

New Charter School Application Report and Recommendation

August 22, 2025



Somerset Academy of Carson City

GENERAL INFORMATION

Proposed School Name	Somerset Academy of Carson City (SACC)
Proposed EMO/CMO	Academica Nevada
Proposed Mission and Vision	<p>Mission: Somerset Academy, Inc. promotes a transformational culture that maximizes student achievement and the development of accountable, global learners in a safe and enriching environment that fosters high-quality education.</p> <p>Vision: Empowering students to explore global learning opportunities to promote and enrich their communities and the communities we serve.</p>
Proposed Grade Configuration	<p>Opening: K-2</p> <p>Full Scale: K-8</p>
Proposed Opening	August 2026
Proposed Location	Carson City County
Proposed Zip Codes to be Served	89701, 89703, 89705, 89706

PLANNED ENROLLMENT

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
K	50	50	50	50	50	50
1	50	50	50	50	50	50
2	52	52	52	52	52	52
3		52	52	52	52	52
4			52	52	52	52
5				52	52	52
6					61	61
7						61
8						
9						
10						
11						
12						
Total	152	204	256	308	369	430

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1 OVERVIEW AND RECOMMENDATION

1.1 EXECUTIVE SUMMARY

The SPCSA conducts a rigorous review of new charter school applications. This process includes the submission to the SPCSA of a written notice of intent to submit a new charter school application 90 days prior to the submission of the new charter school application; the submission to the SPCSA of the actual new charter school application between April 15 and April 30 of each year; the review of the new charter school application by the SPCSA – including the review of the new charter school application by outside reviewers and a capacity interview with the applicant team. The application is rated against the SPCSA’s new charter school application evaluation rubric and, as stated in the evaluation rubric, an applicant must Meet the Standard in all four, or five, if applicable¹, main sections of the application (Meeting the Need, Academic Plan, Operations Plan, Finance Plan, and Addendum, if applicable) by the end of the application and evaluation process to be recommended for authorization. If an application Meets the Standard in all but one section, and Approaches the Standard in the one remaining section, the application and proposed new charter school may be recommended for authorization if the remaining issues are specific and limited and the outstanding deficiencies can be addressed through conditions. In addition, as part of the review process, the SPCSA seeks input from the board of trustees of the school district in which the proposed charter school will be located. The input provided by the school district is posted along with other relevant materials for this application for consideration by the SPCSA board.

Finally, it is important to note that there is also an opportunity for an unsuccessful new charter school applicant to resubmit its charter school application, as well as an opportunity for an unsuccessful applicant to appeal the denial of its application. For more details regarding the SPCSA’s application process, please see Appendix A.

The review committee and SPCSA staff determined that five of the five main sections of the application Meet the Standard as outlined in the new charter application evaluation rubric.

Application Section	Rating
Meeting the Need	Meets the Standard
Academic Plan	Meets the Standard
Operations Plan	Meets the Standard
Financial Plan	Meets the Standard
Addendum ²	Meets the Standard

Details regarding the rating for each component of the application can be found in Section 1.3 of this report. Based on these ratings and the findings summarized within the remainder of this report, the SPCSA staff’s recommendation is to approve the Somerset Academy of Carson City.

charter school application.

1.2 PROPOSED MOTION

Proposed motion: *Approve the Somerset Academy of Carson City application as submitted during the 2025 Application Cycle, with the conditions as permitted by NAC 388A.410 and as outlined below, based on a finding that the applicant has met the requirements contained in NRS 388A.249(3) in that the applicant has demonstrated competence in*

¹ Charter Management Organizations applying for sponsorship directly, as well as Committee to Form applicants that propose to contact with a Charter Management Organization (CMO) or Educational Management Organization (EMO) are required to complete the Addendum section of the application and therefore will be rated in five main sections. All other applicants are not required to complete the Addendum section and are only rated on four main sections.

² In accordance with NRS 388A.249, the SPCSA is required to consider the academic, financial, and organizational performance of any charter schools that currently hold a contract with the proposed CMO or EMO. This information is evaluated through the Addendum section, which is required for applicants that propose to contract with an EMO or CMO.

accordance with the criteria for approval prescribed by the SPCSA that will likely result in a successful opening and operation of the charter school.

- 1. By November 1, 2025, provide an updated Financial Plan that provides details information regarding the incubation year budget. The plan should identify all confirmed sources of revenue, including the final award details of the CSP grant from Somerset, Inc., as well as the inclusion of the 1% affiliation fee. Additionally, the submission should include a narrative explanation that clearly describes how the confirmed revenue sources correspond to the anticipated costs associated with the incubation year.*
- 2. By November 1, 2025, provide evidence that a formal contract has been negotiated and signed between the governing board and Somerset, Inc. Within the contract, include the 1% affiliation fee and a list of agreed upon services.*
- 3. By January 1, 2026, provide evidence that a school leader has been hired.*
- 4. By June 1, 2026, submit a fully executed lease for a facility that will meet the needs of the school for the 2026—2027 school year located in the 89701, 89703, 89705, 89706 zip codes.*
- 5. By June 8, 2026, submit a board-approved Final Budget that includes revenue based on the fully enrolled student count at the time of board approval and accurately incorporates expenses for the identified facility.*
- 6. At the conclusion of the New School Enrollment audit in June 2026, provide evidence that Somerset Academy of Carson City has at least 130 students enrolled for the 2026-2027 school year.*
- 7. Complete the SPCSA pre-opening process for new charter schools, which includes meeting document submission deadlines as required by SPCSA staff, participating in required trainings, and attending monthly meetings.*

Pursuant to NAC 388A.410, all conditions set forth above must be met for the school to open for the 2026-27 school year.

1.3 SUMMARY OF APPLICATION SECTION RATINGS

Rating options for each section are Meets the Standard; Approaches the Standard; Does not Meet the Standard. A detailed description of each rating option can be found in Appendix A.

Application Section	Rating
Meeting the Need	Meets the Standard
Mission and Vision	Meets the Standard
Targeted Plan	Meets the Standard
Parent and Community Involvement	Meets the Standard
Academic Plan³	Meets the Standard
Transformational Change	Meets the Standard
Curriculum and Instructional Design	Meets the Standard
Promotion and Graduation Requirements	Meets the Standard
Driving for Results	Meets the Standard
At-Risk Students and Special Populations	Meets the Standard
Professional Development	Meets the Standard
School Culture	Meets the Standard
Student Discipline	Meets the Standard
School Calendar and Schedule	Meets the Standard
Operations Plan	Meets the Standard
Board Governance	Meets the Standard
Leadership Team	Meets the Standard
Staffing Plan	Meets the Standard
Human Resources	Meets the Standard
Student Recruitment and Enrollment	Meets the Standard
Incubation Year Development	Approaches the Standard
Services	Meets the Standard
Facilities	Meets the Standard
Financial Plan	Meets the Standard
Addendum	Meets the Standard
Past Performance	Meets the Standard
Scale Strategy	Meets the Standard
Network Capacity	Meets the Standard
School Management Contract	Meets the Standard

³ The Somerset Academy Carson City proposal did not contemplate Distance Education or Dual Credit Partnerships. Therefore, the corresponding sections of the rubric were not scored.

2 MEETING THE NEED

2.1 SECTION RATINGS

Meeting the Need	Meets the Standard
Mission and Vision	Meets the Standard
Targeted Plan	Meets the Standard
Parent and Community Involvement	Meets the Standard

2.2 SUMMARY OF FINDINGS

Overall, the Meeting the Need section was rated as Meets the Standard. Three of the three subsections were determined to Meet the Standard as articulated in the new charter application evaluation rubric.

The Mission and Vision section was rated as Meets the Standard. The written application states the intention of maximizing student achievement in a global world. The mission/vision for the school as well as the school model are based off several other charters schools currently in operation in both Las Vegas, Nevada and Florida. The Applicant clearly identifies the zip codes of focus for the school in Carson City and states that this area was targeted because of the high concentration of current one- and two-star schools. The Applicant lays out a clear plan to implement an academic model aligned to Nevada Academic Standards as well as the school's proposed mission and vision. The Committee to Form states a clear plan to address multiple statutory purposes, including improving academic achievement and clear accountability and transparency for the proposed school.

The Targeted Plan section received a rating of Meets the Standard. In both the written application and the capacity interview, the Applicant demonstrated a strong understanding of the community and student population to be served, including the demographic makeup and educational needs of the intended students. The Applicant identified a section of Carson City where six elementary and middle schools are currently rated as one- or two-star institutions. The Applicant also noted that charter school options in the targeted area are limited, with only one charter school currently operating in the area. The Committee to Form provided a detailed explanation of how and why the proposed school would expand and improve educational opportunities within the identified zip codes. Overall, the Applicant presented comprehensive data about the proposed community, academic performance of existing schools in the area, and the characteristics of the targeted student population. During the capacity interview, the review team had a question regarding the model specifically addressing the needs of English Learners (ELs). Responses to the question indicate the commitment by the Applicant to purposely include and work with the Hispanic community to implement their recommendations as the school moves forward.

The Parent and Community section was rated as Meets the Standard. The Committee to Form is composed of individuals with diverse backgrounds and areas of expertise, including several members who live and work in Carson City and have children in the local school system. The committee also includes individuals with K–12 educational experience, as well as experience with the proposed academic model and serving diverse student populations. Within the capacity interview, the Applicant specifically talked about community engagement that has occurred in Carson City including attending community events and gathering feedback from the community. It is through one of these events that a member of the Committee to Form learned about the school and joined the proposed governing board. The application outlines six community partnerships currently underway, including those with The Boys and Girls Club, Carson Tahoe Health, Washoe Tribe, as well as several other banks and institutions. Somerset Academy of Carson City hosted and participated in community events within the targeted zip codes, engaging families in meaningful dialogue. Feedback from families indicated strong support for a school that offers individualized education tailored to student needs, especially in early literacy. This demonstrates that parents, neighborhood residents, and community members, reflective of the population

to be served, contributed meaningfully to the development of the school proposal. The Applicant also demonstrates a clear understanding of a need to ensure all communication and activities are accessible to students and families regarding of language, with clear plans for interpretation and translation.

