment the school will 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 school’s faculty and parents/guardians of the students.

Website - \$5,500 annual expense each year

Telephone/Internet/Communications– annual anticipated contract expense of \$6,790 in the 2024-2025 fiscal year of operation for phone/internet connection, incrementally increasing as student enrollment increases.

Other:

Approx. 1.68% of the budget (Year 1 – Year 5)

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 2024-2025, incrementally increasing each year as the staff population begins to grow.

Dues and Fees - Assumption of \$6,500 in 2024-2025, incrementally increasing each year as the student population begins to grow.

Postage – Projected annual expense of \$2,000 annually.

Background and Fingerprinting - \$60 per new employee

Miscellaneous Expenses (Other Purchases) – Estimate of \$5,000 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.