For these reasons, as well as those detailed within the rubric criteria below, the review committee and SPCSA staff rated the Meeting the Need section as Meets the Standard.

2.3 RUBRIC CRITERIA

The tables below provide details regarding each rubric criterion and whether it was determined to Meet the Standard. The criterion for which “No” is selected was either rated as Approaches the Standard or Does Not Meet the Standard as described in the new charter school application evaluation rubric and summarized in Appendix A.

2.3.1 Mission and Vision: Meets the Standard

Criteria	Meets the Standard?
Clear, measurable, and compelling mission statement which explains the role of the school in meeting the needs of the community and intended student population, and which is reflected throughout the application.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Vision describes success (beyond graduation) for students if the school fulfills its mission.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Committee to Form/CMO aims to achieve outcomes that they demonstrate will improve the long-term quality of life of all students served, including students with disabilities, English language learners, economically disadvantaged students, at-risk students, and students above or below grade level.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
School’s plan, in alignment with the mission and vision, satisfies at least one statutory purpose: <ul style="list-style-type: none"> Improving the academic achievement of pupils. Encouraging the use of effective and innovative methods of teaching. Providing an accurate measurement of the educational achievement of pupils. Establishing accountability and transparency of public schools. Providing a method for public schools to measure achievement based upon the performance of the schools, AND/OR Creating new professional opportunities for teachers. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

2.3.2 Targeted Plan: Meets the Standard

Criteria	Meets the Standard?
Demonstrates a thorough understanding of the community and students to be served, including the demographics and educational needs of the intended student population, as well as the current school options within the community.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The proposed educational model is clearly described and addresses a need(s) related to student outcomes in the identified community that is either shown to exist with data or is in response to demonstrated demand for a particular school model.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Clear, comprehensive explanation of how the proposed model meets identified community needs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates a commitment to meeting at least one of, and preferably multiple, academic, or demographic needs identified in the SPCAS’s Academic and Demographic Needs Assessment : <ol style="list-style-type: none"> Demographics: Student groups that consistently underperform on the Nevada state assessments in Math and ELA (3rd-8th grade Smarter Balanced and 11th grade ACT) present a demographic need. Such student groups may benefit from the creation of high-quality charter school options so long as those new charter schools have credibly plans to meet their needs. Applicants meeting this need will propose a school that includes demonstrated capacity, credible plans, community input, and thorough research and analysis to intentionally enroll and serve the following student groups, each of which has been identified as historically underperforming: <ul style="list-style-type: none"> Students qualifying for free or reduced-price lunch (FRL)⁴; English Language Learners (ELLs); Students with disabilities (those with an Individualized Education Program, or IEP); Students in foster care; Students experiencing homelessness. Academic Need: Geographies with Consistently Underperforming Schools: Zip codes with one or more consistently underperforming schools present an academic need. When a significant number of students are enrolled in schools that 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

⁴ Enrollment rates of students qualifying for free or reduced-price lunch is often used as a proxy measure for students in poverty.

have a history of not meeting or partially meeting state performance standards, a community may benefit from the addition of high-quality charter school options so long as those new charter schools have both credible plans to meet the needs of the student population and strong partnerships within the community. Applicants meeting this need will propose a school model that includes demonstrated capacity, credible plans, community input, and thorough research and analysis to intentionally provide access to 3-, 4-, and 5-star schools in zip codes where a significant percentage of students are attending consistently underperforming schools, which are defined as schools that:

- Received a 1- or 2-star NSPF rating in the two most recent NSPF ratings.

2b. Academic Need: Students at Risk of Dropping Out of School: Student groups that graduate from high school at lower rates (i.e. drop out at higher rates) than their peers present an academic need. Nearly one in five Nevada students do not graduate from high school in four years, with certain student groups consistently graduating at lower rates than their peers, including English Language Learners (ELLs), students with disabilities (those with Individualized Education Programs or IEPs), students that are homeless, students in foster care, and students identifying as American Indian/Alaskan Native, Black/African American, or Hispanic/Latino. Such students may benefit from the creation of high-quality charter school options so long as those new charter schools have credible plans to meet their needs.

Pursuant to [NRS 388A.249\(2\)](#), the SPCSA must consider the degree to which the proposed charter school will address the needs identified in the Academic and Demographic Needs Assessment as part of the application review. Additionally, in accordance with [NRS 388A.249\(3\)](#) the SPCSA may only approve an application to form a charter school if, in addition to meeting other requirements, the proposed charter school will address one or more of the needs identified in the Academic and Demographic Needs Assessment.

2.3.3 Parent and Community Involvement: Meets the Standard

Criteria	Meets the Standard?
Demonstrates ties to and/or knowledge of the identified community and explains how the proposed school will build upon community assets.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Intentional and thoughtful strategies for engaging with community members, families, and parents representative of the community to be served. Illustrates, with examples, that parents, neighborhood, and community members representative of the community to be served helped shape the school proposal.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Outlines a thoughtful plan to proactively engage parents, community members, and other neighborhood partners from the time that the school is approved and once the school is operating.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Describes meaningful opportunities for all parents to contribute to the school community and be active partners, including parents of students with disabilities and English language learners.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Adheres to state laws regarding parent and family volunteers, ensuring that there are no volunteering requirements as a condition of enrollment.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Identifies key supporters, partners, or resources that are directly tied to the stated outcomes of the school, including community partners that are located in and/or serve the identified zip codes. Partnerships are evidenced by specific letters of commitment outlining the accountabilities of both parties and clear, measurable, time-specific deliverables from the partner which are clearly relevant to the needs of the identified population, and do not reflect a paid vendor relationship.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

3 ACADEMIC PLAN

3.1 SECTION RATINGS

Academic Plan ⁵	Meets the Standard
Transformational Change	Meets the Standard
Curriculum and Instructional Design	Meets the Standard
Promotion and Graduation Requirements	Meets the Standard
Driving for Results	Meets the Standard
At-Risk Students and Special Populations	Meets the Standard
Professional Development	Meets the Standard
School Culture	Meets the Standard
Student Discipline	Meets the Standard
School Calendar and Schedule	Meets the Standard

3.2 SUMMARY OF FINDINGS

Overall, the Academic Plan was rated as Meets the Standard. Nine of the Nine subsections were determined to Meet the Standard as articulated in the new charter application evaluation rubric.

The Somerset Academy of Carson City team presented a clear and coherent educational strategy in the Transformational Change section of the application, which was rated as Meets the Standard. The Applicant articulated a compelling theory of change and an educational approach that is well-aligned with the school’s mission and essential to its success. The Committee to Form outlined their intent to implement best practices focused on high expectations, academic excellence, character development, family engagement, and collaborative leadership. The proposed plan aims to replicate the Somerset Network’s academic model, which has demonstrated success across multiple charter schools in Florida and Nevada. Notably, nine out of thirteen (69.2%) Somerset elementary and middle schools in Southern Nevada recently received 4- or 5-star ratings. The application established a strong alignment between the proposed academic model and the school’s stated mission and vision.

The Curriculum and Instructional Design section was rated as Meets the Standard. The curricula proposed by the Applicant align to the Nevada Academic Content Standards. The Applicant included a logical plan for delivering required courses including art, computer education and technology, health, and physical education. Somerset Academy of Carson City demonstrated that instructional strategies are well suited to the identified student population and will enable effective differentiation, such as focusing on academic excellence, student growth, and strong teacher commitment. In addition, Somerset Academy of Carson City outlined research-based instructional practices to support differentiation, including varied cognitive-level activities, multiple ways to demonstrate mastery, and flexible classroom layouts to accommodate diverse instructional approaches. The Applicant was able to provide logical plans for delivering the required courses to all students, including those with disabilities, English language learners, economically disadvantaged students, at-risk students, and students performing above or below grade level. These plans aim to build the knowledge base necessary for all students to access rigorous instruction. During the capacity interview, the Committee to Form spoke to the fact that Somerset, Inc. works with several schools within Nevada that have a high EL population, similar to the proposed school, and they would be able to shift the Somerset model to support those students.

⁵ The Somerset Academy of Carson City proposal did not contemplate Distance Education or Dual Credit Partnerships. Therefore, the corresponding sections of the rubric were not scored.

The Promotion and Graduation Requirements subsection was rated as Meets the Standard. The Applicant provided a detailed description of the systems and structures the school will implement to support students at risk of retention, dropping out, or not meeting graduation requirements. The plan also includes targeted strategies for students who are over age for their grade level, incorporating high-leverage accountability measures for both students and parents. Somerset Academy Carson City outlined its commitment to fostering a safe and inclusive environment that supports academic recovery, reduces the risk of dropout, and prepares all students for long-term success. Additionally, the Applicant articulated a clear plan to utilize IEPs, 504 plans, and individualized learning plans to meet the needs of students requiring additional support.

The Somerset Academy of Carson City team presented a clear and cohesive educational strategy in the Driving for Results section of the application, which was rated as Meets the Standard. The Applicant's quarterly interim goals reflect a strong understanding of the state's accountability system and how academic progress will be measured. Clear academic achievement goals, aligned with the interim assessments, were established alongside a focus on maintaining high expectations for student performance. These goals were informed by an analysis of current school performance within the targeted Carson City area. The application provides a detailed plan for using interim assessment data to guide instruction, including professional development for teachers, data-informed instructional action plans by grade and content area, and quarterly progress monitoring. Individualized Learning Plans (ILPs), developed annually, are a standard tool across Somerset campuses used to set student goals, track academic progress, encourage student self-reflection, and support student growth and achievement. Somerset Academy of Carson City also outlines a plan to regularly engage with parents to communicate academic progress and student achievement. The Applicant demonstrates a clear understanding of the organizational and financial performance indicators it will be accountable for under the SPCSA and has identified specific financial benchmarks to monitor in support of long-term success.

In the At-Risk Students and Special Populations section of the application, the Applicant described plans to support various targeted student groups and earned a rating of Meets the Standard. The narrative included a detailed plan for a variety of student assessments and a plan to review student data on a regular basis to ensure that students are adequately progressing. The Applicant outlines a multi-tiered system of support that includes Response to Intervention (RTI), supplemental aids and additional instructional support for students with disabilities, and partnerships with external service providers. Two members of the Committee to Form bring prior school leadership experience and expertise in supporting at-risk students, students with disabilities, and English Learners, and will provide guidance to the founding team in serving these special populations. A plan for extending the learning levels of intellectually gifted and homeless/migrant students has been well articulated. Somerset Academy Carson City presents a clear plan to communicate academic underperformance with parents, grounded in its mission to develop accountable learners by fostering student ownership and adult support to drive engagement and remediation, which directly aligns to the mission statement of the school.

The Professional Development subsection was rated as Meets the Standard. The Applicant describes professional development that will be offered during the incubation year and throughout year one to effectively support the proposed academic plan as well as the assessment plan outlined in earlier sections. The Committee to Form described plans to have teacher coaching through school leaders and instructional coaches which they plan to provide through classroom observations and direct circles of feedback. The Applicant describes the school plan to pair new teachers with more experienced teachers for additional support, through mentorship. The Committee to Form provided more specific details about training during the incubation year and prior to the beginning of the first day of school which involves an explanation of how both the school principal and those from the Somerset Network and external partners will ensure the staff are well-prepared to train the staff in proactive restorative justice practices. In the clarifying responses, the Applicant stated that during the development year, the school leader, with those from Somerset network, will create professional development focused on topics such as trauma-informed care, positive behavior interventions and support (PBIS) as well as restorative justice approaches. The written application identified specific training for teachers on supporting students with disabilities and English Learners including training and implementing IEPs/504's, training on

differentiated instruction, and Professional Learning Communities (PLCs). The Applicant stated that the principal will identify the professional development facilitator who will be responsible for overseeing the PLCs and implementation of professional development at the school.

The School Culture subsection was rated as Meets the Standard. In the written application, For students who enter mid-year, the school will create a buddy system for new students to be paired with a veteran student, and students who enter midyear will receive orientation as they enroll. The Applicant provided plans to focus on character education and positive classroom culture which they will embed throughout lessons to create a strong culture within the school. The school included well-defined goals around school culture and will monitor progress using survey data collected from students and parents to evaluate implementation of school culture and to identify any areas where improvements need to occur. The Applicant plans to implement a school-wide character education program that is research-based and age-appropriate and will support all students and their needs. The school plans to have monthly recognition ceremonies as well as utilize restorative justice practices to support all students’ needs. The Committee to Form indicates they plan to utilize a school uniform but also demonstrates an understanding of how the uniform will be provided to students who may not be able to afford it.

The School Discipline section was rated as Meets the Standard. The Applicant outlined clear expectations and policies for student discipline, suspension, and expulsion for due process. The Applicant identifies clear goals for student behavior as well as a plan to incorporate restorative justice practices as a part of the school’s approach to discipline. The review team had outstanding questions regarding training for effective restorative justice practices. In the clarifying responses, the Applicant provided specific information about how both the school principal and those from the Somerset network, and external partners will ensure the staff are well-prepared to train the staff in proactive restorative justice practices. Additionally, the Applicant stated that during the development year, the school leader with those from Somerset network will create professional development focused on topics such as trauma-informed care, positive behavior interventions and support (PBIS) as well as restorative justice approaches. The written application identified a plan to ensure that certain student populations are not disproportionately impacted by discipline policies, including protection of the rights of students with disabilities.

The School Calendar and Schedule subsection was rated as Meets the Standard. In the written application, the Applicant provided a school calendar and schedule indicating that the school will have a 5-day week with plans to start/end at 8:15 am to 3:15 pm to align with both the academic plan as well as Carson City Schools. The calendar and schedule are in alignment with statutory and regulatory requirements. The teacher schedule, as stated in the application, says that teachers are required to work from 7:30 am to 4:00 pm daily. The Committee to Form identified an average daily attendance goal of 95% and provided an explanation on how the school will stress the importance of proactively addressing chronic absenteeism.

For these reasons, as well as those detailed within the rubric criteria below, the review committee and SPCSA staff rated the Academic Plan as Meets the Standard.

3.3 RUBRIC CRITERIA

The tables below provide details regarding each rubric criterion and whether it was determined to Meet the Standard. The criterion for which “No” is selected was either rated as Approaches the Standard or Does Not Meet the Standard as described in the new charter school application evaluation rubric and summarized in Appendix A.

3.3.1 Transformational Change: Meets the Standard

Criteria	Meets the Standard?
Compelling, well-articulated theory of change and clear educational strategy aligned to the mission and critical to the school’s success.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Ambitious, yet achievable plan to further the SPCSA’s strategic goals:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<ul style="list-style-type: none"> • Provide families with 4- or 5-star school. • Ensure that every SPCSA student succeeds - including those from historically underserved student groups. 	
Provides a specific description of how the proposal will be implemented to ensure fidelity to the model.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates that the key features of the proposed school can be implemented together in a coherent and cohesive manner that will drive towards meeting the proposed mission and vision.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Distinguishing features of the proposed school are supported by compelling evidence of success in schools implementing similar programs while serving similar student populations or a demonstration of rationale for the feature that is supported by a logic model and plans to study effectiveness.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

3.3.1 Curriculum and Instructional Design: Meets the Standard

Criteria	Meets the Standard?
Describes instructional model and learning environment that align to the proposed mission and vision, academic program, and instructional strategies. Instructional model and learning environment will engage students in ways that are culturally responsive and relevant.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Identifies curricula for all core academic subjects and demonstrates that they align to the Nevada Academic Content Standards.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Includes a logical plan for delivering required courses including arts, computer education and technology, health, and physical education.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates that instructional strategies are well suited to the identified student population and will enable effective differentiation.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates how the instructional model and curriculum will enable all students, including students with disabilities, English language learners, economically disadvantaged students, at-risk students, and students above or below grade level to build the knowledge base necessary to access rigorous instruction.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If the school intends to include a career and technical education program, the application outlines a logical plan that is aligned with the school's mission, vision, instructional model, and goals for student growth as well as the State's requirements for career and technical education.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A

3.3.2 Promotion and Graduation Requirements: Meets the Standard

Criteria	Meets the Standard?
Describes promotion and retention policies for all grades to be served, demonstrating high expectations for all students.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Structures are in place to support students at risk of dropping out, including those who are over age for their grade, those needing to access credit recovery options, and those performing significantly below grade level.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If proposing a high school program, clearly articulates high school graduation requirements which align with Nevada Graduation Requirements and will ensure that students graduate college and career ready.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A

3.3.3 Driving for Results: Meets the Standard

Criteria	Meets the Standard?
<p>All academic goals and targets are expressed in SMART terms (Specific, Measurable, Achievable, Relevant, and Time-Bound) and demonstrate a commitment to ensuring the success of all students including students with disabilities, English language learners, economically disadvantaged students, at-risk students, and students above or below grade level.</p> <ul style="list-style-type: none"> • Mission-specific academic goals explicitly complement or supplement, but do not replace, the SPCSA's performance standards. All such indicators, measures, and metrics are rigorous, valid, reliable, and objectively verifiable. • Annual performance and growth goals align to the Nevada School Performance Framework and/or the Authority Performance Framework and will put the school on a trajectory to meet SPCSA performance standards. • Quarterly performance targets can be used to develop a plan for monitoring and reporting academic performance gaps and a process for using data to support instruction and inform professional development. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sound plan for measuring and reporting academic performance and progress of students and monitoring for disparities in academic performance between student groups.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Explanation of corrective actions that will be taken if the school fails to meet achievement outcomes at the classroom, cohort, special population and/or school-wide level (throughout the year or at end of year), including the party responsible for implementing these actions.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Internal assessment selections will provide sufficiently rich data for evaluation of the education program, are valid and reliable, and are fully align with state assessments, Nevada Academic Content Standards, and the curriculum as presented.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

The assessment plan is sufficiently detailed to demonstrate collection and analysis of individual student, student cohort, special populations, and school level data (interim, annual, year over year), including a clear process for setting and monitoring ambitious academic goals.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Logical plan for using assessment data to drive key decisions aimed at improving academic outcomes.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Organizational and financial goals are aligned to the SPCSA's Performance Frameworks.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

3.3.4 At-Risk Students and Special Populations: Meets the Standard

Criteria	Meets the Standard?
At-Risk Students	
Provides a clear and research-based process for identifying at-risk students and their needs, including those with academic and behavioral needs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Outlines the methods according to which the school will remediate academically underperforming students, including the system according to which the school will track progress, facilitate teacher collaboration, and the research supporting the school's remediation strategy.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The school's Response to Intervention system differentiates planning for each student according to the significance of their need, providing a continuum of programs, strategies, and supports that corresponds with the needs identified for each student and is supported by research.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Presents a reasonable plan and identifies the parties responsible for communicating with parents regarding remediation needs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates that the school's response to early signs of behavioral and/or social emotional needs will be met with positive interventions and restorative justice practices. The school will utilize differentiated support for each student in collaboration with the students' parents, teachers, and with support, as needed, from other school staff.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Special Populations	
Demonstrates the Committee to Form or CMO's track record of success serving a wide range of students with disabilities (mild, moderate, and severe), English language learners, homeless and migrant students, and intellectually gifted students.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Clear demonstration and understanding of Nevada and federal laws and regulations governing services for special populations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
For students with disabilities ⁶ : <ul style="list-style-type: none"> Provides a logical plan to screen all students and to ensure that struggling students are evaluated for special education services early and accurately. Presents a plan for student evaluation and developing IEPs that contain rigorous goals and instructional plans that are suitable to meet those students' goals. Presents a monitoring plan that will enable relevant staff to track the progress of all students with IEPs towards the goals articulated in their respective plans. Demonstrates that the school will be able to provide all special education and related services needed either by the staff listed on their organization chart or identified external groups with whom they can contract to provide needed services. Specifies full Nevada licensure for all special education teachers/coordinators. Articulates requirements and processes for monitoring services to students in need and plans to exit students who attain sufficient progress. Articulates process for monitoring compliance with state and federal laws pertaining to serving students with disabilities. For middle and high schools, presents a logical and thorough plan for developing and implementing transition plans. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
For English language learners ⁷ <ul style="list-style-type: none"> Processes for identifying English language learners are well-defined, including administration of placement assessments and communications to parents and teachers. Indicates full Nevada licensure for all English language learners teachers/coordinators. Describes the specific services that will be provided for students within and outside the classroom, including curriculum and instruction and exposure to co-teaching. Articulates requirements and processes for monitoring services to students in need and plans to exit students who attain sufficient progress. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

⁶ Refer to [NRS 388.417](#) to [388.459](#) and [NAC 388.215](#) to [388.284](#) for statutes and regulations regarding serving students with disabilities.

⁷ Refer to [NRS 388.406](#) and [NAC 388.525](#) and [NAC 388.655](#) for statutes and regulations regarding serving English language learners

For intellectually gifted students, demonstrates that the school will extend their learning offerings such that those students have access to unique, tailored opportunities. The proposed staffing structure demonstrates sufficient staffing and teacher support to implement the plan.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
For homeless/migrant students ⁸ : <ul style="list-style-type: none"> • Presents a logical and systematic method according to which the school will identify homeless and/or migrant students. • Clear plan to assess and meet the needs of students and identified as homeless and/or migrant. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

3.3.5 Professional Development: Meets the Standard

Criteria	Meets the Standard?
Clearly describes professional development that will be offered during the incubation year to effectively support the academic program, including the topics to be covered and any specialized components of the educational model.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Provides a summary of professional development opportunities throughout the school year to effectively support the academic program, including topics and structures.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Explains teacher coaching plans that will effectively support teacher development, including responsible parties.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates how professional development will support all teachers in meeting the needs of special populations including students with disabilities and English language learners.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Clear identification of the persons or organizations responsible for professional development. If professional development is to be provided by contracted third party, the third party has appropriate expertise.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Cost of any third party provided professional development is reflected in the budget.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

3.3.6 School Culture: Meets the Standard

Criteria	Meets the Standard?
Appropriate and effective strategies to support a school climate that will allow for fulfillment of the school's stated mission and vision, as well as the school's stated academic goals.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Describes a concrete plan for norming social/cultural expectations at the start of each year as well as for students who enter mid-year.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Provides plans to establish a culture of high expectations with students/families and teachers/staff and promote a positive school culture.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Presents well-defined goals around school culture and plans to monitor progress.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Presents research-based and age-appropriate strategies to support students' social and emotional needs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Dress code and/or uniform policy is age-appropriate, and the applicant articulates how the proposed school will ensure that uniform requirements do not create a barrier for economically disadvantaged students.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

3.3.7 Student Discipline: Meets the Standard

Criteria	Meets the Standard?
Presents sound policies for student discipline, suspension, and expulsion including procedures for due process which align to Nevada statutes and regulations. ⁹	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Describes the proactive use of restorative justice practices, including prior to suspensions or expulsions.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Clear designation of staff responsible for implementing the discipline plan, including maintenance of student records and data.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
A plan to ensure that certain student populations are not disproportionately impacted by discipline policies, including protection of the rights of students with disabilities.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Goals for student behavior are clear and measurable. There is a plan, and designated personnel, for monitoring and reporting related to behavior goals as well as ongoing maintenance of discipline records.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

⁸ Refer to [NAC 392.205 to 392.225](#)

⁹ [NRS 392.4655 to 392.472](#)

3.3.8 School Calendar and Schedule: Meets the Standard

Criteria	Meets the Standard?
Proposed Calendar and schedule meets or exceeds applicable statutory and regulatory requirements: <ul style="list-style-type: none"> • Minimum of 180 (or equivalent) days of instruction. • 43,200 minutes of classroom instruction/year for grades k-2. • 54,000 minutes of classroom instruction/year for grades 3-6. • 59,400 minutes of classroom instruction /year for grades 7-12. • Minimum of 120 hours of instruction for High School courses. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Calendar and schedule support implementation of the academic program.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Alignment between teacher and student schedules.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Outlines meaningful goals for student attendance and plans to monitor and intervene to prevent students from becoming chronically absent.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Presents sound policies for student attendance and truancy including procedures for due process that comply with state laws and are customized to the charter school.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

4 OPERATIONS PLAN

4.1 SECTION RATINGS

Operations Plan	Meets
Board Governance	Meets the Standard
Leadership Team	Meets the Standard
Staffing Plan	Meets the Standard
Human Resources	Meets the Standard
Student Recruitment and Enrollment	Meets the Standard
Incubation Year Development	Approaches the Standard
Services	Meets the Standard
Facilities	Meets the Standard

4.2 SUMMARY OF FINDINGS

Overall, the Operations Plan was rated as Meets the Standard. Eight of the eight subsections were determined to Meet the Standard as articulated in the new charter application evaluation rubric.

The Board Governance subsection was rated as Meets the Standard. The Applicant outlines a clear understanding of the governing board’s responsibilities for the school including ensuring fidelity with the charter agreement and overall fiduciary responsibilities of the school. Throughout the capacity interview, the Committee to Form was able to speak in detail to many aspects of the proposed school. There was clear knowledge across all governing board members about the school as well as the contract with the EMO, Academica Nevada. The six identified board members collectively bring experience in finance, legal affairs, education, charter schools, nonprofit management, and representation of both parents and the broader community. To continue to develop the board, the Committee to Form plans for a one-day retreat post authorization as well as a half-day retreat after the school opens to continue to onboard and train governing board members. New members will receive the same kind of training as they come on board. The Applicant stated that Academica will be responsible for the financial training. During the scenario-based question of the capacity interview, the Committee to Form all participated and gave ideas, and there was a clear, productive collaboration occurring between members.

The Leadership Team subsection was rated as Meets the Standard. The qualifications of the Committee to Form are supported with empirical data related to student performance, including members who have worked with students from diverse backgrounds and experiences, students with disabilities, English language learners, and other special populations. The Committee to Form brings backgrounds that include experience in recruiting, hiring, and developing highly effective staff. The Applicant presents a clear organizational plan that includes a fully built-out leadership team and outlines training for school personnel to ensure all stakeholders understand roles and responsibilities. Although a school leader has not yet been identified, the Committee to Form explained the timeframe and the method by which they will recruit and select a candidate who demonstrates qualifications and competencies aligned with the school’s mission. The plan also includes the use of the Nevada Educator Performance Framework (NEPF) for regular evaluation of the school leader, with a joint professional development plan in place to address any identified gaps. Additionally, job descriptions are comprehensive and align with the roles and responsibilities described in the application.

The Staffing Plan subsection was rated as Meets the Standard. The staffing plan is aligned to the mission, vision, and proposed academic program. Within the clarifying responses and the capacity interview, the Committee to Form stated the clear intent to hire appropriate staff to serve English Learner (EL) students including classroom teachers that have the appropriate endorsement. The Committee to Form spoke to the fact that the Somerset Network has schools within Nevada with high EL populations and they would be able to lean on these individuals to support EL service learnings at the school. The Applicant was able to demonstrate reasonable student-teacher ratios based on the proposed model. The

plan ensures sufficient capacity to enable high-quality teacher support and development, student and family support, effective school operations, and compliance with all applicable policies and procedures.

The Human Resources section was rated as Meets the Standard. The Applicant articulated recruitment and hiring processes that would result in the hiring of high-quality teachers, leaders, and staff reflective of the student body. Additionally, the Applicant described strategies that would lead to a high likelihood that the school would be able to be fully staffed in year one. The recruitment, hiring, and dismissal functions and processes, such as background checks, payroll, benefits, and employee relations were clearly described and will be in place with the EMO's support.

The Student Recruitment and Enrollment subsection was rated as Meets the Standard. In the written application, the Applicant listed proactive enrollment strategies such as open houses, social media and monthly student enrollment meetings to answer community questions about the school. The Applicant laid out their application and enrollment process which demonstrates a clear understanding of the statutory requirements of these processes as well as plans to host a lottery, should that be necessary. The proposed recruitment and enrollment plan for Year 1 (targeted enrollment of 152 students) and subsequent years includes realistic and appropriate targets, timelines, staff capacity, a plan to monitor minimum and maximum is aligned to what was presented within the application. The written application provided strong interest from parents of students in the appropriate grade levels for Year 1 enrollment and originating in the identified community and zip codes. During the capacity interview, the Applicant provided additional updates regarding targeted recruitment efforts to ensure access for the intended population. The proposed school is on track to meet enrollment targets for Year 1.

The Incubation Year Development subsection was rated as Approaches the Standard. In the written application, the Committee to Form provides key milestones for the planning year as well as concrete actions and accountability measures. The Applicant has identified the individual(s) responsible for each milestone within the incubation year plan. During the capacity interview, the Applicant explained that they will receive a Charter Schools Program (CSP) expansion grant from Somerset, Inc. immediately upon authorization. It is through this expansion grant that the school will fund all needed incubation year activities, as well as support the Year 1 budget. However, the Financial Plan Workbook did not include revenue or expense estimations for the incubation year. As such, the review team was not able to review an incubation year budget that included this funding. The school leader, once hired, will be responsible for the day-to-day implementation of the incubation plan including student recruitment, staff recruitment, facility renovations, and curriculum implementation. The school leader will receive support from Academica and Somerset, Inc. in the implementation of the plan. The school intends for its school leader to apply to participate in the Opportunity 180 fellowship program which would allow the school leader to receive Nevada specific training and support. The Committee to Form intends to have a leader in place in the fall of 2025.

The Services subsection was rated as Meets the Standard. The Applicant included logical plans for program specific services and states that the school leader will ultimately be responsible for all vendor contracts which will be determined on an annual basis if any vendor contracts need to be cancelled or extended. The Applicant states clear plans to offer a school food program and understands the process for participation in the National School Lunch Program. The Applicant states that it does not plan to provide transportation but understands the obligations to provide transportation in accordance with student IEPs. The Committee to Form demonstrates a clear understanding and plan to provide custodial services, as well as health services to the school. The school will work with Academica on identification of vendors and the execution of vendor contracts. During the capacity interview, the governing board clearly spoke to the relationship between Academica, providing back office supports, and Somerset providing academic supports. The Applicant stated that an agreement with Somerset would be signed post authorization.

The Facilities subsection was rated as Meets the Standard. The Applicant stated plans to operate in a temporary facility for Years 1-3 which will allow the school to establish itself and grow its enrollment while determining a long-term facility plan. The Committee to Form stated that the desired location for the facility will be within the zip codes identified by the school and the school clearly identifies the space and number of classrooms needed year by year as it grows. The Applicant provides a clear description of the overall needs of the facility including administrative space, food service

space, and physical education space. The Applicant presented multiple properties that have undergone an initial evaluation and outlined the advantages and disadvantages of each. The Applicant states they plan to contract with a real estate broker to handle the facility acquisition process, and they will finalize the MOU upon the charter application receiving approval. During the capacity interview, the Applicant described the facility plan and support from the EMO, Academica, to support facilities. The additional clarity provided within the budget has cleared a plan for operationalizing the facility plans. During the capacity interview, the Committee to Form identified and demonstrated the capacity to manage the facility selection, leasing acquisition, development, renovation and management.

For these reasons, as well as those detailed within the rubric criteria below, the review committee and SPCSA staff rated the Operations Plan as Meets the Standard.

4.3 RUBRIC CRITERIA

The tables below provide details regarding each rubric criterion and whether it was determined to Meet the Standard. The criterion for which “No” is selected was either rated as Approaches the Standard or Does Not Meet the Standard as described in the new charter school application evaluation rubric and summarized in Appendix A.

4.3.1 Board Governance: Meets the Standard

While most criteria were evaluated through both the written application and capacity interview, several criteria, as indicated with “*” were evaluated after the capacity interview.

Criteria	Meets the Standard?
Proposed governance structure is likely to ensure effective governance and meaningful oversight of school performance, operations, and financials.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The board puts into place a structure that enables it to collect the information it needs to evaluate the performance of the school.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Provides evidence that the governing body fulfills (or describes reasonable and detailed plans to ensure that the governing body will fulfill) statutory requirements for board membership, including at minimum, one teacher or other person licensed pursuant to chapter 391 of NRS; one teacher or other person licensed pursuant to chapter 391 of NRS or a school administrator; one parent or legal guardian of a pupil enrolled in the charter school who is not a teacher or an administrator at the charter school; and two individuals with knowledge and expertise in one or more of the following areas: accounting, financial services, law, or human resources.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates that the membership of the governing body embodies (or has clear plans to embody prior to the opening of the school) the wide range of relevant knowledge, skills, and commitment needed to oversee a successful charter school, including but not limited to educational, financial, accounting, legal, and community experience and expertise, as well as special skill sets to reflect school-specific programs, if applicable (e.g., STEM, fine arts, blended learning, alternative programs, etc.).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Shows that the governing body is or describes specific strategies to ensure that the governing body will be representative of the identified community and describes plans for engaging with the community in order to ensure that community voice is meaningfully incorporated into the governing body’s decision-making.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
There are no prohibited familial relationships between charter holder board members, charter holder board members and staff, or charter holder board members and CMO/EMO employees within the third degree of consanguinity or affinity nor any supervisory or business relationships.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Proposed conflict of interest policy, ethics policy, and bylaws are reasonable and compliant. Bylaws contemplate a mechanism for removal of governing body members if needed.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Provides plans for meaningful, appropriate training for board members on a regular basis. Governance training is provided by experienced, third parties and addresses on-boarding for new members, or when the composition of the board changes. Board training costs are reflected in the budget narrative assumptions and the budget calculations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Describes a reasonable process for resolving student/parent objections.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Capacity Interview Criteria:	
The proposed governing board members demonstrate a deep understanding of the educational model, organization’s mission, and what mission achievement looks like. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The proposed governing body members demonstrate ownership and a commitment to ensuring the school’s success through active engagement in the development of the charter proposal and the capacity interview. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The proposed governing body demonstrates the ability to work together to solve problems. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

The proposed governing body members demonstrate that they understand the role of the board in governing the school, including the responsibility for ensuring a high-quality school. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
For schools contracting with an EMO or CMO, the governing board demonstrates an understanding of their role in overseeing the EMO/CMO and holding the EMO/CMO accountable for delivering results. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

4.3.2 Leadership Team: Meets the Standard

While most criteria were evaluated through both the written application and capacity interview, several criteria, as indicated with “*” were evaluated after the capacity interview.

Criteria	Meets the Standard?
The organizational chart clearly indicates all positions, delineating board and leadership roles and lines of authority.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The qualifications of the Committee to Form/CMO are demonstrable with empirical data related to student performance, including students from diverse backgrounds and experiences, students with disabilities, English language learners, and other special populations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The qualifications of the Committee to Form/CMO include experience with recruitment, hiring, and development of a highly effective staff.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If identified, school leader demonstrates a range of experience serving all students (students with disabilities, English language learners, students in need of remediation, and students above or below grade level) including: <ul style="list-style-type: none"> • leadership role at a high-performing and/or high growth school, • experience establishing a high-performing culture with students and staff, and • responsibility for significant student achievement gains with demographics similar to the proposed school. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
If the school leader is not yet identified, explains the timeframe and the method by which the board will recruit and select a candidate who demonstrates qualifications and competencies aligned with the school’s mission and program and has experience working with special populations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Structure of the school leadership team will allow for effective management of the school and staff and demonstrates appropriate assignment of management roles and distribution of responsibilities for instructional leadership, curriculum, personnel, budgeting, financial management, special education and EL programming, legal compliance, state reporting, external relations, and any unique, school-specific staffing needs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
School leadership team job descriptions or resumes identify qualifications and competencies of the administration that align with the school’s mission and program and demonstrate capacity to successfully manage the school.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Comprehensive plan for coaching, support, and evaluation of school leadership. The board articulates a clear, ambitious, data-driven set of standards and criteria that the school leader must satisfy to keep the school on track to achieve its vision.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Capacity Interview Criteria:	
If members of the school leadership team have been identified, they demonstrate deep knowledge of the proposed academic model and an understanding of how the school’s mission supports students and families. *	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
If members of the school leadership team have been identified, they demonstrate the ability to work together to solve problems. This includes seeing opportunities in challenges and an openness to multiple perspectives and strategies that support the school and its students and families. *	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
If members of the school leadership team have been identified, they demonstrate understanding of their role and the responsibilities they have to the community. This includes demonstrated evidence of engagement with and responsiveness to students, families, and the community. *	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
If members of the school leadership team have been identified, they demonstrate that they believe that all students can achieve their full potential. *	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A

4.3.3 Staffing Plan: Meets the Standard

Criteria	Meets the Standard?
Aligns to the mission, vision, and proposed academic program.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Matches the proposed budget and is explicitly aligned to both budget narrative assumptions and to budget calculations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates an understanding of expected student population and aligns to the applicant’s commitment to meet the needs of special populations and the community the school intends to serve.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Ensures sufficient capacity to enable high-quality teacher support/development, student/family support, effective school operations, and compliance with all applicable policies and procedures.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates reasonable student-teacher ratios based on the proposed model and statutory student-teacher ratios for special education are met (22:1 for students with severe disabilities).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

4.3.4 Human Resources: Meets the Standard

Criteria	Meets the Standard?
Articulates recruitment and hiring processes and strategies likely to result in the hiring of high-quality teachers, leaders, and staff reflective of the student body.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Describes a feasible compensation structure and rewards/incentives that are likely to attract and retain high-performing teachers.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Essential recruitment, hiring, and dismissal functions and processes, such as background checks, payroll, benefits, and employee relations, are clearly described and responsible parties are identified.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
School performance management system is likely to retain and promote talented staff, allows for re-structuring and removal of staff as needed, creates opportunities for leadership development, and sets clear expectations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
School performance management system identifies low-performing teacher or leader performance, provides plans, support, and training for improvement, and provides the steps the school leadership will take in instances of persistent low-performance.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

4.3.5 Student Recruitment and Enrollment: Meets the Standard

Criteria	Meets the Standard?
Recruitment and enrollment plan for year 1 and subsequent years <ul style="list-style-type: none"> Leverages proactive, grassroots strategies such as door-to-door visits, open houses, and forums, and community conversations over the internet, social media, or other passive tactics which disproportionately benefit more advantaged populations. Includes specific plans to ensure equal access to interested families including families in poverty, students zoned to attend 1- and 2-star schools, students with disabilities, EL students, and other at-risk students as defined in the SPCSA's Academic and Demographic Needs Assessment. Demonstrates an understanding of the identified community. Is likely to allow the school to enroll a representative student population based on surrounding zoned schools or a mission-specific educationally disadvantaged population. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Recruitment and enrollment plan for year 1 and subsequent years includes realistic and appropriate targets, timelines, staff capacity, and monitoring plan to provide confidence that the school will meet its minimum enrollment. <i>Note, the enrollment audit for new schools which determines initial per pupil funding is conducted on or before June 15 of each year¹⁰.</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The application and enrollment process adequately addresses and is compliant with Nevada laws and regulations regarding notification to families within a 2-mile radius during the incubation year ¹¹ , application and enrollment timelines ¹² , lotteries ¹³ , weighted lotteries ¹⁴ , enrollment preferences ¹⁵ , and backfilling vacant seats when students withdraw.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The planned enrollment numbers for years 1 through 6, including annual growth, is reasonable and supported by a clear rationale.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The recruitment and enrollment plan as well as planned enrollment numbers for year 1 and subsequent years are aligned with the staffing plan and budget, including projected recruitment expenses.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrated interest from parents of students in the appropriate grade level to enroll in year 1 and originating in the identified communities or zip codes to be served (approximately 30% of year 1 enrollment). Demand should be demonstrated through meeting sign in sheets or intent to enroll forms that capture, at minimum, parent name, student grade levels, and zip code of residence.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Proactive and detailed plan for maintaining engagement with parents of prospective students who have already demonstrated interest and converting interest into actual applications for enrollment.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

¹⁰ [NRS 388A.417](#)

¹¹ [NRS 388A.450](#)

¹² [NRS 388A.453\(7\)](#)

¹³ [NRS 388A.453\(5\)](#)

¹⁴ [NAC 388A.536](#)

¹⁵ [NRS 388A.456](#)

4.3.6 Incubation Year Development: Approaches the Standard

While most criteria were evaluated through both the written application and capacity interview, several criteria, as indicated with “*” were evaluated after the capacity interview.

Criteria	Meets the Standard?
Provides key milestones for the planning year, as well as concrete actions and accountability, which will ensure that the school is ready for a successful launch. Incubation year plan: <ul style="list-style-type: none"> Includes necessary activities/milestones to ensure that any program-specific components will be ready to begin on the first day of school. Includes necessary activities/milestones to ensure the school will be operationally ready to open. Includes necessary activities/milestones to ensure that the SPCSA Pre-Opening Requirements will be met. <i>Note it is not necessary to duplicate every SPCSA pre-opening requirement into your incubation year plan. Instead, focus on the activities that will ensure success and the major milestones that must be met.</i> Clearly identifies the individuals responsible for leading year 0 initiatives and meeting year 0 milestones. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If a third party (including an CMO/EMO) will implement portions of the Year 0 plan, these actions should align to the contract or additional documentation presented later in the application.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Outlines comprehensive leadership development plans that include training aligned with incubation year goals as well as stated academic goals.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Outlines the function of any employees in Year 0, as well as the funding source for associated compensation. The staffing outlined for Year 0 will enable the school to reach its Year 0 milestones and goals.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Startup expenses are reflected in the budget narrative assumptions and the budget calculations.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Capacity Interview Criteria:	
The Committee to Form demonstrates that they understand the challenges of opening a school and articulate a commitment and understanding of what it will take to ensure a successful launch of the school. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The Committee to Form demonstrates they can work together to solve problems. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The Committee to Form demonstrates they are well versed in the incubation year plan and are committed to following through with the implementation. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The Committee to Form demonstrates that they are actively engaged throughout the application process and plan to maintain active engagement through the incubation year. *	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

4.3.7 Services: Meets the Standard

Criteria	Meets the Standard?
Operations plan includes logical plans for all essential and program-specific non-academic services, including, but not limited to transportation, food service, facilities management, nursing, and purchasing processes, and school safety.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Articulates a reasonable process and timeline for ensuring school will have information technology infrastructure, equipment, software, and policies to support the school operations and model, including plans for data security and privacy.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Operations plan for services and information technology demonstrates sufficient staff/contactor capacity to implement the plan, including clear lines of authority.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Costs of services are realistic and align with budget.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Articulates metrics and processes for evaluating effectiveness of services.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

4.3.8 Facilities: Meets the Standard

Criteria	Meets the Standard?
Facility plans in the short and long-term are reasonable and meet the needs of the projected student population and proposed program.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
If a facility (including a temporary facility) has been identified: <ul style="list-style-type: none"> Evidence that facility will be appropriate for the educational program of the school and adequate for the projected student enrollment. Projected costs associated with the proposed facility, including purchase price, rent, utilities, insurance, and maintenance, as applicable, are reasonable and supported by evidence. 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A

<ul style="list-style-type: none"> • A sound plan for construction, renovations, or tenant improvements including sufficient funds and a realistic timeline for completion. • A sound plan, which demonstrates an understanding of the local permitting requirements and processes, for ensuring that the facility will have proper permitting to operate as a school. • Evidence that the applicant has engaged with local jurisdiction(s) and municipalities, specifically the applicable planning department/division and traffic department/division. • Assurance that the proposed facility will comply with applicable building codes, health and safety laws, and with the requirements of the American with Disabilities Act (ADA). Charter schools must demonstrate that a facility has been inspected and meets requirements of any applicable building codes, codes for the prevention of fire, and codes pertaining to safety, health, and sanitation 30 days before the first day of school. 	
<p>If a facility (or permanent facility) has not yet been identified:</p> <ul style="list-style-type: none"> • Description of anticipated facilities needs that will be appropriate for the educational program of the school and adequate for the projected student enrollment. • Inclusion of costs associated with the anticipated facilities needs in the budget including renovation, rent, utilities, insurance, and maintenance. • Evidence to indicate that facilities-related budget assumptions are realistic based on anticipated location, size, etc. • A realistic, timebound plan for selecting and preparing a facility that will meet the programmatic needs and budgetary constraints. • A sound plan, which demonstrates an understanding of the local permitting requirements and processes, for ensuring that the facility will have proper permitting to operate as a school. • A clear, time bound plan to engage with local jurisdiction(s) and municipalities, specifically the applicable planning department/division and traffic department/division. • Assurance that the proposed location will be in compliance with applicable building codes, health and safety laws, and with the requirements of the American with Disabilities Act (ADA). Charter schools must demonstrate that a facility has been inspected and meets requirements of any applicable building codes, codes for the prevention of fire, and codes pertaining to safety, health and sanitation 30 days before the first day of school. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<p>Demonstrated capacity to manage facility selection, leasing, acquisition, development, renovation, and management, as applicable. If Committee to Form or CMO has identified a facility development partner, Committee to Form or CMO has thorough plans for managing the partner relationship and ensuring that the partner meets expectations.</p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<p>Plans for facility maintenance will ensure that the facility provides a safe and clean learning environment for students.</p>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

5 FINANCIAL PLAN

5.1 SECTION RATINGS

Financial Plan	Meets the Standard
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5.2 SUMMARY OF FINDINGS

The Financial Plan section was rated as Meets the Standard. In the written application the Committee to Form states that Academica Nevada will handle all back office financial reporting, and it will provide regular updates to the governing board for review at the board meetings. The Applicant states that the principal will oversee all school level finances and handle the day-to-day finances of the school. The Applicant demonstrates an understanding of controls and says that all purchases must be aligned to the approved budget, and the school principal will work with Academica to ensure purchasing follows the budget. The Committee to Form plans to utilize Academica to handle the payroll and benefits for the school, and the Applicant identifies the office manager as the main point of contact at the school for payroll and benefits. The Applicant documents clear plans for conducting an annual audit as well as a process for selecting and managing vendors. The Applicant provided detailed plans on controls around financials and demonstrated a clear understanding of what are best practices in this area. The Applicant states that, for contingency plans, the school would have access to grants and other financial support via Academica Nevada. The Applicant states that the school and governing board will focus on proactive enrollment marketing and outreach to work to ensure strong year 1 enrollment. The Applicant did not include revenue or expense estimations for the incubation year. The Applicant both within the clarifying responses and during the capacity interview, provided clarity and stated that the school will receive a CSP grant from Somerset upon approval which will cover most pre-opening expenses and support their Year 1 operations. This includes salaries, equipment, and supplies; however, the review team was not able to review an incubation year budget that included this funding.

For these reasons, as well as those detailed within the rubric criteria below, the review committee and SPCSA staff rated the Financial Plan as Approaches the Standard.

5.3 RUBRIC CRITERIA

The tables below provide details regarding each rubric criterion and whether it was determined to the Standard. The criterion for which “No” is selected was either rated as Approaches the Standard or Does Not Meet the Standard as described in the new charter school application evaluation rubric and summarized in Appendix A.

5.3.1 Financial Plan: Meets the Standard

Criteria	Meets the Standard?
The financial manager has the appropriate expertise to provide accurate and timely financial information to decision-makers.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The school protects mission-critical expenses when faced with budget cuts and commits to maintaining financial viability. The budget does not appropriate for any fund any amount in excess of the budget resources of that fund (in any single year).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
There is appropriate segregation of financial duties which align to organizational charts, leadership roles and responsibilities, and vendor responsibilities, as applicable.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Control systems ensure that only allowable expenses will be made and that all expenses will be coded appropriately.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Projections are accurate, conservative, and legally compliant. This includes appropriate allocations for required expenditures such as sponsorship fee, Public Employee Retirement System contributions, etc.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Budget priorities are consistent with the proposed model, including but not limited to educational program, staffing, and facility, and budget priorities are aligned with the proposed enrollment plan, including any enrollment growth.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sufficient detail and specificity of assumptions for all budget line items to allow for the assessment of fiscal viability.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Clear understanding of monthly cash flow that demonstrates viability of the school.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Current ratio based on proposed budget of at least 1.1 on a monthly basis is either 1.1 or better or is between 1.0 and 1.1 and trending positive from the immediately prior year.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The debt-to-asset ratio based on proposed budget is less than 0.9.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sufficient cash reserves to cover operations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
All funds from external sources that are included in the budget are guaranteed with cash in hand or letter of award and grant terms.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
There is no evidence that the school ever will become insolvent or lack access to the necessary amount of liquidity.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Assumptions about facilities in all financial statements correspond to a conservative facility plan and account for possible contingencies.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

6 ADDENDUM

6.1 SECTION RATINGS

Addendum	Meets the Standard
Past Performance	Meets the Standard
Scale Strategy	Meets the Standard
Network Capacity	Meets the Standard
School Management Contract	Meets the Standard

6.2 SUMMARY OF FINDINGS

Pursuant to [NRS 388A.249\(2\)](#), the SPCSA is required to consider the academic, financial and organizational performance of any charter schools that currently hold a contract with the proposed CMO or EMO. Information gathered through the Addendum Section examines the past performance of affiliated charter schools, as well as readiness of the CMO or EMO to expand and the specific services that are to be provided to the proposed school.

Overall, the Addendum section was rated as Meets the Standard. Four of the four subsections were determined to Meet the Standard as articulated in the new charter application evaluation rubric.

The Past Performance subsection was rated as Meets the Standard. In response to written clarifying questions, Somerset Academy of Carson City acknowledged that a small number of Academica-supported schools currently hold 1- or 2-star ratings. However, the Applicant contextualized this by highlighting that Academica Nevada supports more than 40 charter campuses across the state, the majority of which consistently achieve 3-, 4-, or 5-star ratings under the Nevada School Performance Framework. Additionally, affiliated schools demonstrate strong results on the SPCSA's Financial and Organizational Performance Frameworks, with performance rates as "Meets Standard". The Applicant also noted that no Academica-affiliated schools have had their contracts terminated, revoked, or non-renewed. Somerset Academy of Carson City further addressed formal interventions issued by authorizers, including details on resolved cases.

The Scale Strategy subsection was rated as Meets the Standard. The Applicant explained that the proposed EMO has supported several schools in opening their campuses which were provided in a table on the application, and they have no current other school applications in process. The Applicant stated that Academica supports, rather than drives, boards on evaluation of expansion and/or greenlighting opportunities for schools. The operational support includes evaluating communities for demonstrated need, evaluating operational capacity to grow school leadership, and evaluating academic readiness of the school to expand. The Applicant states that it will rely heavily on two individuals on the Committee to Form and individuals who will be board members to scale and transfer key information to the opening of the new school. Both individuals have experience with the Somerset model and will be key to the success of the Carson City expansion process.

The Network Capacity subsection was rated as Meets the Standard. The Applicant described Academica as a sixty plus person team that works with a variety of schools on back office operational support including board support, IT, HR, payroll, safety planning, finance/budget and compliance. The Applicant laid out a plan for the EMO's operational support of the school opening including facility support, student recruitment/engagement support, staff recruitment, and financial planning and marketing. The Applicant included timelines and expectations for the pre-opening process support as well as organizational charts and descriptions of the leadership team of the EMO. The table of Full Time Employees for the EMO demonstrates a clear number of organization support that could support opening a new school.

The School Management Contract subsection was rated as Meets the Standard. The Applicant states that the Committee to Form selected Academica to support the school because of its proven track record within Nevada as well as its familiarity with the Somerset model as it already supports other Somerset schools. The Committee to Form states that the EMO fee is \$495 per student, approximately 4.8% of per pupil revenue, and this aligns with the budget narrative.

The Committee to Form shared that the EMO does not prescribe a specific academic model as it focuses more on providing operational support regarding curriculum choices. The Applicant states that the governing board will operate separately from Academics and Somerset, and the EMO will have a contractual relationship with the board. The Applicant states that Academics will not employ the school leader or any other licensed personnel, and the board/principal will retain full authority over hiring, curriculum, and expenditures. The services agreement shared by the Applicant lays out the clear roles and responsibilities of each party, and this includes the board’s annual evaluation of the performance of the EMO. The Committee to Form lays out the clear commitment of the EMO supporting the governing board to launch the school during the pre-opening year, and this is aligned with the pre-opening and incubation table included within the application. The Applicant lays out the services that will be provided by the EMO which is included as a proposed agreement in an attachment. During the capacity interview, the Applicant provided additional information about the contract with Somerset, Inc. and an agreement will be provided to the SPCSA per conditions.

For these reasons, as well as those detailed within the rubric criteria below, the review committee and SPCSA staff rated the Addendum section as Meets the Standard.

6.3 RUBRIC CRITERIA

The tables below provide details regarding each rubric criterion and whether it was determined to Meet the Standard. The criterion for which “No” is selected was either rated as Approaches the Standard or Does Not Meet the Standard as described in the new charter school application evaluation rubric and summarized in Appendix A.

6.3.1 Past Performance: Meets the Standard

Criteria	Meets the Standard?
Academic Performance data for schools affiliated with the CMO/EMO demonstrate strong performance equivalent to 4- or 5-star performance on the NSPF.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Financial Performance data for schools affiliated with the CMO/EMO demonstrate strong performance equivalent to a rating of ‘meets standard’ on the SPCSA’s Financial Performance Framework.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Organizational Performance data for schools affiliated with the CMO/EMO demonstrates strong performance equivalent to a rating of ‘meets standard’ on the SPCSA’s Organizational Performance Framework.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The CMO/EMO and affiliated schools have no significant audit findings within the last three years.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Any legal issues, including contract terminations, are satisfactorily explained.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Any authorizer interventions, compliance violations, performance deficiencies and/or schools that failed to open or did not open on time are explained and were satisfactorily resolved.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

6.3.2 Scale Strategy: Meets the Standard

Criteria	Meets the Standard?
Well defined, thoughtful, strategic vision and five-year growth plan for developing new schools in Nevada and/or elsewhere, as applicable. Includes number and types of schools, proposed opening years, all currently identified communities and an explanation of how they were selected, and projected numbers of students.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Meaningful focus on expansion in Nevada and commitment of organizational resources to support quality school openings and operations.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
CMO/EMO criteria for evaluating readiness for expansion are comprehensive and demonstrate high expectations for academic, financial, and organizational performance. Evidence is provided that that CMO/EMO is ready to expand according to the articulated criteria for evaluating readiness.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The plan to scale the model to Nevada is thorough, realistic, and adequately resourced at both the CMO/EMO and school levels.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Plans for sourcing and training potential school leaders, including qualifications and competencies, is aligned with the mission and programs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Previous scale-up endeavors are shown to have been successful with student performance data and organizational financial data (if applicable).	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Includes plan to infuse Nevada school(s) with the essential elements of CMO/EMO model.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

6.3.3 Network Capacity: Meets the Standard

Criteria	Meets the Standard?
CMO/EMO has sufficient infrastructure and staff capacity (or plan to develop same) to support the proposed network of schools, including shared services and the costs associated with them.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Organization charts clearly indicate lines of authority between the board, CMO/EMO, and schools.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Clearly describes the roles and responsibilities of the CMO/EMO leadership team.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sufficient evidence is provided that the staffing plan for the CMO/EMO can support the proposed scale strategy.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

6.3.4 School Management Contract: Meets the Standard

Criteria	Meets the Standard?
If applicable, clear rationale for selection of the CMO/EMO.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Clear, appropriate delineation of roles and responsibilities between the management organization and the school. The functions table presented in this section should align to the contract.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Demonstrates capacity and commitment of the governing board to oversee the CMO/EMO effectively: <ul style="list-style-type: none"> Plan for board to monitor/evaluate the CMO/EMO's performance. Appropriate internal controls guide the relationship. Describes how the governing board will ensure fulfillment of performance expectations. There are no prohibited familial relationships between charter holder board members and CMO/EMO employees (including relatives) nor any supervisory or business relationships between charter holder board members and CMO/EMO employees (including relatives)¹⁶. Any real or perceived conflict is disclosed and adequately addressed. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Clearly outlines the roles/responsibilities of the CMO/EMO in the year prior to the school's opening. Services and supports during year 0 are documentation in the management contract or another agreement to ensure that governing board can hold CMO/EMO accountable for delivery of services.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If the administrative head of the charter school or any key personnel of the charter school are directly employed by the CMO/EMO, there are provisions to ensure board approval of the individual(s) selected for this/these roles ¹⁷ . Structures are in place to ensure that the governing board can hold the administrative head and any key personnel employed by the CMO/EMO accountable.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Clearly defined contract terms ¹⁸ including the following: <ul style="list-style-type: none"> The duration of the proposed contract, A clear description of the fees to be paid to the proposed CMO/EMO and a clear description of the services that the proposed CMO/EMO will be providing to the proposed charter school, A description of the roles and responsibilities of the proposed governing body of the charter school, the employees of the proposed charter school, and the proposed CMO/EMO, A clear description of the oversight responsibilities of the proposed governing body over the proposed CMO/EMO and how the proposed governing body will evaluate the performance of the proposed CMO/EMO, and Any renewal or termination provisions. 	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Costs for services are justified, reasonable, and commensurate with the services provided. The management contract does not authorize the payment of fees to the CMO/EMO which are not attributable to the actual services provided ¹⁹ .	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Complies with Nevada laws and regulations ²⁰ regarding contracts between charter schools and contractors, including EMOs and CMOs, including but not limited to:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

¹⁶ [NAC 388A.525\(2\)](#)

¹⁷ [NAC 388A.580\(4\)](#). Though permissible, this arrangement is unusual.

¹⁸ [NRS 388A.246\(36\)](#)

¹⁹ [NRS 388A.393](#)

²⁰ [NRS 388A.393](#) and [NAC 388A.580](#)

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|---|--|
| <ul style="list-style-type: none">• Contract with CMO/EMO is subordinate to the charter contract,• Initial contract term is no more than two years,• Contract with CMO/EMO does not give the CMO/EMO direct control of educational services, financial decisions, the appointment of members of the governing body, or the hiring and dismissal of an administrator or financial officer of the charter school or proposed charter school, and• Contract with CMO/EMO does not include any automatic renewal terms.• The contract does not allow for any form of leverage – including but not limited to severance fees and facilities ownership – by which the CMO/EMO can ensure renewal of their contract. | |
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7 APPLICATION PROCESS DETAILS

7.1 TIMELINE

SPCSA staff offered a five-part training series regarding the New Charter School Application process. Each training was recorded and posted to the SPCSA's website: https://charterschools.nv.gov/OpenASchool/Application_Packet/. Below is a summary of the training that was provided.

- December 16, 2024 – Application Overview and Process
- January 8, 2025 – Application Cover Sheet, Meeting the Need, and Academic Plan
- January 21, 2025 – Operations Plan and Addendum
- February 6, 2025 – Financial Plan
- February 24, 2025 – Clarifying Questions and the Capacity Interview

Below are key dates related to the Somerset Academy Carson City charter school application.

- January 30, 2025 – Somerset Academy Carson City Notice of Intent is received
- April 30, 2025– Somerset Academy Carson City Application is received
- May 13, 2025 – Memo sent to Carson City School District soliciting input²¹
- July 1, 2025 – Clarifying Questions sent to applicant; responses received within 4 business days
- July 14, 2025 – Somerset Academy Carson City Capacity Interview is conducted
- July 24, 2025 – Input provided by Carson City School District
- August 22, 2025 – Recommendation is presented

7.2 CAPACITY INTERVIEW

Based on the independent and collective review of the application, the review committee conducted a capacity interview of the applicant to assess the capacity to execute the application's overall plan. The capacity interview for Somerset Academy Carson City was conducted on July 14, 2025 and lasted approximately 120-minutes. All members of the Committee to Form attended the interview. Additionally, two representatives from Academic Nevada, a potential EMO, and a representative from Somerset Academy Inc. attended the capacity interview. Questions during the capacity interview focused primarily on these areas:

- Mission and Vision
- Parent and Community Involvement
- Driving for Results
- At-Risk Students and Special Populations
- School Culture
- Board Governance
- Leadership Team
- Facilities
- Financial Plan
- School Management Contract

²¹ Pursuant to NRS 388A.249, the SPCSA solicited input from the Clark County School District regarding this application. NRS 388A.249(2)(a) requires that "[t]he proposed sponsor of a charter school shall, in reviewing an application to form a charter school...If the proposed sponsor is not the board of trustees of a school district, solicit input from the board of trustees of the school district in which the proposed charter school will be located."

Prior to the capacity interview, the review committee sent the applicant team a list of clarifying to provide an additional opportunity for details and information to be presented. These responses were considered by the review team and were used to better inform the capacity interview.

Lastly, the capacity interview included a scenario-based question that probed the Committee to Form's capacity to work through a scenario in which they were behind in identifying a facility, which was potentially leading to the school missing its projected enrollment targets to be on track for full enrollment at the beginning of the first year.

APPENDIX A

THE CHARTER SCHOOL APPLICATION “NOTICE OF INTENT”

The charter school application process begins with the submission of a written “notice of intent” to submit a new charter school application. See NAC 388A.260(2). This notice of intent is a brief document, submitted to the SPCSA 90 days prior to the submission of the applicant’s new charter school application, stating, among other things, the name of the proposed charter school, contact information for the applicant, the proposed location of the charter school, and the grade levels and number of students the proposed charter school seeks to serve.

THE SPCSA’S PROPOSED CHARTER SCHOOL APPLICATION WINDOW

In December 2021, Nevada’s Legislative Commission approved proposed regulation R043-21, which amended Nevada Administrative Code 388A.260(1). With this change, the SPCSA moved from two new charter school application windows each year (previously in January and July of each year), to a single annual application window. As a result, new charter school applications now must be submitted to the SPCSA between April 15 and April 30 of each year.

Part of the intent behind the change to NAC 388A.260(1), and the move from two annual application windows to a single application window in April of each year, was to allow sufficient time to ensure that a newly approved charter school opens successfully. That is, upon receipt of a new charter school application in April, the SPCSA’s review process (as described in greater detail below), typically takes four to eight months – meaning that a new charter school application that is received in April will be approved or denied by the SPCSA in August or December. This timeline allows a newly approved charter school nine to 12 months to successfully execute the charter school’s incubation year plan and ensures a successfully opening of the charter school.

Note that NAC 388A.260(1) still contains a “good cause” provision whereby a new charter school applicant may, for “good cause,” request that the SPCSA accept a new charter school application outside the annual April 15 – April 30 window. However, if the SPCSA approves a “good cause” exemption to submit a new charter school application outside of the annual April application window, a notice of intent to submit a new charter school application must still be submitted to the SPCSA 90 days prior to receipt of the actual application. In practice, this means that upon approval of a good cause exemption by the SPCSA, allowing an applicant to submit a new charter school application outside of the typical April application window, an applicant will submit its new charter school application 90 days after approval of the good cause exemption and receipt of the applicant’s notice of intent.

THE REQUIRED CONTENTS OF A NEW CHARTER SCHOOL APPLICATION

NRS 388A.246 and NAC 388A.135-160 detail the requirements related to a new charter school application. Note that these statutes and regulations related to the required contents of a new charter school applications are extensive.²²

²² Although the following list is not all-inclusive, among the required contents of a new charter school application are the following:

- The name of the proposed charter school;
- The date on which the proposed charter school seeks to open;
- Grade levels and the proposed enrollment that the charter school seeks to serve;
- A summary of the plan for the proposed charter school, including the mission, vision and goals of the proposed charter school;
- Information regarding the indicators, metrics and measures that the proposed charter school will use to evaluate the academic, organizational, and financial performance of the proposed charter school;
- The organization structure of the proposed charter school;
- Information regarding the committee to form and the proposed governance of the charter school;

COMPLETENESS CHECK

After receiving a new charter school application, the SPCSA, pursuant to NRS 388A.249(3)(a)(2) and NAC 388A.260(2) conducts a “completeness check” of the application to ensure that the new charter school application contains all the information required by NRS 388A.246 and NAC 388A.135-160. If a new charter school application does not contain all the information required by Nevada’s charter school statutes and regulations, if practicable, the SPCSA follows up with the applicant to obtain the required information. If not, the applicant is asked to submit a new, complete charter school application during the next application cycle.

WITHDRAWAL OF A NEW CHARTER SCHOOL APPLICATION

NAC 388A.260(3) allows an applicant to withdraw a new charter school application upon written notice to the SPCSA. An applicant may decide to withdraw its application due to significant concerns regarding the completeness of the application, or because it is evident after a cursory review of the new charter school application that the proposed charter school application is not fully developed.

THE SPCSA’S REVIEW OF A NEW CHARTER SCHOOL APPLICATION

Once a new charter school application is deemed complete in accordance with 388A.249(3)(a)(2) and NAC 388A.260(2), the SPCSA begins its substantive review of the new charter school application.

NRS 388A.249(2)(a) requires the SPCSA to conduct a “thorough review” of the new charter school application. This “thorough review” requires that the SPCSA establish a review team to review and evaluate the new charter school application and include in the review team persons with knowledge and expertise regarding the academic, financial, and organizational facets of charter school that are not employed by the SPCSA – these persons are often referred to as “external reviewers.” NRS 388A.249(2)(a) and NAC 388A.260(4).

As part of this “thorough evaluation” the SPCSA is required to conduct an interview with the applicant to elicit clarifying or additional information about the proposed charter school and determine the ability of the applicant to establish a high-quality charter school – this is the “capacity interview” conducted by the SPCSA. NRS 388A.249(2)(b) and NAC 388A.260(4)(b)(2)

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- Information regarding the proposed administrative head of the proposed charter school;
 - Information regarding how teachers and staff will be recruited and hired;
 - Course and curriculum information, including any dual-credit programs for high school students (if applicable);
 - Information regarding serving students with disabilities, students who are English language learners, an at-risk student;
 - The organization structure of the proposed charter school;
 - Information regarding the committee to form and the proposed governance of the charter school;
 - Information regarding the proposed administrative head of the proposed charter school;
 - Information regarding how teachers and staff will be recruited and hired;
 - The proposed charter school’s calendar;
 - Information regarding any proposed facility for the proposed charter school;
 - Equipment, furniture, and fixtures that the proposed charter school will utilize;
 - Transportation, if applicable;
 - Health and safety requirements;
 - Student records;
 - Extracurricular activities and dress code;
 - Discipline policies;
 - Budget;
 - Enrollment and any lottery process and procedures;
 - Information regarding required insurance

In its review of the charter school application, the SPCSA is required to evaluate the new charter school application based on documented evidence collected through the process of reviewing the application and the information gleaned during the capacity interview. See NRS 388A.249(2)(b) and (e).

The determination regarding whether to grant a new charter school application is to be based on the ability of the applicants to establish a high-quality charter school. NRS 388A.249(2)(b). The SPCSA may approve a new charter school application if:

- The application complies with all charter school laws and regulations;
- The application is complete;
- The applicant has demonstrated competence in accordance with the SPCSA's new charter school application rubric demonstrating that approval of the new charter school application will likely result in a successful opening and operation of the charter school;
- The application meets the criteria contained in the SPCSA's academic and demographic needs assessment; and
- Sufficient input has been received the public. NRS 388A.249(3).

The North Star of the review team's evaluation of the new charter school application is the SPCSA's new charter school application rubric. NRS 388A.249(2)(b). The rubric is broken into four major sections, plus an addendum. Rating options for each section are Meets the Standard; Approaches the Standard; Does not Meet the Standard. These are defined as follows:

- **Meets the Standard:** The response reflects a thorough understanding of key issues. It addresses the topic with specific and accurate information that shows thorough preparation; presents a clear, realistic picture of how the school is expected to operate; and inspires confidence in the applicant's capacity to carry out the plan effectively and result in a 4- or 5-star school.
- **Approaches the Standard:** The response meets the criteria in many respects but lacks detail and/or requires additional information in one or more areas.
- **Does Not Meet the Standard:** The response is undeveloped or incomplete; demonstrates lack of preparation and/or raises serious questions about the coherence of the application and whether it is original work; raises substantial concerns about the viability of the plan or the applicant's ability to carry it out.

Detailed descriptions of each rubric item can be found in the full rubric located on the SPCSA Application website:

http://charterschools.nv.gov/OpenASchool/Application_Packet/

Once the review team reviews and scores the new charter school application, the SPCSA's Executive Director, or his or her designee, forwards his or her recommendation to the SPCSA Board for its consideration. NAC 388A.260(6)

THE SPCSA'S APPROVAL OR DENIAL OF A NEW CHARTER SCHOOL APPLICATION

The SPCSA Board is required to consider a new charter school application at a public meeting held no more than 120 days (or later if agreed to by the applicant) after receipt of the new charter school application. NRS 388A.255(1).

RESUBMISSION AND APPEAL OF A DENIAL OF A NEW CHARTER SCHOOL APPLICATION

If a new charter application is denied, an unsuccessful applicant will be provided with a written notice setting out the deficiencies contained in the new charter school application. If the applicant chooses to do so, the applicant may resubmit the applicant's new charter school application within 30 days after receiving the written notice of deficiencies. NRS 388A.255(2). Given the lengthy and rigorous application process utilized by the SPCSA in regard to charter applications, as well as the limited timeframe specified in NRS 388A.255(2) for an unsuccessful applicant to resubmit their charter application, the SPCSA encourages only those unsuccessful applicants that the SPCSA has found limited or specific areas where the application does not meet standards to resubmit their charter application. Unsuccessful

applicants that the SPCSA has found numerous or significant issues within the application that do not meet standard are encouraged to submit a new charter application during the SPCSA's next application window.

If a new charter school application is denied after resubmission, the unsuccessful applicant may then appeal the denial to the district court in which the proposed charter school was to be located. NRS 388A.255(3).